Introduction

I. Programs: Changes in scope of activities, volume of activities, special achievements of significance and special program reviews, studies or plans

Special achievements of significance:

The NCSU Libraries was awarded the nation’s highest honor for libraries and museums, the 2016 National Medal for Museum and Library Service, which Susan K. Nutter received from First Lady Michelle Obama at a White House ceremony on June 1, 2016. The Libraries is the only academic library among ten awardees chosen by the federal Institute of Museum and Library Services (IMLS) this year, as well as the first academic library to be recognized in a decade. The award is the nation's highest honor for extraordinary and innovative public service, recognizing institutions that are valuable community anchors.

The award-winning James B. Hunt Jr. Library continues to raise the university’s profile significantly – its national and international recognition as a preeminent model for 21st-century libraries is still growing, as evidenced by ongoing press coverage and direct acclaim from thousands of colleagues and visitors from a range of institutions and organizations (more than 10,000 visitors participated in over 350 tours this year). The NCSU Libraries enhances the university’s ability to recruit and retain talented faculty and students, including candidates for the Chancellor’s Faculty Excellence Program (CFEP) clusters, while also enabling the success of current students and faculty.

The Libraries launched the Data and Visualization Institute for Librarians in partnership with The Howard W. Odum Institute for Research in Social Science at UNC-Chapel Hill. Stemming from our strategic emphasis on “the library as research platform” that accelerated several years ago with the opening of Hunt, the Institute is the first intensive, customized training curriculum for research librarians working to add value across the research enterprise. After an internal, week-long Institute in 2015 built NCSU librarians’ expertise, the public launch in May 2016 attracted librarians from across North America and Australia who were selected to participate through a competitive application process.

The Libraries sustained its leadership role in the innovative creation of learning spaces by hosting the Fourth Designing Libraries Conference in fall 2015. This is an international conference of librarians, architects, planners, designers, information technologists, and others to discuss the challenges and achievements of designing libraries and learning centers for the 21st century.
The D. H. Hill Library **Makerspace**, which opened in June 2015, won the Special Libraries Association Springshare Innovation in Academic Libraries Award. This award recognizes a new program or series that demonstrates an innovative approach to academic librarianship. Our Makerspace was cited for its exciting, innovative programs; commitments to both outreach and assessment, and the overall excellence of its implementation. More than 1,000 users have been trained to use the Makerspace’s 3D printers and other equipment, and this number continues to grow.

The Libraries garnered for NC State two **PR Exchange Awards**, which recognize the best library public relations materials. Our ReadSmart program engaging NC State faculty with public library reading groups won for “Reading Program Themes”; and Library Stories, a web-based venue sharing stories of everyday innovation and collaboration with faculty and students, won in the “Advocacy Materials” category.

II. Initiatives: Major initiatives and/or changes to programs or activities

**Major Initiatives:**

The Libraries is dedicated to strengthening NC State’s research capacity and competitiveness. We achieve this by providing a strong research collection; flexible, technology-rich spaces for collaboration, visualization, and learning; and customized, cutting-edge services, educational programs, and advanced support from expert research librarians and staff.

The Libraries’ research collection is a major asset for the university. Even in the face of declining resources and buying power, the Libraries has sustained a collection that serves as a major engine for research and learning at NC State, generating more than 16.8 million total uses in 2015/16. Over the past decade, full-text journal article downloads have increased from 1.5 million in 2006 to over 3.4 million in 2016, an increase of 126%. Thousands of scientific, medical, and social science research data sets are also accessible online. Database searches increased from over 4.1 million in 2015 to over 6.0 million in 2016, a 47% increase, while e-book uses went from over 1.8 million in 2015 to over 2.5 million in 2016, a 35% increase.

This year, the library devoted enrollment increase allocations to the collection, forestalling further reductions in the near term and enabling modest investment to support new faculty hires and growing interdisciplinary research programs. Funding for collections, in the face of persistent inflation and increasing demands, remains an ongoing challenge.

**New library learning spaces** featuring interactive and immersive technologies are attracting great numbers of faculty and students, and we intend to build upon the success of spaces such as the Teaching and Visualization Lab at Hunt and the Visualization Studio at D. H. Hill. In the coming year, as a “technology incubator,” we will
explore and implement options for experimental, immersive/"virtual reality" spaces and tools that offer unique capabilities relevant to university research. The Libraries’ Technology Lending Service, launched in 1999/2000, offers both familiar tools, such as laptop computers, and emerging/"beta" devices for faculty and students to use and test. Use of this service has increased steadily to a total of 300,515 loans in 2015/16.

This year saw progress toward our commitment to offer interdisciplinary faculty spaces and technology support at both main libraries, with design and construction of the Faculty Research Commons (FRC) at the D. H. Hill Library, opening in summer 2016. It will feature bookable workrooms, multiple technology-equipped spaces, and an open seating area. Visits to the Hunt Library FRC increased by over 20% in 2015/16, to 17,675. The Hunt Library FRC has served many faculty groups, including the CFEP clusters, as a gathering, meeting, and collaborative space, with increasing demand for its reservable workrooms and conference room. Additionally, the Libraries offers new technology tools, support, and workshops to address researcher needs that cut across departments and colleges, with a focus on interdisciplinary work.

Subject specialist research librarians have transformed their roles as partners and collaborators to faculty and student researchers, applying deeper technical knowledge and skills to support data science, management, and analysis; large-scale and desktop visualization; and bibliometric/impact analysis; along with the full range of disciplinary resources and tools across the research lifecycle. Strategically aligned teams of librarians form deep partnerships with the CFEP clusters. Librarians contribute to the university’s Data Science Initiative, advising on research data management across disciplines, with an emphasis on supporting university and faculty efforts to meet funding agency mandates.

We are currently implementing an organizational realignment focused on research support, including the creation of a senior-level position, the Chief Strategist for Research Collaboration, who will lead and advance our engagement and collaboration with faculty and students in all of the colleges; the Office of Research, Innovation, and Economic Development; the Office of Information Technology; and other partners. At the same time, we are also bringing together the Libraries units most focused on student learning and success under the leadership of a chief strategist.

The Libraries hosted an Open Science Unconference for faculty, graduate students, and librarians to draw attention to issues around open science, identify opportunities for open science practice on campus, and help support an open science community at NC State. As an outcome of the unconference and follow-up interviews with faculty, the Libraries initiated the Summer of Open Science program to support faculty and graduate students through community events as well as a series of technical workshops that serve as a training program for researchers and graduate students on modern research tools and practices.
The Libraries’ Alternative Textbook Program fostered innovative teaching strategies and saved students over $200,000 in textbook costs. This incentive program supports NC State faculty in adopting, adapting, or creating free or low-cost alternatives to traditional commercial textbooks, through electronic reserves, existing digital content licensed by the Libraries, and new Open Educational Resources. The Libraries also enables traditional textbook access with our Course Books program, launched in 2009, in which we collaborate with the NC State Bookstores to purchase at least one copy of every required textbook and make them available on Reserve (over 39,000 loans in 2015/16).

Following up on last year’s historic agreement with Gale for blanket content mining rights, the Libraries negotiated similar first-ever agreements with several more commercial vendors (ProQuest, Adam Matthew, and Unlimited Priorities/Accessible Archives) that allow those affiliated with NC State to gain access to large data sets for content mining research.

The Libraries hosted two privately funded research design contests for students, Code+Art and the Multimedia Research Contest. Both enabled students to combine coding, design, and research to create visual or multimedia projects while gaining hands-on experience with leading technologies.

The Global Open KnowledgeBase, a joint project between Kuali OLE (Open Library Environment) and the United Kingdom’s JISC (Joint Information Systems Committee), was funded by an $832,000 grant from Mellon. The product provides essential data to help libraries manage e-journals and other electronic resources. The Libraries will continue to lead this initiative.

The Libraries’ Makerspace services and programming have engaged and excited a diverse cross-section of the university community, touching upon virtually all disciplines with special attention to outreach to groups such as women in STEM (science, technology, engineering, and mathematics) disciplines.

The Libraries’ Wolf Tales project collects the stories of the NC State community, past and present, adding to the rich institutional memory preserved by the Libraries while increasing alumni engagement. These oral histories will be preserved and shared with current and future generations, to tell the history of NC State University through the voices of the people who lived it.

In response to demand from universities and libraries throughout North America and internationally, the Libraries hosts the “Our Library of the Future” symposium three to four times per year to share the vision, planning, and implementation of the James B. Hunt Jr. Library and discuss the future of libraries as collaborative, innovative, community-building environments.
The Libraries presented **81 public programs** in 2015/16, with an attendance of more than 6,400 people. This represents a 15% increase in the number of programs and 17% growth in attendance over the prior fiscal year.

**Fundraising:** In 2015/16 the Libraries raised $2,063,161 in new gifts and commitments. Gift receipts and pledge payments totaled $2,116,719, a 19% increase from the prior year. This shift reflects more outright major gifts and pledge payments during 2015/16, versus more major gift pledges and a large bequest commitment in 2014/15. Particularly exciting this year have been outright major gifts from new entities, including Glen Raven, Inc., and two fully funded collections endowments from new individual major donors.

**Changes to programs or activities:**

Results of a student survey on library hours were used to guide the Libraries' decision to reallocate resources to reopen both main libraries on a 24/5 schedule in fall 2015. There was an even, 50% distribution of responses between preferring 24-hour access to Hill vs. Hunt, across status (graduate and undergraduate) and all colleges, along with numerous requests from students for overnight hours in both buildings. Reopening both main libraries on a 24/5 schedule required two additional positions plus $40,000 per year in security guard costs. Feedback from the university community has been positive.

**III. Diversity: Initiatives and Programs**

FY 2015/16 was one of the Libraries' most successful years in **hiring minority librarians**. Of 16 new librarians who began this year, five (31%) are from underrepresented groups, and the 2016-18 incoming class of NCSU Libraries Fellows is 50% ethnic minority (3 of 6 Fellows are from underrepresented groups).

The **NCSU Libraries Fellows Program**, established in 1999, is the premiere post-masters residency in library and information science in North America. By recruiting aggressively at top graduate programs, the NCSU Libraries has developed a pipeline of talent that enables us to fill challenging positions in science, engineering, and digital librarianship. It has also allowed us to hire minority librarians at a higher rate of representation than in research libraries in general (Overall Fellows minority rate = 22%; ARL Libraries = 15%).

The Libraries supports participation by minority library faculty in a variety of **professional development experiences** (e. g., Minnesota Institute for Early Career Librarians, National Diversity in Libraries Conference) to develop leadership skills, build professional networks, and succeed in academic research libraries.

**Library programs on diversity and inclusion** attracted more than 700 attendees. This year the NCSU Libraries initiated a program called Making Space, a series of events and workshops designed to raise awareness among women about access to makerspace...
tools and technology, to lower the barriers to entry for first-time users of makerspaces, and to serve as a networking event for the NC State community. Making Space received a $2,500 diversity mini-grant from the Office of Institutional Equity and Diversity, and will continue next year with support from a Good Ideas mini-grant from the NCSU Libraries. In addition, the Libraries initiated a partnership with the NC Museum of History that resulted in three collaborative programs at the Hunt Library in conjunction with the Museum's NEH/ALA grant, "Latino Americans: 500 Years of History."

IV. Staff: Major new appointments, kudos, professional activities and recognition

Major New Appointments: Rob Ross, Executive Director, NC LIVE; Tina Morrison, Director of Development, Major Gifts; Jason Ronallo, Head, Digital Library Initiatives; Jill Sexton, Head, Information Technology; Mira Waller, Associate Head of Collection Management for Research Engagement; Alexander Carroll, Research Librarian for Engineering and Biotechnology; Heidi Tebbe, Collection Manager for Engineering and Data Science; Tory Gibler, Friends of the Library Development Officer; Walt Gurley, Visualization and Digital Media Librarian; Chris Vitiello, Communications Strategist

Staff Honors and Awards: The Libraries was awarded the highest library honor, the Institute for Museum & Library Service (IMLS) National Medal, which Susan K. Nutter, Vice Provost and Director of Libraries, received from First Lady Michelle Obama at a White House ceremony. Susan K. Nutter won the Association of College and Research Libraries (ACRL) Academic Research Librarian of the Year Award. Jason Evans Groth, User Experience Librarian for Digital Media, won the Library Journal “Movers and Shakers” Award. Mike Nutt, Director of Visualization Services, received the NCSU Friends of the Library Staff Award for Advancement. Molly Renda, Exhibits Program Librarian, won a Gold Award of Excellence for the gallery guide for the exhibit “Life’s Little Dramas: Puppets, Proxies and Spirits.” Ashley Smith, Access & Delivery Services Technician, received an NCSU Provost’s Office Award for Excellence.

Professional Activities and Recognition: Jill Sexton, Head, Information Technology, was selected to attend the CLIR/EDUCAUSE Leading Change Institute. Emily Lynema Associate Head, Information Technology participated in the EDUCAUSE Management Institute; Kristine Alpi, Director, Veterinary Medicine Library, chaired a National Library of Medicine/National Institutes of Health Special Emphasis Panel; Alison Blaine received a diversity scholarship for the Code4Lib Conference; Shaun Bennett received the SLA S. Kirk Cabeen Student Travel Stipend for the Science-Technology Division; Eka Grguric, Libraries Fellow, won the Association for Information Science and Technology New Leaders Award; Xiaoyan Song received a first-time scholarship to attend the NASIG Conference; Heide Tebbe received an SLA Louise Leckner Memorial Travel Stipend for the SLA Physics-Astronomy-Mathematics Division; Dre Orphanides, Sydney Thompson, Travis Tyo, and Joe White attended the TRLN Management Academy.

Grants: Brain Dietz received an LSTA Project Access & Digitization Grant for “Better Living in NC: Cooperative Extension Brings Science and Technology to the People”; Adam Rogers received an NCSU Sustainability Fund Award for the annual Make-a-thon;
Debbie Currie received an NCSU Sustainability Fund Award for Water Bottle Refilling Stations; Lauren DiMonte and Josephine McRobbie received an NCSU Diversity Mini Grant for their program "Increasing and Sustaining Gender Diversity in the NCSU Libraries Makerspace Program"; Kristine Alpi received a National Network of Libraries of Medicine State and Regional Exhibiting Award.

V. Recommendations and Concerns for the Future

The research collection that has become a strength and competitive advantage for the university over the past 25 years is severely at risk. We must continue to enhance collections as critical infrastructure for faculty, student, and research excellence and success. This investment enables our faculty and the university to keep pace with the knowledge being generated in today's highly competitive research environment. Moving up from the bottom third to at least the average of the university's peer group in collections expenditures by FY 2020 remains a high priority.
The opening of the James B. Hunt Jr. Library in 2013 has not resolved the Libraries’ space crisis. The D. H. Hill Library and branch libraries must continue to meet the university’s needs for study space, access to physical collections, research-support services, and skilled staff.

The reduction of the Libraries’ share of Hunt Library space and the deletion of the Libraries’ Phase 2 building on Centennial Campus from the University's 2014 Physical Master Plan set the stage for another serious library space crisis in the future. For more than 25 years, it has been a university concern and priority to address the severe library space shortage. Before the Hunt Library opened, the Libraries could seat fewer than five percent of our students—far short of the University of North Carolina’s standard of 20 percent. The Hunt Library and other renovation projects, including the D. H. Library Backfill, have added seats but only brought our capacity up to 13 percent, still far short of the standard, at a time when library learning spaces and technologies are attracting more students than ever. Students resort to sitting on the library floor to study during intensive periods of the academic year.

In the coming year, if plans move forward to collaborate with the Division of Student Affairs (DASA) and the University Architect, under the direction of the Provost, to adapt and configure space at the D. H. Hill Library for an academic support center, it is important that this library continue to be perceived as a “library for all students” with a variety of spaces available for the general population of users who rely on these unique spaces for study, collaboration, and access to collections and technologies.

Retention of talented staff

In 2015/16, due at least in part to the enhanced reputation and recognition of the NCSU Libraries since the opening of the Hunt Library, and in part to salary stagnation, we have had to make more retention offers than in any past year. With limited salary resources, the Libraries faces the prospect of losing valuable talent if this trend continues, and we expect that it will.

Services to Centennial Campus Partners

The Libraries continues to subsidize services for the growing population of Centennial Campus Partners, particularly at Hunt. A model for funding these services from the fees paid by the Partners should be developed.
North Carolina State University Libraries
Annual Report, 2015/2016
Volume of Activities: NCSU Libraries Statistics
(15/16, 14/15, 10/11, 05/06)

Library Services

<table>
<thead>
<tr>
<th>Year</th>
<th>User Visits to Library</th>
<th>Total Circulations (a)</th>
<th>Instructional Sessions/Students</th>
<th>Reference Transactions</th>
<th>Total Technology Lending/Laptops (b)</th>
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<tbody>
<tr>
<td>15/16</td>
<td>2,331,031</td>
<td>646,007</td>
<td>741/21,186</td>
<td>36,215</td>
<td>300,515/91,149</td>
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<tr>
<td>14/15</td>
<td>2,346,389</td>
<td>661,818</td>
<td>667/20,446</td>
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<td>10/11</td>
<td>1,984,523</td>
<td>625,642</td>
<td>467/13,671</td>
<td>35,117</td>
<td>155,810/95,731</td>
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<tr>
<td>05/06</td>
<td>1,499,617</td>
<td>806,483</td>
<td>499/12,857</td>
<td>49,642</td>
<td>29,226/29,226</td>
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Library Services (continued), Expenditures, and ARL Ranking

<table>
<thead>
<tr>
<th>Year</th>
<th>Items Loaned to External Organizations</th>
<th>Items Borrowed from External Organizations</th>
<th>Expenditures on Library Materials ($) (c)</th>
<th>Total Library Expenditures ($) (c) (d)</th>
<th>Association of Research Libraries (ARL) Ranking (e)</th>
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<tr>
<td>15/16</td>
<td>20,060</td>
<td>28,210</td>
<td>11,859,057</td>
<td>33,500,778</td>
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<td>14/15</td>
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<td>28,025</td>
<td>11,974,845</td>
<td>33,248,941</td>
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<td>10/11</td>
<td>25,926</td>
<td>21,050</td>
<td>11,209,938</td>
<td>32,002,683</td>
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<td>05/06</td>
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<td>25,006</td>
<td>9,002,518</td>
<td>26,714,162</td>
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Collection Statistics

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<tr>
<th>Year</th>
<th>Volumes in Library</th>
<th>Volumes Added (Gross)</th>
<th>Serial Subscriptions</th>
<th>E-Resources Owned/Leased (f)</th>
<th>Overall Use of the Collection</th>
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<tbody>
<tr>
<td>15/16</td>
<td>5,168,692</td>
<td>117,183</td>
<td>91,936</td>
<td>1,069,612</td>
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<td>14/15</td>
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<td>10/11</td>
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<td>66,202</td>
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<td>05/06</td>
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<td>159,765</td>
<td>54,843</td>
<td>386,692</td>
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a) Includes circulation of reserve materials, both print and electronic.
b) Technology Lending includes devices other than laptops starting in 2006/07.
c) Amount reported to ARL includes NC LIVE and library-related expenditures made by NCSU colleges and units outside of OUC 25.
d) Excludes benefits.
e) Membership criteria index (through 04/05) and investment index (05/06–present); currently ARL’s membership includes 115 academic libraries.
f) E-books, e-journals, and e-databases; includes NC LIVE resources, starting in 2000/01.

\[\text{Library Statistics tables updated 10/12/2016.}\]