

Annual Report, 2020-2021

DUKE UNIVERSITY
LIBRARIES

Annual Reflections

Like almost everyone, I've spent a lot of time this year wishing things would just return to normal. We have endured a lot, but we have also emerged with new perspectives on the "old normal" ways of doing things.

As you may have heard, this year will be my last at Duke. I will be passing the torch to a new University Librarian and Vice Provost effective May 15, 2022. As they say, it is a bittersweet moment, but I am looking forward to what comes next—and, ironically, to having plenty of time to read for pleasure.

When I've pictured how it would feel to step down from this job, I never imagined I'd be doing it in the middle of a global pandemic, a nation-wide racial reckoning, and a seismic shift in the way we work. But to tell the truth, the ups and downs of the past couple of years have left me profoundly grateful.

I'm grateful in particular for the hundreds of individuals who make up the hard-working staff of the Duke University Libraries, our fine community. Without their esprit de corps and "all hands on deck" attitude, we would not have been able to meet the challenges of these times. But we have, I'm proud to say. Thanks to their creativity, adaptability, and resilience, the essential services on which our students and faculty depend have been sustained and, in some cases, even enhanced.

I'm grateful, too, for the tough and long overdue conversations we've been having as a society about racial justice. One of the outcomes of those conversations, as you'll read in this report, is an Anti-Racism Roadmap laying out specific steps we in the Libraries plan to take in order to become a more diverse and inclusive



part of this campus and our larger community. This is not work that is ever really finished; it takes time and a steady commitment.

It's also been gratifying to see the university as a whole become more focused on historical and often uncomfortable racial issues at Duke, highlighting the role of our University Archives as the keeper of Duke's institutional memory. It's a good feeling to know that the Duke I leave behind is much more engaged with these important issues than the one I started working for almost four decades ago.

To be sure, these last two years will leave a long shadow, including on our finances. Like many parts of Duke, the Libraries are facing budget reductions, leading to difficult conversations and decisions. We will have to cancel journals that Duke faculty and students depend on. We will be able to acquire fewer books, media, and databases. Vacancies will go unfilled. We will have to try to maintain the same level of excellence in our services with fewer resources.

In this environment, the support of our community of friends is more important than ever, particularly if we are to achieve our highest priorities. Foremost among those is the renovation and expansion of Lilly Library on East Campus.

It has always been my intention to retire after the Lilly Project was well under way. The pandemic and the university-wide freeze on capital projects threw a wrench into that plan. But now, at last, we are back on track and able to resume our efforts on this critically important project, which will improve the student experience at Duke for generations, bringing to East the modern library spaces and services that have been so successful on West. I am fully committed to marshalling the resources that will transform Lilly into the kind of library our first-year students and faculty on East deserve.

Through good years and difficult ones, the generous support of the Duke community is what enables us to fulfill our mission. I have been fortunate to spend my career at the very heart of that community. Leading this exceptional library system, working with such talented people over all this time, has been a tremendous honor. The challenges and changes that came with it have been anything but normal, but I wouldn't have it any other way.

In 2010, author Dave Eggers delivered the Libraries' Weaver Lecture at Duke. As a few of us toured him through the Rare Book Room, he carefully studied the books lining the shelves and asked if we get to read the works of so many fine writers. The answer was yes, and he replied quietly, nodding slowly: "Nice gig." I have had the best gig as the leader of this great library system, and I look forward to seeing all that comes next.

A handwritten signature in dark ink, reading "Deborah Jakubs".

Deborah Jakubs

Rita DiGiallonardo Holloway
University Librarian and
Vice Provost for Library Affairs

By the Numbers

Resources

8,571,491

Total volumes

270,980 | **2,606,083**
e-Journals | e-Books

64,334 linear feet

Manuscripts and archives

Services & Staff

81,312

Books and other items checked out

19,141 | **13,149**
Loans to other libraries | Loans from other libraries

5,101 | **248**
Research consultations | Full-time staff

Just FYI



Library users who reserved a study seat in FY21, when reservations were still required: **4,548**



Most seat reservations made by a single student: **251**

That's more than one for every day the library was open!



Views of our library website: **3,305,089**

About one every ten seconds

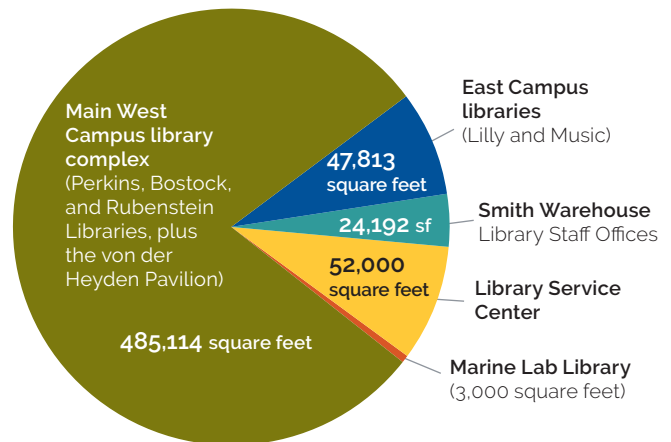


Books and other items checked out through our contactless Library Takeout service: **16,447**



Views of our popular Library Takeout video on YouTube: **915,000**

Space



Combined total campus library space

609,119 square feet

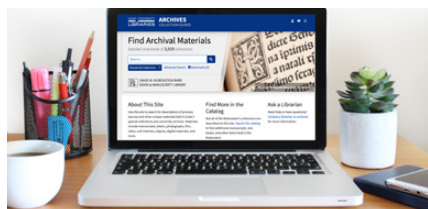
(excluding professional school libraries)

2020–2021 Highlights



Envisioning an Anti-Racist Library

In the wake of nationwide protests and calls for racial justice in the summer of 2020, library leadership charged a task force to guide staff through community discussions, conduct a survey on racial equity in the workplace, and create an *Anti-Racism Roadmap* outlining specific priorities for the Duke Libraries: diversity in recruitment and retention, libraries as inclusive spaces, dismantling white supremacy in collections and metadata, bringing a racial justice lens to library research and instruction, and reckoning with Duke's history through the University Archives. The roadmap, available on our website, is a living document that will enable us to continuously assess our progress.



Bringing Virtual Classes to the Archives

When the pandemic prevented Duke classes from visiting the Rubenstein Rare Book & Manuscript Library in person, staff had to come up with a new model for library instruction. They built twenty-two online instruction modules and videos that allow anyone, anywhere to use digitized Rubenstein materials in class. Each module is designed to build primary source literacy skills and comes with a lesson plan. Topics range from the transatlantic slave trade to women's suffrage, the death penalty, the eugenics movement in North Carolina, and many more.

Weighing Our Words, With Code

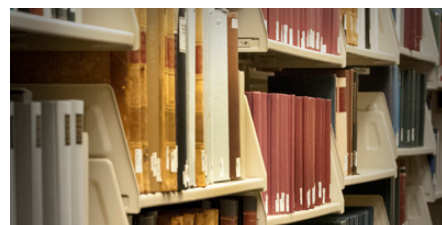
When working with historical materials, it's not uncommon to encounter racist or outdated language—either in the documents themselves or in the descriptions created to help researchers find them. With the help of a Duke undergraduate majoring in computer science and linguistics, Rubenstein Library staff developed a computer program to scan thousands of archival records for potentially harmful language. That way, item records can be reviewed and evaluated for updates. Library staff also developed a new style guide with examples of how to write more inclusive and thoughtful descriptions going forward, for the benefit of future researchers.

Megan Mendenhall



Inspiring Faculty to Keep Innovating

Out of crises new opportunities emerge. In order to build on lessons learned during the pandemic, Duke Learning Innovation (a division of the Libraries) launched a faculty grant program called “Carry the Innovation Forward.” The program provides staff support and funding for proposals that focus on innovative learning research, exploring new technologies, re-envisioning a course for flexible or online learning, or faculty learning communities. Out of forty-three applications received, twenty-nine were selected, with representation from all of Duke's schools. The list of projects is an encouraging sign that Duke faculty are always upping their teaching game, in ways both big and small.



Keeping Interlibrary Loan Going

Despite the closure of many of our lending and borrowing partners and an inability to ship materials for part of the year, we were able to borrow close to 13,000 items for Duke library users in FY21, and lend close to 19,000 to other institutions. At the same time, Library Service Center staff received cross-training in interlibrary loan procedures to ensure back-up coverage in case of a COVID-related staffing issue.



Finn Hackshaw via Unsplash

Supporting Open Access Publishing

Many academic journal publishers charge authors a fee to make their articles freely available online. In order to make Duke research as broadly available as possible, the Libraries manage a funding program called the Compact for Open-Access Publishing Equity (COPE) that helps cover the cost of those fees. Of the fifty-five open access scholarly articles funded through COPE in FY21, eleven were for Duke graduate students and four for early-career medical residents.

Bill Sread



Lilly Project Back on Track

The renovation and expansion of Lilly Library was originally slated to begin in the summer of 2020. Library staff had already begun emptying the stacks when the pandemic forced Duke to halt all major construction projects. Now that campus life has returned to “nearly normal,” the need to renovate the aging structure remains as pressing as before. Plans for the renovation are back on track and recently got a major boost with a \$10 million grant from The Duke Endowment, bringing total funds raised to date to \$27.4 million. Additional fundraising is required before construction can begin.



Jared Lazarus

Scaling Up Online Instruction

When the Libraries’ Center for Data and Visualization Sciences (CDVS) moved their popular series of workshops online this past year, they noticed a sharp increase in attendance. No longer limited by the number of seats in a room, CDVS could greatly increase its audience, setting an all-time record of 711 workshop attendees in the spring semester, 50 percent more people served than in pre-pandemic times. Other library departments also expanded online instruction, racking up more than 546 virtual workshops across the Libraries for the year.

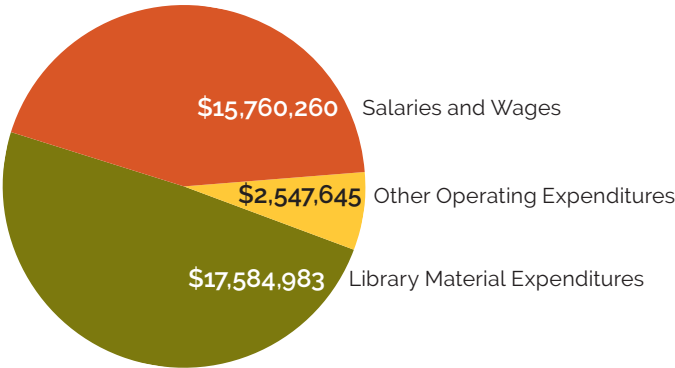
Giao Luong Baker



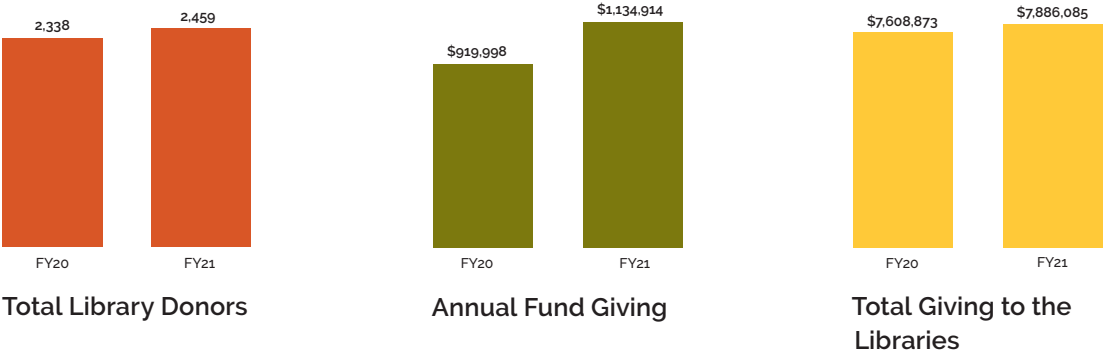
All-Hands-on-Deck Digitization

With library and campus access restricted during much of FY21, demand for digitized materials rose sharply. Library staff in Access and Delivery Services, Digital Collections and Curations Services, the Rubenstein Library, and the Library Service Center joined forces to fulfill some 9,281 scanning or digitization requests, representing hundreds of thousands of individually scanned pages. Demand was so great that six staff from other library departments volunteered to be cross-trained in digitization to assist with the workload.

Financials



Total Operating Budget: \$35,892,888



On the cover: The ionic marble columns of Lilly Library. Photo by Janelle Hutchinson.



Fine Print
Figures in this report refer only to libraries in the Duke University Libraries system (Perkins, Bostock, Rubenstein, Lilly, Music, the Library Service Center, and Pearse Memorial Library at the Duke Marine Lab) and do not include the separately administered professional school libraries: the Divinity School Library, Ford Library at the Fuqua School of Business, Goodson Library at the Law School, and the Medical Center Library.