

2007-2008 Strategic Update

University of Guelph Library Integrated Plan in Year 2



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Overview:

This “year 2” update to the integrated plan is intended to identify the Library’s key strategic initiatives for 2007/2008. Many new, current and evolving services and programs require campus support and involvement in order to realize the full potential of the integration of information resources and services into the teaching, learning, administrative and research environments on campus. Ultimately, the Library’s successful contribution to the realization of the iCampus vision depends not only upon the strategic allocation of resources but also upon effective collaboration with campus partners.

One might argue that the Library’s primary objective is to build and enhance its information collections. In order to do so, the Library will continue to invest in consortial purchasing and in consortial management of electronic resources which maximize the Library’s buying power and increase the efficiency of information delivery and access e.g. the Ontario Scholars Portal and the Canadian Research Knowledge Network (CRKN). However, to ensure that the Library can sustain access to world-class scholarly information, the acquisitions budget must be brought into alignment with the average for such comparator institutions as UWO, Queen’s, Waterloo, McMaster, Saskatchewan, Simon Fraser. The Library is also actively developing digital collections by identifying global, national, regional digital conversion initiatives, such as the Open Content Alliance, OurOntario and Alouette Canada, and contributing our unique holdings.

Unfortunately, the current and future development of our unique collections is in jeopardy. The Library must plan for and find the resources 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. The present facility will be completely full by 2008, and a minimum of 5,000 additional square feet is needed to accommodate growth expected over the next decade.

The Library’s role in support of new modes of scholarly communication and rapid advances in e-learning are evolving quickly. The E-Learning Operations unit was created to provide support for the seamless integration of electronic resources (text-based and multimedia) into the online learning environment. Demand for these services is growing exponentially and this has required significantly increased investment in digital licensing and copyright permission clearances, as well as human resources to keep up with the demand. A scholarly communications program is also emerging. The Library’s online academic journal publication service and the pilot implementation of an institutional repository system will provide the foundation for a fully articulated and implemented scholarly communications programme for 2007/2008.

Access to the Library’s information resources and services relies upon a complex IT infrastructure and the Library itself has become an important computing facility for our students. The Library’s integrated plan identifies the need for renewal of information technology and proposes a life-cycle management program. Some significant investments will be required in 2007/2008: approximately 160 public computers (already out of warranty) will need to be replaced; we will invest in a new electronic resource management system; and the Tri-University Group of Libraries will begin to investigate options for a new integrated library system. A website redesign scheduled for roll-out fall of 2007 will improve access to our resources and services and incorporate web 2.0 functionality allowing library users to contribute to and participate in library services.

In addition to proactively collaborating with the campus community on the definition of emerging services, the Library will also be implementing some assessment tools to determine whether we have achieved “success on your terms” in other areas. We will be participating in the 2007 LibQual survey and evaluating student learning outcomes and information literacy skill levels by piloting ARL’s Standardized Assessment of Information Literacy Skills instrument.

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Strategic Priority 1: Enrich the user's experience

Key Area: Create a vibrant “academic town square”

- Improvements to the Library's ability to provide robust physical space for student learning, and to accommodate a full range of research, teaching and learning needs are planned for summer '07:
 - ⇒ Replacement, upgrading, and re-configuration of public furniture, to accommodate current modes of learning and research
 - ⇒ Renovation and upgrading of classroom settings, to facilitate learning and integrated technology instruction for larger groups e.g. SLGs
- Implementing the recommendations of an accessibility review of the Library's "soft services", to complement the physical facilities review already completed in order to increase and support full participation in the “academic town square” for campus members with disabilities
- Create an overall communication strategy, to make users aware of the Library's core services and resources (academic liaison, information literacy, research services, e-learning services, learning commons collaborative programs)

Key Area: Provide support and expertise

- Launching a Learning Commons numeracy and quantitative reasoning initiative which was recently approved for funding through the Learning Enhancement Fund
- Continuation of the Graduate Student Learning Initiative, a collaborative endeavour that brings together key campus services to support graduate student learning, writing, library research, and use of technology. Included in the GSLI are workshops offered by the Data Resource Centre, Learning Services, the Library, and Writing and ESL Services (e.g. GIS workshops, Introduction to SAS training, RefWorks citation management software workshops, writing workshops)
- Increase and improve support for new teaching and research modalities by reviewing and expanding the Library's E-Learning services. The Library has recently formed an “e-learning” task group with membership from TSS and OOL, to seek better ways of integrating information resources and services with online learning and research environments. The Library is also participating on a task group mandated by the AVPA to formulate a campus-wide strategy regarding hybrid courses.
- Increase the provision of course-integrated information literacy instruction by regularizing two pilot programs undertaken in 2006/2007: BAS (recommendation in the review of the BAS programme), and the “Information Management” service course within the B.Comm program. Redistribute professional and associate work to allow increased staff time devoted to IL instruction and planning needs

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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

- Replacement of 160 public desktop computers (already one year out of warranty)
- Investigate feasibility of increasing accessibility of adaptive software for LCSD clients e.g. a laptop loan program for students with adaptive technology needs; expanding site licensing of Kurzweil software
- Current lease of staff workstations is coming to an end, ITS will negotiate a new lease for laptops and desktop computers and realize substantial cost savings while updating technology

Key Area: Provide maximum availability and performance of online services

- Definition and investment in storage solution to meet the growing needs of our digital collections (e.g. Internet Archive titles, L.M.M. project, OAC Review), repository, data and other digital assets
- Investment in an Electronic Resource Management system resulting from the recommendations of the TUG ERM task force in order to streamline the processing of electronic materials thereby ensuring they are made available to users in a timely and accessible fashion
- Exploration with TUG into future of the ILS and identifying a strategy for the next consortial system implementation to replace the existing system

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

- Re-design of the Library's website for fall of 2007, improving the "findability" of information resources and library services and incorporating Web 2.0 principles and tools (user customization, user contributed content, community building)
- Continued development for MyPortico in collaboration with campus groups and with units across the library
- Develop campus institutional repository system, expanding pilot application to meet campus needs

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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

- Ensure that the Library can sustain access to world-class scholarly information by keeping the acquisitions budget aligned with comparator institutions such as UWO, Queen's, Waterloo, McMaster, Saskatchewan, Simon Fraser. We have fallen behind, having received only \$100,000 base increase to the acquisitions budget over the past three years. The Library needs to keep pace with inflation (8% per year for journals), and, most importantly, to be able to respond to the growth of graduate programs, research intensity, and the creation of the new College of Management. As well, there are many new sources of knowledge which the Library needs to acquire to support the University's teaching and research activities, including:
 - ⇒ Increased investment in digital licensing and copyright permissions to use library resources and multimedia content in course management systems. ***This is an area of greatly increased activity.***
 - ⇒ Increased investment in rich media content
- Continue to invest in consortial purchasing and digital management of electronic resources in order to maximize the library's buying power and increase efficiency of information delivery and access in support of research, teaching and learning e.g. the Ontario Scholars Portal and the Canadian Research Knowledge Network (CRKN)

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

- Invest in digital special collections development in the areas of Scottish books, L.M. Montgomery collection, theatre set models, oral history tapes, Massey-Harris Ferguson films collections to increase visibility and access to unique holdings
- Continue participation in global, national and regional digital conversion initiatives, including the Open Content Alliance, Alouette Canada and Our Ontario.
- Advocate for open access and implement a scholarly communications programme developed out of the ACRL Scholarly Communications Institute
 - ⇒ Develop an awareness campaign for faculty and students about their rights in a digital environment.
 - ⇒ Leverage our relationship with vendors and publishers to advocate for publisher agreements that allow authors to retain as many rights as possible over their intellectual product
 - ⇒ Collaborate with other campus partners with expertise in this area
 - ⇒ Identify and develop new services in support of scholarly communications
- Promote the Library's open access scholarly journal publication service, developing a formalized service model
- Implement an institutional repository service for the University of Guelph developed from the recommendations of the Emerging Services Steering Team working group, and faculty and campus consultation and collaboration.

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- Continue to be an active participant in the definition of a national and regional infrastructure in support of open access to research and scholarly communication e.g. Synergies

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

- Plan to accommodate the rapid growth of Archival & Special Collections to ensure their long-term preservation, and increase access and visibility of the collections.
- Participate in the “Collaborative Collections” initiative sponsored by the Ontario Council of University Librarians, which is developing a province-wide strategy for managing and reducing overlap of low-use print collections between academic libraries. Monitor the “North American Storage Trust” project (sponsored by the Association of Research Libraries) for development of best practices which can be adopted for the Canadian or Ontario context.

Strategic Priority 4: Building collaborative relationships to achieve goals

Key Area: Collaborating in the learning environment

- Collaborate in the creation and promotion of digital institutional repositories and open access publications in support of research, teaching, and learning.
- Develop stronger ties among Learning Commons partners to share expertise and to develop collaborative strategies to support teaching and learning e.g. through the Graduate Student Learning Initiative, First Year seminar course modules, the Numeracy and Quantitative Reasoning project
- Participate in the “Organizational Processes” working group sponsored by the 21st Century Curriculum Steering Committee, and support any initiatives which are flagged as requiring Library involvement
- Support the e-learning environment on campus by participating in the University’s task force on “Hybrid Courses: strategies”, and the Library’s ESST task force on “Integration into the Learning Environment”

Key Area: Partnering with research

- Seek ways to enhance integration of and support for Library services and resources with the University’s research enterprise. An academic liaison librarian will be leading an investigation and consultation process in Winter ’07 to better define the needs and potential in this area, and the Library will then act to address some of the recommendations arising from this investigation.

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Key Area: Partnering within the Learning Commons

- Increase integration across the Learning Commons of “infrastructure” support for:
 - ⇒ Web development
 - ⇒ Data base creation and management
 - ⇒ Evaluation and assessment
 - ⇒ Professional growth and development
 - ⇒ Collaboration at the national level
 - ⇒ Marketing and communications

Strategic Enabler A: Develop our people

Aligning our skills and human resources with our strategic priorities:

To Enrich the User Experience:

- Grow operational support for e-Learning Services to meet increasing demands for information resource integration into e-learning environment, by adding one new e-learning assistant position and regularizing two TFT library assistant positions which were seconded from Circulation Services in 2005 to support significant growth in this service area. The Library needs to respond to both an increase in activity in this area, and to any recommendations for improvement to services arising from the Library and campus task groups working to define and streamline e-learning support services.
- Maintain stable and adequate staffing levels in Circulation and Interlibrary Services (both McLaughlin and OVC) by recruiting a library assistant to replace one of the two staff members seconded to E-Learning Services in 2005, and by re-filling an LTD vacancy which arose in 2005. These recruitments will allow the Library to respond to the significant growth in student numbers and a doubling of transactions at Circulation/Reserve service points since 2002/03, largely related to the Library’s extended opening hours, TUG resource sharing, and the popularity of the laptop loan program
- Improve recruitment and training of Circulation part-time staff by adding this to the job responsibilities of the full-time Circulation Information Desk staff member (Judy Smythe)
- Recruit a Science liaison librarian, to recognize the growth of undergraduate and graduate programs and the need for additional subject specialist expertise in the science disciplines.

To Create an Agile Information Space:

- Recognize the ongoing training needs for academic liaison librarians in the use of new communications and information management technologies e.g. RSS, Chat, social networking software

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- Recruit an RFT Systems/Network Analyst to provide advanced network and systems administration in order to plan for and support the increasingly complex Library's IT infrastructure

To Build Information Collections and Support Scholarly Communications:

- Recruit an archivist to provide professional expertise in preservation, digitization and management of archival & special collections. This position would both recognize steady growth in the scope and quantity of the Library's archival collections, and anticipate a major expansion of the Archival & Special Collections facility over the next five years.
- Recruit an archival assistant, to respond to the growth in activity in Archival & Special Collections (size and number of collections, number of user transactions, implementation of new digital collections services), and the changing nature of the work (we need to provide more applied archival expertise).
- Bring a proposal for an additional TUG Annex library assistant position to Annex Steering committee. This position would recognize growth in the number of transactions over the past three years, and provide support for ongoing and anticipated collection management projects.
- Ensure adequate operational support for creating and maintaining digital collections metadata and electronic resources management (potentially by re-focusing existing staffing resources)
- Focus coop librarian hiring in 2007/08 on Information Resources and Information Literacy projects
- Recruit an RFT Digital Projects Analyst to provide programming and development support for digital and scholarly communications initiatives (currently served through TFT)

Strategic Enabler B: Fostering a culture of assessment

Measuring the success of our strategic priorities:

*To measure how well we are **Enriching the User Experience:***

- Participate in the spring 2007 LibQual+ assessment of library service, in partnership with all of the Canadian Association of Research Libraries members
- Evaluate student learning outcomes and information literacy skill levels by piloting use of the Association of Research Libraries SAILS (Standardized Assessment of Information Literacy Skills) instrument.

*To measure the effectiveness of our efforts to **Build Information Collections:***

- Use CARL and ARL comparative statistics to assess funding available for library collections and services (as a percentage of overall university budget).

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Strategic Enabler C: Transforming our spaces

Specific space enhancement goals which the Library will undertake beginning in 2007/08 include:

- Work with physical resources staff to do a needs assessment and conceptual planning for expanded space for the Library's rapidly growing archival and special collections. The present facility will be completely full by 2008, and a minimum of 5,000 additional square feet is needed to accommodate growth expected over the next decade. As one strategy for creating expanded Archives space, the Library will investigate the feasibility of undertaking a heritage renewal project to restore the Massey building's original function as Library space (reading and study areas, meeting rooms and offices).
- Consider the feasibility and impact of reconfiguring Library Receiving areas and the loading dock as part of the conceptual planning for an expansion of Archival & Special Collections (located in the Library's lower level), to enable better workflow and movement and storage of materials into and out of the building.
- Create new learning spaces by minimizing the Library's print collection footprint even as the book collections continue to grow. The McLaughlin Library was built to accommodate a student population of 6,000, and with current enrollment at 18,000 students, there is a severe shortage of public seating in the building. Replacing traditional library shelving with compact shelving will be a key strategy for accommodating the need for more seating spaces, and the priority for 2007/08 fiscal would be to create and furnish more open group study space on the Library's fourth floor.
- Investigate a re-design of the Library's reference desks (McLaughlin Building and OVC Learning Commons), to reflect current ways of assisting and guiding users seeking research help, and to create more public seating and an integrated service point at OVC.
- Review the McLaughlin building hydro infrastructure, to assess current and future ability to support digital learning modalities
- Review use of the Library's teaching classrooms, equipment and booking protocols, to assess future teaching space needs