WESTERN LIBRARIES
ANNUAL REPORT to SENATE 2012-2013

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CONTEXT

Western Libraries provides a unique, pan-university perspective, working with students, faculty and staff across all disciplines and programs to provide resources, access and services for their research, teaching and learning needs, as well as to support the administrative needs of the University.

Western Libraries continues on the journey to create a 21st century research library with its heightened focus on the virtual and a reduction of emphasis on the physical, complemented by new models for resources, access and services. Western Libraries is well on the way to that preferred future: leveraging digital collections, rethinking the scholarly publishing model, repurposing library space and redeploying library staff.

Western Libraries' renewed Strategic Plan reinforces the University's Strategic Plan and its 2010 update, and serves as the guiding document for the Libraries' priorities and directions. The key direction for Western Libraries, as envisioned in its Strategic Plan, is to 'implement strategies to achieve integration as a key partner in the academic enterprise', aligned with Western's four strategic pillars: providing the best student experience, expanding and enhancing graduate programs, building the research intensive university, and raising Western's international profile.

This annual report presents a highly selective list of achievements for Western Libraries during 2012-13 and priorities for 2013-14, organized to reflect the four pillars of Western's strategic plan.

LOOKING BACK - HIGHLIGHTS OF 2012-13

Providing the Best Student Experience

Physical Library Spaces and Services: Library space is highly valued by undergraduate and graduate students, with increasing enrollment creating student study space pressures. Repurposing library space to create more individual and group study spaces, as well as collaborative learning areas, has been a recent priority for Western Libraries. We have moved more low-use print material to storage, where it can be retrieved on demand.

Western Libraries consulted undergraduate and graduate students concerning library space needs, with results that will inform our plans to develop collaborative learning spaces, and provide more group and individual study spaces in the future. During our consultations, students recognized the challenges that increasing enrollment are placing on our library spaces, and approached our discussions from a community needs-based, practical and budget-conscious perspective. Along with more individual study spaces, our undergraduate and graduate students are requesting open, flexible library workspace clusters that support collaboration, discussion and group work to meet their changing learning needs.

Plans for refurbishing space in the Taylor Library, from which 200,000 print serial volumes on the lower floors have now been removed, were developed through extensive consultations with undergraduate and graduate students. Approximately 3,800 ft^2 of space on two floors that was formerly occupied by shelving can now be converted to more than 100 individual study spaces and extensive collaborative learning spaces.

In the C.B. "Bud" Johnston (Business) Library, preparations for the move to the new location in the second phase of the Ivey Building are now completed. The new library space is designed primarily for study and learning, and will house limited print collections, with over 60% of the original collection (some 50,000 volumes) having been transferred to storage.

The first phase of the renovations in the Law Building resulted in the reconfiguration of staff office area and the reduction of the amount of space occupied by print collections. In anticipation of further renovations to provide more space for the Faculty of Law's growing needs, more print collections were transferred to storage and digital collections enhanced.

Preparations to relocate the Map and Data Centre from its current location in the Social Science Centre to the Weldon Library have continued. Creating the Map and Data Centre in the Weldon Library during summer 2013 will make more effective use of staff and enhance service delivery across campus. The new Centre will provide space for consultation and service delivery, with special emphasis on enhanced geographical information systems service across the University. A redesigned multi-purpose instruction room and upgraded group study spaces are also planned for the area, increasing user spaces by approximately 5,000 ft^2.

Western Libraries participated in the redesign of the Music Library as part of the space renewal process in the Faculty of Music; we are now waiting for the phased-in construction and partial renovations to start. As current plans indicate that the library will be reconstructed beginning in June 2015, we look forward to the new library being completed and able to respond adequately to the needs of the Faculty by providing appropriate services and modern spaces for research and learning, including multipurpose study and consultation areas, particularly those required for effective use of music-specific print and audio resources.

Public computing and printing facilities in the Libraries continued to be in high demand by students. In collaboration with ITS, 30 computers with specialty software were installed in the Taylor Library this past summer. Western Libraries also collaborated with ITS in developing best printing solutions for the eight physical library service locations and the GenLabs managed by ITS. Preliminary talks have begun with Information Technology Services about the Libraries' collaboration in implementing a Virtual Desktop (VDT) model in the future.

Radio Frequency Identification (RFID) technology increases self-service functionality and reduces staff intervention. As a pilot, we implemented RFID technology for the remaining print holdings of the Johnston (Business) Library in anticipation of the move to the new Ivey building. The service model in the new library assumes that users will rely increasingly on self-service options, while staff will focus on providing highly specialized research and consultation services in person and via chat. We continue exploring other options to implement RFID technology strategically, in discrete high use collections across Western Libraries, which will enable us to redeploy staff to provide more value-added services.

Virtual Library Spaces and Services: The digital library - access, resources and services - continued to grow. Western Libraries' website is a key service point providing access to information resources and associated services, with more than 3 million visits annually. Mobile computing is ubiquitous as more and more students use handheld devices to work and access information. Western Libraries enhanced and redesigned its mobile website in August 2012. Users were surveyed to identify which features should be made available through the redesigned mobile interface. Currently, the mobile site facilitates access to the mobile versions of the most important search tools and most popular features of the website (library hours, study room bookings, help and chat features). As a result of implementing the changes, in October 2012 visits to the mobile site had increased four-fold compared to October 2011. Summon, the web-scale

discovery tool implemented last year, offers Google-like access to 1 billion external digital scholarly resources, complementing the 13 million local holdings available from the library catalogue. Summon is credited with improved satisfaction levels among faculty, graduate students and undergraduates as evidenced in the March 2013 LibQUAL survey.

Reference service through online chat has been provided at Western Libraries to a limited extent for some years now. To respond to growing needs for extended hours of coverage and better availability, Western Libraries joined the Ontario Council of University Libraries (OCUL)'s "Ask a Librarian" cooperative online chat service in September 2012. Some forty Western Libraries' staff members from five different libraries and departments take part in service delivery, which is collaboratively provided with eight other OCUL libraries. Participation in the joint venture has enabled us, with our current staffing, to enhance the availability of chat service from 30 to 67 hours per week, including weekends and evenings coverage, and to support an increase of 400% in the number of chat reference sessions between 2011 and 2012. More than 2000 questions were received from the Western community between September 2012 and April 2013. Feedback for the service indicates high satisfaction with 92% of respondents rating the service excellent or good.

In order to better support Western's e-learning initiatives, Western Libraries established an e-learning working group to assess the needs of the university community vis-à-vis the evolving e-learning environment, and provide a framework for the Libraries' growing support to these initiatives. The recommendations of this group will enable Western Libraries to redefine and focus our services as needs evolve. We anticipate that further development of online point-of-need library instructional and help services and resources will be required.

Expanding and Enhancing Graduate Programs

Electronic Theses and Dissertations: Western Libraries collaborated with the School of Graduate and Postdoctoral Studies to publish and preserve electronic theses and dissertations (ETDs) hosted on the Libraries' repository *Scholarship@Western*. The number of "born digital" theses has grown considerably. Beginning with Ph.D dissertations in 2010 and adding master's theses in Fall 2012, there were over 1000 ETDs in the repository as of mid-November 2012. Overall, these ETDs have been downloaded over 100,000 times, and were viewed from 154 counties. Online access enhances awareness and use as evidenced by the following statistics. Between October 2010 and October 2011, 116 physical Ph.D dissertations circulated a total of 35 times, for an average of 0.3 circulations per dissertation. In contrast, between October 2011 and October 2012, 258 electronic dissertations were circulated (downloaded) 50,230 times, for an average of 194.7 circulations per item. In the future, Western Libraries plans to load 10,000 older, digitized theses into the repository, further exposing Western's research to the world. Western Libraries was recognized, along with Western's School of Graduate and Postdoctoral Studies, by the Ontario University Registrars' Association for the collaborative Electronic Thesis and Dissertations Project.

Additional library developments of significance to graduate students are described in the section 'providing the best student experience' (relevant to their student role) and in the section 'building the research intensive university' (relevant to their researcher role)

Building the Research Intensive University

***Print and Digital Collections*:** Western Libraries has a growing collection of 'born digital' objects - books, journals, conference proceedings, government publications - many of which are acquired through collaborative initiatives. In 2002 Western Libraries adopted a policy of preferential acquisition of electronic information resources – where available – over print. Since then, a transformation has taken place; today, 80% of journal subscription costs are for electronic titles. Electronic books are also increasingly purchased; currently the library catalogue contained links to 1.2 million e-books, including both retrospective and current imprints, representing one-third of all monographs in Western Libraries' collections. A recent acquisition was the full catalogue of current and retrospective works from all Canadian university presses. Patron-driven acquisition (PDA) has also proven a successful strategy for

building e-book collections, especially in interdisciplinary and popular subject areas. PDA is a just-in-time approach to building collections, whereby e-books are added to Western's library collections as a result of use by faculty, student or staff from a pool of university-level publications. Reliance on user-driven purchasing will increase, although it will not replace all traditional acquisition practices in the near future. Collaboration with Western's Bookstore to test and further develop print-on-demand services for selected resources continued. Digital audio and video streaming products are now available for users in several disciplines.

Western Libraries continued to benefit from two important collaborative initiatives, the Canadian Research Knowledge Network (CRKN) and OCUL, both of which provide large scale licensing negotiations and significantly reduced pricing through consortial purchases. Although our commitment to CRKN represents only part of our consortial acquisitions, as an indication of the benefits in the form of cost avoidance, the most recent data provided by CRKN indicates that Western realized savings (cost avoidance) of $10.6 million for the 41 licensed collections (each with multiple titles) subscribed to through CRKN, compared to what would have been the cost had Western Libraries not been a member of CRKN. Given the magnitude of the potential additional cost, in reality Western would not have been able to secure access to all these collections, thus depriving our researchers of many valuable resources. In addition, as most consortial purchases include a clause permitting local loading on Scholars Portal, access to the content is guaranteed into the future.

Western Libraries continued to acquire unique print and primary resources to support teaching and research. While some items are purchased, most are acquired as gifts-in-kind. Examples of some of the significant and diverse acquisitions received in 2012-13 include: the sixth accrual to the Dr. James and Dr. Margaret Whitby Music Collection, mainly string chamber ensembles from the late-18th to mid-19th centuries; an autographed first edition of Tennyson's *Gareth and Lynette*, 1872; four accruals to the Dr. Eddy Smet Collection of Comic Books; the Dr. Henry Barnett fonds, personal and research papers of this internationally renowned stroke researcher; an accrual to the Joan Barfoot fonds; the Dr. Mary J. Wright fonds, records documenting her tenure as chair of Psychology as well as her teaching career and over 60 years of research and writing; and, two medieval manuscript fragments (1300, 1441) and a complete Book of Hours (ca 1500) purchased to support the new minor in medieval studies in the Faculty of Arts and Humanities. The new program was launched in the reading room of Western Archives with a reception and extended display of manuscript materials, with a new acquisition, an illuminated manuscript, *Canon Grandel's Prayer Book*, being the star of the event.

Western Libraries has digitized some of its valuable and unique collections during recent years, creating 'born again digital' objects. We continue to receive requests to enhance the profile of special collections by making them more accessible, and digitization is one way to do so. Western Archives, working with the Internet Archive, and with the support of the University Students' Council, recently completed the digitization of *Occidentalia*, Western's yearbook, from the early 1920s to the 1980s. This collection offers a fascinating glimpse into the evolution of university life at Western, from academics to athletics. Funding is on hand to digitize major collections of significant historical interest, e.g., London Free Press photographic negatives, Canadian Tire and Labatt.

Support to Researchers: Research support remains a high priority, with acquiring scholarly resources, facilitating scholarly communication through *Scholarship@Western*, and providing specialized liaison and support as key approaches. Other forms of research support include one-on-one research consultation involving librarians or archivists and researchers, group presentations, participation in the delivery of graduate research methods and related courses, and instructional sessions to enhance information seeking and management skills for graduate students. An emerging area to be noted, one where the unique skills of librarians and archivists are in demand, is providing support for researchers engaged in digital scholarship, including digital humanities.

Western Libraries supported and participated in the University's scholarly activities by disseminating research and scholarly outputs through *Scholarship@Western,* an open access platform to preserve and showcase digital works of Western's scholars in what is known in the research library community as an

institutional repository; it makes Western researchers' intellectual output visible to the world and satisfies the open access mandate of several funding agencies. The publishing platform now hosts 18 open access online journals published by Western researchers, including a number of student journals, as well as a variety of conference proceedings, fourth year projects and e-books, and facilitates Western's electronic process for the submission, review and publication of electronic theses and dissertations. *Scholarship@Westerrn* is an active environment with 9400 works in 768 disciplines, 622,216 full-text downloads to date, and 375,802 downloads in the past year. *Scholarship@Western* also facilitated Western's electronic process for the submission, review and publication of electronic theses and dissertations (ETDs) described above.

Raising Western's International Profile

Global Learning Spaces: In support of Western's internationalization program, Western Libraries launched a Global Learning Space fundraising program to support the rejuvenation of library spaces to meet the expressed needs of our students, as identified through a comprehensive consultation process. Funds raised will be used to upgrade existing infrastructure and provide a mix of quiet and interactive, individual and group paces for study and learning, equipped with appropriate educational technologies. The intent is engage members of the diverse communities represented on campus and in the London area to support the work of Western Libraries. The financial contributions of these communities will be recognized by creating internationally themed common spaces within our various physical libraries that will showcase the rich cultural heritage of the corresponding region through art, artifacts and multimedia displays, with the initial focus on Asian-themed space in the Taylor Library. By providing a canvas for our diverse student population to celebrate their heritage in common areas of the library, all students will have a unique opportunity for conversations and learning about the world beyond our borders, on their journey to becoming future global leaders.

Enabling Strategies

***Community Outreach*:** Partnerships with the School of Graduate and Postdoctoral Studies, Student Career Centre, Communications and Public Affairs, Student Development Centre, Learning Skills Services, the International and Exchange Student Centre and the Teaching Support Centre continue to be central to the provision of existing services and/or development of new ones for groups such as graduate students and international students and researchers. In the healthcare environment, partnership in the Western Ontario Health Knowledge Network (WOHKN) is instrumental in providing library services to clinical training sites. During 2012-13, Western Libraries also partnered with the Faculty of Arts and Humanities to support the new School for Advanced Studies in the Arts and Humanities (SASAH). SASAH, to be housed in the Weldon Library, held its official launch on 29 November. Librarians from Weldon Library will work collaboratively with faculty to develop and deliver innovative curriculum, provide one-on-one support to student researchers, and serve on SASAH's steering committee.

Western Libraries established a University Librarian's Advisory Council, composed of community leaders who provide advice, impart business/industry knowledge, and share opportunities to reach decision makers and potential funders to support Western Libraries. Advisory Council members currently include representatives from the financial, legal, technology and consulting fields.

A quarterly series, *Breakfast with Joyce (BWJ),* hosted by the University Librarian, provides a venue for informal consultation. Twelve invitees, including current and retired Western staff and faculty, as well as general community members, come together over brunch for a roundtable and free-ranging exploration of the future of academic libraries. The latest BWJ in May 2013 featured the future of the Music Library.

Be Extraordinary Campaign: Western Libraries' campaign priorities were re-visited and re-scoped in keeping with Western's expanded Campaign goal of $750 million, of which the Libraries' portion is $25 million. The four pillars of the campaign priorities remain the same: Scholars Space, Digital Zone, Collections Culture, and Creating the Future Fund. However, specific projects and recognition

opportunities have been detailed, including chairs for scholarly research in librarianship or archival practice; named positions; and joint ventures with one or more Faculties. Endowed and expendable gifts will support development of the digital library, repurposing library spaces, redeployment of staff, and creation of a culture of scholarship within the Libraries and the Archives. In terms of specific initiatives, the Digital Bookplate program continued to enjoy growth and success, with a new "Corporate Recognition" component about to be launched.

Staff Development: Western Libraries has been addressing workplace climate issues that were identified by the Report from the Joint Committee on Workplace Climate (JCWC) released in late May 2012. Work undertaken over two years until June 2014 will focus on improving the underlying culture within Western Libraries. The associated process will be collaborative, inclusive and consultative, and the anticipated results are expected to benefit all staff. In addition to the intensive efforts devoted to workplace climate during 2012-13, pre-existing staff communication and consultation modes continued. Western Libraries' staff development efforts focused on developing the essential skills required in today's academic library environment. These ranged from technical and customer skills training for all front line staff to project management instruction for key individuals. We currently support staff attendance at conferences and workshops by providing release time and full or partial funding. A series of all-staff sessions are held throughout the year, providing a forum for various topics of interest. For example, the August 2012 session focused on new directions and services planned by Western Libraries in support of the Strategic Plan. Presentations on e-learning, data management and GIS were well-attended and appreciated by staff.

Assessment: Western Libraries has devoted efforts to developing a culture of assessment, with evaluation of outcomes and impact factored into our planning and operations. Staff have built an extremely strong culture of service in Western Libraries and this has been frequently recognized through internal (survey of graduating students) and external (LibQUAL, Globe & Mail, Maclean's) surveys. Western Libraries once again was highly rated in the 2012 Graduating Students survey and scored A- in the fall 2012 Globe & Mail University Report (tied with Alberta and Toronto), but no longer in 1st place, that achievement going to McGill. This is a decline from the early years of the survey when Western 'owned' 1st place. The LibQUAL survey was conducted during March 2013 in concert with other CARL libraries. Preliminary analysis of results indicate that the follow-up actions in response to the previous LibQUAL survey in 2010 have apparently been successful, in that all categories of library users – faculty, graduate students and undergraduates – indicated increased satisfaction with library resources, access and services.

LOOKING FORWARD – PRIORITIES FOR 2013-14

Leadership Changes

Joyce Garnett will end her tenure as University Librarian at the end of June 2013 after 15 years in the role.

Robin Keirstead will serve as Acting University Librarian effective 1 July 2013. Robin assumed his current position as Western University's first University Archivist in 2001. In addition to his administrative responsibilities with Western Libraries, he served a five year term as University Commissioner for Access to Information and Privacy Protection and chaired the Council of Ontario Universities' Task Force on Privacy Issues for three years.

Opportunities

Western Libraries' submission to the strategic plan review identified opportunities for enhanced contributions by the Libraries to Western's overarching academic mission – the creation and dissemination of knowledge. Selective examples are:

Western Libraries is the de facto 'Third Place' on campus, defined as the place other than home or work where people gather and feel a sense of community which leads to collaborative learning and research. This should be nurtured and developed further in both the physical and virtual environments. (The Third Place is a term created by sociologist, Ray Oldenburg, in his 1989 book *A Great Good Place*.)

Western Libraries could provide lifelong learning opportunities for Western's 280,000 alumni through access to selected digital information resources. Providing this access for our alumni would increase alumni engagement and foster warmer feelings about the University, leading to stronger volunteer and donor participation. The access would also be of great value to graduates of our professional programs to support their requirements for lifelong learning in their respective fields.

Librarians and archivists at Western are academic staff with the responsibility to engage in scholarly work and to disseminate peer-reviewed results. Librarians and archivists can contribute to the creation and dissemination of knowledge in librarianship and archival practice as individual researchers and as integrated members of selected research teams.

Librarians can engage with researchers about research data management to ensure effective preservation, management and dissemination of research data for future exploration.

Librarians can support initiatives related to research productivity and research metrics at all levels within the University, including pan-University, Faculty, Department and individual assessments.

In concert with campus partners, librarians can develop educational programming to ensure an understanding of rights related to scholarly communication and intellectual property, and to ensure student understanding of academic integrity expectations and behaviour.