Researchers around the world benefit from Cornell’s intellectual output. The Library supports five repositories—a multidisciplinary one for Cornell authors and four discipline-specific ones for authors from Cornell and beyond. These repositories provide additional visibility to Cornell scholars and they make Cornell the go-to online source for researchers in a wide array of fields. In 2013 alone these systems handled 71 million downloads from around the world.

In the coming year, the Library will continue to partner with the Cornell community to strengthen our services as we develop strategies to meet the operational and fiscal challenges ahead. We are reaching out to all the colleges and schools as we seek ways to improve efficiency and look for new external revenue opportunities. We are committed to coordinating our fundraising efforts, in particular to ensure faculty and students have access to the best scholarship.

The Library is not only about the depth and breadth of our collections, but also the power of our connections. Our expert staff touch the lives of thousands of students every year and facilitate in-depth partnerships with faculty to support their research and teaching. The Library’s impact shows in every part of the University.

The Library does not have funds to undertake such significant capital renovations.

Staffing cuts also have taken a toll on the Library. Since 2001, we have lost over 90 positions, representing 29% of our workforce. We still deliver top-notch research and teaching services, even with only 0.136 librarians per instructional faculty—the 2nd lowest ratio among the 11 Ivy Plus libraries and 14th out of the 20 top U.S. libraries.

And we must attract the best and brightest staff members in a range of fields. To support the information needs across the entire spectrum of the Cornell community, the Library must hire new staff at near-market rates due to the demand for experience and new skills.

**revenue generation**

Grants: From July 2013 to January 2014, the Library received grants and other awards totaling over $6.7 million.

Publishing: Our joint mathematics publishing venture with Duke University Press grossed $1 million in 2013. The Amazon print-on-demand program for our digitized content brought in about $100,000.

Donations: The Library brings in archival gifts that are crucial to the historical record—from the Moog archives to the Robert Trent Jones architectural plans to one-of-a-kind Civil War-era photographs.

Fundraising: In 2013, we raised $8.4 million, 53% above our goal. And as of February 2014, the Far Above Campaign raised $57 million of our $60 million goal.

**global reach**

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A screenshot of an interactive map showing the reach of DigitalCommons@ILR over a 24-hour period on March 20, 2014.

**moving forward**

As a leading U.S. library, we are committed to collecting globally. We are working to expand our collaborations with peer institutions, domestically and internationally, to increase access to collections across the world. Even as digital access comes to dominate some fields of study, our physical and special collections continue to attract faculty and students; in fact, two of the 14 University Courses are based on our unique collections.

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**library budget by income source FY 2013-14**

- **Sales and other revenue**: $1,738,000 (3%)
- **Unrestricted gifts and investments**: $2,672,000 (4%)
- **Internet support**: $1,603,000 (3%)
- **Restricted gifts, unrestricted income, and grants**: $8,398,000 (13%)
- **University allocation**: $48,317,900 (77%)
The Library is essential to the academic success of Cornell’s faculty and students. It’s an effective and efficient way to deliver critical services.

Cornell University Library is among the top 10 research libraries in North America and promotes a culture of broad inquiry and academic success. It engages with the ongoing transformations of society to deliver world-class physical and digital content and services critical to research, education, and outreach, now and in the future. The Library acts globally, supporting Cornell’s land grant mission in New York State and beyond, and builds partnerships within and outside the university. It invests in its staff, collections, and physical and virtual libraries. And it serves as a neutral and trusted party supporting information access and scholarly communication.

research
We make scholarship possible.
*I could not have produced my scholarship without Cornell’s library resources or the assistance of its superb staff,* – Arts and Sciences faculty member

We help researchers earn grant funding.
The University relies on funding from the NSF, NIH, and other major organizations that require data to be reported in specific ways. In partnership with the Senior Vice Provost for Research, the Library helps faculty members and grad students create and implement data management plans, so that they can comply with regulations.

We provide new publishing opportunities.
By supporting author fees to publish in open access journals, the Library enables faculty to disseminate new scholarship faster and more widely. Additionally, the Library helps authors get the maximum exposure for their work through our three open access journals. Today, 36 departments have joined the Library’s open access initiatives, which publish in journals that would otherwise be out of their financial reach. The Library also actively participates in new, sustainable publishing ventures for humanities scholarship, such as our collaboration with Cornell University Press and the College of Arts and Sciences to publish Signale, a book series for the best new English-language scholarship on German literature, culture, criticism, and intellectual history.

student success
We are essential to academic excellence.
85% of seniors said that the Library contributed to their academic success and efficiency. Seniors consistently rank the Library highest among campus services. (2012 senior survey)

We help students distinguish signal from noise.
Many librarians teach credit-bearing courses. One course that has become part of the permanent curriculum teaches students information survival skills, helping them figure out how to be better information consumers and information producers.

national rankings
10th on the library investment index from the Association of Research Libraries (ARL)
12th in ARL total materials expenditures (without non-sustainable, one-time expenditures, we would be 17th)
32nd in ARL average library professional salaries

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SUSTAINING YOUR RESEARCH LIBRARY
Despite years of flat budgets and financial cuts, we’re still ranked among the top ten research libraries by the Association of Research Libraries.

But we’re hanging on by a thread, and further budget restrictions threaten the Library’s place in the rankings—and our ability to deliver top-notch resources and services to Cornell researchers.

WHAT DO WE NEED TO STAY IN THE TOP TEN?
Since 2011, the Library has used $6 million in one-time funds to offset flat collections budgets. Costs for print-based and digital research materials increase around 5% annually—so each year that we have a flat collections budget, the Library must forgo over $800,000 worth of acquisitions.

Now, we’ve depleted our reserves. There is no "quick fix" for a flat collections budget, no single item that can be dropped to realize a 5% yearly savings.

This is what that $800,000 cut could mean for research:
1. Dissolving contracts for "big deals" with the few major commercial publishers that provide the most heavily used journals at Cornell equals massive loss of journal literature for researchers in every field of study;
2. CANCELLING ONLINE TOOLS SUCH AS WEB OF SCIENCE AND MLA BIBLIOGRAPHY EQUALS LOSS OF ACCESS TO PAST RESEARCH RESULTS, WITH PARTICULAR IMPACT ON THE MOST ADVANCED RESEARCHERS; AND
3. CANCELLING INDIVIDUAL JOURNALS EQUALS NARROWING THE SCOPE OF RESEARCH, WITH DISPROPORTIONATE EFFECT ON THE HUMANITIES AND SOCIAL SCIENCES, WHERE FEWER JOURNALS HAVE BEEN ACQUIRED BY MAJOR COMMERCIAL PUBLISHERS.

No free online resources can replace these losses, and the rising costs of collections is just one budget pressure.

For years, the University deferred vital upkeep of our physical facilities, and continuing this delay poses a tremendous liability to the Library. Olin and Uris libraries alone have a total of $47 million of deferred and preventative maintenance; over $40 million of that total must address current deficiencies that are projected to fail by 2015, and a failure...