

Blueprint for Academic Excellence  
**University Libraries**  
2011 – 2012  
February 25, 2011

**I. Executive Summary**

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

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

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

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

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

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

- The South Caroliniana Library is one of the finest southern history collections in the world.
- The Rare Books and Specials Collections unit of the University Libraries houses over 150,000 volumes. We rival much larger collections in the excellence and unique character of the collections that we hold.
- The South Carolina Political Collections is the only collection of its kind in the United States. Most political libraries have the papers of one individual. We now house the papers of over 90 individuals and we continue to grow.
- Moving Image Research Collections (MIRC) is among the five largest film archives in the United States.

An additional strength of the University Libraries is its extraordinary faculty and staff. The University Libraries are very understaffed. Our peer SEC libraries average 242 faculty and staff to our 179. Our beginning and average library faculty salaries are at the bottom of the

123 Association of Research libraries. Even so, our library compares well in collections and services to any other research library due to the dedication and hard work of the library faculty and staff.

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

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

## II. University Library Goals

### A. Five-Year Goals

Goal 1. Ensure the Libraries' ability to increasingly recruit, develop, and retain exceptional librarians and staff.

- Increase the Libraries' personnel budget
- Develop endowed chair and/or named positions

Goal 2. Ensure the Libraries' services are integral to the education of 21st century learners.

- Increase access to library information and materials to anyplace at anytime
- Integrate instructional services and programs appropriately throughout the curriculum
- Align service points and patron contact locations for optimal user experience

Goal 3. Ensure the Libraries maintain outstanding learning environments.

- Build second Library Annex storage module to meet critical space needs
- Enhance library computing infrastructure and personnel
- Improve or repair deteriorating building infrastructure

Goal 4. Ensure the Libraries' collections are aligned with the University's mission.

- Modify the materials purchase plan
- Reallocate funds from print to electronic materials
- Moving Image Research Collection fundraising: 3 million dollars for nitrate storage, 5 million dollars to digitize the Fox Movietone News Collection, 50 million dollars for new facility

### B. 2011-2012 Academic Year Goals

Goal 1. Develop and promote the Libraries' information and knowledge discovery services that are essential for scholarship, innovation, and creative achievement.

Progress to date:

- Implemented the catalog discovery tool (Encore) featuring tagging, faceted searching, and harvesting of digital collections and electronic databases
- Established University Libraries Communications Department, responsible for communications, publications and outreach
- Created the Social Media Working Group to coordinate usage of social media outlets
- Established the 2010-2012 Video Production Initiative to produce promotional and instructional video
- Produced exhibition audio tours in mp3 format for Irvin Department of Rare Books and Special Collections

Plans for 2011-2012:

- Evaluate user-friendly products that enable discovery and access of library materials and information regardless of content type

- Add new avenues for research and discovery through innovative technologies including digitizing materials, expanding metadata, and improving cataloging practices
- Integrate services that support seamless requesting processes for obtaining materials regardless of location
- Implement catalog feature that depicts item call number location on a floor map
- Promote the value of the libraries through media, publications, and marketing
- Increase use of social media for quicker publicity and information distribution
- Produce and promote programming, public forums, and special events - both on and off campus - highlighting the Libraries' expertise and special collections
- Establish methods for ongoing student engagement in the assessment process
- Grow Digital Collections to increase access and reach an international audience
- Develop promotional materials for the new William Gilmore Simms Initiative

Goal 2. Enhance the Libraries' educational initiatives and collaborations that contribute to student academic success.

Progress to date:

- Established institutional repository to preserve, collect, and disseminate the University's research and scholarship
- Extended hours for virtual reference services
- Updated the single session library workshop offered to University 101 students
- Produced video research tutorials targeting first year students
- Increased number of online research and reference guides (LibGuides) for subject areas and course-specific content by over 25%

Plans for 2011-2012:

- Increase integration of historical, political, and other special collections materials for instruction
- Enhance online instructional materials and video tutorials for ease of use, presentation, and access
- Expand online reference and research assistance
- Offer spring semester section(s) of LIBR 100 with a pilot outcomes assessment component
- Coordinate the University Libraries' classroom-based instruction; evaluate library learning outcomes based on one or more of the *Association of College and Research Libraries' (ACRL) Information Literacy Competency Standards for Higher Education*
- Collaborate with academic units on the integration of information literacy components into the curriculum as outlined in the *Carolina Core*

Goal 3. Staff and develop a supportive workplace that encourages learning, exploring, professional development, and innovative leadership.

Progress to date:

- Hired replacements in critical positions including Director of Thomas Cooper Library, Head of the Music Library, Digital Collections staff, and four Reference Librarians

- Realigned departments and units for organizational improvements and workflow efficiencies

Plans for 2011-2012:

- Fill existing vacancies: Department Head for Springs Business Library, MIRC Cataloger, Music Librarian, Oral Historian, Director of Library Technologies and Systems, Conservation and Preservation Librarian
- Improve salaries to competitive levels that are more comparable to national averages
- Establish permanent, full-time positions to replace temporary employees for critical areas
- Hire and train additional library systems staff to meet the increasing demands for programming, web development, digitization, network administration and technical support
- Continue department reorganizations and cross-training for efficiencies
- Offer wider range of duties and opportunities for library graduate assistants, interns, and student workers
- Provide support and structure for library liaisons' program to enhance collaboration and outreach
- Encourage and sponsor participation in training and professional development activities to keep current and aware of academic library trends
- Institute annual in-house faculty and staff professional development and appreciation day

Goal 4. Offer sustainable, flexible, and well-equipped learning environments based on assessments of users' experiences.

Progress to date:

- Opened the Cooper Technology Lounge
- Dedicated the Ernest F. Hollings Library
- Renovated forty group study rooms in Thomas Cooper Library
- Refurnished mezzanine study area in Thomas Cooper Library
- Added outdoor seating and lighting to exterior of Thomas Cooper Library

Plans for 2011-2012:

- Complete critical short term improvements to existing storage facilities
- Assess current library trends that are most valued by our users
- Improve website and database usability
- Investigate applications for emerging mobile computing, SMS texting, e-book and e-reader technology
- Draft recommendations for a patron/librarian research and consultation service area
- Identify new locations for extending and distributing in-person references services
- Evaluate areas of the Thomas Cooper Library for better usages of space
- Improve access and usability for Educational Films collection

Goal 5. Provide stewardship and advancement of the Libraries' diverse information resources and unique collections to support academic programs, research interests, and world-renowned scholarship.

Progress to date:

- Chinese Film Collection
- Major collection of Winston S. Churchill
- First edition, Mark Catesby's *The Natural History of Carolina, Florida, and the Bahama Islands*
- William Gilmore Simms Initiative, significantly funded by the Watson- Brown Foundation
- Congressman John Spratt's papers
- Governor Mark Sanford's papers

Plans for 2011-2012:

- Robert B. Ariail Historical Astronomy Collection
- Richard S. Roberts Collection of glass plate negatives
- Elvin Feltner Collection of movies and film
- Hemrick N. Salley Library Collections
- Naming of significant spaces within the Thomas Cooper Library, South Caroliniana Library, Ernest F. Hollings Library
- Increase the number of state-wide presentations to new potential partners and donors
- Begin fundraising for digitization of Fox Movietone News Collection
- Develop Libraries' plan for active participation in the University's Capital Campaign
- Initiate plans for building second Library Annex storage box
- Continue Library Annex re-housing and materials relocation projects to improve accuracy and create storage space
- Plan for 75% reduction of Business Library's print collection in order to facilitate and emphasize increased electronic resources
- Create 400 sq. ft. of new cold storage for film safety and improve conditions in nitrate vaults
- Establish and evaluate purchase plan and models that support patron driven acquisitions
- Design stringent assessment of serials expenditures
- Establish a comprehensive plan for University Libraries communications and publications
- Renew the Libraries' three-year assessment plan
- Continue Center of Excellence cooperative project to digitize materials for U.S. Department of Education
- Engage in IT partnerships that will enable the library to preserve, archive, and store an increasing amount of digital data
- Plan for technology systems redundancy, recovery, and increased server space to ensure data security and to support increasing computing demands
- Continue collaborations to advance scholarship through library initiatives, including: Digital Humanities, Scholar Commons, South Carolina Digital Library, K-12 digital initiative

## Scholarship, Research, Creative Accomplishments

### Books - 2

Dubnjakovic, Ana and Patrick Tomlin. *A practical guide to electronic resources in the humanities*. Oxford: Chandos Publishing Limited, 2010.

Stokes, Allen and Margaret Hollis (eds.), *Twilight on the South Carolina Rice Fields: Letters of the Heyward Family, 1892-1871*. Columbia, SC: University of South Carolina Press, 2010.

### Book Chapters - 4

Makala, Jeffrey. "Chiswick Press," "C.T. Jacoby," "Vale Press," "Eragny Press," and "John Nichols," entries in Michael F. Suarez and H. R. Woudhuysen, eds. *The Oxford Companion to the Book*. London and New York: Oxford University Press, 2010.

Makala, Jeffrey. "Libraries on Peace," in Nigel Young, ed. *The Oxford International Encyclopedia of Peace*. London and New York: Oxford University Press, 2010.

Scott, Patrick. "Samuel Bagster," "Bodley Head," "Thomas Bowdler," "James Catnach," "The Daniel Press," "William Davison of Alnwick," "Elkin Mathews," "The Penny Poets," "William Pickering," and "The Victoria Press," in *The Oxford Companion to the History of the Book*, ed. Suarez and Woudhuysen, 2 vols. London and New York: Oxford UP, 2010.

Wilsbacher, Greg. "Lumiansky's Paradox: Ethics, Aesthetics, and Chaucer's 'Prioress's Tale.'" In *Critical Insights: The Canterbury Tales*. Ed. Jack Lynch. Pasadena: Salem Press, 2010. [article reprint]

### Book Reviews - 3

Geer, Gary. "The Reader's Advisory Guide to Graphic Novels." Francisca Goldsmith. Chicago: American Library Association. 2010. *Collection Management* 35, no.1, 49-50.

Gettys, Rebecca. A Review of "Bite-Sized Marketing: Realistic Solutions for the Overworked Librarian" and "Building a Buzz: Libraries and Word-of-Mouth Marketing." *Collection Management*, 36, no. 1 (January 2011): 68-72.

Stevenson, Melissa. A Review of "Jammin' Geography: Caribbean Cruise." Kimberly Roberts. Asheville: Grateful Steps. 2010. [online] available at [http://jammingeography.com/html/cruise\\_reviews.html](http://jammingeography.com/html/cruise_reviews.html)

### Refereed Articles - 6

Brandon, John C. and Leslie Mahler. "The Parentage and Royal Descent of Charles Chambers of Charlestown, Massachusetts: Nephew of Edward Palmes of New Haven, Connecticut," *The American Genealogist*, 84, no. 2 (April 2010): 124-31.

Dubnjakovic, Ana. "Predictors of faculty dependence on academic libraries for research: a multiple regression study," *Proceedings of the LIDA 2010 (Libraries in the Digital Age) Conference*. T. Aparac-Jelusic, (Ed.), Zadar, Croatia, May 24-28, 2010.

Hostetler, Marna. "Purchase-on-Demand: An Overview of the Literature," *Against the Grain*, 22, no. 2 (April 2010): 46-47.

Scott, Patrick. "The Market(place) and the Muse: Tennyson, Lincolnshire, and the Nineteenth-Century Idea of the Book," *Victorian Newsletter*, 117 (Spring 2010): 5-37.

Scott, Patrick. "Focus versus Breadth in Special Collections," *Against the Grain*, 22, no. 2 (April 2010): 50-55.

Scott, Patrick. Review-article: *David Daiches: A Celebration of His Life and Work*, ed. Baker and Lister, *Style*, 43, no. 4 (Winter 2009 [2010]): 605-612.

#### Non-Refereed Publications - 9

Brandon, John C. "Reinterpreting the Vital Dates of William Hawes and His Wife Ursula From Their Memorial Brass," *The New England Historical and Genealogical Register*, 164, no. 4 (October 2010): 250-53.

Moltke-Hansen, David. Introduction, "A Forum on Creolization in and beyond Charles Joyner's *Down by the Riverside*." *Historically Speaking*, XI, no. 3(June 2010): 20.

Phinney, Scott. "Some Like It Hot: A Short History of Columbia, S.C. and its Musical Life." *Breve Notes* 90 (August 2010): 1, 8-9, 11, 13-14.

Scott, Patrick. "Robert Burns and 'Variorum'," *Newsletter of the Burns Club of Atlanta*, May 2010.

Scott, Patrick. "The University of South Carolina's Robert Burns Conference," *Burns Chronicle*, 250<sup>th</sup> Anniversary Volume, ed. Peter Westwood (2009 [2010]): 326-327.

Scott, Patrick. "A Conversation with G. Ross Roy," *Burns Chronicle*, 250<sup>th</sup> Anniversary Volume, ed. Peter Westwood (2009 [2010]): 414-424.

Scott, Patrick. "Robert Burns and 'Variorum'," *Newsletter of the Burns Club of Atlanta*, May 2010.

Wilsbacher, Greg. "Cameraman Authority File for *Fox News* [CAFFN], V.1.0", a hand list of over 800 cameramen who submitted film to the *Fox News* library from 1919 to 1927.

Wilsbacher, Greg. "The Fox Movietone News Donation: A Brief History." Available <http://www.sc.edu/library/mirc/foxhistory.php> (2010).

#### Presentations at National or International Conferences - 21

Boyd, Kate. "K-12 and Digital Collections." Conference for South Carolina Social Studies, Myrtle Beach, SC, October 23, 2010.

Brown, Karen. Panelist, "Putting LibGuides into Action: Ideas from USC and Clemson." LIBRIS Conference 2010, Columbia, SC, May 14, 2010.

Dubnjakovic, Ana. "From Monks to Mutopia: Changing landscape in sheet music publishing." Presented at the annual meeting of the Charleston Conference, Charleston, SC, November 2010.



- Dubnjakovic, Ana. "Mildred Couper and her quarter-tone compositions." Paper presented at the annual meeting of the Music Library Association (MLA), San Diego, CA, March 2010.
- Keeney, Craig. "The Disruption of the New Left, Southern Style: What the Alexander Charns Papers Reveal about the FBI's Surveillance of Student Activists at the University of North Carolina at Chapel Hill." Paper presented at "Student Activism, Southern Style: Organizing & Protest in the 1960s and '70s" conference, University of South Carolina, Columbia, SC, March 2010.
- Knox, Ashley. "Implementing EAD at the University of South Carolina Moving Image Research Collections." Society of American Archivists Annual Conference, Washington, DC, August 2010.
- Moltke-Hansen, David, Contributed paper, "Southern Recessional: 'Lest We Forget.'" The Historical Society Biennial Meeting, Washington, D. C., June 4, 2010.
- Moltke-Hansen, David, Contributed Paper, "Contexts and Questions to Extend the Analysis of Lacy K. Ford's *Deliver Us from Evil: The Slavery Question in the Old South*." St. George Tucker Society Annual Meeting, Augusta, GA, July 30, 2010.
- Moltke-Hansen, David, Contributed Paper, "When History Failed: William Gilmore Simms's Artistic Negotiation of the Civil War's Consequences," William Gilmore Simms Society Biennial Meeting, September 25, 2010.
- Scott, Patrick. "Arthur Hugh Clough's *The Bothie Revisited*," Arthur Hugh Clough Symposium, University College, London, Dr. Williams's Library, London, UK, February 2010.
- Scott, Patrick. "Tennyson and the 19<sup>th</sup> Century Idea of the Book," Book History Group, Merton College, Oxford, UK, February 2010.
- Scott, Patrick. "Digitizing Christina Rossetti's *Verses* (1847): Bibliographical and uratorial Issues in a Text with Multiple Versions," NINES Conference/Victorians Institute, University of Virginia, Charlottesville, October 2010.
- Sudduth, Bill, "Collection of Excellence (COE) for United States Department of Education (1979-current)" ASERL Summer Summit, Georgia tech University Conference Center, Atlanta, GA, August 4, 2010, available at [http://www.aserl.org/projects/gov-doc/2010\\_Summit/SUDDUTH.ppt](http://www.aserl.org/projects/gov-doc/2010_Summit/SUDDUTH.ppt)
- Sudduth, Bill, "E-Gov: Make it Work @ your Library", Webinar - Sponsored by: *American Libraries Magazine*, ALA Office for Research & Statistics, ALA Washington Office, December 9, 2010, available at <http://www.ala.org/ala/research/initiatives/plftas/presentations/index.cfm>
- Sudduth, Bill, "ASERL Collections of Excellence: Project Update" Presentation to the Meeting of Georgia Federal Depository Librarians at Mercer University, Macon, GA, December 15, 2010
- Thompson, Santi, Ashley Knox, and Virginia Pierce. "The South Carolina Digital Newspaper Project." South Carolina Library Association Annual Conference, Myrtle Beach, SC, October 20, 2010.
- Thompson, Santi and Patricia Sasser. "Implementing EAD in SC Libraries." South Carolina Library Association, Annual Conference, Myrtle Beach, SC, October 21, 2010.

Wilsbacher, Greg. "It Plays, Therefore It Is: The Cartesian Problem for Film Preservationists." *Association of Moving Image Archivists*. Philadelphia, PA. November 4, 2010.

Wilsbacher, Greg. "Plowing Other Fields: What Larry and Langland Taught Me about Film Archiving." *International Congress on Medieval Studies*. Kalamazoo, MI. May 13, 2010.

Wilsbacher, Greg. "Aftermath of Japanese Attack on Shanghai." Orphans Film Symposium, New York, April 9, 2010.

Wilsbacher, Greg. "Shanghai Sound Studio," Orphans Film Symposium, New York, April 10, 2010.

### Grants - 3

Library Services and Technology Act Grant. "South Carolina Digital Library: Ongoing Statewide Initiative." Awarded November 2010 for \$47,000 for 1 year.

National Endowment for the Humanities. "South Carolina Digital Newspaper Project." Awarded April 2009 for \$350,000.

Wilsbacher, Greg et. al. "An Open Source Application for Image-Based Digital Reproduction of Optical Film Sound." National Endowment for the Humanities, Preservation and Access Division, Research and Development Grant. \$367,862 outright request to develop a new model of film preservation. Principal investigator. [Grant submitted and under Review]

### **Faculty Hiring**

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

	Fall 2008	Fall 2009	Fall 2010
Tenured	27	28	25
Untenured	20	19	12
Non-tenure track	1	0	1
Total	48	47	38

Spring 2011 faculty hires (6):

- Director of Thomas Cooper Library
- Head of the Music Library
- Four Reference Librarians

Anticipated losses of faculty

AY 2011-2012 two Librarians through conventional retirement or job change

AY 2012-2013 two Librarians through conventional retirement or job change

AY 2013-2014 two Librarians through conventional retirement or job change

AY 2014-2015 two Librarians through conventional retirement or job change

AY 2015-2016 two Librarians through conventional retirement or job change

## Planned hiring

## Open positions (6):

- Department Head for Springs Business Library
- MIRC cataloger
- Music Librarian
- Oral Historian
- Director of Library Technologies and Systems
- Conservation and Preservation Librarian

AY 2011-2012 replace any losses

AY 2012-2013 replace any losses

AY 2013-2014 replace any losses

AY 2014-2015 replace any losses

AY 2015-2016 replace any losses

**Funding Sources**

## E Funds

	July 1, 2008	July 1, 2009	July 1, 2010
30000 E001	300	(1,465)	(3,809)
30000 E100	332,468	310,392	(8,301)
30000 E102	67,549	55,667	31,113
30000 E150	13,683	13,712	14,843
30000 E700	(6,482)	138,661	162,169
35000 E100	136,953	190,938	171,107
Total	544,471	707,905	367,122

## Quasi Trustee Endowed Accounts (Expenditure Specific)

		July 1, 2008	July 1, 2009	July 1, 2010
30000 E304	Dial	50,764	49,666	41,878
30000 E320	Chamberlain	73,326	119,053	185,768
30000 L154	NEH	168,404	213,411	272,064
30000 L160	HUD	25,134	15,331	17,206
Total		317,628	397,461	516,916

## Government Grants (Expenditure Specific)

		July 1, 2008	July 1, 2009	July 1, 2010
30000 FA06	NASA/Hollings	1,973,287	1,973,287	0
30000 FA07	NOAA/Hollings	3,942,626	3,942,626	0
30000 FA08	SBA/Hollings	7,893,146	7,893,146	7,893,146
30000 FA09	Newsfilm Kinetta	597,000	597,000	597,000
30000 FA11	Nixon Film	0	3,670	0
30000 FL03	Newsfilm Re-housing	81,119	0	0
30000 FL04	Newspaper Digitization	0	350,883	350,883
30000 FL05	ASERL Cooperative Depository	0	0	62,136
Total		14,487,178	14,760,612	8,903,165

## Foundation Grants (Expenditure Specific)

		July 1, 2008	July 1, 2009	July 1, 2010
30000 KA02	Simms Initiatives	0	0	480,580