University of Guelph Library Integrated Plan in Year 6 Strategic Update for 2011/12

Overview:

Over the past year, the Library has made a successful transition to a new organizational structure. We have met the requirements of the multiyear reduction targets and reorganized around our strengths. This transition allowed us to achieve or continue a number of the key strategic initiatives which were envisioned as part of our "organizational renewal" planning process and to align us more closely with our core responsibilities within the University. These initiatives have included:

- Completing the implementation of an organizational renewal process which has better positioned the Library to respond to the University's current teaching and research activities. Final stages of the organizational renewal included:
  - adjusting for the loss of staff positions through the VERR program by introducing facilities, staffing and work process efficiencies throughout the organization
  - delivering a number of staff training workshops to prepare staff for the ways of working that will be required in the new organizational model (e.g. project management, copyright, data management)
  - completing successful recruitments for key positions – Head of Learning and Curriculum Support, Head of Discovery and Access
  - engaging in strategic planning and goal-setting processes by all of the new strategic teams

- Increasing the capacity and impact of the information resources budget by:
  - using additional OTO funding received from the University to sustain existing collections and support new program initiatives
  - transitioning and re-structuring of the Library's monograph approval plans, in order to transition to a new vendor
  - participating in local and Ontario Council of University Libraries collections projects (print management and digitization of unique or core print resources, launching of a new e-book platform)
  - participating in the MINES online survey to collect data about the demographics and purpose of use of the Library's electronic resources

- Sustaining and growing collaborative programming for learning and curriculum support through:
  - continuing to provide leadership for the OCUL geospatial portal project
  - increasing the number of workshops and course or curriculum-embedded support initiatives for a range of academic literacies (learning, writing, information literacy, geospatial data) e.g., new modules were developed for course-embedded writing support in CPES and in CME.
  - initial discussions with TSS to develop library-specific content for D2L
  - the continued growth of Graduate Student Learning Initiative programming, with Teaching Support Services joining as a new partner

- Continuing to foster an active Academic Town Square through hosting of events and other initiatives (e.g., Campus Author, the Human Library, the President's Tea, an exhibition of local artists' works, Alumni Weekend exhibit and lecture)
- Improving Library services to the research community through:
  - increasing the number of Open Journal Systems-hosted academic journals and collections in the institutional repository, the Atrium
  - the construction of a Branch Research Data Centre to improve access by University of Guelph researchers to restricted Statistics Canada data
  - piloting of research data management services for the University
  - hosting a series of presentations during "Open Access Week" to better educate the university community about open access issues and services

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- Developing concept plans and engaging in donor outreach for improvements to the Library's physical facilities (e.g., the expansion of Archival & Special Collections, a Reseach Commons to support digital research projects across the disciplines, and a Science Learning Commons)

While proud of our successes over the past year, when we look ahead to 2011/12 it is clear that the Library is severely constrained in its efforts to maintain and develop the range of resources and services that the University of Guelph academic community requires. We must continually evolve our learning and curriculum support programming, our information resources and special collections development, our discovery and access tools, and our research support in ways that will recognize the transformative changes occurring in higher education, scholarly communication, research, and, information and digital technologies.

These transformations have led to the development of new and innovative services to enhance student learning and research on campus. The skills and expertise required to support these services also continue to evolve and demands new personnel and significant investment in training and professional development for existing staff. The Library finds itself at a critical breaking point and requires renewed base investment in personnel in order to sustain operations and to develop new or enhance existing programs and services.

Of particular note, and of import to all learning services units, is the increasing campus demand for writing services due to the 21st Century Curriculum report. This has required significant investment of available soft-funds by the Library in additional human resources to provide writing consultation. We can no longer sustain this and, without new investment by the institution, critical writing services programs will be severely reduced. The Library has identified the need as a part of our planning and will be working with the AVPA's Learning Support Management Group to make the case for an appropriate level of resources for this important institutional priority.

The Library has a primary and unique role within the University to provide high-quality and current information resources to support the wide range of teaching, learning and research activities taking place across campus. In order to fulfill this mandate, the Library must respond to inflationary pressures, to the negative impact of the new HST on the Library's information resources budget, and to the needs of new or restructured academic programs as they come on-stream at the University. Also, the Library's role in support of new modes of scholarly communication and rapid advances in e-learning continue to evolve quickly – new funding is urgently needed to make streaming media and digitized information resources available for academic use and to support new publishing models for Guelph's scholars.

The demands of the scholarly community have direct implications for the evolution of Library spaces. Library Integrated Planning has long signalled the need for a significant renovation and extension of Archival & Special Collections. The Research Commons vision, collaboratively developed with the College of Arts, CME, and CSAHS, creates an interdisciplinary "collaboratory" for digital researchers in the Library. These two initiatives have become campaign priorities. Similarly, the Library is working with the College of Physical and Engineering Science on the development of a Science Commons. In order to support these efforts we must engage space/architectural consultants to assist us with our planning and design and to establish realistic cost estimates.

In order to meet these challenges and to fulfill its accountabilities to the University of Guelph academic community, the Library has set the following strategic directions and intitiatives and has made a significant budgetary request for the 2011/2012 Integrated Planning cycle:

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Strategic Directions for 2011/2012

Strategic Priority 1: Enrich the user's experience – enhance the learner's success, partner with faculty, and support research

Key Area: Create a vibrant "academic town square" and user experience

- Implement the recommendations of the accessibility review of the Library's "soft services" (the Sanderson report), which will complement the physical facilities review already completed and enable full participation in the "academic town square" for people with disabilities and assist the Library in meeting AODA obligations.

- Streamline and deliver more effective user services by implementing the recommendations of the User Services Review project

- Continue annual program of academic town square events including art displays, Campus Author Recognition, the Human Library, and, the Writer's Workshop to celebrate and share the range of research, experiences, and creativity found across the Guelph campus

- Investigate and create a user experience plan for the Library's website to enhance the university communities' interaction with and experience of library services and resources online

- Improve e-resource access and electronic resources management (ERM) by reviewing the Library's existing ERM workflows and applying user experience principles

Key Area: Equip the Scholar's Toolbox

- Integrate the ARES course reserve software with the University's CourseLink portal

- Create a repository of Learning Objects for academic skills development e.g. numeracy modules, information literacy teaching aids

- Create a new Information Literacy Service Delivery Model, to respond to curricular re-design at the University and the establishment of the Library's "Learning and Curriculum Support" strategic team

- Develop new or improved website content for:
    - an online point of connection and suite of resources for students in search of study groups (Study Groups at Guelph website development)
    - instructors of First-Year Courses
    - the Mark Calculator website
    - Graduate Student Learning Initiative (GSLI) services and programs
    - current subject and course guides (review content, policy and procedures)
    - Archival and Special Collections e.g. a "Frequently Asked Questions" webpage; a webpage devoted to new acquisitions; investigation of ways to incorporate more fully ASC resources into course and subject guides

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- Work with TSS to develop new D2L content:
  - academic integrity quizzes to be available as gradable D2L modules
  - Information literacy content (generic and course/discipline-specific)

- Continue to compile an index for the OAC Review, to enhance access to the University's historical record

Key Area: Provide Support and Expertise

- Provide consultation to campus authors in the areas of intellectual property rights, publisher agreement negotiation, copyright and publishing options

- Provide one-on-one consultation for faculty and graduate students engaged in research projects

- Enhancement of existing Learning Commons programming:
  - Expand integrated and embedded learning skills programming
  - Partner with four colleges to develop a probation support program for B.Sc. students in second year and above
  - Expand Writing Services' offerings through the Brainfood series
  - Implement a new faculty workshop series on effective assignment design
  - Conduct a multi-year syllabi scanning project to improve targeting and design of information literacy and academic support services
  - Expand and improve co-ordination of GSLI integrated programming
  - Launch "Train the Trainers" Program for Residence Staff
  - Launch Academic Support for Residence Student Leaders
  - Pilot SLGs in New First Year Biology Courses
  - Create and implement international teaching assistants peer mentor project
  - Launch pilot project to provide integrated curricular support for first-generation university students
  - Develop and offer statistical and spatial literacy workshops to CCS and Library staff

- Meet increasing demand for writing consultation by expanding Writing Central operational hours

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Strategic Priority 2: Create and sustain an agile information space: IT infrastructure

Key Area: Provide computing facilities that meet the needs of library users and staff

- Development of a staff Intranet to enhance organizational communication and workflow efficiencies

- Improve support for clients of Library Accessibility Services by providing access to adaptive software on more diverse platforms and operating systems

- Develop a knowledge database to streamline communications with virtual users of Data Resource Centre services

- Plan for lifecycle renewal of the Library's public desktops and staff computers, or development of alternative strategy

- Provide a platform for research teams to manage and share documents, data and other resources as well as work collaboratively and conduct project planning

- Conduct a Library IT Review in collaboration with CCS and the CIO to better integrate IT support and streamline services

Key Area: Develop and evolve the Library's online services to provide seamless access to information resources and services

- Improve and expand the functionality of the online booking software used for Learning Commons programming

- Improve the functionality of the Library's website by as a result of the development of a user experience plan

- Incorporate Web 2.0 technologies in the library's website

- Implement a Content Management System (CMS) for the Library website

- Investigate and implement a case management system for tracking of faculty contacts by multiple teams/individuals

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Strategic Priority 3: Building information collections – the digital imperative, the transformation of scholarly communication and responsible stewardship

Key Area: Build and enhance information collections

- Secure additional funding for our information resources in order to ensure that the Library can continue to provide access to world-class scholarly information. The Library is extremely challenged to respond to the following complex pressures on the information resources budget:

    ⇒ continuing inflation on electronic information resources costs (an average of per year) will require a $200,000 base budget increase in 2011/12 in order to sustain access to the resources the Library currently acquires for the University

    ⇒ the move by the provincial government to harmonize the provincial sales tax with the GST to form the HST has resulted in additional a $67,000 annual increase in taxes payable on electronic resources.

    ⇒ an urgent need to increase funding for new and fast-growing services such as e-learning support, streaming media content, and open access publishing. These new and emerging forms of scholarly content require copyright clearance payments, new forms of licensing, support for open access author publishing – with an expected impact of $ 110,000 on the Library's base budget needs

    ⇒ the demands of new academic programs and new research initiatives, which often require significant start-up funding for purchase of core information resources in order to meet assessment and accreditation criteria – an annual base budget increase of $50,000 is requested to respond to new program needs

    ⇒ acute need for preservation of our growing archival and special collections requires an increased budget line to support purchasing of equipment, supplies and advanced preservation services

- Undertake an extensive review of the Library's physical maps collection, to plan for its long-term location, use, and collecting strategies. As part of this review, a longer-term GIS and map strategy for the Library will be developed.

- Bring archival processing up to current Canadian standards and streamline workflows for treatment of new collections

- Update the Archival and Special Collections disaster plan

- Continue to extend the usable life of the TriUniversity Annex storage facility and the main McLaughlin Library building by undertaking collection management and weeding projects and seeking print-alternative modes of access to the existing print collections.

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Key Area: Supporting scholarly communication through open access to digital collections

- Collaborate on projects with or on behalf of archival donors and scholarly societies, in order to celebrate the University's archival collections and upcoming UG anniversaries (e.g. Shaw Festival 50th anniversary; OVC 150th; U of Guelph 50th anniversary)

- Provide a platform for the self-archiving of scholarly output through the Atrium, the University of Guelph's institutional repository

- Support local publishing of peer-reviewed open access journals using the OJS platform, and collaborate to shape the provincial and national research infrastructure for this form of scholarly communication

- Continue process of educating and informing the campus community about copyright and recent changes to post-secondary copyright environment; provide support and assistance to campus with goal of ensuring copyright compliance in all areas

- Ensure permanent access to and physical storage of local information resources (physical and digital collections)

- Support and promote the concept of open access throughout the campus community

Key Area: Ensure permanent access to and physical storage of information resources

- The current Archival and Special Collections facility is projected to reach maximum capacity by 2012. Thus the Library's primary goal within the University's ongoing Capital Campaign is to secure the funding required for a significant renovation and extension of Archival and Special Collections to accommodate the growth of these collections, ensure their long-term preservation, and increase access and visibility.

- Continue to engage in careful planning and management of the TriUniversities Group Annex offsite storage facility, to ensure that it can continue to support long-term preservation and access to the Library's historic print collections, while also freeing up space in the McLaughlin Library building for the University's evolving learning and research needs.

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Strategic Priority 4: Building collaborative relationships to achieve goals

Key Area: Collaborating in the learning environments

- Collaborate with the College of Physical and Engineering Science to create a Science Commons on the third floor of the McLaughlin Library, in order to better integrate academic support services and promote community-building and interdisciplinary exchange for first year science students

- Establish a High School Liaison and Academic Skills Bridging Project to improve the effectiveness and efficiency of outreach and transitional support for high school students

- Continue to work with Graduate Program Services to provide a platform for the electronic submission of University of Guelph theses and dissertations

- Collaborate with the Society and the Shaw Festival to host the International Shaw Society Conference in Summer 2011

- Continue to contribute to OVC curriculum re-design planning through the provision of Learning Services expertise

Key Area: Partnering with Research

- Work with the Associate Deans for Research and Innovation to identify ways to enhance integration of and support for library services and resources within the university's research enterprise

- Collaborate with scholars on digitization and web presentation projects to improve the profile of the University of Guelph within the academic and archival communities and with the general public

- In partnership with the Data Resources Centre and CCS, assist researchers and research teams to develop data management strategies, including provisions for data access and long-term preservation

- In collaboration with the Office of Research, CCS and other campus partners, provide a publicly-accessible catalogue of researchers and research projects to promote UG research and encourage interdisciplinary collaboration

Key Area: Fostering collaborative services

- Support joint initiatives undertaken by the the University's Learning Support Management Group through the provision of human and financial resources

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- Continue to work and build upon our relationship with Computing and Communication Services to better integrate IT support and streamline services for campus learners, researchers, and teachers.

Strategic Enabler A: Develop our people

Aligning our skills and human resources with our strategic priorities:

- Support training and development initiatives to enable teams and staff to meet their mandates, provide new services and fill new roles as part of implementing our new team-based organizational structure

- Base funding is required to address staffing needs to maintain operations and allow for service development in many critical areas:
    - Learning & Curriculum Support sevices including Supported Learning Groups, Writing Services, Library Accessibility Services, and Information Literacy which provide Learning Commons programming
    - IT/application programming
    - electronic resources and serials management
    - archival processing and reference services
    - collections maintenance
    - donor relations and special collection development

- Provide in-depth training for Electronic Resources Management staff in key systems, productivity tools and workflows

- Work jointly with the University's Learning Support Management Group to articulate the case and lobby for additional funding for writing services on campus, in order to respond to growth in embedded curricular programs and the need for ESL graduate student support. Possible initiatives might include:
    - creating an ongoing RFT writing specialist position
    - increasing current levels of graduate student writing support and science writing support

- Create a voluntary peer-feedback development program for all Learning and Curriculum Support team instructional staff

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Strategic Enabler B: Fostering a culture of assessment

Measuring the success of our strategic priorities:

- Further development and implementation of the Data Mart Program to facilitate improved access, processing and storage of data collected by the Library to assist reporting, operations and management practices. Data marts are centralized repositories for processed data. Work began with the Data Inventory Project and in 2011/12 will include the creation of a dynamic data interface for each team in the Library, and training the Library managers on how to access the common assessment data interface through Cognos 8.

- Creating and implementing an evaluation framework (Logic Model) for the development of performance measures in the Library. This tool will be used to develop team goals and performance measures for each of the Library's strategic teams.

- Conduct a needs assessment to determine how to make the SLG database and data procedures more robust and sustainable.

- Develop mechanisms to measure whether new research and scholarly communications initiatives that achieve results in individual pilot projects will reach more researchers across the disciplines and mature as transformative influences in the university as a whole.

- Continue to assess and evaluate the use of electronic resources through internal measures such as usage statistics and web analytics.

- Continue to assess and evaluate the use of Library services and physical library spaces using user experience design principles and techniques.

- Implement a common project management model process to improve project efficiencies, communication and delivery across the Library.

- Create an accessible internal electronic repository of information related to course and program assessments to enable the work of all the Library's strategic teams.

Strategic Enabler C: Transforming our spaces

As the University's needs continue to evolve, and as societal uses of information become more diverse and complex, it is crucial that the Library adapt its current physical facility to accomodate new kinds of academic and scholarly needs. A number of upcoming initiatives will allow us to re-think our use of physical space in the Library:

⇒ Undertake conceptual planning and seek donor support as part of the University's fundraising campaign for expansion of the Library's rapidly growing archival and special collections.

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⇒ Participate in the planning for the proposed Research Commons by contributing to design and identifying second floor space and collections accommodation needs and requirements.

⇒ Conduct a review of the Library's instructional programming spaces, to respond to continuing expansion of the Library's academic support programs (Learning, Writing, SLGs, Information Literacy). This review will assess facilty resource availability and suitability in the Library and across campus

⇒ Work with the College of Physical and Engineering Science to plan for the creation of a Science Learning Commons on the third floor of the Library

⇒ Respond to increased demand for undergraduate learning spaces (individual and group)

⇒ Investigate the feasibility of creating a designated project workroom ("skunkworks") for the Learning and Curriculum Support team

⇒ First floor study and redesign for users in light of space freed up in staff relocation and the implications of the User Services Review and user experience studies