North Carolina State University Libraries
Annual Report, 2021-2022

I. Strategic Initiatives
Goal 1. Empower students for a lifetime of success and impact.
- Prepared new and returning students with research and digital literacy skills through classes and workshops, digital learning objects, and individual consultations. Introduced them to emerging technologies through the Makerspace, Media and Virtual Reality Studios, and Technology Lending Service.
- Collaborated with the University Honors Program to teach the hybrid Critical Disinformation course for undergraduate students. Expanded support in the engineering disciplines, including instruction and orientation for underrepresented undergraduate student communities such as the Women and Minority Engineering Programs.
- Facilitated innovative pedagogy and immersive experiences in technology-rich spaces such as the Visualization Studio at the Hill Library and the Teaching & Visualization Lab at Hunt.

Goal 2. Ensure preeminence in research, scholarship, innovation and collaboration.
- Launched the Research Facilitation Service (RFS), a partnership with the Office of Information Technology (OIT) and the Office of Research Innovation (ORI), providing a single point of contact for researchers' computing and data needs.
- Renewed the Libraries' subscription to InCites, a research impact and benchmarking tool that supports analysis of institutional productivity and collaboration, identifies influential researchers, and highlights strengths and areas of opportunity.
- Worked with Academic Analytics to measure interdisciplinarity of the Chancellor's Faculty Excellent Clusters in collaboration with the Interim Senior Vice Provost for University Interdisciplinary Programs.
- Negotiated Open Access Agreements for NC State publications with eight large publishers, saving the university a total of $348,378 to date and enhancing the impact of NC State scholarship through worldwide access.

Goal 3. Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.
- Library instruction and reference support for Extension staff and faculty expanded with the use of virtual environments and an enhanced website. Site visits are planned for the coming year.
- Delivered the second iteration of the Library Technology Career Jumpstart Program, a free, week-long virtual experience for library school students.

Goal 4. Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.
- Began implementing the Libraries' "Equity, Diversity, Inclusion, & Anti-Racism (EDIAR) Implementation Plan," including more inclusive recruitment practices and the creation of an EDI Project Manager position that will help to further accelerate this work in the coming year.
- Filled 46 EHRA & SHRA positions with innovative, equity-driven leadership from Libraries Human Resources (LHR), attracting more highly competitive and diverse applicant pools than ever and incentivizing "off market" candidates to join the Libraries. Expanded LHR's national reputation for its outstanding library recruitment model, including the transparency and "high-touch" relationships built with candidates throughout the process.
- Increased the diversity of individuals in leadership roles, including two new Management Council members from historically underrepresented groups.
- Administered the Gallup Q12 Employee Engagement Survey for the second time in spring 2022. The Libraries' mean percentile engagement rank among higher education institutions increased to 72% from 65% in spring 2020 (before COVID-19).
- The Special Collections Research Center (SCRC) implemented reparative archival description (RAD) as an essential part of its work, addressing the historical harm that archives, archival collecting, and descriptive language have caused to marginalized and underrepresented communities.
- Implemented the Libraries Salary Equity Task Force recommendations to address identified wage gaps and compression issues, based on a rigorous statistical methodology.

Goal 5. Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.
- Led the technology team for the university's management of the EMS room reservation software, coordinating and troubleshooting a major software upgrade with the vendor and campus partners.

● Updated the Libraries' collections delivery and resource sharing services to provide faster delivery to faculty and students, leveraging content licensing data to automate decision-making.

Goal 6. Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.

● Collaborated on the *Wicked Problems Wolfpack Solutions* multidisciplinary experience for all incoming students and created an open version of the presentations for reuse by faculty, K-12 educators, alumni, prospective students, families, and lifelong learners.
● Partnered with the Open Education Network and Roger Williams University to develop and pilot an IMLS-funded Certificate in Open Educational Practices.
● Completed negotiations to renew the Libraries' three largest journal subscription packages (Elsevier, Wiley, and Springer), achieving the lowest-ever inflation rates with these publishers.

Goal 7. Elevate the national and global reputation and visibility of NC State.

● Will Cross, Director, Open Knowledge Center & Head of Information Policy, was awarded a 2022-23 Fulbright Schuman award to study copyright literacy in European Union open knowledge communities of practice.
● Susan Ivey, Director, Research Facilitation Service, was invited to become a member of EDUCAUSE's Research Computing and Data Community Group Steering Committee.

II. Program updates or changes

● Launched the [Transformational Scholars Program](#) with the College of Education, providing $40,000 in scholarships to high school students from eastern North Carolina who will return to the region to teach after graduation.
● Awarded eight scholarships to Libraries student assistants, totalling $18,000. Ongoing fundraising efforts will support this growing initiative.
● Expanded our collaboration with the Data Science Academy to foster data science across the disciplines and promote our work to a national audience. Together we developed a shared model for Data Science Consulting that will expand in the coming year and sponsored three Graduate Extension Assistants.
● **Volume of Activities:** A [statistical summary](#) is appended to this report, and a set of Performance Measures are available on the [Libraries' website](#). . Use of the physical facilities is increasing after the 2020 Hill Library renovation and the return to on-campus activities. Significant use of both physical and online collections and services underscores their importance to NC State's success.

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

● Appointed Jeremy Allen as Executive Director of Development; Mara Blake as Department Head, Data & Visualization Services; Kim Duckett as Department Head, Research Engagement; Beatrice Richardson as Director of Information Technology; and Sandra Varry as Department Head, Special Collections Research Center.
● Jill Sexton, Associate Director for Digital and Organizational Strategy, was named an Association of Research Libraries (ARL) Leadership Fellow for 2021-22.
● User Experience Librarian Robin Davis was recognized as a 2022 "Mover & Shaker" by Library Journal for her advocacy of accessibility and user-focused services. She is the thirteenth staff member to receive this award since its inception in 2002—more than any other academic library.
● Neal Hairston, University Library Technician, was one of 12 University Award for Excellence winners. His work helped the Libraries support academic continuity during COVID-19.

V. Challenges: recommendations and concerns for the future

● **Advancing Excellence in Research:** Research computing and data services are essential for NC State's research competitiveness. The Libraries supports this work on multiple fronts, including the Research Facilitation Service, to improve the awareness, coordination, and effectiveness of services. Strong, focused administrative leadership at the university level is needed to ensure that we meet the growing demands for computational, interdisciplinary research in a strategic, comprehensive manner.
● **D. H. Hill Jr. Library Comprehensive Study:** The Libraries receives many requests from university units for space in the Hill and Hunt Libraries for uses such as offices, testing centers, or food service, which are outside the scope of the Libraries' unique, essential mission to provide high-quality space and support for learning, research, and collaboration. Faculty and students rely on library spaces optimized for a wide range of activities intertwined with curricula and research, such as data analysis, large-scale visualization, and other technology-rich innovations, along with

individual and group study. While its central location and substantial student traffic can seem to make the Hill Library an attractive site for those other purposes, we remain committed to retaining its identity as "library space" and a core component of the university's academic corridor. A new Comprehensive Study for the Hill Library will establish guiding principles for determining the best use of space in the building, "for long-range planning to align with the Libraries' strategic goals." The study is scheduled to be completed in April 2023.

- **Esports Initiative:** The Libraries is participating in an initiative to establish an esports arena at NC State, starting with a pilot space at the Hunt Library in fall 2022. This initiative is especially challenging because it currently does not have dedicated management and staffing or a budget for ongoing operations. These issues should be addressed by the university as soon as possible.

NC State University Libraries
Volume of Activities
(21/22, 20/21, 16/17, 11/12)

Services

Year	User Visits (a)	Instructional Sessions/ Attendees	Tutorial Video Views	Consultations & Reference Transactions	Technology Lending (all)/Laptops (b)	Items Loaned to External Organizations	Items Borrowed from External Organizations
21/22	1,598,133	805/21,242	504,300	36,921	75,896/10,719	12,257	22,919
20/21*	297,212	776/21,227	744,584	16,911	10,222 / 5,229	11,097	22,997
16/17	2,575,325	1067/23,719	512,000	30,052	232,940/71,755	19,552	25,669
11/12	1,995,484	418/13,080	n/a	32,916	253,082/86,483	17,540	23,457

Collection Use, Expenditures, and ARL Rankings

Year	Circulations (c)	E-book Uses	Full-text Journal article downloads	Database Searches	Expenditures on Library Materials (d)	Total Library Expenditures (d) (e)	Association of Research Libraries (ARL) Ranking (f)
21/22	304,367	1,495,022	3,693,499	5,797,108	$15,049,109	$38,648,266	tba
20/21*	294,488	1,989,679	4,171,540	5,406,261	$13,142,450	$35,178,895	32
16/17	578,305	2,457,652	3,709,398	6,007,671	$12,031,807	$34,165,080	34
11/12	672,842	918,125	2,910,831	4,614,980	$10,888,415	$31,414,239	36

Use of Library Spaces

Year	Dataspace /DXL Logins	Makerspace Total Uses (g)	Virtual Reality Spaces Uses	Digital Media Spaces Reservations (h)	Hi-tech Spaces Attendees (i)	Innovation Studio Interactions (j)	Events Audience Size, In-person / Remote (k)
21/22	12,184	8,320	1,460	564	3,164	4,060	9,178 / 947
20/21*	4,990	475	closed	closed	closed	2,596	12,738 / 3,513
16/17	n/a	6,298	n/a	n/a	n/a	n/a	8,885 / 0

Collection Statistics

Year	Titles in Library (k)	Titles Added	Serial Subscriptions (l)	E-Resources Owned/Leased (m)	Digital Collections (n)	Overall Use of the Collection
21/22	3,452,641	56,785	101,235	1,608,099	1,726,497	15,029,569
20/21*	3,400,229	114,257	100,282	1,576,633	1,630,124	15,727,371
16/17	3,006,304	154,650	100,463	1,193,930	1,037,807	15,489,613
11/12	2,190,078	69,047	66,571	580,616	n/a	11,171,332

*Due to the COVID-19 pandemic, the university operated in a fully online environment during the 2020-2021 academic year, and the Libraries offered reduced hours and seating capacity. Some spaces were closed.

a) User visits include all branches and the College of Education Media Center.

b) In FY 2020-2021, technology lending was for emergency, long-term loans and a few selected high-use items. The current year continues to include long-term laptop circulation. Decreases in other technology circulation due to lower gate counts in general, changes made to the base lending period for short-term technology (fewer renewals), the practice adopted during the pandemic of giving away earbuds rather than loaning headphones (high-volume item), and lower borrowing rates of power cords and data cables.

c) Includes print circulation, reserve materials (both print and electronic), and textbooks.

d) Includes NC LIVE and library-related expenditures made by colleges and units outside of OUC 25.

e) Excludes benefits.

f) ARL ranking data is on a two-year lag due to a delay in data collection because of COVID-19. Currently ARL's membership includes 116 North American academic libraries.

g) The Hill Library Makerspace was closed in fall 2020. It opened in the spring 2021 semester and accepted 3D print requests for classes/assignments (207 prints for 14 classes), research-based prints (64), and personal prints (204).

h) The digital media spaces re-opened in October, 2021 at 50% capacity until March, 2022 with a new mediated reservation system and reduced hours.

i) Hi Tech spaces include the Hill Library Visualization Studio, the Hunt Library Creativity Studio, Teaching & Visualization Lab, and Game Room. Spaces are used for courses, demonstrations, workshops, seminars, research (including thesis presentations), events, and visualizations.

j) The Innovation Studio opened on February 8, 2021.

j) The practice of live streaming events and providing recordings continued to a lesser degree during FY 2021-2022.

k) The historic volume count has been changed to reflect the titles available in the Libraries' collection.

l) Electronic subscriptions = 100,707; Print subscriptions = 528.

m) E-books, e-journals, and e-databases; includes NC LIVE resources.

n) Includes the Special Collections Research Center's rare and unique materials, scholarly publications in the Institutional Repository, the Design Library Image Collection, and the Inside Wood Collection.