REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING

(SCUP)

Western Libraries Annual Report, 2011-2012

FOR INFORMATION

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The annual report is attached as **Appendix 1**.

WESTERN LIBRARIES
ANNUAL REPORT 2011-2012

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CONTEXT

Western Libraries' vision for a 21st century research library features a heightened focus on the virtual and a reduction of emphasis on the physical, complemented by new models for resources, access and services. The path to this preferred future includes leveraging digital collections, rethinking the scholarly publishing model, repurposing library space and redeploying library staff.

Western Libraries' new Strategic Plan *Vision: Integration as Key Partners in the Academic Enterprise* resulted from an inclusive process involving Western Libraries' staff at all levels and across all employee groups. The new Strategic Plan responds to the University's Strategic Plan and its 2010 update, and has served as the guiding document for the changes that are taking place within Western Libraries, as well as those that are still forthcoming. The key direction for Western Libraries, as envisioned in the Strategic Plan, is to "implement strategies to achieve integration as a key partner in the academic enterprise, thereby providing appropriate and effective services to support the University's teaching and learning, research and scholarship, and administrative goals." The primary outcomes of the Strategic Plan are to provide appropriate and effective services in support of the University's goals by enhancing the quality of the Libraries' physical and virtual infrastructure, enhancing and expanding access to collections, enhancing support for Libraries' staff, and raising the profile of Western Libraries within the University community.

LOOKING BACK - HIGHLIGHTS OF 2011-12

Western Libraries will enhance the quality of its physical and virtual infrastructure

***Repurposing Physical Library Space*:** To repurpose space for study and other learning uses, moving low-use print material to storage continues, from where it can be retrieved on demand. Conceptual plans for refurbishing space in the Taylor Library, from which over 100,000 print serial volumes have been removed, are being developed through a user consultation process. Plans to transfer a significant number of volumes from the Weldon Library are also being finalized, with the intent of reusing the newly available space for a variety of uses, including study and special services, map and data among them. In the Johnston (Business) Library, preparations for the move to the new location in the second phase of the Ivey Building are well underway. The new library space is designed primarily for study and learning, and will house limited print collections. As a result, over 60% of the original collection (some 50,000 volumes) has already been transferred to storage.

Western Libraries is participating in the redesign of the Music Library as part of the redevelopment of Talbot College. The new library will incorporate multipurpose study and consultation spaces, in addition to facilities required for music-specific print and audio resources. Some of the space will be designed to be shared with the Faculty of Music, allowing for greater library integration with research and learning.

Western Libraries is working in collaboration with the Faculty of Law to optimize the use of space in the Josephine Spencer Niblett Building to support the future directions and priorities of the Faculty and the Law Library. The outcome will be a 21st century Law Library developed in academic partnership with the Faculty of Law, leveraging digital content and access to facilitate library support to research and teaching, and creating collaborative flexible spaces for learning and scholarship.

Preparations to relocate the Map and Data Centre from its current location in the Social Science Centre to the Weldon Library have continued. This will require moving some 50,000 print volumes from the Weldon Library and approximately 35% of the current Map Library's print map collection of 220,000 items to offsite storage, coupled with relocation of an additional 50,000 volumes within the Weldon Library. Moving the Map and Data Centre to the Weldon Library will make more effective use of staff and enhance service delivery across campus.

***Virtual Library*:** Plans are still being developed for the creation of a distinct virtual library support model that will facilitate delivery of library services in new ways. This new model will de-emphasize traditional print based services that are based on the existing physical library locations. In response to the 2010 LibQUAL survey and Western's Graduating Student Survey results, both of which highlighted inadequacies in the way users can access information through the web, a new web scale discovery tool – Summon – was implemented in August 2011. Summon provides "Google-like" resource discovery by providing access to 800 million (and growing) additional electronic resources to complement the holdings that are available via the library catalogue. Preliminary user feedback and use statistics indicate high satisfaction and increased use of Western's print and electronic resources. A formal assessment and evaluation of Summon will determine its impact on the use of resources during its first year. Western Libraries is formulating a new mobile strategy and is continuing to work with both Information Technology Services and Communications and Public Affairs on applications. A mobile website for the Libraries and mobile applications for the Summon discovery tool and catalogue are now linked through Western's mobile site.

Fully establishing the virtual library support model, and addressing associated priorities, requires a fundamental re-organization of Western Libraries. Although a conceptual plan has been developed, the final shape of this new structure and details of the process by which the change will be achieved remain to be defined. Appointment of the second Associate University Librarian in 2012, now being recruited by a broad-based selection committee, will provide the capacity for the leadership team to move forward on this initiative.

***Service enhancements*:** To support the new virtual library, increasing emphasis is being placed on providing online services, such as online multimedia tutorials for undergraduate and graduate students, and chat and social-media based information services. These services, coupled with access to ever-increasing digital library resources, are fundamental to supporting Western's expanding online and web-based courses (e-learning initiatives) and the researchers and learners who rely on information technology in their work. Building on existing initiatives and services in Western Libraries and those provided by the Ontario Council of University Libraries (OCUL), a working group has undertaken an environmental scan and will recommend how to provide more centralized and easily accessible services. This will include proposals for making the most of OCUL's "Ask a Librarian" cooperative online chat service.

Library staff continue to re-design service delivery. They have, for example, consolidated a number of service practices (e.g., reserves processing, circulation procedures, and library fines administration) and established associated system-wide service standards. To support students' study needs and to re-focus service delivery to value-added services such as research assistance, an academic study hall concept has been adopted in the Weldon and Taylor Libraries during the evenings and part of the week-ends. During academic study hall

hours, contracted security personnel are on-site to address safety and security concerns. Library users have access to self-service material pickups and checkouts. The latter are proving to be very successful during all hours of opening in Taylor and Weldon, with 30% of book checkouts in these locations now done without staff intervention.

In September 2011, a new public computing environment was implemented with the deployment of approximately 200 PCs in the libraries and their instruction rooms. User feedback in the LibQUAL 2010 survey clearly indicated that Sun Ray technology, specifically software applications available on the Sun operating system (UNIX), no longer met user needs. After a comprehensive review that included evaluation of several software and hardware solutions, Windows PCs were chosen as the best computing platform for the libraries at this time. Preliminary talks have begun with Information Technology Services about the Libraries' collaboration in implementing a Virtual Desktop (VDT) model in the future.

Western Libraries will enhance and expand access to collections and information resources

Expansion of digital library resources: 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 fundamental transition has taken place; today, over 80% of journal subscription costs are for electronic titles. Electronic books are also increasingly purchased; in 2011-12 the library catalogue contained links to over one million e-books, including both retrospective and current imprints, representing one-third of all monographs in Western Libraries' collections. 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 continues with Western Bookstore in a pilot to test print on-demand services for selected resources, and digital audio and video streaming products are now available for users in several disciplines.

Western Libraries continues to take advantage of participation in two important collaborative initiatives, the Canadian Research Knowledge Network (CRKN) and OCUL, benefiting from large scale licensing negotiations and significantly reduced pricing through consortial purchases. Most consortial purchases include a clause permitting local loading on OCUL's Scholars Portal, thus guaranteeing access to the content into the future. Access to a trusted digital repository (TDR) will also be provided through OCUL; a TDR is a digital environment that meets international standards for the integrity, storage, and preservation of digital content in perpetuity. As a result of the review of the license agreements associated with the Access Copyright interrogatories, we now know that the licenses allow fairly open use, all of course within the legal and ethical parameters of fair dealing.

***Unique print and primary resources*:** Western Libraries continued to acquire unique print and primary resources to support teaching and research, with most acquired as gifts-in-kind. The most significant recent example is the receipt of the Labatt Brewing Company Archives Collection. Valued at over $7.6 million, contained in more than 2600 boxes and spanning the period 1832 to 2009, it is one of the largest corporate archives in the country, and has enhanced Western's reputation as a national destination for research in business archives. Labatt also donated $200,000 to assist Western in digitizing portions of the collection. In addition, the unique collections of the Map and Data Libraries will become more widely accessible to students and researchers as soon as the migration (now in progress) of the relevant information to Western Libraries' catalogue is finalized.

Digitization: Western Libraries has digitized some of its valuable and unique collections during recent years, albeit in a somewhat ad hoc fashion. To enhance the available content and streamline processes, a working group investigated best practices relating to library digitization, and prepared a report determining future direction and priorities. As a result, it is expected that Western Libraries will establish a systematic digitization program in 2012-13. Given the scope and complexity of the work to be addressed, a digitization coordinator is crucial to moving forward on this initiative that will facilitate access to research resources, and enhance Western Libraries' scholarly profile on the international stage.

***Scholarly Communication*:** Western Libraries' scholarly communication activities include events to promote open access publishing, and to increase awareness of scholarly communication issues in general. Western Libraries is in the final stages of launching a fund to support researchers wanting to publish in open access journals that require publishing fees. S*cholarship@Western* is 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. It now holds close to 4,000 items - articles, books, chapters, dissertations, presentations, datasets, and other digital materials – with over 50,000 full-text downloads per year. *Scholarship@Western* now houses 14 online journals published by Western researchers and facilitates Western's electronic process for the submission, review and publication of theses and dissertations. "Born-digital" PhD theses in the repository continue to grow in number. The number of publicly accessible theses will grow substantially when Western starts accepting digital master's theses in 2012-13. Western Libraries will also load 10,000 older, digitized theses into the repository in partnership with the School of Graduate and Postdoctoral Studies.

Research Data Curation: To increase support to advanced research, Western Libraries has taken the first steps to investigate best practices for a data curation program. Many funding agencies require data management plans from grant holders. Librarians and archivists are in a unique position with their professional expertise and existing relationships with faculty and other campus stakeholders to initiate and support data curation programs. Ensuring long term preservation and access to research data would ensure compliance with funding agency policies on retention, management and sharing of research data; permit repurposing existing data for new research; and enhance the visibility and impact of Western's research.

Research Support: Research support remains a high priority, with acquiring scholarly resources, facilitating scholarly communication through *Scholarship@Western*, and providing specialized liaison as key outcomes. This liaison includes 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.

Western Libraries will enhance its support for staff

Western Libraries' staff development efforts focus on developing the essential skills required in today's (and tomorrow's) academic library environment. These range from technical and customer skills training for all front line staff to project management instruction for key individuals. For example, to develop specific skills, many cataloguing staff have participated in webinars on Resource Description and Access (RDA), the new cataloguing standard. Collections staff actively hone their professional skills using vendor-supplied webinars and online presentations. Workshops and events for staff on open access and scholarly communication, author rights and copyright management are also offered. A group of librarians recently started a grass roots discussion group named *Tabula Rasa* to address future directions and challenges facing academic libraries. Formal annual staff sessions, hosted in

August for all employees, provide a forum for various topics of interest and are consistently well-attended and appreciated by staff. Planning for the aforementioned restructuring of Western Libraries will also include support for all affected staff so that they can remain professionally current and/or update their skills in order to continue to contribute effectively.

Western Libraries will raise its profile within the University community

Western Libraries' Strategic Plan commits it to the goal of raising its profile in the University community. This will be achieved in large measure by identifying and then delivering the unique services that are or will soon be available. These include high-value local services that require librarian and archivist expertise, including research consultation, support and liaison with departments; embedded instruction in key courses within programs; building unique scholarly collections; scholarly communication activities; map, data and geospatial information services; and research data curation in support of e-scholarship. Many of these are already in place, while others, as noted above, are soon to be developed and implemented.

Effective communication and advocacy are central to achieving the goal of raising Western Libraries' profile, both internally and externally. A communication plan has been developed that provides positive messages and identifies areas where additional effort is needed to highlight the special services that are available to support teaching and learning, research and scholarship, and the administration and operations of the University.

Western Libraries also continues to engage in user consultation and stakeholder partnerships to raise its profile. Users will be engaged in providing feedback on plans to refurbish space in the Taylor Library, and the website re-development process will be based on user needs analysis. In partnership with the School of Graduate and Postdoctoral Studies, Student Career Centre, Communications and Public Affairs, and the Teaching Support Centre, Western Libraries will continue to offer existing services and develop new ones for groups such as graduate students and international students and researchers. In the healthcare environment, the partnership in the Western Ontario Health Knowledge Network (WOHKN) is instrumental in providing library services to clinical training sites. Services are also being developed in partnership with the Bookstore and Information Technology Services.

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. 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 enable the development of the digital library, the repurposing of library space, the redeployment of staff, and the creation of a culture of scholarship within the Libraries and the Archives.

LOOKING FORWARD – PRIORITIES FOR 2012-13 and BEYOND

Vision: Integration as Key Partners in the Academic Enterprise

Western Libraries supports the University's strategic priorities – enhancing the student experience and the quality of undergraduate and graduate programs, expanding graduate enrollment, increasing research intensity and cross-disciplinary research initiatives, and taking a leadership role internationally in order to have a global impact – by providing value-added library and archival services that are relevant to a 21st century university. Western Libraries will implement strategies to achieve integration as a key partner in the academic enterprise, thereby providing appropriate and effective services to support the University's teaching and learning, research and scholarship, and administrative goals. To achieve this integration, Western Libraries will focus on strategic advocacy, strengthen physical and virtual infrastructure, expand collections, and develop staff. At a more fundamental level, it will define what it means to be an academic library and deliver relevant academic library and archives services in the 21st century. Western Libraries will then take the steps necessary to achieve the required transformation to become that 21st century academic library. During the current four-year plan (ending 2014-15), increased emphasis will be placed on the virtual library, with a new service model reflecting a re-balanced blend of the physical (library-as-place) and the virtual (place-as-library).

Work will continue to define the library service model of the future. As users' reliance on digital information resources increases, and the study and learning patterns of students change, user needs will be met by enhancing the virtual library and its services, and focusing on the particular needs of each discipline through a combination of virtual and in-person services. This will be achieved by a systematic needs analysis, followed by design and delivery of the services that are in high demand to support of research, teaching and learning. As part of the space planning strategy, the Weldon and Taylor libraries will see additional space repurposed to accommodate study and collaborative learning needs, as low use print collections continue to be moved to storage.

Priorities in Support of the University's Strategic Plan

In support of both research and increased internationalization: Western Libraries will expand and enhance its digital library presence by establishing the virtual library as a fully supported service point. As outlined above, the forthcoming re-organization, coupled with service changes that have already taken place, or that are being planned, will contribute to the full implementation of the virtual library. In the past decade, the digital library – encompassing electronic journals, books and unique digitized resources – has become Western Libraries' most frequently used access point, with more than 3 million visits per year (and growing).

In support of research and increased graduate education: Western Libraries will continue acquiring and providing access to a wide array of information resources to support key research areas. The MINES (Measuring the Impact of Networked Electronic Services) survey revealed the existing high level of use of digital resources in support of research and learning, Western Libraries' future efforts in this area will be informed by an analysis of user needs in relation to the resources and services required to support research and expanded graduate education. Western Libraries will also enhance numerical and geospatial data services (including access to rich map collections) to address researchers' growing needs; relevant resources and services are also available through OCUL's Scholars Portal. This will respond to the specific need for enhanced GIS (geographical information systems) support for the university community across disciplines.

Western Libraries supports and participates in the University's scholarly activities by disseminating research and scholarly outputs through *Scholarship@Western*. As described above, building on existing and future opportunities arising from increased outreach and communications efforts, partnership opportunities will be sought to establish value added services in support of the University's growing research enterprise. These include, but are not limited to, long term curation of research data and making selected research data publicly accessible.

Western Libraries will place an increased focus on the needs and experience of researchers, be they faculty members, graduate students, postdoctoral fellows, or others involved in academic research, to ensure that the Libraries' physical and digital scholarly resources, access and services support Western's role as a major research-intensive university. Building collections of "born digital" objects will continue to be a priority. In addition, there will be increased emphasis on digitization of research materials ("born-again digital" objects) for enhanced access, and on facilitating information discovery for individual and collaborative research. We will move forward with a Map and Data Centre, implementing a model informed by extensive consultation with library users and staff.

Western Libraries will work with the Association of Research Libraries (ARL), the Canadian Association of Research Libraries (CARL) and the Ontario Council of University Libraries (OCUL) to determine ROI for our investments in information resources, and identify the most productive collection assessment tools going forward. Fund raising will continue to be a priority as we strive to find ways of sustaining our academic quality and of working collaboratively with the Faculties to advance our interrelated fund raising priorities.

In support of the enhanced quality of undergraduate and graduate student programs: Western Libraries will provide space that responds to students' needs for study and learning. As described above, repurposing space after low use print collections have been moved to offsite storage has become a high priority. Spaces will be created for enhanced study and learning, both individual and collaborative, in existing facilities. Planning will be based in part on user consultations to ascertain the specific kinds of spaces that are needed. Western Libraries will continue to provide information resources, services and information literacy programs to address the teaching and learning needs of instructors and students in support of Western's commitment to the best student experience. However, this commitment to teaching and learning must be balanced with the (sometimes competing) commitment to research and scholarship, and therefore will be addressed in a more cost-effective and less labour-intensive way, given the finite staff and infrastructure resources.

In support of staff: Western Libraries will finalize a re-organization that will effectively support the goals of the renewed Strategic Plan. The organizational restructuring process, including the re-establishment of a second Associate University Librarian position, has begun. A conceptual model has been developed. The restructuring is a key enabling strategy for Western Libraries to achieve its strategic goals and to continue offering high quality, valued library and archival services. A successful re-organization is central to meeting anticipated budget challenges, while implementing the various initiatives to support the Libraries' strategic priorities and directions. It is anticipated that the re-organization will include moving to a structure based primarily on priority functions and services, rather than physical locations, and that delivers services to the faculty-based professional libraries in a more coordinated, consistent manner. In support of this process, and despite budgetary constraints, every effort will be made to provide staff development opportunities to enhance the skills of our already excellent staff. Staff development activities and targeted training to assist existing staff to respond to the needs of the future are an important part of the overall re-organization plan.

WESTERN LIBRARIES – SELECTED STATISTICS

Budget

- $ 13 million Operating
- $ 13 million Acquisitions

Collections

- Value $1 billion
- 12 million physical & digital items
- 725,000 physical items borrowed
- 6.8 million digital items viewed

Space

- 8 physical service locations
- 30,000 metres² floor area
- 125 kilometres shelving

Staff

- 55 librarians/archivists (UWOFA-LA)
- 115 staff (PMA, UWOSA, SAGE)

Customers

- 40,000 faculty, students, staff
- 2.5 million visits to the physical library annually
- 3.3 million visits to the digital library annually
- Assessment = A ratings

Alumni

- 280,000
- *No one graduates from a library.*
  No one ever graduated without one.