I. Executive Summary

II. Vision, Mission, and Goals
   A. Vision
   B. Mission
   C. Goals, Initiatives, and Action Plans

III. Funding

IV. Unit Statistical Profile
   A. Instructional
   B. Research and Creative Accomplishments
   C. Faculty Hiring
   D. Funding Sources
I. Executive Summary

There are many ways to measure and rank university research libraries. The following ten research libraries are listed because they excel in funding, collections, services and initiatives. They are listed alphabetically:

Cornell University
Duke University
North Carolina State University
University of California, Berkeley
University of Illinois
University of Michigan
University of North Carolina
University of Southern California
University of Texas
University of Washington

The university research libraries that are examples of our peers include:

University of Florida
University of Georgia
University of Kentucky
University of Tennessee
Vanderbilt University

Each of these libraries are at SEC universities. They each have a budget, collections and services on a par with the University of South Carolina University Libraries. Each of these libraries is a member of the Association of Southeastern Research Libraries and as such, works very closely with our library.

One of the greatest strengths of our University Libraries is our Special Collections. Special Collections separate research libraries from libraries that simply have large collections. Our University Libraries have four major Special Collection areas:

*The South Caroliniana Library is one of the finest southern history collections in the world.
The Rare Books and Specials Collections unit of the University Libraries houses over 100,000 volumes. We rival much larger collections in the excellence and unique character of the collections that we hold.

The South Carolina Political Collections is the only collection of its kind in the United States. Most political libraries have the papers of one individual. We now house the papers of over 80 individuals and we are continuing to grow.

Moving Image Research Collections (MIRC) is among the ten largest film archives in the United States.

An additional strength of the University Libraries is its faculty and staff. The University Libraries are very understaffed. Our peer SEC libraries average 242 faculty and staff to our 179. Our beginning and average library faculty salaries are at the bottom of the 123 Association of Research libraries. Even so, our library compares well in collections and services to any other research library. This is due to the dedication and hard work of the library faculty and staff.

The most significant accomplishments of the University Libraries over the last five years include a number of improvements to our facilities, including the construction of the Hollings Special Collections Library. Many new collections have been added including a first edition Cateby, the Chinese Film Collection and the Winston Churchill Collection. New services have been implemented such as the Scan and Deliver service and the office book delivery service.

The most significant weakness of the University Libraries is the absence of a dedicated revenue stream to support increases in collection budgets, wear and tear on facilities, salary inequities and needed positions to support changes in the provision of library services. Many universities accomplish this through a library fee. The result has been that the Library must approach the University Administration, University CIO, donors or fellow Deans to support Library initiatives.

II. Vision, Mission and Goals

Vision
The Libraries will contribute to the advancement of knowledge and promote and enhance the intellectual, cultural, and communal life of the University by building and preserving vital research collections, providing exceptional physical and virtual spaces, deploying leading-edge technologies, and recruiting and developing creative and skilled staff committed to managing the challenges of a dynamic information environment.

The University Libraries have continued to acquire electronic resources and digital collections. The physical environment of the libraries has been enhanced with the renovation of the Technology Lounge. The Hollings Library is nearing completion. The University Libraries continue to take a leadership role in state, regional, and national library consortia.

Mission

The University Libraries’ mission is to support, enhance, and collaborate in the instructional, research, and service activities of the faculty, students, and staff, by collecting, organizing, preserving, communicating, and sharing information resources.

The University Libraries envision themselves as a destination, both physical and virtual. The Mission of the Libraries is to provide access and instruction to utilize the library's resources and facilities.

Summary of Goals:

Goal 1: Strengthen, build, expand and preserve print and digital collections that fully support the University's teaching, research interests, and information needs.

Goal 2: Establish partnerships across campus and with local, regional, national, and international organizations in order to enrich current services, collections, and programs.

Goal 3: Develop programs and services that promote innovation, collaboration, communication, learning, and research within the University community.

Goal 4: Transform the Libraries’ physical spaces into a flexible, functional, inviting, safe, and technology-equipped environment.

Goal 5: Promote the Library’s collections, programs and initiatives on- and off-campus.

Goal 6: Secure greater financial support from a variety of sources both internal and external to the University.

Goal 7: Build and manage a distinctive technological research infrastructure that integrates both print and digital resources
and enables access and connection among users, communities, resources, and tools.

Goal 8: Recruit and retain knowledgeable, diverse, and service-oriented staff and promote a supportive work environment essential to the successful operation of the library.

Goal 9: Assess the quality of library spaces, services, and collections to strategically address areas of user needs.

GOALS:

Goal 1: Strengthen, build, expand and preserve print and digital collections that fully support the University’s teaching, research interests, and information needs.

Focus Carolina Relationship: The University Libraries Goal 1 and its initiatives directly relate to the University’s mission statement and supports goals found in “Teaching and Learning Initiatives” and major initiatives in “Research, Scholarship and Creative Achievement Initiatives”.

The collections of the Library are one the four cornerstones of the University Libraries as expressed in the Vision and Mission. Building quality collections that respond to the needs of users is one of our highest priorities.

Initiative 1a: The Libraries will select and purchase materials based on needs identified by librarians and in consultation with academic units.

Collaboration between librarians and teaching faculty is at the heart of successful collection development.

Action Plan: The Libraries will acquire both print and electronic materials, with a preference for electronic materials where appropriate, in consultation with representatives from academic departments, schools and colleges. Materials will be acquired with respect to needs identified through assessment and analysis of collection strengths and weaknesses.
Indicator: The Libraries will increase and strengthen holdings in subject areas supporting teaching, research, and information needs of the University.

Action Plan: The Libraries will identify special collections that support the research and teaching needs of the University.

Indicator: The Libraries will acquire special collections as they are identified after considering their relevance to current and future research and teaching.

Initiative 1b: The Libraries will work to strengthen financial support to maintain excellent library collections.

*Financial support for Library collections must increase in order to offset serials inflation.*

Action plan: The Libraries will continue to seek increased allocations to maintain serial and database resources as their prices increase.

Indicator: The Libraries will continue to present a reliable and accurate assessment of inflationary increases.

Indicator: The Libraries will continue to look for methods to control rising costs. Such methods include careful assessment of continuing needs, establishing agreements that control increases, and maintaining expertise on the economics of scholarly communication.

Action Plan: The Libraries will explore potential savings by purchasing monographs in a “just in time” mode, rather than the traditional “just in case” approval plans.

Indicator: The Library will initiate patron driven acquisition services to acquire monographic materials.
Indicator: The Libraries will attempt to free up funds that can be transferred to areas of need in the budget.

Action plan: The Libraries will advocate for funding increases to address the needs created by institutional growth and change.

Indicator: The Libraries will be able to provide quantifiable figures about needs for new resources.

Goal 2: Establish partnerships across campus and with local, regional, national, and international organizations in order to enrich current services, collections, and programs.

Focus Carolina Relationship: The University Libraries Goal 2 and its initiatives support “Service Excellence Initiatives”.

Research Libraries have the opportunity to enhance every aspect of their mission through collaboration.

Initiative 2a: Establish a network of close cooperation with The University’s library advisory groups for input and support regarding the services the libraries provide.

Listening to the voices of those who use our services will aid the Libraries as we strive to offer more efficient and more effective services.

Action Plan: Identify and contact advisory groups whose insight and expertise will aid the University Libraries.

Indicator: Advisory groups will be identified and their input will be collected and analyzed. Facilitate ways in which these groups can support the University Libraries.

Initiative 2b: Establish an institutional repository of the University’s scholarly research and digital assets using a hosted platform. In cooperation with campus information technology groups, the Libraries will lead the effort to
develop a University-wide institutional repository for managing, storing, and preserving digital assets of all types.

*The establishment of an institutional repository will benefit every sector of the University. This project can only be accomplished through University-wide collaboration.*

**Action Plan:** Establish an institutional repository in cooperation with campus technology leaders.

**Indicator:** Provide leadership and participate in the establishment of an institutional repository.

**Initiative 2c:** Continue the South Carolina Digital Library in conjunction with other state entities.

*A state-wide digital initiative will provide a level of coordination and resource sharing that will be of benefit to all. Collaboration will need to take place across a number of constituencies.*

**Action Plan:** Establish and identify appropriate resources to be part of the South Carolina Digital Library.

**Indicator:** Provide leadership and participate in the establishment of guidelines, goals, and resources in establishing a statewide digital library resource.

**Initiative 2d:** The University Libraries will continue to support those campus partners with complementary missions who have relocated their services to the Thomas Cooper Library.

*The Thomas Cooper Library will continue to define itself as the center of the University through collaboration with campus partners.*

**Action Plan:** The University Libraries will seek input from its users and assess the uses of its space.

**Indicator:** University Libraries will seek input from faculty and students using a
variety of methods to develop an understanding of what users want in the Libraries. This information will be collated and reported for use in the feasibility study.

**Initiative 2e:** The University Libraries will continue to take a leadership role in the activities of the Partnership Among South Carolina Academic Libraries (PASCAL).

*The University Libraries have played a leadership role in PASCAL since its inception. This collaboration has benefited the University and the state.*

**Action Plan:** The University Libraries will provide representation to various components of PASCAL.

**Indicator:** University Libraries' staff will serve on various PASCAL committees.

**Initiative 2f:** The University Libraries will participate nationally in the Association of Research Libraries (ARL) and regionally in the Association of Southeastern Research Libraries (ASERL).

*ARL and ASERL remain the most important associations for the University Libraries.*

**Action Plan:** The University Libraries will participate in the programs of ASERL and the activities of ARL.

**Indicator:** University Libraries will fully participate in ARL and ASERL initiatives and be recognized for their participation.

**Goal 3:** Develop programs and services that promote innovation, collaboration, communication, learning and research within the University community.

**Focus Carolina Relationship:** The University Libraries Goal 3 and its initiatives support the “Service Excellence Initiatives”.

*The University Libraries must maintain the ability to develop new services that are responsive to the changing needs of the University community.*
**Initiative 3a:** Develop and deliver exhibits and programming for the University community and general public that highlight the services and collections of the University Libraries.

The University Libraries have many resources and services that can enhance the university and general public's information and educational needs.

**Action Plan:** Design, develop, and promote programming to groups around the state.

**Indicator:** Increase the number of programs developed and delivered by the University Libraries. Deliver programs beyond the Columbia campus.

**Initiative 3b:** Use assessment tools and current learning theories to evaluate and to redesign freshman library instruction programs.

The Library’s involvement in University 101 must be continually evaluated to ensure freshmen are receiving the best possible orientation to Library resources.

**Action Plan:** Design, develop, and conduct surveys or focus group discussions to gather information regarding the efficacy of library instruction for first year students.

**Indicator:** Changes made in instruction will be noted and evaluated for further revision.

**Initiative 3c:** Continue and evaluate a model information literacy program with the Darla Moore School of Business.

Information Literacy has great potential to prepare our students for academic success and success in the workplace. The School of Business offers the opportunity to create a model program that can be extended throughout the University.

**Action Plan:** Work with the School of Business administrators to identify courses appropriate for
library instruction and begin teaching information literacy concepts in these courses.

**Indicator:** Business librarians will increase the number of sessions taught and a systematic approach to instruction will begin to take shape.

**Initiative 3d:** Use the hosted web 2.0 publishing platform, LibGuides, to create in one location multimedia guides that bring together subject based research information, course guides, faculty support, information literacy and the ability to share knowledge and information over blogs and social networks such as Twitter and Facebook. This will enable the library to promote its resources to the University community and beyond.

_This platform pulls together access to articles, books, websites and traditional help sheets by Subject._

**Action Plan:** Update and revise subject guides compatible with our liaison areas and create more USC course guides using the LibGuides software.

**Indicator:** Reference librarians will encourage student and faculty feedback to determine success of the LibGuides approach.

**Initiative 3e:** Experiment with social technologies to find methods of engaging students in library research and awareness.

_There are many new and evolving technologies that catch the attention of our students. Libraries must evaluate which of the more lasting technologies are compatible with information literacy goals and, of those, which are most effective for our library._

**Action Plan:** New technology discussion group will continue to suggest and experiment with new and current trends for engaging students.

**Indicator:** University Libraries will use apply appropriate new technologies in the provision of library services.
**Initiative 3f:** Continue to work with students and faculty to encourage applicants for the Undergraduate Research Award.

*The University Libraries' Award for Undergraduate Research recognizes and rewards excellence in undergraduate research projects that incorporate the use of University Libraries' collections, resources, and services. It is an excellent way to promote library resources.*

**Action Plan:** Respond to queries from students and faculty about the Undergraduate Research Award. Connect them with the sponsor for guidance to an appropriate project.

**Indicator:** Twenty applications or more each year.

**Initiative 3g:** Implement new payment methods for library services and fines so that customers can complete their transactions within the library.

**Action Plan:** Explore and implement use of credit and debit payment options.

**Indicator:** Accept credit and debit payments for fines and services.

**Initiative 3h:** Continue to enhance the collections and services of the Moving Image Research Collections (MIRC).

*MIRC contains valuable and useful material, including the Fox Movietone News collection, but has not reached its potential usage.*

**Action Plan:** The Libraries will continue to support a faculty MIRC Advisory Committee to study the current situation and make recommendations for change.

**Indicator:** The committee is formed and recommendations are made.
**Action Plan:** The Libraries will consider the committee’s recommendations and will implement those that move the MIRC to a more visible, University-centered position.

**Indicator:** The MIRC will be re-positioned to become more visible and more focused on services to the University community.

**Action Plan:** The libraries will put together an advisory committee to develop a preservation policy and storage plan for the film being digitized at MIRC. This committee will include the resources and expertise of UTS.

**Indicator:** committee formed plan and policy developed.

**Initiative 3i:** The Libraries will examine its vehicles for its shuttles to the Annex and around campus.

*The Libraries provide vital services to the USC campus by providing a shuttle service for both the library storage facility and the Columbia campus libraries.*

**Action Plan:** The libraries will review the current roster of vehicles and develop a plan for replacement.

**Indicator:** The vehicles are reviewed and a replacement schedule is developed.

**Action Plan:** The libraries will explore possibilities for financing new vehicles.

**Indicator:** The libraries will obtain funding or allocate money to obtain new vehicles and new vehicles will be obtained.

**Initiative 3j:** The Libraries will institute a courier service to deliver library and campus materials to the regional campuses, increasing deliveries to twice a week.
**Action Plan:** The library will use a request for bids to determine the best courier to deliver materials to the campuses.

**Indicator:** The library will select a courier and implement the improved service.

**Goal 4:** Transform the Libraries' physical spaces into a flexible, functional, inviting, safe, and technology-equipped environment.

**Focus Carolina Relationship:** The University Libraries Goal 4 and its initiatives support the “Quality of Life in the University Community Initiatives”.

*Changes to the student seating areas of the Thomas Cooper Library have resulted in major usage increases. Continued enhancement to physical spaces must be a high priority.*

**Initiative 4a:** The Libraries now offer 24-hour access to the Thomas Cooper Library seven days a week.

*Increased hours of access have been an important complement to improved spaces.*

**Action Plan:** The Libraries will continue to open the Thomas Cooper Library on a 24-hour basis throughout the Fall and Spring Semesters, pending funding.

**Indicator:** Recurring funding to maintain 24-hour access for the Fall and Spring Semesters is provided.

**Initiative 4b:** The Libraries will renovate the group study rooms in the Cooper Library.

**Action Plan:** The Libraries, in cooperation with University Facilities, will undertake the renovation of the group study rooms into a more collaborative environment with new furnishings and enhanced technology.
Indicator: The group study rooms will be renovated.

Initiative 4c: The Libraries will contract for an architectural feasibility study in preparation for the renovation of the Thomas Cooper Library.

Until a "master plan" has been created, it is difficult to make further changes to the existing structure.

Action Plan: The Libraries will continue the planning process for an architectural feasibility study related to the renovation of the Thomas Cooper Library.

Indicator: The procurement process for an architectural feasibility study of the Thomas Cooper Library is underway.

Initiative 4d: The Hollings Library is completed and will begin operations. Operational issues will need to be examined and plans will need to be implemented.

Action Plan: The Hollings Library will become operational.

Indicator: The addition will be ready for Rare Books & Special Collections/South Carolina Political Collections users.

Initiative 4e: The Libraries will plan for the relocation of University Archives and Microfilming from the Pearle Facility.

Action Plan: New locations for these units will be identified.

Indicator: These units will be relocated to locations appropriate to their needs.

Initiative 4f: The Libraries will internally allocate funds to revitalize the appearance of their physical spaces in order to create an attractive, inviting, and comfortable learning environment that will continually meet the traditional and changing needs of users.
The University Libraries need to allocate a portion of the budget each year for renovation.

Action Plan: The Libraries will develop a mechanism for monitoring the current condition of all facilities and establishing priorities for repair and rehabilitation.

Indicator: The creation of a mechanism for monitoring current conditions and establishing priorities for repair and rehabilitation.

Action Plan: The Libraries will procure funding for maintaining and upgrading classrooms, offices, public equipment, furniture, carpet, paint, and physical appearance as needed and as funding is available.

Indicator: Funding for maintaining and upgrading the physical environment will be allocated.

Initiative 4g: The Libraries will begin planning for a second annex building.

Remote storage for collections is essential.

Action Plan: The libraries will establish a team to create a ten-year plan to best use the current space in the Library Annex.

Indicator: The team will evaluate and prioritize requests from library units to send materials to the Annex so that the overall space needs of University Libraries can be addressed.

Action Plan: The libraries will establish a team to explore possibilities for a second box to be built near the current annex.

Indicator: A plan for a second box will be produced.
**Action Plan:** The libraries will explore funding options.

**Indicator:** Funding for a second box will be obtained.

**Initiative 4h** Replace the fire alarm system at the South Caroliniana library.

_The fire alarm system cannot be repaired the next time it malfunctions. It will take three to four months to install a new system. It is imperative that the new system is installed before the old system stops working._

**Action Plan:** Obtain funding and replace the fire alarm system.

**Indicator:** New fire alarm system is installed.

**Goal 5:** Promote the Libraries’ visibility and presence on and off campus.

**Focus Carolina Relationship:** “Recognition and Visibility Initiatives” are directly supported by the University Libraries Goal 5 and its initiatives.

_The University Libraries have developed a Communications, Assessment, Publications (CAP) Team to coordinate these vital areas._

**Initiative 5a:** Increase library marketing and visibility.

_The Library and its programs need to be consistently reported in media outlets._

**Action Plan:** Improve library external communications through publications and media contacts.

**Indicator:** Increased mentions of Library programs and services in local, state, national, and international media.
Action Plan: Review all current library external publications for appropriateness of audience, message and assessment measures.

Indicator: All external publications will be reviewed and targeted for maximum effectiveness.

Action Plan: Provide more opportunities for the library story to be told through events and public speaking engagements.

Indicator: Increased number of events with opportunities for the Dean and Directors to speak targeting donors and prospects.

Action Plan: Promote the Writers’ Festival

Indicator: Increased attendance.

Initiative 5b: Improve internal and external communication.

Quality communication continues to be a priority.

Action Plan: Improve communication between the University Libraries and other University schools, departments, and offices.

Indicator: Increased mentions of Library programs and services in the campus media.

Action Plan: Improve communications between the University Libraries and organizations external to the University.

Indicator: Increased mentions of Library programs and services in local, state, national, and international media.

Goal 6: Secure greater financial support from a variety of sources, both internal and external to the University.
Focus Carolina Relationship: "Research, Scholarship and Creative Achievement Initiatives” are supported University Libraries Goal 6 and its initiatives.

Initiative 6a: Enhance collections through gift in kind and fundraising.

Fund raising for collections continues to be a priority.

Action Plan: Secure gifts-in-kind and other sources of gifts (including planned giving) leading to the purchase of primary resources to facilitate first-hand student learning.

Indicator: Work creatively with specialists and collection development librarians to cultivate and steward donors.

Initiative 6b: Increase library endowments.

Library endowments have been established and will continue to be established.

Action Plan: Collaborate with University Advancement to explore the potential and create a plan for locating and cultivating new major donors.

Indicator: Central Advancement will be asked to provide the names of new prospects and opportunities to engage significant donors in University Libraries events.

Action Plan: Establish new endowments to provide additional financial resources for the purchase of electronic, print, and primary source materials for all libraries or collections.

Indicator: Increase endowment income by 10%.

Action Plan: Develop new case studies and refresh old ones to increase the awareness of library needs and interest in major charitable gifts.

Indicator: Develop documents to clearly identify needs of University Libraries.
**Action Plan:** Establish endowments to fund student assistants for University Libraries.

**Indicator:** Secure funds and establish endowments.

**Initiative 6c:** Improve and enhance library facilities.

*Library facilities are in a state of serious disrepair. Although fundraising in this area is a challenge, strategies are being developed to address this need.*

**Action Plan:** Pursue funding for enhancements to all facilities through naming opportunities.

**Indicator:** Continue to name spaces.

**Initiative 6d:** Increase the libraries’ annual undesignated gift revenues.

*Most of the Library’s gifts are designated for a specific collection. Undesignated funds allow the Library to respond to unanticipated needs.*

**Action Plan:** Collaborate with University Development to promote gifts by parents and alumni to the unrestricted funds.

**Indicator:** Design a targeted mass mailing to parents and alumni.

**Action Plan:** Recruit new members to the Ex Libris Society, University South Caroliniana Society, and Thomas Cooper Society and maintain the level of sustaining members.

**Indicator:** Increase membership.

**Goal 7:** Build and manage a distinctive technological research infrastructure that integrates both print and digital resources and enables access and connection among users, communities, resources, and tools.
Focus Carolina Relationship: “Research, Scholarship and Creative Achievement Initiatives” are supported by the University Libraries Goal 7 and its initiatives.

Libraries and their spaces must be flexible and accommodate evolving information technologies and their usage as well as become a "laboratory" for new ways of teaching and learning in a wired or wireless environment. The demand for technological access to information, regardless of format, continues to exceed expectations.

Initiative 7a: The Libraries will provide comprehensive and state-of-the-art information technologies that support the educational pursuits and professional and personal needs of its users.

In order to remain a leader in providing IT-rich library resources, the Libraries must dedicate significant resources to replace aging workstations. The general rule of thumb is that computers have a 3-5 year life span.

Action Plan: Action plan: The Libraries in collaboration with UTS will develop a plan to replace aging essential servers housed at UTS and required for library core operations. Allocation of funds to replace the servers for the Integrated Library System which are no longer adequate for additional upgrades needed for effective operation.

Indicator: Indicator: replacement plan developed and funding secured for two ILS servers and the UTS service level support plan for these servers.

Action Plan: The Libraries will develop a 3-5 year computer replacement plan for all faculty and staff computers and will seek funding to implement the plan.

Indicator: The replacement plan is developed and funding is secured.

Initiative 7b: The Library will provide innovative “next generation” systems and tools that are designed to help
students and faculty pursue new models of access in pursuing research and scholarship.

*Libraries look to web technology as a model for developing services that promote open personalized communications and that encourage user collaboration.*

**Action Plan:** Continue to evaluate and develop resources and tools that will provide innovative, highly interconnected web-based services and applications that connect and collaborate with student/faculty communities and connect disparate pieces of information in a cohesive manner.

**Indicator:** Continue to use new emerging technology and tools which will provide an improved dynamically generated web presence for library resources. Continue to promote library services and resources through Social Networking communities and to enhance the library catalog through discovery tools such as Encore, community tagging and book reviews.

**Initiative 7c:** The University Libraries will continue to build digital library collections and services designed to help faculty pursue new models of pedagogy and scholarship.

*The Libraries' digital collection program has expanded research and development in new forms of scholarly communication and has maintained digital collections that shape new models of teaching and research.*

**Action Plan:** The Libraries in collaboration with UTS will develop a comprehensive plan for the preservation and storage of digital assets at the University of South Carolina.

**Indicators:** Preservation and digital asset management plan developed and implemented.

**Initiative 7d:** The Library will provide a state-of-the-art collaborative learning environment that will meet the needs of this and future generations of students and faculty.
Student collaboration in learning promotes active engagement with materials, critical thinking, and communication skills. Collaborative seating areas have resulted in usage increases; enhancing these areas with technology is a high priority.

**Action Plan:** The Libraries will explore funding opportunities with the University’s Development Office and collaborate with students, faculty, and appropriate administrative units to create collaborative learning environments throughout the University Libraries that will provide innovative technology and a unique spaces for students.

**Indicators:** The Library will renovate 40 group study rooms in the Thomas Cooper Library.

**Goal 8:** Recruit and retain knowledgeable, diverse, and service-oriented staff and promote a supportive work environment essential to the successful operation of the Libraries.

**Focus Carolina:** Goal 8 and its Initiatives addresses the “Quality of Life in the University Community Initiatives”.

*The faculty and staff of the Library must be of the highest caliber in order to accomplish the vision and mission of the Library.*

**Initiative 8a:** Provide financial support for the recruitment and retention of the best library faculty, contingent upon funding allocations from the State and the University.

**Action Plan:** Engage in an annual study to examine the possibility of pay-for-performance increases for exceptional staff.

**Indicator:** Allocate a portion of the Library’s budget to provide pay-for-performance increases.

**Action Plans:** Continue to provide funding for continuing education and professional development for faculty and staff.
Indicator: Continue to offer in-house training, workshops on-site provided by experts, and support for professional travel.

Initiative 8b: Facilitate communication between library staff and campus departments for continued delivery of consistently excellent service.

_Communication must remain a priority._

Action Plan: Continue to provide new forums for communication between library administration, faculty, and staff.

Indicator: New means of distributing information efficiently are implemented.

Goal 9: Assess the quality of library spaces, services, and collections to strategically address areas of user needs.

Focus Carolina: The University Libraries is already actively involved with assessment and corresponds to “Teaching and Learning Initiatives”.

Assessment should be an integral part of the Library’s activities.

Initiative 9a: Assess space utilization and user needs to inform the feasibility study for the redesign of the Library’s spaces.

Assessment data collection needs to be expanded and targeted.

Action Plan: Gather and analyze user-centered library preferences, current building and technology usage patterns, and historical trend data related to library spaces.

Indicator: Make assessment data available to library staff, faculty, and other stakeholders for additional input, comments, and recommendations for action.
Initiative 9b: Establish processes for reviewing assessment data for actionable outcomes that strategically address user needs.

Assessment information needs to be communicated more effectively and to a broader audience.

Action Plan: Create internal and external communication channels that provide summary assessment data and reports on assessment activities with a means for feedback.

Indicator: New means of distributing assessment information and outcomes are established.

III. Funding

The University Libraries are funded through a VCM tax placed on academic units. Additional increases have been provided by the Provost’s Office to cover materials inflation; the Provost’s Office has also funded other one-time initiatives. The Libraries do not have a student base and therefore cannot generate funds through education program expansion or enrollment increases.

The Libraries will continue to increase support through active fund-raising efforts in conjunction with the Development Office and the Educational Foundation. The Libraries have been successful in the past in establishing endowments to augment materials purchases and will increase efforts to secure additional funding in order to fulfill their mission.

The Libraries will also attempt to identify additional extramural funding through grants from federal and state agencies and private foundations.

IV. Resource Requirements

Several factors must be considered in understanding the infrastructure needs of the University Libraries. This is in part due to the eight distinct libraries that form the University Libraries. These include the Thomas Cooper Library, South Caroliniana Library, Business Library (located in the Moore School building), Mathematics Library (located in LaConte Hall), Music Library (located in the School of Music building), Moving Image Research Collections (located in the Catawba Street warehouse), South Carolina Political Collections (currently located in the Pearle Warehouse and soon to be located in the Hollings Library), and the Library Annex (a library warehouse with nearly 800,000 items). By May, we will be located in nine facilities as the Hollings Library comes on line.
Each of these facilities has needs. In some cases, the needs are due to wear and tear. In other cases, the needs are due to changing user patterns that require significant renovations. What follows is intended to highlight the most significant projects that should be considered.

The Library Annex shelving is reaching capacity. The Annex facility was built to house 1 million items. We now shelve roughly 800,000 items in the building. With normal growth, the building will be full in less than 10 years. A second module will allow the Library to begin to move low usage paper collections into storage and open needed user spaces in the Cooper and other libraries. Without an expansion of the Annex, none of the libraries can migrate to user centered environments. In many ways, the expansion of the Annex is the critical path to the future of the University Libraries.

The Thomas Cooper Library is the flagship of our libraries and also is in the greatest need of renovation. The Cooper Library suffers from decades of neglect as well as an arrangement that is in conflict with the ways users collaborate to research and study. Carpet, furniture and paint would be a major improvement. HVAC systems, elevators, automatic doors and electrical systems are in need of upgrades. The Cooper Library was estimated to need $30 million dollars of upgrades according to the ISES Report conducted in 2004.

The University Libraries in collaboration with University Facilities has contracted with Ljollio Architecture and DEGW to undertake a study and conceptual redesign of the Cooper Library interiors. This study will attempt to assess the needs of students, faculty, stakeholders and library staff to maximize the spaces or the Cooper Library. This study will provide a master plan that will allow renovations to take place in a gradual fashion as funds become available.

The Moving Image Research Collections (MIRC) provides services from a warehouse that is difficult for students or faculty to locate or access. In addition, the nitrate films of the collection are stored in munitions bunkers at Fort Jackson. This is leading to the loss of irreplaceable film. Ultimately, the university needs to build a public facility to house our film resource services and nitrate vaults to house our film elements.

Neither of these construction projects is likely to be initiated anytime soon. In the meantime, the vaults at Fort Jackson are being renovated with funding from Facilities. A space in the Cooper Library is being vacated by Athletics. This space could become a location for students and faculty to access resources and create media. This renovation requires $300,000 is construction, furniture and equipment. Until this renovation can take place, our film resources will continue to be underutilized.

There are numerous examples of technology needs for which the Library has no funding. These include digital resources that require storage and preservation, wireless networks that need to be upgraded and optical fiber that needs to be installed. Again, without a source for funding the Library must constantly seek benefactors.
V. Unit Statistical Profile

A. Instructional

Number of tenure-track faculty (Librarians do not have faculty rank)

<table>
<thead>
<tr>
<th></th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured Faculty</td>
<td>30</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>Untenured Faculty</td>
<td>20</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>47</td>
<td>47</td>
</tr>
</tbody>
</table>

B. Research and Creative Accomplishments

Book

Book Chapters


Refereed Articles

Non-Refereed Publications


Book Reviews

Presentations at National or International Conferences

Hostetler, Marni Electronic Article Delivery – Free of Charge! Odyssey Standalone for Interlibrary Loan, Poster Session, South Carolina Library Association Annual Conference, Columbia, SC, October 30, 2009

Makala, Jeffrey introduced and moderated one plenary (400 attendees) and one paper session, Rare Books and Manuscripts Section (Association of College and Research Libraries) Preconference, Charlottesville VA, June 2009.


C. Faculty Hiring

Full-time faculty hires AY 2009-2010

University Libraries have one active search at this time.

Anticipated Faculty Loses Over the Next 5 Years

AY 2010-2011 Two Librarians through Conventional Retirement or Job Change

AY 2011-2012 Two Librarians through Conventional Retirement or Job Change

AY 2012-2013 Two Librarians through Conventional Retirement or Job Change

AY 2013-2014 Two Librarians through Conventional Retirement or Job Change

AY 2014-2015 Two Librarians through Conventional Retirement or Job Change

University Libraries anticipate filling a number of the positions that have been and will be vacated since many are key positions within the Library. If additional money is not allocated to the University Libraries to fill these positions, money will be shifted from the student assistant and temporary employee budgets as well as from other budget lines.

In FY2010, University Libraries replaced a South Caroliniana staff position (attrition), replaced a Library Annex staff position (attrition), replaced a University Libraries web programmer (retirement), and used
two additional vacant slots to create an assistant to the digital collections librarian and a Libraries Facilities Manager.

The University Libraries have an open search for a Reference Librarian – Health Sciences (retirement).

D. Funding Sources

Note: All figures as of October 31, 2009

<table>
<thead>
<tr>
<th>“A” Funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Budget</td>
<td>Available Funds</td>
</tr>
<tr>
<td>30000A000</td>
<td>$2,350,505</td>
<td>$748,573</td>
</tr>
<tr>
<td>30000A002</td>
<td>$5,628,870</td>
<td>$750,473</td>
</tr>
<tr>
<td>30000A003</td>
<td>$6,502,529</td>
<td>$4,259,682</td>
</tr>
<tr>
<td>30000A005</td>
<td>$1,026,037</td>
<td>$85,551</td>
</tr>
<tr>
<td>Total</td>
<td>$15,507,941</td>
<td>$5,844,279</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>“E” Funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Budget</td>
<td>Available Funds</td>
</tr>
<tr>
<td>30000E001</td>
<td>$(1,465)</td>
<td>$(1,465)</td>
</tr>
<tr>
<td>30000E100</td>
<td>$310,392</td>
<td>$(621,198)</td>
</tr>
<tr>
<td>30000E102</td>
<td>$55,667</td>
<td>$45,003</td>
</tr>
<tr>
<td>30000E150</td>
<td>$13,712</td>
<td>$13,712</td>
</tr>
<tr>
<td>30000E700</td>
<td>$138,661</td>
<td>$25,003</td>
</tr>
<tr>
<td>35000E100</td>
<td>$190,938</td>
<td>$125,939</td>
</tr>
<tr>
<td>Total</td>
<td>$707,905</td>
<td>$(413,006)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quasi Trustee Endowed Accounts (Expenditures Specific)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Budget</td>
<td>Available Funds</td>
</tr>
<tr>
<td>30000E304</td>
<td>$49,666</td>
<td>$49,096</td>
</tr>
<tr>
<td>30000E320</td>
<td>$119,053</td>
<td>$119,053</td>
</tr>
<tr>
<td>30000L154</td>
<td>$213,411</td>
<td>$213,411</td>
</tr>
<tr>
<td>30000L160</td>
<td>$15,331</td>
<td>$(452)</td>
</tr>
<tr>
<td>Total</td>
<td>$397,461</td>
<td>$381,108</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Federal Grants (Expenditures Specific)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Budget</td>
<td>Available Funds</td>
</tr>
<tr>
<td>30000FA06</td>
<td>$1,973,287</td>
<td>$0</td>
</tr>
<tr>
<td>30000FA07</td>
<td>$3,942,626</td>
<td>$0</td>
</tr>
<tr>
<td>30000FA08</td>
<td>$7,893,146</td>
<td>$4,324,091</td>
</tr>
<tr>
<td>30000FA09</td>
<td>$597,000</td>
<td>$47,164</td>
</tr>
<tr>
<td>30000FA11</td>
<td>$3,670</td>
<td>$257</td>
</tr>
<tr>
<td>Uses</td>
<td>Current Gifts</td>
<td>In-Kind</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------</td>
<td>---------</td>
</tr>
<tr>
<td>Student Support</td>
<td>$3,438</td>
<td>$0</td>
</tr>
<tr>
<td>Faculty Support Program</td>
<td>$91,104</td>
<td>$0</td>
</tr>
<tr>
<td>Program Enhancement Unrestricted Capital</td>
<td>$211,278</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>$17,753</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$1,126,948</td>
<td>$2,621,324</td>
</tr>
</tbody>
</table>

Total Number of donors: 349

The Libraries “A” fund budget, primarily consisting of VCM academic unit taxes, totals $15,507,941. Usages of these funds by budget category are as follows:

- Personnel: $6,121,291
- Contractual Services: $765,560
- Supplies: $424,312
- Fixed Charges: $1,579,505
- Capitalized Property: $6,617,273
- Total: $15,507,941

Personal services, fringe benefits, and library materials account for 92.09% of the “A” fund budget leaving 7.91% for all other expenditures.

“E” funds, Quasi Trustee Endowed funds and Grant funds will be used to supplement the Libraries’ budget in the areas of personnel, contractual services, supplies and capitalized property.

**Narrative Interpretation of Financial Data**

The University Libraries serve the University community through collections, services, spaces, and staff. Additional funding for the collections budget has been consistent as has funding for salary and fringe benefit increases. The remainder of the Libraries’ budget categories has remained static for many years. Currently, salaries, fringe benefits, and library materials account for 92.09% of the Libraries base budget (VCM tax).

**Permanent Increases to Library Budget Last Five Years**

| FY09/10 | Materials Inflation | $340,000 |
FY08/09  Materials Inflation  $369,941
Salary Raises, Fringe Benefits, etc.  $108,763
FY07/08  Materials Inflation  $345,740
Gender Equity Salary Increases  $20,370
FY06/07  Materials Inflation  $814,313
FY05/06  $0

Over the past five years there have been numerous one-time transfers to cover Milton Collection payments, minority hires, furniture purchases, and security to cover expanded library hours. However, with permanent increases limited to materials inflation and salary increases, the libraries have been steadily losing ground and are limited in new services and products that can be provided to students, faculty, and staff of the University.

**Narrative – Five Year Budget Projection**

**“A” Funds**
The FY 2011 Carry Forward projection is based on the FY 2011 projected fund balance. The projected Carry Forward for each year FY 2011 through FY 2015 is then based on the projected fund balance of the preceding fiscal year.

The Library’s VCM Allocation FY2011 projection starts with a base of $15,002,646 which was the FY 2010 allocation. The VCM allocation projection increases each year by $310,000 to cover inflation in the serials and electronic resources budgets.

For FY 2011, 81XXX One-time transfer in is $13,098, the Provost’s third payment (of five) committed for EEBO Text Creation Partnership.

In the past other 81XXX Transfers in have been as follows: $30,000 from the Student Technology Fee to cover the cost of WebFeat (multi-database search system) and approximately $110,000 from the Student Technology Fee to cover the yearly cost of the on-line catalog maintenance. We have no assurance that these costs will continue to be covered by UTS using the Technology fee; therefore these transfers in do not appear in the projection.

While it is likely that additional one-time funds will be provided for Library initiatives over the next five years, it is difficult to project what these might be.

The Library projects other revenue (4XXXX) of $50,000 per year for FY 2010 through FY 2014.

In the Expenditures category for personnel and fringe benefits, the Library uses the FY 2010 budget as position replacements are anticipated.

All other 5XXX expenditures, with the exception of 56020 books and periodicals, are projected at the FY 2010 level for FY 2011 through FY 2015. Books and periodicals are increased for inflation each year for FY 2011 through FY 2015 by the exact amount that
the VCM Allocation was increased to cover inflation ($310,000). In the hope that Student Technology Fee funds can be used to cover the costs of WebFeat and online catalog maintenance, these costs are not included in the projection.

"E" Funds
"E" funds are used to supplement "A" funds. This year's deficit in "E" funds is caused by the commitment/encumbrance of money for the high density mobile shelving for the new Hollings Special Collections Building. The Libraries have the funds in Educational Foundation accounts to reimburse the "E" funds once invoices are paid.

Priority List for Library Funding
1. Inflation increase to Collection Budget ($310,000 in recurring funds)
2. Fire Alarm System at South Caroliniana Library ($250,000 in one-time funds)
3. Technology Maintenance Fees that are now paid by UTS ($140,000 in recurring funds)
4. Renovation of Thomas Cooper Library to provide space for Moving Image Research Collections ($300,000)

Collections ($310,000 needed in recurring funds)
The collections of the Libraries have been well supported and remain a key strength. The University's willingness to offset inflationary increases allows the Libraries to respond to user needs. Development activities have focused on collections for many years and those funds support both general collections and special collection purchases. Even so, the Collections budget will need to be enhanced by $310,000 to maintain its current purchasing power.

Fire Alarm System at the South Caroliniana Library ($250,000 in one-time funds)
The fire alarm system cannot be repaired the next time it malfunctions. It will take three to four months to install a new system. It is imperative that the new system is installed before the old system stops working. The alarm system must be brought up to code.

Technology Maintenance Fees ($140,000 in recurring funds)
The Libraries must pay maintenance fees to support the integrated library system and the federated search engine (WebFeat). These costs total $140,000 and have been paid through Student Technology Fees. The Libraries will either require continued support from the Student Technology Fee or must have the amount made a permanent addition to the Libraries' budget. The Libraries also pay technology maintenance fees for interlibrary loan software and servers, digital activities software and servers, and other software and servers.

Renovations to Thomas Cooper Library for Public Services Area for Moving Image Resource Collections
The Moving Image Research Collections (MIRC) provides services from a warehouse that is difficult for students or faculty to locate or access. In addition, the nitrate films of the collection are stored in munitions bunkers at Fort Jackson. This is leading to the loss of irreplaceable film. Ultimately, the university needs to build a public facility to house our film resource services and nitrate vaults to house our film elements.
Neither of these construction projects is likely to be initiated anytime soon. In the meantime, the vaults at Fort Jackson are being renovated with funding from Facilities. A space in the Cooper Library is being vacated by Athletics. This space could become a location for students and faculty to access resources and create media. This renovation requires $300,000 is construction, furniture and equipment. Until this renovation can take place, our film resources will continue to be underutilized.

**BUDGET REDUCTION SCENARIOS**

Since the early 1990’s, the University Libraries have operated on the principle that when budget cuts are taken, the collection budget would be protected. When the Library’s budget has been enhanced, funding has been to add inflation dollars to protect the collection budget. The result has been that our library budget percentages are vastly out of line with peer libraries. As an example, we average roughly sixty fewer positions than peer SEC libraries with similar budgets.

We have reached the point where we can no longer protect the collection budget. The cuts taken in FY 2009 reduced our personnel budget by $300,000. We have gone as far as we can in that category without closing libraries, reducing hours and cutting services. We can dig deeper into travel, supplies and memberships, but the bulk of cuts must now come from the collection budget.

It has been clear for some time that budgets were going to be cut. The University Libraries have been developing strategies that will take us through the next few years. These strategies include focusing our collection budget on higher use serials and databases. Instead of buying monographs according to profiles, we will purchase only what is requested. This will have a major impact on processing of materials, but we feel we can repurpose staff to respond to these changes.

The impact of cuts to the collection budget is straightforward. In many cases, we will not have the resources needed by our students and our faculty. We will attempt to borrow those resources and in some cases buy them. The purchase of materials as they are published is vastly cheaper than buying them later. The act of borrowing a book is more expensive than buying it. It is very difficult to save dollars in providing information resources. Whatever you save money on today, will cost you more later on.

**Three Percent**

A three percent reduction would amount to roughly $450,000. If the Library does not receive an increase to offset inflation, the cut is increased to $760,000.

The University Libraries will reduce travel and supplies and realize a $150,000 savings. The University Libraries in anticipation of cuts have slowed FY 2010 purchases in order to carry forward $200,000 from the collection budget. The remaining $410,000 would come from the collection budget. The impact of this cut would mean that we would not purchase around 5,000 books and we would cancel 100 journal subscriptions and 10 databases.
Five Percent

A five percent reduction would amount to roughly $750,000. If the Library does not receive an increase to offset inflation, the cut is increased to $1,060,000.

The University Libraries will reduce travel and supplies and realize a $150,000 savings. The University Libraries in anticipation of cuts have slowed FY 2010 purchases in order to carry forward $200,000 from the collection budget. The remaining $710,000 in cuts would come from the collection budget. The impact of this cut would mean that we would not purchase around 10,500 books and we would cancel 400 journal subscriptions and 15 databases.

Eight Percent

A five percent reduction would amount to roughly $1,200,000. If the Library does not receive an increase to offset inflation, the cut is increased to $1,510,000.

The University Libraries will reduce travel and supplies and realize a $150,000 savings. The University Libraries in anticipation of cuts has slowed FY 2010 purchases in order to carry forward $200,000 from the collection budget. The remaining $1,160,000 would come from the collection budget. The impact of this cut would mean that we would not purchase around 15,000 books and we would cancel 1000 journal subscriptions and 25 databases.

Summary

<table>
<thead>
<tr>
<th>3%</th>
<th>5%</th>
<th>8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>$450,000</td>
<td>$750,000</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>($760,000)</td>
<td>($1,060,000)</td>
<td>(1,510,000)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5,000 books</th>
<th>10,500 books</th>
<th>15,000 books</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 journals</td>
<td>400 journals</td>
<td>1,000 journals</td>
</tr>
<tr>
<td>10 databases</td>
<td>15 databases</td>
<td>25 databases</td>
</tr>
</tbody>
</table>