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

While preparing for a range of budget reduction scenarios, the NCSU Libraries is simultaneously planning to make the university the home of nothing less than the best learning and collaborative space in the country with the opening of the Hunt Library in 2012. Dealing with budget cuts is always a cause for concern; dealing with cuts in the context of opening a new library magnifies the problem exponentially. Several Hunt Library planning groups are concentrating on moving portions of the collections, articulating service models appropriate for the new spaces, and developing a staffing model for operating an additional main library with only existing staff positions. Deliberations are being informed by numerous interviews with faculty and students on the main and Centennial campuses about users’ needs for spaces, services, collections, technologies, and collaboration.

The Libraries made substantial improvements to its physical and virtual spaces during 2010/2011. Several student-focused renovations and reconfigurations are scheduled for completion by the end of the fiscal year. Most of these projects were made possible by grants and university reinvestment funds, and they address critical needs for seating, power, and collaborative spaces. They also serve as a testing ground for refining plans for Hunt. In the virtual environment, the Libraries implemented a redesigned website in August 2010. Based on intensive research of user needs and productivity, the redesigned site features streamlined searching and enhanced integration of digital library applications and services, including support for collaboration. By the end of the fall semester, usage of the site had increased substantially, and it had been honored with the American Library Association’s Cutting Edge Service Award.

Awards such as this reflect the Libraries’ commitment to meeting the needs of its users. In spite of the challenges posed by today’s economic climate, the Libraries intends to remain true to its mission of “defining the leading edge of information services and
collections” as the university’s gateway to knowledge. Nothing less than excellence will be acceptable as we embrace the possibilities offered by the new Hunt Library.

II. Major Initiatives

Enabling Student Success

- Opened a Technology Sandbox in the D. H. Hill Library, with the support of a $100,000 Library Services and Technology Act (LSTA) grant administered by the State Library of North Carolina. The space contains experimental technologies for student and faculty use—a six-foot wide Perceptive Pixel multitouch collaboration station, two Microsoft Surfaces, a SmartBoard, and a quad-panel video wall. Within two months of opening the Sandbox, a number of student projects had already been developed for the platforms, and faculty interest across multiple disciplines is strong.

- Planned and initiated student-focused reconfigurations of public spaces in the D. H. Hill Library. These projects address critical needs for power (50 outlets added in the Learning Commons and 37 floorboxes added in the West Wing); seating (60 seats in the West Wing Terrace outdoor reading room, 68 seats in the West Wing Quiet Reading Room, 56 seats from the conversion of staff space to user space in the West Wing, and the purchase of 25 seating units); group study spaces (subdividing 6 study rooms in the stack tower to create 12 rooms with updated audiovisual technology, lighting, and sound masking); enhanced theater space (renovation of the Mini-theater to provide new audiovisual technology and new seating); and a seminar facility (completion of the Multimedia Seminar Center). Projects to provide more flexible spaces for collaboration were also completed in the Natural Resources, Textiles, and Veterinary Medicine Libraries.

- Introduced a new workshop series focused on the information needs of graduate students, with sessions taught by librarians and campus partners. Students gave the workshops a 4.4 (out of 5) average rating, and 97% reported that they would recommend the workshop to others. The Libraries is formally partnering with the Graduate School to expand and refine the workshop series in support of graduate student success and research productivity.
• Expanded the collection of online learning guides. With a goal of helping faculty help students, staff collaborated with faculty in the English Department and in the First Year Writing program to identify the most pressing instructional needs. Brief videos allow students to learn on their own time about research topics, and students have viewed many of the videos thousands of times.

• Ramped up Peer-to-Peer services by hiring students to assist other students with emerging technologies in the Technology Sandbox and to provide workshops in the Digital Media Lab. The Libraries will rely increasingly upon students with expertise, such as those in Computer Science, to help staff the Hunt Library.

• Enhanced the successful Course Books program by 1) advocating for innovative approaches to providing course-related content and reducing textbook costs; 2) partnering with the Physics Department to make faculty-produced textbooks digitally available to students at no cost; and 3) improving promotion of the print course books on reserve program, which has seen a 140% increase in the number of circulations to students since its inception in Spring 2009.

• Led a cooperative acquisitions program across the UNC system libraries that expanded the breadth of collections while saving $210,000 system-wide.

**Developing and Providing Access to Digital Resources**

• Launched a fully redesigned, award-winning library web site (www.lib.ncsu.edu). The site features a one-stop search box that searches the library collections (articles, books, etc.) as well as library website content such as services, hours, and events. As expected, usability testing has revealed some opportunities for iterative enhancements to the site, which will be implemented during summer 2011. During the fall semester, average searches per day increased by 56% and average clicks by 79% compared to fall 2009. With ubiquitous access to online help, reference “chat” traffic from August 2010 to March 2011 increased 16% over the same time period the year before.

• Received a second year of funding for *Beaux Arts to Modernism: Early Twentieth Century Architecture in North Carolina*, a project to digitize 3,831 architectural drawings and 923 photographs documenting approximately 730 buildings constructed from 1900 to 1940. When this is combined with previous efforts, the Libraries will have created one of the largest digital architecture research library sites in the world.
• Directed $1.3 million in campus reinvestment funds to the collections, adding important digital resources in three key areas: approximately 1,000 journal archive titles, 7,500 e-books, and 5,000 streaming videos. These funds will mitigate somewhat the impact of projected cuts for FY 2011/2012. The return on investment in digital content has been impressive: the average per-use cost for online journal archives is approaching $1, compared to per-article costs of up to $40 through external sources.

• Joined HathiTrust, a partnership of major research libraries preserving and providing access to the published record in digital form. Partner libraries have contributed nearly 8 million volumes to this digital library to date, of which 2 million are in the public domain and are freely available to NC State students and faculty.

• As part of Triangle Research Libraries Network (TRLN), participated in a Mellon-funded project to develop new models for consortial e-book pricing and acquisitions.

• Led the expansion of Search TRLN to include unique special and digital collections.

Enabling Faculty and Research Success

• Developed a plan and identified a chair for the Hunt Library Technology Advisory Board. Faculty and corporate officers will advise the NCSU Libraries on strategies, programs, and partnerships to create and maintain spaces in the Hunt Library where students can prototype, “incubate,” and experiment with promising new technologies.

• Assumed leadership, on behalf of the Provost, for providing guidance to the university community in the application of copyright law to teaching and research through workshops, an educational web presence, and individual consultations.

• Partnered with the Office of Information Technology (OIT) and Sponsored Programs and Regulatory Compliance to provide a website that aids researchers in meeting new data management planning requirements from the National Science Foundation.

• Continued work on the TUCASI Data Infrastructure Project with OIT, library partners from Duke and UNC, and RENCI. The project has successfully demonstrated the operation of a federated data grid in the Triangle.

Realizing the Library of the Future

• With construction of the Hunt Library under way, shifted the focus of planning to areas such as the service and planning models, automated book delivery system,
audiovisual technology, furniture, donor opportunities, security, and signage, as well as fundraising, to ensure that the library meets the goal of creating “the best learning and collaborative space in the country.”

- Received a $313,000 two-year National Leadership Grant from the Institute for Museum and Library Services (IMLS) to develop a model for next-generation learning spaces. The NCSU Libraries is the lead institution, working with DELTA and design firms brightspot strategy and DEGW. A national-level advisory board of leaders in higher education and learning spaces guides the work. The grant will result in a freely accessible, web-based Learning Space Toolkit, which will provide guidance on developing plans for learning environments based on best practices.
- Continued work on the collaborative Mellon-funded Kuali OLE project. The project will build open source software to manage library operations and to integrate functions with campus data sources and learning management systems.
- Participated in the establishment of the Institutional History Subcommittee through the University Library Committee. The group will advise and consult with the University Archives to ensure that collecting, services, and programming address the needs of the campus community.

III. Diversity: Initiatives and progress

- Data for combined EPA/SPA hires in 2010/2011 show that 25% of appointments to permanent positions were made to persons from underrepresented populations; one of four incoming NCSU Libraries Fellows (2011-13) is from an underrepresented group.
- Hosted two minority library school interns from the Association of Research Libraries (ARL) Career Enhancement Program during the summer of 2010. One of these interns was hired as an NCSU Libraries Fellow.
- Hosted a visit from Mark Puente, Director of Diversity Programs for ARL, for a presentation on re-energizing initiatives related to inclusion and diversity in libraries.
- Partnered with faculty from the History Department and the African American Cultural Center to develop the “Red, White & Black” tour. The walking tour incorporates mobile-enabled digital content from the University Archives in exploring the history of African Americans at NC State.
IV. Community and professional service activities

- Relit the Color Wall in the D. H. Hill Library as part of the Hillsborough Street Grand Reopening Celebration in September. The kinetic light sculpture, designed by the late Joe Cox of the College of Design, was installed in 1972 and is a popular campus landmark. The Friends of the Library and a local Raleigh group raised $35,000 to restore the wall and establish an endowment to support future maintenance.
- Coordinated a conference of GIS (geographic information systems) experts from universities and community colleges across North Carolina.
- Conducted tours for 70 library and university colleagues from other institutions who wanted to learn more about the Libraries’ services and innovative learning and collaborative spaces.
- Hosted the inaugural Celebrating Faculty Research and Scholarship Event as part of the installation of Chancellor Woodson, with Dr. Trudy Mackay, William Neal Reynolds Professor and Distinguished University Professor of Genetics and Fellow of the National Academy of Sciences, as speaker.
- Presented the twenty-second NCSU Libraries Faculty Award to Dr. David Zonderman, professor and associate department head of history.
- Sponsored a presentation by Diane Rehm, National Public Radio host of The Diane Rehm Show.
- Featured Dr. J. Mark Scearce, director of the Music Department, at the Friends of the Library (FOL) Fall Luncheon and a conversation with Chancellor W. Randolph Woodson and President Emeritus William Friday at the FOL Spring Meeting.
- Mounted an engaging set of exhibitions, including The Art in Science: Annual Exhibit of the Guild of Natural Science Illustrators (6-8/2010); Chancellor W. Randolph Woodson (Fall 2010); A Legacy of Discovery: Celebrating 50 Years of the College of Physical and Mathematical Sciences (8-12/2010, produced in partnership with the College); 4-H & NC State: Leading Together (1-6/2011, produced in partnership with 4-H Youth Development/NC Cooperative Extension); and Celebrating African American History at NC State (2/2011, adapted and extended for display at the African American Cultural Center during the spring).
• Attracted more than 1,100 people to programs sponsored by the NCSU Libraries, including five Fabulous Faculty events, an inaugural Amazing Alumni event, a Student All-Star event, a series of lectures and demonstrations in the Technology Sandbox to celebrate 2011 as the International Year of Chemistry, two walking tours, five READ SMART book discussions led by NCSU faculty and held at the Cameron Village Library, Fireside Tales (a program for children and their families at the Cameron Village featuring live music and storytelling by NCSU Libraries staff), and the annual I. T. Littleton Seminar.

• Introduced two well received web-based programs: “Banned Books Soundwave,” a website created by the Libraries featuring campus leaders and students reading excerpts of banned and challenged books (nearly 2,000 pageviews); and “The Best Book I Read This Year,” a blog featuring book reviews by members of the NC State community (more than 14,000 pageviews).

• Raised $13,800 through the 2011 Frank B. Armstrong Memorial Book Sale, a popular event for students, faculty, and the community. The proceeds will be used to outfit a group study room in the Hunt Library.

V. Staff
Major appointments
Marian G. Fragola, Director of Program Planning and Outreach, and William M. Cross, Director of Copyright and Digital Scholarship.

Honors, awards, recognitions
*Jason Casden was named one of the top fifty “Movers and Shakers” in the field by Library Journal, making him the sixth staff member to be so honored. *For the second year in a row, the NCSU Libraries received a Cutting-Edge Library Service Award from the Office for Information Technology Policy of the American Library Association (ALA). The award celebrates outstanding and creative technology solutions to common problems, and this year’s award highlighted the website redesign project. *Andreas Orphanides was tapped to participate in ALA’s selective Emerging Leaders Initiative. *Kristine Alpi was awarded the Phyllis Edwards Service Award by the College of Veterinary Medicine’s Class of 2011.
VI. Recommendations and concerns for the future

The NCSU Libraries is facing an unprecedented challenge in 2012—opening, staffing, and running a major new library without increases in the number of staff or the operating budget. Demands for services at D. H. Hill and the branch libraries will not decrease with the opening of Hunt. Although the university supported a request for an additional 24 positions and more operating funds, the UNC General Administration chose not to include that request in the biennial budget submission. Without new positions, the Libraries will be forced to divide its current staff between Hill and Hunt and will be unable to maintain the service levels and operating hours that users expect.

The Libraries has taken a number of steps to mitigate the impact of budget cuts on the collections in FY 2011/12. These include: 1) using one-time university appropriations to strengthen book and online journal backfiles in anticipation of reduced purchases in FY 2011/12; 2) gathering input and approval from the University Library Committee and from faculty and graduate student departmental representatives on plans to reduce collection expenditures for non-graduate programs and to stretch existing dependencies on the TRLN, the University of North Carolina system partnerships, and interlibrary loan; and 3) building on our nationally recognized data analysis efforts to concentrate collections expenditures on the highest demand and highest impact areas of the university.

The scenario for managing the collections will become significantly more challenging during FY 2012/13. The collections budget has a growing structural deficit caused by the lack of stable funding to cover the inflationary increases associated with continuing resources. As the state recovers from this recession, new sources of funding will need to be identified and invested in collections in order to prevent the deterioration of online journal and database portfolios—critical elements in supporting research and learning.

Finally, the Libraries’ ability to meet current and future challenges depends upon the retention of an excellent staff. Educational backgrounds in the STEM disciplines, expertise with technologies, and a national reputation for innovation make NCSU’s librarians attractive targets for recruiting efforts by other universities and the private sector. When this occurs, the Libraries is hampered in making counteroffers by the State’s current budget guidelines.
Appendices
I. Uses of the Collection, 2010/2011

Measurable Uses of the Collection 2010/2011
Total: 7,520,089

- Full-text journal downloads: 3,907,249
- Database use: 1,976,702
- Print book circulations/renewals: 490,958
- Digital collections requests: 399,387
- E-books: 444,023
- Reserves: 301,770

Total: 7,520,089
Special Collections Research Center

The papers of:
Gordon Schenck, internationally renowned photographer of modernist architecture; Gil Wheless, a noted landscape architect; Dr. Roscoe Braham, pioneering meteorologist, educator, and noted expert in cloud precipitation physics; Dr. Edward J. Noga, founder of the College of Veterinary Medicine’s Aquatic Medicine program; and Dean Marvin J. Malecha, internationally prominent leader in design education and architecture and former President of the American Institute of Architects.

Launched the Student Leadership Initiative in the Special Collections Research Center to use multi-media, video interviews, images, and historic text materials to document the rich legacy of student leaders at the university. Final products will include interviews of prominent former student leaders such as UNC President Emeritus William Friday and Governor James B. Hunt Jr.

General Collection

The Springer English eBook Collection, with an emphasis on physical and life sciences and engineering—over 9,000 e-books published from 2008 through 2010.

Branch Libraries

Through sixteen gifts from faculty, alumni, and North Carolina veterinarians, the Veterinary Medical Library added over 100 scarce volumes.
Appendices

III. Volume of Activities: NCSU Libraries Statistics
(09/10, 08/09, 04/05, 99/00)

Collection Statistics

<table>
<thead>
<tr>
<th>Year</th>
<th>Volumes in Library</th>
<th>Volumes Added (Gross)</th>
<th>Serial Subscriptions (a)</th>
<th>Microform Units</th>
<th>E-Resources Owned/Leased (a)</th>
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</thead>
<tbody>
<tr>
<td>09/10</td>
<td>4,332,899</td>
<td>75,370</td>
<td>65,414</td>
<td>5,449,608</td>
<td>473,037</td>
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<tr>
<td>08/09</td>
<td>4,158,190</td>
<td>78,480</td>
<td>63,271</td>
<td>5,447,358</td>
<td>460,884</td>
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<td>04/05</td>
<td>3,530,949</td>
<td>160,830</td>
<td>57,486</td>
<td>5,413,654</td>
<td>329,830</td>
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<tr>
<td>99/00</td>
<td>2,945,119</td>
<td>123,367</td>
<td>37,247</td>
<td>4,900,821</td>
<td>38,981</td>
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</table>

Library Services

<table>
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<tr>
<th>Year</th>
<th>User Visits to Library</th>
<th>Total Circulations (b)</th>
<th>Instructional Sessions/Students</th>
<th>Reference Transactions (c)</th>
<th>Laptop/Device Loans</th>
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<tbody>
<tr>
<td>09/10</td>
<td>1,984,918</td>
<td>760,155</td>
<td>505/10,669</td>
<td>33,213</td>
<td>85,359/43,643</td>
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<tr>
<td>08/09</td>
<td>1,706,897</td>
<td>749,371</td>
<td>417/11,092</td>
<td>32,585</td>
<td>72,186/42,793</td>
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<tr>
<td>04/05</td>
<td>1,521,806</td>
<td>758,164</td>
<td>543/14,854</td>
<td>59,662</td>
<td>34,970/NA</td>
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<tr>
<td>99/00</td>
<td>1,554,212</td>
<td>668,964</td>
<td>419/7,739</td>
<td>96,908</td>
<td>NA</td>
</tr>
</tbody>
</table>

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 ($)</th>
<th>Total Library Expenditures ($) (d)</th>
<th>Association of Research Libraries (ARL) Ranking (e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/10</td>
<td>21,772</td>
<td>23,453</td>
<td>9,782,748</td>
<td>29,394,144</td>
<td>UA</td>
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<tr>
<td>08/09</td>
<td>19,495</td>
<td>27,229</td>
<td>9,676,210</td>
<td>28,483,805</td>
<td>46</td>
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<td>04/05</td>
<td>13,003</td>
<td>26,813</td>
<td>9,058,166</td>
<td>23,548,957</td>
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<tr>
<td>99/00</td>
<td>14,849</td>
<td>15,984</td>
<td>7,937,259</td>
<td>19,442,070</td>
<td>35</td>
</tr>
</tbody>
</table>

a) E-books, e-journals, and e-databases; includes NC LIVE resources, starting in 2000/01. In 2006/07, 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) Includes circulation of reserve materials, both print and (beginning in 1998/99) electronic.
c) With the growth of the internet over the past decade, all libraries have experienced decreases in the numbers of routine reference questions. The numbers of in-depth research consultations, however, have remained relatively constant.
d) Excludes benefits.
e) Membership criteria index; currently ARL’s membership includes 115 academic libraries.