

North Carolina State University Libraries Annual Report, 2014/2015

This year the NCSU Libraries focused on intensifying our role as the university's competitive advantage for research by investing in collections in the face of declining resources and buying power, and by transforming the analytical and collaborative roles of research librarians. The James B. Hunt Jr. Library has become a major destination for faculty and students while bringing international acclaim to NC State University as a model for the academic library as research platform and technology incubator. The NCSU Libraries' ranking in the Association of Research Libraries (ARL) Investment Index for 2013/14 (most recent year available) declined from 29th to 37th, reflecting reductions in the Libraries' resources. Moving forward, the Libraries' most critical challenges involve growth capacity in our facilities for both users and collections, sustaining a strong research collection in the face of ongoing inflation and declining budgets, and maintaining staff size and capability 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.

- **Alternative Textbook Project.** Launched this year with the combined goal of saving students and their families money while fostering and supporting pedagogical innovation by faculty, the Alternative Textbook Project was funded by a \$15,000 grant from the NC State Foundation. The initial \$10,000 invested in these innovative projects is expected to save students more than \$200,000 in fall 2015, with those savings recurring in subsequent semesters.
- **New Makerspace in the D. H. Hill Library.** A new Makerspace opened in the D. H. Hill Library during the White House National Week of Making, June 12-18, building on the success of the one at the Hunt Library. The Hill Makerspace offers all students and faculty access to the transformative new technologies of digital fabrication, featuring an open work area that will host both library-sponsored workshops and faculty-led course sessions.
- **The Hunt Library Makerspace** has made national headlines and has printed 600 3D models for over 200 unique individuals, helping to enable a number of notable projects, including Institute for Transportation Research and Education (ITRE) researchers' tactile maps for blind pedestrians; a biology instructor's geometric models of viruses used for teaching their structure; and an Engineering Entrepreneurship Program team's prototype for their Jar with a Twist product.
- **Increased Collaborative Study Spaces and Seating.** Fifty new power- and data-enabled user seats have been provided on three different floors at D. H. Hill, including three large workstations in the Learning Commons. A new Game Space has been created in place of the former Assistive Technologies Center at Hill (which has been relocated one level down). And, at Hunt, 39 new seats have been provided in the Teaching and Visualization Lab and Creativity Studio, enabling the simultaneous use of both rooms at their full capacity.

- **Restricted access to the Hunt Library to students, faculty, and staff during reading days and finals** to provide students with a quieter, distraction-free study environment.
- **Library Security.** Students raised serious concerns this year about security, specifically theft of laptops and other personal property, at the D. H. Hill Library. In response, additional cameras and door security have been installed.

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

- **Collections to Support Interdisciplinary Faculty Clusters.** The Libraries invested in much-needed research collections, including e-journal backfiles and technical literature, to support interdisciplinary areas, particularly the disciplines emphasized in the Chancellor's Faculty Excellence and Faculty Scholars programs. There were over 14 million total uses of the collection this year, 9 percent more than last year.
- **The Hunt Library: Catalyst for Innovation and Collaboration.** The Hunt Library is redefining the concept of the research library as the center of the academic enterprise and as a key component of the campus research infrastructure. Increasing numbers of faculty and students are engaging with the Hunt technologies, collaborative spaces, and librarian expertise to explore new pedagogies and produce digital scholarship and research in new and novel ways.
- **Providing Learning and Collaborative Spaces and Services for Faculty.** Based on the success of the Faculty Research Commons at the Hunt Library, work is underway to create a new Faculty Research Commons at D. H. Hill, with completion estimated in early 2016. It will feature bookable workrooms, multiple technology-equipped spaces, and two open seating areas.
- **Supporting Research Data Management and Compliance.** The Libraries offers a Data Management Plan (DMP) Review service to quickly and efficiently respond to researchers' needs. Subject specialist librarians provided advice and consultation on the National Science Foundation data management mandates and the National Institutes of Health open access compliance mandates for researchers.
- **Faster Delivery of Research Content through the RapidILL Partnership.** RapidILL provides fast, cost-effective article delivery for the NC State community. The average delivery time for articles from libraries outside the Research Triangle area has improved from 4.4 days in 2013/14 to 11.7 hours in 2014/15 for items borrowed via RapidILL.
- **Investing in Future Talent for the Libraries.** Four additional NCSU Libraries Fellows were hired as a pipeline to fill new roles for librarians in research and technology support. Sixty-seven percent of these Fellows have been hired into permanent roles since the program began in 1999.

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

- **Transforming the Role of Subject Specialist Librarians in Research Collaboration and Support.** Research librarians at NC State collaborate actively with faculty members, students, and researchers, supporting their disciplinary and

interdisciplinary work across its life cycle and offering expertise in emerging technologies; data science, analytics, and management; and visualization. Librarians are engaged with the Chancellor's Faculty Excellence Program, frequently playing a critical "connector" role in facilitating relationships between the various clusters and with other relevant services and organizations on campus and beyond. The Libraries is the first in the country to develop an intensive, customized professional development curriculum in these areas for librarians in all disciplines, partnering with the Odum Institute at UNC-CH. This training program and the associated organizational commitment to deep engagement in competitive research will be a model for many other research libraries facing similar challenges.

- **Advancing Visualization Support and Collaboration.** The Libraries' Visualization Services Team and staff experts work with faculty and students in using the Libraries' large display walls and high-technology visualization spaces for research, teaching, and engagement. The well-attended Coffee & Viz series at the Hunt Library brought together researchers and students in an interdisciplinary forum to share their visualization work, identify potential collaborators, and learn about the latest tools and techniques for visualizing research.

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

- **Created the Ask Us center in the D. H. Hill Library,** a consolidated service point that mirrors Ask Us at the Hunt Library, bringing together Circulation and Reference Services, Technology Lending, and Course Reserves. Library staff and student assistants also move throughout the building, offering assistance as needed. Ask Us was created at a minimal cost and has achieved savings and efficiencies in personnel.
- **Repurposed a position to serve as Major Gifts Officer,** bringing professional fundraising staff to three FTE.

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

- **Leading national, collaborative efforts to curate unique digital scholarly content** and provide access to it for our researchers, through two groundbreaking efforts. As part of a national strategy for long-term preservation, the Libraries is a founding member of the *Academic Preservation Trust (APTrust)*, a node of the national Digital Preservation Network (DPN). The *HathiTrust digital library* is a digital preservation repository and highly functional access platform that now includes 13.5 million digitized volumes accessible to all NC State researchers.
- **The Triangle Research Libraries Network (TRLN)** continues to generate significant value in providing access to the over 16 million items available from the combined member libraries.
- **Engaged in the Shared Access Research Ecosystem (SHARE) initiative,** a higher education and research community effort to ensure the preservation of, access to, and reuse of research outputs. The Association of Research Libraries (ARL), the Association of American Universities (AAU), and the Association of Public and Land-

grant Universities (APLU) have partnered to develop SHARE with significant input from the three associations' member institutions and their broader stakeholder communities.

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

Fundraising: Raised \$2,498,471 in gifts and new commitments, 7 percent more than in 2013/14, and **increased cash/equivalent gifts (including bequests) by 275 percent.** Significant gifts include a \$750,000 bequest expectancy and a \$333,000 grant from the Andrew W. Mellon Foundation.

Honors, Awards, Recognitions: The "21st-century" Hunt Library was featured in NC State's Innovation and Economic Prosperity University "Place" Award from the Association of Public and Land-grant Universities (APLU), and also won the Architizer's "A+ Popular Choice Award,"; Digital Humanities Awards "Best DH Data Visualization" (Virtual Paul's Cross Project); and the Urban Land Institute's Triangle "J.W. Willie York Award for Innovation." Patrick Deaton, Associate Director for Learning Spaces and Capital Management, participated in the highly selective 2013-15 ARL Leadership Fellows Program. Maria Collins, Head of Acquisitions and Discovery, won the American Library Association's "Ulrich's Serials Librarianship Award." Adam Rogers, Emerging Technology Services Librarian, won the Library Journal "Movers and Shakers" Award. Rob Rucker, Head of Research and Information Services, was selected to attend the CLIR/EDUCAUSE Leading Change Institute.

III. Diversity: Initiatives and Progress

Library programs on diversity and inclusion issues attracted more than 1,200 attendees. The Student Leadership Initiative exhibition and event featured the first African-American Student Senate President Eric Moore, the first female Student Body President Kate Sterling, the first African-American Student Body President Kevin Howell, and Tony Caravano, the only African-American to win two terms as Student Body President. Libraries staff worked with the Muslim Student Association to produce *A Muslim Vision*, a student-curated exhibit in the D. H. Hill Library celebrating the memory of Deah Barakat, Yusor Abu-Salha, and Razan Abu-Salha, NC State University's "Our Three Winners."

IV. Staff

Major Appointments: Steven Morris, Associate Director for the Digital Library; Hilary Davis, Head of Collection Management and Director of Research Data Services; Leia Droll, Executive Director of Development; Mike Nutt, Director of Visualization Services; Chris Tonelli, Director of Communication Strategy; Joseph White, Director of Finance and Business.

V. Recommendations and Concerns for the Future

The research collection that has become a strength and competitive advantage for the university over the past 20 years is severely at risk. There were over 14 million total uses of the collection in 2014/15, 9 percent more than last year. Yet, while the Libraries once ranked #40 among the 125 ARL libraries in total collections expenditures, we now rank #71. Our collections expenditures have also fallen well behind the university's 16 peer institutions, to 13th in overall collections budget and 12th in that budget per faculty member. In 2010 our expenditures were \$1,682,476 below our peer group's average—now that gap has grown to \$3,794,000. Lack of ongoing support for journals will strip away more titles in the future and will decimate the Libraries' ability to support existing programs and add new resources for strategic interdisciplinary research initiatives such as the Chancellor's Faculty Excellence Program.

The opening of the James B. Hunt Jr. Library in 2013 has not fully resolved the Libraries' space crisis. The D. H. Hill Library must continue to meet the university's needs for study space, collections shelving, 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 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 5 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 must resort to sitting on the library floor to study during intensive periods of the academic year.

Library staffing must keep pace with the university's needs. Between 2001/02 and 2013/14, during which time a second main library opened, the Libraries' staff size plunged by almost 20 percent. With two extremely busy main libraries, three active branch libraries, and a university community engaging intensively in new forms of technology-enabled research and scholarship, the Libraries is struggling to provide more services and support across a greater variety of spaces. We have maximized efficiencies as much as possible, but meeting the university's demands at this pace is not sustainable without additional personnel.

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Volume of Activities: NCSU Libraries Statistics
(14/15, 13/14, 09/10, 04/05)

Collection Statistics

Year	Volumes in Library	Volumes Added (Gross)	Serial Subscriptions (a)	E-Resources Owned/Leased (a)
14/15	5,120,491	200,975	77,518	1,008,923
13/14	4,919,705	71,880	69,062	826,954
09/10	4,332,899	75,370	65,414	473,037
04/05	3,530,949	147,268	57,486	329,830

Library Services

Year	User Visits to Library (b)	Total Circulations (c)	Instructional Sessions/Students	Reference Transactions	Laptop/Device Loans
14/15	2,346,389	661,818	667/20,446	33,656	105,522/193,808
13/14	2,398,255	762,226	749/20,260	37,428	108,447/182,463
09/10	1,984,918	660,001	505/10,669	33,213	85,359/40,782
04/05	1,521,806	758,164	543/14,854	59,662	34,970/NA

Library Services (continued), Expenditures, and ARL Ranking

Year	Items Loaned to External Organizations	Items Borrowed from External Organizations	Expenditures on Library Materials (\$) (d)	Total Library Expenditures (\$) (d) (e)	Association of Research Libraries (ARL) Ranking (f)
14/15	20,343	28,025	11,974,845	33,248,941	37
13/14	14,854	28,722	10,679,211	31,879,442	29
09/10	21,772	23,453	9,782,748	29,394,144	38
04/05	13,003	26,813	9,058,166	23,548,957	29

- a) E-books, e-journals, and e-databases; includes NC LIVE resources, starting in 2000/01. In 2006/07, the Association of Research Libraries (ARL) began collecting data for the number of currently received serial titles rather than the number of subscriptions. Since the NCSU Libraries has largely eliminated multiple subscriptions, the number of current titles is only slightly less than the number of current subscriptions.
- b) This year's decrease in the User Visits to Library reflects reductions to the overnight operating schedules at the D. H. Hill and Hunt libraries due to budget cuts and the closure of the west wing of the D. H. Hill Library for renovations.
- c) Includes circulation of reserve materials, both print and (beginning in 1998/99) electronic.
- d) Amount reported to ARL includes NC LIVE and library-related expenditures made by NCSU colleges and units outside of OUC 25.
- e) Excludes benefits.
- f) Membership criteria index (through 04/05) and investment index (05/06–present); currently ARL's membership includes 115 academic libraries.