Introduction

This year, the NCSU Libraries strengthened our role as the university’s competitive advantage by offering learning and research spaces for study, collaboration, and visualization; engaging deeply with faculty, students, and researchers on a wide range of topics and disciplines; and expanding our reach and impact through a diverse slate of events, programs, and workshops. Moving forward, the Libraries’ most critical challenges involve sustaining a strong research collection in the face of ongoing inflation and declining budgets, and maintaining staff size and retaining our talented staff members in order to meet the university’s changing needs.

I. Supporting the University’s Strategic Plan

Goal 1. Enhance the success of our students through educational innovation.

The Libraries’ Alternative Textbook Program fosters innovative teaching strategies and has saved students over $300,000 in textbook costs to date. It has become a national model for open education and has inspired programs at other UNC institutions. The NCSU Libraries joined the Open Textbook Network, making Open Educational Resources workshops available to our faculty. The Libraries was awarded an Institute for Museum and Library Services National Leadership Grant for the Open Textbook Toolkit. This project will explore the need for and ideal components of a subject-specific, simple, flexible, and scalable “toolkit” for the creation of open textbooks and open educational resources.

The Libraries offered 290 workshops to over 2,400 students and faculty in digital information software, skills, and tools such as Tableau, 3D printing and scanning, digital media production, R coding, and visualization. These workshops help to enhance researcher collaboration, productivity, and impact; provide students with valuable technology skills for academic success and career competitiveness; and introduce the entire university community to emerging technologies, tools, and software.

Library-created video tutorials support and supplement face-to-face teaching and are heavily used by students and faculty, with over 500,000 views in 2016-17, a 19-percent increase from the prior year.

The Makerspace program partnered with the TH!NK program and the Office of Faculty Development to offer workshops and support for faculty using the Makerspace in their curriculum. In 2016-17, Makespace staff worked in 24 courses. The Make-a-Thon, a four-day challenge during which student teams design, prototype, and build a new solution that addresses a sustainability challenge, received a Sustainability Fund grant for the second consecutive year. Now a vibrant annual event, the Make-a-Thon is organized by the NCSU Libraries, with the University Sustainability Office and four University Housing living and learning villages: Engineering Village, Women in Science and Engineering, EcoVillage, and Albright Entrepreneurs Village.
More than 70 students participated in the Libraries’ **Code+Art visualization contest** over the past three years, resulting in 36 finished pieces, a number of which were the products of undergraduate research projects. Code+Art participants tell us that the contest allows them to try creative coding for the first time, expanding their job and internship application portfolios into new areas.

The Libraries partnered with Red Hat to design and offer workshops to prepare students for **job hunting and career development** grounded in open resources. Students learned about the power of open licensing for their projects, academic research, and job search portfolios. Activities culminated in the daylong OpenCon: Student Leaders event that introduced students to open technologies and practices such as GitHub, open science, and open licensing.

The prize-winning posters from the **2016 Graduate Student Symposium** were exhibited in the James B. Hunt Jr. Library iPearl Immersion Theater in September 2016. Now in its eleventh year, the annual Symposium showcases exceptional and diverse graduate-level research at NC State.

The Libraries employed 17 **Provost’s Professional Experience Program (PEP) students** this year, providing them with professional work experience in the areas of technology support, digital media, making, and public speaking/tours.

**Goal 2. Enhance scholarship and research by investing in faculty and infrastructure.**

**Collections**

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, a **centralized shared research resource** covering all disciplines and formats that serves the entire population of NC State. Our investment in online resources has a direct impact on the productivity of researchers at NC State. Ninety-nine percent of our journals are available online for easy, anytime/anywhere access facilitated by discovery mechanisms including Summon, WorldCat, and Google. We also provide access to over 1,003,000 electronic books. 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 15 million total uses in 2016/17. Over the past five years, full-text journal article downloads have grown from 2.5 million in 2012 to over 3.4 million in 2017, an increase of 38 percent. Thousands of scientific, medical, and social science research data sets are also accessible online. Database searches increased from 2.9 million in 2012 to over 5 million in 2017, a 71-percent increase, while e-book uses went from just less than 1 million in 2012 to over 2.4 million in 2017, a 168-percent increase.
In the area of **Special Collections**, Phil Freelon, an NC State alumnus and the principal architect for the new Smithsonian National Museum of African American History and Culture, has chosen the Libraries’ Special Collections Research Center as the home for his architectural archive.

**Spaces for learning and research**

Faculty and students are making extensive use of **library learning and research spaces** that offer interactive and immersive technologies. This year a Virtual Reality (VR) Studio opened at the D. H. Hill Library, along with a VR usability lab in the Hunt Library. We began offering VR and augmented reality equipment for lending and hosted demonstrations and information sessions. In the coming year, supported by the NCSU Foundation, we will explore and implement more experimental, immersive tools that offer unique capabilities relevant to university research.

The **Faculty Research Commons (FRC) at the D. H. Hill Library** opened in summer 2016, featuring reservable workrooms, multiple technology-equipped spaces, and an open seating area. Both individual faculty members and collaborative groups make use of the FRC -- there were almost 7,000 visits at D. H. Hill during this first year of operation. Visits to the Hunt Library FRC, which has been in operation since the opening of that library in early 2013, increased this year by more than 15 percent, to over 20,000.

**Research partnerships and support**

**Subject specialist research librarians** act as partners and collaborators to faculty and student researchers, applying disciplinary and 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 content, resources, and tools across the research lifecycle.

The Libraries conducted the third **Data Science and Visualization Institute for Librarians** in April 2017, drawing participants from across the country. The institute provides a customized training curriculum for librarians working to add value across the research enterprise and trains librarians on enhanced research support tools, evolving research lifecycle services, and emerging technologies. It is fully self-supporting and provides revenue that can be invested in new initiatives.

**Goal 3. Enhance interdisciplinary scholarship to address the grand challenges of society.**

**Engaging the University Community**

The Libraries is building a community of **NC State citizen science researchers and practitioners** through our events, website, and listserv. With members of the Leadership in Public Science cluster, we organized a Libraries and Citizen Science Symposium for the Citizen Science Association Conference in May 2017. We collaborated with university researchers and the Museum of Natural Sciences to conduct the City Nature Challenge and the Wolfpack Citizen Science Challenge, and we co-hosted State of the Sciences Live! at the
Hunt Library as part of the North Carolina Science Festival -- all of which foster partnerships between researchers, students, alumni, and community members.

The Libraries’ **Summer of Open Science** program supports faculty and graduate students through community events and technical workshops on modern research tools and practices, including specific, in-demand skills such as scientific computing, web scraping, and scholarly identity management, complemented by broader discussions on emerging trends in open science and digital scholarship. The program attracted 161 unique participants from 40 departments. It also led to the creation of the Scholar’s Backpack, a reproducible computing environment based on existing DevOps tools that provides both a platform for delivering new library workshops and a model for exploring scientific computing needs with NC State faculty.

**Coffee & Viz** is a forum for NC State researchers and nationally recognized guests to present their visualization work and discuss topics of interest with colleagues, students, and the public. Since its inception in January 2015, it has showcased 20 faculty and graduate student projects, with a total attendance of more than 1,800.

The Libraries’ **Visualization Services Team** worked closely with the Visual Narrative cluster to develop and host an interactive movie-making experience in the Hunt Library’s iPearl Immersion Theater. The installation was also used to collect data for research on human-computer interaction. That team also helped Dr. Rob Dunn, coordinator of the Leadership in Public Science cluster, to develop Chocolate in Peril, a data-driven, animated exhibit for the iPearl Immersion Theater. This exhibit presents the story of humanity’s relationship with cacao and the threats this important crop now faces, drawn from Dunn's new book, *Never Out of Season*.

In collaboration with Dr. Fred Gould and the **Genetic Engineering and Society Center** (GES), the Libraries hosted an initial exhibit and workshop to examine past and current impacts of art and design in public conversations about genetic engineering, and how these practices can elevate the level of public discussion about living in a genetically engineered world. The exhibit, held at CAM Raleigh on April 7, drew over 1,100 visitors and was a kick-off event for the North Carolina Science Festival.

Working with the Public Science cluster, librarians developed an **online guide to “broader impacts” research support** that serves as a campus hub for information and guidance -- from writing a broader impacts statement for grant proposals to leveraging library spaces or other campus units to carry out broader impacts activities.

Emerging Technology Services Librarian Adam Rogers gave an invited presentation at the October "**NCSU Smart Cities Discussion Forum**," a collaborative, interdisciplinary open forum to discuss strengths, projects, and funding opportunities. The Libraries’ Makerspace supports Smart Cities initiatives through its work on sustainability, Internet of Things, and the use of sensors.
The Libraries, partnering with DELTA and others, led in establishing the campus Virtual Reality Interest Group, including hosting, facilitating, and coordinating meetups for the group and establishing the group's email list and website. This group articulates shared, university-wide goals for virtual reality work and helps to identify our unique strengths and priorities for development.

Librarians have partnered with faculty to turn the D.H. Hill Visualization Studio into an immersive research, presentation, and teaching environment. They created a virtual “field trip” for medieval history students to learn about the Bayeux Tapestry and re-created a neolithic tomb called Maeshowe to support research of past cultures. An ongoing and iterative collaboration with Dr. Shea McManus has increased student engagement, enhanced student presentation skills, and enabled students to use new tools that maximize the immersive nature of the Viz Studio. Over the past two years, 51 different faculty members in 28 different departments and from six different colleges have partnered with members of this team to leverage the Viz Studio in their teaching and research.

Librarians work closely with the Leadership in Public Science cluster to promote science communication-related opportunities to graduate students. Librarians helped provide science communication training for the campus GradSciComm group and video production training for Fellows in the Southeast Climate Science Center.

At the College of Veterinary Medicine’s Dog Olympics and the college’s Open House, we introduced thousands of visitors to 3D printing and the role of additive manufacturing in biomedical and life sciences. Presentations highlighted faculty partnerships in research and teaching, such as 3D printing educational bones as a lower-cost, creative way for students to study anatomy.

The Libraries’ “Good Ideas” mini-grant program provides funding from $500 - $25,000 to seed new initiatives and ideas that improve service and develop new approaches to promoting interdisciplinary research support. The Libraries has supported nine projects to date, investing a total of $95,000, including Alt-Textbook, Wolf Tales, the Open Science Unconference, Coral Workflow Tool Enhancement, and Coffee & Viz.

**Goal 4. Enhance organizational excellence by creating a culture of constant improvement.**

**Space Renovations**

The Libraries is working with the Division of Academic and Student Affairs (DASA), the Office of the University Architect, and Capital Project Management on the renovation of the second and third floors of the bookstack towers at the D. H. Hill Library. This project will repurpose bookstack space to create a DASA “Academic Success Center” on the second floor of the north tower, along with renovated Libraries spaces on the remainder of the second floor and the entire third floor for visualization, data analysis and management work, research collaboration and consultation, and use of innovative technologies. The preliminary plans also include new Code-compliant toilets; upgrades to HVAC, electrical systems, and data wiring; and a new open stairway connecting the two renovated floors with the Ask Us
area on the first floor. The design team will also provide cost estimates to renovate the ground and first floor areas that connect the existing main entrance with the new open stairway. This project will be in the design phase through mid-2018 and under construction through fall 2019. The projected opening of the renovated spaces is January 2020.

Organizational Realignment with Strategic Goals

This year, the Libraries formed two new organizational divisions, Student Success and Research Collaboration, each led by a chief strategist. The Student Success division brings together the Libraries units most focused on student learning to provide dynamic, relevant services, spaces, technologies, and information focused on core information literacies as well as emerging digital and technological literacies to enrich students’ lifelong learning and research skills both in and outside the classroom.

The Research Collaboration division collaborates and engages with faculty and students across the lifecycle of scholarship and research; develops and promotes our user-centered collections; provides professional development for research librarians on data-centric approaches; and develops programs and partnerships that enhance research productivity and competitiveness, build valuable research infrastructure, and support interdisciplinary collaboration.

Goal 5. Enhance local and global engagement through focused strategic partnerships.

Public Programs

The Libraries’ suite of public programs continues to showcase the research and work of faculty and students, highlight the contributions of a variety of alumni, and engage the public in innovative ways that reinforce the Libraries as the gateway to knowledge for the NC State University community and its partners. The Libraries presented 97 public programs in 2016/17, with an attendance of more than 8,885 people. This represents a 20-percent increase in the number of programs and 39-percent growth in attendance over the prior fiscal year. Fall 2016 highlights included the Experiencing King programs about the legacy of Dr. Martin Luther King, Jr. in collaboration with the College of Humanities and Social Sciences, Arts NC State, and the African American Cultural Center. The Spring 2017 semester kicked off with a powerful, standing-room-only talk and book signing by animal scientist and author Dr. Temple Grandin, co-presented by the NC State Student Chapter of the American Veterinary Society of Animal Behavior and the NCSU Libraries.

II. Programs: Special achievements of significance; volume of activities, special program reviews, studies, or plans, and changes in scope of activities

Special Achievements

Citing its role as an “innovation incubator,” Library Journal chose the James B. Hunt Jr. Library as one of its five “New Landmark Libraries” for 2016, under the theme of the “Learning Life Cycle.” “The 2016 landmarks are leaders, shaping the future of the educational experience on their campuses and in their communities.”
Congressional Representative David Price recognized the Libraries’ 2016 Institute of Museum and Library Services (IMLS) National Medal for Museum and Library Service on the Congressional floor and, at the Hunt Library, presented Vice Provost and Director of Libraries Susan K. Nutter with a signed copy of the June 10, 2016 Congressional Record that includes the transcript of that recognition. “The North Carolina State University Library system has transformed how libraries involve the community to understand, learn, and participate in a myriad of educational activities,” Price said on the House floor. “The system strengthens North Carolina’s K-12 education pipeline, increases the public’s literacy, and prepares tomorrow’s researchers with college- and workforce-ready skills. This library was one of the first to leap into the digital age, and has been a terrific example for other academic research libraries around the world. Their creative recruitment tactics for librarians and the crowdsourcing of ideas from student committees have made this library an invaluable asset to our state.”

Grants

- The university was awarded a $414,000 grant from the Andrew W. Mellon Foundation for the NCSU Libraries project, “Visualizing Digital Scholarship in Libraries and Learning Spaces”;
- The Libraries received $154,800 in funding from the Council on Library and Information Resources to support a postdoctoral fellowship;
- A second year of funding ($94,794) was provided for the LSTA grant, “Better Living in North Carolina: Bringing Science and Technology to the People”;  
- A $50,623 contract was extended with the Open Library Foundation in support of a position;
- An IMLS grant of $49,958 was awarded to develop an open textbook toolkit in a project led by the Copyright and Digital Scholarship Center;
- The Libraries received a $24,000 NCSU Foundation grant, which enables us to design, create, and manage a set of immersive and interactive panoramic views and tutorials of our high-technology physical spaces;
- We received an $1,875 NCSU Diversity Mini-Grant for the Special Collections Research Center’s WolfTales series;
- Veterinary Medicine Library staff attracted a National Network of Libraries of Medicine State and Regional Exhibiting Award of $872;
- A donation of $25,000 was received from The Pentair Foundation in support of the Libraries' Making Space series and newly formed Pentair Fellows program;
- NC LIVE received an LSTA grant of $124,455 to provide training throughout the state; and
- Chris Erdmann, Chief Strategist for Research Collaboration, is part of a multidisciplinary team that was awarded a $97,911 grant from the Institute of Museum and Library Services (IMLS) through its Laura Bush 21st Century Librarian Program. Led by researchers at the University of Pittsburgh, “The Data Scientist as the 21st Century Librarian?” will provide recommendations about the data-science skills that librarians need and build model data science training for research librarians.
Fundraising

Libraries advancement staff participated in university-wide committees and activities instrumental to launching the public phase of the NC State's "Think and Do the Extraordinary" capital campaign. In 2016/17 the Libraries raised approximately $3.27 million, a 59-percent increase from our FY16 total of $2.06 million and 41 percent over our three-year average of $2.3 million. This is our highest amount raised since the Think and Do the Extraordinary campaign launched its pre-public phase in July 2013, owing to several factors including momentum for the public launch of the campaign, several new planned and major gifts (many as a result of SKN30, a mini-campaign to celebrate Susan Nutter's thirtieth anniversary as Vice Provost and Director of Libraries), a grant from the Andrew W. Mellon Foundation, and the acquisition of several prestigious collections. The SKN30 campaign and event strengthened overall giving to the Libraries this year, including annual giving. To date, the Libraries has recorded $16.28 million in gifts and new commitments in the Think and Do the Extraordinary campaign, or 74 percent of our $22 million goal.

Changes to programs or activities

This year, reflecting the university’s strategic goals, the Libraries formed two new organizational divisions, Student Success and Research Collaboration, each led by a chief strategist. See details under Goal 4 above.

III. Diversity: Initiatives and Programs

This year we sustained our success in attracting minority librarians to the NCSU Libraries Fellows program (established in 1999). As in 2015/16, half of the incoming Fellows are ethnic minority librarians. In addition to the Fellows program, the Libraries appointed minority librarians to fill five of 14 external appointments this year. In a profession with declining minority enrollment (only 12 percent minority students in Masters programs), this is a significant achievement.

The NCSU Libraries’ Wolf Tales oral history project was awarded a Diversity Mini-Grant from NC State’s Office for Institutional Equity and Diversity: “Wolf Tales: Capturing Voices of Diversity at NC State.” The project expands the Special Collections Research Center’s existing archive of 10- to 20-minute audio and video narratives from students and alumni by focusing on historically underrepresented groups such as LGBT, military veteran, Muslim, Latinx, and Native American communities. It will help to enhance the quality of teaching and learning about diversity, enrich the diversity experiences of NC State students, and create a welcoming and inclusive campus environment.

The NCSU Libraries was awarded a $35,000 grant from The Pentair Foundation to support STEM-related programming and instruction for underrepresented groups at NC State. The grant helps establish a new “Pentair Fellows” program through which graduate students will develop and teach free workshops on STEM tools and technologies, lowering NC State students’ barriers of entry into STEM fields. The grant also sponsors the Libraries’ successful Making Space series of public talks and workshops advocating for women in STEM fields.
IV. Staff: Major new appointments, kudos, professional activities and recognition

**Major New Appointments**: Alison Blaine, Integrated Learning Librarian; Paul Broyles, CLIR Postdoctoral Fellow in Data Curation for Medieval Studies; Anne Burke, Associate Head, Learning Spaces & Services; Bret Davidson, Associate Head, Digital Library Initiatives; Christopher Erdmann, Chief Strategist for Research Collaboration; Virginia Ferris, Outreach and Engagement Program Librarian; Caroline Hallam, Instruction Librarian, NC LIVE; Claire Leverett, Assistant Director, NC LIVE; Josephine McRobbie, Assistant Director and Chief of Staff; Rebecca Miksch, Information Technology Initiatives Librarian; Sonoe Nakasone, Lead Librarian for Metadata Technologies; Dre Orphanides, Associate Head; User Experience; Rob Rucker, Chief Strategist for Student Success; Jacob Shelby, Metadata Technologies Librarian; Todd Stoffler, Digital Technologies Development Librarian; Sydney Thompson, Head, Access Services; Lynn Whittenberger, Associate Head, Acquisitions and Discovery (Monographs); David Woodbury, Head, Learning Spaces & Services.

**Staff Honors and Awards**: Emily Lynema was awarded the EDUCASUE Rising Star Award, which recognizes emerging leaders in higher education IT, for her body of work over a decade at NC State; Adam Rogers and Lauren Di Monte won the Gertrude Cox Award for Innovative Excellence in Teaching and Learning with Technology for their course-based Makerspace Instruction; Kristen Wilson was awarded the ALA Harrassowitz Award for Leadership in Library Acquisitions; Catherine Bishir was awarded the Henry Glassie Award from the Vernacular Architecture Forum for special achievements and contribution to the field; Brent Brafford was awarded an NCSU Provost’s Office Award for Excellence; and Molly Renda won the Southeastern Museums Conference Publication Competition for “Life’s Little Dramas: Puppets, Proxies, and Spirits Gallery Guide.”

**Professional Activities and Recognition**: Libraries Fellows Jesse Lopez, Lauren Di Monte, and Adam Rogers were invited to share their “I’ve Got a Hunch” presentations at the Association of Research Libraries Fall Association Meeting; Molly Renda received an honorable mention from the American Alliance of Libraries for the “Life’s Little Dramas: Puppets, Proxies, and Spirits Gallery Guide”; Hannah Rainey received a travel grant for Spectrum Scholars to attend the ACRL Conference; Heidi Tebbe received an ALA Librarian Scholarship to attend the ACRL conference; Nushrat Khan received a Gender Diversity Scholarship for the Code4Lib Conference; and Shaun Bennett received the Janet B. Royster Memorial Staff Scholarship award for staff development.
### Library Services

<table>
<thead>
<tr>
<th>Year</th>
<th>User Visits to Library (a)</th>
<th>Total Circulations (b)</th>
<th>Instructional Sessions/Students</th>
<th>Reference Transactions</th>
<th>Total Technology Lending/Laptops</th>
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<tbody>
<tr>
<td>16/17</td>
<td>2,575,325</td>
<td>578,305</td>
<td>1,067/23,718</td>
<td>30,052</td>
<td>304,695/71,755</td>
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<tr>
<td>15/16</td>
<td>2,331,031</td>
<td>646,007</td>
<td>741/21,886</td>
<td>36,215</td>
<td>300,515/91,149</td>
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<tr>
<td>11/12</td>
<td>1,995,484</td>
<td>672,842</td>
<td>575/15,551</td>
<td>32,916</td>
<td>253,082/86,483</td>
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<tr>
<td>06/07</td>
<td>1,423,632</td>
<td>821,356</td>
<td>418/13,080</td>
<td>41,647</td>
<td>38,984/37,753</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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<tbody>
<tr>
<td>16/17</td>
<td>19,552</td>
<td>25,699</td>
<td>12,031,807</td>
<td>34,165,080</td>
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<td>15/16</td>
<td>20,060</td>
<td>28,210</td>
<td>11,859,057</td>
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<tr>
<td>11/12</td>
<td>17,540</td>
<td>23,457</td>
<td>10,888,415</td>
<td>31,414,239</td>
<td>36</td>
</tr>
<tr>
<td>06/07</td>
<td>13,247</td>
<td>26,813</td>
<td>9,090,707</td>
<td>27,262,569</td>
<td>41</td>
</tr>
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### Collection Statistics

<table>
<thead>
<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>16/17</td>
<td>5,224,181</td>
<td>200,731</td>
<td>100,463</td>
<td>1,193,930</td>
<td>15,489,613</td>
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<td>15/16</td>
<td>5,168,692</td>
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<td>11/12</td>
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<td>89,534</td>
<td>66,571</td>
<td>580,616</td>
<td>11,171,332</td>
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<tr>
<td>06/07</td>
<td>3,857,365</td>
<td>172,583</td>
<td>53,404</td>
<td>401,463</td>
<td>6,819,348</td>
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</tbody>
</table>
a) Effective July 1, 2016, door counts at the Hunt Library were transitioned from turnstile counts (interior, at the entrance to the library) to building counts (at the building doors on Partners Way and The Oval).
b) Includes circulation of reserve materials, both print and electronic.
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) Currently ARL’s membership includes 114 academic libraries.
f) E-books, e-journals, and e-databases; includes NC LIVE resources, starting in 2000/01.