

Appendix C: Profiles from ARL Member Libraries

<http://www.arl.org/bm~doc/appendix-c.pdf>

These are the profiles submitted from ARL Member libraries from Fall 2008 to 2010. Institutions are listed alphabetically by keyword. For example, University of Kansas is listed under K for Kansas, not U for University.

LIST OF PROFILES FROM ARL MEMBER LIBRARIES

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University of Alabama Libraries (2008)
 University at Albany, SUNY, Libraries (Feb 2010)
 University of Alberta Libraries (May 2009)
 University of Arizona Library (May 2009)
Arizona State University Libraries
 Auburn University Libraries (December 2009)
Boston College Libraries
 Boston Public Library (December 2009)
 Boston University Libraries (Sept 2009)
 Brigham Young University Library (2008)
 University of British Columbia Library (Sept 2009)
 Brown University Library (May 2009)
 University at Buffalo, SUNY, Libraries (April 2009)
University of Calgary
 University of California, Berkeley Library (August 2009)
 University of California, Davis Library (June 2009)
 University of California, Irvine Libraries (July 2009)
 University of California, Los Angeles Library (December 2009)
University of California, Riverside Libraries
 University of California, San Diego Libraries (August 2010)
 University of California, Santa Barbara Libraries (August 2009)
Canada Institute for Scientific and Technical Information (CISTI)
 Case Western Reserve University Libraries (2008)
Center for Research Libraries
 University of Chicago Library (2008)
 University of Cincinnati Libraries (May 2009)
 University of Colorado at Boulder Libraries (July 2009)
Colorado State University Libraries
 Columbia University Libraries (April 2009)
 University of Connecticut Libraries (2008)
 Cornell University Library (May 2009)
 Dartmouth College Library (May 2009)
University of Delaware Library
 Duke University Libraries (May 2009)
 Emory University Libraries (May 2009)
University of Florida Libraries

Florida State University Libraries (May 2009)
George Washington University Library
Georgetown University Library (Jan 2010)
University of Georgia Libraries (2008)
Georgia Tech Library and Information Center (Jan 2010)
University of Guelph Library (May 2009)
Harvard University Libraries
University of Hawaii at Manoa Library (August 2009)
University of Houston Libraries (September 2009)
Howard University Libraries
University of Illinois at Chicago Library (Sept 2009)
University of Illinois at Urbana-Champaign Library (Jan 2010)
Indiana University Libraries Bloomington (May 2009)
University of Iowa Libraries (August 2009)
Iowa State University Library (Jan 2010)
Johns Hopkins University Libraries (May 2009)
University of Kansas Libraries (August 2009)
Kent State University Libraries and Media Services
University of Kentucky Libraries (May 2009)
Bibliothèque de l' Université Laval
Library and Archives Canada
Library of Congress
Louisiana State University Libraries (April 2009)
University of Louisville Libraries (April 2009)
McGill University Library
McMaster University Libraries
University of Manitoba Libraries (December 2009)
University of Maryland Libraries (November 2009)
University of Massachusetts Amherst Libraries (May 2009)
Massachusetts Institute of Technology Libraries
University of Miami Libraries (August 2009)
University of Michigan Library (May 2009)
Michigan State University Libraries (Jan 2010)
University of Minnesota Libraries (April 2009)
University of Missouri–Columbia Libraries (Feb 2010)
Bibliothèques de l'Université de Montréal

National Agricultural Library

National Library of Medicine (August 2009)

University of Nebraska–Lincoln Libraries (April 2009)

University of New Mexico Libraries (December 2009)

New York Public Library (August 2009)

New York State Library

New York University Libraries (Jan 2010)

University of North Carolina at Chapel Hill Libraries (May 2009)

North Carolina State University Libraries

Northwestern University Library (October 2009)

University Libraries of Notre Dame (April 2009)

Ohio State University Libraries (April 2009)

Ohio University Libraries (March 2010)

University of Oklahoma Libraries

Oklahoma State University Library

University of Oregon Libraries (April 2009)

University of Ottawa

University of Pennsylvania Libraries (Jan 2010)

Pennsylvania State University Libraries (May 2009)

University of Pittsburgh Libraries (December 2009)

Princeton University Library

Purdue University Libraries (May 2009)

Queen's University Library

Rice University Library (September 2009)

University of Rochester Libraries (May 2009)

Rutgers University Libraries (May 2009)

University of Saskatchewan Library (August 2009)

Smithsonian Institution Libraries (2008)

University of South Carolina Libraries (April 2009)

University of Southern California Libraries (October 2010)

Southern Illinois University Carbondale Library (March 2010)

Stony Brook University, SUNY, Libraries

Syracuse University Library (November 2009)

Temple University Libraries (May 2009)

University of Tennessee–Knoxville Libraries (2008)

University of Texas Libraries (Jan 2010)

Texas A&M University Libraries (2008)

Texas Tech University Libraries (April 2009)

University of Toronto Libraries

Tulane University Library

University of Utah Library (May 2009)

Vanderbilt University Library

University of Virginia Library

Virginia Tech Libraries

University of Washington Libraries (September 2009)

Washington State University Libraries (August 2009)

Washington University in St. Louis Libraries (April 2009)

University of Waterloo (September 2009)

Wayne State University Libraries (May 2009)

University of Western Ontario Libraries

University of Wisconsin–Madison Libraries (Jan 2010)

Yale University Library (December 2009)

York University Libraries (May 2009)

University of Alabama Libraries

February 2008

Institutional background

The University of Alabama is a major, comprehensive, student-centered research university founded in 1831 as Alabama's first public college. Dedicated to excellence in teaching, research and service, The University of Alabama is in the midst of a planned, steady enrollment growth with a goal of reaching 28,000 students by 2010. With a record freshman class of 4,538 students in fall 2007, total enrollment reached a record high of 25,580. Concurrently, the University embarked on a comprehensive initiative which, through assessment and resulting programmatic change, is designed to increase all measures of student success and learning. These related initiatives form both the framework and the impetus for growth in UA Libraries' services, collections, programs, and collaborative relations.

The Libraries

University of Alabama Libraries, with a collection of over 2.8 million volumes, consists of seven major facilities: Amelia Gayle Gorgas Library (humanities and social sciences), Rodgers Library for Science and Engineering, Angelo Bruno Business Library, McLure Education Library, W.S. Hoole Special Collections Library, Bounds Law Library, and Health Sciences Library. A long-time participant in the international OCLC library network and the SOLINET regional library network, University Libraries also holds membership in the Network for Alabama Academic Libraries (NAAL), the Association of Southeastern Research Libraries (ASERL), the Association of Research Libraries (ARL), and the Center for Research Libraries (CRL).

Services

The University and the people who support it place high value on tradition and continuity as well as on excellence. For this reason, University Libraries has continued to provide traditional library services while striving to assess and meet changing needs of new generations of users. Although there has been 12% growth in staff size over the past five years, a major result of these pressures has been in redefining staff roles and reorganizing the structure and hierarchy of Libraries departments.

Given the possibilities for expanding library programs and services through technology, it is not surprising that the greatest reorganization has taken place in that area. The former Library Systems Office expanded in scope to become the Office of Library Technology (OLT), and a new associate dean was hired to oversee the enhanced role of technology within the Libraries. Over the course of one year the newly-created Web Services and Digital Services Departments were folded into OLT, which formerly consisted of the Integrated Library System/Electronic Resource Management unit and

University of Alabama Libraries

the Area Computing Services unit. This reconfiguration of departments and staffing assumes not only a greater responsibility for technological support of Libraries' operations, but also represents a new investment in the delivery of library services and resources. Other departmental realignments and reorganizations have been effected for the purpose of achieving greater efficiencies of management, to enhance collaboration among units with interrelated responsibilities, and to

improve access to library materials. New in the description of the Libraries' inherently hierarchical structure is acknowledgement in the organization chart that some functions cross traditional departmental lines, among them Metadata Services, Digital Programs, Web Services, E-resources, and Assessment.

UA Libraries continues to develop its state-of-the-art resources for media design and production. In Gorgas Library, the Sanford Media Resource and Design Center ("The R&D") has high-end Apple computer stations equipped for graphic design, web development, audio recording, musical composing, video production and post-production, and CD/DVD authoring. Video and still digital cameras are available for check-out and training on use of the equipment and software is available in person and online. Additional media software is available on the Scholars' Station computers in Rodgers Science & Engineering Library and additional Apple and PC desktop computers with productivity and multimedia software have been installed in Learning Commons areas under development in Gorgas and McLure Libraries. Over 11,870 students visited the R&D in the past year, up 30% from the previous year. As a result of this success, UA's Provost and Vice President for Academic Affairs recently approved funding for a new digital media lab within a major student residential community, to be supported by the R&D.

Collections

A high priority for the Libraries is providing primary source material that is appropriate for undergraduate as well as graduate research. A major purchase in this category in the past year was *Eighteenth Century Collections Online*, fully digitized copies of approximately 138,000 works published in the United Kingdom and America in the 1700s, to complement other related Libraries holdings.

In addition, creation of a Digital Services Department has greatly enhanced discovery and access to unique collections held in Hoole Special Collections Library. These collections have been described elsewhere, but recent additions include the *Donna I. Sorensen Collection: The Contributions of Southern Women*, *Folsom Memorabilia*, the *Lupton African-American Cookbook Collection*, and the *Crowley Collection of 19th and 20th Century American Literature*. A new initiative, *Celebrating Alabama's Cultural Heritage*, will allow new ways of describing and accessing existing material in the collection and of attracting additional gifts and purchases of unique primary sources related to Alabama.

University of Alabama Libraries

Digitization projects greatly enhance awareness of these resources and offer opportunities for collaboration with libraries and organizations with related collections.

Collaborative Relations

Since 2003, the University of Alabama Libraries has received nearly \$1 million in federal funding in support of the Libraries' collaborative projects. In 2003, the Institute of Museum and Library Services (IMLS) awarded \$226,000 to the Libraries as lead institution and in collaboration with the University of Wisconsin-Madison. The project enabled both institutions to share expertise in the creation of a major virtual collection of publishers' bindings. *Publishers' Binding Online, 1815-1930* (<http://bindings.lib.ua.edu/>) features a combined total of some 5,000 bindings owned by the partners respectively and provides

extensive metadata to enable students, scholars, and binders to search, sort, and study the work of specific designers and the more than one thousand design features which reflect historical events, social issues, art movements, and the evolution of commercial binderies. The collection was judged "Best Online Archival Exhibition" in 2008 by ArchivesNext, an online community dedicated to exploring Web 2.0 applications and promoting their broader applicability.

"Exposing Alabama's Riches," a National Historical and Public Records Commission (NHPRC)-funded project in collaboration with Tuskegee University, ensures that historically significant archival collections chronicling the lives and works of African Americans in the Deep South are made accessible to researchers through the creation of finding aids mounted on the library Web pages at both institutions and MARC records in OCLC. UA Libraries has partnered with other Alabama libraries to create the "Alabama Digital Preservation Network," a long-term storage network which, through replication of digital resources at a number of sites, will help prevent their loss through physical damage. The project is made possible by a two-year National Leadership Grant funded by IMLS.

UA Libraries received \$449,000 from IMLS to advance the "Librarians for the 21st Century" initiative. Collaborating with the UA School of Library and Information Studies, a special program leading to the MLS degree was developed for 10 students holding graduate degrees in the humanities and social sciences. Graduates of the program have accepted librarian positions at a broad range of research libraries including The University of Alabama, IUPUI, Vanderbilt University, Washington University at St. Louis and the University of Miami.

The UA Libraries are strongly committed to providing new forms of access to our special and other "hidden" collections. Through the extraordinary generosity of two private foundations and other donors, the Libraries have raised in excess of \$1.6 million

University of Alabama Libraries

since 2006 to digitize unique materials in the William S. Hoole Special Collections Library. Selection of materials for this major initiative is driven by a formal collaborative process with UA students and faculty. This collaborative selection and prioritization process ensure that Libraries' digitization projects and support services directly relate to and advance the University's current and long-term teaching and research priorities.

In support of University transition programs, a facet of the student success initiative, the Libraries designated a faculty member as Libraries' representative to the UA First Year Experience collaborative. This has been very helpful in fostering communication about the fact that the Libraries are in a very real sense both an academic component of the University and a support mechanism for students. University Libraries also have an appointee on the newly created University Assessment Council that seeks through reliable quantitative and qualitative assessment to determine growth areas for promoting student success. This provides a welcome complement to the LibQUAL+ data that UA Libraries has collected for the past several years and, over time, will make possible more precise targeting of library resources to student and faculty needs.

Other intra-university partnerships include providing a computer lab in Gorgas Library to be used collaboratively by University Testing Services and the library, providing tutoring space and library instruction for students participating in the programs of the Center for Teaching

and Learning, providing instruction to graduate teaching assistants in the use of eLearning course management system, and developing a Scholar's Commons lab for collaborative use by the Faculty Resource Center and the library. An elegant and functional meeting space in Gorgas Library is increasingly popular as a venue for campus programs and presentations that broaden and enrich the cultural experience of students, faculty, staff, and the community.

For a full description of Libraries support of University priorities, see the *Libraries Annual Report 2007* at

http://www.lib.ua.edu/about/annual_report/Libraries_Annual_Report07.pdf

University Libraries

University at Albany, SUNY

Institutional Profile

The University at Albany, SUNY.

The University at Albany, the third largest institution in the State University of New York system of higher education, is an internationally recognized public research institution that brings "The World Within Reach" to nearly 18,000 undergraduate and graduate students. The University offers more than 100 undergraduate majors and minors and 120 graduate programs. Many of these programs are nationally ranked, among them criminal justice, information technology, public administration, social welfare, and sociology. UAlbany's College of Nanotechnology Science and Engineering is widely regarded as the top academic and research nanotechnology program in the world. The University is enriched by the varied perspectives and life experiences of a student body and faculty that represent more than 100 nations.

The Libraries

The University Libraries' mission is to "strengthen and enhance the teaching, research, and service of the University at Albany. The Libraries promote intellectual growth and creativity by developing collections, facilitating access to information resources, teaching the effective use of information resources and critical evaluation skills and offering research assistance." The Libraries: recognize users as their primary focus; value self-education, learning, research and scholarship; respect and defend user privacy and intellectual freedom; and strive to be innovative, proactive, flexible, collaborative and experimental.

The University Libraries consist of three libraries, the University Library, the Science Library, and Dewey Graduate Library. The University Library's collections and services focus on social sciences, humanities, education, and business while the Science Library's focus is on biological, chemical, physical, and environmental sciences. The Dewey Graduate Library serves the graduate professional schools of Social Welfare, Criminal Justice, Information Studies, and Public Affairs and Policy located on the downtown campus. Each library houses an Information Commons. An on-site storage facility houses nearly 340,000 volumes of less frequently used materials that are paged upon request. Renovations to the University Library that will expand the variety and quality of study and work spaces and provide more flexible infrastructure for technology are currently in the planning stage.

Statistics from FY09 illustrate the high volume of use the Libraries receive. In that year, visits to the University Library totaled 890,897, the Libraries' website was visited 2,712,900 times, its 139 most heavily used databases were searched 1,533,064 times, reference staff answered 62,930 questions, users checked out 906,698 items, the Libraries' laptops circulated 10,682 times, Interlibrary Loan borrowed

22,371 items from and loaned 12,428 items to other academic libraries, and the Libraries' intra-campus document delivery service delivered 12,691 items directly to library users/offices on campus. During the period before and during final exams the University Library was open 24/7 during the week and 16 hours/day on weekends.

Faculty and Staff

The Libraries' staff is comprised of 72 FTE faculty, 49 FTE support staff, and 30 FTE student staff. The Library faculty are active and hold leadership positions in professional associations at the national, regional, state and local levels. They are also active researchers who publish in the major library and information science journals. Library faculty teach as adjuncts in the University's graduate program in information studies. Many of the Libraries' student assistants and interns are students enrolled in this program and in undergraduate programs in computer and information science.

Collections

The University Libraries strive to provide the breadth and depth of resources that are needed to support the University's curriculum and the research needs of its students and faculty. The Libraries' collection includes information resources in all formats. In 2009 the Libraries owned 2,174,741 print volumes, 2,914,518 microforms and 77,390 e-books (including government publications); received 39,005 print and electronic journals and serials; and subscribed to 297 databases. Virtually all electronic materials can be used from on or off campus 24/7. The Libraries are a designated document depository for the United State, New York State and the European Union. In FY09 the Libraries expended \$5,198,901 on materials.

Collections are managed by bibliographers who work closely with the teaching faculty to build collections that address research and curriculum needs. Collection priorities and policies are documented in the Collection Development Policy which acknowledges that comprehensive collecting has been replaced by selectivity and response to specific needs. Bibliographers, and reference librarians, also provide in-depth reference assistance, make presentations to classes on library research topics, and prepare web-based bibliographies and research guides in subject areas of interest to their assigned departments and programs.

The M.E. Grenander Department of Special Collections and Archives, a repository for manuscript collections and archives of original research materials, provides students with opportunities to consult and study collections of primary source materials, some of which are internationally known. In addition to collections of papers from Marcia Brown, noted children's book illustrator, and William Kennedy, Pulitzer Prize winning author, the Department's most important collections are:

- *The Archives of Public Affairs and Policy* which documents the work of individuals and private interest groups concerned with New York State public policy issues. This collection consists of over five thousand cubic feet of historical records, photographs, film, audiotapes, microfilm, and other record forms. Subject areas covered include: African Americans and Civil Rights Organizations; Conservation and the Environment; Criminal Justice and Prisons; the Death Penalty; Education; Human Sexuality and Gender Identity; Labor; Neighborhood Associations; Public Servants and Politicians; Social Activists and Public Advocates; and Women.
- *The German and Jewish Intellectual Émigré Collection* which contains personal papers, organizational records, tape recordings and other materials that document the German intellectual exodus of the 1930s and 1940s. Comprised of more than 95 collections (approximately 750 cubic feet), one of the principal focal points of the Émigré Collection is papers of former faculty members at the University in Exile, now the Graduate Faculty of Political and Social Science of The New School in New York City
- *The University Archives* which contains the official records of the University at Albany, SUNY, and its predecessor institutions dating to the founding of the New York State Normal School in 1844. This collection also includes papers and records related to the faculty and students of the University.

The Department of Special Collections and Archives is actively engaged in digitizing selected collections related to the history of the University and, in partnership with other units on campus, is making digitized images and audio and video files available on the Web using LUNA Insight.

Services

The University Libraries website (<http://library.albany.edu>) is the research portal to the University Libraries' collections and services. This complex site was developed and is maintained by a committee composed of public services librarians and library systems staff. It provides a gateway to all collections and resources including: the online catalog (Minerva); databases and online journals; subject and course guides; services such as reference, tutorials, Interlibrary Loan, document delivery and circulation; and news and information about the Libraries.

The Libraries' Technical Services and Systems Division provide the expertise needed to acquire and make available all information resources selected by the Collections Division in a user centered, cost effective, and efficient manner. All purchased materials, including contents of full text databases, are represented in Libraries' online catalog. An A to Z journal list and link resolver from Serials Solutions assist users in finding online journals and accessing the full text of articles. Significant staff time and effort is invested in maintaining and upgrading the Libraries online catalog, an Ex Libris Aleph ILS, and the link resolver.

Using ILLiad software to manage requests, the Interlibrary Loan Department supplements the UA Libraries' collection by providing electronic article delivery and loans of books and other types of materials from a vast network of libraries throughout the United States and beyond. Relationships with several consortia (SUNY libraries, ARL RAPID libraries, and Capital District Library Council libraries) enable the department to maintain cost effective resource sharing.

Reference Services are available in the Information Commons at all three libraries. The reference desk in the University Library is staffed up to 69 hours per week with the Science Library and Dewey Library offering fewer hours. In addition to posing questions in person, students, faculty and staff can contact reference librarians by phone, e-mail, IM, and texting. Students and faculty who have more complex research projects are able to schedule individual appointments with reference librarians and bibliographers. Reference services are analyzed according to difficulty of questions, time of day and week, and communication type (*i.e.* in-person, IM, etc.). These analyses inform staffing and service schedules.

Librarians play a significant role in the campus-wide effort to teach students how to access and evaluate information and how to use it ethically. The Libraries offer two one-credit courses that meet the University's Information Literacy General Education requirement. In FY09 the Librarians taught 30 sections of these courses. Librarians also contribute to discipline-based instruction through course-related instruction, development of tutorials and guides, and individual consultation with students. The Libraries' interactive tutorials include Plagiarism 101 (addressing a major concern of teaching faculty), Researching 101, and Evaluating Internet Sites 101.

The Interactive Media Center, located in the University Library, is unique on campus in that it assists students to develop their competency with new media. In addition to offering scheduled instruction and tutorials on a wide variety of software packages, the Center provides equipment for loan including cameras, camcorders, and cassette recorders, and an open lab with onsite consultation, and assistance with audio and video digitizing and web development applications.

As part of the Libraries' active outreach program, librarians attend orientation sessions for freshmen, graduate students, transfer students, international students, and parents, often staffing a booth where students and parents can learn more about library services and resources. The Libraries' largest outreach event, Library Palooza, is held on the opening weekend of each fall semester. In 2009 almost 1,500 students attended this event. Librarians also go "on the road" to residence halls to offer programming. Outreach is provided for transfer students by offering on site programming and

reference service in the campus's transfer student lounge. The Libraries continually reach out to patrons through the website, blogs, flyers, signs, and handouts alerting patrons to research resources and processes, events, and services. Each library has a large screen in its lobby where events, services and collections are advertised.

Each library has a coordinator for services to patrons with disabilities. Software and equipment for students with visual and mobility issues are available in each building and the Libraries provide copying, paging and retrieval, home and office delivery, as well as orientations and reference assistance.

The University Libraries have long been a welcoming gathering place for students to study and meet. The varied settings within the Libraries include designated quiet study areas, study carrels, group study areas (some with white boards), and comfortable seating areas. Developed in partnership with the University's Information Technology Services, the three Information Commons now house more than 550 public PCs which provide access to an extensive suite of software. The Commons encourage and support the knowledge-centered, student-centered, social, interactive, and technologic aspects of teaching and learning at the University.

Library faculty strive to be aware of constantly shifting landscape of library services as well as changing user needs and expectations. Librarians and staff members expend extensive time and effort to adapt traditional services to best meet current student needs and preferences. They also invest significant time and effort in introducing new and innovative services. For example, recent services introduced by the Reference Department include IM Reference, Text Reference, and Just Ask! Service where students ask for reference assistance to come to them at the computer they are using.

The Libraries collect data to assess how well they are meeting student needs and to help improve services. Evidence from [LibQual+](#), the UAlbany Institutional Research Middle States Survey on Student, Faculty and Staff Satisfaction, and several internal library surveys indicates that the Libraries are effective in informing users about available services and that users are largely satisfied with the services the Libraries provide.

UNIVERSITY OF ALBERTA

QUALITATIVE MEASURES SUMMARY

The University of Alberta Libraries (UAL) collection consists of more than 7 million titles and 10 million items, with one of the most unique collections in North America (based on an OCLC collections study). UAL is a system of twelve libraries providing collections and services for the communities served, on the Main Campus, on the Campus Saint-Jean (a unique university within a university, offering a broad range of programs in the arts, sciences and professions in the French language), and Augustana Campus (a campus in rural Alberta intended to provide an intimate, residential experience to undergraduates from rural communities).

The UAL serves as an institutional leader throughout its service offerings, collaborations, and staffing practices. This overarching goal guides organizational and individual staff activities and professional contributions, encouraging continuous evaluation and innovation.

COLLECTIONS

The current UAL strategic plan is to become a “library of record” with respect to collections and the curation thereof, no matter the medium. This has implications for the breadth, depth, access, and relevance of these collections. Favorable funding makes this goal attainable. Therefore, the UAL’s approach to collections development has several facets.

Supplementing the collections’ space associated with the campus based libraries, is the Book and Record Depository (BARD), a library storage facility and the first of its kind in Canada. The 46,460 sq.ft. facility was opened in 1994 and currently houses 5 million items. The BARD enables aggressive collection development by offering high density, climate-controlled, low cost storage for less-frequently-used research materials in all formats. These materials are highly accessible for UAL users; the items have MARC records in the UAL catalogue and are delivered to the user’s library of choice within the same day if possible, but guaranteed within 24 hours of request. Current plans are underway to build a replacement facility, with greater storage capacity.

Over 180,000 rare and unique items are housed in the Bruce Peel Special Collections Library (BPSC). Open to the public, this special library mounts a minimum of 4 exhibitions per year based on original research in collaboration with University of Alberta faculty; catalogues are produced from exhibitions each year, distributed through the University of Alberta Press (which is a part of the broader Library family). The catalogues have won several design awards and all are deposited with ARL Member libraries.

Collections of particular strength at the BPSC span the disciplines of the sciences and humanities, both historic and contemporary. Some examples are the: Dime Novel Collection; Entomological Collection; Javitch Collection (North and South Amerindian materials); Master

bookbinder Pierre Ouvrard; pre-18thc editions of John Bunyan; the Austrian and Central European Collection; Victorian and Edwardian Children's Fiction; North American exploration literature and maps; the archives of Major-General Sir Samuel Benfield Steele; Alberta local histories and folklore; artists' books and bookworks; and, fine private press books (Curwen Press and Grabhorn Press in particular). UAL also has one of the largest map collections in North America.

The stories of UAL's collections attest to the recognized leadership and innovative practices of UAL, within the University community and beyond. One example is the collection of Major-General Sir Samuel Benfield Steele (1849-1919), a pivotal figure in Western Canadian history. This archival collection, including objects and writings, is an outstanding example of UAL's collaborative strength, having been supported by grants awarded from the provincial and federal governments, corporate sponsorship, and individual donors. Another is our Austrian and Central European Library Collection, which is among the five leading libraries in the field in North America, and contains historical maps of Central Europe, not held by any other North American library. This collection was a key factor in the decision by the Wirth Institute for Austrian and Central European Studies to be sited at the University of Alberta. A third is the Canadian Circumpolar Collection, a geographically-defined collection of considerable strength in support the University's membership in the University of the North (a cooperative network of universities, colleges, and other organizations committed to higher education and research in the North).

The UAL makes a unique contribution to Canadian digitized heritage through Peel's Prairie Provinces (<http://peel.library.ualberta.ca/index.html>), a resource on the history and culture of the Canadian Prairies. This website contains both an online bibliography of books, pamphlets, and other materials related to the development of the Prairies, as well as a fully searchable collection of the full texts of many of these items. As of September 2008, the Peel bibliographic database held some 7,200 titles, of which most have already been rendered in digital form and mounted on the Web site. Materials in several languages are available: English, French, Ukrainian, Cree and others. This work builds upon the seminal bibliography by Bruce Peel (Ernie B. Ingles and N. Merrill Distad, eds., *Peel's bibliography of the Canadian Prairies to 1953*, Toronto: University of Toronto Press, 2003). In addition, and because of its evolving and recognized expertise in mass digitization, metadata creation and other related capabilities, the UAL is the focal point of a national large digitization initiative to render ALL printed Canadiana (in the public domain) into a digital format (approx. 20 million pages). This project is in partnership with **Canadiana.org**, the **Canadian Research Knowledge Network**, and the **Internet Archive**.

Having and continuing to invest significantly in electronic/digital content, UAL is committed to systematically working toward recognition if not certification as a trusted digital repository. UAL has invested substantially in infrastructure and in staff positions focused on the myriad of issues regarding long-term curation. It is a **Sun Microsystems Center of Excellence** and is a founding member of the **Sun Preservation and Archiving Special Interest Group**.

SERVICES

User-centered service guides UAL's service practices. Traditional and emerging services are assessed for user satisfaction and relevance, and the staff engage in foundational research to gain a more comprehensive and holistic understanding of users' information behaviours and needs. Current services prioritize the convenience of access for faculty, students, and staff; for example UAL has collaborated with the University of Toronto, the largest research library in Canada to expedite ILL requests to its borrowers. UAL has always been a substantive net lender, was identified as one of only two high performing lending operations in the *ARL ILL/DD Performance Measures Study*, and has consistently ranked in the top ten ARL libraries for total items loaned.

Examples which showcase UAL's innovative and responsive service approach are:

- A service model whereby all in-person transactions occur at one integrated service desk in eight of our unit libraries. This model has allowed increased hours of service and improved quality of transactions. Users have one place for all informational needs; borrowing issues, technology questions and reference/referral, and are served by highly trained support staff and librarians.
- A variety of virtual reference options including live chat reference, e-mail reference, an in-house help service that allows users to call a staff member to their particular computer, 'ask a librarian' icon which can open a live chat conversation with a subject specialist, and Facebook options.
- Efficient use of self serve options for borrower transactions, including reserve rooms in unit libraries.
- Librarians embedded in selected faculties, maintaining office hours within departments to collaborate with fellow faculty members to design and conduct instructional programs and research projects.
- Dedication to the value of information literacy instruction and life-long-learning. UAL is guided by the Information Literacy Competency Standards for Higher Education set by the Association of College & Research Libraries (ACRL). As evidence of our commitment, UAL sponsors an [Information Literacy in Academic Libraries Workshop](#) annually, hosting world renowned speakers and attracting attendees from across North America.
- Recognition of the complete informational needs of our community with the opening of **epIGO**, a branch of the Edmonton Public Library (epl), operating out of our Learning Common. <http://www.epl.ca/EPLBranchesDetail.cfm?id=cameron>

The staffing component of the UAL is organized with a view to ensure that traditional library services are maintained, but also to address emerging trends within academe. The UAL is one of only two Canadian university libraries which dedicate a position to library assessment, for example. The UAL was one of the earlier research libraries to participate in LibQUAL+, joining

in 2002; other assessment tools that will be used include two recently-developed Canadian capabilities: LibPas (Library Performance Assessment) and LibSat (Library Satisfaction).

COLLABORATIVE RELATIONS

The UAL is a leader in Canada in the development of collaborative relationships, whether with academic libraries or other library types, on regional, national, and international bases. The UAL is the founder or lead participant in:

- **NEOS Library Consortium**, which shares UAL technology expertise to support single-catalogue access to collections of 18 participating libraries, primarily university, college and government.
- **The Alberta Library**, a multi-type library consortium that allows any Albertan access to all the province's libraries through a single user card.
- **The Lois Hole Campus Alberta Digital Library (LHCADL)**, a provincial government sponsored 'digital and electronic library' providing provincial 35 post-secondary institutions access to 4.5 million licensed electronic scholarly materials, as well as information literacy programming.
- **The First Nations Information Connection (FNIC)**, a uniquely UAL capacity to provide students and staff at six (to date) First Nations colleges online resources and provincial library initiatives, to which they had no institutional access prior to 2007.
- **The Northern Exposure to Leadership Institute (NEL)**, Canada's only library leadership institute. Over 200 participants have been selected to participate in NEL over nine years.

Further, the UAL participates actively in these consortia and activities:

- **Health Knowledge Network**, a revenue generating partnership with the University of Calgary which provides widespread health information services to the health authorities and communities of practice in Alberta and Saskatchewan.
- **OCLC WorldCat and Library & Archives Canada AMICUS databases**, through contribution of MARC records.
- **The Council of Prairie and Pacific University Libraries (COPPUL)**, a consortium of 20 university libraries located in Manitoba, Saskatchewan, Alberta and British Columbia.
- **CLOCKSS (Controlled LOCKSS)**, a joint venture between the world's leading scholarly publishers and research libraries whose mission is to build a sustainable, geographically distributed dark archive. UAL is the recognized Canadian node.

Examples of regional, national and international initiatives founded and/or led by individual staff include:

- The Collaborative Work Program with the School of Library and Information Studies that provides professional experience for MLIS students.

- **The Data Liberation Initiative (DLI)**, a national program to which post secondary institutions pay an annual subscription fee that allows their faculty and students unlimited access to numerous Statistics Canada public use microdata files, databases and geographic files. Prior to DLI, researchers had to pay high fees for individual files.
- The open-access **Evidence-Based Library and Information Practice** journal, the first scholarly publication devoted to EBL, with an international editorial board of leaders in the field.

UAL engages in collaboration with the academic community through hosting and providing support via the **Public Knowledge Project's (PKP) Open Journals Systems**. Currently seventeen (17) journals are published through this service with several more in various stages of development. Examples of high impact hosted journals include the International Journal of Qualitative Methods (ejournals.library.ualberta.ca/index.php/IJQM/about/contact), the Canadian Journal of Sociology (ejournals.library.ualberta.ca/index.php/CJS/about) and the Journal of Pharmacy and Pharmaceutical Sciences (ejournals.library.ualberta.ca/index.php/JPPS/about).

STAFF

The UAL recruits staff with a commitment to leadership within the institution and the profession, and who are committed to lifelong learning and continuous development; nineteen percent of current tenured or tenure-track librarians either possess a doctoral degree, or are currently pursuing one. Many others possess double Masters' degrees. University of Alberta librarians have active research, publishing, and presentation programs. A sample listing of these activities for 2007 can be found at www.library.ualberta.ca/aboutus/publications07.

For its own part, UAL has a demonstrated commitment to support and develop professional staff, through innovative programs and partnerships. To further nurture the staff research endeavor, the UAL has recruited a leading Canadian professor and researcher to fill the newly-created position of **Director of Research**.

A major initiative is the Academic internship program. Established in 2000, this program employs up to six new graduates annually. In addition to their liaison and public service roles, each intern collaborates on an intensive project, which has led, by way of prototyping, to many of UAL's innovations

Another example is the developing 'embedded librarian' program where, in partnership with University-based research groups, today six librarians (all recent hires) are paid in full from faculty research grant sources, and are assigned with service expectations to the research group for 2/3 of their time, with the balance remitting to the UAL generally.

Other examples of specialized positions leading the institution into new areas of service include the **Digital Repository and GIS Librarian**, the aforementioned **Director of Research**, and an **Associate University Librarian for International Relations**. The latter is exclusively focused on making connections with libraries beyond North America and placing relevant gift volumes (more than 500,000 annually) into libraries in developing countries.

UNIVERSITY OF ARIZONA LIBRARIES

May 2009

The University of Arizona, founded in 1885, was the state's first university. It is one of the leading U.S. public research universities and is committed to becoming one of the 10 best public research universities in the United States over the next few years. In addition to the Main Campus in Tucson, it has a branch campus, additional research sites (such as Biosphere 2), and it jointly operates the Phoenix Biomedical Campus. Areas of emphasis include optics, space exploration, biosciences, sustainability, and the Southwest. It is a land-grant institution and is classified as RU/VH: Research Universities (very high research activity) by the Carnegie Foundation.

The Libraries support the University's mission "to improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement." The UA Libraries serve a population of 29,719 undergraduates, 8,338 graduate/professional students, and 2,063 faculty members (October 2008). More than 2 million people visit the Libraries every year.

The Libraries report to the Provost. The Dean of the Libraries is responsible for overseeing the Main Library and its Information Commons, Special Collections, the Science-Engineering Library, the Fine Arts Library (composed of the combined Music and Architecture Libraries), and the Center for Creative Photography. The Libraries' team-based structure was reorganized in Summer 2008 to deal with budget cutbacks and to meet customers' changing expectations. Starting in 2009, the University of Arizona Press also will report to the Dean of Libraries. The campus's Health Sciences Library reports to the Vice President for Health Affairs; the Law Library reports to the Dean of the College of Law. The combined staff of all campus libraries comprises 64 FTE faculty, 107 FTE support staff, and 68 FTE student workers.

Services

The Libraries launched several new services for customers in 2006-07. The Express Document Delivery Service provides free electronic delivery of articles and book chapters to customers' desktops. With the Express Retrieval paging service, library employees retrieve the customers' requested materials from shelves and make them available for pickup within 24 hours.

These and other enhancements were made possible through funding by a Library Student Fee. Approved by the Board of Regents in 2006, this \$30 annual fee generates about \$800,000 each year for the Libraries. In addition to the Express Retrieval and Express Documents services, the student fee has funded streaming video service, new electronic materials, laptop checkouts, presentation practice rooms, an online résumé service, specialty software, improvements to the Course Management System, customer lockers, digital projects, and expanded hours of operation.

The Information Commons (IC) is one of the most heavily used areas of the Main Library. The IC opened in 2001 and was designed as a student-friendly place for technology-enhanced, active learning. Its primary purpose was to support undergraduates – particularly first-year students – but it is used by undergraduates and graduate students alike.

In the Libraries, customers have access to more than 500 workstations, nearly 200 laptop loaners, a large electronic classroom, presentation practice rooms, extensive collaborative and individual study spaces, and in-person or on-demand research and technology assistance.

Instruction is another key service of the Libraries. In an effort to reach more students more cost-effectively, UA librarians are moving from face-to-face to online instruction. In 2007, the Libraries offered their first online course for credit. This 1-credit class, called Skillful Researcher, focuses on introducing incoming students to the campus Course Management System (Desire2Learn) and getting them comfortable with core library and information resources, technologies, and services. Beginning in Fall 2009, the Libraries will offer a new online class in information literacy called Research Lab. This 1-credit course, which will accompany English 102 Composition, will be taken by all freshmen (as many as 6,000).

The Libraries use regular assessments – including LibQUAL and Action Gap surveys, environmental scans, meetings with UA student leaders, and online feedback forms – to identify which services are most important to customers. The Libraries' teams also use strategic planning and process improvement to identify and improve problems and weak areas. A new position, Director of Project Management and Assessment, was created in 2008 to coordinate assessment.

As a result of assessment, many internal policies have changed. For example, after a study found that most reference-desk questions didn't require a librarian's expertise, the decision was made to replace librarians on the reference desks with trained classified-staff information specialists. Librarians still will be available for reference help, just not always waiting at a desk.

Collections

At the end of 2007-08, the UA Libraries, Law Library, and Health Sciences Library held 5.27 million volumes and subscribed to 62,468 serials. They expended \$10.3 million (about 43% of their total expenditures) on information resources in 2007-08.

Over the past 10 years, the UA Libraries have moved significantly toward electronic resources. Several factors prompted this decision: lack of physical space, repeated budget cuts (not being able to afford print AND electronic copies), and customers' preference for electronic resources. As of 2007-08, 86% of our serials and journals were electronic. One-quarter of the books we purchased in 2007-08 were e-books.

The UA Libraries are building an Institutional Repository for the University, called UAiR [<http://www.uair.arizona.edu>]. It currently contains exhibits of digital collections, primarily

from the Libraries' Special Collections; electronic journals in the areas of science, rangelands, and Egyptian archaeology; the largest Afghanistan digital collections in the world; and an eBook on Latino politics.

Collections in the Center for Creative Photography and Special Collections reflect regional interests and the University's areas of emphasis. Special Collections is known for its collections related to Arizona and the Borderlands of the Southwest, fine arts and theater arts (including items from the American Museum of Vaudeville), Western and environmental writers, and Arizona politics. The Center for Creative Photography, which was co-founded by Ansel Adams in 1975, includes 80,000 fine prints by 2,000 photographers and more than 200 archives. The Center holds the largest collection of North American photographers in the world.

The UA Libraries have participated in the Federal Depository Library Program since 1907. Between 1963 and 1987, it operated as a regional depository. Space constraints prompted a change to selective depository status in 1987. The UA Libraries became the pilot site for a virtual depository model in 2003. As a virtual depository, the UA Libraries now receive most federal publications in electronic format.

The Libraries have moved away from a model of "just in case" collection development to a strategy of "just in time" delivery. By focusing on improving interlibrary loan and document delivery services, the Libraries are shifting to network-level discovery and access. The WorldCat Local search tool was added to the Libraries' homepage in January 2009, allowing customers to locate resources from thousands of libraries around the world. The UA Libraries participate in the Arizona University Libraries Consortium (AULC), Greater Western Library Alliance (GWLA), Center for Research Libraries (CRL), Research Libraries Group (RLG), and Amigos consortia.

Collaborative Relations

In addition to consortial memberships, the UA Libraries collaborate with numerous units on campus as well as local, regional, national, and international organizations. Campus collaborations include developing an online course with the English Department; working with the Civil Engineering Department on the Geotechnical, Rock, & Water (GROW) Digital Library; and publishing the eBook *Latino Politics*, co-written by a UA Political Science professor. Statewide, the Libraries have worked with Arizona teachers to develop LessonLink (a web portal to resources for K-14 education) and with other state universities on the Arizona Archives Online; the Center for Creative Photography and Phoenix Art Museum also collaborate on running a gallery. Nationally, the Libraries have been active in GWLA's Technical Reports Archives and Image Library (TRAIL) and Western Waters projects. Internationally, the Libraries have partnered with the Afghanistan Centre at Kabul University to digitize rare Afghan cultural and historical documents, and to make them available through UAiR.

Horizon Issues

Instruction is actively being redesigned to focus on online learning and improving students' ability to navigate electronic materials. The Libraries' goal is to offer more credit and noncredit modules and to increase use of these online modules. The Provost also has asked the Libraries to create an online information-use minor by 2014.

The Libraries are creating a web-based Course Resource Organizer to guide faculty through the process of building course-specific resources pages. Beginning in Fall 2009, it will be able to integrate relevant library resources, tools, and services into any course offered at the UA.

The Libraries' strategic plan also focuses on creating and managing digital assets. Further development of the institutional repository is a high priority. Future plans include integrating UAIIR collection data with the Libraries' catalog, uploading a wider range of content (audio, technical reports, research results), and adding e-Commerce capabilities. The Libraries' new relationship with the UA Press opens up opportunities for digital publishing and print-on-demand services.

Improving operational effectiveness is another focus, as is increasing the amount of customizable space in the Libraries so that existing square footage can support the multiple needs of customers.

Auburn University Libraries

October 2009

Auburn University is a comprehensive land-grant university with the main campus at Auburn, Alabama and a separately administered branch campus at Montgomery. The university is the oldest four-year, coeducational school in Alabama and the second-oldest in the Southeast (women were first admitted in 1892). Since its designation as Alabama's land-grant institution, Auburn University has been committed to excellence in teaching, research, and extension \ public service in the agricultural and biological sciences and in engineering and the physical sciences. These broad areas of academic endeavor remain strong at the University today, and they have produced numerous individual and collaborative research programs whose high quality is recognized nationally and internationally. Teaching and research programs in the humanities, fine arts, and social sciences also flourish at Auburn, and a number of endowed chairs and lectureships are used to help provide an environment that nurtures creativity and scholarship in these disciplines. Program expansion in business and professional education has also been an important feature of Auburn's development since the mid-1940s.

The Auburn University Libraries includes the Ralph Brown Draughon Library, the Charles Cary Veterinary Medical Library, and the Library of Architecture, Design, and Construction. Auburn is a long-time participant in the international OCLC library network and the Lyrasis (formerly SOLINET) regional library network, as well as being a member in the Network for Alabama Academic Libraries (NAAL), the Association of Southeastern Research Libraries (ASERL), and the Association of Research Libraries (ARL)

Collections and Technology

The Auburn University Libraries provide collections that include 3,459,542 volumes; 19,437 current journals; 2,718,945 microfilm units; and 10,699 linear feet of archives and manuscripts supported by collection expenditures of \$5,760,251.

Auburn's concentration of academic programs in science, technology, and medicine (including degree programs in Pharmacy, Nursing, and Veterinary Medicine) is reflected in the Libraries' collections. Sixty-seven percent of the materials budget is devoted to journal subscriptions; almost sixty percent of journal subscriptions are for large packages of science/technology/medicine journals. Journal packages from commercial sources—Elsevier, Springer, Wiley, Blackwell's—are included, as are packages from the American Chemical Society, the Association for Computing Machinery, American Society of Agricultural and Biological Engineers, the Society of Automotive Engineers, the American Physical Society, the American Society for Mechanical Engineers, the IEEE, and many others.

The Libraries also feature a growing number of heavily-used digital collections from the Auburn University Digital Library—collections embracing topics as disparate as the

Rickenbacker Collection (dealing with the life, career, and family of the World War I flying ace), the Eugene B. Sledge Collection (dealing with the author of With the Old Breed: At Peleliu and Okinawa, now widely recognized as a classic war memoir), the Piano Bench Collection (a collection of sheet music published before 1923), and the Alabama Community Plans Collection (plans that represent the best of city planning and urban design, downtown revitalization and preservation, and campus planning, and are essential documents in the continued development of communities across Alabama). Working with an external production company, the Libraries also succeeded in digitizing over seventy years of the Auburn University yearbook and making them publicly available through the Digital Library. The Libraries are working with faculty members in several departments to incorporate materials from these digital collections into their courses.

The Archives and Special Collections has strong collections supporting research in a variety of subject areas, including aviation history, natural history, the American Civil War, agricultural and rural life in Alabama, Alabama architecture, Alabama authors, and twentieth century Alabama politics.

The Libraries are developing new discovery tools to make local holdings and special collections (including digital collections) more accessible to the Auburn community and the general public. Under the guidance of a recently hired Database Enhancement Librarian, the Libraries have developed a new search and discovery interface using the open-source VuFind software. The interface is currently in beta testing. The Libraries are also exploring ways of consolidating local collections and licensed content into a single, easy-to-navigate discovery portal.

Services

The services and facilities of the Auburn University Libraries contribute in significant ways to the tri-part university mission of instruction, research and outreach. In the past several years the Auburn University Libraries staff has begun a series of significant changes designed to provide a better physical environment for goals of productive learning, collaborative work and research. Input for such change has come from a diverse group of library stakeholders including the Library Student Advisory Council (LSAC), whose input has focused on recommendations for improving aspects of the library's space as varied as the newly updated paint and carpeting and a newly furnished and dedicated quiet space for faculty and graduate students. The Libraries have worked with the LSAC to better understand the services student users need and want. Those have included improved security for the expanded 24/5 hour schedule, an escort service to adjacent parking lots available during evening hours, a school supplies vending machine and improved food services in the form of a full-service Caribou Coffee Shop in the second-floor lobby space with an expanded seating area adjacent to the new books and current periodicals collections. The council requested upgraded wireless capability throughout the building, which was jointly funded by the Libraries and the Provost's Office.

By providing access to the latest multimedia hardware and software, together with on-site technical expertise needed to use these resources to help Auburn University students and faculty create and use multimedia materials in their class assignments, projects and scholarly research, the Media and Digital Resources Laboratory (MDRL) has become a centerpiece of learning through technology at the Library. This heavily used first-floor area of the library, where an online real-time map helps students find which of the computers are available and provides access to the latest multimedia hardware and software, was expanded to nearly double the previous square footage. Its state-of-the-art resources for media design and production include high-end Apple computers and PCs equipped for graphic design, web development, audio recording, musical composing, video production and post-production, and CD/DVD authoring. Video and still digital cameras are available for check-out and training on use of the equipment and software is available. Poster-sized printing is also available from large format printers. There were over 36,000 visits to the MDRL in the past year (October 2008-September 2009).

The Movies, Music and More collection of CDs, DVDs and videos was merged into the MDRL for one-stop access to multimedia materials and hardware. Creating space for the expanded MDRL required reorganization and weeding of micro-format materials and the government documents collection that included moving lesser-used materials to closed-stacks storage and making a service point more visible and accessible.

The Newspaper Reading Room, also on the first floor, has increasingly served as the Libraries' multipurpose space. A gift from the Alabama Newspaper Association provided funding in part for new furnishings to convert the room into one that can be reconfigured to suit a variety of functions. Large-screen monitors were installed to provide broadcast journalism in the area adjacent to the print newspapers. With internal grant funding support from the Provost's Office the Libraries designed and equipped two spaces with laptop "garages," convertible workstations with built-in power receptacles that offer a total of 60 additional outlets available to users anytime they are not in use for information literacy instruction. Also easily accessible on the second floor is a new Assistive Technologies Lab built by Affirmative Action/Equal Employment Opportunity and maintained by the Program for Students with Disabilities.

Most currently the Libraries are using an endowment from Birmingham-based EBSCO Industries to open the Learning Commons in January, 2010 that will provide more collaborative workspace and combine reference and technology service points to support student learning and faculty teaching and research. Partnering in that space will be the Office of Information Technology Help Desk, Study Partners peer tutoring service and the Miller Writing Center.

Auburn University Libraries play an integral role in teaching and learning on all levels. Teaching partnerships between classroom and library faculty, particularly through Freshman Composition and the series of University orientation and study skills courses, advance the information literacy skills of students at all levels through active course-related instruction, wiki subject guides and course-specific web pages. Auburn University library faculty serve on the core curriculum and general education committee and helped to formulate general education outcomes that include information literacy as first on the list. With the formation of an instruction team including new faculty hires, instruction sessions numbered 748 (up from 594 from the previous year) with an estimate of 14,960 participants (11,000 reported last year). On-demand specialized instruction is also offered.

Reference services, both traditional in-person and telephone transactions and a virtual reference chat service, are provided for any user anywhere with over 90,000 questions answered in the latest reporting period. Access to library information and services through Facebook and Twitter are also available. In addition to reference services in the RBD Library, assistance is also offered in the Library of Architecture, Design and Construction, the Cary Veterinary Medical Library and Special Collections with its manuscript and rare book collections. A courier service provides library materials delivered to an Auburn University departmental office or between the RBD and branch libraries, while the Aubiexpress service delivers articles and book chapters electronically from materials located in the Auburn Libraries. Patrons who are not using networked computers can use their own laptops and connect wirelessly or can check out one of over 60 available through the Circulation Desk. In partnership with the Graduate School, the Libraries are working to provide access to the electronic dissertations written by Auburn students. The Biggio Center for the Enhancement of Teaching and Learning and an outpost of the CopyCat campus copy center, are also located in the Library.

Outreach takes a variety of forms for the Auburn University Libraries. The Libraries reached out to the Osher Lifelong Learning Institute (OLLI) to include community members and make them aware of available library access. Parents of incoming students are briefed on available resources and services through Snacks in the Stacks during Camp War Eagle. Reference librarians staff the "Information Oasis" for new students on the first few days of the fall semester to help them find their classes, let them know about the annual open house, Tailgate@ the Library, and urge them to visit the libraries. It is the Libraries' honor to join the provost in recognizing newly tenured and promoted colleagues each fall with a book recognition and reception.

Collaborative Relations

In the past decade, the Auburn University Libraries have participated in several collaborative initiatives of national significance with other libraries and archives in Alabama and the southeast. Brief descriptions of the libraries' major collaborative programs in the field of digitization and digital preservation follow:

1. AlabamaMosaic (<http://www.alabamamosaic.org/>). Starting in 2001 under the auspices of the Network of Alabama Academic Libraries (NAAL), the Auburn University Libraries participated in a three-year, \$1.1 million National Leadership Grant from the U.S. Institute of Museum and Library Services (IMLS) to create a digital repository for the state of Alabama. Working with other academic and public libraries and with the Alabama Department of Archives & History, the Auburn University Libraries designed and currently host AlabamaMosaic, a repository of digital materials on Alabama's history, culture, places, and people. The purpose of AlabamaMosaic is to make unique historical treasures from Alabama's archives, libraries, museums, and other repositories electronically accessible to Alabama residents and to students, researchers, and the general public in other states and countries. AlabamaMosaic currently contains over 24,000 digital objects from sixteen institutions, including the Alabama Department of Archives & History, Birmingham Public Library, Tuskegee University, and the University of Alabama.

2. The MetaArchive Cooperative (<http://www.metaarchive.org/>). Beginning in 2004, the libraries participated in a three-year, \$1.4 million effort supported by the U.S. Library of Congress and a cooperative of six research libraries to create a MetaArchive of Southern Digital Culture. The project, originally headed by Emory University, was dedicated to preserving vital at-risk digital content of Southern culture and history. Auburn University, Emory University, Florida State University, Georgia Tech, the University of Louisville, and Virginia Tech comprised the original cooperative, which has since expanded to include other universities in the U.S., the United Kingdom, and Brazil. The MetaArchive Cooperative was the first Private LOCKSS Network and regional distributed digital preservation initiative in the United States, and serves as a model for other networks in the U.S. and other countries. As a founding member of MetaArchive, the Auburn University Libraries continue to play a leading role in the cooperative's governance and expansion.

3. The Alabama Digital Preservation Network (<http://adpn.org/>). Starting in 2006 under the auspices of NAAL, the libraries participated in a two-year, \$114,000 National Leadership Grant from the U.S. Institute of Museum and Library Services (IMLS) to create a geographically distributed digital preservation network for the state of Alabama using the same software (LOCKSS) that is used by the multi-state MetaArchive Cooperative. The Alabama Digital

Preservation Network (ADPNet) is now a self-supporting program of NAAL. It currently consists of seven institutions: the Alabama Department of Archives & History, Auburn University, Spring Hill College, Troy University, the University of Alabama, the University of Alabama at Birmingham, and the University of North Alabama. ADPNet has achieved national recognition as a low-cost, low-maintenance digital preservation solution for single states or consortia and a model for inter-institutional cooperation.

4. The ASERL Civil War Project. Starting in 2009, the Auburn University Libraries are partnering with other ASERL libraries to identify and digitize locally held materials pertaining to the intellectual underpinnings of the American Civil War. The project is focusing on materials created or published between 1850 and 1865, including manuscripts, diaries, correspondence, books, sheet music, and daguerreotypes. The participating libraries are cooperating on developing criteria for selection, a common metadata schema and data dictionary, and a Web-based discovery solution that can harvest, consolidate, and provide easy access to materials from disparate local collections. The goal is to make the digitized materials widely available through a dedicated Web portal (and, possibly, Flickr) in time for the Civil War Sesquicentennial in 2011.

THE BOSTON PUBLIC LIBRARY

MISSION STATEMENT

The Boston Public Library's mission is to preserve and provide access to historical records of our society, and to serve the cultural, educational, and informational needs of the people of the City and the Commonwealth.

PRIORITIES 2009-2010

Advancement of Learning

- Early literacy: Babies to pre-Kindergarten
- Academic support: School-age children and teens
- Lifelong learning: For all ages

Easy Access to BPL Resources Most in Demand

- Serving the greatest number of people with existing or reduced resources
- Includes open hours, electronic access, and collection

Libraries as Community Gathering Places

- Existing facilities are clean, organized, and welcoming public environments

Programs and Services that Help People during these Economic Times

- Includes services such as job and career information, resume writing, foreclosure prevention programs

OVERVIEW

For more than 160 years, the Boston Public Library has pioneered public library service in America. Established in 1848, the Boston Public Library was the first publicly supported municipal library in America, the first public library to lend books, the first to have a branch library, and the first to have a children's room. Today, the Boston Public Library boasts a Central Library, a business library, 26 neighborhood branches, free Internet access, two unique restaurants, and a robust web site, www.bpl.org. The Library hosts more than 150 exhibits annually. Each year, the Boston Public Library hosts nearly 12,000 programs, answers more than one million reference questions, and serves millions of people. All of its programs and exhibits are free and open to the public. At the Boston Public Library, books are just the beginning.

HISTORY OF THE COLLECTIONS

In their report to the Board of Mayor and Aldermen on June 30, 1852, the Trustees of the Public Library of the City of Boston outlined their philosophy on the function of a public library. Published as City of Boston Document, No. 37, their statement provides the essential parameters of the Library's collections and services developed through the years and which have brought this Library to its current position as a major local and national resource.

The parameters define four classes of library materials:

1. Books that cannot be taken out of the Library;
2. Books that few persons will wish to read;
3. Books that will often be asked for; and
4. Periodical publications.

The Library was fortunate in the largesse of Joshua Bates, a London-based banker born in Weymouth, MA, who offered the Trustees \$50,000 to purchase books for the fledgling institution. This gift was supplemented in succeeding years by the following collections, cited by the Trustees in the first Bulletin of 1867: the Nathaniel Bowditch Library of mathematics (1858), the Theodore Parker Library (1860), the George Ticknor Library of classics (1860), the Thomas Prince Library relating to the history of New England (1866), and Specifications of English Patents, with the Drawings and Indexes (1866) received through the efforts of Joseph Story, President of the Boston Common Council.

In 1972 the Library opened the General Library in the Johnson Building with about 600,000 volumes to serve adults, young adults and children with collections including audio-visual and foreign language materials.

In 2005, the Library began the formal digitization of collections materials in order to meet the demand of an increasingly online user community and to better preserve the original objects. Since then, over 80,000 items have been digitized including 18,000 books, 45,000 prints and photographs, 2,700 maps, and 5,000 manuscript pages. We hope to grow this initiative in future years to cover a much larger percentage of our vast holdings.

GOALS OF COLLECTION MANAGEMENT AND DEVELOPMENT PROGRAM

- To support the institution's mission in the following areas by acquiring materials which support:
 - community research (City of Boston residents and members of the Boston Regional Library System)
 - Library of Last Recourse role (Massachusetts residents)

- public research (regional, national, and international researchers)
- recreational and educational roles of the institution
- To make material accessible;
- To preserve the material for users now and in the future;
- To service material by ensuring its availability to users;
- To build on existing strengths;
- To rationally develop collections in response to new research needs;
- To make the best use of existing financial resources;
- To make informed decisions in terms of format choices;
- To develop and maintain a balanced contents management program, in light of increasing electronic resources, by establishing links among various formats of current and retrospective library holdings;
- To maximize the availability of special resources by entering and maintaining collaborative programs.

BOSTON PUBLIC LIBRARY AS LIBRARY OF LAST RECOURSE FOR THE COMMONWEALTH

In order to strengthen state-wide resources and to provide reference and research services for all residents of the Commonwealth, in 1972 the Massachusetts Legislature designated the Boston Public Library as the Library of Last Recourse (Massachusetts General Laws, Chapter 78, Section 19C, Paragraph 4). As such, the Library was charged to develop, maintain and preserve comprehensive collections of research and archival nature and to provide access to the reference and research collections of the Boston Public Library. Cognizant of this role, the Library takes into consideration its responsibilities toward multiple and varied users groups while pursuing collaborative and cooperative efforts within the local and national library community to fulfill its service responsibilities defined by the statute.

BUILDINGS

The Boston Public Library consists of 26 branch libraries and the Johnson and McKim buildings comprising the Copley Square Library.

BPL BY THE NUMBERS – AND OTHER INTERESTING FACTS

In our last fiscal year, the Boston Public Library crossed some interesting thresholds: it was the first year we had more than 5 million hits to our web site, the first time we had more than 300,000 Boston residents using library cards, and the first time we saw more than 40,000 Boston residents newly register for library cards. In a year-over-year comparison, these numbers equate to a 15 percent increase in visits to bpl.org, a 10 percent increase in Boston residents newly registered for library cards.

- **Two New Branches Opened - Services Increased**
 - **A new Mattapan Branch Library** opened in February 2009 with 21,000 square feet (three times the square footage of the old branch), a collection that is top notch and meeting facilities for use by the community. The branch has been busy since the first day it opened. In the month of April, the number of books, DVDs, CDs and videos borrowed was up 146 percent from the same month last year.
 - **A new Grove Hall Branch Library** opened in March 2009. The new Branch Library and Grove Hall Community Center are on the campus of the Jeremiah Burke High School as part of the Mayor's Community Learning Initiative, a collaboration by the Boston Public Library, the Boston Public Schools and the Boston Centers for Youth & Families to ensure that children's needs are met at every level.
- Kirstein Business services relocated to the Central Library to increase public service hours to include evenings and Sundays and to double public internet capacity for business research. BPL has increased programming to help in the economic downturn.
- Print and Rare Books Department public service hours will be increased to include evenings and weekends.

AFFILIATES

Associates of the Boston Public Library - Founded in 1972, The Associates of the Boston Public Library is a community-based organization dedicated to expanding the role of the Boston Public Library in the intellectual life of the City.

Boston Public Library Foundation - The mission of the Boston Public Library Foundation is to enhance public visibility and to raise public and private funds in support of the revitalization of the Boston Public Library. The Board of Directors, composed of business and community leaders, develops the Foundation's strategies and steers its development initiatives.

Boston Regional Library System (BRLS) – BRLS's services are provided through state funds administered by the Massachusetts Board of Library Commissioners. The Regional program provides support services to its members located within the cities of Boston, Chelsea, and Malden. Founded in 1997, BRLS's mission is to improve the delivery of library services to individuals of all ages, education levels, and economic backgrounds. The Boston Public Library serves as the Administrative Headquarters for BRLS. As the Headquarters, it provides a range of services to the public and to member libraries, including reference and information services, interlibrary loan, advisory and

technical assistance, staff development/continuing education, and delivery of books and other library materials.

City-Wide Friends of the Boston Public Library was founded in 1987 for the purpose of

1. Promoting public awareness of the Boston Public Library system and its resources,
2. Furthering appreciation of the value of the Library as a cultural and educational asset,
3. Supporting and linking the activities of Branch Library Friends groups, and
4. Encouraging volunteers to assist the Library.

The Metro-Boston Library Network (MBLN) is an automated network designed to bring strength and collaboration to the libraries residing in the Metropolitan area of Boston. Headquartered in the Boston Public Library, the catalog provides millions of books, CDs, DVDs and audio books covering all interests and facets of life. Since the Boston Public Library is a member and acting as Library of Last Recourse, any resident in Massachusetts may borrow materials through the catalog.

Norman B. Leventhal Map Center at the Boston Public Library. Launched in October 2003 as a collaboration between Norman B. Leventhal, the Mapping Boston Foundation and the Boston Public Library, the mission of the Norman B. Leventhal Map Center is to promote the use of maps as an important tool to understand human history, civilization and the world today. The Map Center seeks to preserve, catalog, study, and exhibit the BPL's historically significant collection of 350,000 maps. A key priority is to provide free public access for all visitors to the library through exhibits, tours, curricula, GIS programs and online resources partnering in educating urban school children and offering them a multidisciplinary approach to learning important lessons in history, geography, politics, science, and culture.

The Young Professionals of the Boston Public Library celebrate the rich history and promising future of America's first public library and branch library system. Through behind-the-scenes viewings of the library's hidden treasures, lectures, tours, fundraising benefits and provision of volunteer services, the Young Professionals strive to support the library, to increase awareness of and access to its vast resources and to enhance its vital role in Boston's diverse neighborhoods. The Young Professionals are a dynamic group of emerging leaders in a variety of fields who share an interest in literacy, scholarship, cultural enrichment and learning. All young-at-heart community members who are interested in supporting and learning about the library are welcome.

Edited by Michael R. Colford, Director of Resource Services & Information Technology and
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12/17/09

Boston University Libraries

September, 2009

The Boston University Community led by President Bob Brown has articulated a vision and strategic plan, [Choosing to be Great](#), for the University. It celebrates our strengths as a private, urban, research institution with a global outlook while recognizing what remains to be done to realize this vision. Mugar Memorial Library and branches have aligned their Strategic Plan with the University's plan and use it to guide decisions and resource allocation. This [Strategic Plan](#) identifies Outcomes and Strategies in four areas of activity: Research and Scholarly Communication; Partnerships in Instruction; Access; and Infrastructure.

The University's major advisory and policy development bodies for library-related actions and initiatives are the Faculty Council Committee on Research Activities, Libraries, and Support Services and the University Council Committee on Scholarly Activities and Libraries. In 2008, the Faculty Council and University Council both unanimously endorsed an [Open Access initiative](#). Eighteen months of faculty discussions about institutional repositories and best practices facilitated by the chair of the Faculty Council and the University Librarian preceded these endorsements.

Under the current University administration, the University Librarian is increasingly asked to sit on major academic committees and councils, and librarians are more frequently included in campus-wide collaborations to enhance services for students and faculty. For example, librarians now routinely present to new faculty, students, and parents during orientation. During the spring of 2009, Mugar Memorial Library developed a [video](#) to capture the essence of what our libraries mean to undergraduates.

The [Boston University library system](#) is composed of the Pappas Law Library, the School of Theology Library, the Alumni Medical Library, and Mugar Memorial Library and branches (African Studies, Astronomy, Music, Science and Engineering, Stone Science, Pickering Educational Resources, and the Frederick S. Pardee Management Library). The University Librarian is the director of Mugar Memorial Library and its branches. The directors of the libraries affiliated with the professional schools of Law, Theology, and Medicine report to the academic deans of those schools. All libraries ultimately report to the University Provost or the Provost of the Medical Campus. In addition, there are several important research centers, such as the Howard Gotlieb Archival Research Center, and specialized libraries and collections on the campus.

Services

The libraries are actively integrated into the undergraduate curriculum by means of significant partnerships which recognize the centrality of information resources to the learning experience. Undergraduates are served through the College of Arts & Sciences required two-course Writing Program (WR100 and WR150). WR150 currently requires instructors to include library research sessions in their courses and requires students to demonstrate research skills. A proposal now

under consideration would increase the information literacy component of the Writing Program to four library orientations. Undergraduates in the College of General Studies (CGS) participate in a second-year capstone project, in which student teams undertake significant research in order to produce a 50-page policy paper. Librarians participate in launch sessions for the CGS capstone project, conduct in-library research sessions, and prepare online research guides for students. Efforts are underway to increase contact with first-year students in the College of General Studies, well before the capstone experience has begun, by emulating the WR 150 model.

Individual subject bibliographers and librarians in discipline- and subject-oriented libraries serve as the primary contacts with faculty members in their respective fields. Notable examples of this kind of interaction include: the two-credit “Introduction to Critical Inquiry” course in Sargent College’s Health Science program, which is team taught by a faculty member and a librarian three times a year; and the [Introduction to Biology](#) program at the Science & Engineering Library. This latter program was co-developed by a faculty member and a librarian to introduce first-year undergraduates to the culture of scientific discourse. The program is designed as a science literacy laboratory module which emphasizes three areas of proficiency— data collection, analysis, and scientific writing.

By collaborating with faculty and focusing on core courses, the Management Library provides robust instructional programming reaching hundreds of students from the School of Management (SMG) and elsewhere on campus each semester. Staff in the Management Library alert faculty to appropriate research guides for their classes and create new guides as new courses or programs are developed. For example, when SMG introduced field seminars as study trips abroad, the Management Library responded by creating a series of guides such as [Competing in China: Sources on China and Korea](#). These outreach initiatives have been well received by faculty resulting in an increase in course assignments based on library resources and in more complex reference questions.

Librarians are also involved with curricula and instruction at the graduate level. For example, the Law Library provides extensive research and instructional support to law faculty members including current awareness monitoring, educational technology support, and research assistant training. The legal information librarians provide instruction and research support for six law school scholarly journals and all research instruction for the mandatory legal writing programs. Medical Librarians teach information retrieval skills and management, with an emphasis on Medline searching, Evidence-Based Medicine resources, critical evaluation of health and medicine resources on the web, and the use of citation management tools. Training sessions are provided upon request to faculty, staff and students, and include faculty development and CME workshops offered in collaboration with the Schools and the Office of Medical Education. The educational programs provided by the library offer a wide array of workshops, individual by-appointment sessions, drop-in sessions, curriculum-integrated sessions, and the 2-credit GMS MS 640 “Introduction to Biomedical Information” course.

Reference Service is available in all major libraries on campus with subject specialists available for consultations. Telephone, email, and 24/7 chat services are available to all students and faculty regardless of location. Staff at the Science and Engineering Library provides campus-wide support for RefWorks, a bibliographic management tool. This support includes conducting workshops, fielding queries, and maintaining a blog of frequently asked questions.

Boston University's commitment to global awareness and scholarship is obvious on campus and in the library system. The African Studies Library is one of the premiere African research libraries in the country. Its collection includes documents and newspapers from many African countries, literature in various African languages, and scholarship about African countries, cultures, and languages. The African Studies Library works closely with the African Librarians Council, the African Studies Association, and the Center for Research Libraries. As another example, the Modern Languages and Comparative Literature bibliographer received a Fulbright this year to travel to Jordan to interview Arab women writers. Upon returning, she created a [research guide](#) with embedded videos of the interviews.

On a local scale, Boston University is committed to the city of Boston and in particular to supporting its public schools. The School of Education (SED) considers service to the Boston Public Schools as one of its highest priorities and demonstrates this through faculty consultations and partnerships. The Educational Resources Library supports all SED faculty endeavors through its reference, instructional and collection management services.

Collections

The University Libraries' collections contain more than 2.4 million physical volumes, 4.6 million microform units, 45,264 current unique serials titles, and 77,000 media titles. Mugar Memorial Library and its branches have strong collections in many areas of the humanities, social sciences, and sciences. In Mugar, the history collection is particularly strong in US Civil War, European medieval history, and 20th Century international and diplomatic history. Areas of strength in the humanities include English-language resources in Renaissance, Northern and Italian Baroque, and modern art. In recent years, gifts and grant funds have supported growth in African and Islamic art, Chinese history, Italian studies, and Judaica.

The [Howard Gotlieb Archival Research Center](#) houses the papers of Dr. Martin Luther King, Jr., as well as an internationally known Twentieth-Century Archive. The Archive includes contemporary and historical collections, rare books, and the archives for the University.

Many of Boston University's specialized libraries hold unique collections tailored to the particular research needs of their faculty and students. The collections of the Theology Library are particularly strong in missiology, hymnology, liturgy and worship, and the history of the United Methodist Church. The research collection focuses on the period between 1700 and the present day, while the archive contains rare manuscripts and other artifacts from the ancient times to the present day. In addition to a broad collection of primary federal and state legal sources, the Law Library has developed an extensive international law collection with emphasis

upon materials dealing with the European Union, the United Nations, international trade, and human rights. In support of the law school's various specialized curricula and journals, the Law Library has developed substantial collections in intellectual property law, health law, banking and financial law, and tax law. The collections of the Music Library serve the faculty and students in music degree programs both on campus and through distance education and consist of scores, recordings, books, journals, reference works, and video resources. The Arthur Fiedler Reading Room is adjacent to the Music Library and contains Fiedler's personal collections of scores, recordings, and books. Arthur Fiedler (1894-1979) conducted the Boston Pops for more than forty years and was a prominent advocate of musical activity in Boston.

The libraries have made great progress in increasing access to research materials via networked services. Regional library consortia—including the Boston Library Consortium (BLC), Boston Theological Institute, and the New England Law Library Consortium—give students at Boston University access to more than 35 million items. The BLC cooperative interlibrary loan service provided more than 12,000 items to patrons at Boston University in FY 2007-08 alone. An additional 5,600 items were delivered by means of a reciprocal Interlibrary Loan service with libraries outside of the BLC.

Collaborations

Providing access to digitally available subscription resources exemplifies the power and necessity of multiple collaborative arrangements. Boston University Libraries have a tradition of sharing access to resources across the University, regardless of reporting structures or library affiliation. Whenever possible, the libraries ensure that contracts with publishers and vendors stipulate access to subscription resources for all students and faculty throughout the University. Sometimes this cooperation includes cost sharing, which may be allocated based on existing, long-term print subscriptions. For example, the costs for Elsevier's Science Direct, the Blackwell/Wiley journals, and the Nature collections are jointly shared by Mugar Memorial Library and the Alumni Medical Library with costs allocated proportionally. The Boston University Libraries participate in consortia, such as the NorthEast Research Libraries consortium, and the Boston Library Consortium, which collaboratively arrange consortial agreements with publishers and vendors. Academic libraries, through their participation in and support of professional organizations such as the Association of Research Libraries and the Association of College and Research Libraries, collaborate on ensuring publishers understand the importance of including explicit, archival provisions in their contracts. These archival provisions in contracts with publishers of subscription resources are now becoming the norm and have important implications for access to electronic resources by future generations of scholars.

Boston University Libraries also participate in regional and national collaborations for digital preservation and distribution, such as the Open Content Alliance and Portico. In 2007, Boston University made a multi-year commitment to the Open Content Alliance regional scanning center at the Boston Public Library. Boston University Libraries have provided to date more than 600 pre-1923 United States Imprints and pre-1900 foreign imprints for scanning. One

notable collection being digitized is a significant part of the Theology Library's extensive Missions collection.

As a founding member of the Boston Library Consortium (BLC), the Boston University Libraries are proud of the resource sharing that has always typified BLC activities. Currently, the BLC is implementing WorldCat Local on a consortium-wide basis. Through WorldCat Local, users will be able to simultaneously discover materials owned by their home institution, BLC member institutions, and many other libraries worldwide. Through this same interface, users will be able to request interlibrary loans for items not held locally.

In addition to the consortia mentioned above, many of the individual libraries within the Boston University library system participate in subject-specific alliances. For instance, for cooperative collection sharing and development the Law Library participates in the New England Law Library Consortium (NELLCO) and RLG SHARES. The Law Library is also a member of the Legal Information Preservation Alliance (LIPA), a national group of law libraries dedicated to developing ways to preserve paper and electronic legal information.

As part of a wider University effort to enhance student services, the Boston University Libraries and the Office of Information Technology transformed the first two floors of Mugar Memorial Library into an information commons. The recently completed [Common@Mugar](#) brings together information and technology services from many parts of the University. Added services include an IT Help Center and Print Center, as well as expanded scanning services. The new location of the Research Center (formerly the Reference Desk) brings library staff into close proximity with students engaged in research, writing, and other academic activities. In addition, there is expanded capacity for extended research and reference consultations. A large study lounge on the third floor now has computers available for group and team work. There are also several new locations for breakout groups, which should prove popular with students. As part of this transformation, Mugar is now open until 2am from Sunday through Thursday.

The pressure placed on all libraries by the continued rising costs of research material over the past several decades makes strong regional consortia and the growth and availability of digital information resources a key element in Boston University libraries' continued success.

Future Projection

Information discovery without limits challenges libraries and librarians at Boston University to continue to transform their services and facilities to advance the creation, discovery, and archiving of knowledge. The effect of digital technology is already felt in every area of library activity. In the future, the creation, dissemination, and preservation of knowledge will continue to be increasingly facilitated by and dependent on digital communication. Some of the strategically important initiatives and products for this continuing development include JSTOR, Portico, DSpace, SFX, and EZproxy.

The libraries' success will also be contingent on continuing to align library goals with the goals of the University as a whole. To this end, it is essential for the library system to provide leadership in the development of services and resources central to the strengthening the faculty, and enhancing the undergraduate and graduate education environments. The Boston University library system is well positioned to achieve both of these goals by leveraging existing partnerships with the College of Arts & Sciences, the College of General Studies, and the professional and graduate schools. A recent vote by the Faculty Assembly in favor of establishing a digital Institutional Repository and the subsequent library budgetary increases for staffing and infrastructure for this new venture will allow Boston University Libraries to play another key role in supporting scholarship, research, teaching, and service across all academic units. A [pilot](#) of the Institutional Repository is under development.

Boston University Libraries strive to provide the highest quality services and resources to the Boston University community. The Libraries recognize the importance of listening to constituents, assessing use of key resources and services, and providing decision makers with data for planning and resource allocation. Since 2005, the Libraries have conducted website usability testing and focus groups with students. During FY 2008-2009, the Libraries formed an Assessment Group to explore how best to undertake library assessment given available resources. After conducting an environmental scan, implementing Google Analytics on the Libraries' websites, participating in the Association of Research Libraries' Effective, Sustainable, and Practical Assessment service, conducting a staff survey on data collection, and attending relevant conferences and workshops, the Assessment Group has proposed a five-year [Assessment Plan](#) to the Libraries.

The expansion of electronic information resources means that equitable access for all members of the Boston University community, including distance-education students and others who are not on campus, will continue to pose a challenge. The Boston University Libraries and the Office of Information Technology will continue to monitor the use and performance of services and resources provided over the network in order to increase and improve these services as we move forward.

Boston University Libraries are choosing to be great, choosing to support faculty, administration, and students in jointly creating our shared vision of the future.

Brigham Young University, Harold B. Lee Library

February 2008

Services

Due to the highly centralized nature of the Library's collections, most service points are housed in a single building. The Information Commons provides general reference service as well as technology and multimedia support for library patrons. The Periodicals Reference Desk offers general reference service for subjects covered in the centralized periodicals room. The remaining portions of the library are organized as subject libraries with subject-oriented reference desks giving specialized reference services. Some highly specialized outreach services, such as business and nursing, are offered in other campus buildings. The Library has a central circulation desk, with faculty services and interlibrary loan service points. In addition, the library offers free document delivery service of library materials to offices for faculty and for pickup at the circulation desk for graduate students. Print and electronic course reserve service is also offered to faculty and students. Visiting faculty members and members of library consortia can arrange for library privileges while on campus.

The Library also has over 400 public access computers with university licensed software for tasks such as word processing, spreadsheets, statistical analysis, and web browsing. These public systems are tied to the University and provide on-line storage so that students can store work between sessions on any campus computer. The Information Commons provides ten specialized computers for video and audio conversion, production, and editing. These machines have become popular with students from all majors. Wireless access is available throughout all public areas of the building, connecting to the campus network and the Internet.

In addition to the usual online catalog, the Library provides a customizable web page on which authenticated students and faculty can select those services of greatest interest to them. In an attempt to bring library services closer to the student, the Library has integrated with Blackboard, customizing the availability of services based on the student's major and classes. The Library also provides a federated search interface to local and remote services, providing Google-like access across all library collections. In 2008, the Library plans to implement a faceted search interface to library collections and databases.

Recently the Library released an audio/video streaming service for campus that can support classroom instruction and independent study. If the beta version of this product proves successful, the Library will mount a major initiative to digitally reformat collections held by several campus organizations. Audio/video assets from across campus would then be available for use by faculty and students through a library sponsored on-demand service.

Collections

Brigham Young University is committed to building collections that primarily support undergraduate curriculum and selected graduate programs. The Library's collection

Brigham Young University, Harold B. Lee Library

development program includes an active liaison partnership with the University's teaching/research faculty to ensure that collections are relevant to curriculum, research, and learning outcomes. The Library is in the process of transforming many collections from paper to electronic format to facilitate discoverability and ubiquitous access of resources for students and faculty. This environment also allows better assessment of collections leading to better alignment of library acquisitions with user

needs. As the Library moves to a primarily digital environment, great care is taken in creating and providing quality metadata that will aid in the ongoing preservation of collections. The Library is also committed to sharing metadata through major bibliographic utilities and networks. In addition, the Library supports open access to scholarship and acknowledges the necessity of connecting users to scholarly resources held in institutional repositories, digital libraries, and other internet accessible archives.

The L. Tom Perry Special Collections in the Harold B. Lee Library at BYU emphasizes broad collecting of both print and manuscript formats in the following areas: Mormon and Utah History, Renaissance/Reformation History, History of Printing, Photography, Film Music, Motion Picture History, Victorian Literature, and Fine Printing. The Music and Dance Library collects print, manuscript, and audio formats and specializes in viola and harp music, acting as the repository for the international organizations for both of these instruments.

In addition to monographic and electronic collections, the Library has created forty major digital collections that support curriculum and research at the University and partner institutions. The collections draw heavily on unique materials held in the Library and also reflect partnerships with campus entities and consortia. Included in the collections are learning objects, monographs, manuscripts, artwork, historical photographs, newspapers, scholarly periodicals, and theses and dissertations.

The Library is eager to preserve both its print and digital collections. Currently, the Library uses several methods to preserve important digital resources depending on the type of content. Electronic periodicals are preserved using Portico, LOCKSS, and other tools. A preservation repository developed by the Library based on the OAIS model houses electronic University records, documents, unique digital collections, images, and audio/video resources. Additionally, existing CD and DVD disc archives are continually inventoried, monitored, and refreshed or migrated as needed. Backup copies of electronic resources are stored in an off-site location.

The Library operates two conservation labs, one dedicated to rare books and manuscripts and the other to the general collection. Conservators are highly trained in the latest preservation techniques as well as in disaster recovery. Because of their expertise, Library conservators are frequently asked to consult with other libraries interested in setting up a conservation program or immersed in a disaster recovery effort. New conservation professionals are nurtured at the Library through a highly effective student mentoring program.

Brigham Young University, Harold B. Lee Library

Collaborative Relations

The Harold B. Lee Library collaborates with faculty in numerous ways. Traditional collaborative relationships are built as subject librarians maintain awareness of research and teaching interests of their assigned professorial faculty in order to create collection profiles, develop instructional programs, and support research. In the late 1970s, the Library and English Composition department jointly created sequential information literacy units within both the first-year and advanced writing programs. These programs now reach approximately 12,000 students annually.

The Library has a long working relationship with a University council made up of library administrators and one faculty representative from each academic college. Historically, the council

has served as a communication and quality-control body targeted at improving the Library. Recently, it also adopted the charge of fostering campus awareness of national scholarly communication initiatives. In this expanded role, the council will work closely with the University Administration, college administrations and campus faculty.

The library sponsors an interdisciplinary lecture series where faculty share their research with campus. These lectures are filmed for later broadcast on the campus television network and on BYU TV which reaches an international audience. Every year the library also hosts an author lecture and a Women-in-Scholarship lecture that are also filmed for later rebroadcast. Currently the Library is expanding its television programming to include segments that encourage literacy and improve research skills.

The Library is also improving collaboration with the University Information Technology Department (OIT). In an ongoing attempt to focus library resources on services and tasks unique to being a library, the Library is moving all production servers to a secure underground facility operated by OIT. In the near future, the Library also intends to replace existing servers with the virtual machines in order to improve flexibility and quick response to new needs and services. The long-term technology plan includes abandoning support and development efforts that can best be managed by OIT and focusing library resources on open source products such as Fedora, Evergreen, and Open Journal Systems (OJS).

The Library operates an institutional repository as a means of archiving the universities scholarly output and furthering the open access movement. Faculty from the College of Engineering and Life Sciences has been strong partners in developing the repository and has expressed interest in hosting electronic journals through the library. Currently, the Library hosts twelve journals through its ContentDM implementation and anticipates adding more titles as it migrates to the OJS software.

Brigham Young University, Harold B. Lee Library

Library faculty members are heavily engaged in professional and scholarly communities. During 2007, many faculty served as members or officers on more than 90 state, regional, and national committees and are active in editing, and publishing articles, reviews, and books. Recent examples of individual faculty contributions include service on the 2005 Newberry Award committee, publications such as *Maxwell's Guide to Authority Work* (Chicago: ALA 2002), and editor of *Journal of East Asian Libraries*. Individual librarians also collaborate with campus faculty in writing articles and books, giving presentations at scholarly conferences, and generating other creative works.

The Lee Library holds membership in numerous library consortia including the Association of Research Libraries, Center for Research Libraries, Coalition for Networked Information, OCLC RLG Programs, Greater Western Library Alliance, and the Utah Academic Library Consortium. Several years ago, the Library was assigned to form and lead a new alliance of libraries operated by the Church of Jesus Christ of Latter-day Saints including those of BYU Idaho, BYU Hawaii, LDS Business College, the Genealogical Society of Utah, and the Church Historical Department. As a result of its consortia memberships, the Lee Library pursues numerous collaborative ventures such as the Mountain West Digital Library and the Western Waters Digital Library.



The Library

UNIVERSITY OF BRITISH COLUMBIA LIBRARY

Qualitative Profile

September 2009

INTRODUCTION

The University of British Columbia is one of Canada's major public universities and is consistently ranked among the top 40 research institutions in the world. Its campus is located in Vancouver, BC, with a satellite location in the city's downtown and a second campus, UBC Okanagan, in Kelowna, BC. UBC registers over 50,000 students and employs over 19,000 faculty and staff. Current strategic directions include learning and research excellence, aboriginal engagement, community and alumni engagement, sustainability, intercultural understanding, and an enhanced national and international role, including acting as a host site for the 2010 Winter Olympic Games.

UBC Library serves and collaborates with a diverse community in fulfilling the University's mission. The Library consists of 21 branches and divisions, including branches at 3 affiliated teaching hospitals, a downtown branch at Robson Square, and UBC Okanagan Library, together employing a full-time equivalent of 307 staff. UBC Library is also home to the Irving K. Barber Learning Centre, an innovative facility mandated with connecting the University to community and leveraging its resources toward the social, economic, and cultural benefit of the people of BC, and communities beyond.

SERVICES

UBC Library's services are well used with 2.5 million loans, 197,000 reference and information questions answered, 73,000 interlibrary loan and document deliveries, and 32,440 participants in instructional sessions during the 2008/09 year. In that same period the Library had 2.9 million in-person visits, 5.7 million virtual visits to its website (www.library.ubc.ca), and provided 445,317 square feet of space supporting collection use, research and study, including recently introduced 24/7 study space during exams.

Like most ARL libraries, UBC has seen exponential growth of electronic access, decreased use of physical collections, and with this, changed expectations for how library space will support the university – for example, by dedicating more space to informal learning and student collaborative work. In response to this and to budget pressures, the Library has moved from a highly distributed network of branches and service points to a more consolidated approach. Two libraries, Woodward Biomedical and UBC Okanagan, recently implemented combined reference and circulation service points. Increasingly the Library aims to take services beyond our buildings to where users are, including a longstanding document delivery service, a new post-to-web delivery service, and a range of virtual services including chat and IM reference. UBC was an early pioneer in offering self-services that enable users to do simple functions, freeing staff for more complex roles.

Collaboration to deliver services is no longer an option, but the norm. The Library works with Student Services in managing a Learning Commons in the IK Barber Learning Centre, now well established with

services such as IT help, multimedia technology, peer coaching and tutoring, writing, math and academic skills support and counselling support. UBC anticipates a growing graduate student population and new services specifically aimed at researchers - such as GIS and expanded space for the BC Inter-University Research Data Centre - are in progress. A workshop series for graduate students, offered collaboratively with the Faculty of Graduate Studies, is in early planning. Other collaborative initiatives include the Learning Enhancement Academic Partnership Program (LEAP), a virtual learning commons (<http://leap.ubc.ca/>) and the Digital Tattoo project, designed to make students aware of their lasting presence on the networks (<http://digitaltattoo.ubc.ca/>).

UBC Library's subject specialists continue to offer faculty liaison, teaching, collection and course development as mainstay services. Areas of subject speciality include Woodward Library, the largest biomedical collection in Western Canada; the First Nations House of Learning Library with unique services and subject descriptors for collections relating to aboriginal peoples; and Asian Library, holding one of the largest Asian collections in North America. Many branches are also serving as resources for community - for example, in the Asian Library a centre for local family history is in early planning.

Putting library content, presence and tutorials into online courses is increasingly a focus. Reference service has decreased but still exceeds 100,000 transactions annually, with 7% of reference provided by virtual reference. Through a grassroots, library-wide Tools for Outreach and Teaching (TOTs) series (<http://tots.pbworks.com/>) and Journal Club, librarians explore new social software tools and emerging service models. A new Teaching and Learning Librarian supports subject librarians' activity by working with the central campus groups responsible for instructional technology, and teaching and academic growth. Anticipating that librarians will increasingly act as research collaborators with faculty, UBC Library has established a part-time role and funding to support librarians' ability to engage as researchers.

IT continues to pervade all aspects of library service. UBC Library's IT infrastructure is extensive, growing, and in addition to providing workstations offers laptop and digital camera loans, teaching classrooms, presentation practice rooms, videoconferencing in several locations, and updated scanning and reprography equipment. Current IT projects include website redevelopment, including a new downscaled interface for mobile devices; integration with online courses; and a multi-search interface through the federated search tool PRIMO. A usability lab has just been created and equipped to guide IT development in future.

To ensure services continue to meet users' needs, UBC Library has a full-time Assessment Librarian who has begun building our assessment programs, including a regular LibQUAL survey. Focus groups, online surveys, feedback form analysis, student and faculty reps in advisory groups, and engaging campus partners in planning are other strategies to ensure responsive service. Library components have been part of departmental (e.g., Faculty of Medicine) surveys that rate student learning outcomes, and the Library liaises with Student Services, the Alumni Association, and other units to determine how its services support their objectives.

COLLECTIONS

UBC Library's collection, with a budget of \$17.1 M, comprises some 5.8 million volumes, 5.3 million microforms, 80,111 print and electronic serials, and 833,462 maps, media, graphic and other items. Its

extensive online holdings include 65,341 e-serials, 338,820 e-books and 19,184 numeric data files. About 65% of the collection budget is devoted to e-resources. Full text journal use exceeds 6.3 million article requests annually.

UBC is home to a number of rare and special collections that attract scholars in many disciplines. UBC's Rare Books & Special Collections division holds the largest store of print and manuscript materials about BC and extensive holdings on Canadian and Pacific history and exploration. The Wallace B. and Madeleine H. Chung Collection chronicles the early Asian migration to BC and is housed in museum quality space. Other British Columbiana is preserved and made accessible through a long-standing Preservation Microfilming Program. Asian Library's Puban collection contains traditional Chinese works before 1912 including the Sung, Yuan, Ming and Ch'ing dynasties. Other unique collections include history of medicine, Florence Nightingale papers, Malcolm Lowry, and Ethel Wilson papers. The province of BC does not have an official depository program, but UBC Library collects BC government materials in depth and also has specialized data services, soon to be offered collaboratively with other BC universities. The Library also includes UBC Archives, the official repository of the University's corporate record.

To manage print collection growth in new ways, UBC Library is currently home to the largest operating robotic Automatic Storage and Retrieval System (ASRS) in North America, which recently accessioned its 1 millionth item. The ASRS's rapid, reliable access to low-use materials at the campus core has been especially popular with students. But with only a few years' growth space in the ASRS left, UBC is now in early planning for a high density storage facility off the campus core. Active weeding programs, revised retention policies for print copies of electronically held items, and discussions with other libraries about shared regional approaches to storage are other strategies for making the most effective use possible of scarce campus space.

Given their role as storehouses for the world's documentary treasures, it is notable that research libraries do not often actively market this to their constituencies. Recently UBC Library's Development Office embarked on a project called UBC Library Vault (www.ubcvault.ca) which seeks to build awareness of UBC's special collections and create an online community of interest by making images from collections available for viewing, along with a line of products and merchandise such as cards, prints, book bags and more. The Vault project has received broad media coverage and won a gold award – the highest honor given – as part of the Prix D'Excellence program from the Canadian Council for the Advancement of Education (CCAEE).

In general, collection assessment is moving beyond volume counts to use analysis, especially online use; to demonstrating the impact of collections on UBC's research output; preservation of collections for the future, including through shared arrangements; and the degree to which we are capturing and making accessible unique or local content, in all forms.

Expanding Digital Initiatives

UBC Library is actively pursuing a digitization program, with much of this work led by University Archives and featuring theses, historical photographs, campus publications, and documents relating to UBC and BC history, about 430,000 locally digitized pages in all. See: <http://digitalcollections.library.ubc.ca/index.php>. These include important digital collections relating to the

Pacific Rim such as the Chung Collection, Japanese maps of the Togukawa era, and Chinese language newspapers.

UBC Library's digitization operations are now poised for further growth. We are in the process of expanding our digital capacity, reallocating space and resources to position the Library at the forefront of digital efforts locally, nationally and internationally. UBC Library is seeking new partnerships – on campus and in the community – to expose heretofore undiscovered content and create new digital access models. For example, it is working with BC libraries and book publishers on perpetual licensing for mid-list BC titles through the BC Books Online project. It is one of several large BC libraries collaborating to help other BC libraries and groups grow their digitization capacity. More broadly, it is seeking partnerships with other libraries and memory organizations in Canada, North America, and worldwide to build rich networks of digital content.

UBC Library has an active scholarly communication program including a full-time librarian dedicated to the area who is one of the faculty members of the ACRL Scholarly Communications Institute. UBC also has a mature institutional repository, cIRcle (<https://circle.ubc.ca/>), which recently relocated offices to public space to enhance its profile as a key support to UBC's knowledge management enterprise – including hiring a new contract librarian to gather locally generated Olympics research. cIRcle participates in the InterPARES project for digital preservation, and in a private LOCKSS network to preserve unique Canadian collections.

COMMUNITY ENGAGEMENT: The IRVING K BARBER LEARNING CENTRE

Opened in March 2008, the Irving K Barber Learning Centre (www.ikebarberlearningcentre.ubc.ca) is a unique facility that goes beyond teaching and research by realizing the 'third mission' of universities - community engagement. Jointly funded by the University, the Province of BC, and the generosity of its lead donor, Irving K Barber, the Learning Centre is dedicated to supporting innovative teaching and research, as well as connecting the University to community and leveraging its resources toward the social, economic, and cultural benefit of the people of BC and communities beyond.

The building itself exemplifies modern space use principles with its open plan, flexible furnishings, ubiquitous IT, social and café spaces, and support for student group work. It has become a popular campus crossroads, crucible for collaboration, and 'place to see and be seen.' With its mix of spaces dedicated to public events such as lectures, concerts, conferences, book clubs, author readings and art exhibition, it has become a particularly attractive venue for alumni and continuing studies to hold their programs and events.

But the Learning Centre's distinguishing feature is its community outreach mandate and the way it seeks to engage the intellectual life and assets of the university with the broader BC community. Some flagship programs to date include:

- **BC History Digitization Program:** Approximately \$200,000 is offered annually as matching grants to BC heritage organizations to support digitization of unique local history materials. The program, now in its third year, is open to libraries, archives, museums, historical societies and other groups. Last December, the Learning Centre co-hosted the first ever BC Digitization Symposium which

brought together more than 170 participants from diverse cultural sectors to plan for the future of digital content in BC.

- **Business Plan Accelerator.** This program involves developing market research guides to help small businesses or potential entrepreneurs find the information resources they need to conduct market research and thus accelerate business planning. It also includes a rural community service learning pilot, a provincial licensing initiative with the Ministry of Education, and synergies with other provincial small business support services.
- **Community Historical Recognition Program (CHRP)** A program of workshops, community learning forums, and family history research involving UBC's Initiative for Student Teaching and Research in Chinese Canadian Studies (INSTRCC) in a unique university–community partnership. The three-year effort involves students interviewing Chinese Canadian community members – elders in particular - to record and preserve the oft-ignored history of the Chinese in Canada.

Also in development are:

- **Community Online Health Information Needs.** A research project with the e-Health Strategy Office aimed at understanding the health information searching needs of British Columbians.
- **Community-Focused Programming and Information Exchange.** Podcasting, webcasting, and videoconferencing of local programming, including pilots with local public and college libraries.
- **Story Behind the News.** A service to provide short pieces of contextual information, social/economic/political analysis, and select information sources to people who wish to learn more about high-profile news events. Information may be written or presented by involving expert faculty members and students.
- **Learning Commons Collaborations.** Learning Centre staff were co-founders of the Canadian Learning Commons Network and are working with 12 other Learning Commons across the country to explore opportunities for collaboration, including the potential for a shared virtual Learning Commons.
- **First Nations IT Access.** The Learning Centre, the BC First Nations Technology Council and community members have been discussing digital media literacy training as a potential area for collaboration.

Currently the success of Learning Centre programs (e.g., of speaker series) is assessed through quantitative methods, such as attendance, feedback forms, etc. However we are also committed to developing qualitative approaches in direct collaboration with the communities with whom we are engaging, on a program-by-program basis. These could include word-of-mouth contacts and the story behind the contact; perceptions of the Learning Centre among communities with whom it is working; and strength and depth of relationships with community groups, partners, and others. Such assessment is still in early stages and we look forward to applying different approaches to understanding the outcomes of our activities. An advisory board consisting of campus and community representatives will ensure Learning Centre programs continue to respond to campus and community needs and objectives.

COLLABORATIVE RELATIONSHIPS

Collaboration has become central to how UBC Library operates on campus and in the wider community. Measures of successful collaboration would include number of new services or collections accessed, number of partnerships and their geographic scope, breadth of populations served, and economies or added capacity achieved by the system. Some current examples include:

on campus

- co-development and management of the Learning Commons (with Student Development and Office of Learning Technology)
- co-funding arrangements for library service with UBC departments, e.g., Sauder School of Business
- shared course and program development, e.g, UBC Okanagan's Research Assistance Program with the Centre for Teaching and Learning
- information literacy embedded in credit courses such as UBC English 112
- library presence on virtual student learning portal (LEAP)
- Alumni Association and Continuing Studies, supporting their programs through free library access
- working with UBC's School of Library, Archival and Information Studies to provide internship experiences, such as student work on reference desks or in co-op positions
- partnering with the UBC Bookstore on the Robson Reading series
- shared space use: e.g., dedicating library space to student art gallery
- working with the Office of Research Services to meet open access mandates for faculty research
- supporting special events such as Celebrate Learning Week, Asian Heritage Month
- supporting faculty members in digital content access and curation
- housing UBC Press materials in the IR

in BC and Canada

- numerous reciprocal borrowing and interlibrary loan agreements
- national union database / AMICUS - contribution of MARC records
- joint digitization projects, e.g., with Multicultural Canada digitizing *Chinese Times*; UBC Okanagan working on regional digitization projects
- consortial acquisition and licensing through groups such as:
 - BC Electronic Library Network (BC ELN)
 - Electronic Health Library of BC - provincial access to a common suite of health databases for all health students and health care providers
 - Council of Prairie and Pacific University Libraries (COPPUL)
 - Canadian Knowledge Research Network (CRKN)
- AskAway, BC's virtual reference service, to which UBC is a leading contributor
- digital content dissemination: Public Knowledge Project
- member of the Data Liberation Initiative (DLI)
- conferences and programming, e.g., BC Research Libraries lecture series which brings leading library professionals to speak with local library audiences

internationally

- involvement in specialized collections consortia including:

- the Pacific Rim Digital Library Alliance (PRDLA) and the Council on East Asian Libraries (CEAL)
- the Library of Congress Cooperative Acquisition Program for Indonesian materials and the Shastri Program for the acquisition of materials in Indian languages
- digitization projects such as Chinese Rare Book Project: Asian Library's work with Princeton University and the digitization of Chinese clan association publications, partnering with Family Search International, Genealogical Society of Utah
- international partnerships and exchanges, e.g., with Tec de Monterrey and Ritsumeikan U
- hosting of international delegations and conferences, e.g., WILU 2008 at UBC Okanagan; 2nd International m-Libraries Conference 2009

HORIZON ISSUES

Like other ARL libraries, UBC Library is undergoing transformation in response to changes in higher education and the information landscape. Issues of interest include:

- internationalization of services as universities establish new roles in a global educational market
- emergence of cloud computing and re-envisioning of the research library as globally networked entity, including changed ideas about what is locally 'collected'
- new relationships between libraries, presses, campus IT in the knowledge management enterprise
- integration into subject-based virtual learning and research environments (VLEs, VREs)
- technology ubiquity; user mobility; delivering services in users' space and flow
- digital content preservation, content and data curation, rights management and rights advocacy
- profound structural reorganization and staff retraining to support the networked digital library
- accountability and demonstrating relevance to the university and broader community, in *their* terms
- commercial book digitization projects and potential for increased privatization of content
- reviewing levels of duplication among ARL libraries and working more seamlessly across institutional silos: how do we create more agile national and international collaborations for collection access and retention, content creation, and service delivery?

Brown University Library

May 2009

The Brown University Library is integral to the academic life of faculty and students on campus and aligned with the University's overall mission of "educating and preparing students to discharge the offices of life with usefulness and reputation." Myriad social, economic, and technological influences have altered the ways in which students expect to be and are educated and prepared for the 21st century. The Library is engaged in promoting and supporting new scholarship and multi-modal literacies by moving beyond its traditional role as a place for the distribution and consumption of knowledge to becoming a place -- both physical and virtual -- for the experimentation, production, and processing of new knowledge. With staff that hold extensive discipline-based backgrounds and advanced technological expertise, the Library plays a key role in how scholarship is generated, communicated, collected, preserved, disseminated, interpreted, manipulated, and re-used by Brown faculty and students. In addition, the Library collaborates with other cultural institutions worldwide to serve the broader regional, national, and global communities of learning and scholarship.

The Library serves a campus population of approximately 5,800 undergraduates, 2,100 graduate and medical students, and 700 faculty. Brown University is committed to a collaborative university-college model in which faculty are as dedicated to teaching as they are to research. The University embraces an open curriculum that liberates students from the strictures of core requirements and emboldens them to chart their own course of study. Embedded in the values of Brown's undergraduate curriculum are opportunities for students to collaborate with faculty on research projects -- not just as assistants but by doing original work as scholars in their own right. Brown is an academic environment where multidisciplinary teamwork in teaching and research thrives and the traditional boundaries of disciplines are pushed. Priorities for the University are articulated in the Plan for Academic Enrichment, an ambitious strategic plan launched in 2004 and designed to enhance academic offerings at Brown.

Services

The Brown University Library consists of six on-campus locations and one off-campus facility for high-density storage (i.e., the Library Collections Annex which opened in 2005). Relocating lesser-used collections to the Annex has allowed the Library to repurpose on-campus spaces to better meet the needs of students. Recently renovated areas within the libraries provide users with the appropriate settings and tools to engage in intellectual inquiry, and promote the University's broader goals of building/sustaining a shared sense of community and fostering multidisciplinary interaction. As common spaces for collaboration, the Library's new areas are designed to be flexible to support a variety of study styles (e.g., quiet, individual study areas as well

Brown University Library

as group study rooms) and facilitate the blending of students' academic and social activities. These improvements to the Library's physical environment have been noticed by users and are appreciated; users' satisfaction (as measured by the "library as place" scores in 2005 and 2008 LibQUAL+ surveys) rose dramatically for all user groups, and use of renovated spaces has increased as well.

The Library serves the needs of Brown students and faculty around the clock and around the globe. The Library's web site offers a variety of search tools and links to provide members of the Brown community with 24-hour global access to all of Brown's licensed databases and web-based services. Brown users are offered a wide range of tools that expose them to the broadest possibilities; the Library also provides a number of services -- many of them transparent to the user -- to connect users with the material they desire regardless of where it may reside. On campus, the popular Friedman Study Center at the Sciences Library is open 152 hours each week, offering students a safe, comfortable, and stimulating social learning environment in which they study, do research, and meet with others on academic projects.

New services (launched in the last five years) are designed to lessen the physical and intellectual barriers to knowledge and offer users the means to become more efficient and self-sufficient in their research. A sampling of these includes desktop article delivery services, paging and delivery services for physical books, online course reserves for all media, online chat reference and text messaging services, a variety of online self-service options (e.g., renew books, request items), meta-searching across multiple databases, SFX tools that reveal Brown's holdings to users in easy and efficient ways, and a custom-built search engine called *easyBorrow* that works behind the scenes to query different online catalogs and automatically place the user's book request with the most appropriate service. To facilitate access to the Library's extensive online content, librarians at Brown have created hundreds of resource guides -- web pages that direct users to selected Library resources that pertain to a particular academic discipline or topic of interest.

The Library provides a variety of support services to enhance students' learning and assist faculty in teaching their courses. Brown faculty and instructors are able to place electronic materials (text, audio, video, and still images) on reserve for their courses using the Library's locally developed OCRA (Online Course Reserve Access) system, as well as reserves for printed materials. The Library provides support for classroom media technology as well as the digital video recording of classroom lectures and campus events. Librarian subject specialists regularly assist faculty with content for course web pages, make classroom presentations about finding and using library resources, and provide in-depth research consultations for students to assist with research papers. Over 400 group presentations were conducted by librarians last year, directly reaching well over 5,000 users. The Library also offers software, instruction, and support for faculty

Brown University Library

and students to manage their own digital content including software to create, manage, and present digital images across campus using the Internet.

Recognizing that traditional approaches to reference services no longer respond to the way many researchers work today, librarians at Brown are experimenting with new service models in order to maintain and enhance the traditionally close consulting relationships they have with students and faculty. As librarians try different arrangements for different subject disciplines, a common theme throughout is to take the service to the user – removing the conventional barriers of time and space (location).

Collections

As one of the University's primary provider of educational and scholarly resources, the Library is deeply engaged in developing and stewarding collections in all formats that support teaching, learning, and research. Brown's on-site holdings of 3.65 million volumes support the strong University emphasis on undergraduate teaching and research as well as a growing focus on graduate studies. The Library complements its local collections by providing Brown users with access to over 56 million additional volumes via direct borrowing agreements with consortial partners (a supplement to traditional interlibrary loan services).

The Brown University Library owns several world-renowned special collections. These unique and extraordinary materials are not locked away as treasures in the attic, but are integrated fully into the undergraduate teaching and learning experiences at Brown. It is not unusual for students at Brown to encounter first-hand a 15th-century edition of Dante's *Divine Comedy*, or translate Sumerian cuneiform tablets, or probe the hand-written marginalia in George Orwell's *Nineteen Eighty-four* manuscript. These experiences have become part of the Brown legacy – expanding in number and range of resources examined by each succeeding class at Brown -- instilling in students a palpable appreciation for recorded knowledge and bringing to life the Library's reasons for collecting, organizing, and making accessible materials for inquiry and scholarship. Some of the Brown University Library's noteworthy special collections include:

- **Harris Collection of American Poetry and Plays** – composed of approximately 250,000 volumes of American and Canadian poetry, plays, and vocal music dating from 1609 to the present day, it is perhaps the largest and most comprehensive collection of its kind in any research library.
- **McLellan Collection of Lincolniana** – includes over 30,000 items in various media of materials by and about Abraham Lincoln and about the historical and political context of his life and career. The collection was initiated by Charles Woodberry McLellan (1836-1918), one of five great Lincoln collectors at the turn of the 20th century, and was acquired for Brown University in 1923 by John D. Rockefeller, Jr., Class of 1897, and others, in memory of John Hay, Class of 1858,

Brown University Library

one of Lincoln's White House secretaries. Since its acquisition by the Library, the collection has grown to more than five times its original size.

- **Anne S. K. Brown Military Collection** – the foremost American collection of material devoted to the history and iconography of soldiers and soldiering, and one of the world's largest collections devoted to the study of military and naval uniforms. It contains approximately 12,000 printed books; 18,000 albums, sketchbooks, scrapbooks and portfolios (containing thousands of prints and drawings); and over 13,000 individual prints, drawings and water-colors as well as a collection of 5,000 miniature lead soldiers.
- **History of Science Collections** – encompass books and manuscripts dating from the late 15th to the mid 20th century, with particular strengths in the history of mathematics and astronomy. The collections provide many of the works fundamental to the study of the exact sciences during the Renaissance and include 16th and 17th century astronomical tables and 15th and 16th century editions of Latin translations of Arabic astronomical and astrological texts.
- **Hall-Hoag Collection of Dissenting and Extremist Printed Propaganda** – contains documents representing a broad spectrum of militant political, social, and religious dissent in the United States from the post-World War II period to the present. The collection currently exceeds 168,000 items emanating from over 5,000 organizations, and constitutes the country's largest research collection of right and left wing U.S. extremist groups from 1950 to 1999.
- **H.P. Lovecraft Collection** – includes extensive holdings of manuscripts, letters, and editions of the works of this eccentric Providence, RI, author of fantasy and horror tales for the pulp magazines of the 1920's who is now recognized as one of the seminal figures in the development of the science fiction genre. There are more than 1,000 books and magazines, in 20 languages, containing material by or about Lovecraft plus over 2,000 original letters and manuscripts of his essays, fiction, and poetry.
- **Alcohol and Temperance Collections** – encompass a variety of important collections of books and manuscripts ranging from the papers of "Dr. Bob" Smith, the legendary co-founder of Alcoholics Anonymous, to the Chester H. Kirk Collection on Alcoholism and Alcoholics Anonymous which includes materials from the 15th through the 20th centuries dealing with the history of alcoholism, temperance and prohibitions movements, and society's customs relating to drinking and alcohol.

A growing portion of the Library's general and specialized resources today are digital, providing users with more immediately accessible multi-media information in formats that suit their research preferences. In FY 2008, 56% of the Library's acquisitions expenditures went toward electronic resources in support of its collection of 285,000 electronic books, 56,000 electronic journals, and over 300 electronic reference databases.

Brown University Library

Through its Center for Digital Initiatives (started in 2001), the Library has begun to digitize many of its distinctive materials and signature collections, and has secured grant funding for special projects that have led to improved access to collections. Many collections have been digitized in partnership with faculty who have built courses and multi-media research projects around these materials. Overall, CDI has created more than 78,000 digital objects as well as electronic tools that have enhanced the search, access and display of these items both at Brown and around the globe

Brown faculty and students are heavy users of the Library's resources. In FY 2007, Brown users ranked eighth among ARL libraries in the number of check-outs, checking out more than 26 books per person (i.e., number of initial circulation transactions per total user population). In addition, Brown users are downloading well over one million articles a year from electronic journals. Efforts to expand and enhance access to the Library's collections have shown signs of success; Brown faculty have expressed increased levels of satisfaction (comparing the 2005 and 2008 LibQUAL+ survey results) in areas relating to the Library's print and electronic collections.

Collaboration

The Brown University campus actively promotes and nourishes a collaborative multidisciplinary approach to teaching, research, and scholarship, and the Library both facilitates interdisciplinary work and participates in cooperative partnerships with departments across campus as well as inter-institutional cooperatives.

The Library is in the process of establishing a Center for Digital Scholarship comprised of members of the Center for Digital Initiatives and two units newly incorporated into the Library: the Scholarly Technology Group (STG) and the Women Writers Project (WWP). STG offers grants to faculty in the humanities for projects that seek to encourage innovative research at the intersection of information technology and the academic disciplines, exploring new modes of analysis, creation, and dissemination in which technology plays a significant role. WWP, a unique, long-term research project devoted to early modern women's writing and electronic text encoding, brings the work of pre-Victorian women writers out of the archive and makes them accessible to a wide audience of teachers, students, scholars, and the general reader. The integration of STG and WWP with the Library's Center for Digital Initiatives into a Center for Digital Scholarship will build on the successes of each unit and provide a stronger focus -- both inside the Library and across campus -- enabling collaboration with others to develop and apply appropriate methodologies and technologies to support new forms of scholarship. The emerging Center for Digital Scholarship will capitalize on the Library's combination of deep subject background, advanced technical expertise, and ready access to a host of analog and digital content to address advances in knowledge through both historical and new scholarship on campus.

Brown University Library

Uniquely positioned at the crossroads of content and technology, the Library can provide the guidance, tools, and support to help faculty and students make new discoveries. For example, working with a class examining the role of theater and performance in immigrants' experiences in "becoming American," a Brown librarian -- steeped in the knowledge of both the subject and the Library's collections, and taking advantage of a state-of-the-art technology-equipped classroom in the special collections library -- can orchestrate a series of "hands on" learning sessions where students probe the contents of the Library's digital collection of Yiddish sheet music; the printed African American plays, musical scores, and hymnals from the Harris Collection of American Poetry and Plays; an online exhibit drawn from Brown's collections on the Broadway musical; and digital images available from the Library of Congress and other collections. This kind of mining and connecting of collections and ideas is possible only through the Library's work in stewarding collections and building the technological infrastructure to support the needs of today's researchers.

The Library not only enhances the opportunities for researchers to engage in digital scholarship but also actively contributes to the scholarly record. In digitizing selections from Brown's signature collections, the Library has partnered with faculty and students to develop contextual information and supplementary materials -- essays, timelines, biographies, historical vignettes, etc. -- that enable users to have a richer understanding of the original materials. Noteworthy examples of digital collaboration projects include the Brown University Steering Committee on Slavery and Justice project to create a digital archive of documents and records used by the Committee in their examination of the University's historical entanglement with slavery and the slave trade; the digital archive of the Giuseppe Garibaldi Panorama and materials relating to the life and deeds of one of the protagonists of the Italian unification process (1807-1882); the digitized photographic record of the Great Kanto Earthquake of 1923; the Napoleonic Satires digital project; and the exhibit of Soviet political posters and cartoons. These and other projects can be viewed at <http://dl.lib.brown.edu/index.html>. The Library also supports the Modernist Journal Project, a faculty-based, inter-institutional research project in the humanities.

On a campus that takes special pride in the quality of its undergraduate experience, the Library supports undergraduate education in a variety of ways. In cooperation with the Dean of the College, the Library offers two annual awards (\$750 each) to Brown undergraduate students who demonstrate exceptional sophistication and originality in their research, while making creative and extensive use of the Brown University Library's collections. The Library is deeply involved in the common "First Reading" experience of all incoming freshmen, and it targets the University's popular First Year Seminars for library instruction and consultation. Library staff also participate in the University's formal student advising programs, and informally mentor and advise all levels of students in their introduction to the research process and their discovery of the ethos and workings of scholarly communities.

Brown University Library

Expert in methods of organizing, preserving, and accessing information content, the Library develops partnerships across campus in order to effectively apply these skills to the academic enterprise generally. The Library is working with the Dean of the College to develop an e-portfolio system to capture students' work; it collaborated with the Office of the Vice President for Research to improve access to campus scholarship by enhancing the functionality of the *Directory of Research and Researchers*; and it is leading efforts on campus to initiate a formal records management program as well as build a repository of digital assets at Brown.

In addition, the Library routinely collaborates with departments, institutes, and centers on campus to offer programs, lectures, events, and other activities that explore the Library's rich resources and promote the lively intellectual discourse that pervades the Brown environment. Through these and other efforts, the Library works to position itself at the core of teaching and research on campus, working together with faculty and students to integrate all forms of media and information in the pursuit of new knowledge.

Similarly, the Brown University Library is involved in the broader intellectual community beyond campus. Brown's historical collaboration with the Rhode Island School of Design (Brown's neighbor) was enhanced recently with the development of a new service, named CHiL for College Hill Libraries, that allows open borrowing of the collections across the two campuses. The Library also will host a Library Career Day for Providence city high school students to orient them to how technology influences library services and introduce them to the range of professional opportunities a research library has to offer.

In addition to its work on a local, regional, and national scale, the Brown University Library engages the global scholarly community. Brown recently joined with UNESCO, the Library of Congress, and 30 other international partner institutions to launch the World Digital Library, a web site that features unique cultural materials from libraries and archives from around the world. Brown also contributes to the Open Content Alliance in an effort to build a freely accessible library of digital materials. Brown is a member of the Association of Research Libraries (ARL) as well as a number of statewide and regional consortia (Consortium of Rhode Island Academic and Research Libraries, Higher Education Library and Information Network, Northeast Academic and Research Libraries, etc.). Each of these partnerships extends the Library's reach and supports the Library's ability to connect users with resources, and each is evaluated for its effectiveness in meeting those goals.

Looking Ahead

Brown University Library

The Brown University Library, like all academic research libraries, faces uncertain economic challenges and an increasingly complex information landscape. Moreover, users' expectations for ubiquitous, mobile access to scholarly information will be boundless. Key trends include the growing desire by users to personalize their library experience and the needs for ever-more-robust tools to assist users in independently discovering, accessing, and managing scholarly content. The Library will need to develop, implement, and continually refresh new tools and technologies that keep pace with users' needs and enhance their research capabilities. Further, the Library will need to regularly assess its collections and services to ensure that it is maximizing its limited resources to provide the most effective impact in achieving the University's educational goals.

Nationally and at Brown, universities have experienced both a resurgence of libraries as a safe, comfortable, "neutral" physical space for study and other academic activities, and heightened competition for the limited physical space available on campus. At Brown, the Library is working closely with administrators, faculty, and students to explore options to devote space in direct support of student needs. In the next year, for example, at least one floor of the 14-story Sciences Library will be converted to a new Sciences Resource Center to enhance instruction across the science, technology, engineering, and math disciplines. As holders of some of the largest and most centrally located buildings on any campus, libraries will need to continue to be flexible and creative in adapting spaces that best support the academic and research needs of the university.

One of the principal challenges for the Library will be to manage the shift from a largely print-based and licensed electronic subscription-based collection with locally supported services to one that is largely networked with new models of access and more widely distributed services that are shared in ways that have been hitherto uncommon or impossible. Working together, libraries will need to pursue creative negotiations and agreements with commercial vendors and further redefine the concepts of "collection" and "collection development." Likewise, the prospect of identifying, organizing, and managing vast stores of digital data used in modern scientific research, for example, presents numerous challenges for universities and libraries. This conversation on the Brown campus has begun, and the Library will need to work closely with faculty and administrators to seek viable models that help define the problems as well as the solutions. Developing and implementing standards for new areas of work and partnerships with colleagues throughout the research library community will be critical factors for success.

The size of the Library's staff will undoubtedly shrink over time, exacerbating the fact that the skill set of the remaining staff will need to be more varied and include a higher level of subject and technological expertise. This can be especially challenging for libraries, like Brown, that have large numbers of staff who have been employed by the

Brown University Library

library for many years. Flexibility in responding quickly to current and emerging needs will be a necessity for the success of the organization.

Promoting the resources, services, and spaces that the Brown University Library offers while finding meaningful ways to engage with students and faculty in the creation and discovery of new knowledge is a continuing challenge. The Library has the potential to enable members of the Brown community to learn in the dialect of their own choice and expand their abilities to ponder, produce, and reproduce knowledge in new and deeper ways. By aligning Library priorities with those of the University, the Library can and must remain relevant to Brown's ongoing mission of teaching, learning, and research and ultimately preparing students for a life of "usefulness and reputation."

University at Buffalo, University Libraries
Profile for Association of Research Libraries
 May, 2009

The University Libraries support the research, teaching, and public service missions of the University at Buffalo, a flagship institution of the State University of New York. SUNY's largest institution, the University at Buffalo, founded in 1846, has embarked on the *UB2020* "framework for the future," including expansion from the present 28,000 students to 38,000, articulation and development of three distinct campuses in the Buffalo area, and a goal to be ranked among the top public research universities in the nation. At present, the University offers 78 doctoral, 4 professional, 133 Masters, and 83 undergraduate degree programs. Internationally, degree programs are offered in Singapore, Beijing, and Bangalore. The Libraries embrace the University's vision of academic excellence and its pragmatic signature character of "reaching others." To support and enhance the University's aspirations and missions, the University Libraries are completing a transformation from a place-centric to a service-centric organization. The future of the University Libraries is guided by strategic initiatives that:

- Provide services and resources when and where people need them.
- Expand resources and services in the electronic environment.
- Create spaces that inspire and stimulate intellectual interaction and conversation.
- Build and sustain collections in optimal formats that support the "Strategic Strengths" of the University.
- Recruit and develop talented staff dedicated to the University at Buffalo, the University Libraries, and to the provision of services in the broadest context, as exemplified by "reaching others."

Space

As a strategic partner in the University's *Heart of the Campus* initiative (a major element of *UB2020*), the Libraries' physical facilities are essential components in a transformation of the character and experience of being a member of the UB community. A more encompassing concept of the 21st century library is replacing a place-based model with a more customized and immediate vision of service and resource provision. Also central to this model are the realization of collaborative and flexible study and meeting spaces, the creation of memorable places in the public realm, and multi-use, integrated spaces stimulating interactions that define the intellectual vibrance of the academic community.

To achieve these goals, Libraries' spaces are undergoing redesign, repurposing, and technology reengineering, while information resources and services rapidly migrate to the online environment. The Libraries comprise ten units organized in four administrative entities where *functions/services*, rather than physical facilities, are the

activating principles. In our Cybraries, the Libraries provide over 500 computer workstations with advanced academic software. In 2006, the Libraries opened a storage Annex designed to hold approximately 1 million volumes. Expansion of the Annex is an operational requirement of *Heart of the Campus* plans. Annex services feature expanded electronic document delivery, as evident in a present average of 40 requests fulfilled each day, with a delivery turnaround time within one business day.

Services

Web-based services dominate the University Libraries vision, and continual expansion of our footprint in the electronic environment is a major strategic initiative. Our services have been largely transformed from place-based and static service hours to virtual availability and the embedding of librarians in academic centers/departments throughout the three UB campuses. While traditional information desk services remain, we are initiating and expanding alternative virtual service modes including the *Instant Librarian* online chat service in existence since 2000 and now available until 10 PM weeknights, the application of Web 2.0 technologies and platforms, numerous discipline-specific blogs, and enhanced document delivery. Web 2.0 technology has also proved to be an effective asset for marketing Libraries resources and services, allowing us to reach a wide audience or specific targeted groups. Specifically, librarians have created Libraries presences on *Facebook*, *Second Life*, and *Twitter*. Active blogs and RSS news feeds are now available for such disciplines as Business, Engineering, Law, Literature, Women's Studies, Dentistry, Medicine, Nursing, Pharmacy, Public Health, and Bioinformatics. In addition, more generalized blogs support services for students, services for faculty, and Libraries news in general. Librarians also continually develop online research and topic guides that are available on our Website as well as via *UBLearns*, the University's course management system. "Embedded" librarian subject specialists provide regular office hours in academic departments, in centers, and as liaisons to undergraduate academies.

Information Literacy activities are a major focus of the Libraries and a strategic initiative. Our IL activities include extensive course-related instruction sessions, 892 classes/workshops in 2007-08 with over 22,000 participants; offering a 2-credit course, Introduction to Library Research Methods (ULC257), each semester since 2002; law librarians annually teach 3-credit courses in Advanced Legal Research and International Legal Research; the Web-based *Library Skills Workbook*, successful completion of which is a graduation requirement. We are creating discipline specific versions of the *Workbook* for Engineering students and the EOP program. Recently, Information Literacy librarians have developed an extensive assessment initiative related to IL programs for World Civilizations courses.

Enhancements in 2008-09 to our Libraries Website take advantage of Web 2.0 technologies and the expertise of a graphic designer on staff. We provide federated

searching of multiple databases via our “Articles+” interface, *MyLibrary Card* user access to library accounts, and customized discipline-specific *MyLibrary* pages within the *MyUB* platform. Self-Check kiosks were placed in the two largest Libraries units in 2008, with continued expansion planned for this popular service. In response to changing technologies and the widening roles of the 21st century library, we have created several new positions, including Digital Library Center staff, electronic resources team manager, information literacy librarians, metadata specialists, community outreach services librarian, bioinformatics and molecular biology librarian, and a graphic designer.

In 2008 the Libraries initiated the Undergraduate Research Prize to encourage and honor student research that incorporates Libraries resources in any format. During each of the first two years, \$500 prizes have been awarded to two students, one in the humanities and one in the sciences. For many years, the Libraries have also awarded two annual prizes for poetry by students.

Collections

The Libraries continue a migration from print to electronic access in nearly all areas including journals, books, reference works, government documents, technical reports, as well as acquisition of specific subject-oriented digital collections such as *ArtSTOR*, *EEBO*, *Knovel*, *American Song*, and *U.S. Serial Set*. With 3.7 million physical volumes, 80,000 serials, and over 6 million microform units, the Libraries are expanding support for the broad research, teaching, and service missions of the University, as well as the articulated ten UB “Strategic Strengths,” with aggressive access to electronic resources. In 2005, expenditures for e-resources surpassed those for print resources for the first time. In 2008-09, 68% of acquisitions expenditures were devoted to e-resources. An initiative to acquire and include e-books in our Libraries’ catalog, *BISON*, has led to over 375,000 e-books appearing in the catalog as of Spring 2009. Efforts to market e-books via blogs, an “e-books@UB” logo, and a special search tab in *BISON* have resulted in growing visibility, acceptance, and use of e-books at UB. In 2009, Collections staff began a pilot with Interlibrary Loan to screen patron requests (submitted via ILLiad) for books and to immediately order available in-print books that are needed by patrons and also fit our collections parameters. This results in a reduction of ILL requests to other institutions and the provision of additional new books on demand to patrons.

Through establishment of the Libraries’ Digital Library Center and our *UBdigit* platform, we continue to reformat unique UB collections and to enhance them with metadata analysis. In 2009, there are 23 collections representing a wide range of disciplines in *UBdigit*, among them Animal Behavior, Art History Visual Resources, Black Student Union Newspapers, Historical Medical Instruments, Evolutionary Biology Dissections, Perry Opera & Ballet Photographs, Mail Art, North American New Music Festival Archive, Pulp Fiction Cover Art, and Universal Design Products.

Nurturing, conservation, and use of our Special Collections are increasingly influenced by the application of digital and other technologies. Efforts to create digital surrogates for portions of our world-class collections are ongoing through grant-funded projects, collaborative initiatives, and Libraries projects. Application of technologies has speeded processing, enhanced preservation efforts, supported the creation of EAD guides, produced digital surrogates for teaching and research, and increased visibility for major collections. The following are some of the world-renowned collections benefitting from technological enrichment.

- **James Joyce Manuscript Collection.** The world's largest collection of Joyce manuscripts, notebooks, papers, etc. Digital reproduction of all of the notebooks, and an exhibit to travel to several locations in the U.S. in 2010-11 are nearly complete. Digitization of the notebooks and other manuscripts (10,000+ pages) has preserved a monumental literary asset that faced destruction due to degradation of the original papers and inks used by Joyce.
- **Poetry Collection.** World-recognized collection of 20th century poetry in English, with strengths in William Carlos Williams, Robert Graves, Wyndham Lewis, little magazines, and documentation of literary communities. A selection of items from the Mail Art Collection has recently been digitized, metadata created, and made available via *UBdigit*. A 2009 National Endowment for the Humanities grant is funding digital preservation of 1340 audio tapes of poets reading and discussing their work.
- **Frank Lloyd Wright – Darwin D. Martin House Collection.** Extensive photographs, plans, and letters document construction of the Darwin Martin House in Buffalo, a 1907 Prairie style complex of several domestic and other structures. A large selection of photographs related to the Martin House and Graycliff, also designed by Frank Lloyd Wright as a lakeside summer home for the Martin family, has been digitized with metadata for inclusion in the *Western New York Legacy* digital gateway.
- **George Kelley Paperback & Pulp Fiction Collection.** Exceptionally preserved collection of approximately 35,000 pulp fiction novels and magazines in such genres as detective, science fiction, fantastic, adventure, horror, erotic, war, and western fiction. A selection of approximately 500 covers of detective and science fiction pulp novels has been digitized with extensive metadata analysis as a *UBdigit* collection. A Web-based database, *Gumshoes, Sleuths, and Snoopers*, has been created by the Libraries, with a grant from the New York State Library, to facilitate detailed research on detective fiction.
- **Love Canal Archives.** Documents, photos, and reports related to the environmental disaster at Love Canal. The collection features the papers of the local Ecumenical Task Force. An online guide, including photo and newspaper databases, aids access to the extensive collection of primary and secondary materials.

- **Robert L. Brown History of Medicine Collection and Edgar R. McGuire Historical Medical Instruments Collection.** Historical materials in all areas of the health sciences, and instruments illustrative of past medical and dental practice and procedures. An extensive subset of the collection of medical instruments is available in digital format via *UBdigit*.
- **John Lord O'Brian Papers.** The collection spans the legal career and public service activities of O'Brian, covering his tenure with the War Emergency Division of the U.S. Dept. of Justice, War Production Board, Harvard University Divinity School, and University at Buffalo. An EAD finding aid covers legal memoranda, opinions, correspondence, publications, photographs, etc.

Collaborative Relations

As the University Libraries transition from a place-based enterprise to a service partner, librarians and staff are becoming increasingly integrated into the academic culture of the University through collaboration and engagement. Several specialist librarians hold office hours in academic departments and centers. They also serve as active liaisons for the Libraries to specific high-enrollment classes, such as World Civilizations, and to academic academies. The establishment of the Digital Library Center and the Teaching and Learning Center provides support for faculty integrating instructional technologies into their teaching or research projects. One recent project is the initiation of iTunesU for visual/audio content in the curriculum. Faculty can experiment with high-end and emerging technologies, workshops/classes are offered, and staff partner with faculty in major technology-based grant-funded initiatives. International Education programs receive significant support through the Libraries related to the provision of access to electronic information resources from locations such as Beijing and Singapore, a blog targeting services and information to international students, and workshops for students and visiting faculty, such as Fulbright scholars. The Libraries partner with the UB Humanities Institute to provide funding awards for visiting scholars in residence engaged in extensive investigation of Special Collections holdings. Since 2000, The Engineering Librarian has been a co-principal investigator on several National Science Foundation grants for *Case Study Teaching in Science: A Nationwide Program of Faculty Development and Dissemination*. The Libraries support the created database, *Case Studies in Science*, now utilized world-wide. These grants have totaled well over \$2 million. The Libraries are presently lead partners with Information Technology and other units on campus for the development of an Institutional Repository for the University. A Scholarly Communication group is developing web resources, training, and other support to promote new modes of scholarly communication and publishing within the University.

On the regional and state levels, the University Libraries are leading partners in initiatives for community engagement, health information networks, SUNY and state sharing of resources and technology development. In 2009, the National Library of

Medicine (NLM) designated the University's Health Sciences Library as the lead developer of the Upstate New York *Go Local* project to provide comprehensive Web links to local health care and support services in each Upstate county. The Health Sciences Library's Community Outreach Services Librarian is leading the project team, in partnership with the Western New York Library Resources Council. For over twenty years, the Health Sciences Library has also provided the HUBNET information services and databases program for health professionals, faculty and students in area hospitals and research centers. To support the specialized information needs of UB's rapidly expanding research programs in bioinformatics and molecular biology, the growth of the downtown Buffalo-Niagara Medical Campus and its New York State Center of Excellence in Bioinformatics and Life Sciences, in 2008 the Libraries recruited an expert in molecular and cell biology, genetics, and biotechnology information as Bioinformatics and Molecular Biology Librarian. As a member of the Western New York Library Resources Council, the University Libraries are long-term partners in resource sharing, technology development, and grant-funded initiatives. One recent project is the establishment of the *Western New York Legacy* gateway for digital collections of local interest. We have hosted the gateway on our servers and developed digital collections for access via the gateway, including a photograph collection related to the Frank Lloyd Wright designed Darwin Martin House complex, and digital reproductions of runs of campus student newspapers. In 2007-2009, the Libraries partnered with the Buffalo & Erie County Public Library in *Get Graphic: The World in Words and Pictures*, a program using graphic novels to increase reading and literacy among local teens. Funded by a Family Literacy grant from the New York State Library, the program included workshops for librarians, educators, and caregivers; public programs led by graphic novel and comics authors and artists; classroom kits comprised of multiple copies of a specific graphic novel and supporting curricular materials; cover art and graphic novel contests for area youth; and the publication of a locally produced graphic novel.

Within SUNY and the state, the Libraries are a leader in *SUNYConnect*, a consortium sharing the online catalog system, Aleph, and providing licensing for selected major databases. We also provide the largest number of interlibrary loan lending transactions within the SUNY system, and serve in leadership positions on statewide committees dealing with collections, resource sharing, document delivery, and technology development. Several shared acquisitions initiatives have been developed by Collections directors, including a university press plan that places a single shared copy of selected books in a designated SUNY library. The 'home' library for sectors of this shared collection can change over time as demand dictates. We also are active members of NYLINK and the Comprehensive Research Libraries of New York State.

Nationally, the Libraries are members of the Association of Research Libraries, the Center for Research Libraries, the Coalition for Networked Information, and the Council on Library and Information Resources. We are partners in the *LOCKSS* and *Portico* programs, as well as participants in the *LibQUAL* assessment program (2004, 2006).

Librarians are consistently active and hold leadership positions within the American Library Association, Special Libraries Association, Medical Library Association, Music Library Association, and American Association of Law Libraries. Within ALA, UB librarians are especially active in ACRL, ALCTS, and LAMA. The Libraries' systems group is participating in the *eXtensible Catalog (XC) Project* to design and develop a set of open-source applications that will provide libraries with an alternative means to reveal and provide access to all resources across a variety of databases, metadata schemas and standards. Other XC partners include University of Notre Dame, Rochester Institute of Technology, Oregon State University, and the Consortium of Academic and Research Libraries in Illinois. A UB librarian is co-editor of the open access journal, *Communications in Information Literacy (CIL)*, which debuted in 2007, has achieved significant impact, and serves as a successful model of open access publishing in libraries. UB librarians received the Esther J. Piercy Award and the Ross Atkinson Lifetime Achievement Award from the Association for Library Collections and Technical Services in 2008 and 2009. A forthcoming major traveling exhibit will showcase the James Joyce Collection to a national and international audience.

In challenging times, our continued success and level of support for the University and the profession are enabled by an exceptional, highly productive staff energized by the educational mission, the excitement of research investigation, and the ever evolving roles of the academic library.

University of California, Berkeley ARL Profile

Berkeley or “Cal” is the oldest of the ten campuses of the University of California, with a library collection formed even before the founding of the school in 1868. Leaders in that century declared that the library was to be the “heart of the university.” They did not wrestle with the question whether a god should grace the library, they debated how commanding the god should be. Doe Memorial Library (1910) has Athena in a war helmet to greet readers. Unwisely, the founders allowed a botanical garden and then a forest to grow in front of the library, making it a hidden temple. In the 1990s, the land was shaped to the goal of access: now the lawn of Memorial Glade leads to a curved library skyline: the granite columns of Doe, the concrete porches of the Moffitt Undergraduate Library (1970), and the bronze screens of the Starr East Asian Library (2008). Close by, architecture shines in the restored Bancroft Library, the Social Welfare Library, the Koshland Bioscience and Natural Resources Library, and the Hargrove Music Library (2004). In the past generation, Berkeley has spent some 300 million dollars to make its libraries safe from earthquakes, more pleasant to be in, and better connected to the front lines of research.

More than twenty libraries stretch across our campus, all of them the “main” library for each of the more than 300 degree programs, about 125 of them for the Ph.D. Several million books lie under the grass in front of Doe (Gardner Main Stacks) and spread through these buildings around the glade. Nearly a third of Berkeley’s collection of eleven million volumes are stored seven miles away in the Northern Regional Library Storage Facility (NRLF). In all, the ten campuses share a collection larger in bulk (32 million volumes) than the Library of Congress and second only to that library in distinct print titles.

A century ago the Berkeley faculty left a permanent record of whom to credit for the development of the book itself: fifteen notables whose names became part of the frieze of what is today the Heyns Room. In gazing up, one learns that the Y chromosome was essential (Cuvier is honored, but not Currie); that running afoul of revealed religion was to be expected (Galileo, Voltaire, Gibbon, Darwin); and that the book emerged from work done no father west than Scotland (Adam Smith) or farther east than Prussia (Kant). Cal undergraduates, two-thirds of whom have at least one parent who was born outside the United States, and not from this section of Europe, take this in stride.

In fact the Library took a broader view of the world before notables reached the frieze. The philanthropy of women such as Phoebe Apperson Hearst and May Treat Morrison made this possible. The Tebtunis papyri from Egypt, major collections in semitic and Sanskrit, and the foundational books for the East Asian Library were acquired before 1920. So too had the Bancroft Library opened, with its documents of

Spain in the New World and pioneering work in an oral history of cultures in conflict. In a dozen books that the Library has published in the past two years:

<http://www.lib.berkeley.edu/give/inspiredbythelibrary.html>

one can discover new texts shared, acquisitions toasted, and voices in a living culture preserved. This is only a snapshot, but it suggests, correctly, that the only limit for the library is the visitor's curiosity.

The Berkeley library realizes that research now takes place in an expanding digital environment, resting on converted print collections, licensed from digital publishers, or preserved as a byproduct of local research. E-journals are replacing print journals across all disciplines. The emergence of E-books, complex digital media objects, and a range of products that bundle highly flexible application software and digital content are challenging the Berkeley library's infrastructure and collections budget. Special collections here include a disparate mix of print, audio-visual and computer-based content. The sum of these welcome developments is seemingly insurmountable challenges to cataloging, preservation, and access systems.

If Athena came down and solved these problems all at once, there would still be essential work to do. The journals inflation crisis of the 1990's has morphed into a generalized crisis in scholarly communication. In work on e-Scholarship through the California Digital Library (CDL), in the Digital Humanities through campus grants, and in our own innovation fund, the Berkeley Research Impact Initiative (BRII) for our investigators, the Library seeks to nurture new models of scholarly exchange.

Digital technologies have helped us support new modes of content discovery and interrogation that were impossible in the print environment. Our users are demanding access to the full research potential of the digital object. In this new environment, we find that traditional subject cataloging is complemented by the ability to search full-text collections of books on the global level, especially through Google Book Search, the Open Content Alliance, and the HathiTrust. Berkeley was among the earliest supporters of each organization and has contributed content from both the general and special collections. To date this amounts to more than one million volumes scanned.

As general research needs are increasingly met by digital resources—and the discovery environment for book-like materials is revolutionized by Google and related initiatives—the narrowing realm of print publishing and library acquisition is a new challenge. Preliminary indicators are that mass digitization and discovery of general book collections may be driving increased interest in the print artifact. But print on demand services may become as important in meeting this need as being able to deliver a book from a shelf. Declining book publication runs makes obtaining replacement volumes for lost or mutilated materials a more expensive proposition than in the pre-

Web era. The problem is not the exclusive domain of any single subject, although visual arts, literary and historical materials are among the books and journals most at risk.

Making it clear that libraries exist for teaching and learning, and not as monuments to collections or cool technology, is work that never ends. Berkeley's library has taken a lead in the transformation of undergraduate education by developing students' abilities to thrive in a research-based learning environment. (Berkeley receives more than \$300 million annually in grants for basic research.) A grant from the Andrew W. Mellon Foundation provided the Berkeley campus community with the opportunity to meet this challenge by redesigning courses across disciplines, re-energizing large enrollment courses, and enabling students to develop information and critical thinking skills.

The Berkeley Library seeks to help transform the undergraduate curriculum in many ways:

- providing research experiences at various stages of students' academic careers;
- talking with deans and department chairs to identify key courses that could serve as models and instructors who could serve as change agents;
- embedding research-based learning in an array of courses;
- ensuring librarians are engaged in curriculum and research assignment development, and support for student learning;
- enhancing coordination among campus staff with expertise in teaching, library collections, information literacy, educational technology, and assessment in support of instructors and instruction; and
- creating an incentive structure that rewards the innovators in our ranks.

A trill of faculty honors can be heard at many Berkeley gatherings, beginning with the 20 Nobel laureates in our past, and concluding with the 28 MacArthur Fellows and over 400 members of the National Academies on campus today. The test of the Berkeley library is whether such notables can support their research from what they find here. Whether we are helping their students share the excitement of research in each field. And whether the edifice of scholarly communication remains strong enough to pass learning across the generations.

Thomas Leonard

University Librarian

Aug. 31, 2009

**University of California, Davis
University Library**

May 2009

Institutional background

The University Library of the University of California, Davis, is a major educational and scholarly resource, operating as an integral part of the University while recognizing obligations to a wider public, particularly the people of California. The University of California, Davis campus, originally known as the University Farm, was established by an act of the State Legislature in 1905.

The mission of the library is to collect, preserve and provide access to books, journals, manuscripts, documents, and other records of knowledge held in an ever expanding range of print and digital media in support of University research, instruction, patient care, and community outreach.

The ten campuses of the University of California provide exciting environments that foster world-class educational and research opportunities and generate a wide range of benefits and services that touch the lives of Californians throughout the state.

The University of California family includes more than 220,000 students, more than 170,000 faculty and staff, and more than 1.5 million living alumni.

With collections totaling more than 34 million volumes, the more than 100 libraries throughout the University of California are surpassed in size on the American continent only by the Library of Congress collection. The University of California has 3.6 million square feet of library building space and more than 36 miles of archival and manuscript materials.

The Libraries

The Library encompasses four buildings: Shields Library, Physical Sciences & Engineering Library, Carlson Health Sciences Library, and Blaisdell Medical Library. Shields Library contains the Biological & Agricultural Sciences, Humanities, Social Sciences & Government Information Services. It also houses Special Collections & University Archives.

The Physical Sciences & Engineering Library collection's main emphasis is Chemistry, Engineering, Geology, Atmospheric Science, Physics, Astronomy, and Astrophysics and Transportation. The collection supports faculty and student research in a broad range of engineering and physical sciences subjects.

The Carlson Health Sciences Library serves the faculty, staff, and students of the School of Medicine and the School of Veterinary Medicine. The collection has its strengths in the basic life sciences as they relate to human and animal medicine. The scope of the collection encompasses

**University of California, Davis
University Library**

clinical medicine, veterinary research, and basic medical and veterinary sciences including genetics, virology, immunology, medicine, parasitology, orthopedics, neurology, epidemiology, preventive medicine, and zoonoses. The journal collection is especially strong in the basic sciences and clinical research.

The Blaisdell Medical Library serves faculty, staff and students affiliated with the UCD Health System (UCDHS) and supports the School of Medicine's curriculum. The collection contains monographs and serials in the areas of medicine, nursing, and patient care.

Services

The Library holds millions of print volumes and journals on its shelves and provides high speed access to an extraordinary amount of research materials online. Thousands of daily visitors visit our modern, welcoming facilities and annually literally millions of users connect online through our state-of-the art Virtual Private Network (VPN).

Library Instruction Services, geared specifically to the research needs of undergraduates, offers course-related instruction, drop-in workshops, and online materials designed to teach students about information access, evaluation and use. Drawing on the full range of resources available through the library (books, journals, electronic sources, and non-print media) Library Instruction Services aims to promote academic discovery, support scholarship, and lifelong learning.

Reserve Services, located in Peter J. Shields Library, makes available course material, audio visual material, campus and departmental publications, high use reference materials, and selected periodicals.

The Library collects government information and maps in all formats. Our government information and map collections are extensive and include international, federal, and California state depository material, retrospective collections, and electronic data. We provide reference assistance from the Humanities/Social Sciences & Government Information Services and Biological & Agricultural Sciences reference desks during scheduled hours as well as individualized service by appointment. Customized bibliographic instruction, and handouts and guides are available on request. Access to U.S. government documents is also available on GPO Access and a number of other online systems.

Collections

Michael and Margaret B. Harrison Western Research Center

Collected over a period of more than eighty years, the Michael and Margaret B. Harrison Western Research Center consists of more than 21,000 volumes relating to the history of the Trans-Mississippi West, including rare and fine press books, serials, pamphlets, maps, and other printed items. Subject strengths include Native Americans, cowboys and cattlemen,

University of California, Davis University Library

western military history, Custer and the Battle of the Little Big Horn, western art, transportation, trails, and national parks. The collection also contains western art including paintings, etchings, and lithographs; Native American baskets and pottery; bronze sculptures; and memorabilia.

Viticulture & Enology Collection

Shields Library is home to one of the finest collections of grape growing and wine making literature in the world. The collection gathers together materials on grape growing, grape diseases, wine making, fermentation science as well as the economic aspects of the wine industry. The primary emphasis is on the technical, scientific, historical and cultural aspects of grape growing and wine making with strong holdings in the economic and business aspects of grapes and wine.

The collection contains approximately 27,000 volumes representing both monographic and serial holdings. Shields Library currently maintains some 140 serial subscriptions and contains over 325 serial titles, both active and inactive in the viticulture and enology subject area. The form of material in the collection ranges from books and serials, to pamphlets, to maps, to printed ephemera, to archives and personal papers. Twenty-nine different languages are represented within the collection.

Special Collections

The Department of Special Collections houses the Library's rare books, manuscript collections, the University Archives, and other noncirculating research materials requiring care and control that cannot be provided in the open stacks.

The Department's major purposes are to acquire these materials, make them available for use, and preserve their integrity for future generations of students and scholars. Its collections have grown to more than 129,500 volumes and 17,200 linear feet of archives and manuscript collections, as well as other related materials that are available for research and instruction.

Medical Library Collections

There are two specialized collections at the Blaisdell Medical Library — the Civil War Medicine Collection and the Bioethics Collection. The Civil War Collection is the personal collection of Dr. F. William Blaisdell, a UC Davis emeritus professor and a founding father of modern trauma care. The Blaisdell Medical Library is named in honor of Dr. Blaisdell. The C. John Tupper, M.D. Bioethics Library Collection was formally initiated in 1994, concurrent with the recruitment for the UC Davis School of Medicine's endowed chair in bioethics.

Collaborative Relations

University of California, Davis University Library

UC Davis provides its business and industry partners a competitive advantage. As one of the nation's top research universities, it is a valued source of professional talent, research, technology and executive education. Businesses large and small, in turn, provide private support that helps us maintain our excellence and continue to produce the research and ideas they need to thrive. Below are a sample of ongoing and successful collaborations.

Next Generation Melvyl

The University of California Libraries have launched a pilot version of a replacement for the current Melvyl Catalog, which features a single interface that searches holdings in all UC Libraries, those of libraries around the world, and UC books digitized by Google. It also searches for article references in education (from journals indexed in ERIC), medicine and health (from journals indexed in Medline), U.S. government publications (from journals indexed in GPO), and general topics (from journals indexed in ArticleFirst). UC-eLinks can then be used to access the full text or print-copy information for journals to which there is a UC subscription.

Springer Pilot Agreement

The University of California Libraries and Springer Science+Business Media (Springer) have concluded a ground-breaking experimental agreement to support open access publishing by UC authors. The arrangement is part of the journals license negotiated by the California Digital Library on behalf of the ten campuses of the University of California.

The University of California-Springer agreement is the first large-scale open access experiment of its type undertaken with a major commercial publisher in North America.

HathiTrust

A group of the nation's largest research libraries have collaborated to create a repository of their vast digital collections, including millions of books. These holdings have been archived and preserved in a single repository called the HathiTrust. Materials in the public domain will be available for reading online.

Launched jointly by the 12-university consortium known as the Committee on Institutional Cooperation (CIC) and the university libraries of the University of California system, the HathiTrust leverages the time-honored commitment to preservation and access to information that university libraries have valued for centuries. Google software will allow greater access to the digitized content.

Google and Open Content Alliance Partnership

**University of California, Davis
University Library**

The University of California libraries has partnered with Google and the Open Content Alliance (OAC) to digitize books from the libraries' collections.

The partnership, in the Google Books Library Project, was launched in December 2004 to digitize books drawn from the libraries of major research libraries including Harvard, Stanford, Michigan and more. The digitized books will be searchable through Google Book Search and Melvyl.

The Open Content Alliance, a global consortium has built and openly distributes a comprehensive set of digitized print and multimedia content. The OCA's founding contributors also include the University of Toronto, the European Archive, the National Archives (UK), O'Reilly Media, Inc., Adobe, and Hewlett Packard Labs.

Web at Risk

The Library of Congress awarded a \$2.4 million grant to the University of California's California Digital Library to develop Web archiving tools that will be used by libraries to capture, curate and preserve collections of Web-based government and political information.

The grant will support development of the infrastructure and tools that libraries and other organizations will need to build collections of selected Web-based materials. CDL has partnered with New York University, University of North Texas to build the infrastructure and to utilize it in the development of at least seven distinct Web archives.

The University of California, Irvine Libraries

July 2009

Institutional Context

Founded in 1965, the University of California, Irvine is noted for its excellent research and graduate programs, an extensive commitment to undergraduate education, and a growing number of professional schools and programs of academic importance and social significance. UC Irvine is among the fastest-growing University of California campuses with more than 28,000 students, 1,100 faculty members and 9,200 staff. The campus is experiencing a period of extraordinary growth in which student enrollment is planned to reach 32,000 by 2014, accompanied by a proportional growth in faculty and staff.

The UC Irvine Libraries

The UC Irvine Libraries provide vital leadership in UCI's distinction as a premier research university. As the intellectual crossroads of the campus, the Libraries are essential to its academic life, and collaborate with members of UCI's diverse community to discover, create, and share knowledge.

Services

The Libraries welcome more than 2.5 million visitors annually to four core facilities.

- The Jack Langson Library provides services and collections for the humanities, fine and performing arts, social sciences, social ecology and management, as well as special collections and government documents.
- The Science Library centralizes the science and technology collections and services for physical and biological sciences, medicine, computer science and engineering.
- The Forest J. Grunigen Medical Library serves the clinical needs of the Health Sciences at the University of California, Irvine Medical Center.
- The Libraries Gateway Study Center provides a large computer laboratory and areas for individual and group study.

Visitors to these facilities have access to more than 600 public computers and 3,600 research and study seats. Libraries study centers provide late night study seating and computer laboratory access throughout the year and 24-hours per day in the week before and during finals.

The Libraries are engaged in a variety of major renovation and renewal projects designed to ensure that these facilities continue to meet the needs of today's students and faculty. A law library is also under construction on campus to support the new School of Law.

In addition to the Libraries physical locations, significant services and resources are available through the Libraries online presence. Each year, the Libraries receive about 4.3 million virtual visits. Researchers conduct about 2.8 million searches of the Libraries online catalog, view approximately 2 million electronic articles, and download nearly 260,000 e-book sections.

The Libraries have an active research instruction program that teaches more than 18,000 students each year to locate and think critically about information resources and to use them effectively during their time at the university and throughout their lives. University librarians participate directly in the teaching mission of the University in a variety of way, including integration of library research instruction into required lower division writing courses, and development of tutorials and interactive subject and course guides that help students identify the best online, web, and print resources for their projects.

Researchers needing additional assistance may contact librarians through a variety of methods, including phone, email, instant messaging, texting, face-to-face reference, and personalized research consultation services. UCI Libraries staff answer over 150,000 inquires each year while providing direct, personalized, one-on-one research assistance. The effectiveness of these programs is highlighted by a recent system wide undergraduate student experience survey in which UCI students reported high levels of satisfaction with the availability of library research materials and the accessibility of library staff.

While campus users are the main focus of library services, the UCI Libraries also offer community users access to library resources and services and invite community users to special library events. In addition, the Libraries' ASAP Information Service quickly delivers advanced information in a variety of subject areas to the local business community on a cost-recovery basis.

The Libraries commitment to user focused services is emphasized throughout library operations, and supervisors, department heads, and AULs are responsible for ongoing assessment activities to ensure that their units are effectively advancing the Libraries' goals. The Libraries have participated in LibQUAL+ and other user, service quality, and organizational assessment activities. These activities are coordinated and facilitated by a Director of Planning, Assessment, and Research and a Training and Organizational Development Officer.

Collections

UCI Libraries critically select increasing amounts of electronic as well as print information to support the growing academic programs in all disciplines across campus. The Libraries collection consists of more than 3 million volumes, and over 52,000 serial titles, as well as a wealth of manuscripts, microforms and graphic collections. The Libraries aggressive expansion of electronic resources includes access to more than 400,000 digital volumes.

The range and quality of materials in the UCI Libraries' collections is a mark of distinction, including particularly noteworthy collections in world literature, American literature, biology, regional history, and dance and performing arts. Other highlights include the Critical Theory Archive and the Southeast Asian Archive.

Collaborative Relations

The UCI Libraries are involved in many collaborative relationships from the local community and campus level to the regional and national level and beyond.

The UCI Libraries are actively involved in local partnerships that reach beyond the campus community. Founded in 1998, the Libraries' SPIRIT Program (School Partnerships in Research and Information Technology), teaches information literacy skills to area high school students and teachers, assists students in becoming competitive for admission to the University of California, to thrive academically, and to be lifelong learners. Literary Orange, an annual partnership with the local public library system, is the region's premier literary event, where readers and writers have the opportunity to engage on an array of topics, the process of writing and publishing, and purchase signed books.,

On campus, the Libraries are engaged in a variety of collaborative initiatives that enhance faculty research and student learning. These include a partnership to develop UCI's Electronic Education Environment course-management system, the integration of library research instruction into the lower division writing program and Humanities core courses, and an innovative program called HumaniTech that facilitates the incorporation of technology into Humanities teaching and research. In conjunction with the Provost, the UCI Libraries established and coordinates the Scholarly Communication and Management Program (SCAMP), which facilitates collaboration and campus dialogue on a wide range of scholarly communication issues that impact teaching and research. In addition, our Research Librarians serve as active liaisons to and participants in the departments and schools of their subject assignments to ensure that information needs are being met and to promote the Libraries' services and resources. The Libraries are active participants in student recruitment, Welcome Week, the Student-Parent Orientation Program, and other campus initiatives designed to integrate new students into the UCI community.

As part of the University of California system, the Libraries engage a variety of regional cooperative efforts with other UC Libraries and the California Digital Library (CDL). These partnerships include a system wide eScholarship repository, the Online Archive of California, HathiTrust, and Google, Inc.'s book scanning project.

At the national and international level, the UCI Libraries are a member of the Association of Research Libraries (ARL), Coalition of Networked Information (CNI), Center for Research Libraries (CRL), Council on Library and Information Resources (CLIR), International Federation of Library Associations and Institutions (IFLA) and Scholarly Publishing & Academic Resources Coalition (SPARC), and the Pacific Rim Digital Library Alliance (PRDLA).

Looking to the Future

Over the next five years, the UCI campus will continue to grow at a significant rate, culminating in the final “build out” of the campus in terms of maximum size of enrollment, faculty and staff. The Libraries are committed to providing the innovative services and essential information resources necessary to attract, support, and retain high-quality students and faculty during this period of growth and beyond.

UCLA Library December 2009

In support of one of the nation's leading public research universities, the UCLA Library furthers UCLA's mission of teaching, research, and public service by providing quality information resources, services, and facilities to students, faculty, and staff both on campus and off. A vibrant enterprise within the academy in its own right, the Library also serves the people of the state of California by collecting and preserving the region's cultural record and making it broadly accessible both physically and virtually.

Research Collections: Individual Strengths, Collective Comprehensiveness

Though UCLA was formally established in 1919 as the Southern Branch of the University of California, its library collections were actually begun in 1883, when the population of Los Angeles numbered only about twelve thousand people. That year, the library of the State Normal School, UCLA's predecessor, acquired the two-volume *Twelfth annual report of the United States geological and geographical survey of the territories: a report of progress of the exploration in Wyoming and Idaho for the year 1878* (1883) by Ferdinand Vandever Hayden.

From these humble and relatively recent – when compared with the long histories of other top-ranked ARL libraries such as those of Harvard and Yale – beginnings, generations of librarians have built an extensive research collection of remarkable depth and breadth that has grown as UCLA's academic programs have expanded. Vital to building those collections has been the active support and leadership of visionary UCLA chancellors and provosts at critical points in the campus's history. Today, UCLA offers more than one hundred undergraduate and graduate degree programs and receives nearly one billion dollars annually in grant funding, all of which require dynamic support from Library collections.

A few physical collections merit specific mention. The Library has become the foremost repository in the Western Hemisphere of the publications of renowned Italian Renaissance printer Aldus Manutius and his family and imitators and has one of the preeminent collections of rare medical works dating from the fifteenth to the twentieth centuries, rivaling the holdings of the National Library of Medicine. The Children's Book Collection, one of the most significant in the country, contains a charming assortment of materials including enchanting fairy tales, amusing games, engaging pop-up and movable books, and clever teaching aids produced before 1900.

The Library houses one of the most extensive East Asian collections in North America and the largest in Southern California, with circulating holdings in Chinese and Japanese archaeology, classic literature, history, and East Asian art and art history among its strengths. Ranging from medieval texts to contemporary sculpture, the Judaica collections contain materials from around the world related to Jewish history, religion, language, society, and culture, including unique holdings that document life in various diaspora communities. The Minasian Collection

of Arabic and Persian manuscripts, one of the most extensive post-classical Islamic manuscript collections in the U.S., consists primarily of works related to the studies of theologians and scholars in Iran during the seventeenth and eighteenth centuries.

The Japanese American Research Project focuses on the Issei generation of Japanese American immigrants and encompasses more than one hundred sets of individual and family papers; audiotapes; questionnaire returns from nationwide sociological surveys of the Issei, Nisei, and Sansei; original artwork; newspapers, yearbooks, directories, and other publications of Japanese social, cultural, and economic organizations; and Japanese consulate records from the West Coast. The Campaign Literature Collection consists of material from federal (distributed in California), state, and local elections dating back to 1908 and has expanded to include archived versions of campaign Web sites.

Documenting the entertainment industry are papers of actors, directors, writers, designers, film studios, production companies, and theater companies. Noteworthy names include Carol Burnett, Center Theater Group, East West Players, Larry Gelbart, Walter Lantz, Jean Renoir, Gene Reynolds, Mark Robson, Gene Roddenberry, RKO, and Waldo Salt. The Library's extensive music holdings feature sheet music, recordings, and papers of performers, composers, recording companies, and production companies; among the many significant names are A&M Records, CBS, Jimmy Durante, Bernard Herrmann, Henry Mancini, Alex North, the Ojai Festival, Horace Tapscott, Ernst Toch, Jimmy Van Heusen, and Warner Brothers Studio. In addition, the Archive of Popular American Music covers the history of popular music in America from 1790 to the present through some 450,000 pieces of sheet music, anthologies, and arrangements for band and orchestra and more than sixty thousand recordings.

Many physical collections now have digital components; selected examples include the Archive of Popular American Music, Campaign Literature Archive, oral histories conducted by the UCLA Library Center for Oral History Research, Ishigo papers from the Japanese American Research Project, and Minasian Collection. Other projects of the UCLA Digital Library Program involve campus partners, such as the architecture and urban design image collection (Department of Architecture and Urban Design), UCLA Encyclopedia of Egyptology (Department of Near Eastern Languages and Cultures), Hypermedia Berlin (Center for Digital Humanities), and Strachwitz Frontera Collection of Mexican and Mexican American Recordings (Chicano Studies Research Center).

As with all academic libraries, electronic journals, e-books, reference resources, image databases, and other e-tools form a significant and ever-expanding part of the UCLA Library's collections and require rapidly increasing expenditures from limited collections budgets. As part of the ten-campus University of California (UC), UCLA benefits from the collective purchasing power and economies of scale that the system is able to employ in negotiations with publishers of electronic titles; this makes more resources available to the broader system that each campus would have been able to purchase or license individually.

In fact, the holdings of the UC libraries together form the largest collection in the nation and one of the largest in the world. These extensive resources are not only intended for the university's students, faculty, and staff; they are held in trust for the people of California and made available to them both physically and virtually. Images, documents, and works of art from California archives, libraries, and museums can be viewed by users anywhere through the Online Archive of California, and thousands of images and documents are available online without restriction through Calisphere, which also offers lesson plans for teachers that build upon these unique primary sources. Information, facts, and data about California from a variety of government agencies are freely available through Counting California. And the eScholarship Repository makes research articles, conference papers, and other scholarly content created by UC faculty broadly and freely accessible to the public.

User Services: Where and When a User Needs Them

The UCLA Library's public services have evolved in recent years in response to both changing needs and changing usage patterns. Users can now employ self-service machines to check items out from the largest campus libraries and can renew items online; they can also request, check the status of, and renew interlibrary loans online. Reference assistance is available in the libraries, by email, by phone, by text message, and online; UCLA's membership in a consortium has expanded the online availability to 24/7.

The areas of service are also evolving. Under the general heading of information literacy, the Library has long offered in-class or in-library instruction, advice to instructors on assignments using library resources, and subject- or course-specific lists of resources. The resource lists have now grown into detailed online guides with links to relevant resources and information; librarians have created engaging, interactive online tutorials to walk undergraduate students through the research process and issues of plagiarism and academic integrity; and librarians also offer one-credit research methods courses in several subjects.

Another new area of service is broadly encompassed under the heading of scholarly communication. The Library launched its activities in this area with a major faculty symposium several years ago and now organizes an ongoing series of faculty workshops on modifying author agreements, obtaining permissions for using copyrighted materials in research and teaching, and complying with the public access policy of the National Institutes of Health as well as more personalized individual consultations on these and other subjects. Workshops for teaching assistants inform them about permissions requirements and brief them on the intellectual property issues they need to cover with their students. Workshops for graduate student journal editors assist them with moving print journals to an open-access platform and creating author agreements that allow for subsequent educational reuse by the author; workshops for all graduate students educate them on obtaining permission for using copyrighted material in theses and dissertations and on modifying author agreements to retain their own educational reuse rights. The Library has created a comprehensive Web site with

information on services in this area and links to useful online resources; library staff members also contribute to a scholarly communication blog that posts current developments that may be of interest to faculty and graduate students. Scholarly communication is another area in which the UC system's more extensive resources are invaluable; the UC eScholarship Repository offers a place for faculty and graduate students to deposit pre- and post-print articles and papers from symposia and conferences, which are then broadly and freely accessible to users anywhere.

Elements of both information literacy and scholarly communication combine in the Library's support of UCLA's course management system. Having a librarian on the implementation team ensures the integration of relevant services and resources – for example, reserves, links to recommended resources, copyright information – into the system, where instructors can easily incorporate them into the pages for each course.

Individual workstations and computer-equipped instructional spaces and group study rooms have long been features of the UCLA Library's facilities. However, in 1999 the Library expanded its services in this area to offer laptop loans to students and faculty free of charge. With wireless connectivity available throughout the library facilities and almost everywhere across campus, users can now check out a laptop and use it to work on assignments or conduct research virtually anywhere on campus. Instructors can even reserve a portable cart stocked with laptops and have it delivered to specially designated classrooms. In addition, an extensive selection of software and other hardware is available in the Library's instructional computing commons, and additional pieces of equipment can be checked out by both students and faculty.

As instruction and research increasingly involve a digital component or move wholly into the digital environment, the Library continues to investigate how its service portfolio should evolve to support student and faculty needs in and through arenas like Second Life, Facebook, Twitter, and other Web 2.0 technologies.

Physical Facilities: Multifunctional Spaces for Learning and Engagement

Though the UCLA Library's Web page views have now outpaced its gate count, the Library's physical facilities remain busy day and night. Spread over a number of separate buildings on campus, UCLA Library spaces serve a variety of different needs, including for quiet independent study, group projects, class instruction, interdisciplinary investigation, educational exchange, and cultural and social events.

Justly regarded as a highlight of any visit to campus, the magnificent Powell Library Building houses the undergraduate library as well as a computing commons, instructional media lab, public service point for the UCLA Film and Television Archive, and the UCLA Office of Instructional Technology. Located in UCLA's historic heart, Powell offers twenty-first-century technology in a building more reminiscent of fifteenth-century Italy. One of the first two buildings constructed on the Westwood campus – along with Royce Hall, its partner across the

quad – the library also shares with Royce a design aesthetic that combines Italian Romanesque influences from Lombardy, elements of the Byzantine, and Moorish touches suggested by the Spanish presence in Southern California. Together, these influences have resulted in a building that is both grand and welcoming, offering impressively proportioned public spaces and intimate study areas, with floods of light through grandly scaled windows bringing a wonderful glow to the warm stone, brick, and tile throughout the interior. Though seismic upgrading was already underway when the Northridge earthquake hit in January 1994, the damage it caused offered the opportunity to more fully renovate and restore the building. Reopened in 1997, the facility continues to earn acclaim from students and visitors alike for its beauty as well as its functionality.

The Charles E. Young Research Library serves as the main library in the humanities and social sciences for graduate students and faculty. It also houses the Richard C. Rudolph East Asian Library, University Archives, Department of Special Collections, and the Library system's administrative offices. Constructed in the 1960s and designed by noted Los Angeles A. Quincy Jones, the Research Library is currently undergoing renovation of its lower level and first floor to better meet the instructional, research, and technological needs of the students and faculty it supports.

The Louise M. Darling Biomedical Library supports undergraduate and graduate programs and professional schools in the life and health sciences. Because of UCLA's renowned medical programs and the facility's adjacency to the UCLA Medical Center, librarians and staff also respond to numerous inquiries from members of the public about healthcare-related subjects. In addition, the Biomedical Library houses the Pacific Southwest regional office of the National Network of Libraries of Medicine, which supports healthcare professionals and the general public in Arizona, California, Hawaii, Nevada, and the U.S.-affiliated Pacific basin. Complementing the holdings of the Biomedical Library is the Science and Engineering Library, which supports undergraduate and graduate programs in the physical sciences and engineering.

Subject-specific libraries also support the more specialized needs of students and faculty in several areas. However, in response to California's recent severe budget problems and the resulting reduction in the UCLA Library's allocation of state funds, which provide close to ninety percent of its budget, plans are being developed to integrate the collections, services, and staff of several of these subject libraries into the larger, more comprehensive libraries. Though this will reduce the Library's footprint on campus and the physical space it makes available to students, faculty, and staff, it will ensure that the Library is able to continue to provide the collections, services, and staff to serve users with specialized needs.

Looking Ahead

The enduring image of the UCLA Library as an unchanging institution at the heart of campus is a tribute to its power, importance, and centrality to the university's mission. Efforts to

anticipate and accommodate change ensure that the most positive aspects of that image never change, even while the realities that support it undergo constant alterations. The concept of individuals cooperating in dynamic systems that are in a state of continuous adaptation and improvement – the development of a proactive, dynamic learning organization – guides the UCLA Library’s activities on both organizational and individual levels. At the organizational level, it informs an ongoing strategic planning process, and at the individual level, it has led to an ongoing cycle of information gathering, evaluation, and revision of departmental and individual workplans. This process will ensure that the UCLA Library remains dedicated to its core mission despite the ever-increasing pace of change of the educational and information environment it is part of.

Many years ago Lawrence Clark Powell, UCLA’s visionary university librarian from 1944 to 1961, offered the evocative observation, “To enter a library, no matter its kind or size, is to enter the heart of a whirlwind.” The UCLA Library will continue to embrace its position within the whirlwind and harness that terrifying yet energizing force to ensure that it supports and sustains UCLA’s multifaceted academic program and the broader communities and publics that depend on it.

University of California, San Diego

INTRODUCTION AND OVERVIEW

The University of California, San Diego Libraries serve as the intellectual foundation for one of the top research universities in the nation. Ranked among the nation's top twenty-five public academic research libraries, the UC San Diego Libraries play an integral role in advancing and supporting UC San Diego's research, as well as its teaching, patient care, and public service missions. The Libraries deliver a broad array of state-of-the-art digital and traditional information resources, including more than seven million digital and print volumes, journals, and multimedia materials, to meet the knowledge demands of scholars, students, and members of the public.

The nine libraries that comprise the UC San Diego Library system form the intellectual heart of the campus, serving as physical and virtual centers for study, reading, scholarship, and instruction. The Libraries are also a popular venue for a variety of intellectual and cultural events, ranging from lectures and exhibitions to film screenings and concerts. Each day, more than 9,200 people stream through one of the nine library locations; the Libraries' vast resources and services are accessed more than 87,500 times daily via the UC San Diego Libraries Web site.

The UC San Diego Libraries are recognized as innovative leaders in the development and management of a vast network of digital resources that support UC San Diego's world-renowned research and teaching. From stem cells and nanotechnology to bioengineering and digital arts, UC San Diego scholars pursue groundbreaking research and cutting-edge technologies that have a real impact on our community and our world. The discoveries of today that will lead to the advances of tomorrow depend on the essential foundation of knowledge and information—including more than 2.4 million electronic journals, books, and other digital resources—provided by the UC San Diego Libraries.

The first academic library in Southern California to partner with Google in its global book digitization project, the UC San Diego Libraries play a leadership role in advancing digital resources. To date, more than 350,000 volumes in the Libraries' collections have been digitized for campus and public access. The Libraries, along with the San Diego Supercomputer Center, are also partners with the Library of Congress in Chronopolis, a unique, large-scale digital preservation program. The Libraries also play a leadership role in HathiTrust, a major collaboration among the nation's largest academic libraries to create a vast digital repository.

SERVICES AND FACILITIES

In support learning, study, scholarship and patient care at the University of California, San Diego, the UCSD Libraries offer a variety of services in complementary physical and virtual environments. The physical side comprises a network of libraries supporting study and research in many fields; the virtual, a Web site and other online tools offering information about the Libraries and access to its digital collections and services.

The UCSD Libraries' physical plant consists of nine libraries—four of which are located in the iconic Geisel Library building—and an off-campus storage facility. The Libraries provide 4,689 study seats, 54 group study rooms, a 24/7 graduate study space, and 600+ computers for student/public use. On an average day: more than 9,200 people enter library buildings, almost 2,700 items are checked out or renewed, 300 reference questions are answered, 100 people participate in instruction and outreach activities, almost 1,600 e-reserves course pages are visited, and more than 1,200 hits are made to our digital media reserve services.

The Libraries continue to reconfigure their spaces to align with changes in pedagogy, research, and clinical care. A renovation of the UCSD Biomedical Library, the only biomedical research library in San Diego and Imperial counties, was completed in August 2006. The renovation doubled the library's space, created a single service desk, and added an 80-workstation Information Commons, a 24/7 graduate study space, 20 group study rooms, a Media Room that supports the creation and editing of various forms of media, and a presentation practice room. Use of the library and its services has increased dramatically since this major renovation.

The Arts Library was renovated in 2009, bringing together what were formerly three separate service points and now providing the latest digital technology infrastructure. This infrastructure includes digital media production studios, high-definition media workstations, and an enhanced system for the delivery of digital and analog media, including high-definition viewing. The renovation resulted in improved media delivery for courses and general study, and a consolidated service point that allows us to provide significantly expanded service hours without additional staff. One other outcome was the complete transition from providing a physical slides collection to delivering images exclusively via ARTstor and other digital platforms.

To help the UCSD Medical Center address severe space constraints and in recognition of the almost complete transition to online delivery of medical information, the Libraries agreed to downsize the Medical Center Library and release one floor to the Medical Center itself. The downsizing gave the Libraries an opportunity to streamline and reconfigure services and collections, resulting in more attention to our online presence; better, though smaller, user space; and a much-improved instruction and computing facility.

In the last year, the Libraries have reconfigured space in our Science & Engineering Library to provide an Information Commons complementary to the one in our Biomedical Library. Both offer information and technology support services along with classes such as "Managing Citations: Which Tool Is Right for You," "Enhancing Communications Using Adobe Acrobat," and "Creating Killer Diagrams with MS Visio."

In the last few years, the Libraries have increased the use of a variety of technology and social networking tools to augment more traditional ways of engaging with users. We now use Facebook, Flickr, Twitter, blogs, podcasts, videos, and IM to connect to and

communicate with users. At the same time, we continue to update and redesign tried and true services such as reference and research consultations, in-class and online instruction, in-person and virtual exhibits, and outreach to meet current user expectations and demands.

Examples of recent activities include:

- the Great Campus Race, which challenges teams of students to answer science- and library-related questions in both a physical and intellectual gaming event
- the Personal Librarian service, which assigns a librarian to serve as the “personal librarian” for each School of Medicine incoming class
- the College Outreach Liaison program, which supports the six undergraduate colleges at UCSD by assigning each a librarian who actively shares information about the Libraries and provides assistance through a variety of virtual strategies
- the creation of Web-based user guides for several topics, including finding patents and standards
- support for clinical care through a librarian participating in weekly teaching rounds as part of a Medical Center healthcare team
- participation in the 24/7 UC-wide Ask-a-Librarian virtual reference service
- the organization and presentation of a series of film festivals highlighting films from China, Japan, and both the Koreas
- creation of Web archives on critical subjects such as the swine flu epidemic and the California wildfires of 2007, using the Web Archiving Service developed by the University of California's California Digital Library.

INFORMATION RESOURCES

The UC San Diego Libraries hold or provide access to almost 3.4 million volumes, 46,000 journals, 315,000 electronic books, 764 databases, 19,800 video materials, 3.3 million microforms, and a rapidly growing collection of 940,000 digital objects. Collection expenditures in 2008/09 were split 70% on digital resources and 30% on print. While the circulation of the print collections continues to increase at a respectable rate, use of the digital collections is increasing even more rapidly. There were 27.8 million full-text downloads, and 38.5 million hits to the UCSD libraries Web site in 2008/09.

The information resources provided by the UC San Diego Libraries are administered through 9 distinctive libraries, the largest and most diverse academic library system in the region. An active Digital Library Program, <http://libraries.ucsd.edu/about/digital-library/index.html>, supports the ongoing digitization of distinctive UC San Diego Collections, <http://libraries.ucsd.edu/collections/about/digital-library-collections.html>.

Three separate Archives are administered by the UCSD Libraries:

- the UCSD Archives, comprising UCSD University Records, 1951–present, and related collections;

- the Scripps Institution of Oceanography Archives, which include official Scripps records, and photography, personal papers, scientific expedition reports, and map collections documenting the history of oceanography and climate science; and
- the San Diego Technology Archive prototype, a Web-based oral history resource being developed in collaboration with the San Diego high-tech business community, <http://libraries.ucsd.edu/sdta/index.html>.

1. Arts Library

The Arts Library—which supports award-winning faculty research, teaching, and performance in Visual Arts, Literature, Music, and Theatre and Dance—has been a leader and early adopter in the digitization of multimedia art materials, and was the first academic library in the U.S. to digitize its entire slide collection. The library was the first major contributor to ARTstor—the widely-used digital library that supports scholarship in the arts and other disciplines—and was the first academic library to build an institutional collection hosted by ARTstor.

With one of the largest CD collections among academic libraries in the U.S., the Arts Library boasts an exceptional collection of 20th- and 21st-century art music and scores. Other collections of distinction include experimental art films, post-1950 visual arts, and new media. In addition, the Arts Library offers a lively program of novel arts and cultural events, from toy piano concerts to not-so-silent film screenings.

2. Biomedical and Medical Center Libraries

The Biomedical Library is the largest library of its kind south of Los Angeles, and the only library in San Diego to be designated as a National Library of Medicine’s Resource Library. The Library is an essential intellectual resource for San Diego’s dynamic biotech, life sciences, and healthcare communities and houses the largest collection of clinical medicine, healthcare administration, consumer health, nursing, pharmaceutical, and biological sciences print and electronic resources in the region.

3. CLICS (Center for Library & Instructional Computing Services)

Includes a modest reference collection closely tied to the writing programs of UCSD’s six residential colleges, a small leased fiction and non-fiction popular reading collection, and a small collection of popular magazine titles.

4. International Relations & Pacific Studies Library

The International Relations & Pacific Studies (IR/PS) Library is the only academic library in the U.S. whose collections focus on the contemporary politics, economics, and markets of the nations that make up the dynamic Pacific Rim region. A leader in expanding public access via digitization, the IR/PS Library was the first in the University of California system to have its entire book and journal collection digitized in the global Google Books Project.

The Library—which supports the UCSD School of International Relations & Pacific Studies, the only graduate-level school of international affairs in the UC system—is known for its strong

collections in East Asia, Southeast Asia, and Latin America, including more than 140,000 bound volumes as well as more than 1,400 periodical subscriptions in English, Chinese, Japanese, Korean, Spanish, Portuguese, and other languages. The Library boasts a substantial Asian film collection, including the largest collection of Chinese underground and independent films in the world.

The holdings of the IR/PS Library have been digitized and are included in Google Book Search.

5. Mandeville Special Collections Library

The UC San Diego Mandeville Special Collections Library (MSCL) is an important historical resource for the San Diego community, with numerous collections covering the early history of San Diego, California; Baja California; and significant Pacific voyages. In addition, the UCSD Archives and the Scripps Institution of Oceanography Archives house a wealth of rare and historic materials, including correspondence, photographs, maps, newspapers, and other archival items that trace the history and development of UCSD and the San Diego region.

MSCL includes most of the UC San Diego Libraries' most distinctive collections, including:

- the Southworth Spanish Civil War Collection, the largest collection of its kind;
- the Hill Collection, the most extensive collection on pre-1850 voyages of exploration and discovery to the Pacific;
- the Archive for New Poetry, one of the most comprehensive archives of post–World War II poetry;
- the Archive of Melanesian anthropology and ethnography;
- the Dr. Seuss Collection, the world's largest repository of the original art and works of Theodor Geisel—also known as Dr. Seuss—which includes more than 10,000 items documenting the full range of Geisel's creative achievements;
- artists' books; and
- special collections of materials in:
 - San Diego and border studies
 - California history and culture
 - Baja California history and politics
 - culinary history of the American Southwest, Latin America, and the Pacific Rim
 - Chicano activism
 - twentieth-century science and science policy
 - high-altitude medicine and physiology
 - Western mining and early meteorology.

6. Scripps Institution of Oceanography Library

The Scripps Institution of Oceanography at UC San Diego, the world's premier oceanographic institution, has been a leader and innovator in oceanography and marine technology since its inception more than 100 years ago. Throughout the twentieth century and continuing today, Scripps has played a key role in defining the science of oceanography.

The Scripps Library is a University of California system-wide resource library for oceanography, and the largest marine science library in the world. It has a collection of more than 220,000 volumes and more than 1,100 print periodicals emphasizing oceanography, marine biology, marine geology, marine technology, geophysics, and climate science, with extensive resources in ecology, zoology, fisheries, and seismology.

The holdings of the Scripps Library have been digitized and are included in Google Book Search.

7. Science & Engineering Library

Includes extensive collections in chemistry, computer science, physics, mathematics, statistics, and nanotechnology. Interdisciplinary areas co-supported by the Science & Engineering and Biomedical Libraries include bioinformatics, biochemistry, and bioengineering.

8. Social Sciences & Humanities Library

Includes extensive collections in the humanities and social sciences; U.S. government documents and publications from the State of California, the City of San Diego, and the European Union; Geographic Information Systems (GIS), maps, and other social science data. Collection strengths include Melanesian and Latin American area studies, the Spanish Civil War, and CJK materials.

The holdings of the East Asian and Melanesian Collections have been digitized and are included in Google Book Search.

COLLABORATION

Collaboration is a central component of the ethos of the UC San Diego Libraries. Collaborative activities are widespread in their scope, subject matter, and geographic reach.

At the campus level, the Libraries' collaborative relationships with university Academic Computing and Media Services (ACMS) are deep and substantive, including joint management of the Information Commons facilities in CLICS, the Biomedical Library, and the Science & Engineering Library; and, the delivery of digital audio and film reserve materials. The Libraries also have strong collaborative ties to the campus' Administrative Computing and Telecommunications (ACT) department with whom we have co-responsibility for the development and management of the campus Web site.

At the University of California level, the UC San Diego Libraries are well known for their leadership and commitment to systemwide collaborative activities and research. At some point or other, almost all of our professional staff have served on one or more systemwide committee or task force. Current activities and commitments include leadership of and participation in the following initiatives:

- Next-Generation Melvyl
- Next-Generation Technical Services
- Web-at-Risk
- WEST: The Western Regional Storage Trust
- the Google Partnership

At the regional level, the UCSD Libraries are the flagship institution in a multi-type, inter-library lending consortium called the San Diego Circuit, including two of the California State University campuses (San Diego and San Marcos), the University of San Diego and its Legal Center, and the 33 branches of the San Diego County Library. The Libraries have also recently established an innovative new partnership with the Museum of Contemporary Art, San Diego (MCASD) that will expand student and faculty access to more than 8,000 visual art catalogues and related materials, and provide MCASD curatorial staff with access to the print and digital holdings of the UC San Diego Libraries. A similar arrangement with the Salk Institute is currently under investigation.

At the national level, the UCSD Libraries are collaborating with the California Digital Library, the University of Michigan, Indiana University, the University of Illinois, and others in the development and administration of the HathiTrust. More recently, the Libraries have joined the re-invigorated Digital Library Federation.

At the international level, UC San Diego founded the Pacific Rim Digital Library Alliance, an affiliation of more than thirty University libraries from China, Taiwan, Hong Kong, Singapore, Korea, New Zealand, the Pacific Islands, the U.S., and Canada that aims to improve access to scholarly research materials in and about the Pacific Rim through cooperative ventures in both traditional and emerging library activities, including:

- digitization of information resources;
- shared access to electronic and hard-copy information resources;
- sharing of expertise;
- personnel exchange; and
- professional development and research.

The Libraries are also actively engaged in collaborative applied research and software development that contributes to the build out of regional, national, and international digital library content, standards, tools, and services. Grants from the National Archives and Records Administration (NARA), the Andrew W. Mellon Foundation, and the Library of Congress through their NDIIPP program have underwritten the collaborative creation of two significant tools:

- The Archivists' Toolkit, developed in collaboration with NYU and the Five Colleges, Inc. is the first open source archival data management system to provide integrated support for accessioning, description, donor tracking, name and subject authority work, and location management for archival materials. It is now in use in more than 150 institutions worldwide. A successor effort has recently added a third collaborator, the

University of Illinois, to plan the merging of their Archon system with the Archivists' Toolkit, into a next-generation archival management framework called ArchivesSpace.

- Chronopolis, developed in collaboration with the San Diego Supercomputer Center (SDSC), the University of Maryland, and the National Center for Atmospheric Research (NCAR). Chronopolis is now a national center for the management, long-term preservation, and promulgation of national digital assets.

Recognizing the data-intensive nature of modern research and the emerging need for data curation, the Libraries are also engaged in two significant collaborative commitments aimed at the creation and development of data curation policies and services in support of campus and UC-wide researchers:

- Along with SDSC and the California Institute for Telecommunications and Information Technology (CalIT2), the Libraries are leaders in research cyberinfrastructure (RCI) activities on campus. The Libraries were members of the campus Research CI Design Team (RCIDT), whose report "Blueprint for the Digital University" proposes the establishment of ubiquitous research cyberinfrastructure with five core components: server co-location facilities, server condo clusters, centralized data storage, digital curation and data services, and an RCI network for high-performance computing. A business plan for the proposed UCSD RCI model has been submitted to UCSD's Chancellor for consideration.
- The Libraries are also involved in University of California systemwide data curation activities in collaboration with other UC campuses and the University of California Curation Center (UC3), based at the California Digital Library (CDL). UC3, established in 2009, is a collaborative partnership that brings together the expertise and resources of the University of California and the broader international curation community to provide solutions that are out of the reach of any individual partner.

HORIZON ISSUES

In the near- to medium-term, the Libraries' focus can best be summarized under the rubric "transformative change." Having sustained in excess of 20% budget reductions in 2008-09 and 2009-10, the Libraries face continuing fiscal pressures. We have cut staff by more than 15% and collections allocations by more than 10%. We cannot continue to "cut around the edges," but, rather, are preparing for more substantial, transformative change. We are undertaking our third round of systematic, multi-year strategic planning whose thematic foci include reducing print collections, closing branches, consolidating user services, moving technical services transactions to the network level, reconceiving space, and reallocating resources to support the management of local digital and archival materials and the full-spectrum stewardship of various components of the scholarly communication process.

ARL PROFILE

University of California, Santa Barbara

August 2009

The University of California, Santa Barbara (UCSB) is a young university, having joined the University of California system in 1944. In its relatively short history, UCSB has achieved ranking as a category 1-research university by the Carnegie Commission, and is an elected member of the Association of American Universities. The campus serves some 21,000 students and has over 900 full time faculty, including members of leading academic societies, fellows and winners of national academic honors, and five Nobel Prize Laureates. Among the centers and institutes on campus are 12 National Science Foundation supported centers and institutes, such as the California NanoSystems Institute. *US News & World Reports* guide to “America’s Best Colleges” ranks UCSB as number twelve among all public universities in the nation.

UCSB is known for its top ranked programs in religious studies, physics, environmental sciences, natural sciences, mathematics, engineering/technology, and computer sciences. The current campus academic plan emphasizes interdisciplinarity, building on a strong history of success of such cross-disciplinary themes of environmental studies, global and international studies, and digital studies that are well established. The Religious Studies academic program, for example, is one of the first and strongest in researching the social, cultural, historical, aesthetic and literary aspects of religion. The Kavli Institute for Theoretical Physics, ranked first in research impact by a National Academy of Sciences study, brings together physicists from around the world to solve cross-disciplinary problems. In its relatively brief history, the Bren School of Environmental Science and Management at UCSB has earned a reputation as one of the top schools of its kind in the nation, and the only one in the West that integrates science, management, law, economics, and policy as part of an interdisciplinary approach to environmental problem-solving. Established by the College of Engineering, the Institute for Energy Efficiency brings together campus researchers to develop energy-saving technologies. UCSB also leads the MacArthur Foundation’s national program on the law and neuroscience.

The UCSB Library’s development reflects that of a rapidly growing campus with a longstanding emphasis on interdisciplinary research. The Library grew from an initial two-story structure built on the new campus location in 1954 to have three major additions in the 1960’s and 1970’s to accommodate the rapid growth of academic programs, faculty and students. Unlike most large academic library systems, the vast majority of the Library’s collections are housed in a single large and expanded building making it a natural collaborative venue with integrated and interdisciplinary collections and services accessible centrally on campus. The Library facilities include a single branch library for Fine Arts and Music, and two local storage facilities.

Services

Recognizing that today’s student and faculty no longer need to frequent the Library in person to access resources, the UCSB Library has made a concerted effort to expand our services beyond the Library. Some examples include librarians holding office hours in departments on campus, and our participation, along with the other UC campuses, in the QuestionPoint24/7 chat service.

As part of our efforts to improve the visibility of Library resources and services on campus, we have created positions for outreach and marketing, and publications coordination. We are increasingly hosting public events in the Library, such as game nights and poetry readings, in collaboration with the UCSB campus community. Our most visible program has been our leadership in the successful UCSB Reads program, in which the entire campus community becomes engaged in a series of conversations, lectures, readings, displays and other activities centered around a book selected that explores a particular theme.

This year we are exploring the topic of ethics with [Ethics for the New Millennium](#) by the Dalai Lama. Now in its third year, the program was the recipient of the John Cotton Dana award in 2008.

During the past few years, our interlibrary loan service has improved dramatically with implementation of a UC Virtual Document Exchange Program that facilitates desktop delivery. It has been so successful that libraries around the country have followed our lead in implementing this system. We are able to take advantage of our improved service to promote the concept of sharing collections across the UC system.

The UC campuses are migrating to an expanded catalog of holdings of the UC libraries and beyond, using WorldCat Local.

Collections

The UCSB Library collections include close to three million volumes. Digitized collections have grown to 826,500 items and 1.5million gigabytes, with nationally recognized digitized collections of early sound recordings and geospatial data. Campus users have access to over 27,000 journals, over 21,000 in electronic format. The collections also include 34,500 e-books, 135,000 audio files, approximately 1 million government documents, and over 11,000 videos. Library collections build on the campus' various strengths in interdisciplinary research. Most noted among the distinguished collections are:

Ethnic Studies

A long-established collection strength has been in ethnic and area studies, supporting strong academic programs on campus. One of the first separate collections of Chicano/Chicana materials, the Colección Tloque Nahuaque, was established in the UCSB Library in the early 1970s. Established at about the same time was the Library's Black Studies collection, the first of several Ethnic and Gender Studies collections housed together in the Library. The collections now include Feminist Studies, Native American Studies, Asian American Studies and Gay, Lesbian & Transgender Studies. Also supporting ethnic studies is the Library's California Ethnic and Multicultural Archives (CEMA) in Special Collections, which has primary sources documenting the experience of African Americans, Asian Americans, Chicano/Latino, and Native Americans in California, including personal and organizational collections relating to social and cultural history, literature, and the visual and performing arts. Several collections within CEMA have been digitized and contributed to the University of California Online Archive of California and Calisphere, a digital collection geared for K-12 schools in the state.

Map & Imagery Laboratory

The Map and Imagery Laboratory (MIL) has gained international distinction through its exceptional collection of 2.8 million aerial photographs, and 1.2 million LANDSAT satellite images, as well as other spatial data. Most recently, the Library acquired the Citipix collection (valued at \$14.3 million), which includes 500,000 aerial photos spanning 65 metropolitan areas at the beginning of the 21st century. The MIL has also been a pioneer in developing distributed geo-referenced materials through the Alexandria Digital Library. The digital data collection is growing at about one terabyte per year and is composed predominantly of physical sciences datasets, satellite imagery, digital mapping data of the United States and other Earth locations, and thousands of scanned aerial photographs.

Religious Studies

The Library supports the renowned religious studies program on campus through two special collections: the Tibetan Studies collection, which includes over 400 pechas of the Tibetan Buddhist canon and collected works of major masters, and Special Collections' American Religions Collection, which is known for its in-depth collection of materials relating to 20th century non-traditional and splinter religious groups in the United States, such as major sections relating to Astrology, Buddhism, Christian Science,

Evangelical Christian, Hindu, Islam, Magick, Mormon, New Age, Spiritualism, Theosophy, and numerous other groups and movements.

Special Collections

In addition to the American Religions Collection, the Library's Special Collections are best known for their unique performing arts collections and the Wyles collection of Civil War materials. The performing arts collections consist of historic older and rare sound recordings with a collections emphasis on classical and ethnic music. Over 8000 cylinder recordings have been digitized and made freely available. In addition, Special Collections has created the Encyclopedic Discography of Victor Recordings, which is a master index to the master recordings of the Victor Talking Machine Company from 1900-1950.

The Library is home to the editorial headquarters for The Writings of Henry D. Thoreau, a National Endowment for the Humanities project that is publishing definitive scholarly editions of the complete works of naturalist and literary artist Henry David Thoreau. The Thoreau Edition has been designated an NEH "We the People" project because of the importance of Thoreau's writings in American history and culture.

Collaboration

As a member of the 10 campus University of California library system, the UCSB Library collaborates extensively with the other UC libraries in formal programs to share expertise and build diverse shared collections in both print and electronic resources. UC libraries have a decades-long history of building shared collections in all formats, and increasingly plan for collaboration and coordination of collection building across UC to preserve diversity and access to the broadest range of relevant resources. UC libraries have been coordinating collections in two regional library facilities, and working on cutting edge digital projects, such as the California Digital Library Web At Risk, and NDIPP project to harvest, curate and preserve ephemeral web sites for future research.

Subject bibliographers on all campuses and in all disciplines are actively collaborating in evaluating and recommending print and digital resources for shared collections. Other recent initiatives include UC's shared print JSTOR Archive, which has been formed by contributions from all campuses; last copy agreements for obscure journals in several disciplines; and shared purchase of Canadian literature across UC.

The UC libraries have joined the Hathi Trust, which will create a single repository of digitized projects from participating libraries. Public domain materials will be available for reading online. Materials protected by copyright are given the full range of digital archiving services, thereby offering member libraries a reliable means to preserve their collections.

The UC libraries are partnering with OCLC to pilot a Next Generation Melvyl catalog using WorldCat Local. This catalog merges the current Melvyl union catalog and WorldCat. It also includes UC books digitized by Google and materials from the Online Archive of California, UC eScholarship Repository, and UC Press.

The National Geospatial Digital Archive (NGDA) is a Library of Congress-funded grant project, started under the auspices of the National Digital Information Infrastructure Preservation Program. With project partners at Stanford, the University of Tennessee, and Vanderbilt University, the NGDA has investigated the contractual and technical requirements needed to create a working federation of digital archives. Locally, UCSB Library has developed software to explore digital archiving best practices, prototyped the use of wiki technology to capture file format information, and worked to advance logistical tools to support archival migration.

UCSB Library is a participant in REDDnet (Research and Education Data Depot network), an NSF-funded infrastructure project. REDDNET is designed to provide a large distributed storage facility for data intensive collaboration among the nation's researchers and educators in a wide variety of application areas. While originally not designed to be a replacement for reliable archival or long-term storage, UCSB and collaborators have successfully demonstrated its viability in that area. We are continuing research into the use of cloud storage & REDDNET for archival purposes, a fruitful collaboration between UCSB, the Library of Congress, Vanderbilt University, and the University of Tennessee.

The UCSB Library has also collaborated with the English Department's Early Modern Center at the University of California-Santa Barbara and the English Broadside Ballad Archive, an NEH-funded project which is dedicated to mounting online surviving early ballads printed in English, with priority given to black-letter broadsides of the seventeenth century—the heyday of the printed broadside ballad. The UCSB Library has provided assistance with TEI/XML and MARC records for the project, in order to make these ballads fully accessible as texts, art, music, and cultural records of the period.

Collaborating with several local libraries and museums, UCSB is the lead institution in a regional collaboration to develop a digital library of primary resources relating to the history and resources of Santa Barbara.

Looking Ahead

As a result of our quest to improve services for our users and expand space for our collections, the Library is planning for a 3-story addition and renovation of the existing structure. The new addition will create a facility that can provide a variety of learning spaces to promote both traditional and emerging patterns of intellectual interaction, scholarly communication, and learning and teaching. This will include new study spaces for students and group study areas, as well as public spaces for collaboration and presentations that bring scholars into the Library. The addition will include a café, faculty collaboration studio, and a digital media center for students. The building will also hold new state of the art instruction space to meet the growing need for expanding our instructional services to meet the research and information literacy instruction requests from campus departments. The addition will become the new home for the Department of Special Collections, which is being designed to highlight our most valuable collections.

There will be increasing emphasis on digital collections, both in increasing digitization of local unique collections, purchasing digital formats when available, and participating in UC initiatives and partnerships. For collection sustainability and preservation, we will be exploring alternative publishing options with faculty. We expect increased interdependency and collaboration within UC and with non-UC partners in developing collections.

Building on the possibilities inherent with Next-Generation Melvyl, the UC Libraries have now launched Next-Generation Technical Services: Changing How We Provide Technical Services for the University of California Libraries. This initiative will examine transformative models and broad visions for moving from shared cataloging to integrated cataloging, adopting a single set of standards and policies, eliminating duplication of effort and local variation in practice, and leveraging access to language and subject expertise in order to create a single copy of a bibliographic record for use by the entire system. Goals are to speed processing throughout all technical services functions, eliminate redundancies, and free up resources in order to focus cataloging and other metadata description on unique resources, in order to make the UC Collections easy to find and use. We will define success in terms of the user's ability to easily find relevant content.

The Library is in the initial stages of several campus-wide assessment initiatives. The primary goal is to measure the current perceptions and the depth of knowledge that students and faculty have about the Library. This will enable us to establish a benchmark and to find gaps which we will address with refined promotional efforts. Additionally, the Library will use a variety of ethnographic techniques to study how students collaborate on group assignments. The objective is to inform the Library and its campus partners on ways to help students become more effective in this task by examining the possibility of new learning spaces, services, equipment, and software. The Library will also conduct a “sequencing” study to measure the process that users take to obtain books. With the use of flowcharting and diagramming, the Library will examine all the steps commonly associated with borrowing items, from searching the catalog, navigating the stacks, to checking out at the circulation desk. This understanding should enable us to reduce barrier or points of frustration, allowing users to have a more efficient and satisfying library experience. Finally, the Library will also explore the “triggers” of asking for help: why do some users seek the assistance of a librarian, why did they choose a particular method (email, chat, in-person), and was the outcome of the encounter what they expected?

Looking ahead, all of the Library’s future directions look outward to new partnerships, innovative services to users, and participating in the development, access, and curation for new forms of scholarship. The ways that we develop space, personnel expertise, and services will be informed through our assessment of user needs.

Case Western Reserve University February 2008

Institutional Background

Case Western Reserve University (CWRU) is the largest private research university in Ohio, created in 1967 by the federation of the Case Institute of Technology (established 1880) and Western Reserve University (established 1826).

Services

The relatively small staff of the CWRU libraries (63 professionals, including those with MLS and other non-MLS professionals; and 44 support staff) encourages a culture of entrepreneurial self-reliance and an organization of flexibility with a willingness to experiment and reallocate resources, particularly to take on new strategic initiatives such as Digital Case, GIS services, and the [Freedman Center](#) (the digital library, language learning, and multimedia center at KSL). In the past five years, KSL has reallocated over \$1 million in staff and other resources, and few KSL staff have single assignments.

As a mechanism for measuring success and guiding decision-making, the libraries are placing greater emphasis on assessment and statistical reporting. For example, rather than depending

on periodic sampling, a locally developed software application allows KSL reference staff to collect and categorize every reference transaction.

Although traditional library services continue to be offered, staff have moved heavily into partnership with faculty to provide customized instruction for classes, especially in support of SAGES (the CWRU undergraduate curriculum which emphasizes information literacy and research). Other services include instant messaging, online chat, blogs, RSS feeds, embedding library resources into the School of Medicine eCurriculum; and linking technical e-books to the campus software center. KSL offers an extensive series of instructional classes called CaseLearns, covering software such as MS Office as well as many library topics. 792 staff, faculty and students attended 203 Case Learns classes in FY07. KSL offers an annual series of Digital Library Lectures with well-known speakers on topics related to the expanding role of digital materials in the scholarly communication process. The library also sponsors a biennial conference exploring the relationship of GIS to the natural environment.

Case Western Reserve University

The Kelvin Smith Library was designed to have a great deal of flexibility of user space, allowing for reallocation of space for such new functions as the Freedman Center; the Center for Statistical and Geographic Data (GIS); International News Commons Area, with international newspapers and a video feed of the SCOLA international news channel on a large-screen plasma display; and **CPL@CASE-KSL**, a collaborative arrangement between KSL and the Cleveland Public Library, which includes a popular reading collection and a CPL self-check-out station. Both the Health Center Library of the Cleveland Health Sciences Library and the Law Library have undergone recent physical renovations to incorporate technology and new modes of teaching and access.

Libraries, Collections and Collaboration

The CWRU libraries include the Kelvin Smith Library (KSL) (<http://library.case.edu>), with collections in the arts, humanities, social, and behavioral sciences, engineering, natural sciences, management and economics; oversight for the Astronomy Library, the Kulas Music Library, and the Geological Sciences Map Collection; Cleveland Health Sciences Library (CHSL) (<http://www.case.edu/chsl/homepage.htm>), supporting the health sciences professional schools; the Judge Ben C. Green Law Library (http://www.law.case.edu/tech_library/index.asp); and the Lillian F. & Milford J. Harris Library (<http://msass.cwrwu.edu/harrislibrary/>), which serves the Mandel School of Applied Social Sciences (MSASS). CWRU also makes use of two off-site facilities for lesser-used research materials, with one business day turnaround for return to campus of requested materials. The University Archives is an administrative unit of KSL.

Collections and services are available to CWRU art students and faculty through an agreement between the College of Arts & Sciences and the Cleveland Museum of Art, which houses the second largest art museum library in the United States. Likewise, CWRU music students and faculty use the Cleveland Institute of Music's collections, which complement the Kulas Music Library collections. CWRU students and faculty also have access to the collections of the Cleveland Institute of Art and the Siegal College of Judaic Studies.

Since federation, CWRU libraries have by necessity depended upon collaboration and cooperative arrangements, and imaginative reliance on the efficiencies of technological innovation. CWRU was at the forefront of library automation in the 1960s and was a founding member of OCLC, contributing bibliographic records to OCLC WorldCat since it began in the late 1960s. In the planning of the new Kelvin Smith Library building in the early 1990s, a conscious decision was made to have a fixed print collection size, and to make the assumption that during the estimated fifty-year lifespan of the building there would be a dramatic shift from paper-based collections to electronic distribution of

Case Western Reserve University

library content. This assumption has already proven to be true for journals, but electronic books have not yet made significant inroads in the collection.

Case Western Reserve University is a charter member of OhioLINK, a statewide consortium of eighty-seven Ohio colleges and universities, with combined holdings of more than 46 million items and more than 10 million unique titles, most available for direct borrowing by CWRU users. Through a highly successful program of consortial purchasing, CWRU has access to over 35,000 unique electronic journal titles, and over 330 research databases. In the past year, CWRU libraries lent 12,609 items to other OhioLINK libraries as part of its

contribution to OhioLINK. CWRU libraries are active in the governance structure of OhioLINK, with a seat on the Governing Board (the Provosts' committee), representation at the Library Advisory Council (the Directors' committee) and on various operational committees. CWRU libraries also invest heavily in electronic resources beyond those supplied by OhioLINK.

The CWRU libraries have significant special collections that in 2007 were consulted by researchers from nine countries and sixteen states. Collections include Warner and Swasey (a Cleveland-based international precision tool and telescope manufacturer); Charles Brush (Cleveland inventor, entrepreneur and business leader who preceded Edison in developing municipal arc lighting systems); a collection of prints made by WPA artists in Cleveland; collections of musical manuscripts by Cleveland composers Donald Erb and Marcel Dick; Bohn collection of papers on the beginnings of public housing in the United States; a collection of materials of the United Nations' "Commission of Experts Established Pursuant to Security Council Resolution 780," related to war crimes in the former Yugoslavia. Significant historical medical collections include the Sigmund Freud Collection; the G.G. Marshal Collection of Herbals; The Cole Collection of Venereals; and the Stech Collection of Charles Darwin Books and Manuscripts. The MSASS library holds historical collections of Cleveland area social welfare materials, as well as an extensive collection of nonprofit materials supporting the Mandel Center for Nonprofit Organizations.

In October 2006 [Digital Case](#) "went live" for public use after eighteen months of experimentation and development in Kelvin Smith Library, which hosts Digital Case for the university. Fedora is used as the repository platform, with a variety of open-source and proprietary software used to support the Fedora core functionality. Digital Case collects and serves digitized and born-digital library materials as well as collections deposited by faculty, departments and research centers. Besides digitized versions of the Yugoslavia war crimes collection mentioned above, Digital Case currently holds digitized versions of the WPA Prints Collections, Working Papers from the Center on

Case Western Reserve University

Urban Poverty and Community Development at the Mandel School of Applied Social Sciences; AAS@Case (African American Scholars at Case). The metadata for CWRU Electronic Theses and Dissertations deposited in OhioLINK's ETD Center are harvested and presented as part of Digital Case.

Other Collaborations

Over the past nine years, the CWRU Libraries have built a productive collaboration with a number of campus groups, notably the Faculty Senate Committee on University Libraries. This relationship has enabled the libraries to make successful requests for additional funding to the library base budgets, and now is developing plans for promoting the concepts of retention of faculty publication rights and Open Access. The schools and colleges also have library advisory committees which provide additional faculty support for library initiatives.

Many of the institutions in University Circle have libraries, and there is collaboration to a greater or lesser extent with all of them. The Harris Library at MSASS provides support for the greater Cleveland social work community.

In the past ten years over \$8.5 million have been raised in support of library programs, renovation and contribution to library endowments, In 2007 KSL completed a three year \$385,000 NSF grant, "ITR: Managing Complex Information Applications: An Archaeology

Digital Library" in collaboration with Virginia Tech and Vanderbilt universities. Development has been identified as a major priority for the libraries in the next five years.

Trends in information technology, interdisciplinary research, scholarly publishing and so-called "net Gen" student learning styles are encouraging the review and re-conceptualization of the CWRU libraries. The results of this review are prompting transformation of the libraries' budgeting, collection management policies and procedures, technologies, services and facilities to support an increasingly networked and interdisciplinary world. Libraries are a primary integrating mechanism at Case Western Reserve University, supplying common goods to diverse elements of the university community. The libraries symbolize and make real the concept of a university that reaches across departmental and disciplinary divisions by partnering with faculty, students and staff in accomplishing the highest purposes of the university.

The University of Chicago Library

February 2008

As a center of intense intellectual inquiry, the University of Chicago Library shares with the University of Chicago the aspiration to be the most dynamic research and learning environment in the world.

Services

The University of Chicago Library provides comprehensive services in support of the research, teaching, and learning needs of the University and broader research community.

Rapid Access and Browsability

The Library helps researchers discover and use local and global information resources in hospitable physical and virtual environments. Locating the Library's collection in open stacks at six on-campus locations allows users to access all holdings rapidly and to make serendipitous discoveries while browsing. Recent circulation data show that more than 1 million items (20 percent) of the circulating collection have, in fact, circulated within the last decade. In 2006-07, 527,000 items were checked out and 243,000 were renewed, for a total circulation of 770,000.

To maintain this extraordinary accessibility while growing the collections, the Library is planning to construct additional space linked to its largest location at the heart of campus. The addition will house a grand reading room, a state-of-the-art preservation department, and a conservation laboratory for on-site treatment of fragile and rare volumes. Underground, high-density shelving with an automated retrieval system will store more than 3 million volumes, allowing for expansion of the collection on campus for the next two decades and retrieval of materials in the system within minutes of placing a request. The combined structure will speed scholarly productivity by providing extraordinarily rapid access to 8 million volumes.

The Library also makes significant investments in online resources that the University of Chicago community can access remotely and on Library computers. As of June 2007, the Library offered 109,000 full-text serials, 294,000 monographs, 769 reference databases, and 256,000 locally digitized pages through its Web site: www.lib.uchicago.edu, giving users access to 4.5 million page views of electronic full text in 2006-07.

Teaching and Learning Support and Outreach

Teaching and learning support includes reference services, course reserves, library instruction and curriculum support, bibliographic management software, and technologically equipped classrooms. Staff from academic computing join librarians in

The University of Chicago Library

providing one-stop shopping for faculty needing both library content and technical expertise.

The Library's College Instruction and Outreach Group (CIAO) sponsors programs for students and faculty, among them an innovative [Class Librarian Program](#), which offers

personalized service to students through a librarian assigned to students in a particular undergraduate class for the entire four years of their enrollment.

Law librarians instruct students in legal research in the first-year research and writing program, an Advanced Legal Research course, and less formal sessions. Science, humanities, and social sciences librarians teach sessions introducing students to the effective use of specialized print and electronic resources, often within the context of a specific course and in close collaboration with the instructor.

Library administrators meet regularly with student representatives in the Library Student Resource Group to learn more about the needs of the student community. Recent results of these meetings include expansion of all-night study space and changes to renewal policies for Ph.D. candidates.

The Special Collections Research Center actively promotes the use of its rare books, manuscripts and archives by faculty and students, attracting 4,909 daily reader visits in 2006-07, 64 percent by University affiliates and 36 percent by other researchers. In 2007-08, for the second year, Special Collections Research Fellowships were awarded to scholars working in fields ranging from medieval studies to African-American history to social psychology.

The Library communicates with the University and broader academic community about how it can best respond to their evolving needs and evaluates the impact and effectiveness of those responses. To facilitate this process, a director of communications and a director of assessment were recently hired. The Library actively allocates its resources in response to the evolving needs of its constituencies.

Collections

The University of Chicago Library builds and preserves collections that support present and future needs of faculty, students and staff, ensuring that collections are forward-looking, diverse in breadth and form, open to browsing, and of world-renowned quality.

In so doing, the Library has built holdings of national significance in many fields, including 7.6 million print volumes, 44,500 active periodical titles, 434,000 maps and photographs, and 59,000 sound recordings, films and videos. Research-level collections include humanities, social sciences, business, physical and biological sciences, medicine, technology, law, mathematics, statistics, computer science, social work, and area studies.

The University of Chicago Library

The greatest strengths of the collections lie in areas that are broad as well as deep, such as the histories of science, technology and medicine; the literatures of East Asia, South Asia, the Middle East, and Slavic and Eastern Europe; the history of religions, both Western and non-Western; anthropology; sociology; and the history of education.

Focused collections that exhibit high rates of uniqueness in comparison with peer institutions include international law, paleozoology, railroad history, instrumental music, Chinese, Japanese, Korean, Gujurati, Bengali, and Norwegian literature, animal culture, domestic engineering, and meteorology.

Special Collections

Special Collections include approximately 265,000 books, 30,000 linear feet of archival materials, and 6,000 linear feet of manuscripts. Major collection areas include Renaissance and Reformation studies, early New Testament manuscripts, philology and philosophy, American drama, children's books, American and European history and literature, the archive of the first 50 years of Poetry: A Magazine of Verse, The Ludwig Rosenberger Library of Judaica, and collections in the history of science and medicine.

The Library has hired a new processing archivist as part of its Uncovering Hidden Collections Initiative. A triage system establishes archives and manuscripts processing levels based on the nature of the material and anticipated patterns of use by researchers, with the result that 1,460 linear feet of new and previously received collections were accessioned in 2006-07, an increase of 35% over the prior year.

Digital Collections and Faceted Browsing

The Library is a leading advocate of digitization as a method of preservation and has created extensive digital collections accessible online to all at <http://www.lib.uchicago.edu/e/spcl/digcol.html>

The Library has worked with Medialab Solutions to tailor and implement [Lens](#), a faceted browser, for the University of Chicago environment, bringing the Library into the flow of users' evolving access patterns in the Web environment and helping to assess the investment needed for library search engines.

Collaboration

University of Chicago librarians collaborate with faculty, students and staff on campus and with researchers, librarians and educators from the Chicago area, nationally, and worldwide. These collaborations support groundbreaking faculty research, provide

The University of Chicago Library

unique educational opportunities for our students, and have a direct, positive impact on our community.

As a member of the Committee on Institutional Cooperation (CIC), the Library is working with 11 other universities and Google to digitize up to 10 million volumes as part of the Google Book Search project.

The Library processes approximately 150,000 volumes per year and submits all cataloging to OCLC for inclusion in WorldCat. It takes a leadership role in PCC, with representation on the PCC Policy Committee and task forces and makes significant contributions to bibliographic control at the national level through the BIBCO, NACO, SACO, and CONSER programs. In 2006-07, Chicago added over 15,000 original cataloging records, the highest number of BIBCO records in the program that year. Director and University Librarian Judith Nadler is a member of the Working Group on Bibliographic Control that is advising the Library of Congress on the future of bibliographic description in the 21st century in light of technological advances. The Library responded to the formal call for comments on Section 108 of the copyright law to help shape the law's effect on libraries. Members of the staff are recognized as experts in areas such as reference; rare books and manuscripts; digital library activities; preservation; cataloging, information access and technical services; the fate of libraries and archives during World War II; and South Asian, East Asian, gender, and jazz history collections.

Selected additional collaborations include:

- **Sloan Digital Sky Survey**: The Library stores data and manages the online help desk for the Sloan Digital Sky Survey, which, when completed, will provide a 3-dimensional map of more than a quarter of the sky.
- **eCUIP**: The Library collaborates with the Chicago Public Schools (CPS) to create a digital library and successfully integrate Internet resources into the CPS curriculum.
- **Mapping the Stacks and the Uncovering New Chicago Archives Project (UNCAP)**: University of Chicago librarians, faculty and graduate students are collaborating to make archival collections from the Chicago Defender, DuSable Museum of African American History, the Chicago Public Library's Vivian G. Harsh Collection of Afro-American History and Literature; and the Library's Chicago Jazz Archive and modern poetry archives available to scholars and the community. As part of its UNCAP project, the Library is providing technical infrastructure to cross-connect the collections of the libraries belonging to the Black Metropolis Research Consortium.
- **Development**: The Library is collaborating with University Development and Alumni Relations to secure significant philanthropic support for a major Library building expansion.

The University of Chicago Library

- **Copyright Information Center**: The Library assumed a leadership role in developing this Center with the Office of Legal Counsel, the Provost's Office, and Networking Services & Information Technologies. It provides guidance on copyright law.

Through its services, collections and collaborations, the University of Chicago Library serves as a vital hub in a network of information, with researchers and students from Chicago and beyond meeting physically and virtually to collect, create and exchange knowledge. By adopting and tailoring the best innovations in physical and digital design, the Library is poised to continue its leadership as a center for knowledge creation in the 21st century.

University of Cincinnati Libraries

May 2008

Institutional Background

The University of Cincinnati is a public research university with an enrollment of more than 37,000 students. Since its founding in 1819, UC has been the source of many discoveries creating positive change for society, including co-op education and the development of the first antihistamine and oral polio vaccine. The University's mission is to serve the people of Ohio, the nation, and the world as a premier, public, urban research university dedicated to undergraduate, graduate, and professional education, experience-based learning, and research.

The Libraries

The mission of the Libraries is to provide excellent research collections, quality service, engaging learning environments, and innovative instruction in support of the University of Cincinnati's comprehensive mission of teaching, research, and community service. The Libraries strive to be a creative and dynamic organization that is recognized as a model provider of access to premier library collections and quality service.

The UC Libraries include the Walter C. Langsam Library; the Donald C. Harrison Health Sciences Library; the Archives and Rare Books Library; the Ralph E. Oesper Chemistry-Biology Library; the John Miller Burnam Classical Library; the Albino Gorno Memorial Music Library; the Timothy C. Day College of Applied Science Library; the College of Education, Criminal Justice, and Human Services Library; the Robert A. Deshon and Karl J. Schlachter Library for Design, Architecture, Art, and Planning; the Engineering Library; and the Geology-Mathematics-Physics Library. Nine of these libraries have either undergone extensive renovation or new construction since 2001. Renovation of the remaining two is planned for 2009/10.

Services

The Libraries are committed to delivering quality service. In 2007/08, librarians, staff, and peer mentors answered 116,285 reference questions. Research assistance is available through chat, e-mail, phone, or in-person at 15 service points located throughout the libraries. The UC Libraries are active participants in KnowItNow Academic, a service of Ohio's live online reference service offered cooperatively by OhioLINK libraries and the State Library of Ohio. For more complex research questions, librarians meet individually with students and faculty to discuss their research needs.

The Libraries have an active assessment program, routinely conducting focus groups and surveys, including LibQUAL, to assess satisfaction levels with library services, resources, instruction, and facilities. The Libraries also draw on feedback from two significant student survey tools used by the University – the Student Satisfaction Inventory and the International Student Barometer – to assess student satisfaction on a systematic basis.

Within the Libraries, 400 public computers and multiple wireless access areas connect users to e-resources, the Library Catalog, the Web site, the Internet, and other software and programs. E-Reserves (through Blackboard) provide students with Web access to course readings. Additional services that focus primarily on student needs include:

- Six “Info Commons” facilities that serve as one-stop service points to provide students with access to computers, information resources, and reference assistance;
- A Student Technology Resources Center that provides technology and one-on-one assistance for students to complete course assignments that require the use of electronic media, specialized software, and instructional equipment; and
- UCit@Langsam, a 24/7 computer and quiet-study space with seating for 219 people featuring 100 computers, 24-hour service desks, wireless access, and four group study rooms with SMARTBoards.

Since 1998, the Libraries have provided faculty with a wide range of library workshops, including a week-long instructional technology institute each summer that provides training in incorporating electronic library resources and instructional technology into their teaching. For over two decades the Libraries have presented an annual “Authors, Editors & Composers” event that includes an extensive exhibit of UC faculty publications of the previous year.

Collections

Collections total 3.4 million volumes, including 69,000 print and online periodicals, more than 400,000 electronic books, and 700+ databases. The Libraries’ capacity to support academic programs and research at a high level is enhanced by its participation in the OhioLINK consortium. Collectively, the consortium’s 90 college and university members, plus the State Library of Ohio, have library holdings of 47,000,000 items. The UC community has ready access to these collections through the OhioLINK borrowing/lending process. In 2007/08, UC students, faculty, and staff requested 38,526 items through OhioLINK. The Libraries received 45,821 requests from other OhioLINK libraries for UC library materials. OhioLINK provides online access to more than 140 databases, over 7,750 scholarly journal titles in the Electronic Journal Center, 3,000 education films in the Digital Media Center, and a growing collection of 40,000 e-books in the Electronic Book Center. Other OhioLINK initiatives that provide direct benefits to the university include the Electronic Theses and Dissertations Center and the shared book depository system.

Special Collections at the UC Libraries include:

- ***John Miller Burnam Classical Library***: a major international research library with holdings of 234,000 items, focusing on all aspects of the ancient Greek and Roman world, including the Bronze Age in the Eastern Mediterranean region, and covering history, archaeology, language, literature, art, numismatics, science and technology, papyrology, epigraphy, and patristics.
- ***Elliston Poetry Room and Collection***: a 20th-century English poetry collection of over 10,000 books, magazines, records, and recordings.
- ***Henry R. Winkler Center for the History of the Health Professions***: a collection of rare books on the history of medicine, archives of internationally prominent medical figures including Albert B. Sabin, historic photographs, and medical artifacts and instruments.
- ***German-Americana Collection***: one of the nation's largest collections of books, pamphlets, documents, journals, newspapers, and manuscripts pertaining to German-American history, literature, and culture.
- ***Oesper History of Chemistry Collections***: includes the *Oesper Collection of Prints and Portraits* containing 2,000 items dating from 1600-1959, and the *Collection of Books and Journals in the History of Chemistry*, a research-level collection of over 3,200 journals and monographs dating from 1600-1920.
- ***Digital Collections***: highlights include *C. Szwedzicki: The North American Indian Works*: 364 images and texts showcasing North American Indian art; *George Catlin: The Printed Works*: over 600 images from Catlin's principal printed works chronicling the people, customs, and traditions of Native American tribes; and *The Architecture and Urban Planning Collection*: over 2,500 architectural and urban planning images from China, Africa, Europe, and the United States, with special emphasis on Cincinnati.

Collaborative Relationships

The UC Libraries engage in many community outreach efforts and partnerships with area libraries and institutions. UC is an organizing partner of “Books by the Banks: Cincinnati USA Book Festival,” which has as its mission the promotion of the joy and reading of books. Other partners are the Public Library of Cincinnati and Hamilton County, CET Public Television, the Mercantile Library, *Cincinnati Magazine*, and Joseph-Beth Booksellers. Formal affiliations and collaborations have been established with the Cincinnati Art Museum, Cincinnati Children’s Hospital Medical Center, the Lloyd Library and Museum, Hebrew Union College, and the Mercantile Library.

On campus, the Libraries enjoy numerous collaborations with colleges, departments, and units. Some examples include: active participation in New Student Orientation; shared operation of the 24/7 “UCit@Langsam” facility with the University’s Information Technology unit; joint programming with the Center for the Enhancement of Teaching and Learning, which is located in Langsam Library; and ongoing involvement in First Year Experience, Integrated Core Learning, and Learning Communities initiatives.

Association of Research Libraries Qualitative Profile
University of Colorado at Boulder Libraries
 May 2009

Overview and Collections

The first campus of the current three-campus University of Colorado system was founded in Boulder in 1876. Nestled against the eastern slope of the Rocky Mountains at an altitude of 5,400 feet, [the Boulder campus](#) has been praised as the most beautiful of any public institution in the country. It includes about 200 classic rural Italian-style buildings of Colorado sandstone with red tile roofs and occupies 600 acres in the heart of Boulder, Colorado, which *Forbes* magazine named America's "smartest" city in 2008 and "most livable" in 2009.

UCB is a Tier 1 research institution that received more than \$280 million in sponsored research awards for the 2008 fiscal year, placing 13th nationally and 6th among all public universities. The university offers 3,400 courses in about 150 fields of study, including 85 majors at the bachelor's level, 70 at the master's level, and 50 at the doctoral level. The campus has about 90 research centers, institutes and laboratories. More than 1,075 tenure/tenure track faculty members conduct research and teach 29,709 on-campus degree-seeking students of which 25,080 are undergraduate students and 4,629 are graduate students.

The [University Libraries](#) system comprises the largest library collection in the Rocky Mountain region, providing direct access to more than twelve million books, periodicals, government publications, audio-visual materials, microforms, maps, manuscripts, papers, as well as computer-based sources.

The central library building, Norlin, is an architecturally distinctive campus landmark and historical site. It houses the Libraries [Archives](#) and [Special Collections](#), as well as the general social sciences and humanities collection of 700,000 volumes. Staff from the [East Asian](#), [Government Publications](#), and [Science](#) libraries, also located in Norlin, join the staff of the [Research and Instruction Department](#) to provide reference and research assistance at a centralized desk. Instructional services are also available from each branch and internal library. Norlin features a just-completed, state-of-the-art Learning Commons and café, as well several art galleries.

The system includes the following internal and branch libraries:

Internal Libraries

[Archives](#)

91,000 volumes, 31,000 linear feet of papers, 2,000 linear feet of newspapers. Emphasis on Colorado history and politicians, 19th- and 20th-century U.S. West, organized labor, peace, citizen activism, Rocky Flats and the atomic west, women's history, environmentalism, business, and industry, and includes a diverse array of archives and papers.

Government Publications

5+ million items in paper, microform, video and electronic format /10,000+ subscriptions
A regional library of the Federal Depository Library Program as well as a depository of Colorado state, United Nations, and European Union information. Also collects publications from all other state governments, many foreign governments, and international governmental organizations.

Science

270,000 volumes /2,500 subscriptions. General science, biology, botany, chemistry, biochemistry, artificial intelligence, medicine, exercise physiology, behavioral psychology, nutrition, speech/ hearing, zoology, and the history of science.

Special Collections

80,000+ volumes and several hundred feet of manuscripts , including apyrus documents, medieval manuscript leaves, incunabula, English and American literature from the eighteenth century to the present, illustrated books, natural history, mountaineering, the Epstein and Bloch collections of children's literature, the Leo Miller John Milton Collection, original photographs by renowned photographers, the Tippit photobook collection, papers of Colorado authors, material on the history of the book and the book arts, and a large collection of fine-press books.

Branch Libraries**William H. White Business Library**

80,000+ monographs and bound journals /660 current periodicals.

Collections include study and research materials for management and administration, accounting, advertising, banking, finance, small business and entrepreneurship, marketing, real estate and transportation. Corporate annual shareholder reports for all companies on the New York and American Stock Exchanges and SEC 10-K reports for Colorado and Fortune 500 companies from 1980 to 1994 available on microfiche.

Jerry Crail Johnson Earth Sciences and Map Library

46,600 volumes /350 subscriptions; full Federal Depository Library

Earth Sciences includes geology, mineralogy, paleontology, oceanography, physical geography, mineral deposits, and environmental aspects of geology and geography. The Map Library collection includes 200,000 maps, over 1,000 atlases and geographic reference books. The collection includes general and thematic maps and atlases at small and large scales, mostly from the 19th, 20th, and 21st centuries, and related reference materials. Also holds Sanborn Fire Insurance maps of Colorado, historical aerial photographs of Colorado, many facsimiles of historical maps, print satellite images, and a significant digital data collection.

Leonard H. Gemmill Engineering Library

155,000 volumes /2,000 subscriptions /96,000 microforms

Aerospace, architectural, biomedical, chemical, civil, computer, electrical, electronics, environmental, mechanical, and systems engineering; fundamental technology; applied

mathematics; applied optics, mechanics, and dynamics; telecommunications; materials science; and the history and management of technology. Engineering societies' conference proceedings, journals, and report publications; and technical standards from a wide variety of organizations.

[Oliver C. Lester Library of Mathematics and Physics](#)

80,000 volumes /1,000 subscriptions

Mathematics, physics, atmospheric sciences and astronomy.

[Howard B. Waltz Music Library](#)

70,000 volumes /300 subscriptions; 55,000 scores; 55,000 sound recordings, over 800 performances on video and DVD

One of the largest and most important music research collections between Chicago and Los Angeles, covering music history, music theory, music education, musicians, jazz, popular music, and many other topics related to music. Home to the [American Music Research Center](#) (AMRC) with extensive holdings of primary sources related to 18th- and 19th-century American church music, American sheet music, an archive devoted to Glenn Miller, and a number of other special collections. More than 900 digitized titles from its sheet music collections as the [University of Colorado Digital Sheet Music Collection](#).

The **mission** of the University of Colorado At Boulder Libraries is to be central to the University community's discovery, communication, and use of knowledge by providing materials, information, and services that support the University's mission; to serve as a research resource for Colorado residents through support for individual, business, cultural, educational, governmental and other information needs; and to share resources with the national and international higher education community.

The system **holds** 3,928,431 volumes and 38,518 linear feet of manuscripts/archives and receives 55,519 subscriptions. The Libraries collection also includes 6,993,960 microform units, 963,779 government documents, and 85,707 audiovisual items. The materials expenditure for 2007-08 was \$11,014,761. A professional staff of 58 FTE is joined by a support staff of 109 FTE and 49 FTE of student assistants.

The [University of Colorado Digital Library \(CU-DL\)](#) is a gateway to **digital collections** from University of Colorado at Boulder Libraries and University of Colorado academic units, as well as digital collections from other institutions that use Luna Insight software. The [University Libraries Digital Asset Library \(DIAL—a subset of CU-DL\)](#) is a web site for University of Colorado at Boulder Libraries' digital collections.

Facilities

In addition to the libraries on campus, materials are stored at [PASCAL](#)—Preservation and Access Service Center for Colorado Academic Libraries. **PASCAL**, a state-of-the-art, high-density, library storage facility located on the Anschutz Medical Campus, houses material for the Boulder, Health Sciences, Auraria, and University of Denver libraries under environmentally-sound and climate-controlled conditions. CU faculty, staff, and students may request electronic delivery of articles in journals located in PASCAL

Because the Libraries is considered every student's "lab" for studying, collaborating, information-seeking, and researching, extended hours, up-to-date discovery tools, and a suitable environment are essential. A major [renovation in Norlin Library](#), the first in more than 30 years, recently added a 24-hour entry into a physical learning portal with facilities and services that respond to the needs students have been communicating for year. The renovations include a 15,050 square-foot Learning Commons, a 7,770 square-foot Research Floor, and a new study space for graduate students. This renovation, completed in the summer of 2009, is the first of five phases included in a [program plan for a Norlin retrofit](#). A space-planning consultant will be engaged to update the program plan for the remaining stages, with the intent (funding available) to initiate phase 2 on the completion of phase 1.

Services

The Libraries **circulation** count for 2007-08 totaled 564,016.

Interlibrary Loan is a major provider locally and nationally, with 59,882 filled requests to other libraries in 2007-08.

Reference services are available via chat, email, phone, and in person. In-depth research consultations are available by appointment. Reference transactions in 2007-08 exceeded 71,449.

Historically, the University Libraries has featured vibrant and extensive **instructional programming**. In 2007-08, 726 library presentations were provided to 13,259 students.

Using a curricular-integration approach, University Libraries faculty and staff provide researchers with the conceptual understanding and technical skills necessary to:

- identify the ways in which knowledge is disseminated, organized and acquired;
- access the wide spectrum of information resources made available to the campus community;
- locate needed information through the construction and implementation of search strategies; and
- critically evaluate retrieved information and information sources in all formats.

Current University Libraries information literacy initiatives include:

- Course-integrated research seminars for Program for Writing and Rhetoric () first-year courses
- A Research Instruction Online Tutorial (RIOT) for PWR first-year students
- Drop-in research assistance center for students enrolled in PWR courses
- Research instruction sessions to targeted courses throughout the campus curriculum
- Credit courses taught in the College of Music, the Department of Geological Sciences, and the Department of Theatre and Dance
- Information literacy program integrated into Department of Communication undergraduate curriculum
- Course-integrated library sessions for Leeds School of Business Profiles in Business and Society Program

Assessment

Since 2000, the University Libraries has participated in LibQual and other assessment activities, including focus groups, surveys, and environmental scanning to determine user satisfaction, preferences, changing information behaviors, and interests. Analyses of results are used to both evaluate current offerings and plan new services.

Since 2001, the University Libraries has determined, monitored, and adjusted central goals through a strategic planning process that engages workers and constituencies through a variety of information-gathering mechanisms.

In support of a campus Core Initiative to enhance graduate education and increase graduate enrollment, the Libraries focused its 2008 assessment efforts on an in-depth analysis of graduate responses to LibQual surveys. As a result, the Libraries has been and will continue to implement a series of actions, notably the new graduate study area included in the recent Norlin renovation.

As a result of extensive and in-depth analyses of “selection to access” processes, the Libraries adopted new technologies, implemented new work flow procedures, and revised relevant policies in order to speed information resources to users.

Collaboration

The Libraries is a national leader in collaboration and partnership with other academic libraries and consortia. Examples include: PASCAL, the Colorado Alliance of Research Libraries (notably the shared collection development project), Prospector, national Interlibrary Loan activity, partnership with Emporia Library School Diversity Initiative, Great Western Library Association, Association of Research Libraries, and Center for Research Libraries global projects.

The Libraries collaborates actively with state, regional, and national organizations to leverage funding. The Libraries is a state and national leader in the digitization of resources to enhance access, creating the metadata standard and architecture for the Colorado Digitization Project (CDP), and receiving several CDP grants for [digitization projects](#), including Aerial Photography of Colorado, Ben Gray Lumpkin Folk Music Project, Building Colorado Story by Story: The Sanborn Fire Insurance Map Company, and Digital Sheet Music Collection. Many other projects are in-process or planned for the future.

Based on a shared commitment to supporting and providing access to the scholarship of graduate students, the Libraries has partnered with the Graduate School to enable submission of and access to [electronic theses and dissertations](#) (ETDs) since fall 2004. ETDs provide a technologically advanced medium for expressing and disseminating ideas. The full text of dissertations produced at any campus of the University of Colorado system from 1997 to the present are available as free PDF downloads from the Chinook online catalog.

The Libraries also partner with the Graduate Teacher Program to offer a [Provost's Fellows Program](#) that provides a semester long fellowship in the Libraries for graduate students who have an interest in some aspect of research librarianship. To date, at least nine Libraries Fellows are matriculating in schools of library and information science.

In the partnership with the [Writing Center](#), operated by the Program for Writing and Rhetoric and located in Norlin Library (addressed above), reference librarians work closely with the PWR first year writing classes, providing information literacy instruction and research support.

The Libraries as an entity and through activities of various individuals is an active participant in campus governance and committee activities, and the Boulder Faculty Assembly sponsors a Libraries Committee. This participation informs library policies and procedures and provides two-way communication between the Libraries and its on-campus constituencies.

Most Libraries outreach programming is based on collaborative efforts with campus and community groups and is offered to address identified campus and community interests.

Horizon Issues

Future directions for the University of Colorado at Boulder Libraries are now being mapped in accordance with the core initiatives set forth by the campus and internal personnel and facility requirements.

Within the next 3 years, we will recruit a Faculty Director for Information Technology with a focus on digital scholarship and cyber infrastructure services; an interdisciplinary science librarian with boundary-spanning responsibilities, including more integration of services; and two critical associate director positions, due to retirements.

We will require a new storage arrangement for tangible resources in the humanities and social sciences; the identification/contractual arrangements with new storage partners for PASCAL; and the planning, funding and implementation of Phase 2 of the Norlin Retrofit.

In addition, we will enhance service to the campus through the development of an articulated/integrated service plan between the Learning Commons and the Research and Instructional Services Department and through full-scale development of our CU Scholarship Digital Repository as a rich corpus of institutional assets, discoverable through our online catalog, Chinook.

Columbia University Libraries & Information Services

April 2009

Supporting Columbia University's goal of "advancing knowledge and learning at the highest level and conveying the products of its efforts to the world," Columbia University Libraries & Information Services (CUL/IS) provides exceptional support to students and faculty to advance research, teaching, and learning at one of the world's most important centers of scholarship and most distinctive learning environments.

Services

In a Self-service Age

New service models are emerging in response to evolving user expectations of information discovery and delivery and recognition of necessary changes in library workflows.

Service profiles vary across 25 campus libraries, and staff are actively experimenting with alternative modes of service delivery. In recent years, librarians in the sciences and social sciences have experimented with different service models, moving away from the traditional reference desk in response to changing usage patterns, and implemented on-call reference and research consultation services, focusing on deeper, one-on-one assistance by subject specialists. Established in 2001, the virtual reference service was moved from a mediated chat product to the more user-friendly instant messaging (IM) platform in 2007. CUL/IS commissioned a task force in 2008 to explore potential applications of social computing technologies (Web 2.0) to simultaneously extend functionality within the library web environment and embed library services deep within users' daily workflows. The Business and Economics Library launched an online help suite, *Business & Economics 24/7 Help*, offering an unmediated, point of need tool for finding business resources.

The delivery of information to users in the most timely and convenient manner possible is of the highest priority. Building on successful interlibrary lending and document delivery services, a pilot program for the electronic delivery of articles and book chapters from on-campus collections is scheduled for launch in 2009/10. Continued participation in Borrow Direct allows Columbia users to borrow books from a consortium of elite research libraries, effectively expanding the scope of research materials available to Columbia users. Borrow Direct guarantees delivery of physical materials within four business days, while many items are digitized and delivered to the desktop. The implementation of ILLiad resource sharing software, among other improvements, has helped staff streamline borrowing and lending processes. From 2007 to 2008, lending turn-around time decreased by an average of a half day and borrowing turnaround time decreased by almost two days.

A system-wide assessment program led by the new Marketing and Assessment Librarian was launched in 2006 with the goal of enabling user-centered, data-informed decision making across the organization. The Assessment Librarian created a detailed assessment plan and conducts focus groups and user needs assessments for various projects, including the planning of the Libraries' Digital Centers. A third iteration of the LibQUAL+ survey will be conducted in 2009 to gather important data about faculty and students' perceptions of library service quality.

Columbia University Libraries & Information Services

In recent years, CUL/IS has launched a number of new marketing initiatives, including the installation of LCD panels in three libraries displaying continuous, rotating information about library spaces, services, events and collections, the annual New Faculty Lunch, and the disbursement of marketing grants to departmental libraries.

Collections

Building, Maintaining, and Preserving a Collection of Record

Columbia's world-renowned collections of rare books, manuscripts, and archives are deep and diverse in coverage and are powerful draws for scholars working in many disciplines. Rare and special materials can be found in ten libraries across campus, including the recently established Center for Human Rights Documentation and Scholarship which houses the archives of Human Rights Watch, Amnesty International USA and other important human rights organizations. Recent acquisitions also include the Makino Mamoru Collection on the History of East Asian Film, the Woodlawn Cemetery Archives, the papers of Amiri Baraka, and the archives of Human Rights First and the Committee of Concerned Scientists. In addition, the University Archives joined the Rare Book & Manuscript Library in 2007.

Greater visibility for these rare and distinctive collections has been achieved through a vibrant outreach program supported by the new Librarian for Research and Reference in the Rare Book and Manuscript Library. Partnerships with the Friends of the Columbia Libraries and cultural institutions in New York City have resulted in events such as *Lionel Trilling and his Legacy* and *An Evening with Amiri Baraka* that draw on and promote these important collections.

Use of special collections has been dramatically impacted by technology. The Archival Collections Portal, launched in 2007, enables users to simultaneously search across six distinct archival repositories and link directly to online finding aids, collection overviews, and other content, attracting more than 1,500 visits thus far.

The adoption of new processing approaches focused on "less process, more product" made nearly 3,000 linear feet of unprocessed and under-processed collections available this year, and a sustainable approach to creating and hosting EAD finding aids was established. In 2007, CUL/IS secured a three-year Andrew W. Mellon Foundation Grant to fund the Graduate Internship Program in Primary Sources, enabling 36 graduate student interns to process over 2,500 linear feet of previously inaccessible material while receiving training in the use of primary resources in their disciplines.

CUL/IS is among a small number of research libraries able to sustain an aggressive program of international accession, including participation in collaborative collection building programs such as the Library of Congress Cooperative Acquisition program in such areas as South Asia, Southeast Asia, Africa, Brazil and the Middle East.

While dedicated to maintaining rich, deep print collections, supporting electronic and remote access to collections is a priority for the organization. CUL/IS continues the necessary transition to electronic-only subscriptions for science and social science journals and to

Columbia University Libraries & Information Services

increase its already substantial collection of e-books. Access to e-books has been improved by loading over 350,000 e-book records into the library catalog and by extending SerialsSolutions MARC records services to cover e-books. In 2008, expenditures for e-resources surpassed those for print resources for the first time. Since 2006, staff supporting the e-resources collection has tripled, and CUL/IS has invested in the SerialSolutions, Scholarly Stats, and WorldCat Collection Analysis e-resource management tools to better analyze usage data.

In addition to traditional preservation activities, CUL/IS is establishing a long term digital archive on the Fedora platform, initially providing 70 terabytes of data storage. Expanding its scope and impact through mass digitization partnerships with Microsoft/Open Content Alliance and the Google Book Project, hundreds of thousands of scanned books will be made accessible electronically to library users and digital copies will be available for long-term archiving.

1,200 hours of audio recordings will be preserved through a project funded by the Andrew W. Mellon Foundation for the preservation of oral history recordings and the development of infrastructure for the creation of metadata and long-term archiving of audio content. The Preservation Department also recently completed another Mellon-funded project to survey audio and moving image collections, developing a survey instrument and instruction manual for digital preservation that is now publicly available.

In 2008, three collections with more than 43,000 items have been made available online via the DLF Aquifer initiative. 134 oral history transcripts were converted to digital format through partnership with the OCLC Preservation Service Center, and CUL/IS has partnered with numerous institutions to provide digital access to unique research collections, such as *APIS: Advanced Papyrological Information System* and *Digital Scriptorium*, a collection of medieval and early Renaissance manuscripts from multiple institutions.

Creating Spaces to Meet Evolving Needs

The quality and quantity of library space continues to be of critical importance to academic life at Columbia, and the renovation of out-dated spaces has been a particular focus. The Butler Library renovation nears an end with work in all public spaces complete. The decade long, multimillion dollar project refurbished public spaces, restored historic architectural details, increased seating, and improved staff work areas.

Planning is complete for a new science library facility in the Interdisciplinary Science Building, currently under construction. The new Science Library will integrate services from four library facilities, the Biological Sciences, Chemistry, Physics & Astronomy, and Psychology libraries, in a new service environment emphasizing interdisciplinary research support and electronic information resources. Most physical collections for these subject areas will be housed offsite.

Three subject-oriented digital centers (information commons) primarily supporting student research and learning are in various stages of planning and implementation, with the first, the

Columbia University Libraries & Information Services

Digital Social Science Center in Lehman Library, opening in 2009. Building on earlier successes in supporting advanced research computing in the social sciences and humanities, the centers will continue active partnerships with campus IT to provide high-end computing and integrated research and technology support from expert staff. Planning and user needs assessment for the Digital Humanities Center to open in Butler Library is ongoing, and planning for the Digital Science Center to open in the new Science Library in 2010 will begin in the coming months.

The addition of technology-rich group study spaces continues to be a priority. The Columbia Business School funded the installation of 34 fully-equipped group study rooms in the Business & Economics Library. Other renovations incorporate collaborative study areas with new furniture, wall-mounted flat panel monitors to facilitate group work, and additional electrical outlets. In addition, a renovation of the Starr East Asian Library Reading Room was recently completed, as were schematic plans for Phase II of the Avery Fine Arts and Architecture Library renovation.

In response to the University's planned expansion into Manhattanville, a project that will expand the campus into a neighboring community in West Harlem over the next 10 - 20 years, CUL/IS will develop a series of information centers to support the schools and departments at the new campus, emphasizing direct access to subject specialist librarians, support for e-resources, and providing collaborative instruction spaces. A task force has been formed to identify ways to integrate planning for library services into the larger Manhattanville planning process, focusing on the academic units projected to move to the new campus: the Columbia School of Business, the Mind/Brain Institute, and portions of the School of International and Public Affairs. Discussion of creating a campus library facility to serve the more general information needs of the Manhattanville campus community is ongoing.

To provide easy access to growing collections and accommodate new demands on space, CUL/IS expanded its offsite storage facility, ReCAP, in partnership with Princeton University and the New York Public Library, opening a fifth module in 2008. Total items held in ReCAP near 11 million, with 4.5 million from Columbia's collections. In 2007/08, 58,765 items were delivered to on-campus locations within 24 hours of request, and 2,350 documents were scanned and delivered electronically.

Collaborative Relations

Integrating Services with Academic Life and Scholarship

As CUL/IS transitions from information provider to information partner, staff are becoming more integrated into the academic life of the campus through active collaboration and engagement. In 2007, Columbia University Libraries reorganized to form Columbia University Libraries/Information Services, formally incorporating the Center for New Media Teaching and Learning (CCNMTL) and the Center for Digital Research and Scholarship (CDRS).

Columbia University Libraries & Information Services

CCNMTL has worked with more than 3,500 faculty since 1999 to enhance teaching and learning through the purposeful use of new media in education. CCNMTL's Triangle Initiative is an effort to create digital tools to serve the intersecting interests of education, research, and the larger community. *Multimedia Connect*, a Triangle Initiative project, extends faculty research beyond the classroom into the community through a digital intervention tool for those at risk for HIV/STIs. The *Engaging Digital Tibet* project allows undergraduates to annotate, link, and map digital images of archival material, creating object biographies that tell stories of past peoples and cultures. CCNMTL also offers teaching and technology workshops for faculty, a faculty computer lab, and a core group of educational technologists who work one-on-one with faculty. CCNMTL supports the University's course management system, and implementation of tools such as wikis, blogs, YouTube videos, Google Docs and iTunesU in the classroom. Subject specialist librarians and CCNMTL staff have collaborated to create an active library presence in the course management system with a series of dynamically populating research guides which provide better integration of library services and resources into students and faculty work flows.

CDRS, established in 2007, recently launched the Scholarly Communications Program and seminar series aimed at facilitating discussion of and innovative approaches to sharing scholarly work, as well as offering practical information about the opportunities and challenges presented by scholarship and research in a time of technological change. CDRS is working with the University Librarian to support the E-Science Task Force which will make recommendations to the Provost and the Executive Vice President for Research regarding the state of cyberinfrastructure on campus. CDRS is also responsible for the implementation and management of a new institutional repository – Academic Commons – on the Fedora platform and will provide support for the campus open access journal publishing initiative.

Also established in 2007, the Copyright Advisory Office (CAO) addresses the relationship between copyright law and the research, teaching, and service activities of the University. The CAO's mission is to educate and guide the application of copyright principles to the scholarly work of faculty, students, and staff.

A robust program of outreach events engaging the Columbia academic community with topics ranging from human rights archiving to open access initiatives in scholarly publishing to appraising the Reagan presidency continues to expand CUL/IS' role in supporting and promoting the scholarly conversation on the campus and national levels. Recent speakers have included Saad Eskander, Director of the Iraq National Library and Archive, Oscar Hijuelos, Louis Menand, Sean Wilentz, Art Spiegelman, and Amiri Baraka.

Columbia University Libraries and Information Services strives to provide vital support for research, teaching, and learning at Columbia through responsive, innovative services, deep and distinctive research collections, and strategic collaborations across campus and beyond. Our continued success is enabled by the exceptional staff building and managing the collections and technologies necessary to further the educational and research goals of the University.

The University of Connecticut Libraries

May, 2008 (DRAFT 3/16/08)

The University of Connecticut is the state's premier public university with a high national ranking and a reputation for excellence in all aspects of its mission. It aspires to be recognized as one of the top-20 public research universities in the United States and is currently on the threshold of that achievement, guided by its 2008-2013 Academic Plan, *Our World, Our People, Our Future*.

The University of Connecticut Libraries provides high quality collections and information services in support of the University's research and educational missions. The Libraries also contribute to meeting the information needs of the citizens of Connecticut and the scholarly community worldwide.

In fulfilling this mission, the Libraries select, acquire, organize, preserve and provide access to collections in a broad range of formats; facilitate access to collections owned by other institutions; serve as a gateway and contributor to global networked information resources; provide assistance and education in information retrieval utilizing current technologies, and provide facilities conducive to learning and research.

Services

The University of Connecticut Libraries consist of: The Homer Babbidge Library (its main library, located in Storrs); the UConn Health Center Library; the School of Law Library; the Thomas J. Dodd Research Center; the Music and Dramatic Arts Library, the Pharmacy Library; and regional campus libraries in Avery Point (including Marine Sciences), Greater Hartford (including Social Work), Stamford, Torrington, and Waterbury. All but three of these eleven physical facilities (Avery Point, Greater Hartford, and Torrington) have been constructed or extensively renovated since 1995.

The NEASC accreditation team reported in 2007 that "the culture of assessment is strong in the University's library system, and the libraries take their users seriously." The accreditation team reported that students described librarian-led instruction sessions as "helpful" and faculty members expressed their appreciation for the "service orientation" of the library.

The Libraries surveys its users at regular intervals and library service quality scores are above 4 on a 5 point scale, with interlibrary loan/document deliver (4.31) and subject specialist liaison librarians (4.24) scoring highest in local surveys. The overall quality of library services as measured by 3,000 undergraduates, graduate students, and faculty in the most recent LibQUAL+ survey (2008) was 7.38 on a nine point scale, with faculty rating library services highest, at 7.58.

The University of Connecticut Libraries Collections

Except in exceptional years, the University supports its collections budget with five percent annual budget increases. The UConn Libraries expends two-thirds of the University's collections budget on electronic resources and provides access to about 35,000 journals,

adjusted for duplication. More than 1.7 million full-text downloads occurred in 2006/2007, and about 14% of e-resource use supported funded research. UConn faculty's highest library "desire", as measured by LibQUAL+, is "making electronic resources accessible from my home or office" and UConn faculty perceive the Libraries as delivering that service well.

In addition to the UConn Libraries three million volumes of general research collections, its Thomas J. Dodd Research Center features: *the University Archives; Human Rights Collections, Political Collections; the Northeast Children's Literature Collection, 20th Century Literary Collections; Alternative Press Collections; Natural History Collections; Archives of Blues and Vernacular African American Musical Culture; Hispanic History and Culture Collections; Public Polling Collections, Connecticut History Collections, and Railroad History Collections*. The Dodd Center was selected to receive the Society of American Archivists' Distinguished Service Award in 2008. This award recognizes an archival institution, education program, nonprofit organization, or governmental organization that has given outstanding service to its public and has made an exemplary contribution to the archival profession.

Staff Contributions to the Profession

The UConn Libraries have been innovators in employing library assessment tools, serving as a pilot library for ARL's initial efforts related to E-metrics, LibQUAL+, MINES, SAILS, ESPA, and ClimateQual.

UConn Libraries staff members are active in virtually all of the professional associations related to libraries, including the American Library Association; the American Association of Health Sciences Libraries; the American Association of Law Libraries; the Association of College and Research Libraries; the Association of Research Libraries; the Black Caucus of ALA; the International Association of Aquatic and Marine Science Libraries and Information Centers; the International Federation of Library Associations and Institutions; the Library Administration and Management Association; the Library and Information Technology Association; the Medical Library Association; the Music Library Association; the Society of American Archivists; and the Special Libraries Association.

The University of Connecticut Libraries

Regionally, library staff members teach at the Simmons Graduate School of Library and Information Science and actively serve in the ACRL-New England Chapter, the New England Archivists, and the Connecticut Library Association - College and University Libraries Section.

Library staff regularly present at regional, national and international conferences and meetings and publish extensively in major library and information science journals, including: *The IFLA Journal*; *Information Today*; *The Journal of Academic Librarianship*; *The Journal of Library Administration*; *Library Journal*; *portal*; and *Library and Information Science Research*.

Effective and Innovative Uses of Technology

With private giving, the UConn Libraries are able to offer a number of facilities featuring modern technology, including: two video theatres, a 200 seat auditorium, a 50 seat

seminar room, five electronic classrooms, two information cafes, and two microcomputer labs. The Libraries' suite of library systems and digital library systems include: ContentDM, SFX, VDX, Primo, Voyager, and XTF (extensible text framework). The Libraries employ remote hosting and VMware server consolidation and containment solutions to minimize server maintenance requirements. Library staff have developed an electronic resource management system and have worked in partnership with University Information Technology Services and the University's Institute for Teaching and Learning to develop a Library Resource Tool in Blackboard's *WebCT Vista*.

Consortial Memberships

The UConn Libraries are members of the Boston Library Consortium (BLC). The BLC libraries cooperatively maintain a virtual catalog of member holdings, an overnight delivery service, and a consortial membership in *Rapid* to facilitate interlibrary loan among its nineteen members.

The Libraries are also members of the Northeast Research Libraries (NERL), the Center for Research Libraries, the Coalition for Networked Information, SPARC, the New England Council of Presidents Academic Library Directors group, and the Connecticut Consortium of Academic Library Directors.

The UConn Libraries collaborate with the Connecticut Historical Society, the Connecticut State Library, Mystic Seaport, and the New Haven Colony Historical Society on *Connecticut History Online* (CHO). Originally funded by IMLS grants, CHO is an ongoing digital library project consisting of 19th and 20th century photographs, drawings, and prints depicting Connecticut social, business, political, educational, cultural, and civic life.

The University of Connecticut Libraries

Collaborative Relations

Information literacy became one of the University's five General Education requirements areas of competency in 2005. All students in the freshman writing class receive a one-class introduction to the library taught by a UConn librarian. Library subject liaisons also offer specialized instruction for graduate students and faculty.

The *DigitalCommons@UConn*, the University's institutional repository of scholarly output, is managed by the Libraries and, in 2008, contained 4,500 documents that were downloaded about 10,000 times a month.

UConn Libraries staff have collaborated with UConn faculty on a number of digital collections projects, including: *Benthic Marine Algal Herbarium of Long Island Sound*; *Charles Olsen's Melville Project*; *Colonial Connecticut Records*; *Connecticut Bibliography*; *Connecticut Institute of Water Resources: Special Reports*; *Invasive Plant Atlas of New England*; *Steam and Electric Locomotives of the Long Island Railroad*; and *Scanned Maps of Connecticut, 1676-1930*.

The Libraries cooperate with social sciences faculty on the RBS Greenwich Capital Economic Seminar Series, natural sciences faculty on the Edwin Way Teale Lecture

Series, and the Human Rights Institute and other social sciences faculty on the Raymond and Beverly Sackler Distinguished Lecture Series in Human Rights and the Thomas J Dodd Prize in International Justice and Human Rights. The Libraries also cosponsor an annual Connecticut Children's Book Fair with the UConn Co-op.

The UConn Libraries host a number of complementary faculty and staff in library facilities, including the Connecticut Center for Geographical Information and Analysis, the Human Rights Institute, the Center for Judaic Studies, and the Roper Center for Public Inquiry. The Libraries' Learning Commons in Storrs includes the University's Quantitative and Science Center, the Writing Center, and the Learning Resource Center.

Cornell University Library

ARL Profile

Cornell University Library's mission is to lead the collaborative development of an academic information infrastructure that supports the changing needs of discovery, preservation, and transmission, as well as the application of knowledge, creativity, and critical thought.

Services

At the heart of this mission is support for teaching, research, outreach, and learning at the university. The Library's five-year goals focus on enhancing access to scholarly resources when and where they're needed; providing cutting-edge facilities and services across disciplines; ensuring stewardship of the university's assets; and providing a quality work environment for its staff.

Agents of Integration in a Complex Information Environment

Cornell's librarians connect people with information, resources, tools, other people — and ideas. They facilitate information-gathering through instruction, Web sites, and LibGuides, and link individuals across the university with innovative tools. The staff creates a sense of place through ambitious workshops, such as *New Media Art and Archival Ambitions*, and ground-breaking events, such as the *Born in the Bronx: The Legacy and Evolutions of Hip Hop* conference. Alumni stay connected through podcasts of library events, online tools such as *Partners in Animal Health*; and library literary salons engage alumni and friends in stimulating discussions on research libraries' role in the academy.

To expedite access to scholarly resources, the Library revamped its Web site and is adopting WorldCat Local as its catalog to more easily connect users to holdings in libraries around the world while continuing to enhance book and article delivery through local services and ongoing participation in the Borrow Direct network.

Library staff members embrace social networking and technology, engaging with users through Facebook and Twitter, a consortium that provides chat reference 24 hours a day, and reference services via text message, e-mail, phone, and personal consultation.

Instruction is a vital aspect of library services. Library staff develop a range of instructional aids, many using the LibGuides platform, as well as orientation sessions and workshops tailored to the needs of specific disciplines and classes. Librarians also teach or co-teach credit-bearing courses, and several hold appointments in academic departments.

Catalyst for Discovery and Connection

With support from Cornell's Vice-Provost for Undergraduate Education, the Library launched the Undergraduate Information Competency Initiative to encourage faculty to rethink the research process in undergraduate courses and incorporate research seamlessly into new and existing courses. Faculty-librarian-IT partnerships formed through this initiative have led to successes large and small.

The Library received several other seminal grants from the Provost's office that nurture collaboration across Cornell's campus. VIVO is a research-focused discovery tool that initially featured the life sciences but is now expanding to research communities in the social sciences, physical sciences, engineering, international activities, arts, and humanities.

A new grant from the Vice Provost for Research recently established the DISCOVER Research Service Group, a partnership between domain scientists, Cornell's Center for Advanced Computing, the Cornell University Library, and Fedora Commons. The DISCOVER team facilitates collaboration between research groups, fosters cross-disciplinary analysis, and supports the development of a robust cyberinfrastructure for data-driven science at Cornell.

The Library's chief technology strategist, a newly created senior-level position, serves as an ambassador for collaborative technology initiatives across the university and around the world.

Library as Place and Virtual Presence

Cornell University invests heavily in its library facilities. Most campus libraries have undergone upgrades over the last decade, and the renovation of Olin Library, the main library for the humanities and social sciences, is expected to begin in 2009.

In a strategic move to repurpose resources and focus on new services critical to scientific research, the Clark Physical Sciences Library will close its doors in December 2009 but develop its virtual presence more fully. The new virtual Clark Library will extend beyond the traditional branch library model as its staff reshapes its services and collection.

The Library consistently receives high user-satisfaction ratings from students and faculty in measurements such as LibQUAL, the Cornell Senior Survey, and the Cornell University Faculty Work-Life Survey.

Collections

The Library maintains a complex hybrid of printed volumes and other circulating materials, digital resources, and special collections. Collection in the coming years will be increasingly (but not exclusively) digital in all subjects, and transformed by changing scholarly communication processes.

The Library's Division of Rare and Manuscript Collections contains materials ranging from ancient cuneiform tablets to extensive collections documenting 20th- and 21st-century history and culture. Special collections of national renown include the Kheel Center for Labor-Management Documentation & Archives and the Division of Asia Collections, which offers one of North America's most significant collection of Asian historical and literary materials. The Albert R. Mann Library and the Law Library also maintain focused collections of rare materials.

Cornell University Library is a leader in digital research and development. Digitization and open online dissemination of public domain material is a significant priority, and the Library makes print-on-demand editions available through a partnership with Amazon.com. In 2009, those offerings will expand to include more than 80,000 public domain titles digitized with the support of Microsoft. These new volumes represent a substantial part of the Library's rare and unique offerings printed before 1923. Another large-scale initiative with Google will create 500,000 more digitized books.

Beyond digitization, the Library partners with local and international scholars to create multimedia digital collections that represent important additions to scholarship in the digital humanities, performing arts, the history of technology, and other fields. Three examples demonstrate the diversity of the Library's multimedia offerings:

- The Kinematic Models for Design Digital Library, an open-access resource, brings together video, animations, digitized books, and classroom learning modules to explore kinematic principles and mechanical motion.
- The Global Performing Arts Database provides authoritative, multilingual descriptions of digital images, texts, video clips, sound recordings, and complex media objects related to the performing arts around the world.
- The Müller-Kluge Conversations collection consists of digitized video interviews and discussions between West German writer and filmmaker Alexander Kluge and East German playwright Heiner Müller.

The creation of alternative channels for scholarly communication is part of the Library's mandate to collect scholarly resources. It manages arXiv, the electronic archive and distribution server for research papers in physics, computer science, mathematics, and other scientific communities credited with revolutionizing the way scholars in those fields engage in scholarly communication. It also hosts a growing institutional repository called eCommons and manages CUGIR, a repository providing geospatial data and metadata for New York State.

The distinguished monographic series *Islandica* was recently revived under the Cornell University Library imprint and is now available online in a searchable, open-access format as well as in print. Another new publishing project in the humanities is *Signale: Modern German Letters, Cultures, and Thought*, a print and electronic series in German Studies involving the Library, Cornell University Press, and faculty in Cornell's Department of German Studies.

Collaborations and Partnerships

The Library supports the university's land-grant mission and the dissemination of information and capacity-building through a wide range of partnerships.

National Partnerships

In a project funded by the Andrew W. Mellon Foundation, the Library — together with the Robert W. Woodruff Library of the Atlanta University Center and the Southeastern Library Network — is training librarians at institutions in the Historically Black College and University Alliance to build shared digital collections.

Within the agricultural sciences, two long-term partnerships illustrate Cornell's land-grant mission. With funding from the National Endowment for the Humanities, the Library coordinates a multi-year cooperative project, which began in 1996 and now involves 28 land-grant universities, to preserve the most significant published materials on the history of state and local agriculture and rural life. Complementing this initiative is the U.S. Department of Agriculture's Economics, Statistics and Market Information System, a government-university partnership providing global access to USDA agricultural information.

Early in 2009, Columbia University Library and Cornell University Library began building a transformative, enduring partnership (2CUL) that will integrate resources, collections, services, and expertise between the two library systems.

Global Partnerships

Cornell's Albert R. Mann Library launched TEEAL (The Essential Electronic Agricultural Library) in 1999, with initial support from the Rockefeller Foundation. Now in 50 of the world's poorest countries, Cornell's "library in a box" gives nutritionists, veterinarians, soil and animal scientists, natural resource managers, and others access to 137 top agricultural journals. A recent grant from the Bill & Melinda Gates Foundation will fund the production, delivery, and integration of TEEAL at up to 140 colleges and universities in 14 countries in sub-Saharan Africa and enhance TEEAL with additional African journals.

Cornell's Law Library (in cooperation with the United Nations Mission in Liberia, the American Embassy in Monrovia, the U.S. State Department and the Carter Center) works to provide free Web access to legal resources in Liberia. In addition to digitizing its own unique Liberian legal materials dating back to the country's colonial period in the mid-1800s, the Law Library indexed the first 27 volumes of the Liberian Law Reports and made it available online.

The Library is building a partnership with the Tsinghua University Library in China, which will involve formal staff exchanges and help build Tsinghua's new Humanities Library. Tsinghua will help introduce Euclid, a Library-developed scholarly communication venue in theoretical and applied mathematics and statistics, to the Chinese market. Euclid is jointly managed by the Library and Duke University Press.

Dartmouth College

Overview

Dartmouth College is a private, four-year liberal arts institution in the Upper Valley of New Hampshire. Dartmouth has been at the forefront of American higher education since its founding in 1769. A member of the Ivy League, it is a superb undergraduate residential college with the intellectual character of a university, featuring thriving research and first-rate graduate and professional programs. This unique combination creates a highly personalized learning environment for students and faculty. Close student-faculty interaction, opportunities for independent research, a broad range of off-campus programs, and a diverse student body define the undergraduate experience.

The Library serves four major programs: the School of Arts and Sciences, comprising the undergraduate College and nineteen graduate programs ; the Amos Tuck School of Business, founded in 1900; the Thayer School of Engineering, founded in 1867; and the Dartmouth Medical School, founded in 1797 and its affiliate, the Dartmouth-Hitchcock Medical Center.

The Library serves the Dartmouth community through ten facilities: Baker-Berry Library, the central library facility, housing the administrative offices and technical services; Feldberg Business and Engineering Library; Kresge Physical Sciences Library; Paddock Music Library; Sherman Art Library; Rauner Special Collections Library, which includes the College Archives; Biomedical Libraries, comprised of Dana and Matthews-Fuller Biomedical Libraries; the Storage Library; and Records Management.

Services

Dartmouth College Library maintains a culture of service that is embedded throughout the organization. Users depend upon and appreciate the personalized nature of the services offered. The Library Liaison program, with its focus on librarian specialists serving faculty, has been highly successful. A similar program has been instituted by the College's Computing Services department, with information technologists focused on serving faculty in the humanities, social sciences, and sciences. This service ethic is expressed internally as well. Departments within the Library take pride in providing service to each other, with the common goal of meeting user needs. The development of new consortial memberships, most notably Borrow Direct and the Center for Research Libraries, allows the Library to extend its services and collections to reach beyond the campus. This strong service ethic accrues to peers as well: while Dartmouth is the smallest institution in Borrow Direct, it is a consistent leader in lending.

A well-established program of outreach by library liaisons provides regular contact with faculty, which aids in understanding their collection needs, provides support for their research, and assists students to develop research skills. The Library's service ethic extends beyond the current students, staff, and

faculty members: an online *Digital Library for Alumni* service was established in 2002 and now has over 4,000 subscribers who can access commercial full-text journals and newspapers without fee.

Dartmouth's location in a small, rural town creates many opportunities for contact between staff and Library users within the daily life of the community. Library buildings and collections are all open to members of the public, which is a valued resource in the Upper Valley. Rauner Special Collections Library holds records from a number of nearby towns.

Collections

Library collections include print and digital monographs, journals, databases, maps, videos, Web sites, numerical datasets, musical scores and recordings, and visual image databases, as well as objects, manuscripts and archives. Dartmouth College students, faculty and staff have access to more than 15,000 digital resources, over 68,000 print and digital current journal subscriptions, 2,795,000 bound volumes, 12,000 videos, 190,000 maps, 35,000 sound recordings and 450,000 photographs. While the Library's current journal subscriptions are overwhelmingly digital, the monographic collections are chiefly print-based. Strengths of the collections include classical archaeology, polar studies, and regional interest.

Dartmouth's rare book, manuscript, and archival holdings reflect the long history of the College and feature collections related to eminent alumni, faculty, and others associated with the College. This includes extensive manuscript and published material related to Robert Frost, Class of 1896; Daniel Webster, Class of 1801; the Stefansson Collection on Polar Exploration; the recently acquired papers of Budd Schulberg '36; and the records of the Pilobolus Dance Theatre. The papers of Maxfield Parrish and Augustus Saint-Gaudens are part of a series of related collections documenting the history of New Hampshire's Cornish Colony. Named collections include the Allerton Hickmott '17 Shakespeare Collection, an extensive New Hampshire Imprints collection, the Edward P. Sine '51 Collection of British Illustrated Books, and a deep "Presses" collection that chronicles the history of printing from the 15th century to the present. The Library's digital production program is ambitious to extend access to key holdings in Rauner Special Collections Library, and has digitized materials such the *Encyclopedia Arctica* and the papers of Samson Ocom, a Native American clergyman and a founder of the College.

An oral history project within the College Archives also provides researchers with a rich and varied perspective on Dartmouth history during the twentieth century. Narrators include past presidents, trustees, faculty, administrators, staff, and alumni. In addition to the interviews collected by the oral history project, other oral history interviews have been deposited with the Archives from a variety of donors including students, alumni, faculty, and others.

Collaborations

The integration of the Library into the fabric of the College is a core theme. The new Dartmouth Center for the Advancement of Learning and Writing Program (both founded in 2004) occupy space in Baker-

Berry Library, which has promoted the creation of strong partnerships. The development of the Research, Writing, and Information Technology Center is an exciting program run by the Library and the Writing Program. The Library works closely with the Hopkins Center for the Arts and the Hood Museum to sponsor programs such as “Random Acts of Art” and to participate in installations of new art exhibitions. The Biomedical Libraries share in planning and teaching in the Dartmouth Medical School’s summer institutes on evidence-based psychiatry.

Locally, the Library works closely with Hanover’s public library, the Howe Library, and recently created an integrated search function so that local residents are able to search the Howe Library’s catalog along with the Dartmouth catalog. The Library will support and participate in programming for the “Hanover Reads” project later in 2009.

The Library is actively engaged with the Borrow Direct group’s well-established resource-sharing program and growing collaborative collection development initiatives. This key relationship provides a rich set of opportunities to extend the availability of resources to rising and established researchers and scholars.

The Digital Library Services program currently publishes three open access peer-reviewed journals edited by current and former Dartmouth faculty and is working with University Press of New England on the print and open access digital publication of a scholarly monograph in classics.

The Library has recent experience seeking partnerships with external vendors and publishers with the digitization of the *American State Papers* and the *United States Congressional Serial Set* through Readex, an agreement with ISI to develop an engineering portal, and with Innovative Interfaces on various components of the integrated library system. The Library worked with the Database of Recorded American Music to include important electronic music recordings of works by Jon Appleton, Dartmouth emeritus professor of music, into this product. The Library has partnered with vendors to develop products to solve local needs as well. Very recent projects include development of the Journal Usage Reports [JUR] product with Thomson ISI Web of Knowledge. Other projects include development of ISI Inside, and the reserves interface to Blackboard with Innovative Interfaces Inc.

Duke University Libraries

OVERVIEW

The [Duke University Libraries](#) are partners in an intellectual endeavor that encourages interdisciplinarity, promotes internationalization, and holds as a core value knowledge in the service of society. The Libraries serve Duke's 13,457 students (undergraduate and graduate and professional) and 2,877 faculty, the students and faculty of other Triangle Research Libraries Network institutions, the larger scholarly community, and the residents of Durham, NC. The Duke Libraries are open to everyone.

At Duke, the Libraries have a reputation for being dynamic, nimble, bold, and innovative. Students say that the collaborative energy of Duke is more visible in the library than anywhere else on campus. In a recent COFHE survey, Duke seniors rated the Libraries highest of all 20 academic support programs. The Duke Libraries, open during the academic year 149 of each week's 168 hours, anticipate more than 2 million visits in 2009.

The Duke Libraries have participated in LibQUAL+ in 2003, 2005, and 2007 as well as the ClimateQUAL pilot.

COLLECTIONS

Collections of nearly 6 million volumes reflect Duke's emphasis on interdisciplinarity as well as the University's international focus and include one of this country's largest collections of Canadiana. Subject librarians work closely with academic departments and, in 2008, additional liaison relationships were established between the Libraries and the University's twenty-four interdisciplinary institutes and centers.

Subject librarians have access to a variety of information for collections analysis including data on patron ILL borrowing by department as well as peer assessment of our collections from the WorldCat Collections Analysis tool. Using web log analysis software (currently Google Analytics), we study patterns and trends of website use, which includes use of our online catalog, databases, and digital collections.

The Duke Libraries are creating unique [digital collections](#) along several themes: advertising & consumer culture; documentary photography and film; Duke University history; and transcultural experience. The collections, which currently comprise about 115,000 objects, have been built using open-source tools, including Cocoon, Solr, and [Cooliris](#).

The Digital Collections Program has begun experimentation with film and video digitization, launching its first collection of approximately 130 digitized videos ([Diamonstein-Spielvogel Video Archive](#)) in both iTunes U and YouTube in fall 2008.

The Digital Projects Program has conducted focus groups and usability studies and is employing Google Analytics to assess use of the digital collections.

The holdings of the [Rare Book, Manuscript, and Special Collections Library](#) (RBMSCL) range from ancient papyri to the records of twentieth century advertising. The [Economists' Papers Project](#) is noteworthy; literature for social change, including the archive of the Bellwether Prize, is a new collecting focus.

The [Sallie Bingham Center for Women's History and Culture](#) is one of only a few broad-based women's history archives and libraries in the U.S., and the [John W. Hartman Center for Sales, Advertising & Marketing History](#) is the premier U.S. repository for advertising history. RBMSCL's Bingham Center, Hartman Center, and [John Hope Franklin Research Center for African and African American History and Culture](#) annually offer "[travel to collections grants](#)" that bring students, scholars, and independent researchers to Duke to use the centers' unique resources.

A distinctive organizational structure gives the RBMSCL's five [research centers](#) the shared support of the staffs of RBMSCL's research and technical services departments, permitting the research centers to devote their energies to acquiring and promoting collections. The RBMSCL technical services staff has recently moved to a newly redesigned building where they are in space adjoining the technical services units that support the Duke Libraries' general collections.

The Duke Libraries sponsor two [prizes](#) that celebrate student use of collections, both the print and online resources in the general collections and the unique materials in the Special Collections Library. Duke undergraduates are the Special Collections Library's largest single category of users.

SERVICES

Reference librarians and subject specialists offer assistance in person, by telephone, IM, and mobile devices. During the academic year, IM and the reference desks at the two main libraries are staffed until 2am, Sunday through Thursday. Subject specialists also hold office hours in academic departments. Staff respond to email/research consultation requests within 2 hours (often more quickly); the average turnaround time for interlibrary loan is 6 days (faster for articles).

The reference staff uses LibStats to capture all in-person and phone reference interactions at its main service point and analyzes service volume by time of day and of year. They also use qualitative methods, such as content analysis of chat reference transcripts and observations.

Librarians populate Blackboard sites with course-specific resources and offer course-integrated library instruction (as opposed to offering scripted "library orientation sessions"). The Duke Libraries are among a small number of research libraries that have a department dedicated solely to [instruction and outreach](#).

The Instruction and Outreach Department uses a custom web form to track and report all library instruction sessions and is beginning to implement more systematic assessment of student learning outcomes. Staff have also generated and distributed reports on library course support and outreach to all arts and sciences departments.

The "[Citing Sources](#)" web pages continue to be the most heavily accessed pages on the Duke Libraries' website. Frequent requests from other institutions for permission to link to these pages have led the Libraries to institute a Creative Commons Attribution, Non-commercial, Share-Alike license to encourage the use of our content for educational purposes.

The Libraries' [Scholarly Communications](#) officer advises and guides faculty, students, and staff in matters relating to digital publishing, advocacy for open access to scholarship, and copyright; he also serves as a resource on local and national policy to keep the Duke community informed and engaged in the changing landscape of scholarly research and publication.

The [Center for Instructional Technology](#) (CIT) a department of the Duke Libraries, provides faculty with tools and services that enable them to harness the potential of the latest technological applications for teaching and learning. CIT staff have worked with over 500 faculty in the past two years. CIT also supports over 3200 active Blackboard course sites every year and has awarded over \$75,000 in direct project funding in the form of individual and group grants. CIT's annual one-day technology showcase draws more than 200 faculty and staff.

The Duke Libraries' PepsiCo K-12 Technology Mentor Program, affiliated with the CIT, is funded by an endowment established by the PepsiCo Foundation. The program coordinator provides training and support in seven Duke-Durham Neighborhood Partnership schools to teachers who are learning to be technology innovators.

COLLABORATIONS

- The [Triangle Research Libraries Network](#) started in the 1930s when Duke University and the University of North Carolina at Chapel Hill began collaborating in the development of their research collections. North Carolina State joined in the 1950s, and North Carolina Central University in 1995. TRLN continues to collaborate successfully in collection building and other cooperative initiatives, e.g., staff development,

preservation, a shared catalog and reciprocal borrowing, and an annual management academy attended by library staff from across the United States.

- [The Link](#), a 24,000 sq.ft. technology-rich teaching and learning center in Duke's main library, is a cooperative initiative of the Libraries and the University's College of Arts and Sciences and Office of Information Technology. In the Link, faculty can experiment and learn how to integrate new technologies into teaching. The University is using the Link as a model for spaces it will create elsewhere on campus.

- For decades the Libraries and the University's Department of Classical Studies have collaborated to provide electronic access to texts about and images of nearly 1400 ancient Egyptian [papyri](#) in the Libraries' collections. The Andrew W. Mellon Foundation has awarded \$500,000 to Duke University to support the development of a portal for integrated access to the Duke Databank of Documentary Papyri (DDbDP), the Advanced Papyrological Information System (APIS), and the Heidelberger Gesamtverzeichnis der griechischen Papyrusurkunden Ägyptens (HGV). Principal investigators Joshua Sosin, associate professor of classical studies at Duke, and Deborah Jakubs, university librarian and vice provost for library affairs, are working with Roger Bagnall, director of NYU's Institute for the Study of the Ancient World.

- A \$475,700 grant from The Andrew W. Mellon Foundation to the Duke Libraries will lead to the design of a next-generation, open-source library system that is flexible, customizable and nimble enough to meet the changing and complex needs of 21st-century libraries and library users. The goal of the [Open Library Environment \(OLE\) Project](#) is to develop a design document for library automation technology that fits modern library workflows, is built on Service Oriented Architecture, and offers an alternative to commercial Integrated Library System products.

- A \$325,000 grant from The Andrew W. Mellon Foundation to the Duke Libraries is helping fund a campus-wide collaborative effort to develop institutional strategies and policies for managing and preserving Duke's vast and varied digital output—from course websites and dissertations to wikis and raw scientific data.

- [WOLA](#) (the Washington Office on Latin America), Duke's Human Rights Center and the Libraries' Archive for Human Rights have created the WOLA-Duke Book Award for Human Rights in Latin America. The book award is the second cooperative venture between WOLA and Duke University. Under an agreement signed in January 2008, WOLA has donated its historical archives to the Libraries' [Archive for Human Rights](#).

- The Libraries collaborate with many other Duke departments and organizations to offer diverse programming, including an [online book club](#), exhibits, [concerts](#), [readings and lectures](#), and an annual student-funded [library party](#) for the university community.

Emory University Libraries

May 2009

Emory University has grown from its founding by a small group of Methodists in Oxford, Georgia in 1836, to become one of the top twenty research universities in the United States. Emory has a diverse student body, with more than 12,000 students from 50 states and 106 countries. It is the largest private employer in the Atlanta area, with more than 24,000 employees. The University is recognized internationally for its outstanding liberal arts college, superb professional schools, and one of the leading health care systems in the Southeast. Through collaboration among its schools, units, and centers, as well as with affiliated institutions such as The Carter Center and the U.S. Centers for Disease Control and Prevention, Emory is committed to working for positive transformation in the world. Among its faculty, Emory counts Salman Rushdie, the Dalai Lama, and former President Jimmy Carter. Exemplifying its spirit of service, Emory was honored as one of only three colleges and universities to earn the 2008 Presidential Award for Community Service--the highest federal recognition a college or university can receive for its commitment to volunteering, service-learning and civic engagement.

The Libraries of Emory University comprise nine leading centers of intellectual, research, literary and student life in the arts, sciences, health, business, law and theology. The Robert W. Woodruff Library (Main) serves the entire University with assets including the Matheson Reading Room, Learning Commons, Emory's Center for Interactive Teaching, and the University Archives. The Vice Provost and Director of Libraries manages the Robert W. Woodruff Library -- including libraries in Business, Chemistry, the Manuscript, Archives, and Rare Books Library (MARBL), and Music and Media -- and coordinates university-wide library policy for Health, Law, Theology, and Oxford College Libraries. Staffing includes 94 librarians and professional staff, 153 support staff, and 49 fte student assistants. Holdings of the Emory Libraries total approximately 3.3 million print and electronic volumes, more than 50,000 electronic journals, and internationally renowned special collections including more than 25,000 linear feet of manuscripts and archives. In late 2006, the Libraries' strategic plan was revised to describe and define the desired state under three goal areas: Digital innovations; Special Collections; and the Customer-centered library. Through ongoing processes of planning, evaluating, and reporting, the Libraries' business planning process has been developed to build in the mechanisms for keeping the plan alive and creating accountability and transparency of process. Organizational structure has continued to evolve to create better alignment of operational and strategic work and to strengthen support of the goal areas. The Emory Libraries are members of the Association of Research Libraries, OCLC, the Center for Research Libraries, the Coalition for Networked Information, and the Digital Library Federation.

Services

Emory librarians provide research and instructional support services, including library instruction sessions, online course research guides, one-on-one research consultations, and assistance to faculty on creation of research assignments. Library workshops are routinely conducted on a variety of topics, including copyright, and bibliographic citation software like EndNote and Zotero.

Feedback and assessment are incorporated into the library's service model through feedback forms for instructional session participants, those who attend public programs and read materials produced by the Libraries; focus groups; and faculty interviews. The Libraries have participated in LibQUAL+ and most recently have conducted local user surveys for the past three years to gauge awareness, importance, and satisfaction with library services, and to gain insights into user preferences for services and spaces.

Librarians from Emory's Woodruff Health Sciences Center Library support the teaching, research, and patient care missions of Woodruff Health Sciences Center schools, centers, divisions and initiatives through its main library and branches. Librarians work with clinicians, nurses, students, and residents in hospitals; with faculty, postdoctoral and graduate students, and research fellows in their learning environments. During the past year, Emory's health sciences librarians offered seminars, mini courses, demonstrations, customized online tutorials, and small and large group training at Emory hospitals, the Grady campus, Emory clinics, and in numerous classrooms and auditoriums. Several programs include pre and post skills assessment. Through customer focused services, librarians integrate the use of technology using blogs and tools that provide access to electronic articles, federated searching, and alerting services. Librarians contribute directly to the knowledge base of health care, as well as to the health of patients. The library continues to build its electronic journal and online resources offerings to meet the needs of its diverse customer base.

Business librarians engage in both outreach and instruction, working with faculty in the Goizueta Business School (GBS) via integration into class projects and actively partnering with the MBA program on mandated research project experiences. Feedback from faculty and students confirms that the Business Library is considered an integral and essential component of the GBS experience. Librarians actively market their services to the students, and the number of undergraduate students completing the Business Essentials program offered by the library has more than doubled in the last three years, from 66 to 134 students. A total of 31 students have gone the extra mile and earned the Advanced Certificate, which requires additional classes and a research challenge in the spring.

In 2008, the Libraries Intellectual Property Rights Office was formed and is staffed with two librarians who also have law degrees. The purpose of this Office is to support Emory's use and production of scholarship by providing expertise to the faculty and students on copyright and scholarly communication issues, including support for scholarly publishing by advising on permissions, book contracts and author agreements. Within the libraries, the IP Rights Office provides service and expertise supporting Reserves, digitization projects, scholarly communication issues, open access publishing, and licensing.

In early 2009, Emory introduced *discoverE*, the Libraries' new discovery tool for searching the library catalog, databases, and other digital collections. It enables library customers to discover not just books and the contents of the international databases we purchase, but information from selected Emory local digital collections. The Emory Libraries also organize and support a series of public programs each year that is open not just to the Emory community, but to Atlantans and interested students, scholars and others around the world. Recent examples include poetry readings connected with the Raymond Danowski Poetry Library, including one by inaugural poet Elizabeth Alexander; a 200-item exhibition from the archives of author and activist Alice Walker, along with a symposium on her work and a talk by Walker herself; a three-day celebration of poetry featuring more than 12 top poets from around the United States; and exhibition on the "Voyages" project mentioned elsewhere in this document; and symposiums on digital scholarship as it relates to health care, special collections and other topics.

Collections

Holdings of the Emory Libraries total approximately 3.3 million print and electronic volumes. The libraries offer access to thousands of electronic information resources, including in-house digital innovations such as The Trans-Atlantic Slave Trade Database (www.slavevoyages.org/tast/index.faces)

and the Internet journal Southern Spaces (www.southernspaces.org)

Emory's Manuscript, Archives and Rare Book Library (MARBL) offers rich collections in areas such as the Irish literary revival, 20th Century American, British and Irish poetry, and African-American literature, history and culture. Notable acquisitions in recent years include: the Raymond Danowski Poetry Library, the largest collection of modern English-language poetry ever assembled by a private collector (2004); the literary archive of Salman Rushdie (2006); the archives of Pulitzer Prize-winner Alice Walker (2007); and the archive of the Southern Christian Leadership Conference (SCLC) in 2008. MARBL also is strong in research collections devoted to the social and cultural history of the American South, with a particular emphasis on Georgia and Atlanta.

Pitts Theology Library is the third-largest theology library in the country. Pitts is home to over 1,000 original printed works by the German reformer Martin Luther—more than are housed in any other U.S. library. Those documents are part of the library's famed Kessler Reformation Collection, which tracks the 16th Century Protestant Reformation in Germany. And in the area of Judaism, Pitts was selected last summer to house a collection of more than 800 Haggadot—the story of the Exodus and the ritual of the Passover Seder—collected by Richard Goldstein of Miami. Pitts special collections also include one of America's largest hymnody collections, about 100 incunabula, and extensive holdings of print and archival materials related to English religious history from 1660 until World War I. The Digital Image Archive makes over 25,000 woodcuts and engravings from Pitts holdings available to the church, academy, and wider public.

Emory's Hugh F. MacMillan Law Library is home to the Feminism and Legal Theory Project (FLT Project) begun in 1984 by Martha L.A. Fineman at the University of Wisconsin Law School. In 2004, the FLT Project moved to its current home at Emory University Law School, where Fineman holds a Robert W. Woodruff professorship. The move to Emory and Atlanta allowed the FLT Project to reach a greater audience and attract scholars from around the world. At Emory, the project initiated a very successful Visiting Scholars Program, and each year between five and eight scholars from around the world come to Emory for periods of time ranging from one week to the entire academic year. In addition, the project added a series of speakers on "Critical Perspectives on the Core Curriculum" to the existing programming in 2005.

Oxford College Library is also involved in digital projects. The Early Emory College Class Photograph Project contains more than 1,110 digitally scanned images from 1860-1911. This was made possible through the collaboration among the staffs of the Oxford College Library, Oxford College Information Technology, Emory University Archives, Preservation Office and Beck Center (General Libraries), and Emory's Information Technology Division. Another initiative, The Oxford Review, is a student-edited annual collection of student-created works of fiction, nonfiction, criticism, fine art, and poetry at Oxford College of Emory University.

Work to create Emory's Electronic Theses and Dissertations (ETD) Repository began in 2006. It is a joint initiative launched by the Emory University Libraries, the Emory Graduate School, and Emory College. The ETD Repository serves to provide convenient access to one of the most important intellectual products of the university -- masters theses and doctoral dissertations. It will also recognize the contributions of undergraduate scholars by collecting undergraduate honors theses. As the repository has added content, use has continued to escalate: In March 2008, 73 ETDs were downloaded, while a year later, the monthly total was 355. Abstract views for the same period were 829 in 2008 up to 2489 in 2009.

MARBL and information technology colleagues are exploring methods of preserving and sharing with scholars portions of the printed and digital archives of famed author Salman Rushdie. In addition to paper materials and manuscripts, the archive includes three laptops, an external hard drive, and a Performa 5400 desktop computer.

Collaborative Relations

The Emory Libraries are engaged in numerous collaborative projects. One of these is a program initiated in the fall of 2008, *Recruiting and Educating Librarians for the Digital Age: Diversifying Librarianship in the South*-- a one-time, three-year digital librarianship program in collaboration with the University of North Texas School of Library and Information Science and the Atlanta University Center's Robert W. Woodruff Library. The program received \$778,409 from the Institute of Museum and Library Services to increase the number and diversity of students enrolled in ALA-accredited graduate library programs in upper Georgia and to prepare these students for an array of 21st Century library careers with an emphasis on digital knowledge management.

Another collaborative project is the MetaArchive Cooperative, currently comprised of the following members: Emory University, Auburn University, Georgia Tech, Virginia Tech, University of Louisville, Florida State University, Boston College, Rice University, and the University of Hull. The MetaArchive Cooperative provides low-cost, high-impact preservation services to help ensure the long-term accessibility of the digital assets of universities, libraries, museums, and other cultural heritage institutions. <http://metaarchive.org/index.html>

In 2008, the Emory University Libraries and The Center for History and New Media (CHNM) at George Mason University entered a cooperative partnership on [Zotero](#), the free, open-source bibliographic manager. A team of librarians, information technologists and faculty members will extend research capabilities of the software in collaboration with Zotero's main development team. At Emory, participation in the Zotero project represents a step toward the realization of larger transformations happening in the libraries as well as the university overall-- innovative tools and capabilities to support digital humanities research is a cornerstone of the Libraries' strategic plan. Already a powerful research tool, Zotero allows users to gather, organize and analyze sources such as citations, full texts, Web pages, images and other objects. It meshes the functionality of older reference manager applications with modern software and Web applications, such as del.icio.us and YouTube, to amass large amounts of data in easy ways.

ReservesDirect, a free, open-source software that manages electronic and physical library materials reserved for university courses, was created by librarians and developers at the Emory Libraries. It enables both instructors and library staff to manage reserve lists; allows

users to upload files, link to online materials, and fax documents directly into the system as PDFs; integrates with the library's catalog, providing convenient access to all course materials, physical and electronic, in one place; allows instructors to reactivate reserve lists for classes they've taught before; and, can be deployed in single-library or multi-library environments.

The Emory Libraries host the Frye Leadership Institute to develop the next generation of higher education leaders emerging from IT and library backgrounds. The Institute is led by Chuck Henry (President, CLIR) and Julie K. Little (Director, Teaching, Learning, and Professional Development, EDUCAUSE). A wide range of higher education leaders explore perspectives of executive leaders in higher education; public policy and governmental relations; organizational change and leadership; teamwork; e-research and e-scholarship; scholarly communication; and communicating and marketing the institution's messages. The Emory Libraries are actively pursuing opportunities to expand the Frye Institute's offerings to libraries and IT personnel in developing countries..

Looking forward, the Emory Libraries face issues similar to those of its colleagues. Space for library collections continues to be a challenge. Although there is an ongoing initiative to move appropriate journals to electronic only (Moving Beyond Paper initiative), paper collections continue to grow. In recent years, multiple floors of the Woodruff Library stacks tower have been converted to compact shelving, and spaces have been modernized with more electrical outlets, Ethernet ports, and improved seating for individual and group work. Even with the additional capacity, an off-site Library Annex, currently in the planning stages, is needed for greater storage capacity. The growth in manuscript and archival collections also increases the need for a new MARBL building. Raising funds for construction of a new special collections facility is at the heart of the Libraries' fund-raising efforts in the University's capital campaign, which is currently in progress. Emory is planning a state-of-the-art signature facility for MARBL. The new facility will be an intersection for community, technology and groundbreaking use of rare materials, combining space for growth and exhibition of world-class collections with public programming, research and teaching. Raising funds to supplement the university's collections allocation budget is another element critical to future success.

Closing

The Emory Libraries' strategy remains focused around the three strategic plan goal areas: Digital innovations; Special Collections; and the Customer-centered library. Perhaps no statement could describe our principles for moving forward more eloquently than the following, from a letter that President Wagner sent to all members of the campus community in late April:

"The first [principle] is that we are choosing to apply fuller funding to fewer activities rather than lesser funding to all that we have been doing. Being committed to excellence, we are

finding it necessary to do fewer things, so that we can emerge in the new economy fully supporting those activities that are essential and those through which Emory can demonstrate excellence and provide leadership... At the same time, we must seek to grow revenues through new efforts and programs.

The second principle is that recommendations for decision-making must come from the deepest appropriate levels within the organization. There is wisdom in collective engagement...

The third broad principle may require even more discipline. It calls for a constructive double vision, viewing our current circumstances clearly without losing focus on our longer range vision."

The next three to five years will see the Emory Libraries addressing issues common to research libraries around the world. Those include

- Managing the economic recession and finding creative, resourceful ways to address and plan for its current and future effects. That includes finding and creating cost-effective professional development options.
- Making important progress on fundraising for the planned new MARBL building.
- Providing ongoing training to employees in the area of digital scholarship so they may encourage and support interested faculty, staff and students.
- Working with other libraries to address, surmount or circumvent the skyrocketing costs of growing our print and digital collections.

For the library as well as the University: "We must neither mortgage our future to postpone today's difficult decisions, nor allow our fascination with our long-term vision to distract us from today's real challenges. The health of our community will depend on our ability to deal realistically with today without losing sight of tomorrow."

Florida State University Libraries

May 2009

Florida State University, located in Florida's capital, Tallahassee, is the oldest higher education institution in Florida. Chartered in 1851 as the Seminary West of the Suwannee, it was re-designated in 1905 as the Florida Female College and then as Florida State College for Women in 1909. In 1947 it became co-educational once again as The Florida State University. It has grown from 2583 students in 1946 to over 39,000 in 2008.

Florida State University is one of eleven units within the division of Colleges and Universities directed by the State Board of Education. FSU offers more than 215 undergraduate majors, as well as nine professional degrees and 154 doctoral degrees.

FSU's Libraries include:

- Strozier Library, a large central library, which primarily serves Social Sciences and Humanities
- Dirac Science Library
- Libraries in the Colleges of Engineering, Information, Law, Music, and Medicine
- A stand-alone Technical Services facility and three storage facilities
- Libraries at the Ringling Museum in Sarasota and on campuses in Panama City (FL) and Panama City (Panama)

Services

Robert Manning Strozier Library

Services in Strozier Library, FSU's main library, are organized according to their intended audiences. The main floor is a Learning Commons targeted to undergraduates. An integrated service desk provides reference and circulation, including check-out of media, reserve reading materials, and laptops. An instruction lab, assistive technology program, and numerous computers, multimedia development stations and media viewing stations populate the area. Technology assistance is available at the service desk or in the multimedia zone.

Academic support units from throughout FSU, including the Reading/Writing Center, academic advising services, and tutors from several academic areas provide services on the main floor. The floor will be renovated in Summer and Fall 2009 to provide state-of-the-art facilities for all existing functions including enhanced space for expanded academic support partnerships. Also added will be a large cafe and programming area.

Special Collections is also located on the first floor, adjacent to a gallery where exhibits by individual students and faculty, classes, and library staff are mounted throughout the year.

In 2008, the basement floor of Strozier Library was renovated and christened the "Scholars Commons" to facilitate study and research by faculty and graduate students. Scholars Commons staff provide research and reference services, consult with faculty on collection

development, cooperate with partners like the Center for Teaching and Learning, the Center for Assessment and Testing, and the Office of Graduate Fellowships and Awards. A large reading room is reserved for graduate students and faculty; several smaller rooms are used for meetings, group work, and events like dissertation defenses and graduate lectures. Several computer labs provide general resources and those specific to graduate students' needs. The Scholars Commons hosts programs like book groups, faculty lectures and graduate research fairs.

The Scholars Commons houses a service that delivers library materials to the desktops or offices of faculty. A robust Digital Media Services program helps faculty and students incorporate sound, video, and other media into their classroom and research projects.

FSU is a selective depository for U.S., Florida and United Nations Documents. These materials are provided with other primary source materials in the Scholars Commons.

Paul A.M. Dirac Science Library

The Paul A.M. Dirac Science Library is a full-service science library located among science academic buildings and labs. It offers reference and research services, circulation, reserve and interlibrary loan, significant print collections, and instructional and study spaces.

Engineering Library

A small Engineering Library is located off-campus in Innovation Park in the College of Engineering. The College itself is collaboration between FSU and Florida Agricultural and Mechanical University, a state-supported HBCU, which is also located in Tallahassee.

Harold Goldstein Library

The Goldstein Library serves the College of Information, providing an extensive collection of professional and reference materials as well as juvenile and easy books that support library and information studies.

Law Library

The FSU College of Law's Research Center houses a collection of nearly 500,000 volumes, provides a wide range of information services, and offers an active program of legal research instruction.

McGuire Medical Library

The College of Medicine's McGuire Medical Library, located within the College, was conceived in 2000 as an almost wholly electronic library in order to deliver information readily to faculty and students in remote locations throughout Florida.

Warren D. Allen Music Library

The Warren D. Allen Music Library, in FSU's highly-ranked College of Music, is the largest, most complete music library in Florida and one of the largest in the southeast. Besides its

working collections, it has a significant collection of historically important music theory treatises.

Other Libraries

Libraries on branch campuses in Panama City, Florida, and Panama City, Panama, serve the students and faculty at those sites. An art library in the Ringling Museum complex in Sarasota is also part of FSU's library system.

The Libraries share an Ex Libris Aleph ILS with an Endeca-based OPAC.

Collections

General Collections

FSU's libraries hold over 3,000,000 volumes and provide access to 65,000 journals, 350+ databases, and significant microfilm collections. The strengths of the collections reflect the historical and current strengths of FSU's curriculum and research. Print collections in the humanities and visual and performing arts have historically been strong. The University Libraries have made a renewed commitment to building collections in these disciplines, which remain areas of focus for FSU. The National High Field Magnetic Laboratory, a new College of Medicine, and major research and grants in the core sciences require significant support and benefit from a comprehensive collection of electronic databases and journal packages.

The libraries have online access to major research collections such as Early English Books Online, Eighteenth Century Collections Online, Digital Evans Collection, Digital Serials Set, Congressional Research Service and Congressional Hearings.

In the fall of 2008, the University Libraries acquired a 25,000 volume Asian Religion collection. The core of the collection is Tibetan and Sanskrit sacred works. Cataloging these materials and making them accessible are a high priority at this time.

An Institutional Repository is operational, with ETDs being the major collection at this time. FSU is also a charter member of the MetaArchive Cooperative, a multi-university project to provide preservation of digital assets.

Special Collections

Special Collections holds more than half a million items and 3,500 linear feet of manuscripts. It features small and private press publications, early printed books, handwritten books, books of color plates, and examples of cuneiform, papyrus, and ostraka. Several noteworthy named collections cover a range of historical periods and include an extensive collection of rare materials on Napoleon and the French Revolution; a Kelmscott Press Collection; the Carothers Rare Bibles Collection; the Shaw Childhood in Poetry Collection; and the Lois Lenski Collection.

Four major categories are represented in the Manuscript Collections: Florida Political Collections; Literary Manuscripts; Southern Business History Collections; and Local and Regional History Collections.

Florida State University's history is documented in the University Archives within Special Collections. It is supplemented by Heritage Protocol, which is headquartered in Strozier Library. Heritage Protocol collects documents, publications, photographs and memorabilia that paint a vivid picture of FSU's 158 years of history.

Collaborative Relations

The Libraries have strong collaborative relationships with faculty, both through formal mechanisms like the Faculty Senate Library Committee and a faculty-rich Friends of the Libraries group, and through individual relationships forged by librarians with faculty members. Research consultation services are extensively marketed and are conducted in faculty offices and online as well as in library locations.

A close relationship with the Student Government Association has resulted in SGA providing funds for additional library hours, for special events, and for popular books and DVDs. Student and faculty groups, as well as individuals, regularly lobby for strong support of the Libraries.

Among our most successful collaborative endeavors is the growing academic support presence in Strozier Library, featuring partners like the Reading/Writing Center, Advising First, language tutoring, and statistics tutoring. Planning is underway to add services for science and math. Library staff are committed to increased collaboration between the Libraries and partners to create a seamless service structure. We actively look beyond typical library commons implementations for models and best practices in the general area of academic support services for innovative ways to contribute to student success.

The Libraries maintain good relationships with FSU's 15 colleges, but the closest relationship is with FSU's College of Communication and Information. The Libraries provide year-long positions for a number of graduate assistants from the Library and Information Studies program. The Libraries and the College were recently awarded planning money for a new shared building, which will cement these collaborative efforts. When opened, the new facility will offer an expanded Commons that includes diverse academic support services and high-end multimedia and technology. It will be a living laboratory for faculty and students in the College of Information.

Heritage Protocol is a cooperative venture with FSU's University Relations and the Alumni Association to collect and catalog the artifacts of Florida State University.

The Libraries actively participate in consortia and membership organizations, including the Council of State University Libraries; the Florida Center for Library Automation; Association of Southeastern Research Libraries; Lyris; the Center for Research Libraries; and the Association of Research Libraries. The Libraries are a founding member of the MetaArchive Cooperative and support LOCKSS and PORTICO.

Relationships with students, faculty, and other constituent groups are augmented by an active program of assessment. LibQUAL is conducted in alternate years. Assessment activities include

a variety of qualitative and quantitative assessments, including surveys, focus groups, structured individual conversations, statistical analysis, and formal/informal observation.

ARL Institution Profile

Georgetown University Library

Introduction

The mission of the Georgetown University Library is to help shape the creation of knowledge, conserve culture for posterity, and transform learning and research by providing preeminent services, collections and spaces. The Library collects materials in the humanities, social sciences, sciences and business, as well as U.S. federal government publications and myriad manuscript, rare book, art, and archival materials in our Special Collections Research Center. The University Library serves the undergraduate and graduate research needs of the Main Campus. Located in Washington, D.C., Georgetown University was founded in 1789 and is the nation's oldest Catholic and Jesuit university. Today, Georgetown is a major international research university that embodies its founding principles in the diversity of its students, faculty, and staff, commitment to social justice and the common good, intellectual openness, and international character.

The University Library had its origins in 1796 with a donation of 100 volumes from the collection of Georgetown's third president, Louis Guillaume Valentin DuBourg. In 1970, after eighty years in the Riggs Library of Healy Hall, the collections were moved to the Joseph Mark Lauinger Memorial Library which in 2010 will celebrate its 40th anniversary. Today the University Library comprises Lauinger Library, Blommer Science Library, the Woodstock Theological Center Library, and the Georgetown University School of Foreign Service in Qatar Library on the Doha, Qatar campus.

Collections

The Library is committed to providing outstanding resources by developing, preserving and organizing materials that support the research, teaching and learning needs and aspirations of the University community, and by campus-wide leadership in the organization and preservation of the University's digital content. The Library contains over 2.3 million volumes; over 48,000 journals; more than 1.4 million microforms; over 47,000 media items; government documents (as a Federal Depository); and access to over 500 databases.

The Special Collections Research Center, notable for its primary source research materials, encompasses the university's 100,000 rare books; 750 separate manuscript collections consisting of some 7,000 linear feet; the University Archives; and the university art collection of 12,000 fine prints and some 600 paintings and sculpture. The Special Collections Research Center actively collects material about the Society of Jesus (Jesuits); American diplomacy and intelligence; European and American history; British and American literature; foreign language and literature; and European and American fine prints and paintings. Highlights of its extensive collections include the original

handwritten manuscript of Mark Twain's *Tom Sawyer*; one of the finest collections in the world of Graham Greene's papers, manuscripts, letters and first edition books; a remarkable collection of books on the subjects of intelligence, espionage, covert activities, and related fields, including a separately-maintained collection of more than 3,500 titles in the spy fiction genre; and the extensive personal papers of notable government figures. The Library is also home to the Woodstock Theological Center Library, one of the oldest and most notable Catholic theological collections in the United States. The collection comprises 190,000 circulating volumes, 700 periodical titles and an up to date reference collection. It is especially strong in the areas of biblical studies, spirituality, church history, the Jesuits, liturgy, and the social aspects of Christianity. Its [rare book holdings](#) of over 17,500 titles is an outstanding collection of 15th through 19th century counter-reformation and American theological works.

Recognizing that the Library's special collections represent a unique contribution to learning and research, the Library has developed within its strategic plan opportunities for primary source research for undergraduates, graduate students, faculty and researchers worldwide.

Services

The Georgetown University Library strives to deliver outstanding services which enable users to transform knowledge, achieve further discoveries, and become self-sufficient and knowledgeable consumers of information. It recruits and retains a diverse staff committed to service excellence, continuous learning, and leadership within the library profession. It develops flexible and innovative spaces, both physical and virtual, that encourage research, teaching, learning, and collaboration, and that extend the Library's services and collections to the global community.

As our yearly statistics indicate, over one million patrons enter the library annually. The use of print and digital collections continues to increase and demands for research and instruction sessions grow. The Library is open 24 hours a day to accommodate the varied needs of its patrons and offers self-checkout after midnight.

The Gelardin New Media Center offers students and faculty the opportunity to use a range of audio, video, and image production and editing technologies and software to create multimedia presentations of their research and other innovative projects. It also offers workshops and one-on-one instruction sessions to the University community.

After an analysis of reference transactions and other data, we restructured our reference desk to more widely distribute services across staff from most departments and make better use of chat and IM services.

Our librarians and information science professionals are rapidly developing information technologies to support a network of collections, communities and collaborative

environments that over time will culminate as cyber-infrastructure for the Library. Recently the Library redesigned and moved its website to Drupal, an open source web publishing platform. The web publishing system is designed to easily interoperate and exchange data with other systems such as Blackboard. The Library plans to use Drupal as a vehicle to push reference and instructional services into a digital framework for virtual research, teaching and learning. The Library is concurrently developing basic infrastructure for digital asset management, including the long-term preservation of scholarly digital objects. To facilitate collaboration between staff who often work on related goals and objectives, and to make it easier for staff to engage, share and learn about library-wide projects and initiatives, the Library installed Confluence, an open source wiki application..

As part of our strategic initiatives, Lauinger Library established a Copyright & Digital Rights Management department. Among our first services was assistance for faculty authors with the NIH mandate to deposit federally sponsored research articles, and a process to aid faculty in determining their rights under the proposed "Google settlement." The Library has offered a series of Scholarly Communications Symposia to raise awareness for faculty of issues and advances in scholarly communication; the most recent Symposium focused on the implications of e-books in the classroom. Currently we are investigating streaming media applications under the DMCA and TEACH Act.

Collaborative Relations

The Library collaborates actively with campus-wide units and participates in national and international initiatives that will influence the educational environment of the 21st century. The libraries of the Law Center, Medical Center, and Kennedy Institute of Ethics partner with the Library on numerous initiatives. The Gelardin New Media Center functions collaboratively with the University's Center for New Designs in Learning and Scholarship. The Georgetown University Library Board offers advisory and monetary support to the Library. Through the Library Associates programs, the University Library stimulates thought-provoking discussions and engages our campus communities and neighbors. Collaborating with the Office of Communications, Library Associates programs are archived on the University's iTunesU site.

The "Midnight Mug" coffee bar and "Pete and Ann's Place" in the Lauinger Library are a collaboration with the student-owned and operated group called The Corp. These areas provide relaxing spaces to enjoy coffee, snacks, and artistic and scholarly conversation, and foster community. A unique and highly successful program allows faculty and instructors to hold office hours in the Midnight Mug, with beverages and snacks provided free to participants.

The Georgetown University Library also participates in nationally- and regionally-based consortia, many of which provide faculty and students with on-site borrowing or

expedited interlibrary loan. Consortia include the Washington Research Library Consortium (WRLC), the Association of Jesuit Colleges and Universities (AJCU), and the Chesapeake Information and Research Library Alliance (CIRLA).

Georgetown, on behalf of CIRLA, received an IMLS grant to recruit new librarians for the 21st century from diverse or underserved populations. CIRLA also created a Distributed Print Preservation Program which serves as a prototype for retaining print materials among numerous institutions without excessive duplication. Georgetown also participates in national associations including the Association of Research Libraries (ARL), Online Computer Library Center (OCLC), Council on Library and Information Resources (CLIR), Innovative Interfaces' ArticleReach consortium, and the Coalition for Networked Information (CNI). Georgetown is a founding member of the Catholic Research Resources Alliance (CRRA), an initiative to present rare or infrequently held scholarly Catholic writings to the research community worldwide (<http://www.catholicresearch.net/>). The Library also facilitates access to the Library of Congress through the "GU-LC Connection" program. To further our mission to engage its community in lifelong learning, the Library offers Georgetown alumni free full-text access to a growing number of scholarly online resources.

We have collaborated with members of the Washington Research Library Consortium on three major projects. a searchable database of finding aids in EAD format for four manuscript collections (see <http://www.aladin.wrlc.org/gsd/collect/faids/faids.shtml>); the Roosevelt Civil War Envelopes Collection, (see <http://www.aladin.wrlc.org/gsd/collect/rcwe/rcwe.shtml>); and all editions of Georgetown's student newspaper, The Hoya, from 1959 to 1980 (see <http://activepaper.olivesoftware.com/Default/Skins/WRLC/Client.asp?Skin=WRLC&AppName=2>). The collaboration with WRLC enhances the Library's institutional repository known as *DigitalGeorgetown*.

The Library is a partner in a recently awarded IMLS-funded project at George Washington University's Gelman Library to digitize Middle Eastern-related materials. This project will test and evaluate the technology for producing high-quality, high-productivity digital scans of bound volumes.

Issues and Developments

Physical space is currently our biggest challenge, because of an aging building and infrastructure. Working with architects, we have finalized a space master plan for Lauinger Library that will become part of the University's campus master plan. We expect to implement space improvements gradually in an effort to alleviate pressing infrastructure needs ; and over time to begin the process of expansion to fully meet the needs of our users for the future.

To develop strategic initiatives for the Library's 21st century needs, we restructured and reorganized some units. The Leadership Council was created to ensure clear

communication among the Library's leadership as well as to obtain understanding and endorsement for the major initiatives in our strategic plan. We have also used the *Are We Making Progress?* surveys, followed by focus group interviews, from the Baldrige National Quality Assessment Program to look at organizational performance and to seek opportunities for institutional improvement .

Toward the Library's vision of becoming an 'icon of transformation' for Georgetown University, the Library's Leadership Council developed a five-year strategic plan that focuses on eight major initiatives: Copyright; Scholarly Communications; Research, Teaching & Learning; Collections; Space; Campus, Community & Global Engagement; and Staffing. Each of these initiatives comprises definitive goals and interweaves a vision for the future with existing annual goals. The vision, mission and values statement for the Lauinger Library, along with its strategic plan, can be found on our website at www.library.georgetown.edu.

The University of Georgia Libraries

March 2008

The University of Georgia is the flagship public institution of higher education for the state of Georgia. The University Libraries derives its mission from that fact and recognizes that it is, above all, "of Georgia". The core of our mission is to serve the people of our state by providing our students and faculty with the greatest possible access to recorded knowledge using technology and facilities that encourage research, study, and discourse. Secondly, we focus on programs that benefit other libraries in the state and that promote and preserve the history of Georgia.

Services

The Libraries consist of three core facilities:

- The Main Library (named for Ilah Dunlap Little), constructed in 1953, with a major addition in 1973, houses collections in the Humanities and Social Sciences as well as special collections;
- The Science Library, completed in 1968;
- The Student Learning Center, occupied in 2003, a combination classroom building and library focused on the instructional needs of undergraduates.

In addition, there are reading rooms in the School of Music, the College of Education, and the College of Veterinary Medicine as well as facilities at several research stations. There is also a large storage facility located off campus. The Law Library is administered separately but works closely with the University Libraries.

The Student Learning Center deserves special mention because it is unique among research universities in that it houses both general classrooms and a large library facility. The 200,000 square feet in the building are split evenly between classrooms and the library, allowing a new level of integration of instruction and support. The President of the University has referred to it as the most significant campus building since Old College was constructed in 1806.

Library services are very centralized compared to other Universities. There are few branch libraries and the public service departments, Access Services and Reference, are responsible for operations across the three core buildings.

Traditional services such as checking out books and answering questions at service desks continue to be our "meat and potatoes" and are used and appreciated by a large number of readers. The Main and Science Libraries are open until 2 am on weeknights while the Student Learning Center maintains a 24 hour schedule. Traffic to the first two libraries has been stable over the past few years while visits to the Student Learning Center have increased each year and now top 2.25M. Circulation of printed materials has been fairly steady while the use of electronic resources has surged.

The University of Georgia Libraries

There has been an increased demand for library instruction and research consultations for both undergraduate and graduate students. Reference positions have been redirected for greater focus on instruction.

UGA serves as the Regional Depository for Georgia as part of the Federal Depository Library Program. It has been a Federal Depository Library since 1907. It also coordinates the collection and dissemination of Georgia state publications, which, since 1996, it has done by scanning them and making them available on the Internet.

The University Libraries are a net lender through interlibrary loan by a ratio of 5:1.

Overall, library services have received consistently high ratings from users in both nationally and locally designed surveys

New directions include:

- Helping users where they are: answering questions by phone, email, instant messaging.
- Exploring newer forms of interaction (Web 2.0) with users, such as RSS feeds, wikis, social networking.
- Citation management support (EndNote and RefWorks) is becoming an increasing focus of multiple librarians' responsibilities.
- Supporting undergraduate research activities, including establishing an award.
- Increased collaboration with faculty: university-wide committee called Academic Upcycling is a collaborative examination among faculty members and librarians on how library assignments can foster critical thinking skills and move away from scavenger hunts and perfunctory "find an article" assignments

Two services deserve special mention:

- Based in the Main Library, the Digital Library of Georgia works with libraries from around the state to create and manage digital content. Currently, this service connects users to 500,000 digital objects in 105 collections from 60 institutions and 100 government agencies. Notable collections include Baldy Editorial Cartoons, Georgia Aerial Photographs, Georgia Government Publications, Georgia Historic Books, the New Georgia Encyclopedia, President Jimmy Carter Daily Diary, The Red and Black (the student newspaper) Sanborn Fire Insurance Maps, Southeastern Native American Documents, and Vanishing Georgia photographs.
- Since the early 1950's, The Georgia Newspaper Project has microfilmed backfiles of historic newspapers and ongoing subscriptions to current Georgia

The University of Georgia Libraries

newspapers. It creates master negative and printing master as well as user copies for the libraries and individual researchers on demand.

Collections

Collection development has focused on the support of core curriculum and graduate programs. Unique among land-grant institutions, the University does not have a college of Engineering and thus there is little in this area. While the University does not have a medical

school, research programs in the biological and health sciences are very strong and the Libraries have collected heavily in these areas. There are, understandably, gaps in clinical and procedural medicine due to the lack of a medical school.

With the exception of Romance and Germanic language materials to support programs in European and Latin American literature and history, collecting emphasis has been on English language materials notable strengths in American and British studies.

Acquisition of non-roman alphabet material has been limited. The general collection consists of over 4 million print volumes; 48,000 current serials; and access to over 600 electronic databases. Print collections continue to grow, but the proportion of funding spent on electronic publications expands every year. Surveys of faculty and students indicate a strong level of satisfaction with the general collection.

The Map Library is especially strong, with holdings exceeding 600,000 items, including maps, aerial photography and remote sensed imagery, atlases, digital spatial data, and reference materials.

As with other research libraries, the trend toward electronic-only access to journals has been strongest in the sciences, but large-scale movement from print to electronic-only is now spreading to the social sciences and humanities. Currently, nearly half of the budget for library materials is spent on electronic resources.

Special Collections

There are three distinct and distinctive special collections within the University of Georgia Libraries. A new building is planned for these collections that should be completed over the next five years, funded with a combination of private and public support. Further, a very successful development program has been built around these collections, leading to significant donations of funds and of collections. A very active Board of Visitors guides our development efforts.

The University of Georgia Libraries

The Hargrett Rare Book and Manuscript Library consists of the Rare Book and Manuscript Library, the Georgiana Collection, and University Archives. Subject interests include Georgia, book arts, theater, music, history, literature, journalism, and genealogy. Special emphasis is placed on rare books, maps, broadsides, and other printed material dealing with Georgia. The manuscripts area is the repository for over 6 million individual items including family papers, diaries, letters, theatrical papers, and corporate and organizational papers. Notable Georgia authors represented in the Hargrett Library include Margaret Mitchell, Erskine Caldwell, and Harry Crews. The Hargrett Library is also the home of the Georgia Writers Hall of Fame.

The Richard B. Russell Library for Political Research and Studies supports scholarly research in modern political history with over 150 collections. In addition to the collection of the late Senator Russell, holdings include papers of Dean Rusk, Herman Talmadge, W. Tapley Bennett Jr., Zell Miller, and numerous other federal, state, and local legislators as well as political journalists and editorial cartoonists. It is also the official repository for the records

of the state Democratic and Republican Parties, Leadership Georgia, the Georgia Public Policy Foundation, and the Georgia ACLU.

The Walter J. Brown Media Archive & Peabody Awards Collection holds film, video, audiotape, transcription disks, and other recording formats comprising over 200,000 items. The Peabody Awards Collection is the flagship collection and contains entries for the first major broadcast award given in the United States. Entries begin in 1940 for radio and 1948 for television. This collection provides a cultural cross-section of television programming from its infancy to the present day, featuring news, documentary, entertainment, and children's programming. Georgia history is highlighted in two newsfilm collections, spanning the entire civil rights movement and highlighting desegregation movements within Georgia communities. Other collections of note cover home movies and Georgia folklore.

Collaborative Relations

As the library of the flagship institution in the University System of Georgia, the most essential partnership is with the 34 other libraries in the System. Close ties are also maintained with private academic libraries in Georgia as well as public libraries.

UGA is a charter member and played a leading role in the formation of GALILEO (GeorgiA Library Learning Online), an initiative of the Board of Regents of the University System of Georgia. A World Wide Web-based virtual library, GALILEO provides access to multiple information resources, including secured access to licensed products. The community of more than 2000 GALILEO institutions includes the

The University of Georgia Libraries

University System of Georgia, K-12 schools, public libraries, the adult technical institutes and colleges, and a group of private academic colleges and universities. Staff and network servers for GALILEO are housed in the Main Library.

UGA is a founding member of the Association of Southeastern Research Libraries (ASERL), a consortium that has been active for over fifty years and was the progenitor of SOLINET.

GETSM (UGA, Emory, Georgia State University, Georgia Tech, and the Medical College of Georgia) regularly collaborate on group purchases and licensing agreements for electronic resources.

The 35 libraries in the University System of Georgia share a common integrated library system that also features a universal catalog that supports facilitated borrowing among these libraries. The University Libraries host a server site and also provide technical support.

In conjunction with Georgia Tech and Georgia State University, the UGA Libraries are applying for grant funding to create a shared institutional repository of electronic holdings to be known as the Georgia Knowledge Repository.

Georgia Institute of Technology

Library Qualitative Profile

January 2010

Institutional Background

Georgia Tech was chartered in 1885 as the Georgia School of Technology. Its mission was to help transform the South's primarily agrarian economy into one driven by industry. The name was changed in 1948 to the Georgia Institute of Technology to reflect its growing research function. With its primary campus located in Atlanta, Georgia, Tech now has over 20,000 students with more than one third of those students enrolled in graduate programs. Tech has ranked as one of the top ten public universities in the nation for the past 11 years and its engineering and science programs enjoy high rankings within their respective fields. While most students pursue studies in the college of engineering, Tech students also have opportunities within the five additional colleges of science, architecture, computing, management, and liberal arts. Georgia Tech is a member of the University System of Georgia which oversees the 35 state-supported colleges and universities in the state.

Libraries

Georgia Tech's main library facility comprises the [Price Gilbert Memorial Library and the Dorothy Crosland Tower](#) joined by a four-story bridge. Additional library facilities include the Library Annex which houses [archives and special collections](#), the [Architecture branch library](#) housed in the College of Architecture, and an off-site storage facility. The library employs 46 librarians and professional staff as well as 69 in support staff roles. It is a member of the Association of Research Libraries and the Association of Southeastern Research Libraries.

Services

The library provides a robust set of services tailored to the needs of its various user communities. These services include in-person and virtual information assistance, a strong instruction program, and departmental office hours. Other services include electronic/print reserves, on campus resource delivery for faculty, and a growing number of resource sharing opportunities. An emerging service area is in supporting scholarly communication efforts. The library is working with various campus constituencies including its Library-Faculty Advisory Board to inform the campus of key scholarly communication issues such as author rights and open access publishing models. The library hosts speakers and workshops for faculty and currently supports three open access journals as well as an institutional repository. The library also provides records management and retention services with daily deliveries to/from its off-site facility.

The library has completed three [commons](#) area renovations with the first two providing 125 general productivity computer workstations, a 24-station multimedia studio providing

specialized software and tools, performance/presentation spaces, a 24-hour café, and individual and group learning spaces. The most recent commons renovation supports the Institute's student laptop ownership initiative with robust power and data connections, wireless communication and printing support, and large wall monitors for groups. Key concepts for the commons areas include significant student input in both the initial design and in updates, highly flexible infrastructure and furniture accommodations, 24-hour assistance, and multimedia equipment distribution and support.

The library maintains several event spaces where it hosts a variety of academic and cultural programs and speakers. These spaces are also made available to campus partners through an aggressive outreach effort. The Association of College and Research Libraries' 2007 Excellence in Academic Libraries award recognized the library's innovative programs and services.

Collections

The library's collections are particularly strong in the science, engineering, and technology areas in support of Georgia Tech's instructional and research emphasis. The library provides access to a very comprehensive set of journal holdings in both current titles and back files. It also is known for its deep collection of conference proceedings and technical reports.

The library was an early adopter of electronic collection access. Over 95% of its journal titles are available in electronic form and its e-book collection continues to grow. The library serves as the only U.S. Patent and Trademark Depository Library in the state of Georgia and it is a selective depository library for federal government documents.

In addition to providing records management services for campus, the library houses the official Institute archives. In this capacity, the library maintains and provides permanent access to official documents, correspondence, photographs, and other materials. The archives also houses personal records and materials of individuals associated with Georgia Tech.

The library's archives house a number of special collections. The rare book collection contains materials dating back to the 1500's and focuses on the development of scientific literature. Treasures from this collection include the Blaeu Grooten Atlas and works by Newton, Descartes, and Darwin. Examples of special collections include the Bud Foote Science Fiction Collection and the Fulton Bag and Cotton Mills Collection. One of the newest collections is the Georgia Tech Design Archives. Originally developed and maintained by the College of Architecture, the library recently assumed stewardship for this collection on architectural design in the southeastern United States. Many finding aids for the various collections are available online and, increasingly, some collections are being digitized for greater access.

Another important digitization project relates to the library's collection of Georgia Tech theses and dissertations. Since 2004, the library only accepts electronic versions of theses and

dissertations. An ongoing project to digitize theses and dissertations deposited prior to 2004 is nearing completion.

The library also hosts [SMARTech](#), Georgia Tech's institutional repository, which is harvested by and preserved through the MetaArchive preservation network. SMARTech houses digital versions of the intellectual output of Georgia Tech with documents ranging from newsletters and annual reports to conference proceedings and article pre-prints. SMARTech is one of the five largest institutional repositories in the United States.

Collaborative Relationships

In addition to the ARL and ASERL collaborations mentioned above, the library participates in several collaborative initiatives sponsored by the University System of Georgia (USG). [GALILEO](#) provides a unified platform among all 35 state colleges and universities for USG-sponsored and locally-provided database content. [GALILEO Interconnected Libraries \(GIL\)](#) utilizes Voyager software to provide an integrated library system as well as a union catalog for all 35 USG institutions. A component of GIL, GIL Express, allows patron initiated borrowing among USG institutions with a state-wide courier service for delivery of requested items.

The library also participates in programs offered through the [Atlanta Regional Council for Higher Education \(ARCHE\)](#). These programs allow borrowing privileges among 20 public and private colleges and universities in the Atlanta metropolitan area. ARCHE provides efficient courier delivery for interlibrary loan items between ARCHE member institutions.

Another collaborative relationship is the library's participation in the RapidILL interlibrary loan system. While transparent to the end user, Rapid allows for very fast turnaround times with ILL requests and has broadened the library's existing ILL partnerships.

Since 2004, the GT Library has been a major partner in the [MetaArchive Cooperative](#), a community-driven digital preservation network originally founded in partnership with the Library of Congress' National Digital Information Infrastructure and Preservation Program (NDIIPP). To date, over \$2.1 million in funding has been awarded to participating institutions.

The library has recently taken the lead on the [GALILEO Knowledge Repository](#) initiative. This program, funded through the Institute of Museum and Library Services, will help develop a network of institutional repositories among USG libraries.

Horizon

Recognized for its engagement of users, the Georgia Tech library established its User Experience department in 2007. Planned enhancements for user engagement include the creation of a Faculty Engagement department and the opening of a combined information/circulation services desk.

Future activities for the library will most likely include further development of the scholarly communication agenda. The library has also engaged in preliminary discussions on providing data curation services for campus researchers.

The library has experienced three highly successful commons renovations. While funding for future renovations will be quite challenging in the short term, additional projects will be considered that bring about improved learning spaces and that have the potential for a high return on investment (ROI).

While already participating in assessment activities such as LibQUAL+, we expect that ROI measures will become increasingly important in allocation of campus resources. The library is embarking on an effort to consolidate data collection and assessment activities to provide broader access to such information library-wide and to facilitate data-driven decision making.

Finally, the library hopes to significantly broaden its development efforts. While current development efforts are limited, there is some expectation that future coordinated efforts will include solicitations for alumni and individual contributions, class gifts, and foundation grants.

The University of Guelph

Located in south-western Ontario, the University of Guelph offers a wide variety of programmes and courses, all taught by outstanding - often award-winning-faculty. The University is committed to a curriculum that integrates a strong foundation in broad-based liberal learning with concentrated study in specialized and applied fields.

The Guelph community has a unique atmosphere that goes back to its traditional roots in practical, innovative and integrated learning. This is the legacy of our three founding colleges: the Ontario Agricultural College (est. 1874), the Ontario Veterinary College (est. 1862) and the Macdonald Institute (est. 1903). Today's University of Guelph has a distinctive educational philosophy that is both learner-centred and research-intensive, and emphasizes a collaborative approach to learning.

More than 16,500 undergraduate and 2,200 graduate students in seven colleges (on the main campus) benefit from a comprehensive and innovative curriculum that spans the arts, humanities, physical and natural sciences, and social sciences. These core disciplines are enhanced by Guelph's commitment to interdisciplinary programmes, to a selected range of professional and applied programmes and to its areas of special responsibility in agri food and veterinary medicine.

In addition to a 330-hectare campus in Guelph, the University has three regional campuses that offer diplomas and degree programmes in agriculture and applied training, outreach and research to the agricultural community. The University has also partnered with Humber Institute of Technology and Advanced Learning in Toronto to offer specialized programmes that provide both a University of Guelph honours degree and a college diploma in four years of study. Currently, the University of Guelph-Humber offers eight undergraduate diploma-degree programmes in purpose-built facilities in the Greater Toronto Area at Humber's north campus with more than 2,500 enrolled students.

Across all University of Guelph programmes, our students are among the best in the country. Among comprehensive universities, Guelph has the highest proportion of entering students with averages of 75 per cent or more and the highest graduation rate. Guelph graduates are well prepared with the knowledge, skills and intellectual curiosity that are vital to personal and professional success.

Guelph's reputation for excellence reflects our award winning faculty's dedication to teaching and is complemented by their research and scholarly success. Guelph is the second most research intensive university in Canada (based on the ratio of research funds to operating funds) and the first among non-medical schools, with over \$140 million annually in external research funding.

The University of Guelph is focusing on what matters now: the safety of our food supply; the quality of our air, water and soil, our health and well-being. We are uniquely positioned to make a difference and to provide answers to the problems faced by communities and people around the world.

The University of Guelph Library

Services

On a busy day more than 12,000 people walk through the doors of the University of Guelph's McLaughlin Library building and the Ontario Veterinary College (OVC) Learning Commons — more than 1 million visits annually. Virtually, students traverse the website in excess of 3 million times each year.

Student-centred services include extended building hours, state-of-the-art computer access through our wireless network (over 400 public desktop computer stations and over 150 laptop computers are available), individual and group study space, and a main floor lounge serving food and refreshments. The Learning Commons offers resources and services to help library users with research, technology, writing, learning and numeracy skills. Award winning programs include the Graduate Student Learning Initiative and supplemental instruction programme.

Research-centred services include world-renowned archival collections in Canadian theatre, landscape architecture, rural history, and Scottish culture. Our innovative partnership with the University of Waterloo and Wilfrid Laurier University — the Tri-University Group of Libraries (TUG) — provides access to a total of 7 million volumes including our own collection of 2.5 million. Document delivery services such as RACER, and Ingenta provide access to all other materials. The emerging scholarly communications programme includes open access scholarly journal publication services and support, the institutional repository, author rights and copyright consultation services, and digital collections development.

The Library's Vision and Strategic Priorities are listed below:

Library Vision

To be central to the university community as a valued facilitator, partner and catalyst for learning, research and knowledge creation on campus.

Strategic Priority I

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

Strategic Priority II

Create and sustain an agile information space

Strategic Priority III

Building information collections – the digital imperative, the transformation of scholarly communication and responsible stewardship

Strategic Priority IV

Building Collaborative Relationships

Collections

The University of Guelph has a strategic direction to build robust digital information collections and a digital library infrastructure to access and effectively utilize both print and online resources. This goal is supported by an enduring concern for stewardship of those resources which represent our historical legacy, which are unique and which serve the long term teaching and research goals of the University.

The University of Guelph Library currently houses approximately 1.5 million equivalent print volumes, with just over 400,000 volumes in our off-campus storage facility and 18,000 volumes in the nearby Veterinary Science Library in the Ontario Veterinary College. Added to these print holdings, the Library maintains over 25,000 subscribed electronic serials and 280 electronic databases covering all major subject and discipline areas. Guelph libraries have significant non-monograph holdings, including 267,000 micro format items, 325,000 government documents and 14,000 maps. The University of Guelph Library is a participant in, and a full participating member of, both the Canadian Federal and Ontario Provincial depository service agreements.

In 2008/09, 71% of collections expenditures were devoted to the acquisition of electronic resources. Of this amount, approximately \$180,000 was spent to support copyright permissions and other resource costs associated with the Library's innovative E-Learning services programme. This programme assumes all costs and workflows related to providing digital resources for the university's online learning management system (Desire2Learn). The University of Guelph Library has a special focus on acquiring a critical mass of electronic books to advance its strategic goals. To this end, the Library has acquired just over 273,000 electronic books, including complete holdings for all Springer and CAB ebooks for the years 2006 through 2009.

The University of Guelph Library, as a member of the Canadian Research Knowledge Network (CRKN - national), the Ontario Council of University Libraries (OCUL - provincial) and the Tri-University Group

The University of Guelph Library | 2009

(TUG - regional), expends 69% of its electronic resources budget through consortium licenses; this represents 46% of the total acquisitions budget. The University of Guelph Library is a member of the Ontario Scholars Portal project through the OCUL provincial consortium. The OCUL Scholars Portal is an integrated digital services and repository that provides access to 8 million articles from over 7,300 scholarly journals facilitated by searching of 50 major index and abstract databases through a single interface. Scholars Portal integrates and supports the RefWorks citation management system and a province-wide interlibrary loan system and protocols through the RACER (Rapid Access to Collections by Electronic Requesting) system.

The University of Guelph is a sponsor and funding partner for the Internet Archive's digitization centre housed at the University of Toronto Libraries. To date, this participation has focused on digitizing portions of the Library's Scottish collection and some of the unique historical publications from the early days of the Ontario Agricultural College. The University of Guelph Library is a contributor and active participant to the OCUL Provincial Government Document digitization project which is an innovative partnership between the Legislative Library of Ontario, the Internet Archive and the twenty Ontario university libraries to provide access to and digitally archive Ontario government documents.

The University of Guelph Library also participates in a regional consortium, the Tri-University Group (TUG) with the University of Waterloo and Wilfrid Laurier University. A common ILS system with searchable catalogue and a joint storage facility underpin a series of common services to provide timely and easy access to the full print collections of all three institutions. In the spring of 2006, the TUG Libraries Group agreed to a Last Print Copy policy. This policy provides a responsible framework for the identification, notification, storage and joint ownership of materials that are unique within the TUG Group, allowing duplicate copies to be discarded with the assurance that a last, jointly owned copy (but no more than one copy) may be stored in the consortium's joint offsite storage facility, subject to certain exemptions. In 2009 TUG launched Primo, a consortial discovery layer which will take the consortium closer to realizing its vision of a single point of discovery and delivery for all print, electronic and digital resources. It will also provide users with the web functionality and experience they have come to expect such as relevancy ranking, user generated content, facets, tags and a personalized e-shelf.

Space

The role of the Library continues to evolve and its physical space must also evolve to keep pace. The University of Guelph's McLaughlin Library building is a dynamic environment where students can study quietly, meet in groups, access private meeting rooms, work remotely through our wireless network, enjoy a coffee and a snack in the Williams coffee area and of course access the stacks, collections and archival and rare book resources.

The University of Guelph Library | 2009

Increasingly, the Library is endeavouring to take on the role of Academic Town Square within the University environment. This means not only committing to meet the academic needs of the students, but providing an environment that will challenge them, provoke thought and dialogue and strengthen their social framework. Recent Academic Town Square events have included a reading by an award winning author to help celebrate black history month; a Living Library event which allowed students, faculty and staff to take out living “Books” that are actually people who belong to groups that are often typecast, prejudiced or subject to misunderstanding; an Open Forum event wherein a panel made up of students, faculty and staff engaged in an interactive dialogue on copyright issues with Library users; and our annual Campus Author wine and cheese reception, that celebrates books written by our faculty, students and staff. By providing a physical place where ideas and issues from many different disciplines can be explored and presented, and where learning and intellectual curiosity can be celebrated, the Library continues to re-affirm its historical origins and centrality within its scholarly community.

The University of Guelph will celebrate its 50th year in 2014. In recognition and celebration of that milestone, the University is launching a major capital campaign. When we reach our campaign goals, funding will be available to help the Library renovate its space with a view to creating improved space for our Academic Town Square events, better feature our Archival and Special Collections and improved facilities and space for our Learning Commons.

About Archival & Special Collections

The Library's Archival and Special Collections is home to more than twenty thousand rare books that range from the sixteenth to the twentieth century; they offer a passageway to the cultural, social, physical and political history of the University of Guelph and its disciplines.

The Library's special collections house primary and secondary source materials that support research in its major subject collecting areas. Special collections offers material that, because of subject, value, rarity, uniqueness, source, condition, or form, are gathered together separately from the Library's main circulating or reference services. Original items may be correspondence, manuscripts, or diaries, for example. Secondary sources are usually commercially or privately published items, e.g., books or posters.

Our collections are housed in an environmentally controlled area with controlled temperature, lighting and humidity. Special collections staff also undertakes to preserve and conserve individual materials. In some cases, because of the research intensiveness and interrelationships among disciplines in our University Library, parts of some collections may circulate as well.

Our special collections support University research in areas such as children's literature, theatre and performance studies, home management and cuisine. A few are nationally significant collections, such

as the L.M. Montgomery Collection, the Dan H. Laurence Collection of Shaviana, and the Una Abrahamson Canadian Cookbook Collection. We house the largest theatre archive collection in Canada and several renowned literary collections, as well as over 25,000 rare books in disciplines such as horticulture, natural history, veterinary medicine, and Canadian history.

Although age is not necessarily a determining factor, most of our rare books were printed before 1850, with Canadian imprints usually extended to 1900. There are always exceptions, but these are limited in number. One collection, on John Galt, is related to the foundation of Guelph in 1827 and contains a number of twentieth century items.

Over the years, Guelph has developed particular areas of interest. For instance, the University of Guelph Library is well known for its extensive Scottish Studies Collection that is the largest in the world outside the United Kingdom. Begun after 1965, it encompasses both Scottish and Scottish-Canadian history and supports many areas of research. There are many Scottish history books and collections on Scottish emigration, Scottish chapbooks, the Jacobites, Scottish religion (especially the Disruption period), and most notably the Foulis Press collection — books printed by the Foulis brothers, Robert and Andrew in mid-eighteenth century Glasgow. Notable works on agricultural history and veterinary medicine are, of course, focal points.

The holdings on apiculture are quite extensive and consist of more than 800 rare items. There are more than three hundred books related to the history of veterinary medicine and significant holdings in botany, horticulture, gardening, and landscape architecture before 1900. The general history of agriculture equipment and everyday rural living, especially in Canada, is well represented. Culinary books are also featured and our Canadian cookbook collection has expanded rapidly in recent years. Catalogue access to rare books by authors, titles, and subjects is provided by the online catalogue, Trellis. We also participate in the Archives of Ontario union database of archival holdings (Archeion), and are gradually digitizing some of our most important collections and making them publicly available through the OurOntario gateway.

Digital rare book collections are also available, allowing researchers to utilize the precious holdings of many libraries. Early English Books Online (EEBO) provides digital access to more than 100,000 literary and historical classics via the internet. The dates of coverage are 1475-1700. This collection is followed by Eighteenth Century Collection Online (ECCO), the digitized pages of more than 100,000 English and foreign language books, pamphlets, broadsides and other ephemera published in the United Kingdom and the Americas between 1701 and 1800.

For Canadian resources before 1900, Early Canadiana Online is in the process of providing primary historical materials from a broad range of disciplines. The Canadiana, EEBO and ECCO full-texts are

available to current registered faculty, staff and students of the University of Guelph. Digitized rare items can also be retrieved through Google Book Search and the Open-Text project of the Internet Archive, to which Guelph contributes collections which are rare or of particular interest to our University's curricular and research priorities.

The Learning Commons

The Learning Commons is based on a partnership model designed to support and enhance undergraduate and graduate student learning, writing, research, numeracy, and technology at the University of Guelph.

Our core services are located on the first floor of the McLaughlin Library building in recognition that it is the central gathering place on our campus for students to study, engage in writing and research, and learn in collaborative settings.

A number of our programmes and resources have received national recognition. The Graduate Student Learning Initiative (GSLI) is a collaborative endeavour that brings together key campus services to support graduate student learning, writing, library research, and use of technology. In May 2007 the GSLI received the Innovation Award for an outstanding new or innovative programme from the Canadian Association of College and University Student Services. Supported Learning Groups (SLGS), a supplemental instruction programme, received the Programme of the Year Award from the Canadian Association of College and University Student Services in spring 2000. Learning Time, a time management webshop developed by Learning Services, received honourable mention in the single course category in the North American Web Developer's Conference Educational Website of the Year competition in 2000 and a Golden Web Award in 2002-03 for design, originality, and content that achieved levels of excellence. Our staff participate widely and regularly in many different professional development and outreach forums, allowing them to share and grow the Learning Commons services in ways that benefit both Guelph students and the wider professional community.

Collaborative Relations

In the rapidly changing world of information, collaboration with others on this campus, other libraries, and other parts of the information community is vital for our continued success. In particular, increased interaction with our faculty and our participation in the Tri-University Group of Libraries (TUG), Ontario Council of University Libraries, and Canadian Association of Research Libraries initiatives show great potential for enhancement of our services. Other areas of opportunity include working with Alumni Affairs and Development to build new sources of funding and support, and participation in the many provincial and national initiatives – such as the Ontario Scholars Portal and the consortial purchasing of

the Canadian Research Knowledge Network – which promote digitization, resource sharing and advocacy for the needs of academic libraries.

Collaborative relationships are so important to the University of Guelph Library that they make up one of our strategic priorities and they are embedded into our Vision Statement. In addition to the many collaborative efforts that have been outlined throughout this document – with the Humber College, Wilfrid Laurier and Waterloo universities, federal, provincial and regional consortia groups, a variety of university and college associations, and the direct relationship many of our special collections and archives have with departments here on campus – our focus on collaboration continues to grow. The recent development of our own institutional repository, branded as The Atrium, is designed specifically with the desire to increase collaborative relationships with our faculty. Dedicated partnerships with the Office of Research, the Office of Open Learning, Athletics, Student Affairs and the Graduate Student Learning Initiative – to name just a few, continues to keep the Library relevant and vital within the campus community.

Off campus, the University of Guelph Library continues to foster and develop strategically important relationships with community partners to help bring focus to our primary collections and bridge the gap between town and gown. We reach out to supportive partners at local libraries and independent bookstores, reading groups, local theatre groups, the Scottish diasporas community, leaders in the culinary field, agricultural organizations, alumni and friends of the university. Our success is measured by the success of our partners – faculty, students, staff and local businesses – and in that regard, our collaborative relationships take on a very significant role in shaping our future direction.

UNIVERSITY OF HAWAII AT MANOA LIBRARY

August 2009

Institutional Background

Founded in 1908, the University of Hawaii is a land, sea and space grant institution and is the only public system of higher education in the State of Hawaii. The University of Hawaii at Manoa (UHM) is the research campus of the ten campus system. The Library at UH Manoa is centralized in two buildings, Hamilton and Sinclair libraries. The main resource collections reside at Hamilton, while the Student Success Center, Music and Audiovisual Services are housed at Sinclair. As the only major research library in the State of Hawaii, the UHM Library combines its physical and owned resources with the multiplicity of online, shared, networked, scholarly, scientific and professional resources to support the research endeavor in a uniquely Hawaiian place of learning.

Mission and Vision

Mālama i ka 'ike "*Caring for Knowledge*". The University of Hawai'i at Manoa Library acquires, organizes, preserves and provides access to information resources vital to the learning, teaching and research mission of the University.

Services and Assessment

The UHM Library seeks to meet the needs of our users with "easy to use, anytime and anywhere access". Included in meeting the needs of users is provision of an appropriate physical environment, adequate stewardship of print and electronic collections and efficient use of staff resources.

Externally, the Library used the LibQual+ (2003 and 2006) and ClimateQual (2009) assessment tools to inform the improvement of user services. It also welcomed the results of a University Faculty Senate Survey of concerns about the library that was conducted in 2007. An assessment team has been formed to regularize assessment as an ongoing part of the evaluation and improvement of library services. Internally, the Library recently contracted (summer of 2009) with an outside consultant to review technical processes with an eye toward more efficient workflow that ultimately saves the time of the user.

Increasingly, information literacy and subject oriented library instruction is provided by UHM Library faculty through a variety of face to face and online venues. Included are

workshops, lectures and demonstrations offered in a classroom, via HITS (Hawaii Interactive Television System) or online. Library Essentials workshops are taught in 90% of the University's English 100 sections. LILO: Library Information Literacy Online takes students through a process of finding, evaluating, and citing information for a research paper. <http://www.hawaii.edu/lilo/>

A three-credit course (LIS 100) is a course on the use of libraries and information technology for scholarly investigation. Other instructional services provided to students, faculty and staff are listed on the Library Instructional Services website:

<http://library.manoa.hawaii.edu/services/instruction/instruction.html>.

The Library seeks to enhance its outreach to the campus and larger community by providing library related exhibits and public events and by increasing its presence by actively publicizing library activities and programs. See

<http://www.manoa.hawaii.edu/about/exhibits/>. A recent exhibit entitled "Karate: From Okinawa to Hawaii" illustrates the collaborative nature of the Library's exhibits program. The exhibit was sponsored by the University of Hawaii at Manoa Library, Center for Okinawan Studies, Center for Japanese Studies, and the Consulate-General of Japan, Honolulu. For more information visit the [Hawaii Karate Museum](#) website.

As with other research libraries, providing 24/7 building access has been a goal. It is presently achieved at Sinclair Library. Online access to the library's eBooks and electronic serials is available all the time. Extensive wireless access is provided in both Hamilton and Sinclair buildings. Other services that save the time of the user include self-checkout of library material, increased web presence for such activities as holds, recalls, open URL linking to ILLiad document delivery requests, and live chat reference services. "Ask a Librarian" chat reference service is provided through an arrangement between the UHM Library and other academic library members of GWLA (Greater Western Library Alliance) and uses the Questionpoint chat reference system.

University graduate students are supported with the provision of closed study carrels and lockers. A "Library as Place" working group is developing plans to establish a graduate student lounge in a prominent first floor area of the Hamilton Library. Both undergraduate and graduate students have access to the use of group study rooms. State-of-the-art digital presentation/classrooms are provided in both Hamilton and Sinclair libraries and can be scheduled by graduate students and faculty.

Interlibrary loan services seek to meet the information needs of University affiliated students, faculty and researchers to provide "just in time" access to information not owned by the Library. We have interlibrary cooperative agreements in place including: Greater Western Library Alliance (GWLA) Resource Sharing and Document Delivery, Amigos Library Services Resource Sharing, Global ILL Framework (GIF) Project for

Interlibrary Loan and Document Delivery between Japan and the United States, and some smaller, individual agreements with libraries in the Pacific region (University of Guam, American Samoa Community College). We are also a member of the National Network of Libraries of Medicine (NNLM) Pacific Southwest Region via resource sharing on DOCLINE. For over twenty years UHM has participated in PRAISE (Pacific Regional Aquaculture Information Service for Education) a service hosted by the Library's Science and Technology Dept. Under the auspices of USDA's regional aquaculture center, PRAISE provides research services and document delivery to aquaculturists and related marine scientists in the U.S. affiliated Pacific region. The Library's External Services Program (ESP) provides non-affiliated users with access to library materials on a fee basis.

Through its MAGIS program, the library is expanding its array of spatial information services to include on-line viewing of aerial photography and supporting Geographic Information Systems teaching and research on campus. MAGIS (an acronym for *Maps, Aerials and GIS*) seeks to connect researchers worldwide to spatial information in analog or digital forms to enhance and integrate geographic information in their teaching and research. A physical center in the Hamilton Library brings together Maps, Aerial Photographs and Geographic Information Systems (GIS) services. See:
<http://magis.manoa.hawaii.edu/>

Collections and Scholarly Communications

The Library has print and ebook holdings representing over 3.2 million volumes. Over $\frac{3}{4}$ of the Library's material budget is now devoted to e-resources. The Library's Voyager catalog (Ex Libris) serves not only the research campus but also the other nine campus libraries of the University of Hawaii System.

UHM has strong general collections in areas of University research strength including tropical agriculture, oceanography, astronomy, volcanology, Asian studies and its unique resources in the Hawaiian and Pacific Collections. Other special collections of note include the Hawaii War Records Depository, the Japanese American Veterans Collection, the Jean Charlot Collection, the Harbin Collection of materials on Russia in the Far East, and the Trust Territory of the Pacific Islands Archives, among others. See: <http://libweb.hawaii.edu/libdept/archives/mss/index.htm>.

The Hawaiian Collection is a comprehensive collection of retrospective and current materials pertaining to Hawai'i. The collection's strength is the 20th century and contains numerous unpublished reports and papers that are unique to the collection. <http://www2.hawaii.edu/~speccoll/hawaii.html>.

The Pacific Collection offers materials relating to the island regions of Melanesia, Micronesia and Polynesia. In addition to an internationally recognized breadth and depth of print material, its digital collections include the Trust Territory Archives Photograph Collection, the Steve Thomas Traditional Micronesian Navigation Collection, and Rapanui: the Edmunds/Bryan Photograph Collection.

<http://libweb.hawaii.edu/libdept/pacific/>.

The Hawaii War Records Depository: (HWRD) is an extensive collection of archival materials of life in Hawaii during World War II. It contains photographs of the Japanese attack on Pearl Harbor, military facilities, and civilian defense. See:

http://libweb.hawaii.edu/digicoll/hwrd/HWRD_html/HWRD_welcome.htm.

The Jean Charlot Collection is a major archive of documents and art works relating to the artist and writer Jean Charlot and to those with whom he came in contact over his long career in France, Mexico the U.S. and the Pacific.

<http://libweb.hawaii.edu/libdept/charlotcoll/about-coll.html>

The Russian Collection includes several unique collections such as the Northeast Asian Collection, a collection of Russian materials printed in China from 1900 to 1949, covering the Russian period in Manchuria. Russians in Hawaii and Russian-Korean materials are also represented in the collection. <http://libweb.hawaii.edu/libdept/russian/index.html>

The Library's digitized special collections continue to grow. See:

<http://www.manoa.hawaii.edu/research/digicoll.html>

The UHM Library's institutional repository, ScholarSpace provides a home for the increasing amount of digital scholarly output being created by the UHM community. Over 27 "communities" with over 282 collections are currently represented in ScholarSpace. The mission for the Library's digital collections program is to produce, maintain, deliver, and preserve a wide range of high-quality networked information resources for scholars and students at UH and elsewhere. The goals for developing specific digital projects are the following: 1) To build digital library collections that are sustainable, scalable, and compatible with UHM's technology infrastructure and 2) To facilitate the creation, discovery and use of special collections and unique resources by providing digital surrogates. Institutional repository librarians and staff work to bring in and create the materials populating ScholarSpace. The program captures, indexes, stores, makes searchable, disseminates and preserves digital materials and provides these services for as long as they are needed. The IR staff has been so successful in recruiting communities and collections that it is reaching full capacity in its existing storage resources and will be expanded as funding permits. <http://scholarspace.manoa.hawaii.edu/>

Campus Collaborations

Since 1988 the Library has collaborated with campus Information Technology Services (ITS) to provide computer access to students. By combining ITS equipment and technical expertise with Library space, we have greatly enhanced student and faculty access to computing facilities in both the Hamilton and Sinclair library buildings. Not only are more computers provided, but access has been extended to longer hours than when the labs were located in non-library space.

The establishment of the Student Success Center at Sinclair Library is a recognition that undergraduate students benefit from “one-stop” services located in a single physical space. The Center provides a place for students to work with librarians, mentors, tutors, advisors, counselors, and/or teachers, to meet their individual needs. As host to the Student Success Center, Sinclair Library provides a learning environment that meets the space, computing, and information needs of the students and support staff. The Library is helping provide these services by developing partnerships with the Learning Assistance Center, Manoa Writing Workshop, Student Employment and Career Services, the Honors Program, International Studies, First Year Experience and Outreach College. Student tutors are helping students individually and in study groups. Workshops in study skills and information literacy are offered on a regular basis. See:

<http://gohere.manoa.hawaii.edu/>>

A strong, forty year old association exists between the UHM Library and the Library and Information Science Program, which is part of the Department of Information and Computer Sciences. Library faculty regularly teach in the LIS program and the Library provides opportunities for paid and unpaid internships and jobs for LIS students. See: <http://www.hawaii.edu/lis/>

Planning and Horizon Issues

In 2003 and 2006 the Library conducted the LibQual+ survey of users. That and the ClimateQual survey of 2009 inform the Library’s planning for user oriented services.

As with most U.S. research libraries, state and national economic downturns are forcing deep budget cuts in materials and staffing for the University of Hawaii at Manoa Library.

This fiscal context has informed and colored the 2008-2015 Library Strategic Plan, the Strategic Action Team recommendations including the 2009 review of Library processing workflows by an outside consultant. Continuing to provide quality services and access becomes ever more challenging in this environment.

By using the information and planning processes engendered through the strategic planning process and workflow studies, the Library is positioned to make positive,

proactive changes that will help it become increasingly efficient, productive and user focused in the years to come.

University of Houston Libraries

ARL Profile

October 2009

Institutional Background

The University of Houston was founded in 1927 and designated a state university in 1963. It is located near the center of the City of Houston, the nation's energy capital and a major center for medical practice and research. The 500 acre wooded campus hosts 37,000 students and 1300 faculty across 12 colleges and an interdisciplinary Honors College. The University offers 300 undergraduate and graduate programs, including doctorates in 36 fields and confers over 250 Ph. D.s annually. Energy and medical research grants exceed \$100 million per year and continue to grow in number and size. Academic programs in the visual arts, creative writing, music, theater and dance are complemented by the fine arts based in Houston, one of only five cities with permanent professional resident companies in all of the major performing arts disciplines.

University Libraries

The University of Houston Libraries—M. D. Anderson Library and 4 branch libraries—is administered by the Dean of Libraries and an administrative structure consisting of Sr. Associate Dean; Associate Dean for Personnel, Planning, and Systems; Associate Dean for Collections; Associate Dean for Public Services; and the Library Management Council consisting of Associate Deans and department heads. Librarians are members of the faculty governance structure, serving on the Senate, Senate committees and University committees. Funding is supported through state appropriations, student fees and endowment income. The Libraries embarked on its initial efforts at fundraising in 1997 with the recruitment of its first development professional. Since that time successful fundraising includes \$20 million for the M. D. Anderson Library building project, three endowed chairs, an endowed Staff Recognition Program and numerous collection endowments.

Services

M. D. Anderson Library is open 108 hours per week and is a busy crossroads of student activity. As many as 13,000 individuals enter daily to study, use the collection of print and electronic materials, seek research assistance, receive library instruction in classrooms equipped with laptops and individual response devices, and use multi-media technology available in the Learning Commons. Reference and research support service is available at a central information desk, in academic departments and by appointment. The library catalog incorporates the holdings of the main campus libraries—M.D. Anderson, 4 branches, the Law Library—plus the libraries on the other University of Houston System campuses. Materials are delivered to faculty offices on the main campus. Interlibrary loan and onsite use of collections and services are available to the general public. Specialized collections and services are offered by branch libraries housed in the colleges they support.

Pharmacy Library

Located in the College of Pharmacy, the Pharmacy Library supports students enrolled in B.S., M.S., Pharm. D. and Ph. D. programs as well as post graduate research and clinical fellowships and post-graduate residency affiliations as one of the member institutions of the Texas Medical Center. This is the only stand alone College of Pharmacy library in Texas with a specialized collection of chemical, medical and pharmaceutical resources numbering over 18,000 volumes and e-resources. The resources of the medical library of the Texas Medical Center are also available.

Music Library

Located in the Moores School of Music, the Music Library supports students enrolled in Bachelor and Master of Music degrees, as well as the Doctor of Musical Arts. The Library maintains a collection of over 59,000 volumes of books, journals and scores to support work in music history and theory, performance, composition, pedagogy, conducting and music education. The Library archives recordings and programs from Moores School of Music performances.

William R. Jenkins Architecture and Art Library

Located in the Gerald D. Hines College of Architecture, the Architecture and Art Library supports architecture programs focused on design and Texas' first program in industrial design (product design). Students enrolled in the School of Art are pursuing the Bachelor of Fine Arts or Master of Fine Arts in painting, photography/digital media, sculpture and graphic communications; or the Bachelor of Arts in art history and art. The Library maintains a collection of over 98,000 volumes, including rare and historic literature on Houston's historical architecture and city planning, and catalogue raisonnés on masterworks from many artistic eras. The Kenneth Franzheim II Rare Books Room houses important works on both art and architecture from the 15th through 21st centuries.

Optometry Library

Located in the College of Optometry, the Weston A. Petty Optometry Library supports doctorate, masters and residency programs. One of only 17 stand alone optometry libraries, it includes a technology lab and maintains a collection of over 15,000 volumes of vision related materials. The library serves external affiliated sites around the world where third and fourth year students gain clinical experience. The Petty Library also supports optometrists throughout the state of Texas as their primary source of optometry/vision information.

Librarians are assigned to each academic department and participate in the instructional mission of the University by providing basic library instruction for lower division courses, course- and course management system-integrated instruction. A University-wide project to cultivate undergraduate students' research experience, and equip them with the skills needed for success in advanced study and future careers, offers the librarians opportunities

to work with faculty and students in a discovery-based approach to learning. Librarians are collaborating with faculty to integrate information literacy skills into curricula and syllabi, develop online resource guides and tutorials and mentor students in the research process. Hands-on experience with special collections and archival materials raises awareness of the availability of unique library resources.

The libraries are equally important as virtual destinations and 24/7 sources of full text books and articles as well as expert guidance to resources. The websites of M. D. Anderson Library and the 4 branch libraries have recorded as many as 42,500 visits per month.

The Libraries make a substantial investment in improving services and developing personnel. The Training Committee manages an extensive calendar of skill building and professional development opportunities driven by the Libraries' strategic directions and an annual staff-wide survey of interests and needs. The LibQUAL+ instrument is administered regularly and the resulting feedback from users is routinely integrated into services. WOREP is used to assess reference and information services. Librarians are also instrumental in institutional programs to assess learning and information literacy competency.

Collections

Integration of library resources into student learning and student and faculty scholarship is as true of materials in Special Collections as it is of the 2.7 million volumes and 73,000 serials constituting general holdings. The Medieval and Renaissance Manuscripts Collection includes manuscript books and leaves dating from the 13th through the 16th centuries. Faculty from the departments of art, art history, English, history, modern and classical languages and music work with the rare books specialists to integrate this collection into both undergraduate and graduate research.

Collections documenting regional events are securing unique materials, supporting faculty scholarship and providing opportunities for graduate and undergraduate students to engage in primary research and learn archival practices. In collaboration with the University's Center for Public History, the University Libraries is building the Houston History Archives. This repository includes oral histories that chronicle the growth and development of the Gulf Coast region. Several collections are under development:

- environmental movement in Houston with the papers of environmental groups and key figures dating from the 1950's covering such topics as the Houston Ship Channel, beaches, parks and bayous
- Offshore Energy Oral History Project
- interviews with Houston's leaders from all walks of life with recollections of civil rights, women's roles and issues, and the cultural, political or medical past.

In collaboration with the Women's Studies faculty the University Libraries is developing the Women's Archive and Research Center (WARC). The WARC preserves Texas women's oral histories and collects the papers of Houston area women's organizations, including cultural

development and social action groups, philanthropic and professional associations, sports and garden clubs.

Recovering the U. S. Hispanic Literary Heritage Project papers are coming to Special Collections through the work of the founder and director of Arte Publico Press. The Project is a national program to locate, identify, preserve and make accessible the literary contributions including essays, autobiographies, diaries and letters of U. S. Hispanics from colonial times through 1960.

The Jagdish Mehra Collection, 1924-2001, is the library of a prominent historian of modern physics. In addition to manuscripts and published works on physics, mathematics, philosophy and history of science, there are taped interviews with famous scientists. Those interviewed include P. A. M. Dirac, W. Heisenberg, Richard Feynman, Julian Schwinger, Willis E. Lamb Jr., Murray Gell-Mann and numerous other Nobel Laureates.

Collaborative Relations

Collaboration is a key strategy in all aspects of public services and day-to-day operations. Long-standing partnerships with faculty and emerging partnerships with Student Support Services, Writing Center, Athletics, Veterans Services and campus assessment initiatives are crucial to advancing information literacy across the curriculum. The Libraries routinely participate in new student orientations and the first year experience activities. The Libraries co-sponsors events with a host of campus units, ranging across the Honors College, College of Pharmacy, Women's Resource Center, School of Art, Student Government, Faculty Senate, University Staff Council, and University Services. Collaborative arrangements with the Center for Public History and with Women's Studies are core to the development of rich archival collections and research opportunities for students.

Beyond the campus, the University of Houston Libraries is a founding member of Texas Digital Libraries (TDL) and an institutional member of the Texas Library Association (TLA). The University Libraries is represented on the governing board of the HAM-TMC Library, the combined libraries of the Houston Academy of Medicine and the Texas Medical Center, and the Board of Directors of the Houston Area Research Library Consortium (HARLiC). The Libraries support interlibrary lending across Texas through the TexShare program. Regionally the Libraries participate in the AMIGOS and the Greater Western Library Alliance (GWLA) consortia. In addition the University Libraries is a member of the Association of Research Libraries (ARL), Coalition of Networked Information (CNI), Center for Research Libraries (CRL), and the Scholarly Publishing & Academic Resources Coalition (SPARC).

Horizon Issues

The University of Houston is on an ambitious trajectory of increased research productivity in energy and health, and greater community engagement across the fine arts. The Libraries

has begun and will continue to position its programs, collections and expertise to support these and additional initiatives relating to student retention, student-athlete success, and fund raising. Contributing to student success as enrollment continues to grow will challenge our ability to effectively scale instruction and embed information literacy and its assessment across curricula. A structured program of research support for interdisciplinary teams and graduate students will mean embedding librarians in academic departments and developing customized services. Continued delivery of customer-centered services will require the accelerated development of digital assets and integration of web-based tools that navigate and assess information in digital formats. This environment challenges us to ensure a climate of continuous learning, organizational flexibility and efficiency, strategic decision making, and provisions for workforce and leadership succession.

University of Illinois at Chicago University Library

September 2009

The University of Illinois at Chicago (UIC) is located in a vital urban area of the city and had a fall 2008 enrollment of 25,243 students (62% undergraduate, 28% graduate, 10% professional schools). UIC ranks as one of the most ethnically diverse institutions in the country and is primarily non-residential, with about 15% of students living on campus.

Over the past decade, UIC's sponsored research has grown at a faster rate than that of its peers, rising to \$250 million in FY2007 (\$211 million federally-funded). UIC is consistently in the top 50 research universities nationally.

The UIC Library supports the teaching, research and service mission of the university through its six physical locations—Richard J. Daley Library (humanities, social sciences and engineering) in Chicago, Science Library in Chicago, Library of the Health Sciences in Chicago, and the Library of the Health Sciences regional libraries in Peoria, Rockford, and Urbana—and through a variety of electronic resources and virtual services.

Services

Throughout the system, reference assistance is available in person, via individual research consultations, email, telephone, instant messaging, and text messaging. The UIC Library is open to the public.

Demand for instruction services has been expanding over the last several years as librarians work together with faculty to design instruction that is integrated into the curriculum. Most sections of the entry-level required writing course now include a library session, and instruction is embedded into many of the courses for medical and nursing students. Special Collections librarians teach the use of primary research materials in undergraduate education. Reference services staff develop online instructional tutorials for use in blended and online courses.

In the health sciences, librarians have undertaken several Evidence-Based Medicine (EBM) initiatives. The Library faculty present courses and workshops with faculty from the health sciences colleges. A 12-week EBM course is taught within the M-3 Internal Medicine Clerkship in Peoria, and evidence-based practice tutorials have been developed for all of the health sciences fields.

Recent surveys have made it clear that users want more computers, software, comfortable work spaces, longer building hours, and as many electronic resources as the acquisitions budget can support. A library/information technology assessment begun in 2008/09 provides a new revenue source (split 50-50 between the Library and the campus computing center) for improving library facilities and computing services. In the first year, the Library purchased new public computers, computer tables and chairs, added

comfortable seating areas and smart rooms, expanded hours, and added electronic resources.

The Library has raised funds for its first Learning Commons to be opened in spring 2011 in the Daley Library. Planning is underway for learning commons in other library sites.

The library launched a new Web site in July 2009, redesigned to be a user-centered, easily updated, simple-to-navigate tool for users.

The Library is in the implementation stage of a reorganization of technical services begun in 2008. In fall 2009, it launched a Library-wide effort to re-imagine public services.

Collections

The main campus of UIC was built in the 1960s, so the Library's collections in humanities and the arts, social sciences, physical and life sciences are relatively young. At this time, the Library is working strategically to provide electronic access to the extent possible within a framework defined by trustworthy archives, cost, and attention to print availability among partners. The Library participates in LOCKSS and Portico.

The health sciences campus is much older, dating from the 19th century, and, as a result, the collections are extensive. UIC teaches most of the health sciences disciplines – applied health sciences, dentistry, medicine, nursing, pharmacy, and public health. The library strives to be the pre-eminent public resource for health sciences information in the Midwest. It has been the Regional Medical Library for the Greater Midwest Region in the National Library of Medicine's National Network for more than 25 years. Collections of distinction include LHS-Peoria's excellent breast cancer collection which is funded in part by grants from the Susan G. Komen for the Cure Peoria Memorial Affiliate.

A priority for the Library is to build the premier collection of materials documenting the history of the Chicago region. Special Collections has 40,000 cataloged rare book volumes and 25,000 linear feet of manuscripts focusing on the history of Chicago, with more than 500 finding aids online. Notable manuscript holdings include the Jane Addams Memorial Collection; the corporate archives of the Chicago Board of Trade; records of the Century of Progress exposition, 1933-34; the Midwest Women's Historical Collection; records of the Chicago Urban League; and the R. Hunter Middleton Chicago Design Archive. The Library is strategically pursuing the papers of local organizations, politicians, journalists, and other public figures to enhance its unique holdings of primary resources.

The Library is building a photographic collection that provides a visual history of the Chicago region. Important collections are 3,000 images in the Jane Addams Memorial

Collection that document the Hull House settlement; Chicago in the Year 2000 (CITY2000), 500,000 photographs of the architecture, people and events during the city's millennial year; and the James S. Parker Collection, approximately 900,000 images of Chicago from the early 20th into the beginning of the 21st centuries. A 70,000-image aerial photography collection documents land use in the Chicago area from 1937-2003.

Efforts to create digital collections have been concentrated on the Library's photographs and visual materials. The Library uses CONTENTdm as its digital assets management software and currently has eleven collections with thousands of images. More than 300 digitized texts relating to the history of Chicago are in the Internet Archive (www.archive.org). As a CIC member, the Library will participate in the Google digitization project and the CIC's shared digital repository, the HathiTrust.

The Library is taking a leading role in university-wide efforts to promote new forms of scholarly communication. The Library has implemented the Open Journal System (OJS) publishing software and INDIGO, the UIC digital repository to support open access initiatives. A scholarly communication librarian was appointed in 2009 to spearhead these efforts.

Collaborative relations

The UIC Library pursues collaborative collections development strategies with the Center for Research Libraries, CIC libraries, and the University of Illinois libraries. UIC has been expanding into new areas of cooperation with the other University of Illinois libraries with the goal of providing seamless delivery of services to all University of Illinois users.

Within the state, the Library is a member of the Consortium of Academic and Research Libraries in Illinois (CARLI). UIC is one of the 76 CARLI libraries that share an online catalog and participate in the patron-driven resource-sharing program. CARLI members also share access to CONTENTdm for digital collections and consortial purchasing of electronic resources.

The Chicago Collections Consortium (CCC) is a group of sixteen universities, archives, and museums that have agreed to work on projects that simplify researchers' access to archival holdings related to Chicago history. The CCC has compiled a list of more than 4,000 Chicago-related collections held by its members and is planning a Web portal to facilitate cross-institutional online searching of area collections.

Outreach programs for middle and high school students include presentations to teachers and students about materials useful for students' projects for the Chicago Metro History Fair and general orientation sessions. The Library of the Health Sciences partners with the UIC College Prep high school to be the students' library for health sciences materials and reference expertise; the high school opened in fall 2008 and

emphasizes a health sciences curriculum.

Library projects with community organizations help agencies preserve their archives and make their records accessible for research. *Don't Throw It Away!* is a program to assist organizations in planning for the maintenance of current records and historically important documents. Digitizing projects with community organizations like Chicago's Puerto Rican Cultural Center create electronic collections of records, publications, and graphic materials. LHS-Peoria has collaborated with several local organizations to provide health literacy information education.

A Library collaboration with the Illinois State Archives seeks to establish a comprehensive depository and public service operation for local governmental records for the Chicago-Cook County area as part of the Illinois Regional Archives Depository program. The State Library and UIC have completed a program statement and await state funding for the construction of a shared use facility.

Horizon issues

Budget

The Library's budget has been virtually flat over the past several years. We have reduced operating expenses, realigned our collections budget as a fixed proportion of our annual allocation, and eliminated positions primarily through attrition. The Library/IT assessment has provided a welcome new source of revenue, and the development program is beginning to bear fruit.

Staffing

The UIC Library has left nearly 75 support staff positions vacant in the past several years, most the result of budget limits, but others the result of reorganizations related to the transition to electronic resources. Needed positions are filled primarily through reallocations. The campus has launched a diversity strategic planning process involving each of the colleges. While the Library's support staff is very diverse, we continue to seek to increase the diversity of library faculty, taking advantage of a campus program that provides salary support for faculty hires from underrepresented minorities.

Development

The fundraising programs on the UIC campus and in the Library are very young; formalized in the late 1990s. As such, the Library's biggest fundraising challenge is identifying donors and building a pool of prospects in a decentralized fundraising environment. The Library is a part of a University-wide comprehensive fundraising campaign expected to conclude in 2013. The Library's campaign priorities are focused primarily on improving the user experience in the Library through comfortable and flexible spaces for learning as well as finding creative ways to build the base of support for the Library through annual giving. Like many of its peers, the Library is increasingly

looking to private philanthropy to support and subsidize its efforts and growing unrestricted funds to address needs and fill gaps.

Space

The Library is in a transition phase in utilization of its available space. In response to changes in how information is delivered and stored, the Library is weeding open book stacks and sending paper materials to storage. At the same time, Special Collections continues to actively collect large volumes of primary materials, and sufficient secure, environmentally sound storage for these items is a challenge. As collaborative and informal learning increases, the Library is upgrading physical facilities to create more group study rooms equipped with smart boards and network connections and areas with comfortable furniture conducive to informal discussions. Spaces blending technology and reference assistance like the Daley Library Learning Commons are planned for other library sites.

Supporting E-Research

The UIC Library is developing capacity to support campus faculty engaged in e-science and e-research by participating in DataONE, one of the first two projects funded by the National Science Foundation's DataNet program. The UIC Library has also established a library E-Research Team to gather data and coordinate outreach, and is expanding its internal capacity for long-term preservation of a wide variety of digital content.

University of Illinois at Urbana-Champaign Library

December 2009

From its 1867 origins as the “Illinois Industrial University,” the University of Illinois has become one of the largest state universities in the United States with campuses in Urbana-Champaign, Chicago, and Springfield, as well as research centers and extension offices across the state.

A global leader in teaching, research, and public engagement, the University of Illinois at Urbana-Champaign is the State’s flagship campus with the strategic goal to become the “pre-eminent, public research institution” in the United States. In Fall 2009, the Urbana Campus enrolled over 40,000 students in more than 250 undergraduate, graduate, and professional degree programs, and employed more than 3,000 faculty members. With nationally-recognized programs in English, Fine Arts, Political Science, Mathematics, Computer Science, Education, Business, and Engineering (among others), Illinois also boasts the top-ranked program in Library & Information Science, and counts 22 Nobel Prize winners and 20 Pulitzer Prize winners among its faculty and alumni. A leader in student services, Illinois has been ranked the most “disability-friendly” campus in America, and is home to the nation’s largest Greek-letter community as well as one of the largest communities of international students. Illinois is classified by the Carnegie Foundation for the Advancement of Teaching as a “Research University (Very High Research Activity),” and has been recognized with the Foundation’s Community Engagement classification.

The Library is one of the largest, public research libraries in the world with more than 22,000,000 items, including more than 12,000,000 volumes, 10,600,000 microforms, 180,000 audio recordings, 32,000 films, and 700,000 maps (FY09). An academic unit reporting to the Provost and Vice Chancellor for Academic Affairs, the Library is led by the Juanita J. and Robert E. Simpson Dean of Libraries and University Librarian and employs 191 FTE faculty and professional staff (including Graduate Assistants), 200 FTE support staff, and 122 FTE student assistants (FY09). With faculty status for librarians, the institution encourages and supports activities such as teaching credit-bearing courses, conducting research, obtaining grants, and assuming leadership positions in professional associations. The Library is comprised of 28 departmental libraries, as well as “embedded librarian” service programs in areas such as Biotechnology, Global Studies, and Library & Information Science. The Law Library, Institute of Natural Resource Sustainability Library, and Residence Hall Libraries are administered separately.

Services

The Library’s mission is to support the teaching, learning, research, and service missions of the University of Illinois at Urbana-Champaign through the provision of world-class library services. For decades, it has fulfilled this mission through a renowned system of departmental libraries; a model for library service defined by collections, their alignment

with the teaching and research needs of specific departments or disciplines, and their management by librarians with expertise in fields of inquiry central to the concerns of liaison departments. As part of a broader re-alignment of library services ongoing since 2007 to address transformational changes in the composition of library collections, the information-use patterns of library users, and the broader environments of scholarly communication and American higher education, the Library has committed to supporting a greater variety of service models – including central services, departmental library services, embedded librarian service programs, and virtual service programs – as a key component of a vision of the future in which leading research libraries are distinguished as much by the scope and quality of their service programs as by their collections.

Access to content continues to form the foundation for library service. During 2008-09, the Library circulated 524,000 items with a total circulation of over 1,000,000. Electronic access to content remains the preferred means for many users, though, with more than 642,000 downloads of electronic course reserve materials and more than 917,000 downloads of content digitized from local collections during that year. The Library provided access to over 50,000 electronic journals in FY08, and recorded over 5,000,000 downloads of full-text content. Library investment in new approaches to digitization of local content and discovery of electronic resources also continues to promote service to users, with the locally-developed “Easy Search” federated search system logging over 1,700,000 searches in 2007-08, and IDEALS, Illinois’ institutional repository, recording its one-millionth download in Fall 2009. Finally, following user feedback regarding the need for enhanced physical access to Library collections, services, and space, and through the support of a student Library/IT Fee approved in 2007, the Library now provides 24/5 access to two of its largest facilities.

If access to information forms the foundation for library service, then reference and information services provide the cornerstones. While traditional, in-person interactions at physical reference desks have declined, virtual reference services currently encompass IM reference, SMS reference, and reference service provided through online course environments and social networks. Illinois is also home to the Slavic Reference Service, a world-wide provider of information assistance to scholars and libraries in the field of Slavic and East European Studies partially supported through grants from the U.S. Department of Education and the U.S. Department of State. With locally-developed applications such as IMCollaborator supporting virtual reference service, the Library is now exploring the use of mobile computing tools to remain “in the flow” of swiftly-evolving user behavior. In 2008-09, Library faculty and staff completed over 130,000 reference transactions, and saw the use of Web-based tutorials and guides to information resources continue to grow. With a single, representative resource, the “Accounting Research Toolbox,” accessed over 10,000 times in 2009, the Library has adapted its traditional strengths in providing reference and information service to the 21st-century environment.

The Library’s commitment to teaching and learning is also evident in its robust and emergent instructional services program, with over 28,000 students taking part in 1,500

instructional sessions in 2008-09. In addition to collaborating with faculty in core undergraduate courses such as Composition I, the Library collaborates with campus units such as the Writers Workshop, the Career Center, and the Graduate College to design instructional programs that meet common concerns for the information literacy of undergraduate and graduate students. Illinois' "Ethnography of the University Initiative" encourages undergraduates to develop skills in identifying, evaluating, and using primary and secondary sources, and to employ those skills in making use of primary source materials held in the University Archives, the Student Life and Culture Archive, and other collections. Since 2007, the Library has pursued a strategic partnership with the Graduate College to promote scholarly communications education among graduate students and faculty and launched a highly-successful series of workshop programs offered under the rubric of "The Savvy Researcher"; it has pursued a similar partnership with the Applied Technologies for Learning in the Arts & Sciences (ATLAS) program to promote data literacy instruction. Information literacy instruction targeted to the needs of specific disciplines is delivered through a network of subject specialists who provide course-integrated instruction as well as teach credit-bearing courses in fields such as legal research, financial information systems, and global studies.

As one of the original "land-grant" institutions established under the Morrill Act of 1862, Illinois prides itself on its record of service to the public through programs such as Cooperative Extension. The Library also has a long history of public engagement through providing services directly to the public and in collaboration with community partners. Among the Library's current public engagement programs are the Edible Book Festival, the Preservation Emporium, the "No. 44 Society" for book collectors, American Music Month, and The Big Read. Library public engagement programs are partially supported through external funding from agencies such as the National Endowment for the Humanities and the Illinois Humanities Council. The Library also contributes to campus-wide programs such as the Osher Lifelong Learning Institute.

Finally, the Library has explored the potential provided by increasing access to digital content, changing user behavior, and broader trends in higher education to pursue new service models and approaches to the design of library spaces. In collaboration with campus partners such as the Department of Intercollegiate Athletics and the Vice Chancellor for Student Affairs, the Library established the Undergraduate Library Learning Commons in 2006. In 2010, the Library will open the Scholarly Commons, a new approach to supporting faculty and graduate students launched in collaboration with ATLAS, the Graduate College, and the Illinois Informatics Institute (among others). Transition from the traditional departmental library service model has also provided opportunities to establish successful embedded librarian service programs that promote ongoing collaboration between subject specialists and library users housed in departments, research centers, and interdisciplinary programs, and to establish new positions for subject specialists in areas such as Orientation and First-Year Services, and Multicultural Outreach Services.

Collections

The University of Illinois at Urbana-Champaign is home to one of the world's premier research collections. It is the largest, public university library in North America and its collections comprise the bulk of a state-wide catalog linking more than 400 academic, public, special, regional, and school libraries across Illinois. Among the most notable collections are holdings in Slavic and Eastern European history, literature, and science; music, especially Renaissance music; 17th- and 18th-century American and British literature; American, British and Irish history, including a distinguished collection of Lincolnia; French, German, and Italian literature, including world-famous Proust, Rilke, Dante, and Tasso collections; Latin American history and literature; historic and modern maps; linguistics; entomology, ornithology, botany, chemistry and mathematics; and serials across all disciplines. In recent years, the Library has significantly enhanced the level of access it provides to electronic journal backfiles and ebooks. Through work with collaborating partners and focused acquisitions, Illinois has made significant inroads in transforming the means by which its collections are used while preserving its traditional strengths.

Special Collections

The Library's special collections are strong in broad areas of literature, history, education, art, philosophy, theology, technology, and the natural sciences. Particular strengths lie in early printing – with over 1,100 incunabula – and imprints from the 16th and 17th centuries. With more than 350,000 volumes and 7,200 linear feet of manuscripts in the Rare Book & Manuscript Library, Illinois is one of the largest repositories of such materials in the nation. Renowned collections include emblem books, extensive holdings of works by and about John Milton, and deep collections in areas such as English literature, drama and theatre, the history of science and technology, and economics. The Library's manuscript collections include the papers of authors such as H. G. Wells, Carl Sandburg, Marcel Proust, and W. S. Merwin, alumni such as journalist James Reston, Olympic athlete and administrator Avery Brundage, and scientist John C. Houbolt, and professional societies including the American Library Association and the Advertising Council. The Library is also home to the Student Life and Culture Archive, a unique program that collects, preserves, and provides access to materials documenting student involvement in Greek-letter societies, as well as broader issues in student life in the United States, and to the Sousa Archives and Center for American Music, which holds the world's largest collection of original music compositions and arrangements by John Philip Sousa, significant holdings detailing the evolution of American band music, unique collections of 20th-century electronic and avant-garde music, and ethnomusicological research papers from the faculty and staff of the University's School of Music. The Library also holds approximately 150,000 volumes in a special collection of K-12 curriculum materials and juvenile literature. Over the past five years, the Library has made access to its "hidden collections" a strategic priority and now provides enhanced access to rare books, manuscripts, and special collections of all kinds.

Area and International Studies

The Library maintains an historic commitment to the acquisition of materials in support of campus programs supported by Title VI international education programs and other international and global studies initiatives, and is a leader in the Association of Research Libraries' Global Resources Programs. The foremost of these collections is in Slavic and East European Studies and was built as the Library developed the Slavic Reference Service. Illinois' holdings are the third-largest in North America and include more than 750,000 volumes, 100,000 microforms, and 4,000 periodical subscriptions, as well as more than 100,000 manuscript pages of materials housed in the University Archives. Illinois also holds one of the nation's largest collections in the field of Latin American and Caribbean Studies, including more than 500,000 volumes, 5,000 films, and 29,000 maps. In addition to strong vernacular collections in East and South-East Asian Studies, the Library has collected interdisciplinary resources with strong international components, including several manuscript collections managed by the University Archives. A depository library for Canada, the European Union, and the United Nations, Illinois also houses substantial collections of documents from the Organisation for Economic Co-operation and Development, the Organization of American States, and the World Bank.

Digital Collections

In addition to providing access to over 58,000 electronic journals and 375,000 electronic books (FY09), the Library has been a leader in the development of digital library collections. In addition to supporting ground-breaking research in metadata aggregation and access to special collections through the use of the Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH) and the development of the Archon collection management system (winner of the 2008 Mellon Award for Technology Collaboration), the Library has contributed over 20,000 items to the Internet Archive as a member of the Open Content Alliance, with its *Illinois Harvest* portal providing access to full-text collections in fields such as Illinois History, Railroad History, Rural Studies, Agriculture, and Lincolniana. Other notable local initiatives in this area include *Project Unica*, a collection of high-quality, digital facsimiles of printed books that exist in only one copy, and *Farm, Field, and Fireside*, a collection of historically significant U.S. farm weeklies published in the 19th and 20th centuries. The Library is also a partner in such national digital library initiatives as HathiTrust and Google Books, and collaborates with the Chicago Field Museum to contribute to the Biodiversity Heritage Library.

Collaborative Relations

The University of Illinois at Urbana-Champaign is a charter member of the Association of Research Libraries (ARL), the Center for Research Libraries (CRL), the Committee on Institutional Cooperation (CIC), and the Consortium of Academic and Research Libraries in Illinois (CARLI), which was formed through a merger of three consortia of which the Library

was a founding member. Illinois plays leadership roles in regional, national, and international associations, including the Library of Congress National Digital Information Infrastructure and Preservation Program (NDIIPP) and the Council on Library and Information Resources (CLIR). The Library is also a sponsor of the Coalition for Networked Information (CNI), and the Scholarly Publishing and Academic Resources Coalition (SPARC).

In addition to the collaborative relations with partners noted throughout this profile in support of initiatives such as the Illinois Informatics Institute, IDEALS, the Learning Commons, the Scholarly Commons, and information literacy and scholarly communications education programs, the Library is distinguished by its unique collaboration with the Graduate School of Library and Information Science, by the local, regional, national, and international collaboration made possible through the Mortenson Center for International Library Programs, and by its contributions to the development of digital library programs.

The Graduate School of Library and Information Science

The Graduate School of Library and Information Science (GSLIS) is consistently ranked the number-one professional education program in the nation. A distinctive component of LIS education at Illinois is the collaboration between GSLIS and the Library in providing field experiences, developing educational programs, and pursuing external funding opportunities. In addition to supporting dozens of independent study programs, internship projects, and practicum opportunities, the Library supports the nation's largest graduate assistant (GA) program for LIS students, with over 100 GA placements annually. Library faculty also comprise a critical component of the GSLIS faculty, teaching courses in fields such as Reference and Information Services, Music Librarianship, Conservation and Preservation, Slavic Bibliography, and Legal Reference. Most recently, Library faculty provided leadership for the establishment of the Midwest Book and Manuscript Studies program, which serves as the foundation for the GSLIS certificate program in special collections. Library faculty and GSLIS faculty also have a strong record of external funding from agencies such as the Institute of Museum and Library Services (IMLS), the National Endowment for the Humanities (NEH), and the National Science Foundation (NSF).

The Mortenson Center for International Library Programs

The Mortenson Center for International Library Programs was founded in 1986 to promote international education and international library programs. Over the past 25 years, this unique initiative has brought over 700 librarians from 89 countries around the world to Illinois to pursue continuing professional education. The Center has attracted external funding from agencies such as the Institute of Museum and Library Services, the Carnegie Corporation, the Bill & Melinda Gates Foundation, and the John D. and Catherine T. MacArthur Foundation to design and deliver professional education programs for librarians in countries such as Costa Rica, Guatemala, Russia, Nigeria, Ghana, South Africa, Uganda,

Vietnam, Japan, and China. In addition to fostering campus collaboration with GSLIS and the Office of the Vice Provost for International Affairs, Mortenson Center programs have promoted collaboration with libraries across the State of Illinois, around the United States, and in countries around the world.

Digital Library Development

Technology has been a key component in the design and delivery of access to the Library's collections and expertise since the mid-1970s when Illinois adopted the IBM LCS (Library Circulation System) as the basis for a state-wide resource sharing system. The Library is renowned for its ground-breaking research, development, and evaluation of digital library technologies, protocols, and user search behavior. Key areas of technology development dovetail with areas of active interest in the digital library community—including search and access, data mining across text and data sources, tools for scholars to exploit digital content and research, and repositories and digital preservation. The Library is currently engaged in technology development and evaluation partnerships that have international impact in digital library development, including the development of the Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH) and Object Re-use and Exchange (OAI-ORE), the Library of Congress National Digital Information Infrastructure Preservation Partnership (NDIIPP), HathiTrust, the IMLS Digital Collections and Content Registry, the National Science Digital Library (NSDL), DLF Aquifer American Social History Online (ASHO), the BibApp “scholars’ research mashup” tool, the Archon archival collection management software, and ongoing partnerships with GSLIS and the National Center for Supercomputing Applications (NCSA) to advance the development of software tools and workflows to support the curation and re-use of scientific data. The Library's digital library development programs have attracted external funding from agencies including the Institute of Museum and Library Services (IMLS), the National Science Foundation (NSF), the Andrew Mellon Foundation, and the Illinois State Library.

Indiana University Bloomington Libraries

May 2009

The Indiana University Bloomington Libraries support and strengthen teaching, learning, and research by providing the collections, services, and environments that lead to intellectual discovery.

As Indiana University's flagship campus, Bloomington enrolls about 30,400 undergraduates and 8,500 graduate students and employs 1,943 full-time faculty. Because IU is a public, state-assisted institution, all IU libraries are open to residents of the state.

The Ruth Lilly Dean of University Libraries reports to the campus provost, administers 18 Bloomington libraries or units, and chairs the Council of Head Librarians, a group comprised of library directors from Bloomington extra-system libraries (for example, the library at the Kinsey Institute and the Law Library) and IU's seven other campuses. IU's campuses have a long history of cooperation, most particularly in the context of a shared integrated library system. Campuses also frequently cooperate to share resources, integrate policies, and acquire e-resources.

Indiana University librarians have tenure-track academic appointments and participate in campus and university governance. Fully supportive of the university mission and well integrated within academic and organizational structures, librarians contribute to a broad range of activities, from teaching classes and advising students to partnering with faculty and advancing initiatives for the common good.

COLLECTIONS

With its double towers of Indiana limestone, the Herman B Wells Library is the visual center of the library system and primarily supports the disciplines of the humanities and social sciences. More than 4.6 million volumes are contained in this building. Especially noteworthy are the collections that support IU's international and area studies, including interdisciplinary research collections developed in the areas of African Studies, Russian and East European Studies, Uralic and Altaic Studies, East Asian Studies, and West European Studies.

Bloomington's research collections include more than 6.6 million books and materials in more than 350 languages, with an emphasis in the humanities and social sciences. Collections also include journals, maps, films, and sound recordings. Users can access more than 558 databases, 50,000 electronic journals, and 224,000 electronic books, as well as locally developed digital content.

The Auxiliary Library Facility, a six-aisle Harvard-style shelving facility, houses about 1.9 million items. Materials are delivered from the facility six days a week to 22 campus locations,

usually on the same day requested. Trustees of Indiana University approved construction of a second shelving module, and construction is expected to begin in 2009.

Notable among the 18 Bloomington branch libraries and administrative units:

- Lilly Library for rare books, manuscripts, and special collections, which in 2010 celebrates its 50th year. Particularly noteworthy collections include: American and British history and literature; Medieval and Renaissance manuscripts; children's books; history of science; early printing and book arts; and film, radio, and television history.
- William and Gayle Cook Music Library, which supports the IU Jacobs School of Music, provided the launching point for the Variations Project. This project marked the national introduction of high-quality audio distributed via a computer network and was pivotal to the formation of the IU Digital Library Program;
- Fine Arts Library, which houses a notable collection of artists' books; and
- Wylie House Museum, which operates as a historic house museum showcasing the home of the university's first president. A newly constructed education center will open in 2010.

SERVICES

Teaching and Learning

Whether consulting about a single assignment or teaching an entire class, librarians at IU are able to integrate library priorities into the university's learning environment not only because the IU Libraries share the university's mission of supporting teaching, but also because librarians have cultivated strong working relationships with faculty. As a result of these relationships, national standards developed by ACRL will become part of the university's core curriculum when a new general education policy takes effect in 2011. To develop guidelines for integrating information fluency standards in the classroom, three librarians were awarded funds from the university's Scholarship of Teaching and Learning Program to work with faculty to achieve shared goals.

A team of IU librarians and staff have integrated library resources into Oncourse, the university's Sakai-based course management software, and continue to work on a grant-funded project to develop social networking applications within this learning environment.

The IU Libraries support teaching and learning at the renowned IU Jacobs School of Music through initiatives such as Variations3, IU's digital music library, which provides students and faculty with learning tools to maximize use of digitized audio and music scores. In 2009 IU released open-source software to support its adoption by other libraries.

Research and Dissemination of Scholarship

Increasingly the IU Libraries support new forms of scholarly communication and in 2008 shifted resources to support three new positions: Intellectual Property Librarian; Digital Information Librarian; and IUScholarWorks Project Manager.

IU's institutional repository advances a broad-based strategy to support open-access publishing. An especially gratifying outcome of this groundwork is that the IU Libraries have contributed to raising awareness of scholarly communications issues campuswide. The provost and the vice president for information technology, for example, now advocate for open access and new publishing models. In 2008 the Bloomington campus announced the publication of the first faculty-generated, open-access electronic journal supported by the IU Bloomington Libraries.

The university's new strategic plan for information technology integrates library priorities and expertise as never before. Featured prominently in the plan is the goal to create new models and platforms to support scholarly communications. This integration evidences the fruitful partnership between the IU Libraries and University Information Technology Services (UITS), demonstrated again when in 2009 the vice president for information technology appointed a librarian to be assistant vice president for digital scholarly communication. The most recent joint initiative of the two units is the launch of Scholarly Data Services to establish methods for the long-term curation of data sets.

IU's Archives of Institutional Memory, a digital repository to collect and preserve the official records of the university, includes items such as schedules of classes, bulletins, and annual reports. The service complements the IUScholarWorks repository, the showcase for scholarly output.

Environments

IU's Information Commons transformed a space in the Wells Library nearly the size of six NCAA basketball courts. Created and administered in partnership with University Information Technology Services, it includes more than 250 individual and group workstations on the first floor alone, wireless networking, library reference services and resources, technology consultants, an IT training classroom, a multimedia production laboratory. Early partnerships with campus units such as Writing Tutorial Services contributed to its successful launch. Although the main Information Commons is open 24/7, all five floors of the Wells Library west tower remain open 24 hours a day, five days a week during fall and spring semesters. The second floor of the IC contains an additional 68 computers for quiet work. The library that serves the Kelley School of Business and the School for Public and Environmental Affairs further expands the Information Commons model, with renovations to that space—including classrooms and furnishings allowing flexible arrangement—expected in 2009.

The Wells Library houses various UITS units, including the Adaptive Technology Center (which serves individuals with vision, hearing, mobility, or learning disabilities) and the Teaching and Learning Technologies Center (which assists with the course management system). The Institute for Digital Arts and Humanities, under the direction of the Vice Provost for Research, is also located in the Wells Library and is a critical partner of the Digital Library Program.

Plans for a Research Commons are under way. Envisioned as a one-stop destination for research support on the Bloomington campus, the Research Commons (to be located in the Wells Library East Tower opposite the Information Commons in the West Tower), will serve as a center for a wide range of scholarly activities. Faculty and graduate students will benefit from a transparent delivery of services, whether they are looking for guidance in reference and research services, metadata creation, grants and sponsored research, statistical analysis, or one of many other areas essential to their work. A virtual environment—a Research Commons portal—will offer complementary online services.

Collaboration

Perhaps no other local collaboration is more fruitful than the alliance with University Information Technology Services, which shares administration of the Information Commons, shares funding of some positions in departments such as the Digital Library Program, and has taken an aggressive stance in advancing library-related priorities relating to scholarly communications. The director of information technology for the IU Bloomington Libraries and the head of the Digital Library Program have joint appointments with the Libraries and UITS.

A partnership with the Office of First Year Experience is particularly effective at reaching students early in their academic careers. Each summer thousands of incoming freshmen visit the Wells Library not only to register for classes but also to meet dozens of university exhibitors at an orientation fair held in the lobby. The partnership continues throughout the year with targeted activities.

The Indiana University Bloomington Libraries are a member of the Committee on Institutional Cooperation (CIC), the universities of the Big Ten plus the University of Chicago. With CIC peers, in 2007 IU entered into a collective agreement with Google to digitize books from the libraries' collections. IU was named the first CIC library to participate as a result of that agreement. IU's renowned folklore collection became the first "collection of distinction" recognized by Google as a collection that will retain its intellectual coherence in the digital transition.

As a consequence of the large digital projects under way, IU and the University of Michigan are leading the CIC, in partnership with the University of California system and the University of Virginia, to create the universal digital library. Together the libraries will archive and preserve their vast digital collections, including millions of books, in a repository called the HathiTrust. It

will provide a long-term archiving solution by addressing issues of servers, storage, and migration.

Also in partnership with the University of Michigan University Library, and funded by a grant from the Andrew W. Mellon Foundation, the IU Libraries are working to develop open-source software for the Sakai learning environment.

Statewide, IU is partnering with Purdue, Notre Dame and the Indiana State Library to establish a “light archive” for federal government documents. IU also collaborates within the state-based consortium Academic Libraries of Indiana. In 2008 the IU Libraries successfully completed an IMLS-funded project with the Indiana State Library, the Indiana State Historical Society, and the Indiana State Museum to digitize 10,000 pieces of Indiana-related sheet music.

IU is founding member of CLOCKSS, LOCKSS, and Portico.

The IU Bloomington Libraries are involved in several initiatives to establish best practices for metadata creation for various uses and participate in all four components of the Program for Cooperative Cataloging (BIBCO, CONSER, NACO, and SACO). Librarians are building upon our professional catalogers’ expertise in AACR2, MARC, and authority control to include additional metadata standards and knowledge management theory. In 2008, IMLS awarded a \$480,000 grant to demonstrate the benefits of FRBR in cataloging IU’s vast collections of sound recordings.

University of Iowa Libraries
ARL Profile
August, 2009

Established in 1847, the University of Iowa has won international recognition for its wealth of achievements in the arts, sciences, and humanities. Iowa was the first U.S. public university to admit men and women on an equal basis and the first institution of higher education in the nation to accept creative work in theater, writing, music, and art as theses for advanced degrees. It established the first law school and the first educational radio station west of the Mississippi, broadcast the world's first educational television programs, and developed and continues to hold preeminence in educational testing. Five of the eleven colleges are health sciences related and the libraries also serve the University Hospitals and Clinics as well as the state's Hygienic Laboratory. More than 30,500 students enroll at Iowa each year, with about 40 percent from out of state. The faculty number approximately 2,100 and there are approximately 13,000 staff.

The University has world renowned research programs in genetics, hydraulics, and communicative disorders, and has recorded major innovations in agricultural medicine, biocatalysis, biomedical engineering, biomedical sciences, and pharmacology education. Its graduate programs in audiology, printmaking, creative writing, speech-language pathology, nursing service administration, nursing gerontology/geriatrics and physician assistants are first-ranked in the country. Iowa scientists, including the late James Van Allen, have been pioneers in space research, designing and building research instruments for more than 50 successful U.S. satellites and space probes. The University of Iowa operates one of the nation's most advanced and comprehensive university-owned teaching hospitals. Researchers at the Carver College of Medicine are leaders in cardiovascular disease, brain imaging and neurosciences, cystic fibrosis, muscular dystrophy, and Huntington's disease. UI has the only center of its kind devoted to studying the causes of and treatments for age-related macular degeneration. The Iowa Cochlear Implant Clinical Research Center is the world's largest center devoted to cochlear implant studies. The University of Iowa has also developed the most technically advanced driving simulator in the world. University research also led to the discovery or development of blood banking, the Gallup Poll, and the Van Allen Radiation Belts.

Collections

The University of Iowa Libraries has evolved into one of the premier research libraries in the country and the largest library in the state of Iowa. From a mere 50 books in 1855, the University Libraries has developed an outstanding research collection of over 5 million volumes with strong collections to match areas of excellence within the University's programs. There are also sizeable collections in such areas as film studies, particularly Japanese film, history of the book, health sciences research and literature. The Libraries provide access to thousands of

databases of text, images, and data. It also coordinates the development and maintenance of the University's locally-created open access digital resources including the Iowa Digital Library, featuring digitized texts, images, and audio and video recordings, and Iowa Research Online, our institutional repository that organizes, preserves, and increases the impact of scholarly and creative work at the University.

Special Collections include over 200,000 rare books, ranging in age from the 15th century to newly created artists' books. There are over 800 manuscripts collections from medieval to modern and over 7,000 feet of records documenting the history of the University. The Libraries' repository of primary source materials includes exceptional literary collections of writers from Walt Whitman to Iris Murdoch; historical collections document the French Revolution, Westward expansion, and the Civil War; with outstanding collections in Chautauqua and vaudeville performers, the culinary arts, political cartooning, and screenwriting. There are tens of thousands of pamphlets, photographs, posters, sound recordings, and other formats. The nearly 5,000 volumes in the John Martin Rare Book Room in the Hardin Library for the Health Sciences represent classic contributions to the history of the health sciences from the 15th through the 20th centuries. Also included are selected books, reprints, and journals dealing with the history of medicine at the University and in the State of Iowa. The Iowa Women's Archives holds more than 1100 manuscript collections that chronicle the lives and work of Iowa women, their families, and their communities. These personal papers and organizational records date from the nineteenth century to the present. Together with oral histories, they document the many accomplishments of Iowa women throughout the state and beyond its borders.

The University of Iowa is an official depository for publications of the State of Iowa, the European Union, and the United Nations, and is the Regional Depository Library for United States government publications for the state of Iowa.

Facilities and Services

Effective summer, 2010, the University Libraries will consist of the Main Library, the Hardin Library for the Health Sciences, Art Library, Sciences Library, Rita Benton Music Library, Marvin A. Pomerantz Business Library, and the Lichtenberger Engineering Library. There is also a separately administered Law Library. The first Information Arcade in the country was created in the Main Library in 1992. A Simulation Center in the Hardin Library is committed to improving healthcare quality and patient safety by applying medical simulation to training across the healthcare education spectrum. The Main Library houses the most heavily used computer lab on campus. Librarian liaisons promote the development of critical thinking and research skills, and support teaching, learning, research, and clinical services through a wide range of services including one-on-one and group consultations, course-related and for-credit instruction, and in-person, Instant Messaging and e-mail reference. They also help promote the Institutional Repository and provide outreach and education on issues related to scholarly communication. Students can check-out laptop computers in the Main and Hardin Libraries.

Digital Library Services offers specialized expertise and a wide range of tools and services to support UI faculty, staff and community partners in the creation of digital instructional or research projects.

Library systems are built on a mix of open source, locally developed, hosted services, and vended applications primarily from Ex Libris, OCLC, and Microsoft. For automation and resource discovery, the library uses the Ex Libris product suite, including *Aleph*, *MetaLib*, *Primo*, and *SFX*. Other core library applications run on OCLC's *CONTENTdm*, *EZproxy*, and *ILLiad* software. Key hosted services include *bepress' Digital Commons* for journal publishing and institutional repository, *Springshare's LibGuides* for web 2.0 content management and library knowledge sharing, and *RefWorks* for bibliographic citation management. Library systems are tightly integrated with campus enterprise applications such as Microsoft's Active Directory for identity management.

Collaborations

The University of Iowa is a member of the Committee on Institutional Cooperation (CIC) , OCLC, Scholarly Publishing and Academic Resources Coalition (SPARC), Coalition for Networked Information (CNI), Council on Library and Information Resources (CLIR), LOCKSS, CLOCKSS, and Portico. The CIC offers a variety of cooperative initiatives including shared licensing of databases and partnership in the Google digitization project. Similarly, the University of Iowa Libraries also works closely with the other two public universities in the state on shared licensing and other cooperative endeavors. The Hardin Library is a member of the National Network of Libraries of Medicine and serves as a Resource and Outreach Library for the network. The University of Iowa is also a NACO library.

General Information

Iowa State University, over 150 years old, was the first institution in the nation to accept the provisions of the 1862 Morrill Act which created the federal land-grant systems. As a land-grant university, the campus mission is to create, share, and apply knowledge to make Iowa and the world a better place. Iowa State University is an international university with more than 55 academic departments and is recognized for its growing interdisciplinary research programs and historic emphases on science and technology. The campus is largely residential and has nearly 28,000 students who can choose from 100 majors and hone their leadership skills in more than 750 student organizations. It has a culturally diverse student body from all 50 states and more than 110 countries.

The ISU Library is a collaborative member of Iowa State University and strives to make information accessible to all people and continues to create innovative discovery tools and programs that build on our service-oriented land-grant mission. The University Library is a centralized library system, and includes the Parks Library (the central library facility), the Veterinary Medical Library, the Design Reading Room, the Mathematics Reading Room, the expansive e-Library, and a remote storage facility.

Library Mission and Vision

Iowa State University Library aspires to be the first place that people in the ISU community think of when they need information. Our mission statement calls for the Library to be a creative partner in learning and teaching, research, and outreach, and goes on to state: “We select, organize, present, preserve, and promote information resources for present and future scholarly communities. We are active stewards of our rich collections of knowledge, and we provide innovative services in ways that anticipate needs and respect the diversity of community and ideas.”

The Library’s vision recognizes that the Library is an indispensable partner in the learning and teaching, research, and outreach missions of the University. “We are the place where intellectual connections begin. We are the university’s scholarly commons, providing physical and virtual spaces where faculty and students explore ideas and issues, or engage in solitary or collective inquiry and reflection. We rely on our highly skilled faculty and staff to encourage innovation, capitalize on appropriate technologies, forge effective partnerships, and aggressively promote excellence.”

Assessment

The Library recently created/filled a new position, Assistant to the Dean, with a primary role of centralizing/recognizing the essential role of assessment with a strong assumption that assessment data will drive our upcoming strategic planning and impact budget decisions. Pivotal assessment tools are LibQUAL+, website usage statistics, and course evaluations and they help inform elements of all the service redesigns mentioned above. The mixed use of qualitative and quantitative assessment allows the Library to strategically improve current activities and proactively plan for the future. The ISU Library has conducted the LibQUAL+ survey biennially since 2001, for a total of five times. Survey results provide the grounding for continuous improvement initiatives in the areas of collection development, service quality, and space renovations. This report includes key references to our assessment tools and assessment expectations.

Collections and Scholarly Communications

The Library's collection includes more than two and a half million volumes with collection strengths in the biological and physical sciences, and technology with strong emphasis on the associated journal collection. During a time of difficult budget cuts, the Library maintains a priority to build a cutting-edge interdisciplinary research collection in support of campus research for faculty and all students. A variety of formats such as e-journals, e-books, printed materials, DVDs, maps, and unique objects are available to the Iowa State University community.

Special Collections holds approximately 18,000 linear feet of manuscripts and archives, is home to the University Archives, maintains a unique collection of materials related to the Archives of Women in Science and Engineering, and houses a rare book collection particularly strong in natural history, especially botany and ornithology.

The Library's digital collection is in an early building stage. The Library recently converted its entire print collection of over 10,000 dissertations to electronic format and all new theses are submitted in digital format. The Library recently purchased CONTENTdm to serve as a platform for local digital collections. Also, work is underway to move existing digital collections from our former Luna system to this new platform. Existing collections include university photographs, campus art, manuscripts, and rare or unique textual material.

The Japanese American Concentration Camp Art portal is a unique collection accessible from the e-Library homepage. This virtual gallery is the most comprehensive in the nation. The project developed out of a successful collaboration between the ISU Anthropology Department and the Library, and it provides an exceptional digital resource that addresses a dark chapter in our country's history. At this time the portal can be viewed through:
<http://www.lib.iastate.edu/internart-main/2023/3007>.

While recent budget reductions have impacted every aspect of the Library, special campus attention has been paid to protect the collection. Even so, the collection has lost strength due to unrelenting annual inflation increases and repeated budget reductions. To assist in difficult decisions, we used a variety of assessment tools to review the collection. These tools include LibQUAL+ data, usage data, community outreach efforts, and collection statistics to remove redundancies and underutilized materials. Because of these measures, Interlibrary Loan/Document Delivery remains a central resource program. Like most research libraries, we view both our print and online collections as existing beyond the building's walls, and depend on strong interinstitutional collaborations to meet user needs.

The Library is planning to undertake a serious examination and campus discussion of open access that could result in sustainable outcomes as they relate to scholarly communication and equitable access to information for users. Potential for partnerships between ISU, national research centers, and/or information technology groups could result in powerful partnership programs that sustain the creation, the housing, and the access of scholarly information. This is of practical importance as libraries see exorbitant increases in electronic journal expenditures. By concentrating in these areas, the ISU Library ensures that its collections and services will remain a core treasure for both research and teaching.

Services

Library facilities, whether physical or virtual, are lynchpins in the Library's successful campus role. Last year there were more than 1.8 million visits to physical library facilities – foot traffic has increased 20% over the past four years. Historically, according to our biennial LibQUAL+ survey, a little over half of the undergraduate students use physical library facilities at least once a week. Reasons for this amazing increased usage of our physical resources include our new Learning Connections Center (LCC) and Bookends Café as well as increased attention to needs for group studying/learning and electrical outlets in table configuration. Of equal importance, particularly to the faculty and graduate students, is our e-Library, with its vast electronic journal collections, online catalog, and virtual services. The e-Library was unveiled as a full-fledged library in 2001 and holds over 84,000 electronic journals – many of which the Library only holds in electronic form.

Learning Connections Center, located in Parks Library, is a hub of learning and creativity and supports group and individual work and learning. Designed in 2007, this wing of Parks Library contains collaborative workstations, multimedia studios, a presentation room, and the Help and Information desk. Expert desk services provided by information technology staff and subject librarians enrich student experiences. A new classroom, opened in October 2009 and funded by the Roy J. Carver Charitable Trust, brings full circle the suite of LCC services the Library provides students and faculty. The classroom allows students to reinforce their learning through “live” electronic access to library collections, tutorials, and/or research tools while library instructors teach them corresponding information literacy skills. The proximity of all these services provides a student-centric environment that highlights resources and services that the Library offers in physical and virtual spaces.

e-Library. The ISU Library was a leader in building a virtual library branch facility through its website almost ten years ago. At present, a major redesign is underway that will make the e-Library more flexible, more user-focused, more interactive, and more discovery-oriented. It will provide new functionality deriving from several Ex Libris products, including a Google-like “Quick Search” (based on Primo) and a more sophisticated, federated search engine (based on MetaLib). Ex Libris’ Aleph online catalog will be installed in 2010. This redesign and functional overhaul are parts of a continuous improvement program that makes the virtual library a place to connect, explore, and discover.

Instruction and Reference. In Fall 2009, the Instruction Department unveiled an online version of our comprehensive information literacy course, a required undergraduate .5 credit course. This method of instruction provides the preferred learning method for many students. Discussion groups and tutorials are conducted online or in physical spaces with instructors. This new delivery method provides an exciting educational experience that meets individual student learning styles. To continuously improve our reference services, the Library conducts occasional qualitative reference assessment. The Atlas.ti software provides a strong contextual framework that places reference in a purposeful matrix. This matrix includes aspects of teaching and learning, community awareness, and service quality categories. All reference transactions easily fit into either teaching and learning or community awareness and are assessed through the lens of service quality. This ensures that the purpose and focus of virtual reference maintains the highest quality of service for our users.

Collaborative Relations

The ISU Library is an innovative collaborator and continues to develop partnerships with the seven colleges and our students. These partnerships create educational opportunities and build awareness of the Library's essential role in sustaining the campus educational, research, and outreach missions. Moreover, our collaborations reach out to the other two Iowa public universities and the State Library of Iowa as well as through the national research library community.

The Library's subject librarians create research guides and give seminars for undergraduate and graduate classes across a variety of disciplines. The librarians also team-teach with academic instructors thereby building an instructional model that seeks to increase the rigor and relevance of information literacy through embedding skills directly into the academic curriculum. Many librarians assess their work through pre- and post- information literacy based surveys.

Another important new collaboration involves ISU's Pan-Hellenic community, which is one of the strongest Greek communities in the nation. Recently, the Special Collections Department developed an outreach partnership with the Greek community staff liaison. The goal of this partnership is to obtain historical archival materials from sororities and fraternities for the University Archives in Special Collections. In turn, this outreach and growing collection will attract students and alumni to Special Collections where they might also discover a broader array of historical materials.

The Library developed a collaborative cataloging plan between the three Iowa Regents Institutions' libraries: Iowa State University, the University of Northern Iowa, and the University of Iowa. This project, called Virtual Original Inter-institutional Cataloging Environment (VOICE), allows the three libraries to collectively catalog materials in a timely fashion. In the future, this project will use cloud computing technology. Efficiencies of workflow will allow the three libraries to work together to build on expertise, increase productivity, and advance a sustainable approach to cataloging important and unique materials. Iowa scholars, students, and the general community will discover hidden treasures contained within Iowa's Regents libraries in a timely manner.

ISU Library also houses the State Library of Iowa's SILO (State of Iowa Libraries Online) project that provides a variety of digital services to libraries across Iowa. The Library supports the mission of this project by providing office space, IT support, and informal advice to SILO employees housed in the Library's Information Technology Division. This long-standing collaboration benefits both ISU Library and SILO staff through spontaneous discussion, meetings, and resource sharing.

Sustainability

In the past year, University President Gregory Geoffroy called on the ISU community to focus on the year 2050. He emphasized sustainability as the central theme of this strategic plan. ISU Library embraces this call and stewards not only its own collections, but aspires to be an innovative model in the area of sustainability. The Library created a "Green Team" that focuses on what we call the 4 Cs of sustainability: conservation, community, communication, and collaboration. These terms relate to the Library's mission that focuses on learning, teaching, research, and outreach. Our activities in the areas of service, collections, and collaboration focus on our role as stewards and

innovators of sustainable practice. We initiated a well-positioned collaborative partnership between the Library and the Government of the Student Body (GSB), which led to GSB funding the retrofit of 15 public printers to support duplex printing (potentially saving 20,000 pounds of paper per year). An undergraduate class from the College of Design developed several potential marketing campaigns that advertise the Library's sustainable activities and program.

Future-Casting

In concert with the current university-based strategic planning efforts, the Library will begin its own strategic planning effort in 2010. Strategic planning for the Library involves both internal staff and the Library Advisory Committee (an external committee including representatives from each college, the Faculty Senate, undergraduate students, graduate students, central computing, and the Research Office). To build on its success and remain a vibrant collaborator with Iowa State University and the nation, the Library will focus on four central planning elements (collaboration, user-focused services, assessment, and sustainability) as they support scholarly inquiry through our collections, services, and physical and virtual spaces. Essential to our future-casting will be building a streamlined data warehouse for storing and accessing qualitative and quantitative library/collection usage and user/instructional assessment data. The long-term goals are to create a system that will allow small- and large- scale data mining and provide ready access to a wealth of data that can be repurposed for a variety of audiences, needs, and initiatives. The resulting assessment data will support sustainable and informed planning for service improvement, instructional assessment, collection development, and future collaborations.

Johns Hopkins University Sheridan Libraries

The Sheridan Libraries encompass the Milton S. Eisenhower Library and its collections at the Albert D. Hutzler Reading Room in Gilman Hall, the John Work Garrett Library, and the George Peabody Library. Together these collections provide the major research library resources for the university. The mission of the Sheridan Libraries is to advance research, teaching and learning at The Johns Hopkins University by providing relevant and significant information resources, instruction, and services. The Libraries also serve as a resource supplementing the collections of the institution's five other independently administered libraries. Nearly 20,000 full- and part-time students are enrolled at Johns Hopkins, and the university ranks first in the nation in the receipt of Federal research and development funds.

Services

The Libraries constantly find new ways of providing service to ensure that information access and research support are aligned with the needs of students and faculty. The Research Services department comprises subject specialists who work very closely with faculty and students in their particular disciplines. Each academic department is assigned a library liaison, a model that allows librarians to develop effective collaborative relationships with their assigned faculty, focus on departmental concerns, build collections based on research and teaching needs, provide reference services and research consultations, and offer instruction in library and information use.

The Center for Educational Resources provides pedagogical and technological assistance to faculty and graduate students, connecting innovative teaching strategies and instructional technologies. Services include consultations and pedagogical analysis, training, an educational technology loaner program and multimedia lab, project management and instructional design on course enhancement and educational resource development projects, and grant writing— independently and in collaboration with faculty—for education innovation initiatives and outcomes assessment.

Electronic access is increasingly the preferred delivery method. Hopkins researchers downloaded more than 4.5 million full text articles in 2008. In addition, the Libraries offer Eisenhower Express, a service that retrieves and delivers books and articles from the Eisenhower Library collection for faculty, graduate students, and the disabled affiliated with the Homewood Schools.

Communication with faculty and students is essential to ensuring that users are apprised of important information (e.g., changes in hours of operation) as well as services (e.g., new database subscriptions). The Libraries continue to improve communication via several internally generated channels, including the Sheridan Library blog (<http://blogs.library.jhu.edu/wordpress/>), the Milton S. Eisenhower page on Facebook, a Twitter

feed (mselibrary), various print and e-newsletters, and an occasional one-page update called LavNotes, placed on walls in library rest rooms for maximum readership.

The Libraries are currently develop their next generation discovery tool. As part of this process, the research librarians conducted 78 user needs-assessment interviews and developed personas, (fictitious but based on real user behaviors,) that will help guide creation of information discovery and delivery service for next generation users.

Collections

The Sheridan Libraries hold more than 2.9 million volumes and subscribe to more than 55,000 print and electronic journals. The Libraries have more than 700,000 full-text electronic books; over 216,000 maps, including a significant collection of early Maryland and Baltimore; and more than 10,000 videos and DVDs.

Hopkins' research strengths in science and engineering (more than 50 percent of the Libraries' core constituencies come from these areas) are reflected in the collection, specifically in biology, chemistry, mathematics, physics, medicine, technology, and earth sciences and related science fields. In addition to our outstanding science/engineering collections we have benchmark collections in Dante and Boccaccio, Near Eastern Studies, Kant, 19th Century German Literature, Classics, and History of Science and Discovery.

The Rare Book and Manuscript Research Center (Special Collections) is located at the Eisenhower Library, the John Work Garrett Library at Evergreen House, and the George Peabody Library. The Garrett Library contains approximately 30,000 volumes with notable collections in 16th and 17th century English literature and history, natural history, architectural history, and voyage and expedition literature. The George Peabody Library holds approximately 300,000 volumes from the 18th and 19th centuries. The collection has particularly strong holdings in archaeology, British art and architecture, British and American history, English and American literature, Romance languages and literature, Greek and Latin classics, history of science, geography, and exploration and travel

In December 2008 the Libraries began a significant digitization project, which focuses on reformatting books in the general collections that are out of copyright and are in brittle or damaged condition. Preserving the content of this material is essential to our commitment to supporting the teaching and research needs of today's scholars and future scholars as well.

The Digital Research and Curation Center (DRCC) manages, preserves, and provides access to a broad set data resources. The DRCC brings together a combination of programmers, engineers and scientists. This group works collaboratively with librarians and technical specialists to support projects such as electronic dissertations and theses, geographical information systems services, and integration of library resources in courseware management systems. The DRCC is a key element in the Libraries' digital program, an outgrowth of which is the launch in February

2008 of an institutional repository (JScholarship). The preservation component of the repository ensures long-term availability of digital scholarship.

Whether collaborating with faculty to advance digital scholarship, conferring with student-faculty teams to improve classroom instruction, or developing virtual services that serve external clients, one of the hallmarks of the Sheridan Libraries' staff is their facility in harnessing technological innovation for multiple communities. It is this ability that enables the Sheridan Libraries to excel in delivering the pioneering initiatives and programs detailed below.

Collaborative Relations

The Libraries have launched a pilot program for post-doctoral fellows in heritage conservation science. Based in the Libraries' conservation and preservation department and supported by the Mellon Foundation, this program will bring into the libraries two heritage conservation fellows, selected each year in an international competition to address a vetted scientific research agenda during the initiative. The program will provide opportunities for the research fellows to collaborate with faculty and students in the Johns Hopkins Whiting School of Engineering's department of materials science, the Johns Hopkins Museums, and area institutions such as historical societies.

The Technology Fellowship Program is a mini-grant initiative managed by the Libraries' Center for Educational Resources (CER) to help faculty develop digital course resources by combining their instructional expertise with the technology skills of students. The program's focus is the creation of instructional resources that support undergraduate education. Sponsored by the Office of the Provost and the Smart Family Foundation, faculty and students develop proposals together to integrate technology into instructional projects to enhance pedagogy, increase or facilitate access to course materials, encourage active learning, and promote critical thinking and collaboration among students.

Funds from the Mellon Foundation support a joint initiative between the Bibliothèque nationale de France and Johns Hopkins to digitize 130 manuscripts for the *Roman de la Rose* digital library. The *Rose*, an allegorical love poem, was one of the most popular and widely reproduced vernacular works of the Middle Ages. The project is an outgrowth of earlier attempts to digitize medieval manuscripts and has involved the Walters Art Museum in Baltimore, the Morgan Library & Museum in New York, and the Bodleian Library in Oxford, as well as input from scholars around the world.

The Diaspora Pathways Archival Access Project (DPAAP) at Johns Hopkins University is a collaborative project of the CER, the Krieger School of Arts and Sciences' Center for Africana Studies, and the Afro-American Newspapers. With funding from the Mellon Foundation, DPAAP is arranging and describing the materials held in Afro-American Newspapers Archives and Research Center and will make those descriptions accessible through a searchable web-based database that will be free and open to the public.

In an effort to minimize costs and benefit users The Libraries embarked on a new funding model for electronic resources that stretches across the 5 libraries. A central fund supports electronic resource needs across Johns Hopkins and is overseen by a team comprising representatives from each of the member libraries. The model offers increased purchasing power and access to resources throughout the institutions. Collaborative decision making through discipline specific groups has allowed librarians to have an increased understanding of research that is conducted across the university. Centralizing invoice processing allows for redirection of library staff to other activities. Most importantly, Hopkins faculty, students, and staff have consistent access to electronic resources.

The Deans/Directors of the Chesapeake Information and Research Library Alliance (CIRLA, which includes University of Delaware, George Washington University, Georgetown University, Howard University, Johns Hopkins University, and University of Maryland) have established a distributed repository of print holdings. Each library agrees to retain print runs of selected titles for use by the constituents of the partnering libraries. Constituents of the partnering libraries will have equal access to the distributed collection, primarily through the use of electronic document delivery.

The Johns Hopkins Scholarly Communications group is a cross-library committee dedicated to fostering open access to quality information in support of learning, scholarship, research, and patient care.

Despite the increasing importance of digital information and access, the library as place continues to play an important role in Johns Hopkins' intellectual, cultural, and social life. The Sheridan Libraries will break ground in 2010 to build a new learning commons adjacent to the Milton S. Eisenhower Library on the Homewood campus. The building will be built with 21st century scholars in mind, offering students and faculty improved access to special collections while providing ample space for technology-driven, collaborative learning.

University of Kansas Libraries

Background:

Opened in 1866, the University of Kansas is a major public research and teaching institution bound by a mission to serve as a "center for learning, research, scholarship and creative endeavor" in the state of Kansas, the nation and the world. The largest of the Kansas institutions, KU annually awards more than 3,500 bachelor's degrees and 1,000 graduate degrees, including 200 doctoral degrees. The university is an AAU member.

KU Libraries constitute a major academic resource supporting more than 27,000 students and 2,100 faculty members. Fifty-five librarians and 108 staff members contribute to an energetic work environment where innovation and collaboration across campus are encouraged and valued. A major division within Information Services, the University of Kansas Libraries partners with Information Technology to deliver innovative content and technology services to advance research and learning.

Libraries:

KU Libraries includes seven branches across two campuses. Scholars from all over the world use the Kenneth Spencer Research Library's valuable collections of rare and historic material, including one of the most significant collections in Irish history and literature outside of Ireland. The Spencer Library ranks fourth in the world for its comprehensive collections devoted to the works of John Bunyan after the British Library, the New York Public Library and Harvard. The Gorton Music & Dance Library contains more than 111,000 scores, books, sound recordings and other volumes, and holds the leading music collection in the Great Plains.

Collections

The Libraries' collections contain more than 4 million volumes and thousands of microforms, manuscripts, maps and photographs housed in seven library facilities in Lawrence and one in Kansas City. These branches are cooperatively linked with the university's law and medical school libraries.

Watson Library holds most of the library's humanities and some of the social science collections. Anschutz Library holds science and social science collections as well as international and national government documents. KU is the federal depository library for Kansas. KU has strong collections in fine arts found in the Gorton Music and Dance and the Art & Architecture Libraries. Engineering collections are found in the Anschutz and in the Spahr Engineering Libraries.

Watson also holds world-class collections in international area and global studies, including the East Asian Library collection, the Slavic collections, and the Spanish, Portuguese, and Latin American Collections. These collections support growing undergraduate, masters and doctoral degree programs in language, literature, and international studies disciplines. Subject librarians and specialists provide instructional services and help users conduct research and provide outreach to KU and to the surrounding community.

The KU Libraries preservation department extends future access to library materials by promoting long-term access to library collections through the use of treatment, rebinding, reformatting and education. The Stannard Conservation Laboratory in Watson Library is the flagship of the Preservation Department, responsible for performing a variety of book repair and conservation treatments on materials from the Libraries' diverse collections. In addition to the Stannard laboratory, there is also a smaller laboratory in the Kenneth Spencer Research Library. In addition to extending access to information through high-quality conservation treatments, the department works to increase visibility of conservation within the Libraries, the University of Kansas, the state of Kansas, and nation.

Services:

KU Libraries are dedicated to providing exceptional, user-centered services and spaces that respond quickly to evolving needs. The Libraries play a central role in research and learning by partnering with faculty to prepare students for leadership in a knowledge-based society.

KU librarians are engaged in partnerships with teaching faculty in order to advance the information literacy skills of students at all levels. In 2007, the Libraries offered their first 1-credit class that focused on getting new students comfortable with core library and information resources, technologies and services. Beginning in Fall 2008, the Libraries expanded this program with the development of three honors level courses.

Additionally, the Libraries serve a critical instructional role in general education courses such as Eng 101/102, Communication Studies 130 and other courses.

Collaboration:

KU Libraries is a member of the Association of Research Libraries (ARL); the Center for Research Libraries (CRL); ESIG (NSF EPSCoR Science Information Group); the Greater Western Library Alliance (GWLA), a consortium of 32 research libraries located across 17 Midwestern & Western states, and the Regents Library Database Consortium of higher education institutions in Kansas to name a few. The Libraries participate in various initiatives, including inter-institutional resource sharing, and the expedited

delivery of ILL requested materials via courier services through the Rapid ILL network as well as OCLC and the Kansas KICNET service.

On the KU campus, the libraries, as part of Information Services, are home to the Scholar Services program with three main components: scholarly communication, digital initiatives and scholarly publishing, and data services (numeric, geo-spatial, and maps). The University of Kansas recently became the nation's first public university to adopt an "open access" policy that makes its faculty's scholarly journal articles available for free online. KU librarians were part of the team working with faculty to research and write the policy and to present it to the Faculty Senate.

KU's digital initiatives program, a unit of Scholar Services, supports the university's institutional repository, KU ScholarWorks, as well as the *Digital Publishing* and *journals@KU* for online journal publishing and access, and digital distribution of monographs. Online image collections of nearly 100,000 are drawn from a variety of sources including proprietary KU collections which consist of images that have been digitized from collections in KU libraries, museums, and academic departments (such as the Museum of Anthropology, the Kenneth Spencer Research Library, the Spencer Museum of Art, the Department of Art History). Other image collections have been licensed from commercial sources or are high quality publicly available collections.

KU Libraries is a partner with the Hall Center for Humanities and the College of Liberal Arts and Sciences in sponsoring a taskforce to examine issues in digital scholarship for the humanities and the social sciences. The aim of the joint Digital Directions taskforce is to bring together research and teaching faculty from various disciplines with librarians and information specialists to evaluate the current climate for digital scholarship at KU, to make recommendations for encouraging a culture of digital scholarship at KU, and to plan and hold KU's first Digital Scholarship Summit in 2010.

In Fall 2009, the College of Liberal Arts and KU Libraries will begin locating new services in Watson Library. The print periodical collections are being relocated and two new services, the Center for Analysis of Data and the Watson Library New Media Center will occupy these formally traditional library spaces.

Additional information about the University, the Libraries, and its collections can be found at www.lib.ku.edu.

The University of Kentucky Libraries

May 2009

The University of Kentucky, the flagship public university for the Commonwealth of Kentucky, is a research-extensive, land-grant university dedicated to improving people's lives through excellence in teaching, research, health care, cultural enrichment, and economic development. As the premier research library in the Commonwealth, UK Libraries provides ever-expanding access to quality information resources, excellent services and programs, and library facilities. As a provider of services and a repository of information resources, UK Libraries plays a key role in the University's efforts to elevate the quality of life and enhance the intellectual and economic capital in Kentucky. UK aspires to be a top twenty public research university with its Libraries becoming one of the nation's twenty best public research libraries.

The Libraries

The UK Libraries consists of 12 major facilities: William T. Young Library, Agricultural Information Center, Hunter M. Adams College of Design Library, Education Library, Shaver Engineering Library, John A. Morris Equine Library, Lucille Caudill Little Fine Arts Library, Alvin E. Evans Law Library, Medical Center Library, Science Library, Special Collections and Digital Programs, and the Kentucky Transportation Center Library.

Services

UK Libraries plays an integral role in teaching, research, learning and outreach services. UK Libraries partners with faculty to prepare students for leadership in the knowledge economy and global society. Teaching partnerships between classroom and library faculty advance the information literacy skills of students at all levels through active classroom instruction, online tutorials and course-specific web pages. UK librarians are engaged with the curricular committees who establish discipline specific templates for a revised general education curriculum. This activity is in concert with a move toward greater classroom and teaching engagement as our primary service initiative. UK librarians are experimenting with new electronic means of providing instruction to users at point of need and in concert with course assignments.

Two instructional programs created by UK librarians have been selected for the peer-reviewed ACRL PRIMO database. In FY08, UK librarians conducted 744 instructional sessions reaching 7,898 students. Reference services, both traditional in-person transactions and a virtual reference chat service, are provided for the university community and the Commonwealth with over 34,000 questions answered in FY08. The Book Express service delivers books from any library for pick up at any other library. The Information Commons, the Hub at W.T.'s, is a focal point for undergraduate students working on group projects involving information technology.

The Medical Center Library has created an extensive clinical medical librarian program that partners with clinical departments (Family Practice, Internal Medicine, Pediatrics) to provide librarian services such as attending “morning report” and “walking rounds” with the physicians, medical students and other healthcare providers. Continued involvement during the course of a patient’s care allows the librarians to gather “just-in-time information” that helps with clinical decision-making.

UK Libraries provides high quality user-centered services, programs and library spaces that are responsive to changing user needs, and developments in information technology. Since 1990, regular surveys of faculty and students monitor library service quality and enable the Libraries to focus improvement efforts, design new services and target resource selection. Since first participating in the national LibQUAL+ survey in 2001, UK Libraries scores have improved incrementally and in 2007, scores ranked above the ARL median for service adequacy.

Collections

Collections and information resources available from the library’s website (<http://www.uky.edu/Libraries>) include a collection of 3,719,548 volumes, 73,251 current serials including 45,450 electronic journals, 406,014 electronic books, 415 commercial databases, 26,780 linear feet of manuscripts and archives, and a broad collection of computer files, microforms, maps, film/video, audio and graphics with total collections expenditures of more than \$10.4 million. In FY08, 2.9 million searches were conducted in licensed databases and 1.7 million full-text articles were downloaded. Use of the Libraries’ print collection remains significant with 262,913 total circulations in FY08.

The University of Kentucky serves as the Regional Depository for Kentucky as part of the Federal Depository Library Program. Established as a federal depository in 1907, UK is also a depository for European Union publications and Canadian government publications. British Parliamentary Papers, Kentucky government publications, and technical reports from federal agencies are selectively collected.

The Libraries collections support research and teaching in agricultural sciences, life sciences, chemistry, geological sciences, mathematics, physics, humanities, history, social sciences, economics, communications, information studies, business, fine arts, medicine, nursing, dentistry, health sciences, engineering, computer science, veterinary science (specializing in equine), and law.

Special Collections and Digital Programs (SCDP) is the commonwealth’s largest repository of privately generated primary resource material and rare printed resources. The extensive manuscripts and rare books are particularly noted for the Kentuckiana and W. Hugh Peal collections. The former, documenting the commonwealth’s history and culture, contains rare Kentucky imprints and unique primary sources, while the latter is a rich collection of early editions and manuscripts of nineteenth-century British and American authors. Other notable

holdings include the Bert T. Combs Appalachian Collection (primary and secondary source holdings supporting Appalachian studies) and the Public Policy Archives (the collections of many prominent Kentuckians and organizations involved in public policy).

The Wendell H. Ford Public Policy Research Center supports research and programming relating to public policy, politics, and Congress. The Ford Center also provides digital primary source materials on the Web. The Louie B. Nunn Center for Oral History contains more than 8,000 interviews representing more than 100 national or Kentucky-related projects. The University Archives and Records Program, preserves the institution's historical record and coordinates the management of the university's academic and administrative records. The Audio-Visual Archives houses millions of sound recordings, moving images, and still photographs, including those of the Lexington *Herald-Leader* from the years 1938 to 1990.

Collaborative Relations

UK Libraries is a member of the Association of Research Libraries (ARL), the Center for Research Libraries (CRL), ESIG (NSF EPSCoR Science Information Group), Lyris library network (created by a merger of SOLINET and PALINET), and the State-Assisted Academic Library Council of Kentucky (SAALCK). UK Libraries is a member of ASERL (Association of Southeastern Research Libraries) and participates in various initiatives, including inter-institutional resource sharing, and the expedited delivery of ILL requested materials via courier services through the Kudzu project. UK is a founding member of FoKAL, the Federation of Kentucky Academic Libraries. UK Libraries participates in LOCKSS and Portico for the preservation of electronic content.

The Information Alliance between the Libraries of the University of Kentucky, University of Tennessee, and Vanderbilt University is a cooperative agreement between the organizations to strengthen library user access to regional information resources, and link information experts formally and informally.

A strong collaborative relationship exists between the UK Libraries and the School of Library and Information Science. Library faculty members with special expertise teach courses in the School while graduate students in the program gain work experience in a research library through their employment in the campus libraries.

The *Kentucky Virtual Library (KYVL)* provides a common integrated library system for the public university libraries and some private schools that facilitates the retrieval and delivery of print materials among these libraries. UK Libraries coordinates the integrated library system for the Commonwealth. KYVL also provides a core collection of digital information resources through cooperative statewide licensing.

Based at UK, the *Kentuckiana Digital Library (KDL)* works with libraries from around the Commonwealth to create and manage digital content. This online archive of historically

significant, rare and unique digitized collections housed in Kentucky archives, currently includes over 80,000 photographic images, 100,000 newspaper pages, 230,000 book pages, hundreds of oral histories, and maps documenting the history and heritage of Kentucky. UK Libraries' Digital Programs manages the KDL's systems infrastructure, performs digital conversion of selected historical resources and creates electronic texts, digitized photographs, images and archival finding aids.

UK Libraries is one of the original 6 institutions chosen to participate in the NEH funded, Library of Congress *National Digital Newspaper Program*, a project to digitize 20 million pages from U.S. newspapers in the public domain. The original phase of the *National Digital Newspaper Program* (NDNP) at UK Libraries focused on establishing best practices for in-house digitization of newspapers with a focus on Kentucky newspapers published between 1900 and 1910. By the end of Phase Three in 2011, date range for all titles will include 1860-1923 and UK Libraries will have targeted for digitization some one million pages of historic Kentucky newspapers,

UK Libraries partnered with the Keeneland Association to preserve, microfilm, digitize and provide access to the *Daily Racing Form*. This project will produce digital and microfilm versions of the *Daily Racing Form* and produce a keyword-searchable digital archive. With NEH funding and in partnership with the University Appalachian Center, descriptions for more than 50 Appalachian-related collections have been added to the KDL.

Established in 2003, the *Notable Kentucky African Americans Database* (NKAA) is an award-winning internet resource sponsored by the UK Libraries which provides biographical and historical information concerning African Americans in and from Kentucky. The NKAA covers the early history, from the 1700's to the present and entries can be searched by subjects, dates, or keywords: <http://www.uky.edu/Libraries/NKAA/>. This project received the 2009 RUSA Gale Cengage Learning Award for Excellence in Reference and Adult Library Services.

LSU Libraries

April 2009

Louisiana State University and A & M College is the flagship public institution in Baton Rouge, Louisiana. Classes began January 2, 1860 on the original campus as the Louisiana State Seminary of Learning and Military Academy with General William Tecumseh Sherman as the first superintendent; the name of the institution was changed to Louisiana State University in 1870. The current institutional name was adopted in 1877. LSU is one of only 21 universities designated as a land, sea, and space grant institution. LSU's instruction programs number more than 200 undergraduate and graduate/professional degrees. The current student body hovers around 29,000.

The original library on the current campus, Hill Memorial Library, was built in 1926 and has been renovated to house various special collections. The current main library, Middleton Library, was built in 1958 and houses most of the collections. The Baton Rouge campus includes a School of Veterinary Medicine Library, a Cartographic Information Center, and the Hebert Law Center Library.

Services

Most reference services are provided in person through the main reference department though additional information assistance is offered through email, telephone queries, online chat service, and through FAQs. Instant messaging, Facebook, Second Life, and RSS feeds through the blog are also available. Reference assistance is also offered in Music Resources, Education Resources, and Special Collections with its manuscript and rare book collections. A credit library instruction and research course is popular with undergraduates; it has been offered since the 1930s. On-demand specialized instruction is also offered.

The Information Commons, the Faculty Technology Center, a Visualization Services Center, an Information Technology Help Desk and a Print Help Desk are also housed on the first floor of Middleton Library. The Information Commons is a popular individual and group study area. The Faculty Technology Center, supported by campus Information Technology Services (ITS), is dedicated to supporting faculty in their efforts to seamlessly integrate academic technologies into teaching, learning, and research. The Visualization Services Center, also an ITS unit, is a service center that will strive to enhance the level of knowledge, skills, and interest in visualization tools and techniques among LSU students and faculty. The campus wireless network spreads not only throughout the libraries but almost completely across campus. LSU Libraries patrons who are not using networked computers can use their own laptops or one available for student checkout through the Circulation Desk. Other items such as video cameras and digital cameras are also available for checkout from the equipment pool funded by the Student Technology fee.

LSU Libraries

An online real-time map helps students find which of the 300+ computers in the Information Commons and computer labs are available. Poster-sized printing is also available from large format printers. Printing is networked and payment is with a university debit payment card.

LSU Libraries is a participant in LOUISiana Digital Library (LDL), which is managed by LOUIS: The Louisiana Library Network. LDL can trace its beginning to 1992 when LSU Libraries produced its first digital collections from historical manuscripts. LDL includes a variety of images about Louisiana as a service to users who seek more information about the culture, history, people, and historical treasures of Louisiana.

Another service, ongoing since 1948, is a microfilming program for the preservation of newspapers published in Louisiana. In the 1980s the program expanded to become the Louisiana Newspaper Project which is part of the United States Newspaper Project. Filming and cataloging of some 100 Louisiana newspapers is ongoing. A digital newspaper project has begun within the LOUISiana Digital Library.

The T. Harry Williams Center for Oral History, founded in 1991, documents the history of LSU. Interviewees include war veterans, former governors, congressmen, state and local officials and other political figures. Documenting the Civil Rights Movement in Louisiana and the diverse cultures that comprise our state are also high priorities. In addition to these large projects, individuals or groups of individuals who possess unique knowledge about the state's culture are also of interest.

The *Civil War Book Review* is a quarterly online journal published by LSU Libraries since 1999 and includes reviews by volunteer scholars of the best new titles on Civil War studies. Each issue also features an interview with a noted Civil War scholar.

Collections

Academic research collections are increasingly a hybrid world of print and electronic publications with the emphasis on scholarly research publications. LSU Libraries has holdings of almost four million print books and serial volumes, 400,000 maps, about six million government documents, more than 200,000 historic photographs, over 83,000 electronic serials, and more than 346,000 electronic books. The over 400 electronic databases are searched more than two million times a year. LSU Libraries is a federal regional, state, patent and trademark depository. LSU has been a federal depository since 1907.

The general collections support the many disciplines in which courses and degrees are offered at LSU. Library faculty serve as liaisons to all disciplines and oversee the management of collections in the disciplines. The liaisons also provide specialized instruction to courses upon request.

LSU Libraries

LSU Libraries holds collections of special interest. The Louisiana and Lower Mississippi Valley Collections (LLMVC) documents and preserves the history and culture of the region and is the largest accumulation of materials on Louisiana and the Lower Mississippi Valley in existence. Among the collections within LLMVC are over 5500 manuscript groups comprising over 10 million items documenting and preserving history and culture of Louisiana from the 18th century to the present. Among the topics reflected in the collections are business, education, LSU, medicine, performing arts, plantation life, transportation, religion, agriculture; and groups such as Cajuns, African Americans, Jews, and women. Also included are more than 200,000 historic photographs. In addition, there are over 130,000 volumes, periodicals, maps, digital materials and other published materials written by Louisianans, about Louisiana or published in Louisiana since colonial times.

The LLMVC houses a number of political papers collections, with an emphasis on elected officials at state and national levels. The collection includes the personal papers of many important figures in Louisiana political history, including those of Huey Long, Russell Long, and other Long family members. There are also papers focusing on party politics and individuals associated with political office, such as political consultants, staff members, lobbying groups, and statewide parties. The earliest Congressional papers are those of John Brown, one of the first senators from Louisiana after statehood in 1812. Every Congress is represented. The University Archives is part of LLMVC.

The McIlhenny Natural History Collection began with a 1971 gift and continuing support from the McIlhenny family of Tabasco fame. Among the more important works in the collection are the elephant folio of John James Audubon's Birds of America, Mark Catesby's Natural History of the Carolinas, John Gould's Hummingbirds, Lear's Illustrations of the Family of Psittacidae, or Parrots, and Banks' Florilegium. Another outstanding collection is more than 220 illustrations of native Louisiana plants by distinguished Australian botanical artist, Margaret Stones.

The Rare Book Collection brings together materials that are rare, valuable, or otherwise in need of special handling or protection. It has concentrations in 18th century British history and literature, New World exploration or travel, science fiction and fantasy, the Bowlus Comic Book Collection, fine printing and book design, the Rendell Rhoades Crayfish Collection, and the Carriere Collection of Poker and Hoyle.

Collaborative Relations

Among the collaborative relations in which LSU Libraries engages are some already mentioned: Louisiana Newspaper Project, T. Harry Center for Oral History, *Civil War Book Review*, and the LOUISiana Digital Library. Since the late 1980s, LSU Libraries has been actively engaged in seeking grants, ranging from a few thousand to 2.4 million. Some of these have been focused on specific projects for LSU Libraries but many have involved collaboration with other universities, or other groups on campus and elsewhere. A review of the LSU Libraries grants page indicates the breadth of the grant seeking successes.

LSU Libraries

Among the greatest grant successes is LOUIS: the Louisiana Library Network. In the early 1990s state and federal grants enabled LSU working with other academic institutions to implement a statewide network. The original mission was to automate the libraries in state funded universities. After that, electronic databases began to be added and the library network now includes public and private collaboration.

LSU is a founding member of the Association of Southeastern Research Libraries [ASERL], a consortium that played a lead role in the creation of SOLINET, now LYRISIS.

A recent collaboration between LSU Libraries and LSU Press is The Hill Collection: Holdings of the LSU Libraries series which debuted in 2008. The series brings together the rich archival resources of the LSU Libraries Hill Memorial Library and the publishing expertise and vision of LSU Press to make available for wider enjoyment and education the vast and varied holdings of the LSU Libraries special collections.

University of Louisville Libraries

April 2009

Institutional Background

The University of Louisville is Kentucky's Premier, nationally recognized metropolitan research university located in the state's largest metropolitan area. At its beginning in 1798, U of L was a private and then municipally supported public institution for many decades prior to joining the state university system in 1970. The University has three campuses. The 287-acre Belknap Campus is located three miles from downtown Louisville, housing seven of the university's 11 colleges and schools. The Health Sciences Center situated in downtown Louisville's medical complex houses the university's health related programs and the University of Louisville Hospital. The 243-acre Shelby Campus is located in Eastern Jefferson County and houses the National Crime Institute and a variety of other academic endeavors. The university serves 22,000 students, including international students and programs, taught by more than 6,000 faculty.

The Libraries

The U of L Libraries include the William F. Ekstrom Library, the main library, the Dwight Anderson Music Library, the Margaret M. Bridwell Art Library, the Sidney I. Kornhauser, Health Sciences Library, the Louis D. Brandeis School of Law Library and the University Archives and Records Center. The Libraries serve as the University's intellectual and social center, fulfilling the information and research needs of a highly diverse community through a variety of services, collections of more than 2.2 million volumes and access to a myriad of electronic resources. The Libraries' inviting, comfortable physical spaces, a wireless environment and welcoming atmosphere enhance the educational, cultural, intellectual and social experience of the University community.

The Libraries hold membership in and are active in more than 70 library groups, associations and consortia such as the Association of Research Libraries, Center for Research Libraries, Coalition of Networked Information, OCLC, LYRASIS, State Assisted Academic Library Consortium of Kentucky (SAALCK), Kentucky Virtual Library (KYVL), American Library Association (ALA), Association of College and Research Libraries (ACRL), Federation of Kentucky Academic Libraries (FOKAL), Council of Library and Information Resources (CLIR), Association of Southeast Research Libraries (ASERL), Friends of Libraries-USA, Ex Libris Users of North America, International Federation of Library Associations (IFLA), American Medical Association (AMA), Medical Library Association (MLA), Music Library Association (MLA) and others.

Services and Collaborations

The Libraries provide excellent traditional services while offering new and innovative resources. Library faculty in cooperation with teaching faculty teach critical thinking and information seeking skills annually to over 700 classes and to more than 14,000 students in the library classrooms and instructional labs.

The new Library Learning Commons and Digital Media Suite as well as the other library computer labs with more than 500 desktop computers and more than 100 lending laptops ensure that students have access to the latest technology information and skills. The Libraries also provide adaptive technology for students with special needs. The Digital Media Suite has everything students need to create multimedia class assignments. The suite has high-end MAC computer stations equipped for musical composition, graphic design and video production. The Learning Commons in cooperation with a number of university partners also incorporates Media Resources, REACH (Resources for Academic Achievement) and the University Writing Center to ensure the academic success of our students.

The Libraries contribute to the intellectual life on campus and in the community by offering exhibits, lectures, readings and other special cultural opportunities. The Libraries also house the Muhammad Ali Institute for Peace and Justice, the McConnell Center for Political Leadership, the Anne Braden Institute for Social Justice Research and the Delphi Center for Teaching and Learning. A strong, self-supporting Office of Distance Learning Library Services provides a full range of research, document delivery and class assignment assistance to students enrolled in distance education courses and their faculty. The Libraries have two Outreach Librarians who work with the city in various activities related to diversity, health care and urban information needs.

Success is measured in part by the number of people served by the Libraries. As use of the Libraries has increased to more than 2.5 million persons annually, we continue to improve library services, resources and the physical facilities. The newly constructed wing of the main library is open 24 hours daily.

Within the last three years, the Libraries have begun a new endeavor related to digital initiatives. A digital initiatives librarian as well as a metadata librarian coordinate the digitization of special and unique "hidden" collections using a new digital preservation lab. The Libraries digital initiatives help to make unique collection material and scholarship available electronically to students, faculty, staff, educators, the broader community and globally. The Digital Collections are a growing resource including rare and unique images,

documents, and oral histories from Special Collections, the University Archives and other campus units.

Collections

The University of Louisville Libraries hold more than 2.2 million print volumes, 20,545 electronic books, 13,000 print subscriptions, more than 38,000 electronic journal and database subscriptions, more than 2.2 million microforms, 43,500 audiovisual units as well as 2 million photographs, manuscripts, archives, cartographic and graphic materials. Thanks to a new Robotic Retrieval Unit which can accommodate 1.2 million items, the Libraries were able to integrate the Kersey Science and Engineering Library into the main Ekstrom Library.

During the past several years the libraries have been part of the Metadata initiatives and as a result two Digital Initiatives Librarians were hired and the digitization process has increased. The MetaArchive Cooperative (<http://www.MetaArchive.org>) evolved from conversations at the 2003 Hidden Collections Conference into one of eight partnerships within the National Digital Information Infrastructure and Preservation Program (NDIIPP) funded by the Library of Congress. The University of Louisville Libraries was one of six founding institutions creating a preservation network based on LOCKSS software developed at Stanford University. This innovative inter-institutional network harvests and securely replicates digital archives in multiple locations; hence the name, "MetaArchive" for an archive of archives. Many of the very rare and special items in Special Collections, Photographic Archives and University Archives are being digitized. In addition, library personnel are working on a variety of preservation activities related to the special and unique collections.

Circulation of library materials continues to grow to more than 500,000 annually and Interlibrary Loan activities are also increasing to 45,000 a year. The Libraries are open to everyone and anyone from Kentucky who is at least 18 and has a legitimate identification has library circulation privileges.

University of Manitoba

Background

The University of Manitoba was founded in 1877, and was the first university in western Canada. Located in Winnipeg, a hub of immigration in the late 19th and early 20th centuries, the University continues to take pride in the legacy of diversity bequeathed to it by its first benefactor, Alexander Kennedy Isbister, whose maternal grandmother was Cree and whose gift provides scholarships and prizes to students based on merit - regardless of sex, race, creed, language or nationality. Consistent with this commitment, the first woman graduated in 1889. The University is the only medical-doctoral institution in this province of 1.2 million people, and has some 26,000 students located on two main campuses: Fort Garry and Bannatyne.

The University of Manitoba Libraries (UML) comprises 18 discrete locations across the City, with 10 sites on the Fort Garry campus, the Health Sciences Library at Bannatyne, and 7 hospital sites accessible to University faculty, staff and students. The University has recently released a new strategic planning framework, and the Libraries is in the process of aligning their activities within that framework, at the same time as the Libraries is implementing its six strategic directions:

- Leaves no patron unserved
- Creates and manages information resources of exceptional quality
- Creates inspired library spaces
- Provides intuitive access to integrated resources
- Recognized as an essential partner on the learning and research journey
- Chooses the best, nurtures and realizes innovation (hiring to retiring).

Collections

Within the University's strategic framework, six academic areas have been identified for enhancement: food and bioproducts, sustainable prairie and northern communities, human rights, public and population health, new materials and technologies, and culture and communities. UML has print collections of exceptional quality, supported by rich electronic journal collections in all of these areas, as evidenced by the collections' ability to support new graduate level programming. Archives and Special Collections holds unique fonds related to human rights. The Libraries also holds unique and specialized collections in aboriginal health, medical rehabilitation, dentistry, consumer health and Chinese medicine. UML has strong collections in electrical engineering and computer science.

Archives and Special Collections includes such unique collections as the *Winnipeg Tribune* and its morgue files; the Hamilton collection of 1930s photos of séances and ectoplasm used in the movie *The Haunting of Connecticut*; Canadian prairie literary manuscripts, the archives of the agricultural experience; and rare books in western Canadiana, early Arctic exploration, early aboriginal language syllabics, spiritualism, church history, philosophy and agriculture, as well as the 69 rare books and manuscripts illustrative of European book arts that are known as the Dysart Collection. The Architecture /Fine Arts Library is home to the Winnipeg Building Index which documents the City's rich and varied architecture. Consistent with the Province's history as a centre of immigration, the University also holds collections in Icelandic and Slavic languages. The Icelandic collection contains nearly 27,000 volumes and is the largest collection of Icelandic materials in Canada and the second largest in North America. The Slavic Collection is reputed to be one of the best in Canada. It contains material primarily in humanities and social sciences in the Russian, Ukrainian and Polish languages, although all fourteen Slavic languages are represented. Within the health sciences disciplines, the J. W. Crane Library is Canada's largest library collection specializing in aging and long term care.

The University's strategic planning framework also speaks to aboriginal achievement, with the Libraries supporting a strong native studies collection in its main library, along with special emphasis on aboriginal health and aboriginal business in the relevant subject libraries.

Services

The University's strategic planning framework includes an outstanding student experience, and the Libraries contribute through provision of services and spaces. The inclusion of the hospital libraries within the Libraries gives students access to study space and the ability to pick up requested titles in their home neighbourhoods (the University is not primarily a residential campus). Traditional face-to-face reference services are complemented by e-mail and text in the evenings. Liaison librarians work with faculty and graduate students as needed, and the textiles and engineering programs have robust information literacy programs. Unusual in Canadian libraries because of Canadian copyright legislation, delivery of journal articles borrowed from other libraries is to the desktop. In Dafoe, the main humanities and social sciences library, writing tutors and technology help rounds out the services available at the reference desk.

Catalogue improvement is a major focus, with implementation of Verde and Summon taking place, along with a redevelopment of the Libraries' website following a usability study.

Space within the Libraries is a challenge, as it is across the entire campus, with deferred maintenance a major issue. The Health Sciences Libraries are undergoing a major renovation, in part to increase groups study space, based on a successful fund-raising campaign and funding

from the Canadian federal government's stimulus infrastructure program. However, a \$9 million project to renovate the main floor of Dafoe into a true learning commons with adequate public computing and group study space is stalled because of the high costs of infrastructure renovations. Also within Dafoe, a graduate commons with lockers and carrels is nearly complete. A second group study room is being planned for the Science & Technology Library.

Given the prominence of the University within the community, community engagement through public events is an important component within the Libraries, centred primarily on exhibits and lectures within Archives and Special Collections, and the Iceland Reading Room.

Collaborations

As noted earlier, the Libraries has an exceptional local collaboration with hospitals in the City to provide services to their staff; the relationship also extends to providing services to administrative entities: the Winnipeg Regional Health Authority offices, the Regional Health Authorities of Manitoba, and the Province's Manitoba Health and Healthy Living Department.

Provincially, UML hosts the catalogue of the University College of the North, and under special agreement, provides library services to the students of the International College of Manitoba. The Libraries also plays a role in the Manitoba Library Consortium, where collaborative buying, inter-institutional delivery of materials, and digitization of Manitoba newspapers through the *Manitobia* site have been a focus. The Libraries is also a founding partner of the Digital Alliance of Manitoba, a group of librarians and archivists seeking to make Manitoba's documentary history more accessible.

Regionally, UML is a member of the Council of Prairie and Pacific University Libraries (COPPUL), where licensing, and reciprocal borrowing have been major activities; reciprocal borrowing is now a national collaboration across Canadian degree-granting institutions. COPPUL is actively exploring regional last copy repositories and digital preservation of unique western collections.

At the national level, the Libraries is an active participant in the Canadian Association of Research Libraries (advocacy and public policy), the Canadian Research Knowledge Network (licensing of electronic resources), and Canadiana.org (digitization of Canadian content).

Internationally, ARL provides advocacy and continuing education, with the Centre for Research Libraries serving as a collections resource.

Assessment

LibQUAL+ has been the main tool used by UML to determine client satisfaction, complemented by an external study of web usability. However, the ongoing need to continuously assess usability of a variety of matters such as signage has led the Libraries to support a librarian in securing a certificate in usability testing. The SirsiDynix Director's Station software is also used for analysis of use of the catalogue and materials.

In conclusion, UML faces many of the same questions as its sister organizations: how to maintain the robust electronic collections that our users have come to rely on, in an environment of a fluctuating Canadian dollar, inflation and a less robust economy? How to provide reasonable access to growing print collections while providing the kinds of robust student spaces that both the Libraries and the University aspire to? How to build an evidence-based culture of determining user needs as we make difficult choices with limited resources?

University of Maryland Libraries

ARL Profile

November 2009

About the Institution

With a new university marketing slogan, “Unstoppable starts here,” airing alongside the perennially popular “Fear the Turtle,” the University of Maryland clearly intends to press forward to new levels of achievement and impact. The university president leads this messaging, as in the “Never Let Up” title of his fall 2009 state of the campus address. Of course, behind this resoluteness are the challenges shared with so many other institutions of public higher education: decreasing state support, competition for students and faculty, changing to meet how learning and research take place now, etc.

From the university’s May 2008 strategic plan, “Transforming Maryland: Higher Expectations”: “This university places a premium on excellence in everything it does, on innovation and creativity, and on entrepreneurial initiative. It is determined to be preeminent, to serve our state through local and national engagement and worldwide impact.” In accomplishing these goals, the university exploits its advantages as the flagship of the University System of Maryland, its location in the resource-rich Washington, DC metropolitan area, its diverse community and its momentum. The College Park campus is home to 37,000 students in over 100 majors taught by 3,350 faculty members.

About the Libraries

The University of Maryland (UM) Libraries mirror the university-wide challenges in their unique ways, yet share the same determination to move forward. The eight-library system supports the depth and breadth of research conducted by scholars, students and alumni through close to four million volumes of library materials, thousands of electronic journals, hundreds of databases, scores of special collections and online and in-person services. The seven libraries at College Park are Art, Architecture, Engineering & Physical Sciences, Hornbake (special collections), McKeldin (the main library on campus), Michelle Smith Performing Arts, and White Memorial Chemistry. The eighth is the Shady Grove Library in Rockville, MD, home of the Universities at Shady Grove.

The dean of libraries reports to the campus provost. Librarians have faculty status and participate in campus and library shared governance. Library faculty and staff are active in many campus ventures in addition to their support of academics.

The Libraries use LibQUAL+® and are piloting the Balanced Scorecard with the budget and human resources offices. The UM Libraries, with the campus Industrial/Organizational Psychology Program, pioneered the Organizational Culture and Diversity Assessment in 2000

and took it national in 2007, with the result that ARL now administers the ClimateQUAL™ as one product in its StatsQUAL® suite. The Libraries employ other surveys selectively as needed, internally and externally, to gauge user and staff needs and satisfaction.

Services

The UM Libraries have subject specialists linked to every academic department on campus, for purposes of instruction, collection development and reference/information services. These librarians are increasingly engaged in working with teaching faculty to incorporate online resources through the course management system. They work regularly with and through their counterparts, the liaisons in the academic departments.

One example of the expanding online presence and interface with academic courses is online reserves through the university's course management system powered by Blackboard. Another is the increasing capability of the Libraries' home page for access to the catalog, WorldcatUM, Research Port for online databases and journals, the popular chat reference service, local digital collections and the institutional repository.

The Libraries are leaders in user education, with over a thousand classes taught yearly and over 20,000 participants. User Education Services also continues its pioneering student learning outcomes assessment for information literacy.

Space is becoming the new frontier for UM Libraries, as collections shift (some to off-site shelving and others weeded as online versions make the physical volumes unnecessary) and more square footage becomes available for more inviting and flexible student and faculty uses. This new environment, as an information commons setting aimed for undergraduates, is taking shape for one floor of McKeldin Library. The School of Architecture is engaging in a visioning project with the Libraries, initially for the McKeldin Library, to imagine how it can serve new patterns of learning and research among all primary clientele, certainly including teaching faculty and graduate students.

Collections

The UM Libraries house and provide services related to important national and state collections in government information and maps. UM became a federal depository library in 1925 and the regional depository for Maryland, Delaware and the District of Columbia in 1965. GIS resources are provided as well. The Libraries have a comprehensive collection of Maryland state government publications and over 3,000 maps of Maryland. The Engineering and Physical Sciences Library has been a U.S. Patent and Trademark Depository Library since 1984 and also has a large Technical Reports Center.

Other notable special collections include the following:

- [Broadcasting Archives](#), featuring the Library of American Broadcasting and the National Public Broadcasting Archives;
- [East Asia](#) Collection with materials in Chinese, Japanese and Korean;
- [Historical Manuscripts](#) documenting all aspects of Maryland history and culture;
- [International Piano Archives at Maryland](#) of classical piano repertoire and its performance;
- [Literary Manuscripts](#) featuring Katherine Anne Porter, Djuna Barnes and Else von Freytag-Loringhoven and Maryland writers;
- [Marylandia and Rare Books](#);
- [National Trust for Historic Preservation](#);
- [Nonprint Media Services](#), the central audiovisual library for the College Park campus;
- [Special Collections in Performing Arts](#); and
- [University Archives](#) of official records, printed publications, photographs, AV materials and memorabilia.

The highest-profile special collection is the [Gordon W. Prange Collection](#), the most comprehensive collection in existence of publications issued in Japan during the immediate post-World War II years, 1945-49. It comprises virtually everything published on all subjects during this period -- books, pamphlets, newspapers, news agency photos, political posters and related archival material. Prange was General MacArthur's chief historian and later brought the collection to College Park as a professor here.

Digitized collections include original photographs, correspondence, literary manuscripts, digital videos, memorabilia, and other formats discoverable within one searchable database. Many of these collections provide access to the Libraries' unique archival holdings and are accessible to the general public. Others are restricted to campus use only. Significant digital files are ArchivesUM, Films@UM, the Jim Henson Works, National Trust Library Historic Postcard Collection, Prange Digital Children's Book Collection, Sterling Family Papers, University AlbUM, and World's Fair Art and Architecture.

DRUM is the Digital Repository at the University of Maryland, currently containing three types of materials: faculty-deposited documents, a library-managed collection of UM theses and dissertations, and collections of technical reports.

Collaboration

The Libraries have many important campus partnerships, including the Office of Information Technology, the Center for Teaching Excellence, the Office of Undergraduate Research and the Writing Center. Cooperative agreements with the nearby National Agricultural Library provide support for science librarianship and for documenting the history of agriculture in the state.

UM Libraries manage the consortium for and also belong to the University System of Maryland and Affiliated Institutions (USMAI), which supplies the integrated library system and related functions. UM is a member of the Chesapeake Information and Research Library Alliance (CIRLA) of DC, Delaware and Maryland members of ARL.

UM Libraries are a partner in the leading-edge Open Library Environment (OLE) project to build an open-source system that transforms what integrated library systems can provide and how they operate.

An important statewide partnership is with Johns Hopkins University for shared offsite storage of collections and for developing shared collections.

Horizon Issues

The UM Libraries have a new dean and strategic planning is underway. Some assumptions for the next 3-5 years have already been identified and agreed to:

1. Librarian and staff responsibilities will change dramatically and will be tied much more closely to users' assessed needs. Primary users are university faculty, students and staff. Secondary users are members of the state, national and international research communities.
2. The Libraries will restructure responsibly to meet user needs within the confines of our available resources.
3. Some print collections will greatly reduce over time and library space will be re-purposed to serve a variety of user needs.
4. Collections will be presented in digital form whenever possible.
5. The Libraries' unique collections will be developed and strengthened.
6. Technology will be vital to the Libraries' ability to provide access to information.
7. Much of what we want to accomplish in the future will depend upon partnerships – new and expanded.
8. We will need to find new sources of funding, as we cannot expect our state resources to grow.

<http://www.lib.umd.edu>

The University of Massachusetts Amherst

The University of Massachusetts Amherst was established in 1863 as a land-grant agricultural college. In 2009, the UMass Amherst Libraries provided services, access to collections, and research assistance from multiple locations: W.E.B. Du Bois Library (including the Learning Commons and the Teaching Commons), the Integrated Sciences and Engineering Library, the Image Collection Library and the Music Reserve Lab. The system is the largest public academic research library in Massachusetts, we extend direct borrowing and other services to adult residents of the Commonwealth. This campus was named the first Microsoft IT Showcase School in 2005, and the library has received multiple Microsoft software grants, exceeding \$2.3 million in value.

Services

- **Learning Commons (LC) and Teaching Commons (TC)**

The LC opened in fall 2005, and provides innovative services and electronic access to digital resources in an environment designed to attract and engage undergraduates with appropriate support staff nearby. Tutors from the Writing Center assist users with writing assignments, and the Learning Resource Center provides peer tutoring and supplemental instruction. Personnel from Academic Advising and Career Services are regularly scheduled to assist students. The TC opened in 2009 and provides services to instructional staff who teach large lecture courses by guiding them in the appropriate use of instructional technology.

- **Assistive Technologies**

This service is provided in a private space adjacent to the Learning Commons, where staff provide help to individuals as appropriate. Workstations offer a variety of technical resources for users with specific needs.

- **Interlibrary Loan and Document Delivery (ILL)**

UMass is the top net lender in New England. ILL serves undergraduates, faculty, and graduate students. On behalf of Five Colleges, the Head of ILL manages the Five College Cooperative Storage facility, and is the conduit through which a high volume of material flows between UMass and the other Five College partner libraries. Implementation of modern technology now permits 70% of requests for journal articles to be processed without staff intervention.

- **Book Paging**

This service is provided among the Five College libraries and permits staff and students to borrow directly from their own library a variety of print materials originating in any Five College library. We also page materials from the stacks for users who wish to utilize this convenience. The Boston Library Consortium (BLC) virtual catalog has driven much of our lending in recent years, and is expected to do so again as BLC implements WorldCat Local combined with FedEx 2d day delivery.

- **Research and Instructional Services (RIS)**

RIS provides research assistance at a reference desk, and directional assistance at a separate service desk. The reference desk is an integral part of the LC, operating in tandem with a technology service desk. A significant part of instruction is provided by teaching assistants

from the Freshman Writing and Junior Year Writing Programs, who are trained and are coached by reference librarians.

- **Circulation, Reserve, and Stacks Maintenance**

This unit is responsible for electronic reserves. Implementation of audio streaming in FY2010 will permit a reconfiguration of space now assigned to the Music Reserve Lab. Approximately 50% of the items processed into the overall reserve system are digitized documents. In March of 2009, 85% of total transactions were “views” of electronic items, and the remaining 15% were paper items checked out in the traditional manner. While these two types of transactions are not identical, the numbers indicate a strong preference on the part of users for digital resources. The Reserve, Media and Microforms service unit is open 24/5 as part of the LC, so laptop lending and media accessibility are available when users need them.

- **Supporting Use of Primary Resources**

Special Collections and University Archives houses collections of primary materials (e.g., papers of W.E.B. Du Bois, Horace Mann Bond, etc.) and resources documenting the history of UMass. Staff assist novice researchers in the proper use of unique materials. They also administer the Friends of the Library Undergraduate Research Award, which recognizes excellence in research and writing by undergraduates.

- **Wireless Access**

The main library (27 floors) is covered by a broadband wireless network that permits internet access anywhere in the building. The Integrated Sciences and Engineering Library is mostly covered by Wi-Fi; only the basement floor, primarily used for storage, is outside the network.

- **ScholarWorks Repository**

ScholarWorks is administered by the library and serves as a permanent digital archive for scholarly materials created on this campus. As an increasingly larger fraction of all new knowledge is “born digital” the role and importance of the institutional repository expands.

- **E-science**

The library will take the lead in at least one area of e-science: the storage, curation, and preservation of very large data sets. Challenges to this goal include the acquisition, maintenance, and currency of hardware required to store multiple terabyte files which are generated by and used in the fields of genome research, meteorological prediction, high energy physics, and geographical information systems.

Collections

The library’s collection development strategy places primary emphasis on supporting current teaching and research needs. It accomplishes this by simultaneously selecting material that will meet related, future needs as well as those more current. We are committed to providing timely access to materials we do not own through resource sharing and cooperative collection development with other libraries. Digital resources are increasingly the format of choice.

The library has a well established collection of state and federal publications, and is participating in a collaborative program to digitize retrospective federal and state materials.

Through integrated collection development, the Five College Libraries provide more unique material for users by minimizing duplication within the consortium. Similarly, cooperative technical services and processing within the consortium offer operating efficiencies.

Collaborations

- Five College Libraries cooperation dates back to 1965. It currently features:
 - A shared catalog based on a single database that supports selection, acquisition, bibliographic and user services.
 - Cooperative storage.
 - Collaboration in selection, acquisition and technical services processing.
 - ILL and document delivery, which is expedited by daily intercampus delivery of materials via a dedicated van.
 - Reciprocal direct borrowing, on site or via delivery, for students and faculty
- RAPID - This library is a charter member of Rapid Access Processing & Information Delivery, a fast, cost-effective, innovative resource sharing system designed and implemented by Colorado State University.
- Boston Library Consortium (BLC) - Founded in 1970 and now including 20 academic and research libraries throughout New England, the BLC supports resource sharing and enhancement of services through cooperative collecting, access to electronic resources and physical collections, and enhanced ILL and document delivery.
- NERL - The NorthEast Research Libraries consortium core membership comprises 27 academic research libraries. Since 1996, NERL has offered a forum in which members can share information about management and budgeting for electronic resources, and participate in joint licensing of information resources.
- CRL - The Center for Research Libraries advances scholarly inquiry through cost-effective, cooperative programs that provide reliable access through traditional and electronic means to unique and unusual collections in all appropriate formats, international in scope, and comprehensive in disciplines.

Assessment

The library has a broad program of assessment to ensure that resources are spent wisely and services are provided effectively. In addition to large scale assessment projects, we support the use of data and assessment in everyday library work.

- **Collection Analysis**
We conducted an analysis of cost and use data for books and print journal subscriptions. This analysis supports a policy to minimize duplication within our shared consortia collections and looks at approval plan effectiveness. A yearlong study examining electronic resources by purpose of use is underway.
- **LibQUAL+**
The library regularly participates in LibQual+™ to measure library users' perceptions of library service quality. This survey allows us to benchmark UMass results against those of other research libraries to determine best practices; helps us better understand how the

UMass community rates library facilities, collections, and services; and tells us where we should concentrate improvements for users.

- **ClimateQUAL**

ClimateQUAL is an organizational climate and diversity survey that allows us to examine our organization attitudes and perceptions with the intention to foster healthy organization culture and identify best practices in managing organizational climate.

- **Learning Spaces**

The library conducts a longitudinal study of use of the Learning Commons. Observational studies regularly contribute data to this study over time.

- **Faculty Liaison Services**

In 2009, the library conducted a survey to evaluate our Academic Liaison Program and how well the program aligns with campus teaching and research needs.

Conclusion

Challenges for the UMass Amherst Libraries include:

- Acquire start-up funds to purchase library materials to support new teaching and research faculty who are operating in emergent or interdisciplinary fields.
- Stabilize base funding and implement mechanisms for increased base funding to protect against inflation.
- Establish the institutional repository as the standard archiving step for all creators of new knowledge on campus by collaborating with campus partners.
- Continue to economize in all areas of operation and seek additional opportunities for outsourcing and collaboration.
- Rethink space use and pursue further redesign of spaces to provide for emerging needs of users in novel and appropriate ways.
- Develop a Research Commons. Preliminary planning is well under way, pending the identification of funding for renovation and initial outfitting with appropriate technology and specialized staff. This service is envisioned as a resource rich environment where graduate students and faculty have the opportunity to analyze, synthesize, and articulate their contributions to scholarship in a collegial setting. This facility would complete the campus plan to support research, teaching, and learning in a coherent and comprehensive manner.
- Pursue collaboration in sharing video and still images among the Five Colleges. Initial implementation will concentrate on images supporting Art and Art History programs. One partner (Smith College Library) has developed a software application (Snapdragon) that expedites processing metadata relating to collections and individual images.

University of Miami Libraries

May 2009

The University of Miami (www.miami.edu) is one of the nation's top 50 leading research universities in a community of extraordinary diversity and international vitality. The University is a privately supported, non-sectarian institution with its main campus located in Coral Gables, Florida, on a 260-acre subtropical campus. The University comprises eleven degree granting schools and colleges, including Architecture, Arts and Sciences, Business Administration, Communication, Education, Engineering, Law, Medicine, Music, Nursing, and Marine and Atmospheric Science. The University is home to more than 10,400 undergraduates and 4,900 graduate students from around the world, and has grown from its main campus in Coral Gables to include the medical campus located in downtown Miami, the Rosenstiel School of Marine and Atmospheric Science on Virginia Key, and the South and Richmond campuses in southwest Miami-Dade County. With more than 13,000 full- and part-time faculty and staff, UM is the largest private employer in Miami-Dade County.

The University of Miami Libraries rank among the top research libraries in North America. The Otto G. Richter Library on the Coral Gables campus houses collections that serve the arts, architecture, humanities, social sciences, and the sciences, and is a selective depository for federal and state government publications. The UM Libraries are comprised of the Otto G. Richter Library, the Marta and Austin Weeks Music Library, the Rosenstiel Marine and Atmospheric Science Library, the Paul Buisson Reference Library for Architecture, and the Judi Prokop Newman Information Resources Center for the School of Business. The Richter Library located in the heart of the Coral Gables campus is also home to the Libraries Special Collections, the University Archives, and the Cuban Heritage Collection found in the Roberto C. Goizueta Pavilion. The University also has independent specialized libraries for law and medicine. The University of Miami Libraries, plus Law and Medical, employ 79 Librarians and 136 professional and support staff.

Services, Education, and Outreach

As a dynamic and integral part of the academic scholarly enterprise, the University of Miami Libraries are central to the University's mission to educate and nurture students, to create knowledge, and to provide service to our community and beyond. The Libraries seek to provide high quality information, education, and outreach services to our primary clientele: the students, faculty, researchers, and staff of the University of Miami.

Access, information, and research services are available on a walk-in basis as well as virtually through instant messaging, email, phone, and through Facebook and MySpace maintained and serviced by librarians and library technicians. Librarians have begun placing IM widgets in library subject guides and Blackboard course pages. With the assistance of the Instructional Advancement office, the Libraries engagement of students via Blackboard is increasing, as more customized library content is added and broadly accessible across courses.

Subject specialization, outreach, instruction, and collection development are provided by departmental liaisons for library resources and services in specific disciplines and subject areas for students and faculty. Subject specialists provide specialized research assistance and develop and teach customized library instruction sessions designed to teach students how to identify, access, and evaluate relevant resources for classroom assignments. See http://www.library.miami.edu/about/contactus/subject_librarians.html for subject librarians' contact information.

Departmental liaisons are responsible for virtual guides to assist with research and resources. They also participate in collection development activities in the disciplines or subject area in which they specialize. See http://www.library.miami.edu/research/userguides/resource_guides.html and <http://www.library.miami.edu/research/guides/> for a list of links to library resource guides.

Teaching and Learning Commons

Currently the 1st and 2nd floors of the Richter Library contain approximately 180 workstations to access information and resources for learning, research, and the development of assignments, and presentations. See http://www.library.miami.edu/services/computers/information_commons.html.

The 1st floor also houses an expanded media service to include a digital media lab, Mac alcove and technical support staffing to assist in the use and integration of state-of-the-art digital audio and video technology, web development, and image creation and editing.

Expanded resources for oral communication include fully equipped smart group study rooms for practice presentation space with tools to assist students in the development of oral presentations and projects. This area can also be used by faculty for training and collaborative coursework.

The Libraries' Information Literacy Lab on the Richter Library 3rd floor is a state of the art instruction facility designed and operated to teach users research skills that encourage and support critical thinking and lifelong learning, key components to information literacy.

The Libraries' Faculty Exploratory, also located on the 3rd floor of the Richter Library, is an accessible physical space with equipment and staffing to assist faculty in the learning and development of new media tools for class materials, assignments and teaching.

Instructional Advancement works with library staff to develop programming and work with the faculty. The presence of the Exploratory creates opportunities for learning and discourse regarding new instructional technology techniques, best practices in technology, and the review of finished projects.

Digital Initiatives

Digital technology offers capabilities for digital preservation, exposure and sharing of digital objects and metadata, research, and the development of digital resources. Through the development of digital initiatives, the Libraries endeavor to work organizationally and collaboratively with faculty and students to develop and implement strategies, resources, and processes that enable the exploration and use of technology to enhance the teaching and learning environment. The Libraries' digital initiatives include open access publications, multimedia web-based teaching tools and resources, exhibitions, archives, and digitized collections. See http://merrick.library.miami.edu/digital_initiatives.php.

The Libraries' digital repository <http://merrick.library.miami.edu/index.php> features a growing collection of digital objects, projects, and publications developed to preserve and support digital scholarship and the research, teaching, and learning mission of the University.

The Libraries' Digital Production Lab contains state of the art equipment for image, audio, video, and text conversion for the Libraries' digitization program and the development of digital projects. The Lab maintains quality control and file/collection management strategies to ensure the integrity of materials and preservation of all digital assets.

Collections

The University of Miami Libraries plus, the law and medical libraries, hold over 3.2 million volumes and provide access to over 74,000 current serial titles. The Otto G. Richter Library, the largest library in the system, houses collections to serve disciplines in the arts, humanities, social sciences, and sciences. Law, medicine, marine science, mathematics, business, music, and architecture are served by special libraries in addition to collections housed in the Richter Library.

Core holdings in Special Collections document the history, development and culture of Florida, the Caribbean, and Latin America. Topics include the discovery and exploration of the region, the acquisition of the Florida Territory, the culture and experience of the Seminole Indians, the impact of the Civil War in the Southern US, including the presence and experience of Blacks in the region, and the growth and development of South Florida, particularly Miami.

The manuscript collections include the papers of noted authors and environmentalist Marjory Stoneman Douglas and prominent botanist Walter Swingle; the records of the Model Land Company and the Woman's Club of Coconut Grove; the collections of Mark F. Boyd and Charles Deering; and the papers of University faculty such as art historian Virgil Barker and writer Clark Emery. One of the most widely used collections is the Pan American World Airways, Inc. Records as well as other materials related to Pan Am and Florida's aviation history such as the records of World Wings International and Clipper Pioneers.

The Cuban Heritage Collection (CHC), an invaluable source of primary and secondary research materials for Cuban and Cuban-American studies, houses materials dating from colonial times to the present that document Cuba's history and culture as well as the experience of Cuban exiles and Cuban-Americans outside of the island. The holdings of the CHC include a collection of approximately 50,000 volumes of rare and contemporary books; periodical publications from Cuba; Cuban exile periodicals or "periodiquitos" published around the world; manuscript collections of personal and corporate papers; and collections of photographs, posters, maps and postcards, and other materials.

Strategic Partners & Collaborations

The Electronic Theses and Dissertations (ETD) program is a joint effort between the Graduate School and the University of Miami Libraries <http://etd.library.miami.edu/>.

The Libraries have partnered with the Writing Center to provide writing assistance for students in the Information Commons.

The Libraries house the University's Instructional Advancement Center which encourages, supports, and recognizes the instructional activities by the Faculty in order to enhance teaching and learning at the University of Miami.

The Libraries are a member of NERL (Northeast Research Libraries Consortium) which is comprised of 27 academic research libraries with the common objectives of access and cost containment, joint licensing, and possible joint deployment of electronic resources.
<http://www.library.yale.edu/NERLpublic/>

The Libraries are also a member of ASERL (Association of Southeastern Research Libraries). ASERL is the largest regional research library consortium in the United States.
<http://www.aserl.org/>

The Libraries are a member of RLG Programs, which comprises nearly 150 partners, including research libraries, archives, museums, and other cultural memory institutions.

The Libraries have recently established a partnership with the College of Arts and Sciences, and the Institute of Cuban and Cuban American Studies to develop and implement an undergraduate and graduate fellowship program and lecture series to enhance and expand the reach of the Cuban Heritage Collection, and to fully integrate the Collection and its resources and services into the curriculum.

The Libraries have recently established a partnership with The Black Archive History and Research Foundation of South Florida and Florida Memorial University to expand its resources related to the African Diaspora in South Florida and assist in the preservation and access of these materials. The Black Archives is a not for profit community based organization, and Florida Memorial University is one of 39 member institutions of the United Negro College Fund, and a historically Black institution.

Horizon Issues

The Libraries have identified three areas for strategic development in line with library trends and the future directions of the campus. These include strengthening our special collections, engaging in teaching, learning, and research, and building the digital library.

Through an assessment of our special collections we have identified weaknesses in technology and access and are now focusing our efforts on the implantation of a solid technology infrastructure to ensure and enhance preservation and access to these materials. We are also working with faculty to fully integrate the use of primary source materials in the teaching, research, and learning activities of the University.

We have made a major impact in the University's effort to enhance learning for undergraduates by playing a significant role in its implementation of Faculty Learning Communities focused on Information, Communication, and Technology (ICT) Literacy. For the five year pilot, librarians will participate in each learning community composed of 8 to 10 faculty members and impacting at least one course for each faculty member.

In building the digital library we have increased our digitization activities and worked to increase partnerships with faculty to develop digital initiatives. We have increased skill enhancement for staff in the areas of metadata, and we continue to look for ways to expand our services to address the changes in scholarly communication and data management.

University of Michigan ARL Profile

The University of Michigan is a global leader known for advancing research across all disciplines: health, law and public policy, the arts and humanities, science and technology. U-M is comprised of three campuses that serve more than 56,000 students and has over 3,000 faculty. The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

The University Library at the University of Michigan is one of the outstanding research libraries in the country. Composed of 19 individual libraries on the Ann Arbor campus, the University Library has played a key role in shaping the academic excellence of the University of Michigan. The overarching mission of the University of Michigan Library is to support the research and scholarship of our students and faculty. How we set out to achieve that mission changes with technology, cultural shifts, and the changing needs of our faculty, students, and researchers, but the underlying goals stay the same. In recent years, many non-traditional activities that support scholarship have begun to fit comfortably under the Library's umbrella, including publishing, technology instruction, copyright advocacy, and software development.

Services

The Library puts a special emphasis on providing and improving reference and instruction services that support students, faculty, and the community. In a typical year, the University Library teaches more than 1,000 classes to 20,000 undergraduates, graduate students, and faculty through course-integrated instruction and technology-focused programs like Enriching Scholarship and the Digital Dissertation Series. Combining the expertise of specialists in the subject disciplines with advanced instructional technology expertise of other specialists has been the unique foundation for instructional program development that bridges intellectual content and technology applications to create purposeful outcomes. The Library collaborates with individual instructors, small groups, curriculum committees, and student groups to tailor instruction to best meet the needs of each user.

The Library helps faculty explore new models for teaching and scholarly literacy in the digital knowledge environment with workshops, one-on-one consultations, and services provided through our Faculty Exploratory, which offers a wide range of computer hardware and software to support research and course development. We also have two locations that provide technology instruction and resources for the whole campus community. The Knowledge Navigation Center and the Tech Deck provide tools, software, and expert and friendly assistance to help students and faculty create effective and media-rich class and group projects and teaching materials. Both locations are equipped with specialty scanners, including high-speed text scanners, a large format

scanner, and a slide scanner. We partner with undergraduate programs and have established a successful for-credit undergraduate research methods course. Our Spatial and Numeric Data Service now has fully developed instruction and consultation programs to meet the growing demand for geospatial data, population studies, and other large datasets. We are also extending learning beyond the classroom with programs like the MSpotlight Series, a new monthly program series at the Undergraduate Library featuring activities such as exhibits, gaming, films, and speakers.

In recent years, the Library has greatly expanded its services and resources in support of publishing and the production of scholarship. The Library's Scholarly Publishing Office (SPO) extends our traditional scholarly communications activities by offering digital publishing services responsive to the needs of both authors and users. The majority of SPO's publications are open access and encourage authorial control of copyright. All of its digital publications meet current library preservation standards and SPO also sells reprints of thousands of the University of Michigan Library's holdings of books in the public domain. SPO also manages the Library's Espresso Book Machine (EBM), a book-making machine that automatically prints, binds, and trims library-quality paperback books with 4-color covers indistinguishable from their factory made versions. The EBM can print, bind and trim a 300-page book in about 7 minutes. The EBM helps make it possible to connect our users with the information they need, when they need it and in the form they want it. We currently use it to print digitized public domain books from our collection and elsewhere, as well as other works for which copyright permissions are not necessary, such as federal government publications and Creative Commons licensed materials. The Library's Copyright Office is a high-demand service that supports the scholarly publishing activities of the whole University community. The copyright specialists offer individual consultations and workshops on a range of copyright and publishing topics, and outreach activities include visits to University departments, a dissertation workshop series at the Rackham Graduate School, and a weeklong series of events on Open Access and the future of scholarly publishing.

Access is an essential element of the Library's mission. There are a number of delivery services in place to help users access the collections. Even with more resources available electronically, providing access to the physical collection and allowing users to customize the way they retrieve library materials has become increasingly important. Library-to-library delivery cuts the distance between our library facilities by delivering books from one location to another free of charge. We have a robust interlibrary loan service, which routinely provides desktop delivery of journal articles and digitization on demand of out of copyright works. Our 7-Fast delivery service sends copies and loans to all faculty and graduate students free of charge, usually within one to two days. Digitization on demand is also available to faculty and graduate students on the Michigan campus and is designed to digitize out-of-copyright volumes at the discretion of our subject specialists.

With a strong focus on community engagement, the Library has increasingly become a gathering place for the enrichment of the intellectual, educational and cultural life of the University of Michigan campus and the larger community. The Health Sciences Libraries partner with local and regional partners to bring health information and resources to the community. Programs in the Library Gallery, such as our Frank's Picks film series, a recent lecture featuring William Ayers and Bernadine Dohrn, and an exhibit about the legacy of the events of 1968, generate discussion in a spirit of lively discourse around important issues and reflect the dynamic nature of U-M's research and teaching.

Collections

The University of Michigan Library has one of the finest and most comprehensive collections of any academic research library. From papyri to maps to rare anarchist pamphlets, our collections have been amassed over more than 150 years to provide vast resources that support the scholarly enterprise. In recent years we have increased our focus on digitizing rare materials and unique collections from the Special Collections Library. Much of the work has focused on defining reliable strategies for handling the Library's treasures, and in the coming year we will build on that work to intensify our digitization. In conjunction with a Cataloging Hidden Special Collections and Archives grant from Mellon we will digitize a significant body of Islamic manuscripts. Our book scanning partnership with Google supports our longstanding commitment to digitizing our collection and making it as widely available as possible, while also stewarding it for long-term preservation. We continue to explore new collecting areas as well; the Computer and Video Game Archive opened last year in the in the Art, Architecture and Engineering Library houses an academic research collection of computer and video games in a usable archive providing hands-on access to the broad and diverse history of games, from the pioneering consoles of the past to today's multimedia interactive experiences. Visitors to the archive can play a wide variety of games from the 1970s to the present.

Easier access to our collections as the result of electronic subscriptions and improved ability to move materials between libraries have enabled us to accelerate the withdrawal of duplicate print titles currently housed among our libraries. We are removing duplicate journal titles across the libraries and anticipate taking a similar approach to books. By reducing the number of duplicate copies we buy and store, we free up much needed space for future collections and enhance our ability to acquire and maintain new materials.

However, even as we pare our duplicates and streamline electronic access, we remain highly committed to collecting and preserving those works with value as artifacts, and we have been strengthening our ability to store and display the precious artifacts in our collections. Our new Gallery space in the Graduate Library hosts rotating exhibits open to the public, including a recent display celebrating the 40th anniversary of 1968 that

featured items from the Labadie Collection of social protest literature. We are currently in the process of building secure and permanent display cases that will permit us to showcase treasures from our collection such as the beautiful double elephant folio edition of John James Audubon's *Birds of America*, and a letter from Galileo Galilei to Leonardo Donato, Doge of Venice, in which Galileo sketched out his first observations of the planet Jupiter. The role of libraries has always been to collect and preserve objects of scholarly importance over the long term, and we that responsibility just as seriously today as we did before the start of the digital era.

Collaborative Relations

The University Library maintains strong collaborative relationships on the local, state, and national levels. On the national level, our book scanning partnership with Google supports our long-standing commitment to digitizing our collections. The University of Michigan Library was one of the original five partners in Google's project to digitize the holdings of the world's libraries. Our ability to improve access to those collections is served by another major partnership project, the HathiTrust Digital Library. HathiTrust is the digital repository for many of the nation's great research libraries; it was conceived as a collaboration of the thirteen universities of the Committee on Institutional Cooperation and the University of California system to establish a repository for these universities to archive and share their digitized collections.

The Sakaibrary project is a collaboration between the University of Michigan and Indiana University, funded by the Mellon Foundation, to develop open source software tools to integrate access to library licensed digital content within the Sakai collaboration and learning environment. Our goal is to integrate these resources with Sakai so students and faculty can easily utilize these resources in the context of a course. Recent developments place access to librarians, library resources, and services directly within the courseware platform.

Locally, the Library is one of the core members of the campus' Teaching and Technology Collaborative (TTC), which works to help faculty connect with services and resources that support their teaching. Since 1997, the TTC has sponsored the Enriching Scholarship program to offer technology training to faculty and instructors, as well as small events throughout the year. Partnerships with the U-M School of Information include internships and mentoring for LIS students, the University Library Associate program, and a new Web 2.0 design competition. Our field librarians have offices based in academic departments and work to build stronger connections between the classroom and the library.

Horizon Issues

Looking to the future, we believe that improving collaboration between and among libraries will play a fundamental part in achieving the best and most efficient access to the widest range of materials. With the increased availability of electronic resources,

consortial licensing coupled with wisely managed shared print repositories can reduce the total amount of space that any one library must devote to collections. As libraries take on a central role as social hubs, teaching spaces, and technology clearinghouses, we must strike a careful balance between the limited space available on our campuses and the needs for a robust and accessible collection and long-term preservation of the scholarly record.

As a result of the University of Michigan Provost's Special Committee on Institutional Innovation in Collaborative Technologies for Learning, we also envision an expanded role for our library in the development and proliferation of learning technologies. The Committee recommended that the University Library "be charged with fostering and enabling a more efficient and rapid deployment of transformative learning technology and related pedagogies." Our aim will be to provide a common vision as well as coordinated support for the incubation of technologies that support learning, teaching, and research.

Michigan State University Libraries
ARL Profile
January 2010

Michigan State University Profile

For more than 150 years, Michigan State University has been working to advance the common good in uncommon ways. The nation's pioneer land-grant university, MSU was founded as a bold experiment that opened the doors of higher education, offering all qualified applicants an education that was both liberal and practical.

Today MSU leverages the land-grant notion that extraordinary potential lies in ordinary individuals to create circumstances in which that potential may be achieved. Working side by side in communities from Michigan to Malawi, research and outreach capabilities focus on solving the world's most pressing problems—from ensuring safe food and water supplies and developing lifesaving vaccines to exploring alternative energy and preparing a new generation of urban educators.

One of the top research universities in the world and a member of the Association of American Universities (AAU), MSU offers nationally ranked and recognized academic, residential-college, and service-learning programs and leads the nation in study abroad among public universities. A diverse and inclusive academic community, in fall 2009 MSU enrolled more than 47,000 students from all 50 states and more than 130 other countries, engaged more than 2,000 faculty members, and offered more than 200 programs of study, including 112 doctoral fields, in 17 degree-granting colleges.

A recent indication of MSU's excellence and impact is its selection in 2009 by the U.S. Department of Energy to design and establish the Facility for Rare Isotope Beams—a \$550 million facility that will advance understanding of rare nuclear isotopes to fuel breakthrough applications as it provides research opportunities for scientists and students from around the globe.

Library Profile

As part of a major land-grant/AAU institution, the Michigan State University Libraries support the University's mission to advance knowledge and transform lives. In addition to the Main Library, there are four branch libraries and a satellite library at the MSU Dubai campus. We are committed to the pursuit of excellence through diversity and pluralism. The Libraries are a partner in the multifaceted activities related to the University's mission, providing access to resources to serve the educational needs of the students, faculty and staff of MSU, the residents of Michigan, and the University's national and international clientele. We accomplish this mission through broad, relevant and accessible collections, appropriate facilities and quality service by helpful and expert staff using current technologies, collaborative strategies, and expanding information networks. The Libraries advance the philosophy that a library is more

than a collection of information and a knowledgeable staff; it is an essential facility where emerging and established scholars access information and gather in an atmosphere conducive to learning and other creative endeavors.

Collections

With an annual materials budget approaching \$12 million and the ever increasing availability of electronic resources, more than 60% of the budget is now expended on electronic acquisitions. The Libraries' collection exceeds 5 million volumes, with special strengths noted in the following sections.

Africana. The Africana collection is one of the top five collections in the country and consists of 200,000 books, pamphlets, maps and microform units covering all areas and disciplines. There is an emphasis on the socio-economic development and history of sub-Saharan Africa, with special emphases on Ethiopia/Eritrea, Zimbabwe, South Africa, the Sahel region of West Africa, and Nigeria (especially the Eastern Region). Library materials from all African countries (less so for North Africa) are collected at a high level, including materials in all African and other languages and across all historical periods. The Library also has a very strong collection of archival materials on microfilm and substantial special and audiovisual collections.

Turfgrass. The Turfgrass Information Center (TIC) contains the most comprehensive publicly available collection of turfgrass educational materials in the world. TIC has over 150,000 records in its primary database, the Turfgrass Information File (TGIF), with over 40% linked to the full-text of the item.

Digital Resources. The Digital and Multimedia Center (DMC), including the Vincent Voice Library, maintains a robust digitization and metadata creation program and provides in-house and online collections of multimedia and spoken word recordings. A growing program area is collaboration with faculty through the creation and curation of digital content and services to enhance learning, teaching, and research.

In support of the creation and posting of unique online collections, a large format, high-resolution scanner (the I2s AO DigiBook 14000) was acquired in 2009. Historic full color images from the Chicago Tribune, historic images from the world of turf sciences, and materials from The Brocker Sliker Cookery Ephemera Collection will highlight development activities going forward.

The DMC further assists the MSU community by searching for copyright permissions for protected materials used in classrooms and scholarly research.

The G. Robert Vincent Voice Library collects, preserves and provides access to primary source sound documents. The Voice Library is a collection of over 40,000 hours of spoken word recordings in speech, interview, lecture and program formats, dating back to 1888. The collection includes the voices of over 100,000 persons from all walks of life, both the famous and the obscure. Major areas of interest include labor history, American and foreign politics and

government, World War II history, the arts, sports and popular culture. Local, national and international clients include students and faculty of MSU, other scholars and researchers, broadcasting networks, news agencies and film, video, and Web production companies.

Special Collections. The importance of collecting rare and special books for use as unique research tools has been recognized by the MSU Libraries since its beginning in the mid-nineteenth century. Honoring this commitment, Special Collections was formally established in 1962 with the charge to house special materials, as well as to build, preserve, and make accessible important research collections for educational use.

Today, Special Collections holds over 450,000 printed works, numerous manuscript and archival collections, and an extensive collection of ephemera supporting research in popular culture, radicalism, comic art, and gender. Notable rare book collections include early veterinary medicine, eighteenth century British history and culture, modern American literature, cookery, and natural history. The Russel B. Nye Popular Culture Collection is one of the largest collections of its kind in the world while the Radicalism Collection features extensive holdings on a wide range of political, social, and economic viewpoints.

With responsibility for complex treatments of old, rare, or unusual volumes from Special Collections or other departments, the Florence G. Wallace Conservation Lab balances those duties with its primary mission to stabilize and sustain the Libraries' collection of over 5 million books.

Services

Extensive Hours. The Main Library is open 24 hours from Sunday through Friday during the fall and spring semesters.

Library Instruction. Because research and critical thinking skills are key to academic success at MSU, librarians continue to forge opportunities to introduce students to the research process as early as possible. The Libraries expanded information literacy initiatives emphasizing the needs of first-year students and underrepresented groups. Librarians partnered with Tier I writing faculty to develop learning outcomes, in-Library instruction sessions and a set of Web- and Learning Management System-based online modules that are easily incorporated into online learning spaces. The Libraries reached over 400 students in special programs for underrepresented groups including the College Admissions Migrant Program (CAMP), Ronald E. McNair Summer Research Opportunity Program (McNair/SROP) and Maximizing Academic Growth in College (MAGIC) by providing information literacy instruction and Library tours. In addition, the Libraries drew upon the cultural and linguistic expertise of library staff to provide tours and instruction in English, Mandarin and Korean and developed a video tutorial on academic integrity and avoiding plagiarism that particularly addressed the cultural understandings of international students.

Ask a Librarian. The MSU Libraries provide reference and research assistance both in-person and virtually. In-person and telephone assistance is available from professional librarians 80 hours/week at the Main Library, at our Branch Libraries and by appointment. We also offer 24/7 chat assistance in collaboration with librarians at colleges and universities across the country.

Distance Learning Services (DLS) is designed to meet the research, information and technical support needs of students and faculty in off-campus or online courses, and faculty/staff in MSU off-campus units. Expert assistance is provided for the ANGEL and LON-CAPA Learning Management Systems, including course start-up, technical and access problems and feature requests, as well as for access to Library electronic resources and other distance learning technologies.

Data Services assists faculty, staff and students identify and access numeric data sets for secondary research analysis.

Technology services include wireless access throughout the Main Library; 500+ computers; Print, Plot, Scan technology; and six Collaborative Technology Labs, in which students and faculty are invited to Create, Design, Share in high-tech, multimedia, group work spaces.

Events. The Libraries provide a robust series of programming initiatives that enhance the campus cultural environment and support inclusion and diversity. Events include the Friday Night Film Series, Michigan Writer Series, and Colloquia Series. In addition, the annual Student Book Collection Competition offers students an opportunity to share their enthusiasm for books and their personal interests with others. All topics and genres are welcome. Finalists display their collections in the Main Library for judging, and monetary prizes are awarded to the top collections. The annual Faculty Publication Reception honors faculty whose books, multimedia works, musical scores or recordings were published during the previous year.

Facilities

There are three primary factors influencing library facilities in the recent past and continuing into the future: space, technology, and creation of a welcoming environment. With a very crowded building, space is an ongoing challenge that has been exacerbated by the closing of numerous branch libraries. We are addressing space issues through introduction of major compact shelving installations, replacement of print volumes with electronic access, and rental of a remote storage facility.

It is no surprise that the relentless need for more and newer technology is a driving force. The MSU Library, like others, has been transformed through technology, requiring major expenditures and extensive building renovations. As an example, the Library is working to upgrade the internal network to take advantage of the new 10 GB network backbone that is being installed on campus. This will lead to 1 GB access to each terminal, providing faster access, downloading and transmission for all users.

We are committed to providing a welcoming environment, with services and seating to attract students and faculty. To accomplish this, we have redesigned and relocated services, made major investments in items such as carrel seating and enhanced technology, and opened a 24 hour CyberCafe. These efforts have been successful, with building usage growing each year.

Collaborative Relationships

The Libraries participate in numerous local, state, regional, national and international collaborations, which are essential to meeting the needs of the campus community as well as contributing to our land-grant mission. On campus, one of our strongest collaborative relationships is with Academic Technology Services, one of our partners in Libraries, Computing and Technology. In conjunction with the Resource Center for Persons with Disabilities, we maintain the Assistive Technology Center, which is designed to give patrons with disabilities access to the library and its resources.

On the state level, MSU has been a leader in developing and supporting MeL, the statewide resource sharing system. We were a founding member of the Michigan Library Consortium, now enlarged to the Midwest Collaborative for Library Services. On an operational level, we share our integrated library system with the Library of Michigan and the MSU College of Law.

Regionally, our primary partners are fellow members of the Committee for Institutional Cooperation (CIC). As a member of the CIC, we will be a participant in the Google project, initially contributing government documents and other public domain materials to be preserved and made accessible through the HathiTrust. We are also a member of the LIS Access Midwest Program (LAMP), a regional network of academic libraries and information science schools dedicated to promoting careers within the field of library and information science (LIS), especially encouraging students from statistically and historically underrepresented populations.

Nationally, we collaborate with our peers through the Association of Research Libraries, Coalition for Networked Information, and Center for Research Libraries. We also support initiatives such as SPARC to stimulate the emergence of new scholarly communication models. Recognizing the need to reduce cataloging costs and assure a competitive environment, the Libraries are a fully operational development partner with SkyRiver, which offers a new cost-effective bibliographic service. Another recent initiative, based on Innovative Interfaces' ArticleReach Direct, provides speedy, unmediated article delivery through a partnership with peer institutions across the US, Great Britain, and Australia. We are a selective depository for US Government, Canadian, and European Union publications.

Through partnerships and memberships with the likes of LOCKSS, CLOCKSS, Portico, HathiTrust and local initiatives, the Library accepts as part of its mission the obligation to ensure the long-term readability and usefulness of digital content whether created commercially or by individuals and/or groups from our institution.

Horizons (3-5 years)

The Libraries initiated the Vision Task Force “to consider what lies ahead, and to then suggest how

the Libraries might best prepare, plan and modify operations to successfully engage our mission in the future.” The task force report, received in late 2008, contained five broad Goal Areas (listed below) that act as the organizing principle, with each goal enriched by specific objectives and action items:

1. Assist with the intersection of technology and learning.
2. Put the patron first in how we organize, create, preserve, and provide convenient, seamless access to information and resources in all formats.
3. Create a nimble organization that can respond to a rapidly changing environment. Foster new mindsets, organizational structures and culture.
4. Curate collections of relevancy and sustainability, and maximize our impact by increasing visibility and collaboration across campus.
5. Create library space that puts the patron first, reflects the diverse needs of our user population and responds to evolving technologies.

A review completed by the task force in December 2009 noted that the list of accomplishments one year after submission is quite impressive. The review further suggested that going forward the Library should: continue to practice ongoing space planning, thinking especially about the number and role of Service Desks as they play into the larger concept of Library as Place; place an emphasis on our most prominent collections; focus on the liaison role of bibliographers; and take opportunities to make it clear that we practice data driven decision-making.

In addition, the Libraries see the following as priorities:

- identify strategies and methods by which to preserve digital content
- solidify relationships with IT for operational and service models
- solidify relationships with external bodies for operational and service models
- continued effort to provide digital surrogates
- research data management--store, share, curate
- explore or support scholarly publishing models
- establish greater assistance to distance education students
- provide more assistance with University systems
- increasing emphasis on providing technology help

University of Minnesota Profile (ARL)

The University of Minnesota is a comprehensive public university serving as both the state land-grant university, with a strong tradition of education and public service, and Minnesota's primary research university, with faculty of national and international reputation. The University Libraries are a strategic resource for the Twin Cities campus—with more than 50,000 students and 3,000 faculty—and also provide enterprise support for the University's four coordinate campuses in Crookston, Duluth, Morris, and Rochester. Composed of 14 library facilities with collections of more than 6.8 million volumes, the Libraries have a history of strength in research collections and a longstanding record of contribution to resource sharing within the state and beyond.

Positioning a 21st Century Library

In alignment with the University's strategic positioning, the University Libraries have re-conceived goals, shifting from a collection-centric focus to one that is engagement-based. This shift is reflected in the Libraries' vision statement—*The University Libraries are a strategic asset of the University, providing intellectual leadership and extraordinary information experiences toward the advancement of knowledge*—that recognizes that the Libraries enable productive inquiry within the information universe, wherever and however those interactions occur. The Libraries' mission statement—*The University Libraries inspire learning and discovery through information resources, collaboration, and expertise*—underscores the imperative of collaboration.

A key strategy in shifting to an engagement-based model involves ensuring that the Libraries' resources and expertise are well integrated into the lives of the campus community. As OCLC's Lorcan Dempsey notes, "Where attention is scarce, the library needs to provide services which save time, which are built around user workflow, and which are targeted and engaging." (Dempsey, *Ariadne*, 2006) Themes of engagement, of "getting in the flow of users," whether in virtual or physical contexts, have shaped the University of Minnesota Libraries' planning and priorities.

Services

Understanding User Behavior, Shaping Services "In the Flow"

Assessment has been a critical strategy in understanding user needs and workflow and in determining the efficacy of services. A series of formal analyses has documented contemporary behaviors of learning and scholarship and identified areas where students and faculty are challenged in meeting their goals. These behavioral assessments have informed and fueled the development of both in-library and virtual services and shaped programs of engagement with the campus.

Services and programs in support of undergraduates have targeted strategies to integrate information competencies into the curriculum, to create systems and tools that both simplify the information universe and build skills, and to develop services that are aligned with student learning modalities. *Unravel the Library* workshops impart core skills in discovering and using information. With the University's adoption of a "writing across the curriculum" focus, the Libraries have partnered with the Writing Studies department in developing an e-learning curriculum to deliver core programs via online modules. A unique partnership with the office of the Vice Provost for Undergraduate Education has created three library-based SMART Learning Commons, an innovative model to offer "one-stop study/research/learning spots" with peer consulting services as well as technology, writing, information literacy, and media support. Online services have targeted undergraduate learning styles, while offering infrastructure for curricular support. The Undergraduate Virtual Library provides a unique integrated suite of collections, services, and tools for the millennial generation. Core content and associated tools are complemented by tools that build literacy and research skills (Assignment Calculator) and enable student-faculty interaction (*UThink* blog service).

Customizable access services have been created for all users on campus. As a major section of the University's portal, *myLibrary* delivers a customized aggregation of content, tools, and services based on institutional data about an individual's status and program affiliation. Users can personalize their portal view with favored resources and export the services into external network services such as iGoogle. The portal also enables the Libraries to target and push relevant news and information to user communities. Recently introduced are system-generated recommendations of resources that are based on user preferences at the discipline level.

Given the physical distribution of resources on campus, Libraries services that minimize the impact of time and space are critical. Many of the Libraries resources have been customized for delivery to mobile devices. Online reference and chat services have grown in impact, buttressed with a coordinated statewide network. Campus retrieval and delivery services are seamlessly integrated into the online catalog. The Libraries' content management system and associated Web-authoring tools allow easy creation of specialized Web pages for courses and will be expanded with auto-generated pages for every class.

Within the Health Sciences Libraries, significant integration of library resources and evidence-based search techniques within the curriculum ensure Libraries involvement within the six colleges supported. Collaboration with the Institute for Health Informatics (also located in the Bio-Medical Library) is facilitating scholarship and new data-driven discoveries that advance the application of information to enhancing health.

Collections

From Collection Development to Knowledge Management

The University of Minnesota Libraries' tradition of significant collection strength is evident in its top-10 collection size in the mid-20th century. Subsequent analyses of unique resources have

confirmed critical collections of distinction. Years of modest funding eroded the Libraries' capacity to sustain historic depth. With increased University financial support beginning in 2005, the Libraries focused on building more comprehensive digital holdings through journal backfiles and primary source digital collections, streaming media, and digital preservation services. Resources were also committed for enhanced print collecting in areas of strength and campus priority. While collections are no longer the primary coin of the realm, reshaping priorities for collections has led to a more productive environment for scholars.

In the arena of archives and special collections, programs of focused gift solicitation and acquisition have continued to enrich these resources. Recent emphases have included archives of regional performing arts organizations (e.g., Guthrie Theater and Minnesota Orchestra), Midwest literary figures and presses (e.g., Robert Bly, Graywolf Press), GLBT history (e.g., Log Cabin Republicans), and children's literature (Jane Yolen, Claudia Mills, Kate DiCamillo). The Wangenstein Historical Library houses the rich records of the University's "Nun Study," a ground-breaking longitudinal study of aging and Alzheimer's disease (with actual brains preserved in a laboratory in the same building). New acquisitions are celebrated through an expanded exhibit program and high-profile events (e.g., Robert Bly academic conference). In addition, campus outreach to integrate these special resources into the curriculum is critical.

The Libraries' process improvement program, *Selection to Access*, has focused on the dual goals of streamlining selection and processing of core resources as well as freeing up staff time to devote to emergent priorities. A second phase of the effort is tackling workflow related to e-resources and serials, as well as defining a model program for a federal regional government depository. Resources redirected within technical processing areas have enabled enhanced catalog access and investment in managing special formats, while library liaisons have been able to reallocate time to more complex collection development and campus outreach programs in support of teaching and research. These processes have also resulted in revised collection management policies (e.g., electronic journals as a default format) to codify new directions and minimize costs of complex processes.

Key initiatives have drawn attention to the evolving issues in knowledge management. A Libraries' *Scholarly Communications Collaborative* has developed resources for library liaisons to educate the campus community about issues in publishing and authors' rights. Online tutorials and resources allow faculty and students to better assess strategies for disseminating their scholarly work. The *University Digital Conservancy*, launched by the Libraries in 2007, provides an open repository for faculty to deposit copies of their works for long-term preservation and open access. The *Conservancy* also archives digital resources of campus units. The Libraries' recently expanded *Copyright and Publishing Resource Center* delivers educational programming and consulting services related to copyright and intellectual property.

With a shift from a collection-centric model of library service, the Libraries have been challenged to expand support beyond the products of scholarship to support scholarly *processes*—i.e., the full range of tasks associated with discovering and gathering information resources, as well as those activities related to the creation and sharing of new scholarly

content. The Libraries' premier repository for scholarship in agricultural and applied economics, *AgEcon Search*, offers an example of a robust and decade-old service in support of global scholarship. *AgEcon Search* has grown through a distributed network of institutional and publisher partners. More recently, the Libraries have launched an *E-Science and Data Services Collaborative* to understand and support campus management needs with respect to data and other digital resources. Building on *AgEcon Search*, the *Harvest Choice* project charts new territory in coalescing publications and scientific data and tools in support of agricultural systems decision making. These processes, launched to understand knowledge management needs and develop infrastructure, are now foundational components of the Libraries' role.

Recent initiatives have explored the Libraries' role in supporting (and catalyzing) communities for global scholarship. *EthicShare*, supported by the Andrew W. Mellon Foundation, offers a global scholarly community in practical ethics a rich repository of harvested content, systems to link users to appropriate copies of licensed resources, and capabilities for collaborative scholarship. *EthicShare* has used assessment strategies to analyze the behaviors and collaborative incentives of ethics scholars, an important prelude to developing social tools that facilitate users' contributions to this online community. *EthicShare* offers a series of open software components that can be deployed in other contexts and the project offers a new model—i.e., supporting the full range of resource needs for a particular scholarly community. *EthicShare* also sets the stage for exploration of multi-institutional collaboration in developing content and tools.

Collaboration

Trends: Engagement, Global Scholarship, Cyberinfrastructure

The themes highlighted in this profile reflect the Libraries' use of collaborative models as a core strategy in fulfilling goals. Collaborations are evident in new models within the Libraries organization (*Collaboratives* are a structure to draw staff from across the organization) as well as in strategic partnerships with others on campus and in the community. Key engagement initiatives have involved campus collaborations to shape and support instructional programs (e.g., *SMART Learning Commons*) as well as global research partnerships (e.g., *Harvest Choice* and *EthicShare*). Collaboration within and among institutions will be critical to leverage assets and coordinate resources necessary for an infrastructure to manage and preserve digital assets of scholarship.

Research Cyberinfrastructure Alliance: Sponsored by the Office of the Vice President for Research, the Office of Information Technology, and the University Libraries to coalesce and leverage campus resources in support of computationally intensive research, the RCA agenda embraces the needs of data-driven research.

CIC Center for Library Initiatives: The Libraries of the Committee on Institutional Cooperation (Big 10+ Chicago) collaborate in the development of collections, systems, and services. A long-standing tradition of resource sharing has been enhanced with cooperative licensing and, more

recently, digitization in partnership with Google. The large-scale digitization programs have provided a foundation for the development of a program of digital preservation and access through the *Hathi Trust* and will enable future efforts to address issues of collection management (e.g., print retention and storage).

Minitex: Over 38 years ago, the University established this service to provide resource sharing within the state of Minnesota. Funded by the state Office of Higher Education, Minitex has grown to include licensing for citizens in the state (*Electronic Library of Minnesota*), library staff development for all libraries in the state, and cooperative reference services. Minitex also manages and hosts the *Minnesota Digital Library*, a cooperative program of digitization of unique resources held in libraries and historical societies in Minnesota.

Aligned with the Academic Health Center's core outreach agenda, the Health Sciences Libraries created and continue to develop *My Health Minnesota* → *Go-Local*, providing an online directory of health care services and providers throughout the state, with linkages to the National Library of Medicine's resources. A project is underway with the Minnesota Health Literacy Partnership to develop a model health literacy curriculum for Minnesota senior citizens. These connections with public libraries and other medical libraries and organizations in the state are foundational to development of an Electronic Health Library for Minnesota (awaiting funding), and positions the Libraries to contribute to the community engagement aspirations of the University of Minnesota's Clinical and Translational Science Institute.

Strategic Issues for the Future

The growth in complexity of information resources, technology systems, and research methodologies presents challenges of expertise, scale, and sustainability for the Libraries. Several issues offer promise in fulfilling the Libraries' strategic roles and also will require focused analysis and resources in the next three to five years.

Management of physical assets: The growth and deterioration of print collections will require attention to policy and decision-making vis-à-vis these collection resources. The evolution of shared digital repositories (e.g., *Hathi Trust*) provides opportunity to assess options for coordinated print storage. The University Libraries current storage facility is at capacity, adding to the urgency of issues surrounding collection storage. Strategies for building a preservation and conservation program are also on the horizon, with potential to explore shared infrastructure in the region.

Enterprise and cloud service technologies: The attraction of network services, coupled with the imperative of creating a robust and seamless experience for information users, presents a challenge in evolving local data and systems while exploiting network technologies. Issues of cost-benefit, potential for collaboration, and sustainability will be addressed in collaboration with campus IT leadership.

Knowledge Management: The ubiquity of distributed digital content and changes in research methodologies prompt the Libraries to develop new roles in supporting the needs for scholarship and research. The Libraries have expertise in developing repositories and tools as well as a well-developed repertoire in assessing user behaviors and needs. These will need to be harnessed and developed in creating a well-articulated infrastructure to support discovery, information management, and dissemination. This infrastructure will need to include both traditional knowledge resources (publications) as well as digital assets generated in the course of the scholarly process. The challenge extends beyond developing technologies to include programs of engagement with campus students and scholars to equip them to make informed choices about using, creating, and sharing intellectual goods.

Resource models: Libraries have always drawn from a mix of funding sources, and public universities have significant experience in dealing with the volatility in funding from state coffers. The mix of state funding, grants and contracts, and private philanthropy has been woven together to support both operations and new initiatives. In pursuing future challenges (e.g., content access and preservation, further integration in instruction, and research support in a global context), the Libraries are challenged to identify agile and sustainable funding models.

April 29, 2009

University of Missouri Libraries

January 2010

Background:

The University of Missouri (MU) was founded in 1839 as the first public university west of the Mississippi River. Today we are the only public institution in Missouri selected for membership in the [Association of American Universities](#) (AAU) and ranked as Doctoral/Research Extensive (Research I) by the [Carnegie Foundation](#). In fall 2009, MU welcomed a record 31,314 students, representing every county in Missouri, every state in the nation, and more than 100 countries. This is the eighth year in a row that MU has broken its total enrollment record. With 23,869 undergraduates, Mizzou is the No. 1 college choice for Missouri high school seniors. The numbers of transfer students, graduate students and African American and Hispanic students also are at historically high levels.

As the state's flagship university, our distinct mission is to provide all the benefits of a world-class research university to Missourians. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which interlocking missions of teaching, research, service and economic development work together on behalf of all citizens. In support of comprehensive academic and research programs in the arts and humanities, the sciences, and the professions, the MU Libraries acquire scholarly resources, develop innovative services, and apply new information technologies to achieve a single overarching purpose: to serve the needs of our users.

Library Collections:

MU has the largest and most comprehensive library collection in Missouri, including more than 3.3 million printed volumes, over 8 million microforms, 1.7 million government documents and more than 44,000 current journal subscriptions. Notable collections of rare and special materials are held in the Special Collections, Archives & Rare Books (SCARaB) Division. Since its humble beginnings, the rare book collection in Ellis Library has grown both by design and through donations to more than 35,000 volumes. This collection is particularly strong in the history of manuscripts, early printing, and the book arts, Neo-Platonism, English political and religious history, emblemata, Ovid's *Metamorphoses*, natural history and the history of science, and private press editions.

An additional 55,000 volumes have enriched the special collections of the SCARaB Division in such diverse areas as philosophy, history of science, short stories, early American best sellers, and early common school textbooks. The Comic Art Collection contains important gifts, such as the Mort Walker "Beetle Bailey" collection and the V.T.

Hamlin “Alley Oop” series. The Comic Art collection is also strong in graphic novels and underground comic books.

The University Archives maintains the official records and publications of the University, as well as notable scholarly collections. Most recent acquisitions include the Mary Lago manuscript collection, which is strong in E.M. Forster and Rabindranath Tagore materials, and the papers of Donald G. Sanders, Deputy Minority Council for the U.S. Senate Watergate Committee and the person responsible for uncovering the secret recording devices of the Nixon Whitehouse.

In addition to the wide variety of print collections, MU Libraries also hold one of the largest microform collections in North America. The collection includes materials such as FBI files, women’s diaries, historic newspapers, Early English Books, and American periodicals. The Division is engaged in cooperative digital projects with the University of Missouri Digital Library, the Missouri Digital Heritage Initiative, and the Digital Scriptorium project of Columbia University.

Library Facilities and Services:

The library system consists of the central facility, Ellis Library, along with eight specialized libraries across the campus. These include the University Archives, the Journalism and Newspaper libraries, the Health Sciences and Veterinary Medicine libraries, and libraries serving engineering, geological sciences, and mathematics. On a typical day when classes are in session, 8,000 individuals visit these facilities to use the collections, to study individually or in groups, to consult with library subject specialists, or to use the extensive technology resources available.

In the fall of 2004, the MU Libraries unveiled the James B. Nutter Family Information Commons on the main floor of Ellis Library. The renovated 25,000 square-foot facility features comfortable seating for more than 300 people, open as well as enclosed study and meeting spaces, and 135 fixed computer workstations. The space has wireless connectivity throughout to support laptops and other portable devices, as well as high-speed Internet access, e-mail, laser printing and scanning services. The Information Commons serves students faculty, staff and others as a gateway to electronic and print information resources by blending emerging and traditional technologies. Traffic in Ellis Library has increased steadily since the opening of the Information Commons and additional hours of access have been added to accommodate new users.

The Engineering Library was remodeled in February of 2006 to include a Technology Commons, which features 50 workstations, wireless laptops for checkout and additional group study space. The project was inspired by the successful renovation in Ellis Library, and the Engineering Library has seen a similar increase in student traffic.

A brand new Journalism Library opened in the summer of 2008 in MU's Reynolds Journalism Institute. Defined by collaborative learning spaces and new technologies, the library provides a relatively small number of computer workstations, since journalism students are required to have their own laptop computers. Twenty laptops are also available for checkout, along with digital video cameras, i-Pods, a Kindle and other electronic devices required by students learning to produce news content across existing and emerging media platforms.

Every year, the MU Libraries obtain some 20,000 books and journal articles from other institutions for MU students and faculty; and some 50,000 items are provided from the MU collections to researchers from other academic institutions throughout North America. Technology plays an increasingly important role in access to information. The MU Libraries make available an expanding array of electronic databases, including thousands of full-text journal titles, which can be accessed from any point on or off campus via the Internet. The library system provides over 400 public-access computers for staff and patron use. The J. Otto Lottes Health Sciences Library also provides a specialized Web site to address needs of patients and health-care consumers in the state.

The MU Libraries have partnered with the University of Missouri System to develop MOspace, the digital institutional repository of the University of Missouri System. Available at <https://mospace.umsystem.edu>, MOspace is a permanent digital archive of research and scholarship created at the University of Missouri. The repository enables faculty, staff and students to store copies of their intellectual output, and to rely on the libraries to preserve and provide open access to those items in perpetuity. Currently, MOspace holds some 5,000 items, including working papers and technical reports; published and unpublished papers, articles, and books; manuscripts, digital art, committee and task force reports, course materials, and audio-visual materials. University of Missouri theses and dissertations are in the process of being added, and the inclusion of data sets generated by University of Missouri faculty is being planned.

In addition to MOspace, the MU Libraries have collaborated with the three other campuses of the University System to digitize over 12,000 titles for the UM Digital Library administered by the Library Systems Office. The MU Libraries SCARaB Division has been reformatting large numbers of images from rare and fragile print collections since 2000, through such collaborative efforts as the Digital Scriptorium.

Collaborative Relations:

MU Libraries are a member of the Association of Research Libraries (ARL); the Center for Research Libraries (CRL); the Greater Western Library Alliance (GWLA), a group of 32 research libraries located in the western half of the United States, and MOBIUS, the Missouri consortium of libraries. MOBIUS members include 62 colleges and universities, the Missouri State Library, and 2 large public libraries. The MOBIUS Common Library

Platform, an online union catalog of approximately 18 million items with a single user interface, allows users to request materials using any personal computer with an Internet connection. Requested materials are delivered within one or two days by the MOBIUS Delivery System. MOBIUS is also responsible for statewide licensing of electronic resources and a cooperative collection development program.

The MU Health Sciences Library is the founding academic library partner in the Missouri Area Health Education Centers (MAHEC) Digital Library, which serves health care providers throughout the state. The Health Sciences Library also serves as a Resource Library in the National Network of Libraries of Medicine (NN/LM), Mid-continental Region. In the role of library advocate to the six-state region, the Missouri liaison officer to NN/LM has developed calculators for library ROI value and has contributed to library research on the value of libraries to quality health care.

Collaboration and outreach are twin focal points around which system-wide planning for library services are undertaken. The MU Libraries' strategic plan reflects these values at the tactical and operational levels of the organization.

View to the Future:

The MU Libraries are playing a central role in **Mizzou Advantage**, a long-range strategic plan of the University focusing on five interdisciplinary areas of institutional strength. The target areas of focus are food-related research; future media; human and animal health; sustainable energy; and transformational technologies.

The MU Libraries support of learning and discovery has always been central to the mission of MU, and the libraries will be essential to the five strategic initiatives outlined in **Mizzou Advantage**. In support of this new initiative, library staff will play a number of roles, including:

- **Information Resources** – identification, interpretation, filtering and packaging of a wide range of resources, in all formats, for individuals and groups of users.
- **Project Collaboration** – staff brings expertise in information management, organizational development, and project management to function as full partners with the facilitators and project teams.
- **Instructional services** – intellectual property, copyright management, and information literacy issues are among the training and instruction available.
- **Grant support** – assistance in researching funding sources, identifying potential collaborators, and more.
- **MOspace** – offering ongoing, permanent access to research and knowledge production in all media formats for facilitators and teams.

Additional information about the MU Libraries can be found at the following URL:

<http://mulibraries.missouri.edu/>

National Library of Medicine

ARL Profile

The National Library of Medicine (NLM), a component of the National Institutes of Health (NIH), is the world's largest biomedical library and the developer of electronic information services that deliver trillions of bytes of data to millions of users every day. NLM has a statutory mandate from Congress to apply its resources broadly to the advancement of medical and health-related sciences. Scientists, health professionals, and the public in the U.S. and around the globe search the Library's online information resources more than one billion times each year.

Services

The Library fulfills its mission by collecting, organizing, and preserving the world's scholarly biomedical literature and making it available to investigators, educators, practitioners, and the public via a partnership with the 5,800-member National Network of Libraries of Medicine. Through its National Center for Biotechnology Information (NCBI), NLM serves as a leading national and international resource for building, curating, and providing sophisticated access to molecular biology and genomic information. NLM also conducts research and development in biomedical communications systems, methods, technologies, and networks for information dissemination to health professional, patients and the general public.

Health Professionals and Consumers

NLM's Library Operations Division is the organizational unit responsible for ensuring access to the published records of the biomedical sciences. The primary responsibilities of Library Operations include collection development and acquisitions, cataloging, indexing, the creation and maintenance of authoritative subject headings and classification schemes, preservation, reference services, document delivery and interlibrary loan. Products and services such as DOCLINE®, PubMed®, Medical Subject Headings (MeSH®), MedlinePlus®, and LocatorPlus® are the backbone of medical library services and information management in the United States and abroad. These basic services support NLM's outreach to health professionals, patients, families and the general public, as well as focused programs in AIDS information, molecular biology, health services research, public health, toxicology, environment health, and disaster planning. The Library's outreach and education mission is further enhanced by a robust exhibition program that promotes awareness of health information services and interest in careers in science and biomedical informatics.

Scholars and Historians

NLM is an essential resource to scholars of the history of medicine and those seeking still and moving images and other records of the history of medicine in the United States. The History of Medicine Division houses print and non-print materials covering every area of the history of medicine and the health sciences in the United States and Europe, and substantial collections of Latin American and Asian publications. The collection includes about 500 incunabula, 57,000

16th-18th century books, and 95,000 items published from 1801-1913. The rich print collections are complemented by a large collection of archives and manuscripts related to the history of medicine and prints and photographs of approximately 100,000 images dating from the 15th to the 21st century.

Opportunities and Challenges

The priorities for Library Operations' program planning over the next 3-5 years are driven by the goals and objectives the NLM Long Range Plan 2006-2016. Three broad areas encompassing the core activities of the Library have been identified as key foci for developing a strategic plan for Library Operations. Working groups have been formed to address these three primary areas: Bibliographic Control; the Collection—Preservation and Access to Information; and recruiting and retaining the Workforce for the Future. The goals and objectives for the next five years will be shaped by the impact of electronic publishing and digital archiving, with the attendant issues of licensing over ownership, the changing business models of publishers, and new expectations of the millennial generation as members of the workforce and our user communities.

Improve Information Retrieval, Synthesis, and Display

To keep pace with the increasing flood of knowledge and data, NLM must continue to enhance the efficiency of its internal data creation and library processing systems and develop multiple channels and better ways to access the health information provided. Among these efforts are implementing a new and more effective search engine for the NLM website and MedlinePlus, providing more useful information and links on the PubMed page, developing products to support social networking and other new software, linking of NLM products to personal health records and electronic health records, and improved support in locating valuable interactive material that is no longer merely supplemental to journal articles but increasingly has become an integral part of these articles.

Collection

Increase Space for Staff and Collections

NLM has an archival responsibility to retain and preserve for future generations copies of the materials it acquires. This responsibility has become increasingly important as health science and research libraries cancel their print subscriptions in favor of electronic access and remove older print runs to free up space for collaborative uses by faculty, staff and students. NLM's mission to acquire and house archival print collections will have consumed the available collection space by 2010. NLM urgently needs a new building and its delay impacts all programs. Space for staff and collections will be problematic for years to come unless change comes swiftly.

As temporary relief for the space problem, NLM has implemented a plan to expand existing space on one level of the library's stack area by strengthening the floor so that additional compact shelving can be installed. New sprinkler, lighting and HVAC systems will be installed

to improve environmental conditions and security of collections. The additional space will accommodate projected collection growth until approximately 2030.

Implement New Strategies for Preservation

NLM has made significant progress in preserving its traditional physical collections through microfilming and digitizing brittle books and journals, conservation of rare historical materials, and implementation of an onsite disaster prevention and response program. The great challenge for NLM and other research libraries is to ensure the preservation of digital information in a usable form, including those items born digital and those digitally preserved. NLM has developed a policy for determining priorities for digitizing deteriorating or unique items in the collection and a management plan for implementing NLM's digital repository that complements PubMed Central™, the free digital archive of biomedical journal literature operated by NLM.

NLM's approach to addressing the unique challenges of preserving electronic information is to use the library's own electronic products and services as test-beds and to work with other national libraries, the Government Printing Office, the National Archives and Records Administration, and other interested organizations to develop, test, and implement strategies and standards for ensuring permanent access to electronic information.

Collaborations and Partnerships

NLM has established collaborative relationships with organizations representing health professionals, other Federal research and library entities, publishers, educators, hospitals and medical centers. The contributions of these partners and collaborators enhance the content and improve the delivery of many of NLM's products and services. Other partnerships contribute to the Library's goal of recruiting and developing a strong and diverse workforce for health sciences libraries in the future.

Outreach

The National Network of Libraries of Medicine (NN/LM®) is a unique and fundamental NLM program to ensure equal access to biomedical information to all U.S. health professionals and the public, including patients and their families. Established in the Medical Library Assistance Act of 1965, the program promotes resource sharing, document delivery, outreach and training through a nationwide network of health science libraries and information centers coordinated by NLM. These include academic medical libraries, hospital, pharmaceutical and other special health sciences libraries, a growing number of public libraries and community-based organizations with an interest in promoting access to health information. NN/LM is NLM's primary collaborator in outreach to the biomedical community and to the public.

The NN/LM is a key member of the Partners in Information Access for the Public Health Workforce, a 13-member public-private agency collaboration initiated by NLM, the Centers for Disease Control and Prevention, and the NN/LM in 1997 to help the public health workforce

make effective use of electronic information resources and to equip health sciences librarians to provide better service to the public health community.

Disaster Preparedness

NLM is committed to ensuring uninterrupted access to critical information services in the event of a disaster or emergency. The NN/LM developed and maintains an Emergency Preparedness & Response Toolkit for members on their Website. NLM's new Disaster Information Management Research Center is building on proven emergency backup and response mechanisms within the NN/LM to promote effective use of libraries as a major and largely untapped resource in disaster management efforts. The Emergency Access Initiative is a partnership of NLM, the Association of American Publishers and the NN/LM to develop an alternate means of access to biomedical literature for users whose access to library facilities and basic information services has been interrupted by a disaster event.

The Bethesda Hospitals' Emergency Preparedness Partnership was created to prepare for disasters in the national capital region. The partnership consists of three hospitals in the Bethesda, Maryland area with NLM's participation to assist with immediate research and dissemination of medical information for first responders and health care providers.

Building a Strong and Diverse Workforce

NLM supports training opportunities for health sciences librarians and information specialists. The NLM Associate Fellowship Program, a post-graduate training program for health sciences librarians, has graduated over 200 alumni over the past 40 years. Other training and recruitment programs are made possible with the collaboration of library schools and other organizations, including the Medical Library Association and the Association of Research Libraries. Program efforts are targeted at attracting promising students to careers in health sciences libraries, recruiting a diverse workforce, and preparing mid-career health sciences librarians for leadership positions. NLM is a key partner and co-funder with the Association of Academic Health Sciences Libraries for the ongoing NLM/AAHSL Leadership Fellows program.

The American Library Association Spectrum Scholar initiative, designed to increase diversity in the library profession, has benefited from funding and program support from NLM. NLM also partners with the University of Arizona Health Sciences Library and the Knowledge River Institute of the University's School of Information Resources and Library Science to provide internships in health sciences librarianship to Hispanic and/or Native American students who are accepted in to the Knowledge River Program.

University of Nebraska-Lincoln
ARL Profile
April 2009

Introduction

The University of Nebraska-Lincoln, chartered by the Legislature in 1869, is that part of the University of Nebraska system which serves as both the land-grant and the comprehensive public University for the State of Nebraska. Those responsible for its origins recognized the value of combining the breadth of a comprehensive University with the professional and outreach orientation of the Land Grant University, thus establishing a campus, which has evolved to become the flagship campus of the University of Nebraska. UNL works cooperatively with the other three campuses and Central Administration to provide for its student body and all Nebraskans the widest array of disciplines, areas of expertise, and specialized facilities of any institution within the state. The role of the University of Nebraska-Lincoln as the primary intellectual and cultural resource for the State is fulfilled through the three missions of the University: teaching, research, and service.

The University Libraries is comprised of Love Library and seven branch libraries: C.Y. Thompson, Architecture, Engineering, Geology, Mathematics, Music, and the Library Depository/Retrieval Facility. The University Libraries is the only comprehensive research library in the state of Nebraska, and serves students, faculty, and staff of the University of Nebraska-Lincoln, as well as citizens of the state. Together with the Schmid Law Library, the University Libraries offers both in-house and remote access to a wide variety of electronic resources through the Libraries website, at <http://iris.unl.edu>.

Vision

The UNL Libraries faculty and staff play an active role in facilitating the connection between students/faculty/users and the scholarly record. UNL Libraries provides services and tools to enable discovery of information. The Libraries are engaged with their users in creating a community that values active learning and research processes. Further, the Libraries are stewards of scholarly content and create, organize, and publish scholarly work of the University.

Mission

The mission of the University Libraries, as an integral part of the University of Nebraska-Lincoln's diverse academic community, is to provide access to information through the teaching, interpretation, acquisition, organization, and preservation of information resources in all forms, to the UNL community, the state of Nebraska, and beyond.

This mission is accomplished by fostering a forward-looking environment for the creation, dissemination, and utilization of knowledge, applying the principles of information management.

Services

The University of Nebraska-Lincoln Libraries consist of Love Library (the main library), and seven branch libraries (Architecture, Music, Math, Geosciences, Engineering, the C Y Thompson Library and the Library Depository and Retrieval Facility on the East campus). The Law Library reports to the dean of the Law College. The Libraries provide traditional and e-based library services, have study rooms available to students for group work, circulate laptops, digital cameras, etc. to students, and provide a high-end media lab for student use. Input from the graduate student advisory group, the Association of Students of the University of Nebraska-Lincoln committees, and the Faculty Senate Library Committee are used in setting service priorities.

The Libraries emphasize a user-centered approach to planning services for the campus ensuring that services are available to our students and faculty regardless of location. To meet the needs of our students, the Libraries participate in the QuestionPoint consortia to provide 24 by 7 chat reference services, to complement the numerous electronic resources available to our constituencies. Unmediated interlibrary loan services are available through our participation in the Colorado State Rapid services. Services to distance education students include delivery of books to their homes as well as complete online access to electronic resources and services. The liaison program connects librarians with the academic departments to provide advice and consultation services to faculty and students. The librarians also support undergraduate research projects through the campus UCARE program where undergraduates receive a stipend for working on research projects with faculty. In the libraries, students are creating an online history of the University, are processing, analyzing, and digitizing special collections.

Collections

The Libraries' collection of 3.1 million volumes and approximately 28,000 serials supports the wide range of programs at the University. Key special collections include rare and unique documentary materials created and accumulated by UNL and its members as well as from individuals and organizations external to the University. The collecting interests and the extent of collecting activity increases and decreases over time as academic research programs develop and diminish at UNL. The purpose of this approach is to provide the UNL research community with the rare and unique research materials that users require. Collections will, to the extent possible, anticipate future research needs.

Collection strengths are reflected in the University Archives, manuscripts, rare books, ephemeral print materials, photographic collections, and in digital texts. Areas of strength include the following:

Agriculture, Ethnic American Collections, Folklore and Folk Arts, French Revolutionary War Materials, Great Plains History and Literature, History of U.S. Wartime or Military History, Natural History and the Sciences, U.S. Railroads, Russian History, Social Sciences, University of Nebraska-Lincoln.

Unfortunately economic issues in the state have left the libraries with no increase in state support for collections in the past 7 years. Foundation funding and student fees have been used to supplement the lack of state dollars and to help offset the impact of inflation. Still, the libraries have reviewed and reduced the number of serial titles in the collection every three years.

The Libraries have expanded efforts to provide access to scholarly activities of the campus. The Institutional repository using Digital Commons software includes over 31,000 documents includes over 20,000 faculty articles and publications. Original monograph publications are included in the repository and a print-on-demand feature has been added to the program. The Libraries also support a number of open access journals for the campus as well as providing online access to back runs of key campus scholarly journals. For images and media collections, the Libraries provide access to image databases from a variety of campus units including the museums, Nebraska Education Television, Architectural collection and the Art History department using ContentDM. Documents from DigitalCommons are downloaded over 120,000 per month. Patrons from over 150 countries have accessed the database.

Access to collections has been consolidated so patrons can search the traditional catalog, image databases, special collections finding aids, and digital projects using the Encore search engine from Innovative Interfaces. Harvesting of metadata from MARC, Dublin Core, EAD and TEI is done daily and is incorporated into the database. Faculty and students can add tags to the records to help improve searching. For example, the Center on Applied Ethics (find correct name) has added tags to items of interest to them, creating a virtual library in lieu of a physical collection.

Collaborative Relations

The Libraries have developed a number of important collaborative relationships with the campus. The Center for Digital Research in the Humanities is a joint program between the Libraries and the College of Arts and Sciences. The Center works with scholars to support digital research in the humanities and to develop new tools for analyzing texts and other humanities resources. The Center has over \$3 million in grants to support its work. The Libraries also have joint grants with the Nebraska State Historical Society and the College of Journalism. The Libraries are a part of the campus Advance grant to bring more women faculty into the STEM disciplines. The Libraries are managing the website for the program and are a

key part of the assessment of the program. With the Office of Research the Libraries are managing the deposit of articles from NIH funded research into PubMed.

The Libraries participate in a number of consortia to provide expanded services and to negotiate electronic license. Consortia arrangements include the University of Nebraska system, Greater Western Library Alliance, and work with the Kansas Regents Universities.

Diversity

A key strategic initiative at UNL Libraries is the commitment to improving diversity. The Libraries have been active supporters of the ARL diversity initiatives, particularly the LCDP program. The Libraries have also supported and participated in the diversity national conferences. The efforts to attract a more diversity faculty have been successful with the addition of five new faculty members in the past 2 years who represent underrepresented groups. The library faculty are active in the state to promote diversity and helped establish the diversity committee in the Nebraska Library Association.

Assessment

A second priority for the Libraries is the expansion of the assessment program. Assessment efforts have included use of the LibQUAL+® survey, survey of graduate student needs working with the graduate student association, use of the ClimateQUAL™ survey, and assessment of the Engineering library. To expand those efforts an associate dean position was revised to include coordinating assessment efforts for the Libraries and to connect the Libraries efforts with campus assessment efforts.

Strategic Direction

To meet the changing needs of our students and faculty and to cope with poor economic times, the Libraries revised its strategic plan to emphasize user-centered experiences, adjusting services to meet the needs of students. Plans include adjusting service levels so more help is available when papers are due with less “just in case” help during slower times of the year, revising the liaison program to emphasize scholarly communication issues and promotion of Web 2.0 services, and increasing services for international programs as the campus expands international efforts. Financially, the Libraries continue to seek alternatives to state funding including additional foundation funds, renewed development efforts, and new revenue streams such as print on demand services.

University of New Mexico

University Libraries

ARL Profile 2010

The University of New Mexico

As a top-ranking Hispanic-Serving Institution, the University represents a cross-section of cultures and backgrounds. Approximately 25,000 students attend main campus with another 6,700 students at branch campuses and education centers. The University of New Mexico is the state's flagship research institution. UNM boasts an outstanding faculty that includes a Nobel Laureate, two MacArthur Fellows, and 35 Fulbright scholars. UNM employs 20,210 people statewide, including employees of University Hospital. Offering more than 210 degree and certificate programs, UNM has 94 bachelor's degrees, 74 master's degrees and 40 doctoral programs. The Health Sciences Center is the state's largest integrated health care treatment, research and education organization and a top-ranked medical school.

Among the University's outstanding research units are the Center for Advanced Research Computing, Cancer Center, New Mexico Engineering Research Institute, Center for High Technology Materials, Design Planning Assistance Center, Environmental Law and Policy and the Center for Non-Invasive Diagnosis. The University has branch campuses in Gallup, Los Alamos, Taos and Valencia County. A new UNM classroom facility serving a growing population will open in January 2010 in Rio Rancho, NM across the river from the main UNM campus. UNM offers graduate and upper division programs in Los Alamos and Santa Fe and throughout the state. UNM also offers a nearly 40 complete degree programs through the Evening and Weekend Degree Programs and significant offerings on-line through Distance Education.

Overview

Since its founding in 1889, UNM has provided library collections and services. The University Libraries (UL) has grown with the University adding specialty branches in areas of strength for UNM. University Libraries is administered by the Dean of University Libraries who reports to the Provost and Executive Vice President for Academic Affairs. In the Health Sciences Center the Director of Library Support Services for the HSLIC reports to the Associate Vice President for Knowledge Management and IT and in the Law School the Associate Dean for Library and Information Technology reports to the Dean of the School of Law. The UL has kept pace with student needs over the years and continues to do so moving more strongly than ever into the provision of electronic access and content. The UL has been a member of the prestigious Association of Research Libraries since 1979, is a member of the Greater Western Library Alliance, Council of Library and Information Resources, Center for Research Libraries, Alliance for Information Science and Technology Innovation and New Mexico Consortium of Academic Libraries.

Mission

The University of New Mexico University Libraries provides information, services and education in anyplace and at anytime, as well as providing and maintaining exceptional facilities for the evolving education, research and service needs of UNM and the wider community. The UL plays a key role in fulfilling UNM's mission to serve as New Mexico's flagship institution of higher learning through demonstrated and growing excellence in *teaching, research, patient care, and community service*.

Vision

The University of New Mexico University Libraries is seen as a proactive and adaptable source of knowledge for UNM and the wider community. We remain the leading academic library in New Mexico by:

- Making available extensive and valuable collections
- Being a trusted partner in the academic culture
- Enabling students in the use of information and informatics by offering extensive and user-centered electronic services
- Being a desired destination by providing functional and attractive physical places
- Ensuring that our employees have the necessary skills and tools to serve the evolving needs of our customers
- Having varied funding sources and sharing successes with customers by understanding their needs

The University Libraries is the largest academic library system in the state with the most paper and electronic resources as well as the most space for students. The physical library is comprised of Centennial Science and Engineering Library, Fine Arts & Design Library, Parish Memorial Library for Business and Economics, and Zimmerman Library. University Libraries will also take a lead role in providing information services at the new UNM West Campus in Rio Rancho, NM starting in January 2010.

Zimmerman Library was originally built in 1937-38 (the third library building on campus) by famed architect John Gaw Meem in the pueblo revival style and is still considered by many to be the heart of the University. Although modern additions have been made, much of the stunning original architecture remains intact and it is still a prime location for quiet study. The Center for Southwest Research & Special Collections located in the historic West Wing of Zimmerman Library houses significant resources on the Southwest and other collecting areas.

The UL also is a Government Information Depository Library and Patent and Trademark Depository Library. The Map and Geographic Information Center provides specialized resources and services. The UL provides 24/7 on-line services through an extensive set of web pages and has 12 service points open a total of 133 hours per week. We began offering 24/5 hours at Parish Memorial Library at the beginning of fall semester 2008 and the use of this facility has increased each semester since.

University Libraries has a 15.5 million dollar budget – a mix of state funding, student fees, and endowment dollars. There are approximately 40 faculty and 100 staff employees. We are also one of the largest student employers on campus.

Late one evening in April 2006, Zimmerman Library was devastated by a fire in the basement level journal stacks. Thousands of journal titles were burned and water damaged. The fire also burned up into the first floor reference area and the entire building was filled with smoke. The entire paper journal collection was removed and sent to a recovery facility where it remained for nearly 2 years. It was months before the library was opened to the public and two years before all the damaged areas were remodeled and reopened. Library employees and services were distributed among the other branch libraries for the duration. Many journal collections have been replaced – with electronic whenever possible – but some collections were rare and irreplaceable. Although most of the recovery phase is over, the UL is still dealing with some of the repercussions such as installation of fire suppression systems.

Services

University Libraries provides a wide range of reference, outreach, instruction and research assistance. Last year the Libraries provided 754 instruction sessions serving nearly 12,000 students. Librarians teach research strategies, present workshops on using library resources, and partner with faculty on research projects. UL instructors teach for the Freshman Learning Communities program, English 102, student service programs, one-on-one research strategy sessions and a variety of high school programs.

Reference services are provided at branch locations, in a satellite office located near student support programs, and on-line through our Ask a Librarian service. Ask a Librarian is provided via phone, email and chat and recently became a 24/5 service with coverage provided by the 24/5 staff at Parish Memorial Library. Last year we answered 19,000 reference questions.

The Inter-American Studies Program and the Indigenous Nations Library Program provide instruction and personalized support that help students to become successful navigators of the academic process at UNM. The Inter-American Studies program supports academic programs, research and university outreach initiatives related to Hispanic, Latin American and Iberian, and American studies. The Indigenous Nations Library Program (INLP) serves UNM-based Native American students, communities and programs as well as outreach to New Mexico Tribal Nations.

As UNM moves to an increasingly inter-disciplinary research and instruction mode the traditional selector/bibliographer model has become outdated. The UL established a more flexible system of “ambassadors” and “envoys” who are working aggressively to become a more integral part of the research and instruction processes of the university instead of an afterthought with most instructors and students. The library Ambassador Program is designed to integrate the library services and resources into the cultures of the departments and

programs we serve. The UL provides specialized support to graduate students through a formal partnership program with the Office of Graduate Studies.

Nearly 1.5 million visits were paid to the UL this past year – a 40% increase over the last 2 years. Nearly 3 million visits were paid to the library website which does not include a count of visits paid to the many subsidiary sites we maintain. New functionality for the website is being developed in many areas. Learning Objects for instruction and reference assistance are being developed and embedded on webpages and in LibGuides.

We maintain 70 laptops for loan, 300 desktop computers as well as printers, copiers and microform readers. There are 6 learning labs for library instruction (opened to students as needed when not in use for instruction) and 42 group study rooms. Wireless connectivity is available in all locations

Over 200,000 items were circulated, over 30,000 ILL requests filled and over 23,000 items loaned to other libraries. The Library Express service – finding and sending electronic copies of items in our own collections – begun last year has proven extremely popular with both students and faculty. The service has grown exponentially since its inception.

Collections

The University Libraries system houses 2.5 million volumes. We provide 48,000 electronic journals subscriptions, 3,200 print journal subscriptions, 338,044 eBooks, 663,000 government documents, 14,439 linear feet of manuscripts and archives, 234,000 maps and cartographic images, 36,000 audio materials, 7600 film and video items.

Collections in the Center for Southwest Research and Special Collections are internationally recognized. We have a premier collection of southwestern authors' manuscripts such as Tony Hillerman, Rudolfo Anaya and John Nichols among others. Extensive manuscript collections, architectural archives, photographs, Latin American posters and ephemera are just a few of our many areas of strength. Digitization projects such as the Rocky Mountain Online Archive and New Mexico Digital Collections created in cooperation with state and regional partners are being expanded. The library system has one of the premiere collections in the U.S. for Latin American and Iberian studies and Southwestern Studies.

Collaborations

The UL works collaboratively with many units on campus some of which have already been mentioned above. We collaborate quite closely with the UNM Health Sciences Library and Informatics Center and the UNM Law Library who have separate reporting lines at UNM. We work together on electronic resources, IT systems and provision of service whenever possible. We recently collaborated with the Office of Graduate Studies to pilot and roll-out electronic theses and dissertations. We are embarked on an aggressive collaboration with the Office of the

Vice President for Research to create an e-Research Center in the Centennial Science and Engineering Library.

We have long collaborated with other academic library in the state through the New Mexico Consortium of Academic Libraries and the New Mexico Association of Academic Research Libraries on projects involving shared resources and lobbying for legislative funding for libraries. The UL manages LIBROS, a shared catalog, with 19 academic institutions contributing. This past year there was statewide cooperation in issuing an RFP for an electronic resource management system.

The Future

The University Libraries and academic libraries are in transformational times. The UL is constantly adapting and innovating to meet the needs of our customers. However, we have identified certain principles that remain constant despite all the changes taking place in technology, academia, and the general economy. These core principles are:

- Do the right things with less
- Meet our customers where they are
- Use data to inform our decisions
- Provide services and resources that are student centered

After a comprehensive set of planning meeting involving all the library employees we have created a Strategic Framework for 2010-2015. In order to successfully achieve our desired strategic outcomes, the following enabling strategies will be required for each endeavor:

- Appropriate human resources will be allocated
- An internal and external communication plan will be developed and implemented
- Budgetary and other financial requirements will be identified and allocated
- Information technology infrastructure and support requirements will be specified
- Success measures will be developed and evaluated

Our strategic directions through 2015 are:

Spaces: Improve the UL physical facilities and enhance our virtual service environments. These may include library renovations in support of new usage patterns, workplace improvements for staff, new building planning, and innovative engagement in virtual communities.

Teaching: Guarantee that every student has sufficient access to information literacy instruction. Beginning with basic information literacy instruction for new students to teaching advanced skills in information management and discipline based informatics, UL is engaged as a student progresses through their degree program.

Research: Expand library services, resources, and expertise through immersion in the research community. Build expertise in emerging area of data curation, increase participation in research grant proposals, create a new information rich environment through the eResearch Center, and participate in expanding the UNM cyberinfrastructure to support new models of research information sharing. Build print and electronic collections relevant to UNM research activities. Create mechanisms for inter-disciplinary collaboration.

Scholarly Communications: Strengthen the role of the UL in providing the services and platforms to enhance access to UNM scholarship in a variety of formats. Educate the UNM community around issues related to the value of open access to intellectual property, create a scholars community through ScholarGuides, advocate for author's rights, explore innovative digital initiatives to expose hidden scholarly content, develop the virtual Office of eScholarship as a venue for UNM wide sharing of expertise.

The UL utilizes a rigorous project management system to identify and provide sufficient support for 1-2 year priority projects and services, in alignment with the strategic directions and to assure the wise use of our resources. The UL is committed to regular evaluation of our resources and services and to identifying needs of our constituent groups. We participate in LibQual+, conduct surveys through Student Voice and onsite questionnaires, and host focus groups to gather insight in key areas. In a recent survey 98% of our visitors indicated satisfaction with library services and during a recent Higher Learning Commission site visit the library was praised for its commitment to customer service.

NEW YORK PUBLIC LIBRARY

ARL Profile

OVERVIEW

The New York Public Library was created in 1895 with the consolidation of the private libraries of John Jacob Astor and James Lenox with the Samuel Jones Tilden Trust. The Library provides free and open access to its physical and electronic collections and information, as well as to its services. Its renowned research collections are located in the Stephen A. Schwarzman Building at Fifth Avenue and 42nd Street; The New York Public Library for the Performing Arts at Lincoln Center; the Schomburg Center for Research in Black Culture in Harlem; and the Science, Industry and Business Library at 34th Street and Madison Avenue. Eighty-seven individual branch libraries provide access to circulating collections and a wide range of other services in neighborhoods throughout the Bronx, Manhattan, and Staten Island. Research and circulating collections combined total more than 50 million items. In addition, each year the Library presents thousands of exhibitions and public programs, which include classes in technology, literacy, and English for speakers of other languages. The New York Public Library serves more than 17 million patrons who come through its doors annually; the Library's website, www.nypl.org, receives 25 million visits annually from users in more than 200 countries.

The New York Public Library is one of the cornerstones of the American tradition of equal opportunity. It provides free and open access to the accumulated wisdom of the world, without distinction as to income, religion, nationality, or other human condition. It is everyone's university; the scholar's and author's haven; the statesman's, scientist's, and businessman's essential resource; the nation's memory. It guarantees freedom of information and independence of thought. It enables each individual to pursue learning at his/her own personal level of interest, preparation, ability, and desire. It helps ensure the free trade in ideas and the right of dissent.

The New York Public Library participated in LibQUAL+ in 2002.

COLLECTIONS

The New York Public Library is both one of the largest research collections in the United States and one of the top-ten circulating libraries in the country, serving almost three million cardholders through eighty-nine sites in New York City. The rarity and quality of the New York Public Library's research collections set them apart from other historical archives, and their diversity distinguishes them from the majority of museum collections. The New York Public Library for the Performing Arts contains some of the largest archives in the world for dance, theater, recorded sound, and music. The collection's greatest resource is the wealth of original documentation it creates and collects of New York City performances and rehearsals. The Schomburg Center for Research in Black Culture is one of the largest repositories in the world documenting the experience of peoples of African origin and descent, with more than five million items,

including rare books, prints, photographs, and audio recordings. They function in turn as museums, documentation centers, cultural centers, and as libraries for the communities they serve. The collections in the Stephen A. Schwarzman Building, the Library's landmark building at 42nd Street and Fifth Avenue, include the Manuscripts and Archives Division, which alone contains more than 3,500 collections. The Print Collection's 18,000 original 19th-century American prints are of special note, as are the incomparable Japanese prints from the 10th century to the present. The Henry W. and Albert A. Berg Collection of English and American Literature is world renowned for its manuscript holdings of American and British authors and literary movements; the Pforzheimer Collection of Shelley and His Circle documents Shelley, his contemporaries, and their social, political, and cultural age. The Spencer Collections of Illustrated Books, Manuscripts and Fine Bindings comprises more than 10,000 works ranging from medieval manuscripts to Japanese scrolls to contemporary artists' books acquired for their exceptional quality and beauty. The rare book collections are rich in Americana, particularly books printed in the Americas before 1801. The Photography Collection documents the medium from its earliest years to today, with some of the most celebrated practitioners of the art, such as Lewis W. Hine, Berenice Abbott, and Dorothea Lange. The Irma and Paul Milstein Division of United States History, Local History, and Genealogy is one of the most important genealogy libraries and a tremendous resource in New York history. The Lionel Pincus and Princess Firyal Map Division—one of the largest map collections in the country—dates from the 16th century to the present, with a focus on American cities. All collections are open to scholars and the public, contribute to a full exhibitions program and to digitization projects, and provide the basis for public programming, lectures, and classes.

The roots of the Library's collections are in the historic collections of the Astor and Lenox libraries which were formed in the 1840s. The Library's current strengths represent more than 150 years of intensive collecting and reflect the Library's encyclopedic ambitions to be on par with the great national libraries of the world. Major acquisitions in recent years have included the archives of The New York Times; the New York Genealogical Society Library; Arthur M. Schlesinger, Jr.; Malcolm X; Jack Kerouac; William Burroughs; Diana Vreeland; Katharine Hepburn; John Cage; Robert Wilson; Meredith Monk; and Fats Waller.

In total, the Library's non-circulating, research collections comprise more than forty-five million items with nine million print volumes and an additional thirty-six million other items in other formats, including maps, prints, photographs, audio recordings, film, video, and manuscripts. The subject strengths are history, literature, the arts, business, and especially New York City. The collecting scope is international, with strengths in Latin American and European materials. This is in addition to the circulating materials in the branches, that focus on popular literature, with more than seven million books, DVDs, and increasingly e-book materials, available to researchers throughout the library system.

Over the past year, the Library has been engaged in a comprehensive assessment of the research collections through a combination of quantitative and qualitative analysis, including circulation, comparative analysis of the collection's strength using the OCLC Collection Analysis tool, and ranking the collections based on such criteria as use, depth and breadth of holdings, and uniqueness. This assessment is being used to inform budget allocations, as well as to prioritize processing, preservation, and fund-raising.

The Library has focused on digitizing visual materials and making them available through the NYPL Digital Gallery, which provides free access to more than 700,000 images from the Library's vast collections, including illuminated manuscripts, historical maps, vintage posters, rare prints, and historic photographs. The Library is also making these images available through Flickr. The new, permanent digital exhibition *Treasures of The New York Public Library* offers an intimate glimpse into many of the Library's most legendary collections. Featuring some 100 treasures, the exhibition offers an entertaining, visually appealing, and educational introduction to the breadth, variety, and magic of The New York Public Library's vast holdings — most of which are rarely on public display. The Library is currently working to make original audio and video documentation, such as oral histories and public programs, available through iTunes and YouTube.

The Library's Barbara Goldsmith Preservation Division is one of the oldest and largest preservation programs in the country. It includes conservation of traditional materials, such as paper, books, and photographs, along with new media, such as digital sound, and moving image.

The Library has recently completed a seven-year, ten-million dollar project to process performing arts archival collections.

In January 2010, all preservation and processing staff will move into a new offsite facility which has been created to better coordinate activities and provide increased workspace.

The total annual budget is more than \$254 million, and the Library raises more than \$70 million annually in private, corporate, and foundation funding. The overall collections budget for research and circulating collections is \$25 million. The Library has 18 endowed positions, including curatorial and managerial positions.

SERVICES

The New York Public Library offers a wide range of services that are utilized on-site at a library facility, as well as off-site through the medium of the internet. On site services include ready reference, individual reference consultations, interlibrary loan, public programs, public instruction classes, fee-based research and document delivery services, free internet usage computers, scholarly electronic databases, and top notch exhibitions.

Off-site services include virtual and telephone reference assistance, online exhibitions, select databases with the use of a library card, recordings of public programs, digital images, and e-books.

A recent change to library services at the New York Public Library is an integrated online catalog. In the past, circulating and research materials were accessible through separate catalogs. Today, a library user can easily check the Library's holdings with one catalog. This can often save time for patrons by eliminating the need to do two different searches.

The New York Public Library has noticed an increasing number of patrons using wireless internet services and has made an effort to increase wireless internet services in its buildings. For example, at the Stephen A. Schwarzman building, wireless internet can be used in the Edna Barnes Salomon Room. This is in addition to wireless services already provided in the Deborah, Jonathan F. P., Samuel Priest, and Adam R. Rose Main Reading Room.

The recent economic downturn has led to the New York Public Library's interest in helping patrons who are transitioning between jobs. *Job Search Central* at the New York Public Library opened at the Science, Industry, and Business, Library in April of this year and has been heavily used. Among *Job Search Central's* services are specially trained librarians, career counselors, and a large selection of job search databases. Workshops are offered in updating resumes and cover letters. Additionally, librarians in all NYPL locations have been trained to assist users with job search information.

The measurement of services at the New York Public Library is done to a certain extent through quantitative data analysis such as user statistics. However, it is extremely difficult to capture things like the many smiles of children as they peruse the collections or listen to a story time program, or when a researcher reaches an epiphany as he or she discovers or learns something significant. In some cases, one learns about significant accomplishments of patrons through thank you letters sent to staff, acknowledgements in books, or through donations made. But in many more cases, accomplishments via use of NYPL services are unknown.

Regardless of who a person is, the New York Public Library is available to all.

COLLABORATIONS

The New York Public Library engages others from all around the world. For example, materials that are not in the New York Public Library can be requested through interlibrary loan. In some cases, patrons can request a special card to use the book at a neighboring academic Library.

The New York Public Library has partnered with Columbia University and New York University to form ReCAP, an off-site storage facility where materials are stored for easy access.

The New York Public Library is a member of organizations such as IFLA, the Association of Research Libraries, the Urban Libraries Council, OCLC, Coalition of Networked Information, American Library Association, the Center for Research Libraries, among others.

Additional collaborations are done through individual projects. For example, the New York Public Library engages outside institutions to partner in exhibitions. Staff from NYPL have in the past done exchanges where NYPL staff would go to a foreign Library and foreign Library staff have come to the NYPL. Other collaborations include visits by high level staff from nation states, as well as internships and fellowships with renowned authors, college and university staff.

MISSION

The mission of The New York Public Library is to inspire lifelong learning, advance knowledge, and strengthen our communities. This is accomplished by using available resources in a balanced program of collecting, cataloging, and conserving books and other materials, and providing ready access directly to individual library users and to users elsewhere through cooperating libraries and library networks. The New York Public Library's responsibility is to serve as a great storehouse of knowledge at the heart of one of the world's information centers, and to function as an integral part of a fabric of information and learning that stretches across the nation and the world.

New York University

ARL Profile

Institutional context

Founded in 1831 as a “private institution in the public service,” NYU is the largest private not-for-profit university in the United States. For much of its first century it was a locally oriented commuter school, although it became affiliated with and developed important research programs. In its second century, it has become a distinguished research university, also with competitive undergraduate programs, attracting students from across the U.S. and the world. The history of the NYU Libraries tracks this history, emerging as a strong research collection in the last quarter of the 20th century.

The NYU Division of Libraries reports to the Provost, and includes, in addition to the central and institute libraries, the University Archives, Campus Media Services (events, a cable TV network, and classroom media support), and the NYU Press. Through joint reporting lines, the division also coordinates, to varying degrees, the libraries of the Schools of Medicine and Dentistry, the NYU Polytechnic Institute, and NYU Abu Dhabi. The Division works closely and collaboratively with NYU Information Technology Services and areas such as Digital Library Technology Services and Academic Computing are deeply linked both through shared reporting lines, shared service offerings, and coordinating teams.

Services

Services are designed to support the full spectrum of research and teaching, increase user productivity and support the range of library user needs, from discovery and delivery to creation and sharing. NYU Libraries’ services are driven by a strong commitment to continuous user assessment, user outreach, and user autonomy. This is achieved through creative use of technology, staff training and expertise, and collaboration across Libraries’ departments and the University. The library service environment is interpreted broadly and every effort is made to deliver services in the user’s environment. As a result, the library has a presence in university-based systems such as the LMS, the university’s enterprise portal, and School websites, in addition to the traditional ILS and library webpage.

The Libraries recently reconceptualized service provision, creating the Holistic Service Model (HSM). The HSM takes a systems view, identifying the core knowledge base needed to leverage the teaching element across library transactions and unifying library services, procedures and policies to achieve consistent delivery regardless of user location or mode of communication. The HSM reaches beyond traditional reference and instruction and includes access, delivery and research support and interlinks services, procedures and infrastructures.

Service development is characterized by the innovative use of technology to assist users, enable the discovery of research materials and deliver seamless access to e-resources and services. The Libraries implemented Primo for its online catalog to provide scholars with a next generation discovery tool that more fully integrates the discovery process with e-content delivery, bibliographic management and social networking tools. PRIMO was further enhanced with the addition of Umlaut (an open URL link resolver) that moves beyond discovery to delivery, by providing links to full-text resources regardless of source e.g., Google Books, Internet Archive, Hathi Trust, Amazon, e-resource vendors and a number of other delivery services. Xerxes, another open source application, was implemented to provide federated search capabilities and enable users to create, search and share e-resources.

PRIMO, Umlaut and Xerxes are all part of a larger research and service initiative, the Scholar's Portal Project. The overall objective of the Scholar's Portal Project is to enable NYU researchers to find, get, use and share digital content with fluidity and functionality in a seamlessly and transparently integrated environment. The Scholar's Portal Project provides a collaborative online environment in which an ever-changing set of services, tools and content are integrated by a common authentication framework.

Delivery is another active focus of service development. Traditionally the libraries have participated in resource sharing initiatives such as SHARES and RapidILL to enhance access to collections for its constituencies. The delivery of traditional and digital resources for research and teaching support, regardless of user location (including NYU Abu Dhabi), is a growing service initiative that relies heavily on the research collections of NYU New York while drawing on the rich digital collections, e-delivery options, and discovery systems that more easily expose and deliver content.

The Libraries services are guided by a continuing program of user assessment and program/service evaluation, e.g., LibQual, local surveys, focus groups, interviews, way finding studies and usability. As a result, service creation is increasingly oriented to greater segmentation of the NYU population. Graduate students in particular receive special emphasis as a result of more than a year-long library study that included focus groups, surveys, and collaboration with graduate Deans and advisors throughout the university. The study led to a clear delineation of graduate student communities and their needs based on the graduate lifecycle of research, teaching and scholarship. This resulted in programmatic initiatives such as dissertation writing groups and the annual "spring cleaning" workshops held for graduate students during spring break and the redesign of library spaces.

Physical library spaces are a key consideration when rethinking services, as space can facilitate new ways of working. The recent work with graduate students has led to a major programmatic redesign of library spaces as a research commons based on student profiles, the research lifecycle, and a multiplicity of needs.

Collections

The collections of NYU's Division of Libraries, in collaboration with the libraries of the School of Medicine and the School of Law, support the university's curriculum and the research needs of its faculty and students with a broad array of print, electronic, media and archival collections.

NYU did not undertake the development of extensive research library collections until relatively late in the 20th century. In consequence, though it has built rich monographic and serial holdings during the last several decades, its retrospective print collections are not as strong as might seem appropriate to a university of its age. Great strides have nevertheless been made in addressing these historical gaps through both a carefully targeted gifts program and by acquisition of the extraordinary full-text electronic resources that publishers have made available in recent years. These large electronic collections, comprising extensive monographic resources from the 16th-19th centuries and serial backfiles stretching back to the 19th century and up to the present, permit the Libraries to support research in the arts and sciences that its paper holdings could not otherwise sustain. The library is also actively building its current electronic monographic holdings and has been an early adopter of e-only periodical collections, particularly in the natural sciences.

NYU's Tamiment Library and Robert F. Wagner Archives form a unique, internationally-known center for scholarly research on Labor and the Left. Tamiment's collections comprise oral histories, film, more than 75,000 monographs, 20,000 linear feet of archives and manuscripts, 15,000 periodicals, 850,000 pamphlets and a million photographs. Tamiment's primary focus is the complex relationship between trade unionism and progressive politics. The Archives of Irish America, located within Tamiment, documents the Irish Diaspora and its relationship to working class New York. Two important research centers are also housed within the Tamiment Library: the Frederic Ewen Academic Freedom Center and the Center for the United States and the Cold War, which is a joint project of the Tamiment Library and NYU's Faculty of Arts and Science. The centers offer fellowships, travel grants to, seminars, symposia, conferences, and other public programs.

NYU's Fales Library, comprising nearly 200,000 volumes and over 8,000 linear feet of archive and manuscript materials, houses the Fales Collection of rare books and manuscripts in English and American literature, the Downtown Collection, the Food and Cookery Collection and the general Special Collections of the NYU Libraries. It is especially strong in English literature from the middle of the 18th century to the present, representing historical developments in the novel. The Downtown Collection documents the New York's art, performance, and literary scenes from 1975 to the present and is extremely rich in archival holdings, including extensive film and video objects. The Food

and Cookery Collection, developed jointly with the Department of Nutrition and Food Studies, is a rapidly expanding selection of books and manuscripts documenting food and foodways.

The NYU Libraries also include the print and archival collections of the Research Institute for the Study of Man (RISM), a pivotal resource for scholars and students researching the social and cultural changes that swept the Caribbean region during the nineteenth and twentieth centuries.

The significance of the performing arts at NYU, combined with the heavy use of audio and moving image resources in the curriculum across a broad span of disciplines, has led the NYU Libraries to develop rich collections of media. The Avery Fisher Center for Music and Media holds more than 76,000 audio recordings and 29,000 videos. As noted above, media is also a vital component of NYU's special collections.

The NYU Libraries are committed to the careful management and preservation of the many genres of materials housed in these various and rich collections. NYU's Barbara Goldsmith Preservation and Conservation Department takes responsibility for the preservation and conservation of all library and archival materials. This includes the development of new facilities to support the preservation of audio, video and film holdings. The Libraries are equally committed to the preservation of digital resources and manage a preservation repository for the care of digital files. NYU has also been active in support of the preservation of licensed electronic resources through Portico.

Collaborative relations

Through various educational and library relationships across the NY Metropolitan area and under the aegis of RLG SHARES, the NYU libraries are used by students, faculty and researchers from other institutions and NYU students and faculty have ready access to regional collections. The NYU Libraries are the flagship of a consortium including the New School and Cooper Union, which creates a union catalog and centralizes processing on NYU's ILS. The New-York Historical Society and the Brooklyn Historical Society also participate.

The Libraries' collaborative relationships with university ITS are deep and intertwined, including joint delivery of such services as the Digital Studio and Data Services Studio (physically in the library, but staffed jointly), the Faculty Digital Archive (DSpace), and joint initiatives in digital library technology and development of academic services for faculty, such as sites for collaborative work and content sharing, and a pilot open courseware initiative.

The Libraries frequently seeks partnerships in technology development, most recently participating in two NDIIPP partnerships (one with public television and the other with

the California Digital Library's Web at Risk archiving), DLF AcquiFer, the TIPR project to move materials between digital preservation repositories, a joint Archivist Toolkit development with UCSD and now a successor effort that has added University of Illinois, and partnership in the ARTstor Shared Shelf development.

A critical collaboration has been the development of the Libraries' leading media preservation program, created in conjunction with the NYU Tisch School of the Arts masters degree program in Moving Image Archiving and Preservation. A close partnership with the History Department's Archival Management masters program has brought considerable expertise into University Archives and Libraries special collections. NYU's main library also is home to Long Island University's Palmer School (its library and information school) Manhattan Program, and partners with Palmer and NYU's Graduate School of Arts and Sciences to enable an innovative dual degree program to expand the subject specialist librarians available to the research library community. (NYU does not have a library school.) NYU librarians serve as mentors and teachers to the dual degree students.

Some recent efforts seek to use collaborations to help the Libraries continue to explore and respond to the changing nature of the information environment and new generations of user demands. A new initiative to create a seminar on Information Futures in conjunction with faculty across many academic departments holds promise. Collaborations with the Institute for the Future of the Book enable the Libraries to experiment with new forms of writing and publication. The collaboration also enhances another joint effort: the Libraries and NYU Press share a program officer for Digital Scholarly Publishing, enabling a wide range of new initiatives and pilot projects.

NYU's digital and special collections frequently stem from close collaborations with faculty. These are numerous and ever growing; examples include the Afghanistan Digital Library in collaboration with the Department of Middle Eastern and Islamic Studies; the Hemispheric Institute Digital Library, in conjunction with Performance Studies and the Hemispheric Institute for Performance and Politics; the Ancient World Digital Library in conjunction with the Institute for the Study of the Ancient World; and the Archives of Irish American in collaboration with Ireland House and the Department of Irish Studies. Other collections stem from external partnerships, such as our recently initiated archive documenting the cases of Guantanamo detainees in collaboration with Seton Hall Law School. These kinds of collaborations are integral to NYU's development of unique research collections.

Horizon Issues

The Libraries place high priority on functioning as an "organization that learns", with continual exploration of user needs and environmental context. We are shifting perspectives on many service concepts as a result, including new models of unified

service and intellectual access. We are also exploring new models of inter-library relationships for managing shared print collections, access modes, and digital content partnerships.

University of North Carolina at Chapel Hill
May 4, 2009

About the Institution

The University of North Carolina at Chapel Hill (UNC) has existed for two centuries as the nation's first state university. Today, UNC is a doctoral/research-extensive university and the flagship institution of the 16-member University of North Carolina system. In 2008, the University had an enrollment of 28,567 (17,895 undergraduates; 10,672 graduate and professional) and 3,450 total full-time and part-time faculty.

In 2006, UNC received the elective Carnegie classification of "community-engaged university." Multiple programs of the university, as well as a planned marketing campaign, place a premium on outreach, partnership, and leadership in the state.

See also:

- *Carolina: Best Place to Teach, Learn, Discover* (report to the University Board of Trustees, March 2009): <http://bestcarolina.unc.edu/>
- *UNC Tomorrow* (report of the University of North Carolina System, Dec. 2007): http://www.nctomorrow.org/content.php/reports_documents/commission/Final_Report.pdf

About the Library

UNC's libraries are distributed across more than a dozen campus locations and report through the University Librarian to the Provost. The system includes Davis Library, the central location for humanities, social sciences, and business research; Wilson Library, home to special collections; House Undergraduate Library; and branch libraries for art, biology/chemistry, city and regional planning, geological sciences, information and library science, math/physics, and music. The Health Sciences librarian also reports to the Provost and the Law Librarian to the Law School dean; both libraries work in close cooperation with the University Library.

See also:

- *Library Directions, 2005-10*: <http://www.lib.unc.edu/Plan20071025.pdf> (includes mission, vision, value)

Services

Like many institutions with vast collections and diverse users, the UNC libraries seek to balance multiple needs and preferences in a time of changing technologies and expectations. Recent initiatives include:

Carolina Digital Library and Archives – The CDLA (<http://cdla.unc.edu>) opened in 2007 in order to bring the power of digital technologies to library and archival collections and to the

work of scholars, researchers, and students at Carolina and beyond. CDLA activities include digital production (digitization, data conversion, uploading, dark archiving), digital publishing (project management, consulting, and training) and research and development (technology, systems and tools development and programming). As a related project, the Library is also developing an institutional repository for the work of UNC faculty.

User-focused services – Intensified focus on library users has led to the recent institution of services such as a book-delivery program that will expand this year to provide scanning and electronic article delivery; increased promotion of research consultations, leading to a 123% increase over the previous year; and a Web site redesign (<http://library.unc.edu>) that puts searching and related services front-and-center.

Technical services – In 2007, the Library commissioned R2 Consulting to examine technical services operations and workflows. The result was a large-scale reorganization of more than 60 technical services staff into new departments: Monographic Services, E-Resources & Serials Management, and Resource Description & Management. The reorganization laid the groundwork for a move to receipt of shelf-ready materials from vendors, getting items more quickly to patrons and freeing staff to concentrate on specialized tasks.

Special Collections – The Wilson Special Collections Library reorganized effective July 1, 2008 with the goal of providing better coordination among collections and a more unified user experience. Individual collections continue to grow under the guidance of their curators, while public services and technical services are managed in new cross-collection structures.

Collaboratory and Media Resources Center – House Undergraduate Library, renovated in 2002, serves the research, study, and instructional needs of undergraduates. The Undergrad's "collaboratory"—a space for students to create, design, and collaborate with technology—was enlarged in 2009 and new equipment was added. The Digital Media Lab, also in the Undergrad, was upgraded the previous year, providing expanded studio space and high end audio- and video-production.

North Carolina Literary Festival – In September 2009, the Library will host the biennial North Carolina Literary Festival. The festival, sponsored jointly by the libraries of UNC, Duke University, North Carolina Central University, and North Carolina State University rotates among the campuses (except North Carolina Central) and is a service to the people of the state.

Collections

In 2008, the Library celebrated the addition of its six-millionth volume, a first edition of John Keats's *Poems*, given as part of a major Keats collection. Recent cataloging of e-books has since pushed the total volume count above 6.5 million.

The Library supports research and teaching with the following special collections, some of national distinction:

- The North Carolina Collection (NCC) documents the history, literature, and culture of the state, from its origins through the present. The North Carolina Collection Gallery, provides museum-quality exhibits of library materials and artifacts from the collection. Also part of the NCC is the Photographic Archives. In 2007, nearly half a million transparencies, photographs, and negatives, and 60,000 linear feet of motion picture film, came to the Photo Archives from the estate of photographer Hugh Morton (see the blog *A View to Hugh* (<http://www.lib.unc.edu/blogs/morton/>)).
- The Rare Book Collection enjoys national prominence for modern English and Irish literature. The gift of a major collection of James Joyce materials in 2008 built on this strength. Also notable are collections of post-War American poetry, including the Beats; incunabula; sixteenth-century imprints; French history; crime and detective fiction; Spanish *Cronistas*; and publishing history.
- The Southern Historical Collection (SHC) documents the region through manuscript and other primary source material. Strengths include the Civil War; the Antebellum plantation era; the Civil Rights era; politics; business; and a wide range of social and cultural issues. The Southern Folklife Collection, associated with the SHC, is one of the country's leading archival resources for the study of American folk music and popular culture. The University Archives and Records Management Service is the repository for the records of both the University of North Carolina at Chapel Hill and the University of North Carolina system administration.

The Library maintains active area studies collecting programs for Slavic and East European collections, East Asian Resources, and Latin American and Iberian Resources. A bibliographer shared with the Duke University Library covers South Asian collections. Cooperative collecting with the Duke Libraries, including assigned responsibility for certain international geographic areas, dates to agreements forged in the 1930s and now is incorporated into the structures and activities of the Triangle Research Libraries Network (see below).

In 2006, the Library instituted a Collection Development Council to consider the general collections materials budget in a more holistic fashion. The Council brings together bibliographers, branch librarians, and members of the public and technical services staff to consider allocations and the overall direction of Library collecting, especially the ongoing transition from print to electronic collections.

Collaborative Relationships

Other libraries

Triangle Research Libraries Network – The Triangle Research Libraries Network (TRLN) leverages the geographic proximity and historic ties of UNC, Duke University, North

Carolina State University, and North Carolina Central University. In addition to cooperative collection development, the TRLN consortium engages in joint licensing of electronic resources, expedited ILL and document delivery programs, reciprocal borrowing arrangements, professional development programs, and a wide range of services, especially in the digital realm. Members recently entered into a shared-copy agreement covering approximately 1,600 serial titles.

North Carolina – UNC is a member of the 16-campus UNC system; collaborative projects of the system include an upcoming online union catalog. The Library also receives consortially licensed e-resources via NCLive, which serves public and private colleges and universities, community colleges, and public libraries in the state.

Campus collaborations

Instructors – Alongside a vigorous program of traditional in-class instruction sessions, librarians collaborate with individual instructors to provide customized online products including course pages (<http://www.lib.unc.edu/coursepages/>) and discipline- and course-specific tutorials (<http://www.lib.unc.edu/instruct/tutorials.html>) that can be integrated into class BlackBoard sites.

School of Information and Library Science – Librarians regularly teach SILS courses and the Library employs dozens of SILS students each year. The Carolina Academic Library Associates program (<http://www.lib.unc.edu/cala/>) places a limited number of SILS students in professional-level jobs each year and enhances the experience with workshops, career mentoring, and networking events.

Faculty and student boards – The Administrative Board of the Library, a committee of the University's Faculty Council advises the University Librarian and authorizes expenditure of the state-funded portion of the materials budget. A Student Library Advisory Board (SLAB) advises the University Librarian on programs and services of interest to students. SLAB also approves expenditures from the Student Endowed Library Fund.

Grant projects – The Library enjoys close collaborative relationships with individual faculty members and with departments and organizations around grant projects, many involving digitization technologies and digitization of library materials. Recent examples include *Going to the Show* (<http://docsouth.unc.edu/gtts/>) with Prof. Robert Allen, with whom another project, *Main Street, Carolina*, is in preliminary development; *Publishing the Long Civil Rights Movement* (<http://lcrm.unc.edu/>) with UNC Press and campus partners the Center for Civil Rights and the Southern Oral History Program; and *Oral Histories of the American South* (<http://docsouth.unc.edu/sohp/>), with the Southern Oral History Program.

State and local

Digital initiatives – The Library envisions the Carolina Digital Library and Archives (CDLA) as a driver of collaboration with other educational and cultural entities, especially in North Carolina. For example, the Library recently agreed to work with the Museum of

Early Southern Decorative Arts in Old Salem, N.C., to make museum holdings digitally accessible. UNC has also collaborated with Duke University Library to scan Duke materials on CDLA's high-speed Scribe scanner. Developing additional collaborative relationships in the state is a high priority.

Community Workshop Series – The Library's award-winning Community Workshop Series (<http://www.lib.unc.edu/cws/>) brings UNC librarians and library science students to local public libraries, where they provide free classes to community residents. Classes, including some in Spanish, range from introductory computer skills to advanced information-seeking and evaluation. UNC's Service Learning Program is also a program partner.

Future

With most other state university libraries, UNC expects the next few years to be dominated by cutbacks and other adjustments caused by the current financial situation. In recent years, the University has directed a portion of unspent end-of-year funds (e.g., lapsed salary) to the Library to compensate for several significant reductions to the state materials budget in the mid-1990s. These allocations have shored up the materials budget; their loss, compounded with other cuts, is potentially devastating.

Aging facilities are a continuing cause of concern and a particular impediment to programmatic growth. Both the Wilson Library (the central component of which dates to the 1920s) and Davis Library (opened in 1984) need substantial renovation to meet current and anticipated user needs. In addition, both require significant upgrades to comply with today's insurance code requirements before additional work will be approved.

The Library's five year "Directions" document, with a target date of 2010, has nearly been completed. The Library is organizing to develop its next strategic plan and most staff have expressed the wish to continue moving forward to the extent possible, even in difficult economic times.

ASSOCIATION OF RESEARCH LIBRARIES: LIBRARY PROFILE, AUGUST 2009

Northwestern University

Founded in 1851, Northwestern University is one of the country's leading private research and teaching universities with an enrollment of approximately 8,100 undergraduate students and 7,500 graduate and professional students on campuses in Evanston, Chicago and Qatar. The approximately 2,500 full-time faculty include MacArthur Fellowship recipients, Pulitzer Prize and Tony Award winners, and members of numerous honorary and professional societies, including the National Academy of Sciences, National Academy of Engineering, American Academy of Arts and Sciences, and American Council of Learned Societies. In fiscal year 2008, Northwestern's awards and grants totaled approximately \$439 million.

The University's 11 academic divisions combine innovative teaching and pioneering research in a highly collaborative environment that transcends traditional academic boundaries. Northwestern is recognized nationally and internationally for the quality of its educational programs at all levels. *U.S. News & World Report* consistently ranks the University's undergraduate programs among the best in the country. Among graduate programs, the Kellogg School of Management regularly ranks among the top five business schools in the country for both its traditional curriculum and its executive master's program. *U.S. News & World Report* rankings placed Northwestern's School of Law in the top 10, the Feinberg School of Medicine in the top 20, and the School of Education and Social Policy in the top 10. Located on the shore of Lake Michigan, Northwestern provides students and faculty exceptional opportunities for intellectual, personal, and professional growth in a setting enhanced by the richness of Chicago.

Northwestern University Libraries

One of the leading private research libraries in the United States, Northwestern University Library serves the educational and information needs of its students and faculty as well as scholars around the world. The mission of the Library is to provide information resources and services of the highest quality to sustain and enhance the University's teaching, research, professional, and performance programs. The Library provides a setting conducive to independent learning and a resource for users both throughout the University and in broader scholarly communities. It is committed to meeting the needs of users by taking a leadership role in linking the University to information in a rapidly changing environment.

Northwestern University Library (NUL) is composed of the building complex of Main and Deering libraries along with the branches of the Seeley G. Mudd Science and Engineering Library, the Math Library, and the Geology Library, all located on the Evanston campus. The Joseph P. Schaffner Library is housed on the downtown Chicago campus. NUL's branch library in Doha, Qatar opened in 2008 to support the University's emerging academic program in Education City. The Pritzker Legal Research Center and the Galter Health Sciences Libraries are on the Chicago campus and are administered separately. The Evanston campus houses a small storage facility; a larger high density offsite storage facility is scheduled to be built within the next three years.

Collections

Northwestern University Library, together with the Galter Health Sciences Library and the Pritzker Legal Research Center, hold more than 4.8 million volumes, 77,000 serial subscriptions, 4.5 million microfilms, 200,000 maps and 18,000 linear feet of manuscripts and archives. These holdings include a portfolio of distinguished special collections, notably the internationally recognized Africana, Music, and Transportation libraries. Descriptions of some of the collections are provided below.

The Melville J. Herskovits Library of African Studies houses the largest collection of Africana in the world, including books, posters, textiles, documents, manuscripts, and ephemera, in 300 European and African languages. The library receives over 3,000 current periodicals and newspapers. The collection was established by Melville Herskovits, a pioneering anthropologist who founded the University's anthropology department in 1938 and its Program of African Studies in 1948.

The Transportation Library contains one of the world's most extensive and interdisciplinary transportation collections, including materials on air, rail, highway, pipeline, water, and urban transportation and logistics, and also houses major collections in related areas of law enforcement, corporate reports, and federal as well as state environmental impact statements. The library produces TranWeb, an internationally disseminated index to periodicals and documents in transportation.

The Music Library houses one of the premier music collections in the U.S., with an unmatched strength in 20th century and contemporary classical music, and holds at least one copy of nearly every new score published since 1945. Its more than 300,000 volumes of books, scores, sound recordings, and journals also include collections of original manuscripts and correspondence, notably, the John Cage collection, which documents the life and work of the 20th century's most revolutionary composer.

The **Art Collection** manages 140,000 books, exhibition catalogues, and journals on art, architecture, photography, and design. Strengths include French avant-garde art from 1850 to 1950, 20th century American art, architectural history, and contemporary art photography. Extensive runs of original 19th and early 20th century western European journals are highly prized. By adding global scholarship to a rich historical collection, around twenty percent of its titles are held by ten or fewer libraries.

The Department of Special Collections and Archives comprises two major units with distinctive holdings. **The Charles Deering McCormick Library of Special Collections** houses more than 235,000 rare books, periodicals, posters, manuscripts, photographs and other materials, from 5,000 year old Mesopotamian cuneiform tablets to documents from the Women's Movement of the 1960s and 70s. Important collections focus on 20th century Dada, Surrealist, Expressionist and Futurist art movements; 1960's and 70's counterculture, including Fluxus and related artists; fine editions of Samuel Johnson, Maria Edgeworth, Mark Twain, Walt Whitman, and Frank Lloyd Wright; the Siege and Commune of Paris of 1870-71; theater (including archives of the Dublin Gate Theatre and the Swanson collection of Edward Gordon

Craig); World War 2 underground publications; Spanish Civil War; travel and railroad publications; 20th century English and American fiction, including outstanding holdings of James Joyce and Ezra Pound; English and French caricatures of the 18th and 19th century; and comic books, both mainstream and underground. **University Archives** houses records, publications, film, photographs, and other materials pertaining to Northwestern's history, including the papers of faculty, biographic information on Northwestern alumni, a complete run of *Daily Northwestern* issues, a complete set of catalogs and bulletins from each of the schools, and 250,000 photographs. Many of these materials are of broader historical significance, from the ransom note composed by Leopold and Loeb in the infamous 1924 murder case, to the papers of Bergen Evans and the baton that belonged to Glenn Cliffe Bainum, the band director who originated marching band formations during football games.

Galter Health Sciences Library. With extensive print and electronic holdings in support of research and clinical medicine, the Galter Library also houses distinctive special collections in the history of medicine. These include over 5,000 rare volumes, as well as manuscripts, incunabula, artifacts and ephemera.

Digital Library Collections. The Library has been digitizing unique collections of historical significance since the early 1990s in support of the research interests of scholars worldwide. Native American tribes in the U.S. and Canada have made extensive use, for instance, of the digitized Edward S. Curtis **North American Indian** photographs, downloading images for educational documentaries and cultural reconstruction projects; and scholars around the globe—but particularly in Africa—responded enthusiastically to the launch of the **Online African Maps** collection, with antique maps dating back to the 16th century. Additional online collections include the **Africana Poster Collection**, the **World War II Poster Collection**, the **Siege of Paris**, the **Winterton Collection of East African Photographs**, **Vesalius**, and **Chicago Homer**, a multilingual database that makes distinctive features of the early Greek epic accessible to reader with and without Greek. NUL is conceptualizing a digital strategy that envisions complementarities of workflow and coverage drawing on commercially purchased products, locally-digitized specialty materials, and mass digitizing of general collections.

Services

In 2007, Northwestern University Library completed a new strategic plan that focused outwards on the diverse needs of the community to better support the University's own strategic plan. Four broad goals were established that target specific needs of the clientele: to advance student learning; to support faculty research and teaching; to sustain world class resources of long-term cultural importance; and to support the University's goals of interdisciplinarity and globalization. A fifth and final goal is to ensure library readiness to meet campus needs. Key to realizing the goals is a set of five intersecting strategies that emphasize digital infrastructure, customized services, external collaborations, facilities redesign, and a focus on institutional strengths.

The implementation of the plan resulted in a significant reorganization, as the Library realigned its service points into a new strategic whole. A new division, Special Libraries, was created to

highlight the importance of sustaining our unique world class resources and to promote their digitization. Three new departments were designed to reflect a new emphasis on user services. These include Academic Liaison Services, which coordinates the subject specialists who work with faculty and scholars to develop collections, instruction, and scholarly communication; the Digital Collections Department, which provides digitization services to Northwestern faculty and graduate students and undertakes in-house digitization projects that bring Northwestern's unique and rare collections to researchers around the world; and the Electronic Resources and Collection Analysis department, whose mission is to provide seamless access to all NUL's electronic collections; to assess and analyze collections data to help the library respond flexibly to changes in University academic directions; while simultaneously sustaining internationally known collections that reflect long-term cultural heritage.

New services are being provided to all of the Northwestern community and to research scholars internationally. Broad programmatic initiatives, including intra-university collaborations of note, are described briefly below. Regional and national collaborations are listed in the following section.

Technology enhancements: As electronic access technologies are the backbone of all services to the campus and library internal operations, Northwestern, like other libraries, continues to focus on providing, when possible, state of the art systems and delivery. An innovator since its creation in the 1970s of NOTIS, the landmark integrated library system, NUL is now implementing a series of new tools including Primo, a resource discovery tool; Illiad, a user-oriented electronic interlibrary loan system; Ares, an e-reserves system; and LibGuides. NUL is currently undertaking a major redesign of its website. On the development side, NUL Library Technologies continues to enhance the Library's institutional repository, based on open-access Fedora architecture, in order to accommodate all types of digital objects and to provide easy end-user searching. The Library has an ongoing set of shared services with the campus' Academic & Research Technologies Department, which is itself housed in the library.

Digital Services: NUL provides digitization services, including audio and video streaming, slide scanning, and audio production and collaborates on special projects with Northwestern faculty, staff and graduate students. In addition, the Library conducts Kirtas scanning, digitizing brittle and out-of-copyright books from the collections. Custom software for processing these scanned files and linking them both to the OPAC and the repository was designed by NUL with funding from the Mellon Foundation. NUL's most recent projects include the creation of the Digital Image Library, a growing repository of over 48,000 images collected by Northwestern scholars for teaching and research purposes.

Space Planning: In May 2009, NUL, along with NU Facilities Management and outside consultants, completed a large-scale space plan that anticipates user needs and facility usage for the next 20 years. Fundamental to the plan is the question of how and whether to retrofit two iconic architectural buildings of the 20th century to meet user needs of the 21st. The first phase of the plan, the building of a high-density offsite storage facility, has been funded and is scheduled for completion in 2012. The plan envisions a four-pronged approach to space: distinctive housing for special collections; renovated central facilities for core services, collections and technologies; "high tech, high touch" branches with an emphasis on location-specific student needs; and offsite storage backing up all of these.

Intra-Institutional programmatic initiatives: NUL frequently partners with other groups on campus to provide ongoing services to the Northwestern community, a strategy critical to addressing major university-wide issues related to academic policy and resources. For faculty, NUL has recently joined with the Office for Research to provide up-to-date information on topics related to scholarly communication, such as copyright, open access, and federal mandates. NUL also works with the Searle Center for Teaching Excellence to offer the annual TLT (teaching, learning and technology) series of seminars to enhance technology use in the classroom. For graduate students, the Library hosts the Electronic Resource Forum with participation by most of Northwestern's schools and colleges, an annual conference attended by over 120 entering masters and PHD students each year. For undergraduates, NUL collaborates programmatically with the Writing Center and Career Services and provides space for satellite branches of these units within the facility. NUL is currently working on revising and expanding its instructional offerings. The Library taught approximately 800 sessions in 2007-08.

NUL's most frequent partner in collaborations, Academic & Research Technologies, is a department of the University's Information Technology. Together these units sponsor a series of seminars, entitled the Scholarly Resources and Technology Series, open to the entire Northwestern community, and work on expansive digital projects, often sponsored by faculty research. Project MONK and Virtual Modernization are examples of the latter. Repository development and e-science data support are being addressed as joint priorities.

The Library has recently increased its activities in large scale outreach and educational programs designed by the University. NUL participates in One Book, One Northwestern, an annual focus that engages the entire Northwestern community in discussion of one author's vision, and sponsors events during Family Weekend and Communiversiety Day, a celebration of the resources exchanged and interactions between the city of Evanston and the University.

Collaborations

Local

Northwestern's location as part of the broader Chicago community makes it possible for the Library to engage in unique local relationships. The Library is a member of the Chicago Collections Consortium, which seeks to coordinate the overlapping and unique holdings of the many rich library collections in the area, and of the Black Metropolis Research Consortium, which documents the history of African Americans in the region's growth and culture. The Library works with faculty and students from Dominican University's Graduate School of Library and Information Science and collaborates frequently with the Chicago Botanic Garden, the Field Museum, numerous other Chicago academic libraries, the Evanston Public Library, and members of the K12 community on various projects, depending on need. The Library also works closely with the Garrett- Evangelical Seminary's United Library, located on the Evanston campus, sharing an online catalog and collaborating on collection planning projects.

Regional

NUL is a member of CARLI, the Illinois library consortium, and the Committee on Institutional Cooperation (CIC), a consortium of 12 academic institutions in the Midwest. Through the CIC, NUL is a part of the CIC-Google agreement and the HathiTrust digital archive. NUL engages in

local multitype resource sharing and training through the North Suburban Library System and the Illinois State Library.

National and International

In the last three years, NUL has been honored to receive sponsorship from national organizations in order to accomplish projects of great significance. The Library received IMLS funding to digitize the 7600 photographs in the Winterton Collection of East African Photographs. These photographs depict the breadth of African experience; document African life and European life in Africa in all its manifestations; and portray the African landscape from 1860 to 1960. IMLS funding also enabled NUL to develop the Fedora infrastructure and front end that makes this collection accessible to a world wide community of scholars from the K12 level and up. NUL was honored to partner with the Mellon Foundation to develop the technology that streamlines the workflow for Kirtas-scanned material and makes it easily viewable through the web. Most recently, the Library, with Michigan State University Library as a partner, has received funding from CLIR in order to uncover one of its most significant hidden collections, over 3000 original posters from Africa that depict the politics, life and public issues of the last five decades.

NUL works with many federal and scholarly organizations like the National Transportation Board and the North American Coordinating Council on Japanese Library Resources. The Library is a founding member of the Center for Research Libraries, the Association of Research Libraries, the Coalition for Networked Information, and the Scholarly Publishing and Academic Resources Coalition (SPARC), and a member of the American Library Association, EDUCAUSE, and the International Association of Scientific and Technological University Libraries. NUL supports technical standards work through the National Information Standards Organization, the Text Encoding Initiative, and CONSER and NACO shared cataloging projects. At the international level, NUL participates in the Global Resources Network sponsored by CRL; in particular the Library is active in the Cooperative African Newspaper Project, the Collaborative Initiative for French and North American Libraries, and the German-North American Resources Partnership. Individual librarians work with even more groups including the Special Libraries Association, the American Association of Law Libraries, the Medical Library Association, Music Library Association, the International Federation of Library Association, and other specialized library and technology organizations.

Hesburgh Libraries, University of Notre Dame

Vigorous and optimistic, the Hesburgh Libraries, comprised of the main Theodore M. Hesburgh Library and nine subject focused branches, stand at the intellectual center of the University of Notre Dame, enabling the teaching, learning, and research in the five colleges of Arts and Letters, Architecture, Business, Engineering, and Science. Their highly trained and professionally active faculty and staff ensure that their presence is also regional, national, and international. Serving a student enrollment of some 12,000 of which 26 percent are graduate and 5 percent enrolled in first-professional graduate programs, the Libraries also actively provide resources, programs, and services to some 40 programs of study abroad.

Services

Service to their various constituencies is the underlying element of the Libraries' mission. The electronic environment has transformed this concept into an ubiquitous entity with a seeming life of its own, certainly much less tied to person, time, or place, and immediately responsive to point and time of need. The Libraries take a broad view of their service persona, incorporating into it, among others:

- a redesigned web site (the former, itself, award-winning) ever more focused on optimizing research at all levels of inquiry
- a consortial Primo interface for the five libraries comprising the Michiana Academic Library Consortium (MALC), that provides a union catalog offering enhanced usability, search, and services for their primary community of users to which the addition of a broad spectrum of external content, e.g., bibliographic and holdings records from the Center for Research Libraries (CRL) is projected
- a highly popular document delivery service to remote locations on campus
- an electronic reserves initiative acclaimed by students and faculty alike
- the full-time services of their first outreach librarian and first-year experience librarian, including their "mobile librarian" services to students in other areas of campus and during non-traditional work hours
- an "Ask-a-Librarian" service, available in multiple formats, including online Q & A, in-person reference desk service, chat/IM (including late-night chat), e-mail, text messaging, and telephone
- a structured and enabling "IT Core Skills Training Program" designed to bring each and every library employee to a certain baseline standard of familiarity and skill with the

current technological environment, thereby enhancing service capabilities throughout the library system

- a tool, OnRamp, that provides a forum for forwarding, to a team within Information Systems and Digital Access, “dream ideas” of what technology might be able to accomplish in solving service problems, promises some major service breakthroughs in the future. Already, it has facilitated an application in which the Libraries, in response to a request from engineering students, have developed a means of allowing the students to analyze various iterations of their work. Another project underway emphasizes excellent undergraduate research via the creation of an online repository

Specialized reference services abound, and the Libraries’ subject librarians and liaisons stand ready to address specialized research needs at all levels. These librarians complement the work of the reference librarians in the Information, Research, and Instructional Services Department (IRIS), who collectively conduct library instruction sessions that focus on everything from library orientation to the research process in specialized areas of inquiry. The chemistry-physicist librarian participates in a chemistry course in the College of Science in which he teaches the use of online resources, “Competitive Intelligence and Business Information Resources” is taught on an ongoing basis to MBA students by the Entrepreneurial Spirit Endowed Business Librarian, and “Research Strategies for the Information Age,” is offered through the College of Arts and Letters and taught by a number of subject librarians and liaisons.

Services of the Hesburgh Libraries are clearly evolving from what was once the traditional norm, but the Libraries’ commitment to the “library as place” continues. While undergoing a renovation that will reinforce that commitment in state-of-the-art ways as well as engender new forms of scholarship, they envision a future in which they will not expect the user to come to them, but one in which they will be “out there” amongst the user population, be it via the virtual or the physical presence of a librarian. Interpersonal and interactive library services, already on the rise, will continue and they will branch out further into the empowerment of the user in productive, “self-service” ways. While one of the culminations of this is a projected center for digital scholarship, an understanding of its multifaceted capabilities makes clear that the future of library enabled scholarly inquiry at Notre Dame will have no bounds.

Committed to assessment of services, the Libraries have twice undergone the LibQUAL process, first in BETA, then with the more recent LibQUAL+. Two of the Libraries’ project principals have published their results in a recent issue of *College and Research Libraries*. IRIS has begun using Compendium’s web-based tool, Desk-Tracker, to log reference transactions, recording them quantitatively and qualitatively. The Business Information Center has surveyed its users

for satisfaction with its services. A “mystery shopper” approach is under discussion at this writing.

Collections

Collections are developed and/or access is provided in support of the mission and priorities of the University and tempered by economic realities. Whether utilizing the “just in case,” paradigm with destination collections, or the “just in time,” for disciplines for which they provide efficient and rapid access (via RapidILL) to resources requested by users, the Hesburgh Libraries are committed to uncompromised excellence in support of learning, teaching, and research at Notre Dame.

Published statistics for Hesburgh Libraries’ collections cite a volume count of currently over 3.3 million, more than 3 million microform units, more than 34,000 electronic titles, and more than 28,550 audiovisual items in support of teaching and research. These numbers do little in identifying the destination collections that include the likes of medieval studies, Byzantine studies, Irish studies, Latin-American studies, theology and philosophy, Dante, Catholic Americana, sports in the United States, nor the scholarly appeal of such resources as the newly acquired Rubén Darío Collection, that has proven itself to exceed the strength of even that of the Nicaraguan National Library. Over the past decade, the Hesburgh Libraries have acquired some of the finest collections of 20th century Latin-American literature in the world, the addition of Rubén Darío being a major step forward in strengthening their resources in this area of dynamic growth and scholarly interest at Notre Dame. Numerous niche collections of similar quality abound.

These numbers do little to shed light on the depth of electronic resources or customized search engines provided for the scholarly community, nor on how the Libraries are undertaking the provision of platforms for their various constituencies to maintain and process whatever information is critical to their respective disciplines.

Interestingly, this is where the concept of services and collections intersect, and where, as a consequence, we are able to catch a glimpse of the Hesburgh Libraries of the future as, in collaboration with their users, they assist in the creation of knowledge.

Other collections include the wealth of resources and discrete and unique collections in the Libraries’ Department of Special Collections, for which a renewed focus has created both a physical and virtual destination for local and remote scholars, alike. The Department is digitizing ever-greater numbers of its resources, to kudos from all levels of users; for more information, please visit: <http://www.library.nd.edu/rarebooks/>

The Libraries have undertaken a number of collection assessment initiatives specific to the institution, as well as those, such as the OCLC Collection Analysis, that compare the holdings of institutions. To date, within the College of Arts and Letters, seven areas have been assessed, including, American Catholicism, Anglo/Irish literature, Irish studies, Latin-American studies, Medieval British literature, Medieval studies, philosophy, and theology.

A very good guess would be that future library assessment at Notre Dame will focus away from numbers and toward their Libraries' impact on learning, teaching, and research, on campus and around the globe.

Collaborative Relations

The Hesburgh Libraries engage in a number of significant collaborations, all of which are key to their progress and success.

On-campus collaborations include:

- University Committee on Libraries, representation on the Council of Deans, Faculty Senate, Academic Council, and university committees
- Team teaching, collaborative research/publication, collection development
- Collaborations with departments, colleges, and university administrators to attain mutual programmatic, pedagogic, and development goals

Regional collaborations include:

- The MALC library consortium, mentioned earlier, ALI (Academic Libraries of Indiana), whose board is chaired by the Libraries' director, and NERL, the Northeast Research Libraries Consortium for optimizing resource buying power and licensing

Nationally, the Libraries hold ARL and CRL memberships, with the latter an effective tool for access to resources not locally held. The Catholic Research Resources Initiative, a web-based undertaking to make available documents reflective of the Catholic experience, is comprised of eight universities and chaired by the Libraries' director. It will go global, in which forum the Libraries also participate in the Italian literature project, ItalNet, and in its French correlate, ARTFL.

It is the faculty and staff of the Hesburgh Libraries, managing their services, collections, and programs, that "make it all work." Highly trained and forward-looking, they boast impressive records of professional achievement at the local, regional, and national levels. Members of the library faculty edit major professional journals, contribute to the literature, edit and write books.

They chair national organizations and committees, and are called upon frequently as conference speakers. They are recognized repeatedly as leaders within their profession.

Ohio State University Libraries

April 2009

The Ohio State University is one of the nation's largest public research universities. Enrollment on the Columbus campus and five regional campuses is nearly 60,000 students. Ohio State is comprised of 18 colleges and ten schools, with 3,500 faculty. The University Libraries reports to The Ohio State University Executive Vice President and Provost. University Libraries consists of the Thompson (Main) Library, twelve department libraries on the Columbus campus, and the Prior Health Sciences Library and the Moritz Law Library, which are administered separately.

In the summer of 2009, the Libraries will reopen the William Oxley Thompson Memorial Library after a three-year, \$109 million renovation. The building's original, unique architectural features have been restored to their original grandeur. The renovated Thompson Library will provide a core collection related to the humanities and social sciences, major reference materials, government documents, digital information resources, technology support services, spaces for individual quiet study, and areas for interactive group learning. Distinguished rare books and special collections, now scattered among library facilities across campus, will be brought together and made available for exhibition and research in Thompson.

Services

Access services are a particular strength of the OSU Libraries. During 2007-08, the Libraries recorded 1,530,016 circulation transactions, excluding reserves. 56,000 books from OSU Libraries' collections were delivered within the university to nearest library or through campus mail to faculty offices and student dorms. Statewide borrowing/lending through OhioLINK supplements local circulation. In 2007-08, OSU patrons received 66,497 items via the OhioLINK delivery service. The Libraries filled 112,760 requests from other OhioLINK libraries.

Easy access to online content is critical to our clientele. The OSU Libraries collection currently includes 269,097 eBooks. The Libraries provides access to 72,988 online serial titles through local subscriptions, full text databases, and the OhioLINK Electronic Journal Center. During 2007-08, 4,312,352 full-text articles were downloaded. Federated database searching using the Serials Solutions 360 service was implemented in spring 2008. Article Express, a new service to scan and deliver electronic copies of articles from print journals in any campus location filled 20,566 requests for 2,632 faculty and students in 2008.

eReserves (electronic reserves) is an on-line service that provides Web access to supplementary course readings for students via Carmen, the university's on-line course management system. Library staff digitize printed documents and link other online resources identified by the instructor to the reading list maintained in the course site. Traditional course reserves are also

available, when entire books are required for course use. The Libraries also purchases and makes available on reserve multiple copies of key textbooks for large enrollment courses in the university General Education Curriculum (GEC). This program was initiated in response to a request from OSU Undergraduate Student Government.

The Libraries established a Rights Management Service, which provides a variety of services and information resources for faculty and students, including the Copyright Help Center on the Libraries Web site, with answers to frequently asked questions. Staff also provide workshops on demand and answers to individual questions. This service is complemented by a Copyright Management Office in the Health Sciences Library.

Information services are in a period of transition as the Libraries prepare to reoccupy the Thompson Library in summer 2009. More than 73,000 reference transactions, including 14,996 virtual transactions, were reported in 2007-08. A \$141,277 Library Services and Technology Act (LSTA) award by the State Library of Ohio supported purchase and installation of Vocera® technology for use as a wireless communication system between individuals deployed throughout the Thompson Library building and the Science/Engineering Library. This pilot program is designed to improve referral accuracy and reference and circulation staff efficiency, with cost savings as a result of improving internal library communications

Teaching and learning are another area of excellence. OSU Libraries provides a full range of instructional services: course lectures on demand, development of assignments and online learning objects for specific needs, management of large-scale online instructional programs that serve students across disciplines, and development /teaching of credit courses, both traditional and online. During 2007-08, librarians provided 1,235 presentations to groups and instruction to 21,254 individuals. Online learning objects are heavily used. net.TUTOR tutorials were accessed 223,409 times; 1,162 OSU students completed 8,751 tutorials as a course assignment. More than 5,400 students completed "Make the Leap," an online research skills assignment for freshmen survey courses. Libraries faculty taught 50 credit courses during the year, including 13 Freshman Seminars. 1,077 students completed online research skills credit courses offered by the Libraries. A full report of instructional activities and other assessment data on the program is available at: <http://library.osu.edu/sites/staff/ioc/evaluation.html>

Related instructional services include the Course Enhancement Grants program, which awards funds to OSU faculty to enhance their courses in collaboration with librarians. Faculty may digitize print content, integrate library databases, special collections, and information literacy instruction into courses. 57 grants have been funded since 2006. Program evaluation indicates an 88.9% high satisfaction rate (4 or 5 on a Likert scale) for faculty participants.

The Libraries also awards an annual Undergraduate Research Prize to recognize a significant student research project [<http://liblearn.osu.edu/award/>]. Students who apply for the award must have worked with a librarian and are required to submit a research journal documenting

their efforts, along with a faculty recommendation. Winning projects are included in the Knowledge Bank, the university institutional repository.

The Book Arts Division is a unique service of the Libraries. This facility hosts a variety of teaching and learning experiences through the Book Arts Laboratory, where students learn binding, printing, typography and papermaking. The Division also supports Logan Elm Press, which produces and publishes unique, high quality limited edition books and ephemera.

Collections

Physical collections are stored in various campus locations and within a Book Depository (high density storage modules). 6,382,248 print volumes and 6,059,429 microform units comprise the collection. 2,577,119 book and serial volumes are currently stored in the Depository.

A large collection of graphic materials, 2,468,362 items, is primarily held by the Cartoon Library and Museum. Other special collections within the Libraries are the John Glenn Archives, the Hilandar Research Library, OSU Archives, the Polar Archival Program, Rare Books and Manuscripts/Charvat Collection of American Fiction, and the Jerome Lawrence and Robert E. Lee Theatre Research Institute Library. In addition the Medical Heritage Center, which is part of OSU's Prior Health Sciences Library and the Historic Costume and Textile Museum (College of Education and Human Ecology) are special collections and partner with the OSU Libraries. Some highlights of the Libraries' special collections include the papers of writer James Thurber, cartoonist Milton Caniff, the San Francisco Academy of Comic Art Collection, choreographer Twyla Tharp as well as theatrical designers and critics, polar explorer Richard Byrd, the heroic Jesse Owens, microfilm from the Hilandar monastery, and clothing from prominent designers.

The Libraries' digital collections are growing rapidly. Currently there are more than 1,200 digital collections containing more than 55,000 items. Some of these are accessible via the Libraries' Web site [<http://library.osu.edu/sites/dlib/>]. Highlights include a collection of costume and scene designs from more than fifty productions by British designer Daphne Dare and a digital version of *The Lantern*, Ohio State's student produced newspaper, which began publication in 1881. Other projects are held in the Ohio State University's institutional repository, the Knowledge Bank [<http://kb.osu.edu>]. The Knowledge Bank is a knowledge management system for the university that encourages and supports the creation, organization, storage, dissemination and preservation of the institution's digital information assets. A growing collection of communities, such as colleges, departments, or interdisciplinary research centers, create and manage their own collections within the repository.

Collaborative Relations

The Libraries enjoys a range of campus, local, statewide and regional partnerships. As a founding OhioLINK statewide consortium member, the Libraries participates in sharing collections, purchasing electronic resources, and developing new mechanisms for purchase and storage of materials. Cooperative purchase of resources, the Google Book Project, and the Hathi Trust are key activities of the Center for Institutional Cooperation (CIC) regional consortium.

The University Libraries' major campus partnership is with the Office of the Chief Information Officer, which will share space in the Thompson Library. The partnership has fostered development of the OSU Knowledge Bank, the largest institutional repository of its kind, and OSU:*pro*, Ohio State's award-winning electronic expertise management tool. This collaboration also led to the development of the Digital Union, a unit of the CIO Office housed in the Science/Engineering Library and through grant funding to development of the Learning Collaboration Studio, a high tech experimental classroom also housed in the Science/Engineering Library. Other campus partnerships will bring additional student support services into the Science/Engineering Library. The Center for the Study and Teaching of Writing (CSTW) will soon occupy significant space in this building.

Horizon Issues

Space and storage, both physical and digital, are key horizon issues for the Libraries. Costs for occupying space in a variety of campus buildings where branch libraries are located are on the rise. There is interest in reducing these costs by closing or consolidating some locations, so that limited financial resources can be used to support and improve services. Some segments of our faculty and graduate student population have expressed concern as the Libraries move more materials into off-campus storage. And as our digital collection grows, the need to manage storage of preservation quality files and the associated expense is also a concern. A related issue is determining the Libraries' role in supporting management of large scientific data files and providing data curation services.

ARL Profile

Ohio University

February 2010

Institutional & Library Background

Established in 1804, Ohio University is the oldest public institution of higher learning in the Northwest Territory and in the State of Ohio. *The John Templeton Foundation*, a nationally known philanthropic organization, recognized that Ohio University is one of the top character-building institutions in the country. The campus also ranks first in the state for nationally competitive student awards with nationally ranked programs that include Journalism, Mass Communication, History, Physics, Psychology, Physical Therapy and Hearing, Speech and Language Sciences.

The Athens campus has approximately 17,000 students enrolled in 250 undergraduate programs. It also confers master's degrees in nearly all major academic divisions and awards doctoral degrees in selected departments. International programs represent an important focus for the campus and over 1,000 international students enrolled at Ohio University.

Ohio University's library collection began in 1811 with a \$316 purchase of books and a globe. By 1830 the collection had grown to 3,000 books, and in 2009 Ohio University Libraries acquired its 3,000,000th volume.

Ohio University Libraries also has a long history of innovation that includes the 1905 opening of a joint academic-community library funded by Andrew Carnegie; being one of the first adopters the Dewey Decimal system and, later, an early adopter of the LC cataloging system; and being the first library in the world to perform online cataloging through OCLC on August 26, 1971. This spirit of innovation continues in 2010 with Ohio University Libraries' contribution to a vital collaborative effort with OhioLINK to refresh discovery and processing tools.

Services

One of the strengths of Ohio University Libraries is services that include collaboration and innovation. With the 2004 opening of the Learning Commons, Alden Library now offers collaborative student support from reference librarians, technology, and multimedia specialists, and writing tutors. The commons is open, staffed and available to the community 24 hours, five days a week; and, it includes a wide variety of technologies, group study and multimedia preview rooms. The services and spaces in the Learning Commons are regularly assessed through focus groups and surveys. These assessments have resulted in a variety of incremental changes including expanded hours and paging services that make the commons an established example of a successful collaborative teaching and learning environment for undergraduates.

Alden Library also hosts the Faculty Commons, an innovative experimental space providing technology-equipped brainstorming and meeting rooms, and a variety of faculty support

services such as the Centers for Teaching and Learning, Academic Technology, and Writing Excellence. Faculty and staff from these offices offer diverse programming throughout the year.

Alden Library's Reference and Instruction department was one of the first in the country to offer reference services via instant messaging. That service now accounts for 15% of the total reference transactions each year. Instruction librarians collaborate with the English composition program to provide in-person instruction to nearly all composition students in their first year. Additionally, the first year outreach librarian has a strong working relationship with the university's First Year Initiatives program, which includes collaborative assignment building for university success and learning community courses --an essential role in the university's Common Reader program. Librarians also use a multiplicity of tools to integrate instruction into the curriculum, including digital video tutorials, LibGuides, blogs, wikis, and Blackboard. The business librarian's BizWiki has been nationally noted on several occasions. In addition to course-integrated assessment, the Libraries are currently engaged in information literacy assessment using SAILS™ to determine the extent of learning between the first and final years of the undergraduate experience. Archivists and librarians from special collections are also regular participants in the classroom and work with a mixture of undergraduate and school-age children with primary source assignments.

As a founding member of OhioLINK, the Libraries participate in a number of collaborative services, most notably patron-initiated circulation of materials located throughout the state. During the 2008-2009 academic year Ohio University Libraries' loaned nearly 80,000 items and patrons borrowed over 66,000 items from around the state. Other notable information-delivery services include both an electronic document delivery service for all campus users, and hand delivered library materials to faculty and staff offices.

The University Libraries continues to seek new service collaborations. The Libraries and the College of Osteopathic Medicine recently signed a memorandum of understanding to share a health sciences librarian's position to oversee the college's Learning Resource Center. Other collaborations developing include the integration of the Academic Advancement Center, which offers supplemental instruction and a variety of tutoring, into the Learning Commons.

Collections

The collections of the Ohio University Libraries include 3 million print and electronic volumes, more than 45,000 current serial titles, and significant audiovisual, map, and microforms collections. More than 500,000 of the Libraries' monographs are digital, and more than half of the library's journal holdings are also available electronically with major scientific publishers especially well-represented in these digital collections. In addition, membership in OhioLINK provides Ohio University students and faculty ready access to 48 million books, millions of electronic articles, 140 databases and over 100,000 e-books. Collaborative collection development with OhioLINK members has permitted Ohio University Libraries to focus local resources on programs, unique to the Athens campus, while relying on rapid delivery for access to secondary materials.

In keeping with the campus' emphasis on international programs, Alden Library's Hwa-Wei Lee Center for International Collections is home to one of the nation's outstanding Southeast Asia collections. It is a national depository for Malaysian works, and the Center has extensive holdings from, Indonesia, Brunei, and Singapore. The Frederick and Katsuko Harris Fine Arts Library is a collection of more than 100,000 print volumes and a rapidly increasing number of digital resources. Particular strengths of the collection include photography and Asian art. The Yao Ceremonial Artifacts Collection, for example, consists of 2,000 pieces of ceremonial and temple art from an ethnic Chinese group in North Vietnam known as the Yao. This collection has been imaged with high-quality digital scans and has recently been added to ArtSTOR, the first such collection by Ohio University.

Other important collections include the papers of newspaper entrepreneur E.W. Scripps and WWII reporter and author Cornelius Ryan; these collections document major events of the 20th century and provide insight into journalism during that period. Political papers are heavily used and include such notables as former Ohio governor and U.S. senator George Voinovich, Richard Nixon's attorney John Dean, and a unique collection of early Ohio government documents. Artifacts of the Alwin Nikolais and Murray Louis Dance Company, band leader Sammy Kaye, and Arts & Crafts pioneer Dard Hunter are frequently used as well. Undergraduate students are regularly hosted in the special collections' reading room alongside seasoned researchers.

Horizon Issues

Ohio University Libraries faces important challenges in the near-to mid-future: managing the shift from print to digital content in a way that respects the disciplinary needs of the faculty; preserving the legacy print collections in a way that provides timely and comprehensive access; revitalizing our main library to fit the needs of a 21st-century student; and providing professional development to our librarians so they may best address the needs of our constituencies.

The economic collapse and the subsequent reductions in fiscal resources have, of course, added both complexity and urgency to these challenges. Reductions in continuing budget compounded by erosion of purchasing power through inflation represents a significant barrier to sustaining the array of services and content traditionally associated with the mission of an ARL member.

Ohio University Libraries is exploring—and in many cases implementing—operational reductions while attempting to expand services and focus acquisitions. Increased reliance on per-use access to electronic content, out-sourcing non-critical technical processing, significant reductions of low-impact and non-core services, as well as the reduction of service points will allow the Libraries to reallocate resources for new priorities and adjust for budgetary realities. The Libraries has significantly increased its commitment to ongoing professional development and has begun a formal process of continuous improvement. It is anticipated that a new strategic planning process will begin by Fall 2010 with space planning to revitalize our 40-year old building to follow soon after. Recognizing that funding for experimentation will be

increasingly limited, we re-started a development program which has several early successes to its credit.

We are anticipating an increasingly digital future for content delivery. While print will remain important for selective disciplines, we anticipate networked access will be the primary means for most undergraduate materials. This will include a complex mix of leased access to electronic journals, Google books and perhaps Hathi Trust materials, as well as selected in-house digitization of archival and rare materials.

Increasingly, print collections must be stored off-site and seamless access to such content will be critical for future research. Within the state of Ohio there are five high-density storage facilities, including Ohio University's, with collective contents of more than 7,800,000 bound volumes. The vast majority of stored items are, unsurprisingly, journal volumes. A significant portion of the journal volumes duplicate each other between the five facilities. All five are collaborating in an ambitious project to create a shared print depository system that will maximize the number of unique titles preserved while improving access. Our intention is to identify duplicate serial titles and eliminate all but two full sets of each title. This will open shelving space to increase the number of unique serial titles that can be preserved. Desktop access to scanned articles from these titles will be made available to all OhioLINK members with a 24-hour delivery to their desktop.

University of Oregon

Introduction, Mission, Vision

The University of Oregon, founded in 1876, is a leading public research university and a member of the Association of American Universities. The research enterprise at the UO spans the arts, humanities, the sciences, and the professions, and addresses the full cycle of innovation, from basic discoveries to technology transfer and societal application. There are over sixty interdisciplinary research institutes and centers. The teaching mission is very much grounded in the liberal arts with an increasing emphasis on undergraduate research. Current enrollment is 21,500, including approximately 4,000 graduate students.

The UO Libraries' mission is to "enrich the student learning experience, encourage exploration and research at all levels, and contribute to advancements in access to scholarly resources." Our current strategic objectives emphasize collaborative endeavors; flexible physical environments to enhance learning and research; timely and convenient access to information resources; transparent, easy to use systems and services—with the ultimate goal of maximizing the use of our resources.

Services and Facilities

The UO Libraries is relatively centralized, compared to many research library systems. Knight Library is the main facility and serves the humanities and social sciences. It was constructed as a WPA project in 1936, and it has been expanded and renovated several times. Campus branch libraries include the Jaqua Law Library, the Architecture and Allied Arts Library, and the Science/Mathematics Library. There are two off-campus libraries: the Rippey Oregon Institute of Marine Biology Library, and the Portland Library and Learning Commons. All of the library facilities have been either renovated or newly-constructed in the last 17 years. Each week during the academic year, there are nearly 8,000 visits to the UO libraries—an indication that the physical library is still very central to campus life. Last year, the students voted to use their own resources to keep the Knight Library open 24x5 during the academic term. This action is further evidence of the importance of the library as the intellectual center of the university.

The UO Libraries is perhaps more service-based than collection-based. A high demand for scholarly resources has been addressed through robust and successful resource sharing programs, e.g., the Orbis-Cascade Alliance shared catalog, RAPID, *ArticleReach*, etc. The UO has consistently ranked among the top ten ARL libraries in terms of interlibrary lending and borrowing. Efficient ILL, liberal lending policies and convenient campus document delivery programs have reduced many barriers to access. The UO Libraries also places a heavy emphasis on instruction. Nearly half the student population participates in some library literacy class or program during the year. Information literacy skills are a key component in the university's freshman programs. Subject specialists also teach credit courses (within the library's curriculum and occasionally in the schools and colleges). Over the past few years, a significant increase in

demand for instruction using primary source materials has resulted in the construction of a new, state-of-the-art classroom within Special Collections and University Archives.

Collections and Scholarly Communications

This year, the library's collection is expected to reach three million volumes. Like most research libraries, the UO has engaged in a rapid and comprehensive shift to e-resources. Over 90% of our journal collection is now online, and the library has acquired many core collections such as *Eighteenth Century Collections Online*, *Early English Books Online*, *ARTstor*, *Web of Science (1865-)* and the *Historical New York Times*. The UO's collection has many areas of prominence, including East Asian vernacular materials; aerial photographs (one of the largest depositories in the U.S.); 20th century political, economic and labor history; medieval studies; art and architectural history; environmental sciences; and music.

Special Collections and University Archives is especially strong in several collecting areas: Oregon history and politics, Oregon pioneer collections, labor and environmental history, intentional communities, Northwest literature, photographs of the Northwest, missionaries to East Asia, and authors and illustrators of children's books. Significant additions have been made recently to the Ursula Le Guin Papers, the James Ivory Papers, the Ken Kesey Papers, and to the collections of Northwest photographers Dan Powell, Grayson Mathews, and Allen deLay. Among new acquisitions are the papers of Tee Corinne, writer, artist, and lesbian activist; records of the Hoedads, a Northwest forest-worker cooperative; and, en route, the papers of Ismail Merchant, of Merchant-Ivory Productions.

The creation of digital resources and images has focused on enhancing access to unique collections to support teaching and research. There are twenty-two distinct collections including historical photographs, historical state maps, local and regional documents, the Historic Sheet Music Collection, and Building Oregon: Architecture of Oregon and the Pacific Northwest. *Scholars' Bank*, the university's institutional repository, currently houses some 7500 items and provides a digital home for several journals, deposited theses and dissertations, and faculty and student research.

Under the leadership of the Director of Scholarly Communications, the UO Libraries has made significant strides in raising faculty awareness regarding the changing economics of scholarly communication, author's rights, and open access. The University Senate has passed two resolutions related to author's rights, and the library has recently set aside funds to assist faculty who wish to publish in open access peer-reviewed journals.

Educational Technology and Media

In addition to the traditional services, the UO Libraries provides support for campus classroom technology, video production services, broadcasting and teleconferencing capabilities, streaming media, and management and support for the campus Blackboard™ course management system. These services are integrated into our larger instructional and outreach roles. The library's facilities include two broadcast studios, single-camera and multi-camera field production units, a computerized video editing suite, digital video effects, complete audio mixing and processing, sophisticated computer graphic arts, and a video duplication facility. For the past decade, the library's Center for Media and Educational Technology has worked collaboratively with the Teaching Effectiveness Program to provide instruction and consultation for faculty who wish to incorporate technology and media into their teaching. This consultation ranges from helping faculty use the more advanced features of the course management system, to web and multimedia design and development for specific courses.

Collaborations and Grants

The University of Oregon was the founding partner of Orbis, now the Orbis-Cascade Alliance. The Alliance is a highly successful consortium serving 35 institutions in the Pacific Northwest. Its services include a unified discovery and delivery system, group licenses for digital content, and hosting services for the Northwest Digital Archive. The UO continues to serve as the fiscal agent for the Alliance. The UO Libraries is also a member of the Greater Western Library Alliance, which focuses on expedited resource sharing and creation of collaborative web portals, e.g., Western Waters Digital Library. Additional memberships include CRL, SPARC, CNI, CLIR, and the Pacific Rim Digital Library Alliance.

Grant activity over the last several years has largely focused on building digital collections in collaboration with on and off campus entities. The IMLS/LSTA funded "Percent for Art Digital Collection and Database" provides a permanent archive and enhanced public access to documentation of the Oregon Art Commission's Percent for Art public program. Other IMLS/LSTA funded projects include the "Local and Regional Documents Archive"; planning for collaborative statewide collection management program for Oregon historical and special collections; and the first phase of the Oregon Digital Newspapers Project. The UO Libraries also partnered with the UO Art History and Geography Departments on an NEH funded project documenting the archaeology and landscape of the Altai Mountains of Mongolia. In the last three years the UO Libraries has received \$453,255 in grant funding.

Planning and Assessment

Since 2000, the library has engaged in a strategic planning process that has resulted in several service enhancements, including the creation of the Learning Commons, improved web pages for faculty, free borrowing privileges for all Oregon residents, a program to advance scholarly communications, the creation of the UO Channel (streaming video of campus lectures and events), enhancement of videoconferencing, an on-campus document delivery service, and implementation of federated searching. Recently, the library has adopted a portfolio management system to assist in evaluating project proposals, scoring them against a set of strategic directions, and managing projects and resources.

The library has participated in two LibQUAL+® surveys (2001 and 2005). In most cases users of the UO Libraries reported higher satisfaction levels than the mean of the ARL survey cohort. This was particularly true for the “Library as Place” dimension. Following the lead of ARL on the correlation between a healthy internal organizational climate and excellent customer service, the UO Libraries conducted a diversity and organizational climate survey in 2006. This was followed up by a series of internal focus group discussions and then a number of changes, including enhanced internal communication and an active training and organizational/development team.

Horizon Issues

The focus for the near term will be on new services aligned with emerging programs on campus particularly integrative science and a collaboration among three colleges and the library to offer a cinema studies major. A newly-endowed position for data services will be working with researchers and peer institutions on assessing our needs related to the curation and preservation of data. The library is also engaged in planning discussions for an expanded visualization and teaching laboratory which will be part of a new research center on campus. Planning for a Regional Library Services Center (RLSC) continues, in collaboration with the Orbis-Cascade Alliance. The RLSC would incorporate advances in commercial warehouse technologies and the latest standards in environmental conditions to ensure the long-term preservation of books and film, and to provide opportunities to repurpose precious space on our respective campuses to meet emerging needs related to teaching, learning and collaborative research. The UO Libraries will be even more engaged in collaborations with our sister institution, Oregon State University, and the Orbis-Cascade Alliance, as we redefine ourselves more as a multi-institutional entity, as opposed to a stand-alone service provider to one university (as recommended in the CLIR report, *No Brief Candle*).

UNIVERSITY OF PENNSYLVANIA LIBRARIES

OVERVIEW:

Founded in 1750, in part with books donated by Benjamin Franklin, the [Penn Libraries](#) have evolved into a major research institution whose collections support scholarship at Penn and around the world. With over 6 million printed volumes in more than 350 languages, millions of manuscript items, hundreds of electronic databases, over 72,000 electronic journals and 15 physical instantiations, the Penn Libraries support the academic programs of Penn's twelve schools: Arts and Sciences, Engineering and Applied Sciences, Medicine, Dental Medicine, Veterinary Medicine, Nursing, Education, Social Work, Communications, Business, Design and Law.

The Penn Libraries are an integral part of a campus compact that is committed to increasing access to a Penn education and to Penn scholarship, integrating knowledge and engaging globally and locally. Penn takes pride in being a place where students and faculty can pursue knowledge without boundaries, a place where theory and practice combine to produce a better understanding of our world and ourselves.

The Libraries serve Penn's 24,107 students (undergraduate, graduate and professional) and 4,049 faculty as well as the three hospitals and associated clinical practices that comprise the University of Pennsylvania Health System. The Libraries are members of OCLC/RLG Shares and have reciprocal relationships with local institutions including Temple, Drexel University and the Tri-Colleges (Bryn Mawr, Haverford and Swarthmore). The public are also welcome to use the libraries during regular business hours.

At Penn, the Libraries enjoy a well-deserved reputation for "doing more with less"; for being creative, innovative and productive. Within a significantly balkanized campus environment, the Libraries are seen as the glue that helps hold the whole together. Reflective of this, in 2005, the Libraries were asked to take over the management of the main courseware system currently in use at Penn, Blackboard. Use of Blackboard has grown to the point where there are now over 2,000 courses in the system.

Finally, the Penn Libraries, through a re-imagining and renewal of physical spaces, have become an essential part of the student experience at Penn. As spaces have been renovated, use has increased significantly. Over 2,000,000 physical visits were recorded in FY2008.

VALUES:

The Penn Libraries affirm and adhere to these organizational values:

- High quality service: service that's reliable, timely, responsive to user needs, and delivered with knowledge and expertise
- Innovation and enterprise

- Respect for the diversity of perspectives among our many constituencies
- Responsible stewardship of University assets and resources

COLLECTIONS:

Since its inception the library at Penn has changed from a small collection of texts for faculty use to a research library collection of great depth and richness heavily used by faculty and students alike. Penn's collection is distinguished less by its sheer size than by its focus and concentration on academic areas of great and traditional strength at Penn. Recent decades have seen major changes in Penn's academic programs and in the issues the programs seek to address. The social sciences have expanded in such areas as applied social research, business, communications, criminology and urban studies; and the humanities have experienced the reshaping of traditional disciplines and the rise of cultural and gender studies. The biological, medical and physical sciences have experienced the rapid development of new disciplines and sub disciplines. Interdisciplinary study and research has become one of Penn's distinguishing features. New approaches to teaching and learning have engendered new needs and new directions for information management.

To build and manage the Library's collections to be reflective of the changing information needs of the University necessitates a significant commitment of staff time and expertise. Over thirty professional librarians across the system have specific subject(s) responsibility. These subject specialists or bibliographers work closely with the faculty and graduate students working in those particular areas and have specific liaison responsibilities with a growing number of interdisciplinary centers on campus.

Collection decisions are made in the context of collection development policies that are regularly reviewed and updated. The work of the bibliographers is supported by a robust assessment and data collection apparatus called the Data Farm. Statistical analysis is an important part of a bibliographer's decision-making process and is reflective of a move toward a more analytical, evidence-based approach, to collections and services that is being fostered in the Penn Libraries.

The [Rare Book and Manuscript Library](#) contains over 250,000 printed books and 10,000 linear feet of manuscript material that ranges from the 9th century to the present. The libraries within the RBML include the Henry Charles Lea collection of medieval and early modern European legal and ecclesiastical history; the Edgar Fahs Smith Collection of the History of Science – with an emphasis on alchemy and early chemistry; the Horace Howard Furness Shakespeare collection and the Katz Center for Advanced Judaic Studies with its collection of rare Judaica which has just been enhanced by the recent acquisition of the largest collection – in excess of 4,000 early photographs of the Holy Land in private hands.

A hallmark of the RBML operation is a commitment to put special materials in the hands of students and scholars alike. The teaching spaces on the floor are in constant use and staff work

closely with faculty in the creation and execution of classes focused on either individual items – an 11th century glossed psalter, for example – or on specific collections.

The Penn Libraries collaborate with the School of Arts and Sciences to provide internship opportunities for undergraduate students interested in working with primary research materials and sponsor an annual book collecting competition targeting undergraduates beginning to construct their own collections of interest.

In support of both general and special collections, the Penn Libraries have developed a robust digital library infrastructure. This effort began in earnest in 1996 when the [Schoenberg Center for Electronic Text and Image \(SCETI\)](#) was launched. It gave Penn an early foothold in the digital humanities arena. Today SCETI contains a wealth of digital editions, from Shakespeare's First Folio to an annotated version of Theodore Dreiser's Russian Diary. There are 13-century Arabic manuscripts on anatomy, historical papers from the Civil War, sound clips of Marion Anderson, recordings of Yiddish folk singers, online tutorials, multimedia exhibits – some 79,000 graphical and sound files that document 1,500 years of human culture. Each day, academic specialists and amateur scholars around the globe view more than 10,000 scanned pages using the SCETI website.

There is an ongoing effort to leverage Penn content through digitization. RBML recently received an NEH grant to digitize 800 medieval and early modern manuscripts. A private donor is funding the digitization of an extensive collection related to horses and horsemanship. Fundraising continues to digitize the 125-year run of the student newspaper, the Daily Pennsylvanian and we've recently entered in a DOD/POD relationship with Kirtas, Inc.

SERVICES:

A core value of the Penn Libraries has been and continues to be the provision of high quality service; service that's reliable, timely, responsive to user needs, and delivered with knowledge and expertise. That value manifests in myriad ways from direct user support to the development of user-centric web tools that allows for more efficient use of time and more effective use of the wide range of print, visual and electronic resources that are available to them.

The Libraries' research and instruction staff provide assistance in person, by phone, and virtually via IM, Twitter and rich online, subject-specific FAQs. Individual research consultations play a particularly important role as evidenced by numbers which have averaged around 16,000 annually for the last few years. In terms of instruction, the Libraries have been focusing more attention and energy on point-of-need instruction as opposed to general library orientation sessions. This approach has resulted in more students attending sessions and more faculty bringing their classes in at the beginning of each semester.

Built in conjunction with the School of Arts and Sciences, the Libraries' [David B. Weigle Information Commons](#) supports collaborative learning and group activities for students and faculty across the University making use of current and emerging technologies. Our program

partners - [CWIC](#), [Weingarten Learning Resources Center](#) and [Writing Center](#) - and Penn Libraries staff assist students with research, writing, public speaking, study strategies and technology use, including multimedia authoring. The Commons includes group study rooms, Data Diner Booths, alcoves, the WIC Seminar Room and the [Vitale Digital Media Lab](#).

The only institutional repository at Penn is the Libraries' developed and managed ScholarlyCommons@Penn. [ScholarlyCommons](#) is a repository for the scholarly output of researchers at the University of Pennsylvania. It promotes dissemination of their work, and preserves it in a freely-accessible, long-term archive. An effort to alleviate recent pressures to restrict access to new knowledge, *ScholarlyCommons* allows researchers and other interested readers anywhere in the world to learn about and keep up to date with Penn scholarship. Administered by the Penn Libraries, *ScholarlyCommons* contains materials chosen by participating units -- departments, schools, centers, institutes, and so forth -- at Penn.

The Penn Libraries provide numerous information delivery modalities including standard Interlibrary Loan but in recent years has focused more on user-initiated services such as Borrow Direct, EZBorrow and RAPID. These services are available to the entire community. An additional service is available to standing, tenure-track faculty. Dubbed FacultyExpress, it provides delivery of circulating Penn Library materials (books, videos, etc.) to faculty members' departmental administrative offices or any campus library; web delivery of articles, papers, and book excerpts from the Penn collections; and obtainment and delivery of material not available in the Penn Library collections.

All of the Penn Libraries' services are supported by the cutting edge assessment operation DataFarm. Data Farm is a "collection" of MIS functions that run on a common Oracle instance and output to the web or Excel. The underlying data come from a variety of sources; to name a few: the Voyager system, apache logs, the db that powers segments of our website, COUNTER data from vendors, and input from public services staff who consult with students and do BI. The system is used heavily by bibliographers and public service managers and is the underpinning for the Penn Libraries' effort to create an evidence-based management decision-making environment.

COLLABORATIONS:

The Penn Libraries have historically sought partnership opportunities that advance our goals in support of teaching, learning and research; knowledge management; collections and content; and assessment and research intelligence. We seek out partners in programs that advance change, particularly in the areas of open learning, scholarly publication and digital access; that optimize resources; and that achieve criticality in terms of support from potential partners and communities of interest. Examples of the Penn Libraries collaborative activities are too numerous to detail exhaustively but there are some that should be noted:

Penn was one of the three founding institutions of the patron-initiated lending and borrowing system BorrowDirect. There are now seven Borrow Direct members annually moving tens of

thousands of books between institutions leveraging the value of the collective's rich research collections (c.40M volumes). The same technology that underpins BorrowDirect is in use in another consortium of libraries throughout Pennsylvania, West Virginia and Southern New Jersey: PALCI. PALCI's EZBorrow offers a virtual library of nearly 30M titles to member students and faculty.

The Rare Book and Manuscript Library at Penn is an active participant in the [Philadelphia Area Consortium of Special Collections Libraries \(PACSCL\)](#). The thirty-three member libraries and archives collect, care for, and share with a world-wide audience collections that, in their depth and variety, comprise an internationally important body of unique materials for students, scholars and lifelong learners at any level. The collections of PACSCL member libraries include a total of more than 4,000,000 rare books, 260,000 linear feet of manuscripts and archival materials, and 9,000,000 photographs, maps, architectural drawings, and works of art on paper. PACSCL member libraries hold rich collections of materials on national, regional, and local history; the natural and social sciences; world history, literature and religion; art and architecture; and business and industry.

The Penn Libraries were a founding partner in the design phase of a Mellon-funded project led by the Duke Libraries which was dubbed OLE. The goal of the initial [OLE \(Open Library Environment\) Project](#) was to develop a design document for library automation technology that is built on Service Oriented Architecture and that can be better integrated with enterprise level technologies on our campuses. The design phase was successfully completed and we have moved to the build stage which has just received additional Mellon funding. The Penn Libraries join Duke, Chicago, Maryland, Indiana, Florida and Lehigh as full partners in this fascinating and possibly game-changing collaborative initiative.

Campus collaboration is also important for operational and strategic reasons. The Weigle Information Commons, mentioned above, is a prime example of our local engagement. The WIC was conceived as a cooperative project between the Penn Libraries and the School of Arts and Sciences; both entities worked together to raise the monies necessary to build the facility and, although the day-to-day management has devolved to the Libraries, the ongoing programmatic efforts are truly collaborative in nature.

The Penn Libraries' management of the Blackboard courseware system for the University is another prime example of the Libraries' positioning as a neutral party working across the campus in support of each of the schools. It also reflects a growing sense within the Penn community of the Libraries as being both creative and collaborative partners .

FUTURE VISION:

The Libraries will engage ever more deeply with the University's academic life and pursuits as key actors in the social network that produces knowledge; a network that derives cohesion from the myriad relationships and complex interdependencies among knowledge users and creators, centers of study and practice, technology and academic support programs. The Penn Libraries

strengthen, even enable, the ecosystem that sustains the community of learning. And, as that ecosystem requires a client-focused service culture in order to thrive, we will adapt the Libraries to users, rather than users adapting to us. We will provide tools that enhance productivity and offer services that promote high quality academic outcomes. The Libraries will optimize university resources, while providing leadership in technology development, and teaching and learning services. And, we will be recognized by other players in the community of learning as valuable partners in achieving new visions for teaching and scholarship.

The Pennsylvania State University Libraries Profile

May 2009

The Penn State University Libraries (PSUL) advance intellectual discovery, information literacy, and lifelong learning, serving Penn State's strategic goals in teaching, research, service, and outreach. As an active participant in the worldwide community of scholars, our faculty and staff select, create, organize, and facilitate access to resources that are relevant to the University's programs as a comprehensive, student-centered research university. The Libraries create a welcoming, supportive, and inclusive environment that connects students and researchers to the world of information and ideas in pursuit of future learning and scholarship. The University Libraries is distinguished nationally and worldwide through its services and collections.

The University Libraries function as one library with 37 libraries at 24 campus locations across Pennsylvania administered by the Dean of University Libraries and Scholarly Communications. Departments, teams, workgroups, taskforces and councils comprising library faculty and staff work effectively across the geographical distances to carry out the work of the Libraries. PSUL has one collection budget administered by a Collection Development Council that supports the diverse curriculum and programs at each location. In order to ensure that effective services are delivered, the Libraries works closely with the academic units on every campus.

Services

The Libraries provide a wide array of reference and instructional services to support teaching, research, and learning. Each of the 37 libraries distributed throughout the Penn State campuses tailors its reference and instructional services to support the needs of the local community and/or academic disciplines while functioning as a gateway to the entire range of library services and collections available at Penn State. Designated by the State Library of Pennsylvania as the one academic library of the four State-wide Library Resource Centers, we support Penn State's historic land-grant mission by providing the citizens of the Commonwealth with access to our reference services and collections at any Penn State library and through interlibrary lending and digitized collections.

We are recognized for high-quality services by our entire community of users. Our 2008 LibQUAL+™ survey reports that across all populations of Penn State, the "overall quality of service provided by the library" is rated 7.47 on the 9 point scale. The LibQUAL+™ survey shows that collections and information discovery/access are the library services most important to our faculty and graduate students. We contribute to Penn State's global mission by supporting our students and researchers through our continually developing range of online collections, reference, and instructional tools. Regardless of their location in the world, Penn State students and researchers have access to all collections and a rich array of teaching and learning modules via the World Wide Web and advanced document delivery services. Additionally, PSUL provides electronic reference support through the *ASK!* Service featuring reference via instant messaging and e-mail with subject experts and virtual reference service

(VRS) chat with database co-browsing features. We are continually enhancing our reference and instructional services through the application of Web 2.0 technologies such as Second Life, Facebook, streaming audio and music content, and other means through which today's students expect to communicate and gain access to information and instructional guidance. Our services to the research community are growing to support e-research that is data-driven, collaboratively executed, and computationally based. We are launching scholarly communications programs such as an e-content stewardship program that will enable University scholars to preserve their research findings.

We have an outstanding and dedicated faculty and staff who have embraced the changing environment to create new services that are still based on the core library mission of providing access to and preserving the world's cultural record. Core library values and services will provide the basis for new consulting and liaison programs serving a changing professoriate and student body.

Collections

PSUL has been very purposeful in migrating to a more digital collection so that access to materials is easily shared by all campuses. Being geographically dispersed as we are, our collection development is guided by the principle that no matter which campus students attend, nor where faculty members reside, they should have equitable access to all library resources. A student at Penn State Erie, The Behrend College, should have access to the same resources as a student at the Altoona campus, the University Park campus, or a student taking classes online through the Penn State World Campus. Likewise, faculty should have access to resources for teaching and research at the point of need. Therefore, the Libraries view the transition from primarily print to primarily digital collections as its main collection development strategy. Fully 53% of the collections budget now supports the purchase of electronic journals, books, and databases; we anticipate that this percentage will continue to grow over the next decade.

Though the University Libraries is accelerating the shift to a more digital collection, it is also adding to, and preserving, its vast print collections. Some identified strengths of the collection are in the disciplines of American and British literature, engineering, and agricultural sciences. According to an analysis using WorldCat Collection Analysis, one-half of the Libraries' collection comprises material published after 1970. Though the University Libraries' collection is younger than many of its peers, we have always recognized the importance of preservation. The collections have been very well stewarded and preserved, and they embody a significant research collection of nearly 5.4 million print holdings.

Additionally, the University Libraries is creating new digital collections which focus on our strengths. 468 glass lantern slides have been digitized from the collection of Mira Lloyd Dock (1853-1945), a renowned Pennsylvania environmentalist, botanist, and educator. The slides are primarily black and white pictures of tree and plant specimens, although a small number of the slides were meticulously and beautifully hand-colored. The Pennsylvania Broadside and Fraktur includes some 270 images from the holdings of Rare Books and Manuscripts in the Special Collections Library. We are active participants in complementary projects, including the Google Library project and other digitization efforts through national/regional organizations.

Partnering with the Penn State Press through our Office of Digital Scholarly Publishing (ODSP), we are creating new forms of digital scholarship through publications such as *Romance Studies*, a peer-reviewed monograph series.

Space and Facilities

As with any other research institution of our age and situation, PSUL is still firmly rooted in both bricks and mortar spaces. However, our students now see no distinction between the need to house information in print and to provide space for the technology needed to access other information formats. Likewise, they expect support for locating information in print or online and getting the help they need to make technology work. Students tell us that they want the Libraries to be welcoming and comfortable, that they want them to be technologically rich, and that everything must be fast, easy, and convenient. They want to be able to research their papers, digitize audio, videotape their practice presentations, chat with their friends, receive assistance from a tutor, and have a snack—all in a 24-hour, “one stop shopping” destination. Therefore, support for information discovery, content, and the use of technology will need to be completely integrated.

A major strategic investment for us is a student-centered, “Knowledge Commons.” In the Knowledge Commons concept, we incorporate service partnerships with University Information and Technology Services and academic programs across the University to provide the broad range of instructional, consultative, and technology services necessary to sustain multiple modes of research and learning. This program will provide a focal point for significant change in how we support student learning, and will determine how we reconfigure our physical spaces as the growth of print collections slows and technology applications and support continue to expand. Allowing for experimentation with new services that can be implemented throughout all Penn State campus libraries, the Knowledge Commons will be one of the University’s most student-centered spaces at any location. It will require major renovations to Pattee/Paterno Library at University Park, but it can be scaled to the individual space conditions and resources at each Commonwealth Campus library. Focusing on undergraduates, it will facilitate collaborative learning and information discovery through a federation of services and repurposed physical spaces. A partnership of the Libraries, Information Technology Services (ITS), and other University units, the Knowledge Commons will blend digital and multimedia technologies with library services and online collections to create a vibrant, dynamic environment.

Collaboration

Libraries have a long history of collaborative services and programs across institutional boundaries including cooperative cataloging, interlibrary lending, and joint acquisitions through consortia, all of which have allowed a more efficient use of resources across all libraries. Over the next decade, the University Libraries will continue to collaborate with other research libraries, consortia, and service units at Penn State to achieve our vision. We will see jointly offered services that blend traditional roles between technologists and librarians. We will likely see collections begin to be shared and jointly managed in ways that significantly differ from the local collections approach. These collaborations will allow the Libraries to leverage its expertise and resources to complement those of other agencies and provide the best possible service to Penn State.

Cooperative collections licensing with the research libraries of the Committee on Institutional Cooperation (CIC) universities saves us tens of thousands of dollars annually, and the CIC libraries are now seeking ways to expand those programs to negotiate more effectively with publishers. More recently, the CIC joint partnership with the University of California and the University of Virginia has given rise to the Hathitrust, a shared digital repository, to manage, preserve, and provide access to the Google and other digitized collections.

The Office of Digital Scholarly Publishing (ODSP), a partnership between the Penn State Press and the University Libraries, is the nucleus of our scholarly communications programs. As budgets shrink, researchers in smaller disciplines and less-well-established areas of research face difficulty in publishing their work. Through this unique convergence of scholarly publishing and research library services, the ODSP is creating new forms of scholarly communication and expanded access to scholarship, opening new, non-traditional publication services that will support faculty and scholars at Penn State's campuses. Information technology enables nearly anyone to distribute information online, but working together, the Press and the Libraries provide economies of scale to support our University's scholarly communications needs. This will give us the opportunity to draw on the strength of both units to develop a comprehensive set of services that will enable Penn State and its researchers to distribute its intellectual assets in the most productive manner.

Penn State Information Technology Services (ITS) and the University Libraries have a strong and fruitful history of partnership and collaboration. The strategic planning efforts of both units is a collaborative process and, in the current cycle of planning for the future, we have worked together to build on our existing partnership and respective strengths to develop joint strategies in two key areas – the Knowledge Commons service initiative and the e-content stewardship program for the preservation of digital content. As we partner each day to provide online services to our students and faculty, we also partner on these new programmatic initiatives.

Through our services, collection, facilities, and collaboration, the Penn State University Libraries continue to fulfill Penn State's goal of being a comprehensive student-centered research university. In doing so, we are transforming our own roles and the information services profession.

University of Pittsburgh ARL Profile

Institution

The University of Pittsburgh, founded in 1787, is the oldest institutions of higher education west of the Allegheny Mountains. Enrolling approximately 34,000 students, one-third of whom are graduate students, the University is one of the top-rated public research universities in the United States, with a federal research grant budget of more than \$650 million. As one of the nation's distinguished research universities, the resources of the University constitute an invaluable asset for the intellectual, economic, and social enrichment of Pennsylvania, while the international prestige of the University enhances the image of Pennsylvania throughout the world. Access to information resources necessary for the achievement of the University's leadership objectives in teaching, learning, research, creativity, and community service is the mission of the University Library System (ULS), in addition to the continuing collaborations that build effective information, teaching, and learning systems.

Services

The ULS is committed to providing outstanding research collections, digital resources, and information services that will help its patrons fully utilize a wealth of information. In addition to traditional library services, the ULS has implemented many innovative information technology initiatives, including the new online catalog, [PittCat+](#), which allows access to more than 7.5 million books, two million of which are open access titles available from Google and the Internet Archive, in a seamless manner. Based on Web 2.0 technologies that provide a single and simplified search interface across all types of resources, digital and print, this "Next Generation OPAC" may well become the single most important development in the ULS' effort to enable students, especially undergraduate students, with the types of tools they can use to do more effective library-based research. For the first time, the library databases and systems, including the online catalog, will have functionality similar to the tools students use in other online venues (Google, Amazon, Face Book, etc.). PittCat+ simultaneously searches journal literature, book literature, and all digital items in the ULS' large array of digitized materials.

Additional ULS services include:

- digital reference service (now 10% of our overall reference use)
- participation in the international interlibrary loan program, RapidILL
- an evolving information literacy program
- State-of-the-art information technology systems
- *Get It!* delivery request service for book delivery from all ULS locations

- and delivery directly to office locations for faculty
- [D-Scholarship@Pitt](#), the institutional repository for the research output of the University of Pittsburgh
- Upgraded facilities that reflect the needs of ULS patrons and the realities of library use patterns, utilizing information collected from the ULS's own web-based reference statistics system, RefStat.
- Current plans are being made for a print-on-demand system that will allow patrons to facilitate printing for ETDs, journal articles, the ULS' digital collections, and millions of public domain titles.

Beginning more than a decade ago, the ULS began to build a capacity for digital services. Now called D-Scribe Digital Publishing Program, this program encompasses more than 104 digitization projects including books, audio, video, photographic, manuscript and many other formats drawn from the ULS collections; a partnership with the University Press to place all of the Press publications into open access (515 to date) within 2 years of publication; mounting of journals produced at the University online with the goal of converting to open access; and the ability to address needs of faculty for digital content in support or teaching and research. An entire specialized library (The Darlington Library) has been digitized to enable the physical library to be closed.

The ULS has the second largest array of technology on campus, giving us the ability to move quickly to meet demands of faculty and students for new technology services; and the ability to adjust quickly to changes in the information technology environment. Currently the ULS has more than 100 servers, 12 systems analysts, 5 librarians/staff in the Digital Research Library, and 3 librarians/staff devoted to Web design and services. In addition, we are in the process of employing a person with a press editorial background to manage online journals within D-Scribe.

The ULS has realized that while librarians naturally defend traditional services and operations because they are time-honored, basic assumptions underlying those services or operations are seldom subjected to serious scrutiny. Therefore, assessment is being embedded into every aspect of ULS operations to ensure effectiveness and efficiency. All decisions are based on data, not tradition, utilizing data from LibQUAL+, SAILS, focus groups, RefStat, gate counts, surveys, and more, as the ULS continues to monitor its progress using national assessment standards with the assistance of the ULS' competent, highly trained, and diverse faculty and staff, guided by the ULS Assessment Librarian.

Collections

The ULS print and digital collections have grown in recent years at unprecedented rates to now total more than 6 million books and 98,000 journals. This places the ULS in the

top 25% of major research libraries in North America in size – and 4th of the 123 ARL members in the amount of money spent on electronic resources.

The ULS includes the following libraries and collections: Hillman (main), African American, Allegheny Observatory, Archives Service Center, Buhl (social work), Center for American Music, Chemistry, East Asian, Engineering (Bevier Library), Frick Fine Arts, Government Documents, Information Sciences, Katz Graduate School of Business, Langley (biological sciences, behavioral neuroscience), Music, Public and International Affairs/Economics, and Special Collections. Libraries are also located at each of the University's four regional campuses. In addition, a Library Resource Facility 3 miles from campus houses many ULS departments (Technical services, Information Systems, Archives Service Center, Preservation and the Digital Research Library) in addition to a 3 million volume high density storage facility. In addition to the University Library System, the University offers the Barco Law Library and the Health Sciences Library System.

Hillman Library, the main ULS library, is focused primarily on the humanities and the social sciences and contains approximately 1.5 million volumes, over 200 devices for computing, study capacity for 1500 users, numerous departments, service points, and specialized collections.

The ULS over the years has developed large and comprehensive international collections to support area studies programs within the University Center for International Studies (UCIS). Although Pitt got a late start in this development compared to other major area study centers, these collections are truly significant in many ways. The Latin American collection is among the largest in the U.S. and some components of it are the most comprehensive anywhere, such as the Bolivian Collection. There is also a very large Cuban collection. The East Asian Collection is the 13th largest such collection in North America, and the East European Collection now exceeds 400,000 books published in Slavic languages.

The Special Collections Department was established in 1966. It houses the rare books, general manuscripts, and special collections which belong to the University of Pittsburgh, including many unusual or unique items, such as first editions, early imprints, fine bindings, beautifully illustrated books, literary and historical manuscripts, modern small private press poetry from England and the United States, the "little" poetry magazines, alternative press publications from the U.S., etc. In addition to the above there are a number of separate special collections, such as the [Curtis Theater Collections](#), the [Archives of Scientific Philosophy](#), and the [Jack B. Yeats Broadsheets Collection](#). The collections together now consist of over 52,000 physical volumes, 560 linear feet of manuscripts and archives, 13,000 photographs, 500,000 theatre programs, and various slides, microfilms, posters, recordings, ephemera, and memorabilia.

The Archives Service Center contains more 1,000 separate manuscript collections occupying more than 30,000 linear feet of shelving. In addition the Center contains more than 500,000 historical photographs, primarily of the Pittsburgh region. Fully seven hundred separate manuscript collections comprise the “Archives of Industrial Society,” which focuses on the importance of the Western Pennsylvania region in the industrialization of America. Most of the collections are focused on the social aspects of that history, including materials from several labor unions and on the environmental impact of industrialization.

During the past few years, several of our departmental libraries have been closed and consolidated, reflecting changes in user needs and behavior, including the Physics Library, the Darlington Library, and the Mathematics Library. The Chemistry Library has been downsized dramatically, as has the Business Library.

Collaborative Relations

The ULS continues to build upon and increase collaborative efforts with other University of Pittsburgh units, research institutions, and organizations, as well as international organizations to improve our primary users’ access to library materials. The ULS was a founding member (along with Lehigh University) of PALCI (Pennsylvania Academic Library Consortium, Inc.).

The collaborations centered on digital services are outlined in an earlier section of this profile. It is important to note that collaboration related to digital content as well as born digital material has become the primary focus of our digital publishing program. Most of the current projects undertaken were suggested by University faculty members and/or programs.

For the past decade, the ULS has worked to build international partnerships with libraries. The result of that effort is a fully developed collaboration with more than 20 libraries in Asian countries which has resulted in an international document delivery service Asian publications known as The Gateway Service. This service which provides journal articles and other materials from Chinese, Taiwanese and Korean libraries to scholars at Pitt and other universities around the world. The project was funded initially with a federal grant from the Institute for Museum and Library Services and is now self-sustaining. Librarian exchanges and training with a large number of Chinese academic institutions is another important collaboration. Each semester, the ULS hosts three librarians from China and sends ULS librarians/staff to China for short periods to lecture on those partner campuses.

Closing

During the past decade, the ULS has made significant progress in areas ranging from creating a mature and sophisticated digital library and digital publishing program to re-engineering processes to streamline workflow and reallocating resources from “back room” operations to direct services, and in creating a better physical environment for library users. The ULS aspires to describe and organize knowledge and information resources to empower its primary users, regardless of location so that they can obtain the information resources they need, regardless of format, in order to support and enrich their research, teaching, and learning activities while leading the University of Pittsburgh to successfully navigate information resources in the digital future. The ULS will also positively contribute positively to the changing model of scholarly communication as collaborations are pursued, built upon and increased, with the primary goal of advancing information access and use and promoting ULS initiatives, nationally and internationally.

In addition, we have concentrated on developing a learning organization, one that is agile enough to move quickly to take advantage of opportunities for collaboration and growth. Beginning with a major re-engineering project in 1995-96, we have developed a culture of reallocating internal resources from low priority to high priority functions. This culture of change has infused the organization and allows us to think creatively about the future without being trapped by the assumptions of the past.

Our focus for the next five years will be on exploring the changing needs of our users and adapting our collections to those needs, as well as developing innovative tools to enhance their use; further development of our facilities to better support user-centered activities and needs; conduct a detailed analysis of our current reference practices and performance to develop a better model of delivery; continue to expand our digital publishing program; and continue to increase our efficiency and cost effectiveness through reallocation of resources as indicated by assessment data analysis.

Rev. 6/5/09

Purdue University Libraries**www.lib.purdue.edu**

Established in 1869 as Indiana's land grant institution, Purdue in West Lafayette is the second largest university in the state, with an enrollment of 40,090 (31,761 undergraduate and 7,427 graduate, and 902 professional). The University employs 15,474 including 3,038 faculty; more than 150 are distinguished or named. Purdue's eleven colleges and schools, including a graduate college, offer more than 5,800 courses. Curricular emphases are in agriculture, science, and technology, with nationally and internationally ranked programs in business and engineering. Purdue is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. It is a member of APLU, Association of Public and Land Grant Universities and AAU, American Association of Universities. Purdue was a founding member of the Big 10 and the Committee on Institutional Cooperation (CIC).

Purdue University Libraries is comprised of thirteen facilities on the West Lafayette campus of Purdue University. Libraries is staffed by 73 professionals (of which 52 are members of the Purdue University faculty), 119 clerical, and 56 FTE student assistants and headed by the dean of Libraries who reports to the Provost. Four associate deans oversee the areas of Academic Affairs; Digital Programs and Technology Services; Planning and Administration, and Research. Librarians have faculty appointments and must meet the promotion and tenure requirements of Purdue University and participate in university governance via representation on the University Senate.

Services

Information services are highly decentralized across units: Archives & Special Collections (ASC); Aviation Technology Library, Earth and Atmospheric Sciences Library, Humanities and Social Sciences (HSSE) Library, John W. Hicks Undergraduate Library (UGRL), Management and Economics Library (MEL), Mathematical Sciences Library, Mellon Library of Chemistry, Pharmacy and Nursing Library, Physics Library, Siegesmund Engineering Library, Veterinary Medical Library. During the last several years significant effort has been made to eliminate the traditional reference service; general support is provided through integrated service points by clerical staff and graduate assistants. Libraries faculty are available for in-depth consultation, however, a majority of their time is committed to instruction in collaboration with faculty in the disciplines. Across the Libraries service locations, 265 workstations are available for public use.

The Libraries has a robust instruction and outreach agenda. Instructional efforts include tours, workshops, lectures, team teaching, and embedding librarians in a variety of courses across disciplines, as well as online guides, tutorials, and customized web pages. Last year, a total of 404 sessions reached 25,302 students. The Libraries also teaches GS175, Information Strategies, a one-half credit General Studies course. Outreach initiatives include participation in new student and faculty orientations, hosting open houses, and extending service hours to 24/7 prior to and during finals.

During the past year, the Libraries assessed service provision by conducting individual, local surveys, reviewing electronic reference, and administering LibQual+. Although data indicate that the perception of library services is generally positive, enhancements and improvements will be developed based on input given. Stemming largely from feedback received in the 2005 iteration of LibQual, the Libraries undertook a comprehensive redesign of its website. An initial data analysis of the results of LibQual+ indicates significant improvement in services and collection/information resources, and a slight decline in satisfaction with the Libraries as place.

Collections

The collections of Purdue Libraries, which support curricular emphases, total nearly 3 million volumes. Libraries subscribes to nearly 40,000 serials and electronic resources, and another 3 million microforms. Since 1907, Libraries has been a selective depository for Federal government information and now holds approximately a half million government publications. Last year, more than 406,000 items circulated and an additional 27,000 were inter-library loaned. The rich resources of Archives & Special Collections include the papers of Amelia Earhart, Neil Armstrong, and time motion pioneer, Lillian Gilbreth. Currently under development are collections on Women, Psychoactive Substances, and broader Aviation and Flight. E-archives now contains more than 100,000 digital items. Recently ASC became the official University archive.

Collaborative relations

Purdue Libraries actively engages with the University Library Committee; it also has both undergraduate and graduate student advisory councils. Libraries collaborates with partners on campus, in the community, throughout the state, and beyond. In addition to instructional collaborations with disciplinary faculty, Libraries partners with the Writing Center, the Learning Spaces Advisory Committee, and campus Student Learning Outcomes Assessment Workgroup. The Libraries collaborates with ITaP (Information Technology at Purdue) in numerous areas of technology support and enhancement. Noteworthy is the Digital Learning

Collaboratory, a multi-media lab located within UGRL. Each year, the two units host a Digital Cinema Contest as well. This year, Purdue established a Common Reading Program, which was co-steered by the Office of Student Access & Success and the Libraries. Initiatives in gaming and immersive environments have been fostered by the Libraries, including developing real estate in Second Life for instructional purposes.

Information literacy and life-long learning collaborations on campus and beyond have been key to Purdue, emphasized in Libraries strategic plan and the University's. In addition to the instructional efforts previously mentioned, the inaugural W. Wayne Booker Chair in Information Literacy will join the Libraries faculty this summer. This position will be dedicated to fostering campus, state, regional, national, and international collaborations and to serving as a resource person and expert in this area. Purdue is also in the process of finalizing a partnership with the National Forum on Information Literacy.

In the West Lafayette community, Purdue's Educational Outreach Librarian worked with librarians from local public libraries and the community college librarians on an award-winning information literacy project for home-schooled teens. In the state, the e-BIN (electronic business information) project was launched at all county extension offices through the efforts of librarians from the Management and Economics Library.

Recently, through collaborations with the National Center for Bioinformatics Information and the European Bioinformatics Institute, Libraries took the lead in sponsoring bioinformatics training to the campus and beyond. Purdue will host the next conferences of the United States Agricultural Information Network (USAIN) and the International Association of Technology University Libraries (IATUL), both in 2010.

Libraries has made great strides in the areas of interdisciplinary research, grants, and data management and curation. The Distributed Data Curation Center (D2C2) took flight; a data research scientist was hired. Librarians also are expected to collaborate in interdisciplinary research with other campus faculty.

Purdue is a member of the Academic Libraries of Indiana (ALI), the Center for Research Libraries (CRL), and the Committee on Institutional Cooperation (CIC). Within the latter, it is a participant in the Google Books Project and the newly launched initiative to digitize Federal government information. Also in the area of government information, it is a steward library in the Indiana Light Archive initiative and a partner with LexisNexis in the digitization of the *Congressional Record*. The Libraries also participate in Coalition for Networked Information (CNI) and Educause. .

Facilities

Several library facilities have undergone space enhancements, and more are planned, including a consolidated, multi-functional science information center and a cross-disciplinary teaching and learning center. Plans include re-purposing the Hicks Undergraduate Library, which is now being re-conceptualized as a “learning commons” which will bring together learning spaces (including an enhanced Digital Learning Collaboratory), the writing lab, career counseling, and other student services. Recently, the new \$3.4 million Virginia Kelly Karnes Archives and Special Collections Research Center opened, bringing together outstanding rare and unique resources of the Libraries. Phased renovation of the Management and Economics Library is now underway. This \$4.0M project will create collaborative and individual learning spaces to support learning and scholarship in the areas of business, agricultural economics, hospitality and tourism, and consumer and family sciences, as well as other disciplines.

Strategic plan

Purdue Libraries recently reviewed its strategic plan and is now working toward aligning the organization within a changing academic landscape that includes new paradigms in higher education and research, a new definition of scholarly communication, and a transformational role for Libraries faculty. With these assumptions in mind, three guiding principles were adopted: move to collaborative/virtual models wherever possible; become relevant and integrated in the cyber-environment.; define the Libraries by relationships, not locations. To move the Libraries forward in keeping with these principles, five overarching goals were established: advocate moving toward alternative methods of scholarly communication for Purdue faculty, including open access and institutional repositories, while still building library collections and providing access to information resources that meet the research and learning needs of the students and faculty; increase interdisciplinary collaboration between Libraries faculty and other faculty, through the application of library science principles in instruction, learning, and research; incorporate into the core curriculum an information literacy component and the principles of data management; move print collections off campus to repurpose space to meet evolving learning needs of students that would include a variety of individual and collaborative learning and teaching spaces; increase the number of Libraries faculty to meet the demand for collaboration in the classroom and in research and to increase diversity.

Rice University

Rice University was founded as Rice Institute in 1912 through the bequest of Houston entrepreneur and philanthropist William Marsh Rice. Its first president, Edgar Odell Lovett, had a free hand to model Rice University on the great universities of the world, drawing a world-class faculty and diverse student body into a sheltered urban setting that remains intimate and collaborative. Over 2,200 graduate students are enrolled; an undergraduate population of slightly over 3,100 benefits from a residential college system and a 5-1 student-faculty ratio. Rice is currently ranked among the top 20 national universities for quality and value, and its schools of architecture, engineering, social science, music and business are especially highly considered, along with the James A. Baker III Institute for Public Policy. Urban issues will be a special focus for its new graduate program in sociology, and the new graduate program in art history will draw on the resources of Houston's rich museum community. A strengthened research focus on Asia and Latin America is planned for religious studies, one of Rice's many strong humanities departments. Rice is a leader in numerous science disciplines, including the emerging field of nanotechnology. The university enjoys strong collaborative research relationships with the renowned Texas Medical Center and other local institutions and is pushing an international agenda of recruitment and research collaboration.

Open to the public by original university charter and located in the center of the campus, Fondren Library is Rice's main library. An extensive renovation of the building was completed in 2006, adding a variety of individual and group study/collaboration zones, universal access to information technologies, and—from the sixth floor's card-key restricted reading room—impressive views of the campus and the Houston skyline. Selected study rooms are fully equipped with state-of-the-art conferencing technology. The university is developing a western quadrangle corresponding to its original academic quadrangle to the east, with the library in the center. At the library's new west entrance, shaded outdoor seating is shared with the recently opened Brochstein Pavilion, which offers coffee, snacks and light meals. The library is represented on a board that will plan activities for the Pavilion. The Business Information Center serves primarily the needs of the Jesse H. Jones Graduate School of Business and is located there.

COLLECTIONS

Rice receives over 72,000 current print and electronic journals and provides its users with over 2.5 million physical volumes and electronic books, as well as significant microform, map and audiovisual collections. The scope of the collections is broad, with excellent coverage in art, architecture, history, literature, music, philosophy, languages, economics, social sciences, natural sciences, and engineering. Rare books, manuscripts and university archives are housed in the Woodson Research Center (WRC), which also

conducts an expansive program of digital promotion of its unique collections. WRC collection areas include 19th and 20th century Texas history and politics, Texas entrepreneurs/business; Rice University, historical maps and atlases; military intelligence and espionage, 18th Century British drama; the George Cruikshank (British caricaturist and Dickens illustrator) collection; 18th and 19th century British Maritime and naval history, U.S. Civil War and slavery; history of aeronautics, history of science; the Americas Collection; the Maximilian and Carlotta Collection; modern American literature, and the Papermaking Collection. Newer subject interests include fine and performing arts, architecture, oil and gas, and women's history. Online access to manuscript collection finding aids is being enhanced by creation of a searchable database.

The library is a selective depository for U.S. and Texas government publications and U.S. patent and trademark depository.

The Center for Digital Scholarship (CDS) was formed in 2001 to coordinate research projects in furtherance of teaching as well as support the university's institutional repository, the Rice Digital Scholarship Archive. Working with faculty, students, staff and members of the Houston community, the CDS has developed a number of innovative digital collections and resources in support of teaching and learning. Digital preservation efforts include active membership in both the LOCKSS and CLOCKSS consortia, actively addressing the need to ensure long term access to published serials content into the future.

The following are a few of the digital collections that are part of the Digital Library Initiative:

- * Rice Digital Scholarship Archive (RDSA) for housing several digital collections
- * TIMEA (Travelers in the Middle East Archive)
- * Our Americas Archive Partnership (OAAP)
- * The Connexions project
- * The Shoah Archive at Rice
- * Advanced Placement Digital Library (APDL)
- * Learning Science and Technology Repository (LESTER)
- * Rice University Theses and Dissertations
- * The Rice Institute Pamphlets
- * Digital Research Tools (DiRT) wiki

SERVICES:

The library is regularly open 143 hours per week, closing only from Saturday 10 p.m. to Sunday 12 p.m. These hours are expanded during exam periods. The library is the largest computer lab on campus, supporting both Mac and PC platforms. User-operated

scanners, including microform scanners, and copiers, including color copiers, are readily available. Self-checkout machines ease circulation of library materials. Basic reference services are offered at the circulation desk on evenings and weekends. A collection of popular titles, including audio books, supports leisure reading. Handheld tablet devices are available for mobile catalog use in the stacks, and experiments are underway using ITouch and Kindle. Commitment to accessibility is strong, and the library houses the adaptive technology services of the campus office of Disability Services.

The library is committed to a strong program of staff development, offering a busy schedule of workshops and webinars. In 2008 the library staff was encouraged to participate in a customized local version of the Public Library of Charlotte & Mecklenberg County's 23 Things program, to enhance understanding and creative use of Web 2.0 technologies. A second wave of research groups has just been formed to study individual topics from ACRL's Ten Assumptions about the future of academic libraries. Redoubled cross-training efforts are designed to help the library bridge both the present economic downturn and, more broadly, ongoing and pervasive changes in library services.

The Digital Media Center (DMC) is a library research facility, established in 1995 and located in neighboring Herring Hall. The DMC offers a lab to support capture, creation and conversion of video, audio, digital images and other complex media. By offering equipment for circulation and in-house use as well as a robust training and support program, the DMC helps Rice faculty and students use a broad range of new multimedia tools in their research, study, and teaching. The DMC is now a part of the Center for Digital Scholarship (CDS).

The Geographic Information Systems (GIS)/Data Center is a part of the Kelley Center for Government Information and Microforms. The GIS/Data Center offers students and faculty a range of GIS hardware, software, data resources, print and digital map resources, and training for research and resource development.

Rice's state-of-the-art compact shelving facility, the Library Service Center (LSC), houses lower-use library materials four miles south of the campus with convenient daily delivery service to campus. LSC staff are now working with document delivery staff to scan eligible items onsite for direct digital delivery to users.

The library's virtual presence is accomplished through several systems. The library currently uses the SirsiDynix software system for its online catalog/integrated library system, Serials Solutions 360 Search and Aquabrowser for its discovery layer, and Serials Solutions for its electronic resources management module. There is a direct data flow between SirsiDynix and Banner, the university's accounting system. Ares has recently been implemented as the reserve system and the document delivery operation uses OCLC's Illiad. The library's Plone-based website has recently been upgraded; a new

Web Council will ensure continual evolution of the library's online face. A mobile skin for the library website is under development. Enhanced librarian roles in the campus Sakai-based course management system form part of a strengthening program of information fluency. There is a rapidly growing library of podcasts on various library topics, and uses of Second Life, Facebook, and Twitter are being actively explored.

Last year the library inaugurated annual research prizes at the undergraduate and graduate levels. The DMC sponsors an annual video contest. The Marketing and Services Team works to heighten campus awareness of library services and solicit input. One of its major initiatives is LibQual survey, last conducted in 2005 and slated for a comeback in 2010. User suggestions from the first survey, such as a browsable DVD collection, are being implemented. Classic departmental liaison activities are currently being expanded through outreach to non-academic departments.

The Friends of Fondren Library is among the premier library support organizations in the nation. Founded in 1950, the Friends are dedicated to stimulating growth in library resources and facilities for the 21st century. The Friends seek to heighten community and alumni interest in Fondren Library and to support academic programs at Rice University by funding library collections and facilities.

COLLABORATIVE RELATIONS

Fondren Library is an active member of many consortia and collaborative groups, including OCLC (Online Computer Library Center, Inc.); Research Libraries Group; EDUCAUSE; Association of Research Libraries; Greater Western Library Alliance; Coalition for Networked Information; Council of Library and Information Resources; Digital Library Federation; Scholarly Publishing & Academic Resources Coalition; New Media Consortium; Open Content Alliance; Texas Council of College and University Libraries; TexShare; and the virtual Museum of Houston.

In recent digital projects, the library has partnered with the University of Southern California (Shoah Project), University of Maryland (Americas Project), and most of the premier cultural institutions of Houston (Museum of Houston). A scholarly communication group founded with the University of Houston and Houston Academy of Medicine-Texas Medical Center Library offers regular educational events for the academic community. The new BioScience Research Collaborative located between Rice and the Texas Medical Center includes a dedicated space in which researchers from both sides of the street can access their respective institutions' electronic library resources.

Horizon issues for the next three to five years include a continuing transition to digital content and services, transformation of staff roles and the skills that support them, and further movement from an organization-based to a service-based model for the library

as a whole. Library goals also include increased integration into the curriculum and research as well as expanded outreach to the local community.

The University of Rochester Libraries

The University of Rochester, founded in 1850, is one of the leading private universities in the country. With roots in the liberal arts, it is now a distinguished research institution offering a full range of liberal arts and professional programs, including medicine and music. The University has more than 2,000 faculty and instructional staff, and some 9,300 students. Yet Rochester remains one of the smallest and most collegiate among top research universities, with small classes (9:1 student to teacher ratio) and increased interactions with faculty.

The University of Rochester Libraries consist of four distinct operating entities:

The River Campus Libraries serve the teaching, learning, and research goals of the University's College of Arts, Science & Engineering, the Simon Graduate School of Business Administration, and the Warner Graduate School of Education.

Sibley Music Library of the Eastman School of Music, University of Rochester, is the largest academic music library in North America, with holdings exceeded only by the music collections of the Library of Congress and the New York Public Library.

The Medical Center Libraries include Edward G. Miner Library (University of Rochester Medical Center) and Basil G. Bibby Library (Eastman Dental Center). Williams Health Sciences Library (Highland Hospital) is an affiliate. Together, they support a single overarching mission: to use education, science, and technology to improve health.

The Memorial Art Gallery's Charlotte Whitney Allen Library & Teacher Resource Center is Rochester's resource for lifelong learning about art. One of the few museum libraries with open stacks and circulating collections, the library supports core museum programs while offering a rich resource to the Rochester art community.

Services

Over the last 10 years, the River Campus Libraries have developed a strong culture of assessment, where the typical quantitative measures of success (e.g., gate counts and circulation statistics) are enhanced by qualitative input. The staff was charged with finding opportunities to just listen to our community and discover ways that we can improve the Libraries. This fostered an organizational culture that began to embrace and seek more formalized qualitative methods for assessment.

With the addition of an anthropologist on the staff in 2003, the Libraries began to adopt anthropological and ethnographic methods in ways that can bring greater insight into different user communities or "tribes." A one-year study of the faculty tribes, focusing on their research and work practices in different disciplines, highlighted the misalignment of institutional repositories with the work practices and expectations of faculty. This project was followed by a

The University of Rochester Libraries

two-year study of undergraduate students. As a result, bibliographic instruction pedagogy has changed to embrace the power of peer-to-peer learning. Library facility hours, services, and functionality have been adjusted to support the rise of collaborative learning and teaching, and the 24x7 lifestyles of today's students. The focus of freshmen orientation has shifted away from the students towards their "helicopter" parents. Librarians have cross-trained as writing instructors and underclassmen advisors in order to expand the breadth and depth of library services. Delivery services have changed to remove the user-perceived barriers of microform and offsite storage. And library course guides tame the immense world of scholarship into a tailored set of resources that best meet the curriculum and learning goals of the course.

A two-year study (2006-08) of graduate students has significantly improved our understanding and appreciation of the dissertation process. Moreover, it has highlighted the fact that graduate students, the user group with the highest per capita use of our collections and services, are not receiving the level of attention from us that they deserve. Currently, studies are underway to better understand how users find information in library catalogs and the role of the physical library within the sciences.

Libraries and Collections

The River Campus Libraries consist of four physical locations across the campus. The oldest is the Rush Rhees Library which houses the Art & Music Library, Business & Government Information Library, the Multimedia Center, and the Rossell Hope Robbins Library, as well as the humanities and social sciences collections, University Archives and the Rare Books, Special Collections and Preservation Department. Most of the science and engineering collections and staff are located in either the Carlson Science & Engineering Library or the Physics-Optics-Astronomy Library. The Laboratory Laser Energetics Library serves the research and administrative information needs of a major federally-funded research laboratory and National Laser User's Facility.

The River Campus Libraries contain over five million items—nearly three million volumes; tens of thousands of journal subscriptions; and microforms, CDs, DVDs, and videos. It maintains close to 16,000 electronic subscriptions and a steadily growing number of electronic books. The 90,000 volume rare books and special collection items range from incunabula to modern first editions, particularly American poetry. The manuscript collections include the papers of William Henry Seward, Susan B. Antony, Frederick Douglass, George Eastman, Jerre Mangoine, and John Gardner. A growing number of online exhibits and digital projects provide online access to the many unique materials in the collection.¹

¹ <http://www.library.rochester.edu/index.cfm?PAGE=175>

The University of Rochester Libraries

One of the more unique collections on the River Campus is located in the Rossel Hope Robbins Library. It contains a special, non-circulating medieval collection with comprehensive holdings in all aspects of Middle English literature, and in material covering the fields of Old English, Anglo-Norman, and French literature; medieval history, philosophy, theology, and art; manuscript studies; witchcraft; and Arthurian studies. The Robbins Library is also the locus for several online collections, including the Camelot Project, Robin Hood Project, and the TEAMS Middle English Text Series.²

At the Eastman Campus, continuing development of the Sibley Music Library collections (scores, recordings [audio and visual], and monographic and journal literatures) focuses on Western art music, jazz, and world music (including popular music). Beyond providing for curricular needs and the immediate performance and research requirements of current Eastman students and faculty, collection development at Sibley Music Library emphasizes acquiring a broad spectrum of newly published scores, recordings, and books (from North American and European publishers) while they are available, without regard to immediate or even short-term use. The emphasis is on providing for future performance and research needs of faculty and students in an internationally renowned, comprehensive school of music.

Founded in 1904, Sibley Music Library is particularly rich in scores from the late nineteenth and early-twentieth centuries, scores that are currently in the public domain. Since 2005 we have been digitizing public domain scores on a request basis from the international music community; some 4,300 items now reside in digital form in the University of Rochester's digital repository UR Research.³ An NEH grant received in 2009 will permit more proactive digitization of some 10,000 public domain scores held by not more than two other libraries in the world.

The Medical Center Libraries provide access to nearly 300 health-related e-books and over 14,000 e-journals. The print collections include more than 240,000 volumes of journals, books, and theses plus current subscriptions to 350 print journals. The Medical Center Libraries possesses an exceptional collection of primary and secondary sources in the field of medical, dental, and nursing history. The rare book collections are representative of western medical literature in every period and specialty. In particular, Miner Library has outstanding collections in pre-1800 anatomy, obstetrics and gynecology, orthopedics, yellow fever, cholera, and American popular medicine.

² <http://www.library.rochester.edu/index.cfm?PAGE=224>

³ <https://urresearch.rochester.edu>

The University of Rochester Libraries

The Charlotte Whitney Allen Library & Teacher Resource Center 's 43,000 volume collection ranges from scholarly resources to posters, electronic media to children's books. Library staff extend the reach of the physical collection by facilitating online access to collections information, archival resources and images & lesson plans for teachers.

Collaborative Relations

The University of Rochester Libraries collaborate on many levels. At the University level, library staff volunteer as writing tutors and student advisors. As the largest research library in the greater Rochester area, the UR Libraries are a key constituent in the Rochester Regional Library Council, and are the largest lending library in the area.

The Libraries are also members of the Association of Research Libraries (ARL), the Northeast Research Libraries (NERL), the Coalition for Networked Information (CNI), and the Center for Research Libraries (CRL), and the Association of Academic Health Sciences Libraries (AAHSL).

One of the most expansive collaborations currently underway is the eXtensible Catalog Project (XC), funded in part by the generosity of The Andrew W. Mellon Foundation. The XC Project is working to design and develop a set of open-source applications that will provide libraries with an alternative way to reveal their collections to library users. XC will provide easy access to all resources (both digital and physical collections) across a variety of databases, metadata schemas and standards, and will enable library content to be revealed through other services that libraries may already be using, such as content management systems and learning management systems. XC will also make library collections more web-accessible by revealing them through web search engines. There are over a dozen partners on the project, ranging from the Consortium of Academic and Research Libraries in Illinois (CARLI), to Notre Dame University, to the open-source library vendor, LibLime.

In the Medical Center, health sciences librarians are highly valued collaborators in patient care, education, research, and community outreach. They:

- Are partners in the evolution of electronic medical record systems and clinical decision support tools, helping health care professionals raise the standards of care and improve patient safety.
- Work closely with faculty instructors to design and teach classes, particularly where learning objectives focus on the acquisition and application of information management skills. The first course of medical school at the University of Rochester is a course on the structure and function of medical information, called "Mastering Medical Information."

The University of Rochester Libraries

- Collaborate with basic scientists and physicians to provide informational support and services for the Clinical and Translational Science Institute, where the focus is on translating scientific discoveries into practical applications.
- Join forces with local health care providers, public libraries, schools, and community centers to improve health literacy among non-English speaking refugee populations in the Greater Rochester/Monroe County area.

June 2009

Rutgers University Libraries

ARL Library Profile

Overview

Rutgers, The State University of New Jersey, is the nation's eighth oldest institution of higher education. Chartered in 1766 as Queen's College, and renamed Rutgers College in 1825, state legislative acts in 1945 and 1956 formally designated Rutgers as The State University of New Jersey. In 1989 Rutgers was invited to join the Association of American Universities.

With nearly 50,000 students and over 9,000 faculty and staff on its three campuses in Camden, Newark, and New Brunswick, Rutgers is a vibrant academic community committed to the highest standards of teaching, research, and service.

Today, faculty and students work in more than 180 specialized research centers. With 27 schools and colleges, Rutgers offers over 100 undergraduate majors and more than 100 graduate and professional degree programs. The university graduates more than 10,000 students each year, and has more than 350,000 living alumni residing in all 50 states and on six continents. As the land grant university of New Jersey, Rutgers also sponsors community initiatives in all 21 New Jersey counties.

Just as Rutgers has evolved into a major research university, the library system has also grown into a top academic research library. The Rutgers University Libraries operate as an integrated system across the three regional campuses under the direction of the Vice President for Information Services and University Librarian, who reports to the Executive Vice President for Academic Affairs. Library services, collections, facilities, and personnel are managed and coordinated across the university by means of an extensive administrative and committee structure.

There are 20 libraries, centers, and collections in the system, located in 13 different physical facilities. There are also separate libraries for alcohol studies, criminal justice, management and labor relations, and two law schools that coordinate with but are not administratively part of the Rutgers University Libraries.

The Libraries organizational structure has undergone several changes in recent years in response to the dramatic changes and opportunities in the information environment. Most recently, the Libraries created three new senior administrative positions that will strengthen support for learning, assessment, and facilities. The associate university librarian for research and instructional services is responsible for university wide leadership for the Libraries public services programs, including instruction, as well as

administration of the libraries in New Brunswick/Piscataway. To support development of a culture of assessment, a senior administrator was appointed associate university librarian for planning and organizational research, and an associate university librarian for facilities management and development addresses the changing uses of library space. The position of the director of the Dana Library on the Newark Campus was renamed assistant chancellor and director with added responsibilities for community outreach and engagement related to the campus.

Because library services and scholarly information resources are developed in support of the academic and research programs of the university, the Libraries have a long history of asking students, faculty, and administrators from all disciplines and campuses what they need to be successful. The Libraries current five-year strategic plan, for example, responds to survey data and other information gathered from Rutgers students, faculty, staff, and administrators through a year-long planning process that included the LibQual+® survey, a communications audit, numerous focus group discussions, and departmental surveys. The findings from these assessment activities have helped the Libraries envision a virtual and physical library that is more integrated into the academic life of Rutgers students and faculty and more focused on what they need most. The Libraries will be implementing the library performance assessment (LibPAS™) from Counting Opinions during the summer 2009 and an in-library use survey in the fall 2009.

Services

The associate university librarian for research and instructional services coordinates library services across all three campuses. Access services policies are uniform with generous loan and renewal terms for print materials that users can manage online. Print collections are shared through physical and digital delivery to libraries on the three campuses. Reserve materials are made available either through course management systems or directly through the closed reserve module of the Libraries integrated library system. Information services are provided by consultation, at reference desks, by telephone, through the *Ask a Librarian* e-mail service, and through chat reference by library faculty and staff. Online reference and resource guides are provided for the disciplines and for specialized areas of university engagement. The Libraries website is currently being transferred to the Drupal content management system for easy update by content managers. An anthropological/ethnographic study of the website with users is in progress, preparatory to a total redesign. Collections and services are delivered to remote learning locations throughout New Jersey by land delivery and digitally.

The instruction program of the Libraries continues to expand its reach. Librarians regularly teach in undergraduate and graduate classes and in special programs for the

undergraduate research experience, first generation college students, first-year interest groups, and learning communities. Online tutorials have been developed for the School of Nursing in collaboration with the faculty, and on the topic of plagiarism. A general undergraduate tutorial is available, and a replacement update is in progress with collaboration by undergraduate education and student life administrators and staff. Librarians are working with the faculty to incorporate information literacy as a component of the curriculum and were active participants in two recent institutional achievements: the restructuring of the undergraduate curriculum and a successful reaccreditation review, which focused on the special topic of undergraduate education.

The Libraries are committed to developing spaces that meet the changing curricular needs of students, faculty, and staff, such as spaces for group study and the creation of digital multimedia. A mix of computer laboratories, instructional spaces, group study rooms, and quiet study areas are available in all libraries. The recently opened Sharon Fordham Multimedia Laboratory equipped with specialized design software and expert staff allows students and faculty to create media projects in support of the curriculum or for other programs. The Libraries also provide cultural experiences in the form of the many exhibitions highlighting collections, book arts, or fine arts. Cafes in the libraries are in the planning stage.

The Rutgers University Libraries have a subject specialist liaison program that provides regular and ongoing librarian contact with teaching and research faculty. Subject specialist librarians assigned to departments and centers and instruction librarians on each campus work closely with teaching faculty and students in both classroom and online teaching settings as well as by appointment and at public service desks. Some librarians keep office hours in academic departments. Librarians at Rutgers University have faculty status. They hold at least the M.L.S. degree, with many having doctorates, professional experience, and recognition in the disciplines in which they work or other areas of expertise.

Collections

The major collections in the Libraries have been built since Rutgers College became the state university in 1954, with strengths in jazz, women's studies, New Jerseyana, and Westerners in Japan in the late nineteenth and early twentieth century. The Institute of Jazz Studies contains one of the world's most outstanding collections on jazz. The Libraries Margery Somers Foster Center, the *Women Artist Archive Directory (WAAND)*, a digital directory of women artists active since 1945, and the Miriam Shapiro Archive devoted to women artists are the strengths of the women's history collection; the Sinclair New Jersey collection is one of the finest state and local history collections in the country, and the William Eliot Griffis Collection, a unique scholarly resource,

documents the experience of Westerners in Japan and the roots of Japanese-American relations. In addition to documenting every aspect of New Jersey's history from colonial exploration to modern times, particular strengths of the manuscript collection include strong documentation of the history of the consumer movement, twentieth century Latin American society and politics; and the history of the labor movement throughout the twentieth century in the United States. Our extensive government publications collections include three depositories for U.S. government publications, five depositories for New Jersey state publications, and one patent depository.

Subject specialist liaisons assigned to departments and professional schools, coordinated by the associate university librarian for collection development and management, ensure that collections and services support the distinct needs of the broad spectrum of disciplines studied at Rutgers. More than 43 % of the collections budget is spent on digital collections so that users on a geographically dispersed and globally engaged campus can have 24x7 access to our collections.

The primary strategy for collection development at Rutgers is to build collections that are interdependent so that they serve the interests of the entire university community and the increasing interest in interdisciplinary research and study, while being responsive to local campus needs. All digital collections are acquired for members of the entire university community wherever they are located.

The Rutgers University Libraries maintain memberships in consortia and have special cooperative and affiliated arrangements with libraries and other organizations to provide timely access to scholarly resources, including special collections materials. Current partners are the Center for Research Libraries, OCLC Reciprocal Faculty Borrowing Program and Research Libraries Group Programs, including the Shared Resources Program (SHARES); RapidILL; Virtual Academic Library Environment (VALE) of New Jersey; Metropolitan New York Library Council (METRO); Pennsylvania Academic Library Consortia (PALCI); and various local arrangements. The terms of each agreement vary. The Libraries monitor fill rate and turn-around time as well as costs and benefits to ensure that these organizations remain responsive and appropriate. In addition, the Libraries participate in several consortia to reduce subscription pricing.

Collaborations

The Libraries are engaged with the faculty and administration in several collaborations to which we contribute specialized and recognized technology and information management expertise. Librarians are guest lecturers, teach courses, and collaborate on grants with the faculty of the School of Communication and Information (SCI).

Librarians supervise graduate assistant interns from SCI, and undergraduate research fellows from the School of Arts and Sciences. Librarians serve as co-principal investigators on other school's grants, such as an NSF-funded research grant to develop a video collaboratory for the teaching of mathematics in primary schools with faculty from the Graduate School of Education. The Libraries publish two open access journals for Rutgers faculty editors - *Pragmatic Case Studies in Psychotherapy* and *Electronic Journal of Boundary Elements*, and one for historians - *New Jersey History*. The *Journal of the Rutgers University Libraries* is also published electronically. The Libraries help faculty deposit their publications in *PubMedCentral* through *RUcore*, the Rutgers community repository. *RUcore* also provides access to Rutgers theses and dissertations, faculty scholarly communications, library special collections and faculty products, such as videos, images and data sets that result from, or support, faculty research.

Within the state the Libraries have taken leadership roles in building a statewide cyber-infrastructure to support the academic and cultural heritage communities in New Jersey. Key components include a Fedora-based repository that includes user interfaces for object creation and access, and a statewide Shibboleth-based identity management service. Portals of the infrastructure include the *New Jersey Digital Highway (NJDH)*, a statewide repository and portal to digital information related to New Jersey to which educational institutions and cultural heritage institutions contribute content. *NJVid* is supported by a \$1 million IMLS grant and provides an expansion of the *NJDH* for the collaborative acquisition, streaming, and preservation of commercial and locally created videos for K-20 educational institutions, libraries, museums, archives and cultural centers across the state. The *New Jersey Environmental Digital Library*, which provides digital access to environmental reports, data and multimedia emanating from state and local governments, non-government and non-profit organizations, research institutes and academic departments, is a collaboration with the New Jersey Department of Environmental Protection and other environmental associations in the state; and *Electronic New Jersey*, a digital repository and portal to special collections materials for secondary school teachers of social studies, is a collaboration between Special Collections and University Archives and several school districts in the state. The Rutgers University Libraries are currently participating in the Open Library Environment (OLE) design project, funded by the Andrew W. Mellon Foundation. The Virtual Academic Library Environment (VALE), the state's academic library consortium, will integrate the OLE library system as a key component of the emerging statewide cyber-infrastructure.

Services for New Jersey

In addition to statewide leadership on digital projects described above, the Rutgers University Libraries are open to the general public for use of collections and services

onsite. Residents may borrow materials from the Rutgers University Libraries through their local library's interlibrary borrowing service or apply to purchase a community borrower card. Alumni are eligible for complimentary guest borrowing privileges. The Rutgers University Libraries support other libraries by participating in the New Jersey Library Network and Jersey Cat, the VALE faculty reciprocal borrowing program, and other local and regional cooperative arrangements. Photocopy services are also provided to fee-based information brokers and companies without libraries.

Future Horizons

Over the next five years the Libraries seek to create a new information technology infrastructure that supports the breadth of information content it provides to the university community; links efficiently to university systems; and coordinates with state, regional, and national collections.

We will focus on support for digital scholarship in the disciplines (e-science, digital humanities, etc.) and on enhancing undergraduate learning through greater integration into the curriculum.

We will capitalize on having one of the nation's most diverse campuses by creating a Diversity Research Center in collaboration with university partners to advance diversity recruitment and leadership. This initiative will use the classroom as a laboratory for diversity engagement.

UNIVERSITY OF SASKATCHEWAN (U of S)

July 2009

About the Institution [<http://www.usask.ca/>]

The U of S, which celebrated its centenary in 2007, is one of the leading medical-doctoral universities in Canada. Its strategic directions and integrated plan outline a vision focused on international standards in all activities, academic pre-eminence, and a sense of place. The opening of a Canadian Light Source synchrotron, construction of an International Vaccine Centre, the establishment of new graduate Schools of Public Health, Public Policy, and Environment and Sustainability, and significant capital building projects to revitalize Law, Veterinary Medicine, Health Sciences Libraries and Library buildings on campus are just some of the University's recent achievements. The University also boasts one of the most attractive campuses in the country.

About the University Library [<https://library.usask.ca/>]

The University Library is one of Canada's leading research libraries and, as such, is a member of the Association of Research Libraries (ARL); the Canadian Association of Research Libraries (CARL); and, the Council of Prairie and Pacific University Libraries (COPPUL). In addition to its electronic services and seven campus locations, the Library's 150 FTE faculty and staff serve over 27,000 faculty, staff and students.

The Library Strategic Plan (2008-2013)

[<https://library.usask.ca/files/dean/Library%20SP%20Brochure.pdf>] sets an ambitious program for the transformation of library resources, facilities and services, designed to ensure the Library's continued growth and development over the course of the University's second century of development. The strategic plan is set against our vision that as leaders and innovators in a dynamic information environment, we collaborate with our community to create a positive experience that leads to success in learning, scholarship and practice. The library strategic plan identifies four major strategies as follows:

- Learner & Teacher Strategy: We will transform our services, collections and facilities to contribute to the success of our learners and teachers and the Library as a learning organization.
- Researcher, Scholar, Practitioner Strategy: We will transform our services, collections and facilities to contribute to the success of researchers, scholars and practitioners. As librarians, we will intensify our research activity.
- Relationships & Engagement Strategy: We will build and strengthen relationships and connections within the library, within the University and beyond.
- Operational Effectiveness Strategy: We will continuously improve our operations by developing and implementing innovative solutions to advance our strategies.

Planning is currently underway for an Academic Health Sciences Library as part of a new Academic Health Sciences Complex, with 2013 as the anticipated completion date for the

Library. The University Library just completed the first phase of transforming the Murray Library's user-centered space to create an enhanced Learning Commons – a collaborative initiative of the Library, the University Learning Centre, and University Information Technology Services – which includes services for student success, research and learning reference support, computer workstations, group study rooms, community service learning, comfortable seating areas, and a café, all within a technology-rich environment. As well, in 2008, a Statistics Canada Research Data Centre (RDC) was established in the Murray Library.

Visit our website for up-to-date information at: <https://library.usask.ca/>.

City of Saskatoon [<http://www.saskatoon.ca/>]

Saskatoon, a city of approximately 207,000, is situated on the banks of the South Saskatchewan River, which is crossed by seven bridges within the city limits. The city offers a scenic riverbank, many parks, a diverse and thriving economic base, a vibrant community, and a high quality of life.

Collections

As with other academic research libraries, the principle purpose of the University of Saskatchewan Library collection is to support fulfillment of the current and emerging needs of students and faculty at the University. In fulfilling its purpose, the Library contributes to the undergraduate, graduate and research missions of the University. In addition, our role as the designated Provincial University requires that we seek to collect, preserve, and make available material that has a connection to Saskatchewan.

The University of Saskatchewan Library holds over 5 million items in a variety of media and formats – 2.02 million printed volumes, 3.9 million items in microform and approaching half a million government documents and pamphlets. In addition the library continues to expand access to electronic resources through myriad national, regional, and provincial library partnerships.

There are a number of unique collections and services at the University of Saskatchewan Library. A strategic priority is the Indigenous Studies Portal (iPortal), which connects faculty, students, researchers and members of the community with electronic resources such as books, articles, theses, documents, photographs, archival resources, maps, etc. The vision of the Indigenous Studies Portal is to provide one place to look to find resources for Indigenous studies. As of July 2009, the iPortal has more than 17,000 records.

Other unique collections of note include the Saskatchewan Music Collection (SMC), which features recordings and sheet music that have a Saskatchewan connection, that is, Saskatchewan composers, performers, or subject matter. It consists of mainly popular music, encompassing country, folk, ethnic, pop, rock, alternative, rap, etc., and includes Aboriginal music, religious music, and music by school and community groups.

The Adam Shortt Library of Canadiana is composed of approximately 50,000 volumes. This collection concentrates on Canadian history, especially that of Western Canada. Old and rare materials, including 18th and 19th century editions of explorers' and missionaries' accounts, make up part of the collection. Materials from the collection have been digitized for inclusion in the University of Alberta's Peel Bibliography.

The Historical Textbook Collection consists of materials authorized by the Department of Education for use in Saskatchewan elementary and secondary schools, from 1884-1992. This Collection includes textbooks, teachers' editions, curriculum guides, programmes of study, recommended children's literature, and selected audiovisual materials. The Collection also includes school materials that have archival value.

The University of Saskatchewan's Pitirim A. Sorokin Collection is a vast archive that includes original Sorokin authored manuscripts; books and articles including first drafts and final revisions; some 90 notebooks; books and articles about him and his theories; his personal correspondence; photographs and other memorabilia.

The University Authors Collection contains more than 1,800 volumes. This collection is the repository for monographic publishing by University of Saskatchewan faculty and staff and contains works authored, edited or translated by U of S faculty and staff since 1910.

Services

A component of the University of Saskatchewan Library's Mission statement indicates that in fulfilling the University of Saskatchewan's mission and strategic directions, we will remove barriers to access and ensure user-centred Library services, resources and facilities.

The University of Saskatchewan Library offers a wide range of services found in most academic libraries – checkout, self-service circulation, inter-library loans, reference service in person, by email or instant messaging, information literacy instruction, laptop lending, group study rooms, etc.

A central part of the services provided to teachers, researchers, scholars and practitioners are liaison librarians. At the University of Saskatchewan Library, liaison librarianship encompasses a wide range of services – library instruction within courses, research consultation and reference, collection development and management, communication, and web resource support.

The University of Saskatchewan is a key partner in the innovative Saskatchewan Health Information Resources Partnership (SHIRP) which provides access to a comprehensive suite of online health information resources for all health practitioners in Saskatchewan. Practice areas

include medicine, nursing, pharmacy, psychology, and therapy. In addition to the electronic resources, SHIRP provides instruction on the use of electronic resources and document supply.

Within the Learning Commons, the Library partners with five other units to provide a array of services. In addition to the Library's research help, library instruction, interlibrary loan, and checkout, there are a variety of other services: student writing and math help; study skills help; computers with productivity, multimedia, and statistical software; self-bookable group study rooms; laptop lending; printing; assistive technology; café services; and late-night studying. The Learning Commons has recently introduced remote desktop access to Learning Commons' computers, for after hour access to the suite of software.

Keep up to date with developments, visit our website at:

<https://library.usask.ca/>

The Smithsonian Institution Libraries

September 2008

Services

The Smithsonian Institution Libraries (SIL), composed of twenty distinct libraries, holds over 1.5 million volumes; supports the daily work of the Smithsonian's nearly 6000 staff, another 6000 volunteers and thousands of interns, fellows and independent researchers; and makes its treasures available through exhibitions, websites and digital publishing.

SIL purchases, catalogs and makes available monographs, print and electronic and print journals and databases throughout the Institution. By engaging in exchange programs with 3700 partners worldwide, library staff is able to obtain the most needed, though often obscure, materials for Smithsonian researchers. This year over 3500 purchased print and electronic journals supported research ranging from Asian art to Zoology. SIL provides access across the Smithsonian to critical databases used by historians and scientists alike.

Along with 12 other Smithsonian units, The Libraries maintains its online catalog in the web-accessible Smithsonian Institution Research Information System (SIRIS). The SIRIS Cross Catalog Searching Center offers the opportunity to search for information in Smithsonian libraries, archives, photographic collections and research databases simultaneously. The Libraries has contributed cataloging records to OCLC, since 1974, and was the first federal library to participate.

Collections

To make hidden collections available, SIL creates online indexes of large collections intended to be accessible on the web. The Art and Artist Files (<http://www.sil.si.edu/digitalcollections/art-design/artandartistfiles>) and a forthcoming guide, *The Manufacturers' Trade Publications*, an index to the 500,000 piece collection of rich research resources, largely unknown, that warrants visibility. At the National Postal Museum, philatelic collections including files of the United States Postmaster General are the most recent inventory project.

SIL is the home of the Biodiversity Heritage Library project. Ten major natural history museum libraries, botanical libraries, and research institutions have joined together to digitize the published literature of biodiversity held in their respective collections. This literature will be available through a global "biodiversity commons."

The Libraries leads in creating metadata for the institution and consults on projects in all specialties. SIL is digitizing a range of its collections in other fields as well and presenting them in its series of scholarly editions, titles are peer reviewed and additional materials expand traditional research publications. In cooperation with the Smithsonian

The Smithsonian Institution Libraries

Scholarly Press, the Libraries developed and maintains the Smithsonian's scholarly publications website and is the "go to" place for digitizing projects involving text.

In 2006 SIL launched a digital repository, the first project of its kind in the Institution, to house, preserve and make accessible the scholarly work of Smithsonian researchers. In 2007, library staff began to produce the SI Research Bibliography which captures the scholarly productivity of the Institution.

There have always been rare and valuable library materials in the Smithsonian Institution Libraries. Some have been acquired through gift or purchase. Others, purchased when newly published following the founding of the Smithsonian in 1846, have become rare with time.

In 1976, a gift from the Burndy Library of Norwalk, Connecticut (created by Bern Dibner) established the Dibner Library of the History of Science and Technology. The gift provided the Smithsonian Institution Libraries with its first rare book library, located in the National Museum of American History, Behring Center. Contained in this collection are many of the major works dating from the fifteenth to the early nineteenth centuries in the history of science and technology, including engineering, transportation, chemistry, mathematics, physics, electricity, and astronomy. The Dibner Library also houses an extensive collection of Worlds Fairs and international exposition materials ranging from 1851 to the 1960's.

The Joseph F. Cullman 3rd Library of Natural History opened in the National Museum of Natural History (NMNH) in 2002 to house rare natural history collections amassed to support the work of Smithsonian scientists. Its holdings contain approximately 10,000 volumes published before 1840 in the fields of physical and cultural anthropology, ethnology, Native American linguistics and archeology, botany, zoological fields, paleontology, geology and mineralogy.

The Bradley Room, at the Cooper-Hewitt National Design Museum Library in New York City contains rare books on the decorative arts and architecture, sample books, rare trade catalogs, and sizeable collections of pop-up books and World's Fair material. Rare library materials concerning the history of aviation and space flight are housed in the Ramsey Room, named in honor of Admiral DeWitt Clinton Ramsey, an early naval aviator. William Burden's collection of early ballooning works and the Bella Landauer collection of aeronautical sheet music are housed in this room.

Among the general collections, many libraries developed in close association with their scholarly departments and are considered pre-eminent in their fields. For example, the Warren Robbins Library in the National Museum of African Art is cited internationally as the finest library of its kind. The library of the Smithsonian American Art Museum/National Portrait Gallery holds a distinguished position among art historians.

The Smithsonian Institution Libraries

SIL patrons include the scientists and researchers in the institution who are doing basic research, daily. Many rely on printed materials going back to the 18th century as they engage in taxonomic research. Species identification relies on knowing the full record and the first printed mention of species is always necessary in research. Others use electronic resources to keep abreast of the current work in their fields. Libraries support exhibitions research through permanent collections and inter library loan. Librarians have served as curators and on curatorial planning teams. Museum curators make use of the libraries collections and reference services in identifying objects and preparing monographs and articles on the permanent collections.

Collaborative Relations

Education is an institutional mandate and educators across the Smithsonian use the libraries for their own learning and to prepare curriculum for schools and visiting groups. About 6000 outside “visitor days” per year reflects use of the collections by the academic and general public. Scholars come from all over the world to work in the collections, sometimes for days. SIL supports its own fellowship programs, providing stipends to fellows who spend three to six months pursuing their topics in one of several libraries at the Smithsonian. Researchers anywhere in the Institution have access to materials at their desktop. Consistent centralized circulation policies and interlibrary loan procedures promote a seamless interface for any user.

The Libraries presents exhibitions in its public gallery in the National Museum of American History, Behring Center and in exhibition cases in the lobby of the National Museum of Natural History and the National Air and Space Museum, and library collections are frequently featured in exhibitions at the Cooper Hewitt National Design Museum in New York City. Online versions of all SIL exhibitions are available on the web.

SIL preserves its collections as part of the national heritage. Through a preservation services department, individual items are conserved in association with exhibitions and special programs. The department also manages the library binding program and the general collections repair program. In addition, SIL conservators oversee the condition of all items slated for digitization. Conservators are responsible for preservation assessments; SIL participated in the Heritage Health Preservation Survey in 2006.

Nancy E. Gwinn, Director, currently serves as a member of the Governing Board of the International Federation of Library Associations and Institutions (IFLA) and is Chair of its Professional Committee. She was elected to the RLG Program Council in 2008. Thomas Garnett is the Program Director of the Biodiversity Heritage Library. Mary

The Smithsonian Institution Libraries

Augusta Thomas, Associate Director, serves on ALA committees and the editorial review board of *portal: Libraries and the Academy*. Martin Kalfatovic is Library & Information Technology Association (LITA) Web Editor while Marcia Adams, Assistant Director, is on the Fedlink Advisory Council for the Federal Libraries and Information Center Committee. Other library staff members serve the American Indian Library Association (AILA), ACRL and SLA. At the Institution, library staff serves on pan institutional committees on collections, digitization, and research and participate in grants and fellowship review. The Libraries blog <http://smithsonianlibraries.si.edu/smithsonianlibraries/> informs the community.

SIL is perceived as expert within the institution in the area of digitizing print resources. Through the BHL the libraries are digitizing materials from the NMNH. SIL has entered into an agreement with the Library of Congress to increase the scale of digitizing. SIL has provided most of its libraries with digital scanning high speed copiers so that articles may be delivered electronically throughout the system. SIL relies heavily on Inter-library loan for those subjects not in the permanent collections. Articles are delivered as pdf to scientist's desktops at home and in Africa, Central and South America. SIL's Galaxy of Images gives greater access to SIL's digital images through the Web.

SIL is a founding member of the Chesapeake Information and Research Alliance (CIRLA) which combines the regional Association of Research Libraries (ARL) university members with the national libraries. SIL is also a partner in RLG programs, and the Coalition for Networked Information (CNI).

The Smithsonian Institution Libraries presents a variety of research publications as digital products. *Smithsonian Digital Editions: Sources and Critical Interpretation* is a new peer-reviewed web-based series of critical editions with scholarly interpretations (<http://www.sil.si.edu/Galaxy.cfm?id=1.12>). There are numerous "SIL on display" sites developed around themes of general interest that introduce the public to collections.

SIL collaborates with the Smithsonian Council of Education Directors on programs and participates in SI teachers' nights' nation wide. SIL supports two Smithsonian graduate degree-granting programs in decorative arts. In New York, for example, over 100 students receive library support and each year a number prepare their thesis projects on items from the SIL collection.

University of South Carolina

ARL Qualitative Profile

May 2009

Environment

The University of South Carolina is a publicly-assisted coeducational institution dedicated to serving the entire state of South Carolina. Enrollment on the Columbia Campus is nearly 27,000, some 32 percent of whom are enrolled in graduate and professional programs. The University offers more than 360 degree programs, including baccalaureate degrees in 124 areas, 5 programs of study for associate degrees, master's degrees in 175 areas, doctoral degrees in 63 areas, and first professional degrees in law, medicine, and pharmacy. Many programs are nationally and internationally ranked, from the arts, humanities, health and physical science, to law, business and engineering

In keeping with both its 19th-century and its 20th-century heritage, the University continues to promote academic excellence while offering progressive responses to its educational responsibilities and the citizens of South Carolina. This includes the University's devotion to its historical commitment to enhancing not only our students' knowledge, understanding, and economic viability, but also their sense of character, empathy and mutual respect. This ideal was a cornerstone of the original college and remains fundamental to the University's purpose in South Carolina and in society.

The history of the University of South Carolina libraries began with the founding of the institution. At first, the Library was housed in part of an academic building, but by 1836 plans were made a separate library building. This building was the first separate college library building in the country. It was also the first constructed with state-appropriated funds and has been in use since that time as a library. It is currently the oldest continuously operated library building in the nation.

The South Carolina College Library served as the University's main library until 1940 when the McKissick Library was opened. At that time the South Carolina College Library became the South Caroliniana Library, a repository of the University's collections of South Carolina materials, and still houses one of the largest such collection in existence.

In 1959 the new Undergraduate Library was opened. This was the first separate undergraduate library in the South, and the third in the nation. The new building, which was designed by Edward Durell Stone, and the architectural firm of Lyles, Bissett, Carlisle & Wolff, won the coveted First Honor Award from the American Institute of Architects in cooperation with the American Library Association and the National Book Committee in 1963.

Planning for a new central library to replace the crowded McKissick Library began in 1967. In 1968 the decision was made that the Undergraduate Library collections would be integrated

into the general collection when the new central library was completed. Thus the site to the rear of the Undergraduate Library was chosen as the site for the new central library.

A seven story library building with four floors underground was planned. The three floors above ground were to be continuations of the existing Undergraduate Library. About 25 percent of the back portion of the existing building was removed and the new building was constructed behind the old. Then the two buildings were joined and the interior of the old building remodeled so that they could function as a single unit. This was done to keep the architectural design of the original building intact. The completed building, the Thomas Cooper Library (TCL), contains nearly 290,000 sq. ft. of floor space of which only about 30,000 is from the original Undergraduate Library.

Currently, the University Libraries of the University of South Carolina consists of the collections and services in eight locations: Thomas Cooper Library, Mathematics Library, Springs Business Library, Music Library, South Caroliniana Library, South Carolina Political Collections Library, Newsfilm Library, and the Library Annex. Other libraries on the Columbia Campus include the Coleman Koresh Law Library and the School of Medicine Library.

Thomas Cooper Library seats approximately 2,500 readers. Included in the seating are more than 900 private, locked facilities for faculty and graduate students involved in research and 40 study rooms seating up to four persons each. The library has three classrooms for use by librarians and other faculty on a limited basis. Two of the rooms are modern multimedia classrooms. A more traditional classroom is also available for library-related instruction and individual class sessions as requested.

Special areas in the library include the student Computer Lab, the Government Information Department and the Map Library, the Science Library, the Educational Films Collection, and Rare Books and Special Collections. Access to the collections is obtained through the library's Online Catalog with terminals located throughout the building.

SERVICES

University of South Carolina Libraries continue to offer traditional library services expected by student, staff and faculty library users. These services include collaboration with faculty in developing the collection, organization and access to all library resources, circulation privileges, reference assistance, special libraries, formal library use instruction and space for individual and group study.

Moving from the late 20th century into the 21st century, the Libraries have made a valiant effort to advance services in keeping with the persistent technological evolution. Although Reference activity continues to be centered at service desks in each library, the main reference desk has a dynamic virtual reference component. Email, Chat and Instant Messaging inquiries have grown

rapidly in the previous two years. Chat alone doubled in activity following the implementation of new software made available by Velaro in 2007. The effort to be available at the fingertips of the students in their domain has proven to be very worthwhile.

The Libraries offer over 300 indexing and full-text services available to authenticated USC student, staff and faculty users from both on and off campus. An even newer service is the federated search software, WebFeat, which allows the user to search multiple databases with one search. Online books and audio books have been added to the collection. The library has a prominent presence in the USC curriculum management software, Blackboard, as one of the main tabs on the web page frame.

The biggest innovation in library instruction and reference assistance came about with the introduction of the Springshare LibGuide service to USC students and faculty. The librarians quickly adapted to web-based “path-finders” and moved away from dependence on paper handouts and static web pages. These guides allow librarians to bring titles of all resources in one category together in one web location regardless of format. Over 100 guides are currently available organized by subject, course number or “how to” topic. Student and faculty reception has been very positive to these new guides. Librarians have implemented online tours and tutorials using Camtasia, Breeze, and YouTube, and they have taken advantage of social networking tools (e.g. blogs, Facebook, Twitter) to reach out to students living on the Web.

Information Literacy was recently singled out as a high priority for the Libraries. The library instruction coordinator has been charged with taking the instruction program to the next level by beginning the process of integrating information literacy into the curriculum of various academic departments. The freshman year experience course and a sophomore business course are the selected test areas. The Library offers a one credit Information Literacy course during the first eight weeks of each spring semester. Comments from the students in the class indicate this is a very helpful course. Librarians also offer hands-on instruction to individual classes as requested.

Organization and access to library resources greatly improved with the implementation of a new ILS in 2005. Features within the new system allow flexible searching, notification of recently added titles, course E-reserves, “my account” options, requesting of materials, citation assistance, connectivity to a consortial catalog and links to online resources. The library webpage was enhanced recently with a two-by-five tabbed search box for user convenience.

Delivery of material to patrons, though a longtime specialty service, recently became a standard service for University Libraries. Ever conscious of new demands on faculty time, the Libraries implemented several new services designed to make life easier for faculty and graduate students. Faculty can request, via the online catalog, books to be delivered to their campus

address. Graduate students and faculty can use the relatively new *Scan and Deliver* service to have articles and book chapters held in University Libraries scanned and electronically delivered to their email accounts. Distance education students living outside of the immediate area can request items from the circulating collection be checked out and mailed to their home address. And for those who will be in the library, a paging service was implemented so that the book needed will be waiting for them at the circulation desk when they arrive.

The Interlibrary Loan (ILL) Department is highly respected by the University community. A long-standing service tradition from this department has been strengthened by incorporating the OCLC ILLiad, RapidILL and ARIEL softwares, which decrease delivery time and increase efficiency. The partnership between the ILL Department and the off-campus Library Annex improves the level of service for each unit, and each prides itself on exceptionally quick delivery times. The Library Annex averages well within one business day (24 hours) and ILL's overall delivery time averages less than two weeks. ILL lending and borrowing is approximately 50/50 at USC. The *Scan and Deliver* service mentioned above is managed by an ILL staff member. As a member and partner in the statewide consortium, PASCAL-Partnership among South Carolina Academic Libraries, University Libraries are able to offer USC students and faculty the ability to quickly (within a week) receive books from other academic libraries in the state of South Carolina.

The University of South Carolina Libraries became a Federal Depository Library in 1884. Since 1988, the library has been a shared regional with Clemson University. In 2009 the University Libraries will become South Carolina's sole regional depository. The library has selected 100% of materials available since 2006.

Thomas Cooper Library (TCL) and the USC Student Government recently partnered to help students with the rising cost of textbooks. If a class has more than 100 students using a textbook costing more than \$100, a copy of this book will be placed on reserve at the Library. Students may use these reserve textbooks within the Thomas Cooper Library. This service has been very popular and currently 188 textbooks are on reserve. Student Government helped start this service by providing financial assistance for the first group of textbooks.

In another effort to react to student needs, the Thomas Cooper Library (the main library) expanded hours – first to a 24/5 schedule, then a 24/7 schedule. Finally, the Library was forced back to a 24/5 schedule due to a budget cut and the failing economy. The 24/7 schedule will be restored eventually as it was a very popular and often requested service.

Types of spaces in the library have become an increasingly important service to students. Starting with a coffee shop and continuing with plans for a variety of improved study spaces, the Library is responding to this need. Fortunately, the TCL has many study rooms for groups of four and recently added several larger study rooms converted from former offices. Quiet areas are now in demand and three such areas have been designated for students requiring a calm, quiet atmosphere.

The TCL is fortunate to have the largest computer lab on campus available to all students regardless of major and open approximately 100 hours a week. The lab houses over 200 computers including mostly PCs, some Macs and some laptops for checkout. A wireless system compatible with the campus network runs throughout the building and student laptops can be set up by the lab assistants to work with this system. Both black and white and color printing as well as scanning services are available in the computer lab. The Center for Adaptive Technology is located in the computer lab. It accommodates the computing needs of students with disabilities by providing specialized software and hardware. The available services include consultation and training, scanning and Braille services, and technical support. The Lab manager has implemented a Twitter account to keep users apprised of lab policies and the upcoming renovation of the lab. The renovation is a step toward creating collaborative workspaces with computers.

In 2007, the TCL launched an outreach campaign to solicit student input and to react to their suggestions. "You asked, we listened" was built on ramping up the suggestion box and publicizing the actions taken in response to the suggestions. The campus publications office and a librarian came up with attractive posters and fliers that spotlighted improvements within the library. The posters boast of longer hours, quiet areas, more vending machines, cleaner facilities, and added laptops, etc., and the campaign continues. For the second year, the library sponsored an undergraduate research award to recognize and reward excellence in undergraduate research projects that incorporate the use of University Libraries collections, resources and services.

University Libraries include four distinct special libraries: Rare Books and Special Collections, the South Caroliniana Library, South Carolina Political Collections and the Newfilm Library. These libraries acquire unique, special and rare items and educate the University community and the public to the richness of the collections. Digitization gives new life to these materials as does the willingness of the directors to have the materials used by both scholars and undergraduates. Lectures and programs offered by these libraries, the Thomas Cooper Society and the South Caroliniana Society allow community involvement in these special collections.

University Libraries are open to visiting scholars as well as to local citizens. Arrangements are made to accommodate these guests with their information needs. Visiting scholars are able to arrange for extended library privileges. Local citizens and area students are invited to become members of the Thomas Cooper Society so they may borrow books and use the Interlibrary Loan service. As part of the flagship university of South Carolina, it is within the libraries' mission to provide educational service to the citizens of the state

Collections

Collection efforts continue to emphasize increasing the online content made available to support teaching and research. At the same time, hard-copy monographs are still purchased. Online database and journal use and book circulation figures are both very high.

We have a great responsibility to use University funds wisely. We are currently conducting a priority review of all subscriptions with input from the faculty. We are also making more in-depth use of vendor supplied use statistics, interlibrary loan statistics, and evaluation tools to make certain we are supporting programs in the best way possible.

Space in the Thomas Cooper Library continues to be a major concern because of growing print collections and the re-designation of stack space to accommodate new service units. We continue to select little used materials to transfer to the library Annex. Careful selection of materials to transfer will give us room to grow and build new collections while continuing to provide access to older collections.

While the University has shown a strong commitment to funding the library recently, our development office has also provided strong support by securing endowments to supplement the collections, including, the War Years Library Acquisition Endowment (World War II), Wachovia Business Library Endowment (business databases), the Robert I. and Swannanoa Kenney Phillips Libraries Endowment (minority literature) and, the Katharine Otis & Bruce Oswald Hunt Biography Collection (biographies of all sorts.)

The Special Collections and Rare Books foundation stone is the collection of the South Carolina College, assembled by the University between 1801 and 1860. The collections have expanded vastly in recent years. Prominent areas of research strength include English and American literature, historical children's literature, the Civil War, and natural history and science, including the John J. Audubon Collection and the Claudia Lea Phelps Camelia Collection.

Gift collections of international repute include:

- G. Ross Roy Collection of Robert Burns, Burnsiana, and Scottish Literature: Dr. G. Ross Roy, Curator
- John Osman Collection of Braun and Hogenberg City Views

- Matthew J. and Arlyn Brucoli Collection of F. Scott Fitzgerald
- C. Warren Irvin Jr. Collection of Charles Darwin and Darwiniana: Dr. C. Warren Irvin Jr., Honorary Curator
- Anthony P. Campanella Collection of Giuseppe Garibaldi: Dr. Anthony P. Campanella, Honorary Curator
- Augusta Baker Collection of African-American Children's Literature and Folklore
- James Willard Oliver Collection of David Hume
- Joseph Heller Archive
- James Ellroy Archive
- Speiser and Easterling Hallman Foundation Collection of Ernest Hemingway
- Joel Myerson Collection of Nineteenth-Century American Literature: Dr. Joel Myerson, Curator.

The Music Library houses a collection including more than 90,000 books and scores, 135 periodical subscriptions, more than 60,000 sound recordings in all formats, and more than 300 videos, laser discs, and DVDs. *The International Index to Music Periodicals*, *RILM Abstracts of Music Literature*, and the *New Grove Dictionary of Music and Musicians* (2nd edition) are available online via the Web.

The South Caroliniana Library houses the largest collection in the world of South Carolina material. The collection includes books, pamphlets, newspapers, maps, and manuscripts relating to South Carolina and the South.

Perhaps the most striking advancement is the development of Digital Collections. This unit has pulled together selected resources from eight special collection units and made them available to the world at large from the library web site. The project has been so successful that the head of the department is working with other USC groups as well as a statewide consortium on other digital projects for the benefit of the students and citizens of the state of South Carolina.

Collaboration

The University Libraries are involved in a number of collaborative efforts. First, we house the following offices in the Thomas Cooper Library: Center for Teaching Excellence, Student Success Center, Athletic Academic Enrichment Center, African American Research Institute, and the University's SACs Office.

As mentioned previous, University Libraries have worked with Student Government on several projects, including the textbooks on reserve project.

The Libraries participate in PASCAL, the Partnership Among South Carolina's Academic Libraries. PASCAL provides members with both a collection development consortium and a service known as PASCAL Delivers. "PASCAL Delivers" is a rapid book delivery service for the patrons of all PASCAL member institutions. PASCAL hosts the union catalog for this service.

The University Libraries provide leadership for the South Carolina Digital Library (SCDL). The SCDL is a collaborative effort that includes South Carolina's schools, libraries, archives, museums, and other cultural heritage institutions. SCDL's mission is to encourage collaborators to create, maintain, and promote digital collections that represent South Carolina's historical and cultural resources while following state-level guidelines that are based on national standards and best practices. SCDL seeks to enhance the overall education and scholarship of South Carolina's citizens by coordinating free and unlicensed access to these digital collections through a central web presence.

The Libraries also collaborate in efforts to recruit students and to welcome and orient new students and faculty. The Dean usually conducts Parent Tours for parents of new first year students in June. The Library is an important stop on the prospective student tour and the Libraries work with the Visitors' Center to make sure their information is up to date.

The University Libraries is also a member of the Carolina Consortium, the Association of Southeastern Research Libraries, the Association of Research Libraries, the Center for Research Libraries.

USC Libraries
University of Southern California
October 2010

Mission and Vision

The USC Libraries actively support the discovery, creation, and preservation of knowledge with collections and services that encourage the academic endeavors of faculty, students, and staff; build a community of critical consumers of information; and help develop engaged world citizens. The libraries recently implemented *The Essential Library*, the strategic plan defining the vision for their integration into the cultural and scholarly life of the university. More information about the plan is available at www.usc.edu/libraries/essential.

Services

The USC Libraries provide an agile culture of ubiquitous service that connects users with relevant information and actively anticipates their needs. The USC Libraries administer 22 libraries and information centers on the University Park and Health Sciences campuses, and the organization comprises 50 librarians and 160 staff members. The libraries offer welcoming, technology-rich spaces to support individual and group study; multimedia presentations, screenings, and teleconferencing; and serendipitous discovery.

Reference and Instruction

Each year, USC librarians complete over 60,000 reference transactions and provide over 700 instructional sessions for nearly 14,000 students and faculty members. The libraries provide in-person reference help, e-mail and telephone reference assistance, and 24/7 service by IM chat. Subject librarians offer research assistance in their areas of expertise and work closely with faculty to develop collections, services, and other library resources. They also have created a suite of more than 160 multimedia research guides devoted to a broad spectrum of academic disciplines and research areas at libguides.usc.edu.

Librarians work closely with faculty to enrich the classroom experience by giving presentations about rare materials in special collections. In addition to working in partnership with the USC Writing Program and other university programs, USC librarians lead instructional sessions about research basics, using technology effectively, and critical strategies for finding, evaluating, and using print and online information. In addition, the USC Libraries provide online tutorials to help users get the most from library resources.

Distance Learning and Technology

The USC Libraries provide a suite of distance learning services, including phone and Internet consultations with librarians and remote access to electronic databases, full-text journal articles, e-books, and electronic course reserves. The libraries also offer electronic delivery of library

materials owned by USC or obtained through interlibrary loan. Students can also arrange for postal delivery of USC Libraries-owned books.

In addition, the libraries provide multimedia equipment, technical support, and teleconferencing facilities at select campus locations. USC students, faculty, and staff can also borrow digital cameras, camcorders, LCD data projectors, and related equipment.

Outreach and Public Programming

At the beginning of each semester, the USC Libraries provide orientation sessions for new students and faculty, as well as Getting Started sessions in collaboration with USC's Information Technology Services. Working with USC faculty, subject librarians also offer targeted sessions for students in specific academic fields. The libraries also provide orientation and instructional sessions for USC's Summer Bridge Program, Neighborhood Academic Initiative, and other special programs that support the academic success of middle and high school students from low-income neighborhoods and other at-risk students. Each year, librarians lead tours and orientation sessions for more than 500 students from these groups. In addition to formal outreach activities, the USC Libraries maintain an active social-media presence through the Libwire blog at www.usc.edu/libraries/libwire, Facebook pages related to individual libraries and specific events, and a Twitter profile at www.twitter.com/usclibraries.

Each year, the USC Libraries present exhibitions, lectures, concerts, conferences, and other cultural events. These share library collections with the university and the greater Los Angeles community, showing how the preservation of past knowledge informs the discoveries and creative expressions of the future. Recent exhibitions—featuring virtual, online components—have included rare books and other materials from the libraries' special collections related to the history of science, *Don Quixote*, banned books, Lewis Carroll, and photojournalism. Over the past several years, Literary Luncheons have featured readings by T.C. Boyle, Heather Ewing, Galway Kinnell, Lisa See, Robin Kelley, and Kevin Starr. The libraries also present the annual Scriptor Award, honoring the author and screenwriter of the year's best adaptation of the printed word to film.

Collections

The USC Libraries' collections support effective learning, exceptional teaching, and innovative research. They currently include more than 4 million volumes, 5.8 million microforms, 3.1 million visual materials, 98,000 serial titles, and 48,000 linear feet of manuscripts and archives. As of November of 2009, the USC Libraries provide electronic access to 328,000 books, more than 65,000 unique journal titles, and just over 1,000 research databases. As part of a global network of research libraries, the USC Libraries loan over 24,000 items and borrow more than 20,000 items a year via interlibrary loan transactions.

Special Collections

The USC Libraries have developed special collections in the areas of architecture, British and early American history, cinematic arts, German exile studies, Latin American and Iberian studies, literature (notably American literature and collections related to Miguel de Cervantes and Lewis Carroll), modern dance, natural history, philosophy, and the regional history of Southern California. The libraries' Los Angeles history collections are particularly strong in the area of visual history, featuring the *L.A. Examiner* photo archive as well as the California Historical Society and Dick Whittington collections. Each year, the USC Libraries Wonderland Award encourages students to explore and creatively interpret materials from the Cassady Lewis Carroll collection. In turn, their visual artworks, films, poems, and mixed media pieces are added to the libraries' special collections.

In collaboration with USC College, the libraries recently acquired a 10,000-volume Holocaust research collection, further establishing USC as a center for Holocaust and genocide studies. The collection includes many firsthand accounts by Holocaust survivors and witnesses. The USC Libraries also recently worked with the Omar Ibn Al Khattab Foundation to secure a significant Islamic-studies gift collection.

The USC Digital Library

The USC Digital Library provides online access at digitallibrary.usc.edu to 245,000 images of items from the libraries' special collections and partner organizations. It features everything from historic photographs from the Charlotta Bass / *California Eagle*, California Historical Society, and *L.A. Examiner* collections to 1930s WPA census cards and survey maps, early 20th century Russian satirical journals, and historic maps of Korea.

In addition, the Digital Library hosts the Internet Mission Picture Archive, featuring 45,000 historic images from Protestant and Catholic missionary collections in Britain, Norway, Germany, and the United States. The photographs, which range in time from the middle of the 19th to the middle of the 20th century, offer a visual record of missionary activities and the history of cultural contact in Africa, China, Madagascar, India, Papua-New Guinea, and the Caribbean.

In partnership with USC's Center for Religion and Civic Culture (CRCC) and Victory Baptist Church—a landmark neighborhood institution—the USC Digital Library preserves church photos and audio recordings in the Gospel Music History Archive. Digital Library staff members also work closely with the CRCC on the Pentecostal and Charismatic Research Initiative, which will create a searchable database of primary archival materials related to the origins and global reach of evangelical religious movements.

Collaboration

The USC Libraries actively partner with USC-based faculty and research centers, as well as research and cultural organizations in the greater Los Angeles community and around the world. Among the libraries' many collaborations are:

- **The Shoah Foundation Institute’s Visual History Archive**, which includes nearly 52,000 video testimonies of Holocaust survivors and other witnesses in 32 languages and from 56 countries.
- The **InscriptiFact** project, which provides online access to high-resolution images of ancient inscriptions from the Near Eastern and Mediterranean Worlds, including the Dead Sea Scrolls, cuneiform tablets from Mesopotamia, and papyri from Egypt—as well as image analysis tools.
- The **Center for Transformative Scholarship (CTS)**, which explores, tests, and advances new media and networked scholarship. The CTS hosts symposia with new media artists, digital humanities scholars, visual theorists, and other contributors to this rapidly evolving field.
- **Visions and Voices**, the Provost’s arts and humanities initiative. The libraries propose and host cultural events and provide research guides to accompany Visions and Voices programs.
- **Imagined Spaces**, in which USC School of Architecture students draw buildings, interiors, cityscapes, and other spaces depicted in books from the libraries’ collections.
- Partnerships between the USC Digital Library and USC’s **Center for Religion and Civic Culture** (the Gospel Music History Archive and the Pentecostal and Charismatic Research Initiative) and the Institute of Modern Russian Culture (the Russian Satirical Journals project).
- **L.A. as Subject**, an alliance of 225 historical collections and archives hosted by the USC Libraries and dedicated to preserving the diverse histories of Southern California neighborhoods and communities. The organization maintains a searchable database of L.A.-area historical collections and presents the annual Los Angeles Archives Bazaar on the USC campus.
- The libraries’ partnership with **Villa Aurora**, the former residence of WWII-era German émigré Lion Feuchtwanger. USC’s Feuchtwanger Memorial Library works closely with Villa Aurora on cultural programs related to the legacy of German exiles in Los Angeles and writers and artists facing exile or persecution in their native countries. Each year, the two institutions partner to award the Feuchtwanger Fellowship, which provides a residence and cultural exchange program for exiled and persecuted writers.
- The **Los Angeles Institute for the Humanities**, which aims to create an intellectual center for Los Angeles by bringing together academics and writers, musicians and dancers, curators and critics, journalists and poets. The LAIH stimulates a cross-disciplinary exchange of ideas with bimonthly luncheons, public events, and symposia.

Morris Library, Southern Illinois University Carbondale
Profile for the Association of Research Libraries
 March 2010

Introduction

[Southern Illinois University](#) is a publicly funded system of higher education in the state of Illinois. Governance is through authority of the SIU Board of Trustees which has oversight for two campuses: [SIU Carbondale \(SIUC\)](#) and [SIU Edwardsville \(SIUE\)](#).¹ Each campus, Carbondale and Edwardsville, has a Chancellor who reports to the SIU President. A teaching campus, SIUE was founded in 1965 and recognized as an independent entity within the SIU system in 1969. The SIUC and SIUE libraries are organizationally independent but cooperate fully in state-wide initiatives.

Morris Library serves the library and information resource requirements of the students, faculty, and staff at the Carbondale campus. Under the leadership of President Delyte Morris, SIUC had an explosive period of growth in the 1960s when it was transformed from a normal college with four-year educational programs to a comprehensive institution of higher education offering its current curriculum of thirty-two doctoral and professional programs, seventy-four master's degree programs and 101 bachelor's level majors. Under University Libraries Director Ralph McCoy, the Library followed campus growth trends, pursued special collections opportunities, and aggressively developed its core collections in the 1960s. Morris Library joined the Association of Research Libraries in 1967.

Its location in a rural area of Southern Illinois in the northern-most tip of the [Delta Regional Authority](#), Carbondale is more than 300 miles from Chicago. Its location and geography has had a strong influence on the character, development, and history of the institution. The University has a strong regional mission and is the largest employer in the area.

Physical Facilities

Library services at SIUC are offered in one facility, [Morris Library](#). The Library has three remote, free-standing storage facilities but Morris Library is the only library services building on campus.² An eight-floor structure, Morris Library underwent a complete renovation and expansion beginning in 2005. The multi-year project culminated in a grand rededication in

¹ A Medical campus is located in Springfield, Illinois, some 200 miles from Carbondale. Organizationally, "SIUMed" is a component of SIU Carbondale.

² An exception is the Law Library which reports to the Dean of the Law School.

April, 2009. The renovation included the addition of 50,000 GSF new space, resulting in a total of approximately 325,000 GSF. However, the emphasis of the building project was not new space but renovation. This included relocation of all elevators, replacement of the exterior façade, and a redesign of patron traffic flow, new HVAC systems, and transformed interior ambience and character. The vision for the renovation focused on a facility as a center of campus community and life in all its diversity: intellectual, cultural, and social. At the time of writing, the building has been occupied for one year and it appears to have achieved these goals very successfully becoming a point of pride on campus.

Services

- **[Information Services.](#)** The Information Desk at Morris Library is staffed every hour that the library is open to assist patrons with directional and procedural questions. Faculty librarians assist patrons with more in-depth reference queries and ensure the quality of service provided by all staff. We partner with the Library Systems department at the Information Desk to assist patrons with technological questions or problems. Reference services are provided in three other venues. Virtual reference, both email and instant messaging, is provided fifty hours per week. The number of virtual reference transactions has doubled in the past year. We also provide a roving reference service where faculty librarians circulate through the building in search of patrons requiring service at their point of need instead of always waiting for them to come to us. Faculty Librarians also meet one-on-one with students and faculty when the need for reference assistance may be prolonged. This service is most often provided according to subject expertise.

In addition to providing reference, subject specialist faculty librarians serve as liaisons to specific academic departments and engage in various instruction activities. Liaison librarians act as conduits of information between their departments and the library. The Library offers an active instruction program where liaisons teach upper-level library instruction sessions for classroom faculty. The Instruction Librarian, assisted by the other faculty librarians in the department, is responsible for providing instruction in lower level courses, especially English 101 and 102. Last fiscal year librarians taught a total of 712 class sessions reaching over 9,000 students. For many years, faculty librarians have been teaching an elective one-credit course, C&I 199, which teaches basic research skills as part of the undergraduate curriculum. The library is currently cooperating with the new First Year Experience program to see that Information Literacy is a learning objective for all students at the University.

- **[Special Collections Research Center: SCRC.](#)** SCRC preserves and provides access to rare and unique materials. In recent years, digitization and online descriptions of these resources

have made them more accessible to scholars. SCRC provides reference assistance, both on and off site, and educates the University community and the public about the richness of the SIUC collections. Instructional sessions include general introductions to special collections and archival research, as well as subject-specific lectures and presentations. SCRC is dedicated to presenting public programming and educational materials that facilitate and encourage research, raise public awareness of the Library and its collections and services, and provide learning opportunities. SCRC hosts exhibits, special lectures, Banned Book Week readings, tours, and symposia related to its current collections.

- **[Preservation](#)**. The Preservation Unit aids in the mission of Library Affairs to support the current and anticipated instructional, research, and service needs of Southern Illinois University at Carbondale by ensuring long-term access and preservation to collection materials. Managed by the Preservation Librarian, the Preservation Unit consists of conservation, bindery preparation, marking/shelf preparation, and disaster response. Preservation works closely with the Special Collections Research Center in establishing long term preservation of digitally created and digitally born artifacts, including creating guidelines and training staff in media preservation and digitization. As one of the only sources for preservation and conservation in southern Illinois, the Preservation Unit also provides consultations and education to the University and the area community.
- **[OpenSIUC](#)**. A vital mission of the Library is to collaborate with faculty campus-wide not only on the building of collections but also through awareness of issues related to Open Access and scholarly communication. Morris Library collects the intellectual output of the University via its institutional repository, OpenSIUC. Currently, over twenty-five departments or schools are represented with nearly 2,000 documents in 65 separate series. Collections include peer-reviewed articles, conference proceedings and presentations, technical reports, videos, and newsletters. Electronic theses and dissertations are also included, as are Senior Honor's theses. There have been over 36,500 downloads from OpenSIUC since its start in September 2008. As these numbers attest, the Library views OpenSIUC as not simply a service but also as a new and important collection-building strategy to incorporate, develop and preserve local research and scholarship.
- **[Instructional Support Services: ISS](#)**. In the 1980s as instructional technologies began to play a meaningful role in the classroom Morris Library began its leadership role on campus through its Instructional Support Services unit. ISS is an outreach service that assists instructors with effective use of technology for classroom and online courses. The staff includes an instructional designer, programmers, video conferencing specialists, multimedia specialists, a digital imaging specialist, a graphic designer, web designers, and undergraduate and graduate

student workers. ISS is also responsible for administration of Blackboard, the university's primary course management system. Instructional Evaluation, a section within ISS, processes the vast majority of "bubble-sheet" type exam answer sheets and course evaluation forms for most university departments and colleges. ISS also manages the university's central lecture hall facility, Lawson Hall, and the delivery of audiovisual equipment to classrooms across campus.

Collections

- **General collection.** The Library holds more than 2.6 million volumes, 3.6 million microform units, and over 36,000 current periodicals and serials. Library users have access to [I-Share](#) (the statewide automated resource sharing system) and to a comprehensive array of databases and other electronic data files. As the campus center for access to academic information and collaborative academic technology projects, the Library provides a wide range of services, including reference assistance, instructional and technical support, distance learning, geographic information systems (GIS), and multimedia courseware development.

Morris Library is increasing its purchase of electronic books, via a variety of methods. Using a patron-driven acquisition model, 400 books have been purchased since November 2008, based upon user demand. Taking advantage of consortial purchasing, the Library now provides access to the entire book catalog from Springer (approximately 18,000 titles) for the years 2005-2010. Historical and literary collections are also well-represented, via Early English Books Online (EEBO) and Literature Online (LION), among others. Online reference books have also increased, especially via the Credo collection. In total, Morris Library currently provides access to nearly 300,000 electronic books.

In keep with this broadened approach the collection has noteworthy strengths in Irish and post-colonial Caribbean literature, in addition to its broad English and American literature collection. As Southern Illinois University is home to the [Center for Dewey Studies](#) and to the [Library of Living Philosophers](#), the collection in Morris reflects this emphasis with its American philosophy texts.

Recent efforts have increased monographic holdings in East Asian art, crafts, and architecture reflecting our commitment to broadening subject holdings with area studies purchases. The social sciences are also currently developing the multidisciplinary field of globalization as well as maintaining strong collections in American History, Elementary Education, Criminology, and Psychology with particular attention to Rehabilitation Services.

- **[Geospatial Resources.](#)** The Geospatial Resources unit includes Geographic Information Services and the Map Library. The Map Library was established in the early 1950s and has a collection of approximately 255,000 maps and 93,000 aerial photographs. The Map Library also has an extensive collection of atlases, gazetteers, Illinois county plat books, books on the history of cartography, and other cartography-related books. The Map Library is part of the Federal Depository Library Program and includes U. S. Geological Survey topographic quadrangle coverage for the United States and a large number of geologic maps. Topographic sheets are also available for foreign countries. Other maps available include road and street maps, base maps, aeronautical and nautical charts, plat maps and books, general reference maps, and a wide variety of thematic (subject) maps. The geographic coverage of the map collection is worldwide. The aerial photography collection is limited principally to Illinois and surrounding states.

Geographic Information Services provides access to Morris Library's collection of digital geospatial data as well as data available via the Internet. Four computer workstations running ArcGIS 9.3 are available for our patrons to use, as well as a large scale color scanner and color printer.

- **[Special Collections Research Center: SCRC.](#)** SCRC collections comprise rare books, manuscript collections and the University archives. SCRC offers rich collections in areas such as the Celtic literary revival, twentieth-century American philosophy, freedom of the press issues, and American and British expatriate literature. Notable acquisitions in recent years include: the theatre set design collection of scenographer Darwin Reid Payne (2008); the records of the Laborers' International Union of North America Midwestern Region (LIUNA) in 2008; the John Wilkes library, a freedom of the press pioneer from the eighteenth century (2009); and materials from the Civilian Conservation Corps work on Giant City State Park (2010). SCRC also is strong in research collections devoted to the social, political and cultural history of the middle Mississippi Valley, with a particular emphasis on southern Illinois.

Collaborative Relations

The Library recognizes that its collections are greatly strengthened and its services improved through partnerships with other library consortia and organizations. These collaborations can be usefully viewed in state, regional, and national affiliations.

In the state of Illinois, there is a strong record and history of interlibrary cooperation. That history began with the establishment of ILCSO in 1980 which provided and managed the shared integrated library system, Illinet Online. In 2005, ILCSO merged with other library

consortia in the state and [CARLI](#) (Consortium of Academic and Research Libraries in Illinois) was established; Illinet Online was renamed I-Share. The primary benefits of participation in CARLI are the centralized operation and development of the Library's integrated library management system, the deployment of I-Share, the cooperative licensing of selected full-text databases (including some which are fully or partially subsidized by CARLI) and an ongoing program of professional development in diverse areas of professional issues. Library staff participate actively and regularly in CARLI programs and governance.

Morris Library is the eastern-most member of the [Greater Western Library Alliance](#) (GWLA). A key benefit of GWLA is the expansion of delivery resources and options to leading academic/research libraries in the west and southwest. SIUC participates in various GWLA-sponsored initiatives, such as the consortial preservation and disaster response inventory.

Nationally, Morris Library is involved as active, participating members in [ARL](#), [SPARC](#), the [Coalition for Networked Information](#), and the [Council on Library and Information Resources](#). The value of these organizations is critical to ensure that the SIUC Library is thinking beyond our campus for professional programs, advocacy on public policy matters, and support in local campus initiatives.

Horizon Issues

With the completion of its multi-year renovation and expansion, the Library is fortunate to enjoy a modern, well-equipped physical infrastructure. Recognizing this transition, the horizon issues for the Library focus on improving services, ensuring the currency and adequacy of collections, and working with faculty on scholarly communication issues.

- **Services Assessment.** A key priority for the Library over the next few years will be to re-engage with ARL's LibQual survey and assessment instrument. The Library needs to consider the improvement and effectiveness of its services to faculty and staff. What current services need improvement? What services are no longer needed? What services are not offered that faculty and students require?
- **Resources and Collections.** Over the past several years, the Library has had to manage minimal increases in its materials budget. In some years, increases have been provided in the range of five per cent but in most years the Library has had to manage a flat materials budget. This has resulted in a variety of cost-saving measures including aggressive adoption of online full-text, serials cancellation initiatives, and other strategies. The Library needs to engage with Library faculty and administrators on the long-term impact of these strategies to support the

research and curriculum requirements. Revenue-producing alternatives need to be explored as well such as a student library fee and more aggressive library development efforts.

- **Open Access.** In 2009/10, the Library began a number of initiatives to raise awareness of faculty across campus on the issues of Open Access and faculty/author rights. These efforts included a campus-wide forum on the issues of Open Access and the deposit of faculty scholarship in institutional repositories (OpenSIUC). The forum included David Shulenburg as keynote speaker. From these and other efforts the key faculty governance bodies, Faculty Senate and Graduate Council, are considering strong statements in support of Open Access and deposit of faculty research in OpenSIUC. At this time, it does not appear faculty are ready to pass a required deposit mandate vis-à-vis the licensing model of deposit as recently passed at Harvard, MIT, and other campuses. However, a strong statement of support and a deposit license based on a model of faculty choice are gaining momentum and may be supported by the governance bodies yet this academic year.

Mission Statement

The mission of Library Affairs is to support the current and anticipated instructional, research, and service needs of Southern Illinois University at Carbondale. Library Affairs will strive to serve the citizens of the state and scholars of the nation and world. Library Affairs will assume a leadership role in providing intellectual, bibliographic, instructional, and physical access to information resources. Service to users is the first priority of the library.

Syracuse University Library

ARL Profile

Syracuse University was officially chartered in 1870 as a private, coeducational institution offering programs in the physical sciences and modern languages. SU awards over 5,000 degrees annually: approximately 3,000 Bachelor's degrees and 2,000 graduate degrees, including over 150 doctoral degrees. Syracuse University Library serves as a major academic resource for almost 20,000 students and over 1,000 full and part-time faculty.

Syracuse University Library engages with teaching, learning, and research at the university by providing a wide array of on-site and online resources and associated research support services. In addition, its Special Collections Research Center draws researchers and scholars from across the country. Library hours are extensive, with 24-hour access in the Bird Library Learning Commons from Sunday morning through Friday evening during the academic year. Libraries are equipped with wireless access, laptops for loan, and provide a variety of study spaces, such as group study rooms, individual study carrels, and designated quiet study areas.

Bird Library is the largest SU library and houses the fine arts, humanities, government documents, social sciences, maps, and media collections, as well as library administrative offices and the Special Collections Research Center, which includes the Belfer Audio Archive. There is a separate Science and Technology Library, branch libraries for geology and mathematics, and an architecture reading room located in Slocum Hall. The African-American Studies department, the College of Law, and the SUNY College of Environmental Science and Forestry maintain separate libraries.

Mission

The Library is a center of discovery—entrepreneurial, knowledge driven and timeless. To be a center of discovery means that the Library's collections, services and facilities enable learning, scholarship and knowledge creation. The Library, whether onsite or online, is a resource for Syracuse University students, faculty, staff, and alumni, as well as the broader community of users beyond the University.

To be entrepreneurial means that Library staff members use their energy and intellect to reinvent and enhance their work, to heighten services to faculty and students, and to preserve the collections. They assemble knowledgeable teams and analyze data to improve services, collections, physical spaces, and the digital environment. The entrepreneurial approach – questioning, creative, and resourceful -- seeks better answers to establish the Library as a learning organization, one that constantly adapts as it strives to be an integral component of teaching, learning and research.

A knowledge-driven library reflects decisions that are informed and well-researched, focusing on both global issues and local exigencies. The Library functions with the

understanding that change is constant and evolution is energizing, and teaches that the creation of new ideas requires the effective gathering and sharing of generated knowledge.

Collections

The Library's diverse collections in all university academic disciplines include more than 3.1 million printed volumes and 25,000 online and print journals, as well as extensive collections of microforms, maps, images, music scores, sound recordings, video, rare books, and manuscripts.

The Special Collections Research Center (SCRC) is home to more than 200,000 printed works and over 2,000 manuscript and archival collections, including many of Syracuse University's most valued treasures, such as early printed editions of Gutenberg, Galileo, and Sir Isaac Newton, as well as the library of 19th-century German historian Leopold von Ranke. SCRC holdings are especially strong in the 20th century, and include the personal papers and manuscripts of such luminaries as New York School painter Grace Hartigan, inspirational preacher Norman Vincent Peale, author Joyce Carol Oates, photojournalist Margaret Bourke-White, and modernist architect Marcel Breuer. Significant archival collections include the records of avant-garde publishing house Grove Press, dime novel publisher Street and Smith, and the utopian Oneida Community.

SCRC's Belfer Audio Archive is the fourth largest sound archive in the country, with over 340,000 sound recordings. Its collection of 22,000 wax cylinder recordings is the largest held by any private institution in North America, and one of the largest in the world. Belfer was the recipient of a recent gift of 200,000 78 rpm recordings from the family of Morton Savada, owner of Records Revisited, the last 78s retailer in New York City. Belfer is also the focus of recent grants from the Andrew W. Mellon Foundation and the Delmas Foundation. The Bandier Program on Music and the Entertainment Industries, a program of the College of Visual and Performing Arts, makes extensive use of Belfer collections, facilities, and services and is a regular collaborator on related projects.

SCRC also recently acquired the Plastics Artifact Collection, which was originally accumulated by the National Plastics Center and Museum (NPCM) in Leominster, Massachusetts. The NPCM began in 1970 as a cooperative effort of the Pioneer Valley Section of the Society of Plastics Engineers and several local Leominster historians, and includes printed material and artifacts documenting the history and development of plastics and related engineering fields. In 2008, NPCM transferred its manuscript collections and artifactual holdings to the Special Collections Research Center at Syracuse University, where they are presently on deposit until 2012.

Digital Library Collections

SU Library uses ContentDM to present a variety of its digital collections, including aerial photographs of the Syracuse area from 1926, audio cylinder recordings from the Belfer

Audio Archive, publications of the utopian Oneida Community, photographs of 19th century sideshows and circus performers by photographer Charles Eisenmann and his successor Frank Wendt, dime novel serial covers from the Street & Smith Archive, images from ten western medieval manuscripts ranging from the 13th through the 16th centuries, drawings and sketches by architect, designer and Bauhaus legend Marcel Breuer (1902-1981), publications authored by philanthropist and social reformer Gerrit Smith, and the Erie Railroad Glass Plate Negative collection, among others.

Providing Access to Collections

The Library recently completed an overall redesign of its web site, based on extensive user and usability studies. In addition to a new graphic identity, the site incorporates new search and discovery tools for improved access to the Library's rich collections, including Discover (Encore), a more robust search interface for the Library's legacy ILMs, MetaLib for federated searching across multiple databases, Ares for e-reserves delivered through BlackBoard, and LibGuides for course-related web sites.

To meet the increasing demand for resources not available in local collections and to share our collections with scholars around the world, Syracuse University Library recently joined the Information Delivery Services (IDS) project, a consortium of over 40 libraries that provides unmediated borrowing and lending. This service will automate much of the processing for non-returnable materials (especially articles), with a particular emphasis on requests for electronic resources. In addition, Syracuse is now actively developing a "buy not borrow" program for frequently requested titles.

Offsite storage: the challenge of outgrowing the facility

Currently, Syracuse University Library is at 98% capacity for general collections and 100% capacity for special collections. The Library has been storing low use materials in two other nearby buildings. The Library has studied a number of options for offsite shelving and is in the process of determining the best approach for our particular situation.

When a solution has been implemented for past and future general print collections, focus will shift to the preservation and storage of the library's special collections (including the historical sound recordings in Belfer Audio Archive) and the digital scholarship created locally at Syracuse University.

Physical Spaces

Guided by a master plan released in 2007, the Library has been making incremental changes in accordance with the plan's guidelines for space utilization. Recent changes include the opening of a café and a quiet reading room, creation of a three-floor Learning Commons, and planning for construction of additional classrooms.

In an ongoing effort to engage and support users, the Learning Commons on the lower three floors of Bird Library provides an active, open environment that supports student achievement and academic success through its services, spaces, resources, and

partnerships. The development of physical spaces and technology services in the Learning Commons embodies the library's values of universal design, environmental sustainability, visibility, transparency, and flexibility. Layouts, furnishings, and equipment support group and individual study, meeting needs for collaboration as well as quiet study, contemplation, and inspiration. Spaces are flexible and can be easily changed as user needs continue to evolve. Learning Commons partners include the Tutoring and Study Center, the Academic Integrity Office and COLAB, a program of the College of Visual and Performing Arts.

A core goal of the Learning Commons is to provide users with appropriate hardware, software, and technology support. In addition to providing desktop computers and laptops to loan, the library lends webcams and headsets to use with Skype software, graphic calculators, high capacity thumb drives, digital cameras, camcorders, voice recorders and other tools.

Technology and technology support

Library workstations, including Macs and PCs, are equipped with standard campus software applications; also available are specialized software for multimedia production and adaptive technologies for disabled users. Other digital technology services include a geographic and statistical information lab. Web resources are accessible to all SU users regardless of their location, including residence halls, off-campus apartments, and international centers.

Technology tools have also been introduced to enhance the access and use of special collections. Built in honor of Syracuse University Professor Emerita Antje Bultmann Lemke and funded through the generosity of the Syracuse University Library Associates, the Antje Bultmann Lemke Seminar Room allows instructors to bring cutting-edge technologies to bear upon that most traditional of technologies—the written word. Instructors can capture live images from collection materials, for example, a 15th-century illuminated manuscript, annotate that image with digital “ink” and then share it with students regardless of their location. The room's technology also makes it possible for instructors to make many of the library's media-intensive 20th-century collections available for study.

Creative Directions in Staffing

With the creation of a new unit for scholarly communication, staffed by subject specialist librarians, SU Library is actively experimenting with new ways of reaching students and faculty beyond the traditional service desks, with instructional services, roving staff for reference, and embedded librarians. Librarians and library staff provide both in-person and web-based services, using Instant Messenger and AskUs 24/7 for online reference and research assistance. Librarians offer one-on-one and group instruction, working with faculty to integrate research skills instruction into many classes. Over 400 such presentations are conducted each year.

Another newly created program is that of Learning Commons Resident Librarian. Open only to individuals within two years of receiving their master's degree in library and/or information science, these positions offer librarians transitioning from graduate study to professional practice an opportunity to work with an undergraduate student population under the mentorship and guidance of experienced librarians. The Resident Librarian program provides experiential learning opportunities for new librarians and enhances the diversity of the Learning Commons staff by employing members of underrepresented populations. It also provides the Learning Commons with a steady infusion of the latest scholarship, research, and practice regarding undergraduate services. The Library recruited its first two Resident Librarians in fall 2009.

Collaborative Relationships

One of the Library's core values is that of collaboration, and we are engaged in a wide range of collaborative activities on campus. Recent examples include a partnership with the School of Architecture on an NEH grant to produce a definitive digital edition of works of modernist architect Marcel Breuer, and with the Newhouse School of Public Communications on a Mellon-funded project to use ethnographic research methods to explore the differences between academic and library cultures. We are also participating in the Mellon-funded Humanities Corridor project, collaborating with the SU Humanities Center, Cornell University and the University of Rochester to analyze sound recording collections and to develop a daylong seminar on sampling in New York.

The Library regularly engages in collaborative work with entities that directly support student learning, including the Slutzker International Center, the Office of Disability Services and the Burton Blatt Institute, the Tutoring and Study Center, the Academic Integrity Office, and the Office of Residence Life. The Library is a regular collaborator in the Shared First-Year Experience program, built around a cultural event that serves as a unifying intellectual experience for all incoming students and invites engagement through the range of perspectives and approaches represented by the schools and colleges of SU. We are also engaged in a collaborative project with the University's Writing Program to develop a series of online tutorials to provide basic research instruction for introductory writing classes.

Another mutually beneficial partnership is with the iSchool. SU librarians are routinely tapped to serve as adjunct instructors and guest lecturers and to host interns and graduate assistants, providing practical experience in the field for MLIS students.

In furthering Chancellor Nancy Cantor's vision of Scholarship in Action, SU Library maintains a number of community partnerships, including a program to enhance the library program of the Onondaga County Justice Center. SU librarians serve on the boards of numerous community organizations, among them the Friends of the Central Library, the Onondaga County Historical Association, the CNY Reads Consortium, and the Central New York Library Resources Council.

The Library recently appointed an Advisory Board to help achieve the Library's mission through advocacy and fund raising. Board members include alumni and friends of the University appointed by the Dean of Libraries. Each board member makes a commitment to attend semi-annual meetings and promote projects of personal interest. Current board members' areas of focus include rare books and manuscripts, conservation and preservation, business planning, corporate librarianship, and local civic engagement. Board members also serve as liaisons to the University's Board of Trustees and other parts of campus.

Library Associates

Syracuse University Library Associates was founded in 1953 by then-Chancellor William Pearson Tolley, who believed that one of the hallmarks of a great university is a great library. Now, more than fifty years later, the Library Associates is an active organization that supports the Library through programming, funding for new materials and other projects, and community outreach efforts. Library Associates members share an interest in books, learning, and the preservation of knowledge. They are devoted to the enrichment of the University Library, which they believe is the heart of the University.

Syracuse University Press

Syracuse University Press reports to the Dean of the Library and the two units have begun exploring ways to collaborate. To demonstrate the real value of the Press to the University, the Library began providing campus-wide access to digital versions of current Press publications. Fifty-four titles were made available this year. The Library and the Press are also developing an open access imprint, offering an alternative publishing venue for SU faculty and exploring other opportunities for digital distribution.

Horizon Issues

In this era of rapid change, Syracuse University Library has redoubled its commitment to accomplishing our mission of improving student outcomes, contributing to faculty excellence, recruitment and retention, and preserving the treasures of society and culture. A recent restructuring created Associate Dean positions to focus specifically on undergraduate education and faculty outreach.

To keep our approach fresh and in step with institutional needs, the Library established a Program Management Center and an assessment program to manage institutional data and seek input from our constituents on key questions. This program was instrumental in planning the Learning Commons, the redesigned web site, and numerous other projects. The Center is developing methodologies for harvesting, storage, and reporting of key data for decision making.

To address issues related to equity of access for all members of the Syracuse University community, including distance-education students, those with disabilities, visiting researchers, and others, the Syracuse University Library and campus Information

Technology and Services are collaborating to develop an identity management system that will streamline access to resources for these groups.

The Library is also taking the lead in educating the campus on issues related to scholarly communication and open access. We have recently appointed an Information Policy Adviser, who is working closely with the Associate Dean for Research, Collections and Scholarly Communication to raise awareness of issues related to copyright and open access. We are also collaborating with a number of campus partners to create a solution for managing the digital output of university scholars and researchers. An institutional research repository is in the planning phase.

Pamela Whiteley McLaughlin
November 18, 2009

Temple University

May 2009

ARL Qualitative Profile

Who We Are

The Temple University Library (TUL) system began in 1892 as a single Library reading room at an inner-city Philadelphia campus with books donated by students and faculty, and a staff of one part-time student assistant to serve the fledgling Temple College. Prior to that, students had relied on the personal library of the Temple's founder, Russell Conwell, which is still a part of the library's holdings. Holdings in 1913 were reported as 6,000 volumes. By 1976 Temple had acquired its one-millionth book, and in 2009 it celebrated the acquisition of its three-millionth volume. In 2009 the University Libraries that report to the Dean of the Libraries include the Samuel Paley Library (the main campus library); the Charles L. Blockson Afro-American Collection Library; the Science, Engineering and Architecture Library (SEAL); the Ambler Campus Library; the Health Sciences Library; and the Podiatry Library. The Temple University Law Library reports jointly to the Dean of the Law School and the Dean of the University Library. Temple has long and proudly held its reputation as an affordable and high quality institution for the sons and daughters of Philadelphians who are the first generation in their families to attend college. Today, the Libraries serve one of the country's most diverse student bodies, many of whom are still the first in their families to seek a university education.

Services

For TUL the past five years are ones of dramatic change owing to an influx of additional funding from the University administration. Despite only modest increases in public services staff, our user community is the beneficiary of improved and new services. In 2008 a completely renovated information commons nearly doubled the number of available public workstations. New carpet, paint, furniture and PCs have all contributed to a heavily trafficked service area – along with the addition of a café. A new “Ask Here” desk has relocated reference staff to prominence along a heavily trafficked corridor, resulting in increased user transactions. As part of the renovations a new Media Services area was created to offer a place for students to view movies or listen to music in groups or individually.

While supporting traditional reference, the Reference & Instruction librarians are emphasizing outreach to faculty and students. Most of the librarians now conduct regularly scheduled office hours in academic departments, which place them in direct contact with faculty and students in the users' space. In 2009 a roaming reference service was implemented. Equipped with an Apple iTouch or netbook PC, librarians walked through the upper level stacks assisting those in need of help but nowhere near the Ask Here desk. To simplify faculty access to e-journal content a librarian developed a "[virtual reading room](#)" based on pushing out tables of contents to faculty; it helps them stay current in their subject areas.

TUL supports a full range of virtual references services via e-mail, formal chat reference and IM chat. In 2009 the Libraries migrated from Meebo to Library H3lp. This move enhanced the service, resulting in a significant increase in IM chat service. The Libraries are also exploring text messaging for reference, and in 2009 introduced the ability to send text messages from the OPAC. The Libraries also leverage social web services to reach out to users. In addition to a general blog, multiple librarian subject-focused blogs, and a new suggestions blog, the Libraries are now found at Facebook and on Twitter.

One of TUL's highest priorities is integrating the library and its resources into the teaching and learning spaces. In fall 2009, two instruction sessions were integrated into every freshman analytical reading and writing course. The number of instruction sessions delivered at this level alone more than doubled. Librarians are working on an information literacy map that will identify where in the curriculum these skills are delivered and what type of assessment is used to measure the achievement of outcomes. To support the development of student research skills across the curriculum librarians develop highly customized [LibGuides](#) for specific courses and assignments. Customized "[library express](#)" pages are designed for courses, and then integrated into a courseware site. These services are helping to equip both students and faculty with resources needed to improve the quality of research and writing.

Collections

Since 2005 the pace at which new materials are added to the TUL collections has rapidly escalated. Enhancement funding and increased fundraising have dramatically increased our collection expenditures with a resulting significant improvement in our collections. Using ARL rankings as a measure, in collections we moved from a ranking of 95th in 2004 to 39th in 2007 in expenditures. We moved from 84th in 2004 to 60th in 2007 in total library expenditures. TUL subscribes to over 450 online databases, 51,200 electronic journal titles and 437,034 electronic books, and recorded a 30% increase in searches and a 70% increase in downloads of our electronic resources between FY 07 and FY 08. TUL spent 58% of its materials budget on electronic resources in 2007 ranking 22nd in ARL in this category. Over the past three years,

TUL has also experienced a 19% in out-of-building circulation of print. Providing great collections also means sharing resources with great partners. To better meet the increasing demand for material from other library collections, in 2008-09 TUL implemented both ILLiad and Rapid ILL. TUL also participates in E-Z Borrow, a Pennsylvania based, self-mediated book borrowing system.

TUL is especially honored to hold distinct rare book and manuscript collections such as our science fiction and contemporary culture collections and the University archives. Through the Urban Archives the library provides access to materials documenting the 20th century history of Philadelphia including more than 5 million photographic images. In 2008 we added another major primary source acquisition, a gift of over 25,000 reels of television news footage from CBS 3. This is a major collection which complements the *Philadelphia Evening Bulletin* morgue file collection in our Urban Archives. While *Bulletin* coverage ceases around 1982, CBS3 footage begins in the 1970s and goes through today. The archives are the region's premiere collection documenting 20th century urban life, and this acquisition demonstrates one of our major goals for our primary source collections: acquiring and preserving unique special collections based on current strengths and targeted areas of interest. TUL is committed to making these resources accessible through exposure of finding aids on the web and active digitization programs. TUL is renewing its efforts to increase digital collections. In 2008 we worked with the Office of Graduate Studies to establish an e-dissertation site; all Temple dissertations are now accepted, stored and made publicly available in digital format. At present we are transitioning all extant digital collections to a new CONTENTdm site.

Collaborative Relationships

TUL librarians collaborate with faculty and administrative colleagues in three areas:

- Collection building
- Information literacy initiatives
- Event programming

Through its liaison program TUL connects faculty with subject specialists, and they jointly develop the collections across the disciplines. For example, our science librarian developed an approval plan for biology in direct consultation with that department's faculty. Our Latin American subject specialist, in developing our Iberian-peninsula language materials, finalized

the approval plan only after vetting by appropriate faculty members. A new initiative was started in fall 2005 to allow all new faculty members to add retrospective monographs in their specialties where existing collections were weak. Many Subject Specialists e-mail monthly new books lists to all faculty in each department to create awareness about the latest acquisitions.

Effective information literacy initiatives are rooted in collaboration. In collaboration with the General Education Curriculum, we integrated two sessions into every freshman analytical reading and writing course. In addition, planning for the instruction sessions was conducted with representatives of the course, and all the instructors came to the library for a briefing on how information literacy was being integrated into the courses and the goals for the library instruction sessions. In 2009 a new Cross-Discipline Information Literacy project created five teams that worked on re-designing assignments to improve research skill building in each course. The collaborative teams consisted of a faculty member, a librarian, an educational technologist, a Teaching & Learning Center staff member, and a student.

Working with faculty colleagues and fellow administrators TUL has developed a robust series of lectures and programs available to the entire campus community. Guest speakers are routinely brought to campus in a joint cooperative effort between the Libraries and academic departments. In spring 2009 the Libraries, the Teaching & Learning Center and the Instructional Support Center collaborated to offer a program on millennial generation students. Several librarians have presented at the Instructional Support Center's Instructional Technologies User Group sessions to promote library technologies.

Looking Ahead

Over the next three to five years TUL will be working to improve the size and accessibility of digital collections, to further integrate the library into teaching and learning spaces through information literacy initiatives, to institute a culture of assessment that offers continuous improvement of services and resources, and to continue its efforts to develop an outstanding collection on the history of Philadelphia in the 20th and 21st Centuries. In pursuit of these initiatives we plan to create two new units. The Digital Library Initiatives unit will be tasked to create and enhance digital collections, and provide new resources such as an institutional repository and e-data curation services. The Learning Technologies & Assessment unit will bring together an instructional designer, an instructional technology librarian and an emerging technologies librarian to develop learning tools and objects that librarians and faculty can use to more effectively support student research needs. Bringing all of these services and resources together is a library-wide effort to develop and design a total library experience that exceeds our user community's expectations. We believe these initiatives will keep us well positioned as

an important and relevant contributor to the academic and research success of our students and faculty and as a partner in learning and research at Temple University.

Links in this profile:

Virtual Reading Rooms

<http://www.ala.org/ala/mgrps/divs/acrl/publications/crlnews/2008/dec/currentawareness.cfm>

Temple LibGuides

<http://guides.temple.edu>

Library Express

<http://library/services/faculty/support/?bhcp=1>

University of Tennessee Libraries

September 2008

The University Libraries is considered a collegiate unit of Academic Affairs at the University of Tennessee, Knoxville, reporting to the Provost. Included in the administration and budget of the University Libraries is John C. Hodges Library, the main library of the Knoxville campus; Webster Pendergrass Agriculture & Veterinary Medicine Library in the Veterinary Medicine Teaching Hospital; George F. DeVine Music Library located in the School of Music Building; the Special Collections Library in the Hoskins Library building; and the Social Work Library in Nashville. It is led by the Dean of Libraries and staffed with 87 library faculty and professional staff, 135 support staff, and 51 FTE student library assistants (2008-08).

The University of Tennessee, Knoxville, flagship of the state university system, was founded in 1794 and designated as the state land-grant institution in 1869. The main Knoxville campus remains the largest of the UT System, with 28,448 full and part-time students (20,233 undergraduates and 8,225 graduates) enrolled in 400 academic programs in 11 schools and colleges. The University of Tennessee, with 1518 faculty and 74 Ph.D. fields, was issued a *Doctoral/Research University – Very high research activity* classification by the Carnegie Foundation for the Advancement of Teaching.

Services

The library administration implemented in 2007-2008 a transformational reorganization to realign library spaces, programs, and services to meet rapidly changing needs of 21st century students and faculty within the new scholarly, pedagogical, and cultural higher education environment. A key part of the reorganization was a comprehensive redistribution of the library budget from all funding sources to enable forward movement in new areas supporting digital scholarship and technology-supported teaching and learning. The reorganization included changes in administrative structure, new departments, merged departments, and a greater emphasis on digitization and improved technological infrastructure.

Collections

The University of Tennessee Libraries provides a broad range of services to support research, teaching, and learning. Collections and information available from the library's website (www.utk.edu) include 30,302 electronic journals, 307,466 electronic books, 504 commercial databases including streaming audio, 1435 electronic finding aids for special collections from a total collection of 3,251,893 volumes, 44,337 current serials, 3,197 computer files, 391,117 maps, 16,657 film/video, 26,091 audio, 4,362,751 microforms, 14,603 linear feet of archives, and 121,472 graphics supported by collections' expenditures of \$12,069,221. UT bibliographic records are part of OCLC WorldCat, Kudzu, RAPID, and the Tennessee State Library & Archives catalog. Approximately

University of Tennessee Libraries

38% of the collections are in electronic form. UT is also a selective Federal Depository site for government documents since 1907. The University Libraries is a founding member of the Digital Library Federation, a consortium of 15 research institutions, established in 1995, to create a system of independently distributed repositories of digital works.

The research collections are diverse and deep in a number of areas including medieval studies, German literature, English literature, life sciences, chemistry, physics, engineering, business, nursing, and veterinary medicine. Special Collections features strength in Tennessee in the American Civil War, religion, Native Americans in the Southeast, 19th and 20th century Tennessee authors, Oak Ridge and TVA, and the Great Smoky Mountains. Holdings also include the papers of James Agee and Alex Hailey. Partnering with the new Howard Baker Center for Public Policy, UT features a strong political archives collection with papers from 18th, 19th, and 20th century politicians called the Modern Political Archives. Holdings include papers of Estes Kevaufer, Howard Baker, Fred Thompson, and many other Tennessee political figures including selected items from three Presidents from Tennessee.

Collaborative Relations

The Libraries is a charter member of LOCKSS, Portico, JSTOR, and BioOne, services that represent different aspects of trusted archives. Recent purchases of large electronic journal back files are allowing us to rethink the role of microfilm and the wisdom of retaining more than one bound volume of a title within the Information Alliance. The Alliance has created a Serials Archive for which the partners have agreed to serve as library of record for some one hundred titles. Purchases of historic book and periodical collections such as *EEBO*, *ECCO*, and the *Readex Archives of Americana* have vastly increased collection resources while increasing chances that a user will discover formerly inaccessible content. Manuscript collections remain important, for their content and as artifacts, even while we place emphasis on digitizing unique and rare special collections including materials related to Tennessee history and culture, Civil War, Appalachian studies, and Great Smokies. The Libraries is a member of the Center for Research Libraries providing access to an additional four million newspapers, journals, dissertations, archives, government publications and other traditional and digital resources for research and teaching.

Use of UT collections (3,251,893 volumes) is exemplified by partly by 381,517 total circulation of physical items. Collections were accessed extensively by other libraries (36,920 loan transactions). Library Express delivers requested materials to graduate student and faculty offices either physically (33,645 items) or electronically (1,064 items); in the next year we expect the delivery to desktop to increase dramatically as we begin to scan and send from our storage location. 78,738 volumes were added to the Library Catalog (Ex Libris), which also features the SFX linkresolver and MetaLib for

University of Tennessee Libraries

metasearching capability. The Libraries is in the process of purchasing Primo to greatly improve user access to a wider range of collections including the 1,807 online finding aids of Special Collections and Archives. Students and scholars have seamless access to millions of items from throughout the world through a fast and efficient interlibrary services unit. Last year there were 3,334,383 virtual visits to our website and 383,642 to our catalog.

UT Libraries is a leader in Tennessee in digitization of unique items. The most recent IMLS grant, Volunteer Voices, resulted in digitization of 10,000 items from all 95 counties in the state. More than just collections, the University Libraries serves in numerous capacities, by offering reference and instructional services, technological and new media resources as well as subject expertise in a variety of disciplines. Using a targeted audience approach, the new

Research and Collections Department focuses on graduate students and faculty, and the new Integrated User Services Department focuses on undergraduate students.

The Libraries has made great strides in developing a preservation plan, updating disaster preparedness manuals, conducting collection condition surveys, applying treatments to preserve valuable materials, and offering preservation awareness programs. Librarians and staff are identifying reformatting priorities among materials shelved in a preservation collection. To date staff have digitally preserved 602,299 files occupying 2625.1 gigabytes of storage.

A service concept developed by UT Libraries, AskUsNow! is a way to represent the many means of contacting and interacting with reference librarians: in person, by phone, through consultation, email, chat/ instant messaging (IM). The goal of the virtual reference service portion of AskUsNow! is to provide answers via the "latest" information technology that students are using. Virtual reference service developments have been centered in the Hodges Main Library, but most branch libraries also offer email services. Recently, the Agriculture & Veterinary Medicine Library has added IM services. AskUsNow! Portfolio includes virtual reference: email, chat/ instant messaging (IM), and the Research Assist consultation service (6,566 questions addressed).

Social networking technologies are emerging as tools to enhance services. Research Assist has a Facebook page and a Flickr site featuring library photographs combined with a "guess the Google" game to demonstrate how to think about conducting research. A synchronous learning pilot project for an introductory Spanish class used Second Life to set up a space in the Commons called Commons World, a physical and virtual space for conversational and scenario-based learning.

University of Tennessee Libraries

In 2006-2007 Library instructors met with over 918 classes that reached approximately 15,490 participants. One of our major recent initiatives is to enhance a robust on-demand library instruction program, geared to specific UT courses, with a virtual presence and a wider array of library workshops. *The Teaching Library @ UT*, a gateway to Web accessible instructional content allows a faculty member to create a customized grouping of links to selected databases, subject guides, tutorials, subject librarians' Web pages, and other instructional resources to be incorporated into a course management system. *The Teaching Library @ UT* is demonstrated each year at the Best Practices in Teaching seminar series at UT.

Course Guides, Tours and Tutorials in the form of learning objects, streamed video tours, and interactive tutorials can be used at the point of need and are all found in a single webpage (14,518 annual hits). Library workshops cover general library skills, specialized content, and software instruction for video/sound editing, Endnote, and other topics as needed.

Faculty are partners in Newfound Press, the library's new electronic publishing initiative (<http://www.lib.utk.edu/newfoundpress>) and the emerging UT Digital Repository (<http://diglib.lib.utk.edu/dlc/ir/>). Librarians are on campus-wide committees to address

student retention, research needs, curriculum planning, administrative search committees, Faculty Senate, and strategic planning.

Repurposing space to meet the needs of 21st century students and faculty includes creating the Commons in strong partnership with the Office of Information Technology. This collaborative facility occupies 14,600 square feet with a suite of library, technology, and tutoring services attracting as many as 2000 students a day. A multimedia computer lab, the Studio, is also located in the Commons. The Commons also includes services for faculty including the Digital Media Service, which annually digitizes over 8,000 items related to course content in all formats to add to its current database of 21,490 digitized assets, and Innovative Technology Services featuring an array of computer-related help services for faculty related to course management systems and technologically supported pedagogical methods such as podcasting.

UT librarians are active in state, national, and international organizations. Currently, the Dean is on the ARL Board of Directors, OCLC Member's Council, and the DLF Board of Trustees currently.

The University of Texas at Austin

January 2010

The collections of the University of Texas Libraries are the result of more than one hundred years of commitment to build one of the great library collections in the world. Containing more than nine million volumes and providing access to the latest electronic research materials, the library collects the products of human knowledge in all formats. The library directly supports the research and instruction needs of The University of Texas at Austin while also serving as a custodian of human culture and as a gateway to human possibility. The library collections at the University are the foundation on which every student's education is built and form the cornerstone for university research efforts.

The University of Texas Libraries is consistently ranked among the top ten research libraries in the country by the Chronicle of Higher Education. According to the most recent Association of Research Libraries (ARL) rankings the Libraries ranked seventh in the number of volumes held overall, and third among public universities in the U.S. The University of Texas Libraries purchased over 178,000 books and almost 57,000 serials during the annual period.

Collections

The University of Texas Libraries (UTL) has surpassed the 9 million mark in volumes and are composed of the Perry-Castañeda Library, the Collections Deposit Library, four special collections, and its nine branch libraries: Architecture and Planning, Chemistry, Classics, Engineering, Fine Arts, Geology, Physics-Mathematics-Astronomy, Life Science, and the library at the University of Texas at Austin Marine Science Institute at Port Aransas.

The Perry-Castañeda Library (PCL) is named for two former University professors, Ervin S. Perry and Carlos E. Castañeda. Professor Perry was the first African-American appointed to the academic rank of professor and Professor Castañeda played a central role in the early development of the Libraries' premiere special collection, the Nettie Lee Benson Latin American Collection. In an effort to recognize the contributions of these distinguished faculty members and to express the University's lasting commitment to educational opportunities for all Texans, President Lorene L. Rogers recommended to the UT System Board of Regents that the new facility be named the Perry-Castañeda Library at their meeting of September 12, 1975.

The PCL is one of the largest academic library buildings in North America and is a major research center in Texas and beyond. Three years under construction, the six-level, open stack facility was designed to serve as the main library of The University of Texas at Austin. Today, the library serves the University and Austin communities, housing almost 4 million volumes, providing access to a vast array of electronic research materials and is visited by more than 1.3 million people annually. The Perry-Castañeda Library is the main engine for the intellectual inquiry that drives the academic enterprise at The University of Texas at Austin.

Though the vast general collections of the UTL are more widely utilized, its special collections cultivated over the years warrant particular notice, as they provide singular resources in a broad range of areas.

The Nettie Lee Benson Latin American Collection (BLAC) is one of the finest Caribbean and Latin American cultural repositories in the world. BLAC supports The University of Texas vast community of researchers and scholars in the field of Latin American studies and features

nearly a million volumes as well as a wealth of original manuscripts, photographs, and various media related to Mexico, Central and South America, the Caribbean, and the Hispanic presence in the United States. The Benson's Mexican American Library Program (MALP) is a natural extension of the Benson's foundational collection created as a repository for the contemporary ethnographic movements of the national melting pot. Library materials obtained through MALP relate to the history, politics, and culture of the *mexicano* experience in Texas and the U.S. Southwest. Today, MALP acquires current and retrospective books, serials, audiovisuals, and archival collections related to Mexican Americans and Latinos in North America. Particularly strong are the Chicano and Latino holdings in history, language and literature, folklore and customs, and music and art.

The Alexander Architectural Archive (AAA) of the Architecture and Planning Library contains vast records of regional and national architectural achievement by some of the most established talents of the modern era. Thanks to the foresight of professor D. Blakley Alexander, whose personal collection became the basis for the archive, the AAA maintains a vast collection of architectural and planning materials related to Texas and the Southwest, Mexico, the Maya Lowlands of Mesoamerica, and Great Britain serve to fortify research at the University and preserve a collective architectural heritage. The discrete collections of the AAA comprise of over a quarter of a million drawings, 1,600 linear feet of papers, manuscripts, photographic material, audio/visual media, ephemera, and artifacts.

The Historical Music Recordings Collection (HMRC) of the Fine Arts Library contains in excess of 400,000 items cataloging both commercial and performance recordings of note in classical, Broadway, jazz and blues and late 20th Century pop, making it one of the largest such archives in the United States. As well as housing the University of Texas School of Music faculty and guest artist recitals, the HMRC serves to assist faculty and students in both teaching and research, and supports the Center for American Music in the School of Music. Scholars and artists alike rely upon the HMRC for its rare and invaluable collections.

The Perry-Castañeda Maps Collection is one of the most utilized of the Libraries special collections featuring over 250,000 items covering virtually every geographic region of the world and is a vital resource for all types of users, from students and faculty to engineers to genealogists and beyond. Routinely searched by a variety of different types of users, the online component of this collection receives over one million visitors per year.

Texas A&M University Libraries

March 2008

Texas A&M University has an announced vision to be ranked among the top 10 public universities in the nation by the year 2020. The University Libraries supports that vision by building collections, providing information services, and maintaining effective workspaces that support the research and teaching of the university. The Texas A&M University Libraries serves a population of some 35,000 undergraduates, 8,000 graduate students, and some 2,300 faculty. Texas A&M—a land-, sea-, and space-grant Research University—is a 132 year old institution offering through the PhD in some 93 fields of study, with a strong emphasis in the sciences and engineering.

Services

Access to information and facilities that support research and teaching is a key element of the Libraries' service programs. As the birthplace of the LibQUAL+ service quality program, TAMU Libraries is committed to a user focus in designing its services and facilities. As a result of recent surveys the library now operates two of its facilities on a 24/5 basis to ensure that students have ready access to safe, high quality space for both group and individual study. Its on-campus delivery services, *deliverEdocs* and *Get It for Me*, provide rapid response article scanning and book paging for users and are in heavy demand, with 43,918 document delivery requests being handled in FY07.

The Libraries supports a growing instructional program which in FY07 recorded 623 sessions and reached nearly 15,000 students. Librarians work closely with the staff of the University Writing Center to incorporate information literacy skills into writing intensive courses in each major that are a required part of the university's writing-across-the-curriculum program. When possible, librarians incorporate technology to increase the effectiveness of their classroom instruction. Library classrooms are equipped with state-of-the-art computing and display capabilities. Active learning is a key element in library instruction sessions in that most primary instructional classrooms provide students with access to computers, and the instructional staff have begun to incorporate the use of individual response devices into their lessons to keep students engaged and to help them check their own understanding.

Circulation of physical collections continues to play a significant role in library services. During FY07 library staff checked out over 877,500 items, with an overall circulation in excess of 1,485,000. Electronic access is increasingly the preferred mode of delivery for most users, and a conservative measure of electronic resource usage is the 6,177,711 searches logged in the library's databases and full-text titles. In order to facilitate use of the electronic resources the library employs federated searching and linking software. In addition, map-based interfaces are being employed to assist users searching for geospatial information.

Texas A&M University Libraries

Reference services, encompassing both traditional in-person interactions and a vigorous virtual reference chat service, account for 51,036 user transactions. In anticipation of user needs for assistance, reference librarians create and maintain scores of web-based guides and online tutorials ranging from general guides on library research strategy to specific guides for courses such as basic chemistry.

Collections

Library collections will exceed 4 million volumes during 2008. The general collections are characterized by strengths in the sciences and engineering, transportation, military and naval science, oceanography, and nautical archaeology. The library has aggressively adapted its collecting practices to the electronic environment and now provides access to over 640 databases, 42,622 electronic journals and 444,729 electronic books.

Cushing Memorial Library and Archives (Special Collections). The collections span the breadth of recorded history, from Sumerian clay tablets dating from 2200 B.C. to contemporary paperback editions. These collections comprise over 21,000 linear feet of manuscript material, approximately 200,000 printed volumes, over 50,000 photographs, over 200 original works of art ranging from oil paintings to pastels to sculpture, and hundreds of individual artifacts. The collections also include works on film, tape, CD, and other media.

Cushing's Science Fiction Research Collection now exceeds 40,000 items. Important strengths of the collection are more than 200 American and British science fiction pulp magazines from 1923 to the present, a growing sample of foreign-language magazines, a monograph collection of 25,000 volumes, and a growing body of manuscripts of leading authors in the genre.

While many illustration collections focus on one artist, or even a handful, the Cushing Library's Illustration Collection represents the broad spectrum of illustration, from early wood engravings to war propaganda posters. The collection is particularly strong in nineteenth-century prints and periodicals and is enriched by the addition of texts about or illustrated by celebrated eighteenth-century artist and wood engraver Thomas Bewick and American illustrators Winslow Homer and Thomas Nast.

Other historical collection strengths in Cushing include military history, Western Americana, Texana, natural history, ornithology, nautical archaeology, rare books, the history of Texas A&M, and selected literary authors in addition to other subject areas. Significant collections added in the past decade include:

Texas A&M University Libraries

The Don Quixote Collection, comprising over 450 significant illustrated editions, serves as the basis of a broader digital Cervantes Project.

Dawson French Collection of over 20,000 books, manuscripts, art works and other objects relevant to the study of French history and literature of the Long18th Century.

Mexican Colonial Era Imprints, containing over 1,300 books and manuscripts from 1556-1820, including some of the earliest published books in the New World.

John Donne Collection. 93 volumes comprising editions of Donne's poems from 1633 to 1669, sermons, and other prose works and augmented by many 17th Century works in Latin and other languages alluded to by Donne in his writings.

In addition to ongoing collection development efforts to support research and teaching, the TAMU Libraries is actively involved in creation of electronic research tools that make important information available to the worldwide research community. Active projects currently underway include:

Los Primeros Libros de las Americas. A joint project with libraries in Mexico to create high quality electronic versions of Mexican Colonial Era incunables and manuscripts. Currently xxx volumes are available online including the oldest book of science published in the New World. Currently 10 volumes are available online including the oldest book of science published in the New World.

Digitaldonne. Constructed by the editors and staff of The *Variorum Edition of the Poetry of John Donne*, the Center for the Study of Digital Libraries, and the Cushing Memorial Library and Archives at Texas A&M University, this web site presents high-quality digital images of the early printed editions and selected manuscripts of John Donne's poems.

The *Cervantes Project* is a long-term initiative to develop a comprehensive an online repository of textual, documentary, bibliographic, and visual electronic resources related to Miguel de Cervantes' life, times and work, and focusing in particular on the study of *Don Quixote de la Mancha*.

Collaborative Relations

The University Libraries participates in statewide (TexShare) and regional (GWLA, RAPID) consortia to advance services to users. The Libraries partners with universities

Texas A&M University Libraries

in Texas to build the Texas Digital Library (TDL), a shared resource providing information repository and other information services to participants. . Texas A&M University is the lead institution, along with the University of Texas at Austin, Texas Tech University, and the University of Houston, in an IMLS grant to develop the Texas Electronic Theses and Dissertation repository, a state-wide system for managing the entire life-cycle of ETDs. In partnership with the General Libraries of University of Texas at Austin the TAMU Libraries is also engaged in the construction of a million volume shared storage facility which is slated to open in 2009.

On the campus, the Libraries is an active collaborator with the Glasscock Center for Humanities Research and with the Center for the Study of Digital Libraries to support a lecture series in the broadly defined field of digital humanities research. In conjunction with the Glasscock Center, the Cushing Library (special collections) co-sponsors a research fellowship program providing support for up to three graduate students in the humanities to do research based on collections held by the library.

The Medical Sciences Library, which serves human and veterinary medicine as well as life sciences, is actively engaged with the faculty of the College of Veterinary Medicine in instruction. Library faculty teach portions of the required introductory “clinical correlates”

course. Clinical veterinary medical librarians also actively participate in clinical instruction by participating in rounds at the veterinary hospital.

Internationally, the TAMU Libraries provides collections and processing support to its engineering campus at Education City in the emirate of Qatar where the university is one of six universities providing fully realized American-style education to students in the Gulf region. As the flagship institution in a ten-institution university system, the University Libraries takes a leadership role in acquisition of electronic resources.

Texas Tech University Libraries
ARL Profile
April 29, 2009

Introduction

Texas Tech University is a comprehensive research university with over 28,000 students and 1,400 faculty members. The university is committed to teaching and the advancement of knowledge by providing the highest standards of excellence in higher education. The University Libraries supports this mission with a vast library collection, which includes print, digital and online resources along with extensive computing and communications resources, Texas Tech University Libraries serves as a vital partner with students and faculty in their research endeavors.

Services

The mission of the Libraries' is to connect users with resources that advance intellectual inquiry and discovery. We believe that effective user service is our utmost priority. Our public services librarians support this mission by working directly with faculty and students in their assigned subject areas. By partnering with the faculty our librarians are able to better understand faculty's research and teaching needs. They provide individualized service in collection development, research assistance and instruction based on these partnerships.

Our goal is to connect our users with resources worldwide not just within our building. To this end we strive to fill our patrons' information needs in the most timely and efficient manner. The implementation of ILLiad resource sharing software and membership in the RAPID service streamlined borrowing and lending processes, allowing faster delivery of materials to patrons. In 2008 our document delivery/interlibrary loan services delivered over 38,000 digitized items to users' desktops, provided 10,000+ print items, and loaned more than 35,000 items to other libraries. The University Libraries has an ILL turnaround rate of 97% for loans and 93% for articles.

We continue to provide patrons with traditional resources within our building as well. The Libraries circulated over 198,500 items in the past year. We are open 5950+ hours/year and are on a 24/7 schedule starting two days before and during finals week to provide a comfortable, secure place for students to study for their exams.

To support e-research and scholarship, the Libraries installed three KIC Bookeye self service scanners on the main floor and two at the Architecture Library. These devices allow users to save their output to a flash-drive or send an email in their favorite format, PDF or TIFF.

We are one of the few academic libraries with a fully functioning open access 3D Animation lab. The lab offers 20 high-end workstations with 30" displays, over 50 applications, two Cray super computers for rendering, seven 3D Scanners and five short courses for library users. In addition we provide 20 iMacs/Mac Pros for public use, three iMac digital music/sound workstations with full-size Yamaha synthesizer keyboards and four media conversion workstations.

The University Libraries are working with the Mass Communications Department on 3D Animation short courses tied to their curriculum as well as with the TTU High Performance Computing Center for faculty and student research collaboration using new Cray supercomputers. TTU is the first academic institution to collaborate with Microsoft, Cray, Pixar, for the first-deployment-anywhere-in-academia of Cray CX1 Pixar RenderMan rendering solution.

In addition, the Libraries have the largest information commons on campus. We provide patrons with 250 computer workstations, two laser printers, five desktop scanners and ten high capacity laser printers. The Libraries also provides access to AutoCAD, Adobe CS4 Master Collection, MS Office, SPSS, SAS and a site license to Lynda.com which contains over 20,000 online technology tutorials.

In 2005 the Libraries began investing in digital library services. These services include creating digital collections from existing print and audio visual resources. We are also building a research repository of information created by the university faculty and staff. In support of these services the Libraries has three full-time librarians and one full-time staff member dedicated to our digital collections and the repository's implementation and maintenance. We have worked with several centers on campus to deposit their materials in the repository and continue to work toward outlining a suite of services to encourage others to contribute to the repository.

Collections

Several notable digital collections have been created by the University Libraries; they include the university yearbook, La Ventana, a rare book collection, and a sound recording collection which is delivered to patrons via a streaming solution.

The Libraries also has 2.5 million volumes in our print collection. Additionally, we also have a robust electronic collection that includes almost 300 databases, 27,000+ e-journals and 19,000+ e-books. We are in the process of transitioning many of our print resources to electronic format. Access to our electronic collections is through our federated search system, Metalib, our open URL resolver. SFX and the Libraries' web pages.

Texas Tech University Libraries

In addition to our digital, electronic and print collections, our Architecture Library has 7,951 slides on architecture history. The collection was developed to support an architecture history survey class between 2002 to 2004. The Architecture Library is developing a digital image collection that includes approximately 100,000 digital images on architecture, art, and related fields.

Collaborative Relationships

The Libraries participate in the Greater Western Library Alliance (GWLA) regional consortium with 31 other research libraries. Our participation includes document delivery/resource sharing and collection development. We are active participants in our state consortia Texshare, for document delivery, reciprocal borrowing and collection development. The Libraries also participate in RAPID, a group of libraries committed to delivering articles within 24 hours. Fellow RAPID libraries include Brown, Princeton, Cornell, MIT, and Chinese University of Hong Kong. In addition we are members of Amigos and the Center for Research libraries. Memberships in these organizations allow the University Libraries to provide information resources to their users that they may not otherwise be able to access.

Our partnerships are not limited to outside organizations. We partner with our campus departments and schools as well. The libraries, in collaboration with the Graduate School, began implementing an electronic theses and dissertation program in 2004. The partnership consists of the graduate school setting the policies and standards and working with the departments and students for the submission of all theses and dissertations. The library provides the storage and archiving of these works as well as the systems for managing them and providing access to users both on and off campus.

Texas Tech University Libraries is a Tier One founding member of the Texas Digital Library (TDL), we are a co-principle investigator on an \$800,000+ IMLS grant for a common electronic thesis and dissertation (ETD) submission system called Vireo for Texas institutions and for Shibboleth cross-institution authentication to shared resources. TTU will test Vireo in 2009 and begin implementation planning following a successful testing period. Additionally, the Libraries provide institutional membership in the Networked Digital Library of Theses and Dissertations (NDTLD) for the University.

Horizon Issues

We plan to convert stack space into media-rich study space. TTU Libraries have demonstrated that it is the discovery location of choice. A 300% increase in walk-in users and materials users during flat student growth over the last 6 years provides ample evidence. Our building capacity hovers at 3900; routinely we sardine two or three times that many into our study

spaces. The increased space will enable both traditional study and digital and wireless access to every service available for users at Texas Tech. Group study will be a priority.

The 3D and Animation Lab is making revolutionary progress in altering the mode of teaching on campus. Research into delivery of interactive animation capability and 3D capability is on the horizon.

Partnered digitization projects that not only replace paper information with digital information, but also create added functionality are a priority. And the conversion of every copyright-free document in TTU Libraries to digital formats continues to be a strategic initiative.

The Library is leveraging social networking and web 2.0 tools to connect with users; this includes profiles on MySpace, Facebook, Twitter and using videos on iTunes for instruction. Looking into the future, we hope to use SMS messaging for reference questions and have an OPAC compatible with mobile devices early in 2010.

UNIVERSITY OF UTAH LIBRARIES
ARL PROFILE – MAY 1, 2009

University Context and Collaborative Relations

The University of Utah, founded in 1850, is the flagship institution of the Utah System of Higher Education. Fall 2008 enrollment was 28,211, taught by a faculty of 2,687, in over 100 undergraduate and over 90 graduate programs. Classified by the Carnegie Foundation as a Doctoral/Research University with “very high research activity,” the University has programs within 16 colleges including Law and Medicine. It is a national leader in technology transfer and ranks 16th in significant awards to faculty. Strong service-learning programs engage students in serving the community.

The University of Utah Libraries comprise the J. Willard Marriott Library, the S.J. Quinney Law Library, and the Spencer S. Eccles Health Sciences Library, which serves the University and regional medical centers. The Marriott Library reports to the Senior Vice President for Academic Affairs; the Quinney Library reports to the Dean of the College of Law; and the Eccles Library reports to the Senior Vice President for Health Sciences. The Director and University Librarian of the Marriott Library represents all three libraries on the Council of Academic Deans. Libraries are staffed by 75 faculty librarians (including three *Library Journal* Movers & Shakers and two ARL RLLF Fellows), 187 full-time employees, and 97 full-time student employees.

The Library Policy Advisory Committee (LPAC), whose members are elected by the Academic Senate, confers with and advises the University of Utah Libraries concerning library policies and practices; provides liaison between the libraries, faculty, and student body; and reports to the Academic Senate and the cognizant vice presidents.

The University of Utah Libraries serve as leaders in the state and the region in collaborative efforts. In addition to the close working relationships among the three campus libraries, the Libraries were founding partners in the Utah Academic Library Consortium, a group of private and public higher education libraries, established in 1971 to improve the availability and delivery of library services to the state of Utah, and in Pioneer: Utah's Online Library, a K-12/public library/higher education library consortium founded in 1996. Library staff have taken leadership roles in establishing projects such as the Mountain West Digital Library, Western Soundscape Archive, Western Waters Digital Library, and Utah Digital Newspapers that have brought together collections from throughout the state and region and have involved not only libraries, but museums and archives as well. Recent new collaborations include a partnership with the state Department of Community and Culture to support state digitization efforts, a partnership with the American West Center that created the Utah American Indian Digital Archives, and continued strong relationships with Utah public libraries.

The Libraries maintain memberships in professional organizations including the American Library Association, the Association of Research Libraries, the Center for Research Libraries, the

Coalition for Networked Information, the Greater Western Library Alliance, LOCKSS, the New Media Consortium, OCLC, Portico, RAPID, and the Utah Academic Library Consortium.

J. Willard Marriott Library

The Marriott Library is committed to providing excellent services to the students, faculty, and staff of the University of Utah. The Library's mission is to inspire the creation, discovery, and use of knowledge for Utah and the world, which reflects the ambition to be a world-class service center that encourages and enables the success of all University and scholarly endeavors.

The Library holds 2.9 million volumes in three primary locations: the main Library, the Mathematics Library, and University Archives and Records. The most widely used building on campus, the main Library encompasses 514,000 square feet. It is currently in the final stage of a four year, \$80 million renovation project to improve seismic stability, to create new spaces and services meeting the needs of modern students, and to manage collections and technology more effectively. New spaces include the Grand Reading Room and adjoining Garden Terrace, which foster quiet study and reflection. The Knowledge Commons, an information rich and technology-intensive student center, embodies the integrated 21st century library. Other features include the Advanced Technology Studio to support digital scholarship, the Automated Retrieval Center (ARC) for efficient robotic collection management, an expanded café, 20 high-tech classrooms, and state-of-the-art preservation facilities.

Marriott Library leadership consists of the Director and University Librarian and four Associate Directors. A recent reorganization of departments and staff resulted in the creation of a Councils structure, which facilitates and guides library-wide, cross-functional, and interdepartmental activities. Eight councils have responsibility for leadership, coordination, decision-making, communication, collaboration, delegation, policy development, and resources. These include:

- Digital Library Development Council
- Employee and Organization Council
- Executive Council
- Integrated Library System Development Council
- Knowledge Management Council
- Marriott Advisory Council
- Marriott Library Advancement Council
- Outreach and User Services Council
- Planning and Assessment Council

Services

The Marriott Library offers a wide range of services to faculty and students. The Knowledge Commons provides campus technology help including laptop support, an iTunes U instance, library iPhone applications, streaming media, and a Second Life presence. The Library manages four student computing labs that support use of nearly a million hours a year for over 1,200 computers and 300 software packages.

The Library's Education Services Division helps students, faculty, members of the University and local communities to develop information literacy and technology skills through workshops, tours, and labs. Librarians provide in-person and online chat reference services. The library also assists other campus departments in delivering services to students and faculty. Academic Advising, the Technology Assisted Curriculum Center, and the Writing Center maintain library offices.

Library programmers have produced an electronic resources management system for the Libraries and the Utah Academic Library Consortium, a classroom scheduling program, a reference statistics program, an EAD ingestion tool, and U-SKIS, an open-source software tool used for ingestion of documents into USpace, the Institutional Repository. The Library supports a digital technologies program that includes processes to create digital assets, as well as developing and implementing digital preservation strategies.

An automated storage facility delivers items in five minutes to requestors, and campus delivery services provide items via both e-mail and campus delivery to offices. Library resources, including online tutorials, are integrated into the My.Utah.edu campus student portal, and into the WebCT/Blackboard course management system.

Library divisions engage in significant community outreach through the Book Arts Program, Friends of the Marriott Library, and the Utah Ski Archives. Book Arts teaches binding, letterpress printing, and papermaking through presentations, for-credit classes, workshops, lectures, and exhibitions. The program serves K-12 students, educators, University students, and academic researchers. Friends of the Marriott Library sponsor the Sunday Afternoon at the Marriott Books and Authors Series, an annual banquet, and fellowships. The Utah Ski Archives, which houses the records of the Salt Lake 2002 Winter Olympic Games, works closely with the Utah winter recreation community.

The Library also coordinates the annual Gould Lecture on Technology and Society, as well as other programs featuring speakers and exhibitions.

The Associate Director for Special Collections serves as the University's Archivist and Historian, its Government Records Access Managements appeals officer, and oversees University records. The Library also boasts the most sophisticated conservation

laboratory within the state and provides outreach, disaster response, preservation education, and conservation services to institutions within the region.

Collections

Important collections span Utah, the Mormons, and the West to extensive science, engineering, and medical archives including extensive research on cold fusion, the papers of television pioneer, Philo T. Farnsworth, as well as the papers and photographs of the first recipient of the artificial heart, Barney B. Clark. The Aziz S. Atiya Middle East Library is recognized as a major center for research using materials ranging from ancient papyri to current publications. The Multimedia Archives contains non-textual archives in collections of photographs and audio-visual materials, including the Quinney Recreation Archives. Four publishing programs, including the University of Utah Press, the Red Butte Press, the Tanner Trust Press, and Bonneville Books are under the aegis of the library.

The Marriott Library utilizes CONTENTdm to host more than 100 digital collections containing 7,000,000 photographs, maps, books, audio recordings, newspaper articles, and other items. Digital collections include Utah Digital Newspapers, a project to digitize historic Utah newspapers; the Mountain West Digital Library, an aggregation of digital collections from institutions in Utah, Nevada, and Idaho; the Western Waters Digital Library, providing online access to water-related resources of the trans-Mississippi region of North America; Western Soundscape Archive of audio recordings of animals and environments in the western U.S.; and the Utah Artists Project, which documents visual artists in Utah with biographical information, images of artwork, and more. In addition, internal partnerships, particularly with Rare Books, have continued to make important collections available online. These projects were made possible by funding from LSTA, IMLS, and NEH.

The University's Institutional Repository, USpace, gathers together peer-reviewed materials, theses and dissertations, and an electronic University archive of University produced documents.

Strategic Planning and Assessment

The Marriott Library is leading major initiatives at the University of Utah that include:

- Instilling visual, information, and technical literacy skills into the curriculum
- Unifying planning on scholarly communication, knowledge management, and cyberinfrastructure

- Supporting e-scholarship (including data management) through the Advanced Technology Studio
- Developing digital collections and access to campus-wide media resources
- Embedding use of primary source materials in the classroom
- Launching a robust electronic theses and dissertation program

The Library uses LibQUAL+ and locally-created surveys to collect data for assessment purposes.

UNIVERSITY OF WASHINGTON LIBRARIES PROFILE

September 2009

The University of Washington Libraries supports research, teaching, and learning at one of the premiere research universities in the world. The University of Washington is a comprehensive university with more than 40,000 students on 3 campuses offering doctoral programs in more than 80 fields along with large professional schools of medicine and law. The University receives more federal research funding than any other public university in the United States and ranks second among all universities. University programs in such areas as medicine, public health, nursing, life sciences, bioengineering, and environmental sciences are ranked among the best in the world by such groups as Academic Rankings of World Universities (ARWU). The University has long had active and prestigious area studies programs and is a leader in the number of federally funded Title VI Research Centers with 8 recognized programs.

The University Libraries with a collection of more than seven million volumes and staff of 450 provides distributed services through its online services and collections as well as 19 library facilities on three campuses and the Friday Harbor Laboratories. It is the largest library north of Berkeley and west of the Mississippi River and has played a critical role in working with other libraries in the region. The library is well-known for its leadership in innovation, user-centered services, assessment, collaboration, organizational development and staff training, and collections. Students and faculty rank the Libraries as the most important source of information for their work, and graduating seniors consistently give the Libraries the highest satisfaction rating of any academic service or program. In addition to providing exceptional service to our users, the staff is widely recognized for its high level of achievement. During the past two years, 6 UW librarians have been honored with lifetime achievement awards from professional associations. UW librarians have also made contributions to a wide array of Association of Research Libraries efforts, serving as Visiting Program Officers and participating in competitively selected leadership programs. The University of Washington Libraries received the 2004 ACRL Excellence in Libraries award for university libraries.

Services

The UW Libraries provides a wide range of services to meet the needs of a diverse and sophisticated community of users. The Libraries has been a leader in virtual reference with an active and expanding “chat” reference service since 2001. The proportion of reference questions answered electronically now approaches 20% of all reference questions. The Libraries instruction/learning programs reach more than 25,000 students annually through a mix of in-person, classroom and online efforts. The Libraries entered a new partnership in 2009 with the Graduate School and Office of Undergraduate Education to direct the new UW Center for Teaching and Learning. The Health Sciences Library is a leader in service to the UW and regional health sciences communities through HealthLinks, the National Network of Medical

Libraries, Northwest Region, and a new program, HEAL-WA, which provides online services to health care professionals in Washington State.

The Libraries physical facilities include the Suzzallo and Allen Libraries which house the main social sciences, humanities and sciences collections, government documents, special collections and the library administration and technical services operations. Suzzallo is a campus icon with its imposing collegiate gothic front entrance and cathedral like stained glass reading room. Other Seattle campus libraries include the Odegaard Undergraduate Library with innovative collaborative spaces and technology for undergraduate learning, including a large learning commons, the Health Sciences Library and eleven branch libraries, while campuses at Tacoma and Bothell have their own libraries. Together the UW Libraries record nearly 5 million visits per year. The Libraries also operates a large off-site storage facility with more than 1 million volumes. Computer workstations in the Libraries received the highest use of any campus public computer space with more than 1.5 million log-in sessions. There were nearly 9 million separate sessions on Libraries Web sites. The Libraries Institutional Repository, Research Works, provides space for faculty, student, and administrative works. The Libraries has also installed Open Journal System software and backfiles of *Slovene Studies* have been digitized and represent the first journal made available.

The Libraries served as an initial pilot site and the first academic library to implement OCLC's WorldCat Local as its default catalog. During the past two years we have gradually added non-book resources to provide users with one stop shopping for scholarly information. In addition to providing access to the world-wide catalog of OCLC, the Libraries made it easier for users to initiate requests to borrow from our consortium partners in Summit and other libraries. The 2007-08 ARL statistics showed the UW Libraries ranked 5th in number of items lent to other libraries and 2nd in borrowing. Ease of use also plays an important role in the large number of journal article downloads (6.5 million in 2008). One important factor in the success of the Libraries web site and OCLC WorldCat Local has been an ongoing usability program that began in 1998 and informed development of the look design, and content of Web services.

The Libraries is well-known for a long-established and robust assessment program which has delivered critical information about user needs, use, and priorities. Using a variety of qualitative and quantitative assessment methods and highlighted by a large scale triennial survey of faculty and students since 1992, the Libraries uses assessment information extensively in planning and program development and evaluation. For example, the top priority of faculty and graduate students in the 2007 triennial survey was to establish a "pull and scan" service for printed journals. The Libraries then developed a pull and scan pilot that provides a scanned image of a journal article within 24 hours. The service provides an average of 3000 articles per month. Assessment and usage data also guided the decisions in which branch libraries and service points to close as a result of 2009 budget reductions. The Libraries has been a leader in developing methods to manage electronic resources (e.g. ERMI) as well as measure their use and value. As the report of the 2003 decennial accreditation review of the University of Washington noted, "Planning, assessment and continuous improvement are ongoing processes

with broad staff participation. The Libraries program for the measurement of library use and user satisfaction has resulted in 10 years of longitudinal data and satisfaction rates and user behavior. This information is frequently referred to and used to modify existing services and plan new ones.”

Collections

The Libraries has developed outstanding collections to support global research and to preserve the record of history, culture and life of the Northwest. The extensive journal collections, most current titles online, are the critical information resource for those in science, social sciences, engineering and the health sciences. The Libraries devotes more than 75% of the collections budget to serial resources, consistently ranking in the top 10 ARL libraries for serials expenditures. 2007 Triennial Survey data showed that among faculty 96% rate journals as the most important resource for their work, 93% rate the Library as making a major contribution to keeping current in their field and also to their research productivity. More than 6 million journal articles are downloaded annually with 75% of that total coming from Libraries licensed journals in science, engineering and health sciences. The Libraries monograph collections play an important role in supporting undergraduate learning as well as teaching and research in the humanities, arts and social sciences. Of particular note, are the exceptionally strong collections in Asian, Turkic, Scandinavian, Slavic and Baltic languages and studies.

The Special Collections Division is the Libraries' central location for rare materials and a major center for the study of the Pacific Northwest. Collection strengths include photographs and images, Pacific Northwest materials, book arts, and manuscripts and political papers. The foundations of Special Collections stem from the purchase of volumes for the Pacific Northwest Collection in 1919 and the acquisition in the 1930s of the first manuscript collections. The Photograph Collections are especially noteworthy and include over 1,000,000 documentary images covering an extensive geographical area, in particular western Washington, Alaska, and the Yukon. Such topics as Native Americans, fishing and logging industries, mountaineering, the Klondike gold rush, Jewish life and history, and theatre and vaudeville are well represented in this extensive research collection. Included are the works of early notable Washington Territory and regional photographers such as Edward S. Curtis, Asahel Curtis, Eric. A. Hegg and Clark Kinsey. Their images chronicle the events and daily lives of the people who contributed to the development and character of this region.

Nearly 150 collections have been digitized and are available through the Libraries Digital Collections Web site. Online collection comprises a unique presentation of selected primary source material for a variety of research needs. Researchers who are studying the historic and contemporary life of the Northwest, as well as, those who need digital access to samples of our rare materials will find a selection of unique and unpublished artifacts such as photographs, architectural plans, historical maps, artwork, correspondence, pamphlets and ephemera. Digital collections that complement institutional strengths are also represented. The Freshwater and Marine Image Bank, for example, is an ongoing digital collection of images related to freshwater

and marine topics, in all their diversity and global in scope. It includes images of fish, shellfish, and marine mammals, pictures of fish hatcheries and dams and vessels, materials related to polar exploration, regional and traditional fisheries, and limnological (freshwater) subjects.

Collaborations

Many of the highlights covered in the above sections on services and collections are the results of collaboration within the University and beyond. Within the institution notable collaborative efforts have included partnerships with campus computing and undergraduate education in the development of the UWired program in the 1990's, with faculty in Electrical Engineering on the development of CONTENTdm, with the Office of Educational Assessment in information literacy assessment, the Graduate School on electronic theses and dissertations, the Office of Research on the Grant Funding Information Service, and extensive collaboration between librarians and academic programs on a wide range of issues and activities. Other collaborations focused on teaching/learning include the Center for Teaching and Learning, Research Exposed, the OUGL Learning Commons, and the Library Research Award for Undergraduates.

The UW Libraries has a long history of working collaboratively with other libraries in the region. A Carnegie grant started the Pacific Northwest Bibliographic Center (PNBC) which was housed and staffed at the Libraries from 1940 to 1983. PNBC was unique in not only extending resource sharing beyond state boundaries but international ones as well with British Columbia and Alberta members. More recent regional collaborations have taken place with the Orbis-Cascade Alliance of higher education institutions in Oregon and Washington. This consortium uses WorldCat Navigator as a regional catalog and engages in extensive resource sharing, cooperative purchases, and other activities. The Libraries participates in a number of other consortia including the Greater Western Library Alliance, and the Pacific Rim Digital Library Alliance. The Libraries has partnered with ARL and the University of Virginia to sponsor and run the biennial Library Assessment Conference. Other successful collaborations have taken place outside higher education and academic libraries. The Libraries worked closely with Innovative Interfaces Incorporated in the development of an electronic resources management module (ERM) and has partnered with OCLC in the implementation of WorldCat Local. External grant funding has provided support for such efforts as preservation of Southeast Asia newspapers, Russian architectural slides, and the Olympic Peninsula Virtual Community Museum.

The Future

As we take pride in our many successes, we recognize that the Libraries faces significant challenges in the years ahead. To realize the promise of the 21st century academic research library, it is essential that we continue to focus on our users and align our programs to better meet their needs. We must maintain the excellent level of the essential library services our users expect while keeping sight of our core values and those qualities which define us as a library.

The Libraries shall continue to be a leader in scholarly communication issues as well as other information policy matters, such as intellectual freedom and privacy.

Recent strategic organizational changes and restructuring in the Libraries have laid the foundation for the future. Key positions focusing on diversity, assessment, and organization development were created, and special responsibilities were assigned in the areas of undergraduate services, international programs, copyright and scholarly communication to address issues of particular importance to the University. The current economic situation has led to substantial reductions in state funding for the University and the Libraries and it is unlikely that state support will recover in the near future. We must actively create the means to achieve our priorities through additional funding while also reallocating resources, consolidating, and economizing where we can. We cannot achieve our vision unless we attract, develop and retain a highly knowledgeable, diverse staff with appropriate compensation, rewards and training.

The University of Washington Libraries will continue to build on its foundation of excellence and innovation to provide the support needed for a premiere research university to remain a 21st century global leader in discovery and knowledge creation.

Washington State University

July 2009

Institutional background

Washington State University is a large, complex, multi-campus institution. It is a major land-grant research university with a beautiful, traditional campus in Pullman and newer, growing campuses in Vancouver, Tri-Cities (Richland, Kennewick, Pasco), and Spokane, each with a unique identity. The University includes four campuses, ten distance degree programs, four research and extension centers, 39 county extension offices, and 10 learning centers, plus experimental farms and small business development centers.

The six WSU Pullman Libraries and the libraries at Spokane, Tri-Cities and Vancouver all focus their efforts on supporting local educational programs. Library faculty work with teaching faculty in all departments to ensure that the collection and information resources reflect the changing teaching and research needs of the institution. Appropriate resources and services are provided for Distance Degree Programs students, Extension faculty and other researchers wherever they are. Each of the regional campuses has its own budget for materials, while funds on the Pullman campus are allocated to the disciplines served by its several libraries according to considerations of FTE students and faculty served, costs of materials in that field, grant support and research needs, and the University's land grant mission.

The WSU Libraries belong to a variety of consortia and professional organizations, none of which is more important than the Orbis Cascade Alliance. This consortium of academic libraries in Washington and Oregon has proven crucial in our efforts to increase patrons' access to collections, but the Alliance also is serving as a leader in our field, partnering with OCLC on World Cat Local and their ILS initiative. The Alliance is also forward-thinking in electronic books and other collaborative collection development initiatives. The Alliance recently updated its strategic agenda (<http://www.orbiscascade.org/index/strategic-agenda>), and the WSU Libraries are excited to be working in all of these areas.

Collections

The Washington State University Libraries have amassed a core collection of over 2.2 million volumes and currently subscribe to some 30,000 periodicals and journals in support of the curriculum of the university. In keeping with their mission as a research library, the WSU Libraries acquire primary sources and unique materials. Research level collections are expected in each discipline that offers a Ph.D. and conducts grant-funded

research. Instruction level collections to support Bachelors and/or Masters level work are collected in other curricular areas. Our federal and state documents collections also support the teaching, learning, and research of the university. The WSU Libraries have been a member of the Federal Depository Library Program for the past century and collect as a selective depository at the rate of 70%. We are also a full depository for Washington State.

WSU Libraries have moved aggressively toward electronic collections. As of June 2008, nearly two-thirds of our collections budget was directed toward electronic resources. Beginning in 2000, the Libraries began an active effort to build locally produced digital collections using the OCLC CONTENTdm software in order to make these resources available to a much wider audience. We have built upon our digital repository expertise with two major initiatives. We are the union catalog host site for the Northwest Digital Archives, an archival digitization project with approximately 25 member institutions. Additionally, the Libraries deployed the WSU Research Exchange institutional repository service in 2006. The WSU Libraries continue to be a leader in academic library digitization through active involvement in the Digital Futures Alliance, Northwest Digital Archives, Western Waters, Women's History and other forward-looking projects.

Manuscripts, Archives, and Special Collections (MASC) is primarily responsible for acquiring, administering, and preserving millions of non-circulating items, many of which are rare and unique. Collections consist of records and documents of historical value, including manuscripts, photographs, audio and video tapes, films, printed and published materials (books, maps, broadsides, etc.). High points in this body of literary collections include titles by and about Virginia and Leonard Woolf, Members of the "Bloomsbury Group", British and American women authors, and 20th century British authors. The university archives, which includes Washington State University theses and dissertations, serves as the collective memory of the institution. As of spring 2001, MASC held approximately 15,500 linear feet of primary source material and 38,000 printed items, or roughly 4,500 linear feet of printed material.

Students and faculty at the regional campuses have access to the print collections in Pullman through the online catalog and the Libraries' courier service, and also enjoy access to most of the electronic resources licensed through the Pullman campus. In addition, regional campus faculty and staff have access to the same materials that are made available to Pullman campus library users through resource sharing arrangements.

Services

Reference service is available in all WSU Libraries at several different levels: face-to-face reference interactions, appointments, and phone, email and chat/instant messaging services. Students enrolled in the Distance Degree Program have a toll-free phone line in

addition to the email and instant messaging options. Students have access to resources at WSU Learning Centers, as well. The hours of service vary among the Pullman libraries, from 68 to 110 hours per week. At Vancouver and Tri-Cities reference service is available all open hours. We use statistics on times and types of questions to help assess our ability to serve our users, and adjust the hours that reference desks are staffed as necessary. We also employ other sorts of evaluations to ensure the quality of service stays high.

The Washington State University Libraries supports a diverse and complex range of automated services for its users wherever they may be located and whenever they need help. All of the WSU libraries employ a shared, integrated system, the Griffin online catalog, licensed and supported by Innovative Interfaces. In 2007, after running several different usability tests with students and making changes based on the results, we rolled out an updated Griffin interface that is cleaner, clearer, more intuitive, and more useful. It serves not only as the locator for materials owned by all the WSU libraries and by our Washington-Oregon Alliance consortial partners, but also as the platform for access to tens of thousands of ejournals, databases, and ebooks, and to WSU's Institutional Repository, where the Libraries archive electronic theses, dissertations, data sets, teaching materials, and other products of the scholarly endeavors of the University.

A significant part of the Libraries' technological efforts since 2000 have involved building services outside of the standard integrated library system. For example, many library faculty use contemporary computing and communications services to extend our boundaries and push up-to-date information to users through wikis, blogs, RSS feeds, and podcasts. In 2003, the Libraries implemented ILLiad, an automated interlibrary loan system. In 2007, we joined the Washington State Library/OCLC initiative for a Washington statewide catalog membership to increase visibility of our holdings and services, and we will be implementing OCLC as the shared catalog for the Alliance in the coming year. We are presently preparing to roll out OCLC WorldCat Local to improve discovery and fulfillment services. In 2001-2 WSU Libraries added a service called FindIt@WSU that utilizes the Open URL standard. FindIt@WSU provides access to a variety of library services from indexes to which the library subscribes. In August 2006 WSU Libraries introduced a federated search service that provides simultaneous searching of many of our subscribed databases. We have assessed the usability of these tools in a series of tests.

Our analyses show the complexity of accessing information and putting it to use require a higher level of teaching and learning than was common in the past, and we have implemented substantial curricular changes to meet current needs. The Library Instruction program at Pullman has seen sustained growth over the years and has received internal University grant funding to expand and assess online tutorials and develop other new programs several times since 2003. In addition to continuing to provide regular, course-integrated instruction to faculty and students, the Libraries also

offer a one-credit course on information literacy in face-to-face, online, and hybrid settings; and offer a large number of online tutorials available 24-7. In addition, librarian subject specialists work with their liaison departments to offer course-specific instruction at upper undergraduate and graduate levels. All levels of instruction are regularly assessed for effectiveness and applicability to current needs and changes are made as needed. We have provided instruction for more than 10,000 students each year since 2002

Copying and printing services are available in all libraries. Students can send print jobs from any networked computer to the print stations.

User surveys have told us our students want welcoming areas for both academic and social purposes in the Libraries, and in response we have repurposed parts of both our oldest and our newest Pullman library buildings to create spaces for students to gather for group work and comfortable reading and studying. We recently opened a new online classroom large enough to hold a class of 40. Access to facilities includes convenient hours, and for our students that means late nights. In fall of 2007 we extended hours to 2 a.m. in one library to compile data on usage.

Collaborative relations

Collaboration with other institutions, always important to the WSU Libraries, is becoming more critical as costs increase and local resources are increasingly strained. Space restrictions prevent a full description of our collaborations here, but a few of the more significant can be mentioned.

Collaboration in provision of services

Eastern Washington University and WSU have a joint library in Spokane, the Riverpoint Campus Library, that supports the academic programs of both Washington State University and Eastern Washington University offered there.

In 1997, WSU Tri-Cities and the Hanford Technical Library, a division of the Pacific Northwest National Laboratory, moved into the new Consolidated Information Center (CIC), in which the collections (except the security classified special collections controlled by Hanford) and non-proprietary services of the institutions are shared and integrated. The collections are shelved together, and staffing is provided by both WSU and Hanford.

An active Interlibrary Loan program acquires resources through OCLC and uses technology such as Ariel software to expedite their delivery. Membership in the Rapid Access Processing & Information Delivery (RAPID) resource sharing system based at Colorado State University allows electronic delivery of requested documents with a turnaround time of 24 hours or less.

Collaboration in purchasing

The Cooperative Library Project (CLP) is a consortium of the six Washington state-supported colleges and universities. Through special funding from the Washington State Legislature, the member libraries created a joint catalog of library holdings, enhanced Interlibrary Loan services, and have jointly subscribed to a variety of bibliographic and full-text databases.

WSU is a member of the Greater Western Library Alliance (GWLA). WSU currently subscribes to more than a dozen databases and electronic services through GWLA. Other GWLA projects such as the Western Waters Digital Library provide shared electronic access to collections housed at member institutions.

WSU was a founding member of Cascade, a consortium of the six Washington public baccalaureate institutions. In 2002, Cascade merged with Orbis, a similar consortium of Oregon libraries, to create the Orbis Cascade Alliance. The Alliance now includes libraries at 34 institutions of higher learning in Oregon and Washington, providing the members with shared access to each other's collections, a courier service for rapid delivery of materials between institutions, and enhanced purchasing power through group discounts on expensive collections.

WSU is a lead member institution of a group of more than 30 libraries in the Pacific Northwest that subscribe to OCLC FirstSearch. Currently the group consists of over 120 participating libraries that include members from public universities, private colleges, community colleges, public libraries, special libraries and Orbis Cascade Alliance libraries.

Collaborative collection development

We are working informally with other members of the Orbis-Cascade Alliance of Washington and Oregon academic libraries to access information on each other's monograph orders, with the aim of reducing unneeded duplications. We are also working with the Alliance and with the six public universities in Washington on shared regional storage for lesser used items and the de-duping of print journal runs in order to free up much-needed space in our buildings.

Planning and Evaluation

Virtually nothing academic libraries do today is contained by the walls of buildings; everything is integrated and linked with other units carrying out the mission of the university. The Libraries on all campuses work closely with instructional computing and technology units, the Center for Teaching and Learning, instructional support services, and Academic Media Services to ensure WSU-wide access to resources and services.

As is pointed out in several places in this document, the WSU Libraries are very active in assessment efforts. A major initiative is LibQUAL+, a nationally normed survey of user satisfaction with several aspects of library services. The results from four iterations of this instrument have been applied over the past several years to introduce new services or improve existing ones. Among such improvements are library instruction and other training programs for university staff, digital reference service, and longer open hours for some facilities. We have also taken part in Project SAILS, specifically for information literacy assessment, and in WOREP, for assessing reference services. We have completed various local assessment projects, including surveys and series of focus groups with undergraduate and graduate students. Students are regularly asked to evaluate library instruction classes to make sure they are meeting their needs. The results of usability tests conducted by the Libraries informed the design and implementation of our new online catalog interface in 2007. We have an Assessment Working Group to provide guidance and oversight for the evaluation of all resources and services. In 2007, the Libraries created a data officer position to handle statistics, benchmarks, reports, data collection and analysis, and ways to make the best use of the information we have. Data gleaned from assessments and evaluations is systematically put to use improving library and information resources and services throughout the WSU system.

Future goals include: securing an increased level of funding, the most vital component of a healthy future for the WSU Libraries, implementing the directives of the Libraries' strategic space planning report, ensuring a successful fundraising campaign for the Libraries, deploying and sustaining up to date computing technology, increasing participation in resource-sharing consortia, expanding open hours for the WSU Libraries, and promoting the use of peer-reviewed open source journals and our own Research Exchange.

Washington University Libraries
April 2009

Introduction

The **Washington University Libraries** are a powerful network of academic resources featuring 14 libraries (12 on the Danforth Campus, one at West Campus, one at the Medical School); vast print and electronic collections; and expert librarians whose first priority is helping students and faculty find and evaluate the information they need.

The center of this rich network is the renovated John M. Olin Library, a 197,000-square-foot research library housing humanities, social sciences, engineering, and special collections; a technology center (the Arc); a dual-purpose café and extended-hours study space; reading rooms; lounges; and small-group studies. The other libraries house collections serving specific departments (Biology, Chemistry, East Asian, Earth and Planetary Sciences, Math, Physics) or schools (Art & Architecture, Business, Law, Medicine and Social Work).

Services

Developing a concept of 'library' that exceeds the expectations of users for their research, study and teaching needs is central to the success of Washington University Libraries.

Reshaping services for faculty and students to enhance teaching, learning and research

The growing electronic collections demand more sophisticated technology infrastructures, and more user friendly interfaces. The Library introduced a new, glance-able website, a chat function, easier proxy access and consolidated passwords. In 2009, the Library launched MAVISweb, a new online catalog for the film and media archive. Recognizing the need to develop new interfaces to seamlessly link the many current discovery paths, the Libraries will soon implement a more comprehensive catalog interface from AquaBrowser.

In response to user demand for faster and more reliable turnaround on article delivery, Washington University Libraries augmented Inter-Library Loan services by offering an unmediated delivery service for articles, called ArticleReach Direct.

Building and supporting more technologically rich user space

In 2008 the Libraries accelerated the conversion of our print reference collection to online resources, freeing up a large section of prime real estate in the main library. This in turn became an opportunity to engage students from the Sam Fox School of Design and Visual Arts in the design planning process. The class-driven design 'charettes' provided an intense and creative solution to space reallocation. The need to adapt physical layout to user needs also triggered changes in the Biology and Business libraries, while it resulted in totally new designs for the Rettner Earth & Planetary Sciences Library, and the Kranzberg Art & Architecture Library.

Recruiting and retaining service-oriented, innovative, diverse and adaptable staff

In 2008 the Libraries redesigned the traditional reference function to free up subject librarians for more innovative and productive outreach. Reinvigorating the role of these 27 subject librarian/specialists required a hard look at the service line, and resulted in a careful analysis of the needs of both faculty and graduate students. The impact of these changes was felt immediately, from the delivery of service calling cards, the development of dozens of new

Washington University Libraries
April 2009

electronic course and research guides and the hosting an annual orientation event for new faculty.

Librarian outreach is growing yearly. In 2008, over 1200 incoming students worked with Librarians in Writing 1 courses. In addition, Librarians conducted over 300 instructional sessions, reaching 4399 students.

Having the right people in the right jobs is fundamental to providing excellent library services. Our Libraries have 267 staff members. In order to enhance services, we have created new positions through reallocation. The new roles include metadata librarians, database licensers, a second engineering librarian, a South Asian specialist, a coordinator for subject librarians, and an assessment coordinator.

The Washington University Libraries relies on four advisory groups to help guide the development of the Libraries: The Faculty Library Council, The Graduate Library Committee, The Student Committee on Olin Library, and the Libraries' National Council.

Collections

The Libraries house more than 4.2 million books, journals, and other print materials; 2.5 million microforms; 61,000 AV titles; and have access to more than 35,000 electronic journals and some 100,000 e-books. The collections are comprised of materials in a number of languages; after English, the top languages collected are German, Spanish, French, and Chinese.

Replace, wherever appropriate, print collections with digital

The shift to digital access has been rapid and dramatic, fueled by both availability of digital resources and strong user demand. Today, over 60% of the Libraries' collection budgets are devoted to digital resources. An increasingly digital collection is changing the way our users work. Around the clock and remote access to collections are enabling new types of analysis and collaboration. In addition, the displacement of print is freeing spaces to better serve the way students and faculty work.

Building unique and distinctive collections that match the University's current and emerging aspirations

Of particular note among the Libraries' collections are the Film & Media Archive's Henry Hampton Collection, an archive of unique materials documenting the civil rights movement and other aspects of American history, the Eames & Young and Russell Sturgis architectural photograph collections, the Modern Literature Collection, and the Contemporary German Literature Collection. The newest addition to the Libraries' special collections is The Modern Graphic History Library. It is dedicated to acquiring, preserving, and promoting distinguished works of modern illustration and pictorial graphic culture while also promoting sustained academic consideration of those materials.

Expand digital library services for faculty and students

The Digital Library, the online gateway to all digital collections at the University, is administered by the Digital Library Services unit of the Libraries. Digital Library Services (created in 2006) offers support to scholars creating digital projects, and promotes, houses, and preserves these projects.

Washington University Libraries
April 2009

Collaboration

The Libraries are a catalyst for collaboration across many disciplines within and beyond the boundaries of the University.

ITeach is an ongoing effort to improve undergraduate teaching by promoting the sharing of ideas and insights among faculty on new and effective methods and tools for teaching, including the use of technology in teaching. Launched in 2002, ITeach is coordinated by the Washington University Teaching and Technology Partnership, with representation from the University Libraries, the Teaching Center, and Arts & Sciences.

GIS (Geographic Information Services) are a new and emerging area of focus for the Washington University Libraries. The Libraries maintain a shared network drive to store and serve GIS data. The Library also sponsors the Washington University GIS Symposium. This meeting is held annually in November and features information and discussion on technical, conceptual, and aesthetic applications of GIS technology. At the 2008 Symposium more than 50 users from across the university and all skill levels came together to share their experiences.

Digital Library Services (DLS) is at the center of the Libraries efforts to support creation, management and preservation of new knowledge. DLS serves the entire University, working closely with the Digital Library Team (DLT), The Digital Implementation Group (DIG), Arts & Sciences Computing and the Humanities Digital Workshop.

The Scholarly Communication Group is a joint effort between the Danforth Campus Libraries and the Bernard Becker Medical Library. The group is leveraging opportunities for expertise and resource sharing throughout the university community.

In the larger research community, the Libraries actively participate in a number of consortia, including the Association of Research Libraries, the Center for Research Libraries, the Greater Western Library Alliance, and MOBIUS, a statewide consortium of libraries.

Locally, the Libraries are currently collaborating with the Missouri Historical Society to digitize a massive collection of 19th-century St. Louis fire insurance maps. The project is supported by a grant from the Missouri Secretary of State. Working with these and other partners—faculty and students, supporters in the community, and fellow institutions—the Libraries will provide leadership in building collaborative digital resources for the benefit of all.

The Washington University Libraries are at the heart of the University, providing a connective network of services and resources for faculty, students and the global research community. By developing strong and unique collections, creatively redesigning library spaces and providing easy to use services to faculty and students when and where they need them- the Washington University Libraries will continue to play a crucial role in the University's ascent.

University of Waterloo Library

Waterloo, Ontario, CANADA

About the University of Waterloo

Risk-taking, innovative, unconventional. These words are often used to describe the bold and daring character of the University of Waterloo.

Located in the heart of Waterloo, Ontario, Canada – a community selected as the world’s most “Intelligent Community” for 2007 – Waterloo is recognized as having the world’s largest post-secondary co-operative education program and as being a springboard for many successful high-tech ventures, such as Research In Motion (creators of the BlackBerry™).

Celebrated as one of Canada’s leading comprehensive research universities, Waterloo has over 28,000 full- and part-time students in undergraduate and graduate programs and boasts a host of unique curricular distinctions:

- world-renowned computer science and engineering programs
- world’s first and largest faculty of mathematics
- world’s first department of kinesiology
- unique Master of Business, Entrepreneurship and Technology program
- Canada’s first co-op school of pharmacy
- Canada’s first stand-alone undergraduate nanotechnology engineering program
- Canada’s first environment faculty

University Fast Facts

- **Enrollment – 28,845 students** (24,853 undergraduate, 3,992 graduate)
- **6 Faculties** – Arts, Engineering, Math, Applied Health Sciences, Environment, Science
- **7 Faculty-based Schools** – Accounting, Architecture, Computer Science, International Affairs, Optometry, Pharmacy, Planning, Social Work
- **140,000 alumni living in 141 countries**
- **975 full-time faculty, 1851 full-time staff**

Waterloo is the anchor for an ever-strengthening intellectual community characterized by thriving think tanks in quantum computing, theoretical physics, and international governance.¹

In the next decade, the university is committed to building a better future for Canada and the world by championing innovation and collaboration to create solutions relevant to the needs of today and tomorrow.

About the University of Waterloo Library

An unconventional university requires an unconventional library.

Keeping pace, the Library is one of university's busiest physical and virtual hubs. It serves as a connecting point for individuals throughout the university. Every day it also connects students, faculty, and researchers with the resources and services they need, when they need them.

The Library's innovative use of technology supports its goal of providing timely services and optimal delivery of rich collections.

The Library...

- Has over 14,300 visitors to its locations each day and gets 16.5 million visitors to its website each year
- Has 2,364 seats, 20 study rooms, and over 200 high-speed workstations available for student use
- Provides wireless networking in all of its locations
- Provides access to 7 million volumes through our membership in the TriUniversity Group of Libraries – an innovative partnership with the University of Guelph and Wilfrid Laurier University

¹ Waterloo, Ontario is home to the Perimeter Institute for Theoretical Physics, the Institute of Quantum Computing, and the Centre for International Governance Innovation.

Services

The Library's Strategic Focus

A strong and vibrant library is a vital component of an excellent teaching and research intensive university.

In Waterloo's sixth decade plan, we emphasize that the Library "will continue to foster and be a model of collaboration, connectedness, and partnerships."

As we plan for the future, the Library is focusing its efforts in three strategic areas: student experience, space, and e-initiatives.

People

The Waterloo Library has **31 full-time librarians** within a total staff complement of approximately **135**. Liaison librarians provide subject support for close to **50 departments**.

Teaching and Learning

Centre for Teaching Excellence. Librarians engage actively with the university's Centre for Teaching Excellence to advise faculty members on information literacy issues and research methodologies. Involvement has included providing regular workshops, participating in campus-wide conferences, and collaborating with other CTE staff on the design and administration of learning platforms

- CTE is located within the Dana Porter Library.

Academic Integrity Tutorial. The Library developed an online academic integrity tutorial to promote academic integrity at Waterloo to first year students. The tutorial is illustrated in graphic novel-style and

"It's one thing to read about library services on an orientation pamphlet and quite another to see the very real potentials and benefits of accessing the resources. The Library's workshops help establish fundamental research skills for students. I use them to establish a kind of base line of skill and knowledge."
– Ed Janzen, Sociology Department

was designed to provide first year students with a positive orientation to academic integrity that is focused on learning and education. Library staff are currently developing an additional academic integrity module for graduate students.

Workshops. The Library offers research workshops every semester on topics ranging from beginner research to Google Earth, making the Library's instructional contributions to student learning a mainstay of teaching excellence on campus.

Spaces

The Library has five locations that uniquely support the curricular strengths of the university.

The Dana Porter Library

The Dana Porter Library is situated in the centre of campus and houses materials supporting the arts, humanities, and social sciences. It is a 10-story building that is a popular study and meeting spot for students.

"Porter" or "DP," as it is frequently called, has benefited from several renovations in recent years, including a complete renovation of the main service floor in spring 2008 that has greatly increased study and lounge areas for students. Another notable renovation was the creation of the Peter & Betty Sims Reading Room on the 3rd floor.

Porter is also the location for additional collections and services such as:

- **The Adaptive Technology Centre** which assists individuals with various disabilities to use the Library's resources and services.
- **The Doris Lewis Rare Book Room** which holds the Library's early editions and rare books. Special collections held here have strengths in Euclid, history of computing, architecture, women's studies, dance, private presses, and local history. The collection highlighted in ARL's 75th anniversary book *Celebrating Research: Rare and Special Collections from the Membership of Association of Research Libraries* is the Seagram Museum Collection, which is recognized as the "world's finest collection on the beverage alcohol industry."

The Davis Centre Library

The Davis Centre Library is located on the main and lower levels of the William G. Davis Computer Research Centre and houses materials in the fields of Engineering, Mathematics, and Science. It is an incredibly busy hub for students in these disciplines

and supports both group and individual study. Some notable features of the Davis Centre Library include:

- **The RBC Information Commons** which is a state-of-the-art facility equipped with multi-media workstations and an extensive suite of software and research tools offering students an enriched e-learning environment. The Commons was established through a \$1 million donation from RBC Financial Group.
- **The Peter Sims Silent Study.** This quiet study area was created for students looking for increased privacy and minimal distractions. It contains rows of new study carrels, chairs, and ambient lighting. It was established through a \$150,000 donation from The Economical Insurance Group.

The University Map Library

The University Map Library houses cartographic materials including paper maps, atlases, and geo-spatial data. Staff at the Map Library also actively involved in the Library's instructional efforts. Every semester they offer several courses on GIS, Google Earth, and mapping. They are also actively involved in outreach activities to promote their materials and services and do so through various exhibits and a yearly "GIS Day" event.

Last year the Map Library digitized its Historical Air Photo collection that contains over 1,500 black and white air photos of the local Waterloo region taken during the years of 1930 and 1945-47. Google Earth requested permissions for these photos and has recently added them to its collection.

Musagetes Architecture Library

The Musagetes Architecture Library supports 400 of School of Architecture students, faculty, and staff with an innovative, centralized space for study and research. Located in a satellite campus in Cambridge, Ontario, this river-front library was built with the assistance of a \$2.5 million donation from the Musagetes Foundation

Witer Learning Resource Centre

The WLRC supports teaching, research and learning at the University of Waterloo, School of Optometry. Serving the only English language Optometry school in Canada, the WLRC collection and services support research and clinical faculty, graduate and Optometry Doctoral students. In addition, the WLRC functions as a resource for the development of evidence-based practice skills in our graduates and the optometric community in Canada.

The Library is also associated with four federated and affiliated college libraries affiliated with the University of Waterloo. These include Conrad Grebel University College, Renison University College, and St. Jerome's University.

Scholarly Communication

The Library provides guidance to the university community on matters of scholarly communication, as well as on other academic issues such as academic integrity and copyright. Specific initiatives have included the following:

- ***UWSpace***. *UWSpace* is Waterloo's institutional repository created using MIT's *DSpace* software. Working with the university's Graduate Studies Office, the Library was instrumental in developing *UWSpace* and in making it the default submission format for all theses of graduating students. All scholarly documents in *UWSpace* are open access and available on the web to researchers worldwide
- ***E-print server***. The Library is currently developing an engineering e-print server in collaboration with an engineering faculty member. Designed using the Open Journal System (OJS) software developed by the Public Knowledge Project (PKP), the intent is that this service will make research available in open access format that could have normally taken up to 2 years to publication.
- **Canadian Copyright FAQ** - The Library coordinated the preparation of a Copyright FAQ at Waterloo to assist students, faculty, and researchers on issues surrounding copyright.

Outreach and Development Activities

The Library involves and celebrates its community through numerous events and activities throughout the year. In recent years, the Library has also had several very successful corporate partnerships that have facilitated dramatic improvements in the Library's facilities and services.

Highlights of recent efforts and partnerships include:

- **The Kresge Challenge** – The Library raised 2.8 million in just under 24 months to receive a \$600,000 US grant from the Kresge Foundation. This was the largest grant that Kresge has ever awarded to a Canadian library. Funds raised have been used for a variety of renovation projects.
- **An Annual Friends of the Library Lecture** - Each year the Library hosts a public lecture that focuses on the creative process. Now in its 17th year, the lecture series is designed to bring our campus community together to be inspired by the creativity existing in

different disciplines. As part of the lecture celebrations, the Library also always honours members of the university community who have authored a book, composed a musical score, mounted an art show, or were recognized for their design or photography work during the previous year.

- **Library Day.** This annual event celebrates the Library's role in supporting the learning, teaching, and research needs of the Waterloo community. Visitors are invited to enjoy a range of activities and snacks.

Collections and Collaborations

The Library's research collection includes access to over 7 million print volumes and close to 260,000 e-books. Users have access to approximately 24,000 electronic journals. The Library has a total of 146,659 cartographic items.

In recent years, the Library has been making a dramatic shift to e-resources as well as continuing with print-based materials. The number of electronic resources acquired every year continues to rise and, likewise, the percentage of electronic resources within the Library's entire collection is also increasing.

The strength of the Library's collection is significantly leveraged through key collaborations. Most notably, Waterloo is a member of the TriUniversity Group of Libraries (TUG) that includes nearby institutions, the University of Guelph and Wilfrid Laurier University. The Library shares its catalogue with these two universities and, together, they have established a strong relationship for optimizing resource sharing.

The TUG libraries also actively collaborate to implement new electronic resource tools to improve users' search experience and the delivery of e-resources. Collaborations of this nature have included:

- The TriUniversity Data Resources service (TDR) for numeric, statistical, and/or geospatial data information.
- Implementation of Verde, a new electronic resource management system that streamlines the delivery of electronic resources
- Implementation of Primo, the Library's new smart search tool. Created by ExLibris, Primo allows users to find and access a wide range of print and electronic resources from a single search point. Currently in the early stages of implementation, Primo will be expanded in coming months to include article searching and to provide access to resources from external repositories.

In addition to TUG, the Library is also a member of several other key consortia:

- **Center for Research Libraries (CRL).** CRL provides its members with access to 1 million digital resources and more than 4.5 million print publications, archives, and collections.
- **Canadian Research Knowledge Network (CRKN).** CRKN is a consortium of 72 Canadian universities focused on developing Canada's infrastructure for research excellence. CRKN's most important initiative is its content licensing program that provides desktop access to electronic versions of scholarly journals and research databases for participating universities. Most recently, the Library's involvement in CRKN has enabled it to provide students with access to an additional \$47 million in digital resources in the humanities and social sciences.
- **Ontario Council of University Libraries (OCUL).** OCUL is a consortium of 21 university libraries in the province of Ontario. The member libraries cooperate to enhance information services through resource sharing, collective purchasing, document delivery and many other similar activities, most notably Scholars Portal.

Wayne State University

February 2008

Services

In 2001-2002, the Libraries carried out a self-study involving all levels of staff. This resulted in the transformation of the organization from building-based to service-based. A flexible structure was created promoting cooperation and swift responses to challenges and allowing us to benefit from the full range of staff talent and perspectives.

The Libraries were early participants in LibQUAL+ and have acted on the insights it and other assessment efforts have provided. We created additional study space and made the libraries more welcoming by shifting stacks, re-carpeting, and repainting. We also completely revamped our web site and implemented a series of software upgrades to improve the ease and reliability with which patrons can access our resources beyond campus. Although predominantly a commuter institution in the past, the construction of dormitories has resulted in a hybrid environment encompassing students who live on campus, our traditional commuters, and a rapidly growing audience of online learners. The transition from print to digital resources has, therefore, been among our highest priorities.

The responses to LibQUAL+ questions concerning affect of service also inspired changes. An electronic suggestion box was created to encourage patrons to share their concerns allowing us to address problems quickly. Training of student assistants was expanded. Our Access and Information Service Units were unified into the Public Service Team. In preparation for this, we held two six-week Customer Service Academies to increase awareness of best practices and promote process improvement. This academic year was also declared the "Year of the Liaison" in order to focus on the liaison librarians' role in maintaining communications and developing collections for the programs, schools, and colleges.

The Libraries play a crucial role in providing computer labs and software, media equipment, and training. There are over 800 desktop computers available to students in the five library buildings. The Libraries also provide a 24-hour computer lab through the Undergraduate Library Extended Study Center. The Undergraduate Library's Student Technology Studio provides our students with the hardware and software necessary for multimedia projects and assignments as well as assistance in their use. We also offer training on software packages and other technologies through drop-in workshops.

The Libraries provide Adaptive Technology Workstations to assist patrons with disabilities. Both the hardware and software in these workstations are frequently upgraded. Our web pages also meet internationally recognized standards for web accessibility.

The Libraries promote and support faculty use of instructional technology. The Office for Teaching and Learning (OTL), a unit within the University Library System, provides support and developmental opportunities for teaching through training and consulting, instructional

Wayne State University

design support, and classroom feedback programs. Media Services, another unit within the University Library System, provides and maintains state-of-the-art instructional media in general purpose classrooms and lecture halls throughout campus. The OTL, Media Services, and the Digital Library Initiative together with two units from beyond the Libraries—Blackboard Development and

Support and University Television—form the Technology Resource Center. This Center offers faculty a central location where can be found the instructional design and technology expertise needed to support traditional classrooms and online learning.

University librarians participate directly in the teaching mission of the University. Traditionally, our librarians taught part of the first-year-orientation class, UGE 1000. Unfortunately, in 2006 UGE 1000 was removed from the curriculum. Our librarians are now involved in developing Learning Communities, which will be a more academically challenging means of first-year orientation. They have also placed their introductory instruction in a number of other first-year classes. They have created a First-Year Experience web page containing information about library services and resources. Our librarians also provide a wide-range of discipline specific instruction to undergraduate and graduate classes throughout the curriculum. In addition, the Libraries engage in web-facilitated instruction through our Searchpath tutorial.

Our commitment to accountability and service can be seen in the positions we have created since our reorganization. We formalized the Library Assessment Officer position and incorporated assessment goals and objectives into our strategic plan. We established the position of Electronic Resources Librarian to develop our Electronic Resources Management System, allowing us to make maximum use of COUNTER compliant data.

Our commitments have also led to the creation of other positions and units. A Metadata Librarian facilitates access to our digital collections. The Next Generation Librarian explores emerging technologies, keeping his colleagues aware of new developments and assisting them in their use. The Content Delivery Manager is allowing us to transition from an emphasis on collection to an emphasis on delivery formats. The Inventory Team assists with a wide range of challenges in the areas of collection management and maintenance. An instructional designer assists with organizational development, closing performance gaps and strengthening the training of the Library Instruction Team. This instructional designer will also assist in developing the educational materials to be added to our digital projects.

Collections

The Libraries have aggressively developed digital collections. In 2003-2004, 2004-2005, and 2005-2006, ARL ranked the WSU Libraries number one for expenditures on electronic materials as a percentage of the total expenditures on library materials. We are now in the process of rationalizing our serials and microforms collection by determining where permanent digital access permits the withdrawal of such materials.

Wayne State University

The Libraries have also been engaged in the digitization of images and texts. Currently, we boast 14 special collections of digital materials. These include “Digital Dress: 200 Years of Urban Style,” “Herman Miller Consortium Collection,” “Virtual Motor City: A Subset of the Detroit News Photos Archive,” and substantial contributions to the “Making of Modern Michigan” project. The Libraries will be creating guides and other support materials to make these collections valuable resources at all levels of education.

The Libraries are developing an institutional repository, “Digital Commons @ Wayne State University.” It already contains materials from Chemistry, Peace and Conflict Resolutions, and Political Science as well as our digitized dissertations and theses. Our Digital Commons also contains the Chapbook Project through which we introduced Detroit area students to digital technology and to the appreciation of the written word. Participating students have had the opportunity to create and digitize their own writing and art work with the assurance that we will make them available.

Our special collections are best described as newly emerging. The Libraries are actively seeking and adding special collections that complement the curriculum and offer members of the university and metropolitan communities access to resources that they might otherwise be denied. Emphasis has been placed on the development of a Detroit-centric African-American Literature Special Collection. Other special collections include the Ramsey Collection of Children’s Literature and the Louis Kasle Collection on comparative religion and Judaica.

Collaborative Relations

The Libraries have received several grants funded by the Institute of Museum and Library Services (IMLS) that have provided impetus for partnerships with Detroit area cultural institutions. The 200 Years of Urban Dress digitization grant provided partnership opportunities with the Detroit Historical Museum, The Henry Ford, and Meadow Brook Hall. Using the historical costume collection in the WSU Fashion Merchandising Department as a basis and expanding to include historical fashion from the local museums, a digital dress collection was created that is used for study and research on our campus and across the nation. The 2004 IMLS training grant “Recruiting and Educating Librarians for the 21st Century,” allowed us to develop our partnerships further and to train a cohort of 20 students from under-represented populations in digital librarianship. These students rotated through internships at our partner institutions, including the Detroit Historical Museum and The Henry Ford. Similarly, the 2006 IMLS training grant, “Recruiting and Educating Librarians for the 21st Century” is allowing us to train 12 students from under-represented groups as fine arts librarians. Our partners in this project are the Detroit Symphony Orchestra, the Michigan Opera Theatre, and the Detroit Institute of Arts.

Wayne State University

The National Library of Medicine awarded the Shiffman Library responsibility for Michigan Go Local. Go Local links health services and resources organized by geographic location with the health topic information developed at NLM.

The Shiffman Library's Urban Health Partners program is focused on the large Arab American community in Metro Detroit and the community-based health and social services organization that support this population. The program provides access to health publications, reference services, and instruction in finding health and using information effectively in health care and population medicine.

Since its opening in September, 2005, the Technology Resource Center has led to robust collaboration on many innovative projects. Among these projects have been the Podcast Team that digitally records and distributes lectures; an Art History working group that assisted instructors by purchasing digital image collections and advising on server technology and on the redesign of learning spaces; and faculty training programs in support of efforts to expand online learning by the Associate Vice President for Educational Outreach.

The Libraries also collaborate in efforts to recruit students and to welcome and orient new students and faculty. Among these efforts are Scholars Day, a day-long event for students being considered for scholarships within the WSU Honors College; new student orientation sessions; the annual Welcome Back Week celebration; new faculty orientation; and new graduate student teaching assistant training.

At the national level, the WSU Libraries are participating in the ArticleReach Direct with seven other ARL Libraries and the Center for Research Libraries. ArticleReach facilitates patron-initiated ILL article requests and the digital delivery of articles.

The Libraries are also very prominent in the community of Michigan libraries. DALNET (the Detroit Area Library Network) was founded by the WSU Libraries and has evolved from a means to support a shared integrated library system into a collaborative network uniting a wide range of academic, hospital, and public libraries in southeastern Michigan. The WSU Libraries participate in MeLCat (the Michigan eLibrary Catalog) a state-wide ILL network with union catalog facilitating patron initiated borrowing. The WSU Libraries and the Detroit Public Library have worked together on a number of outreach projects including book fairs and annual Detroit Reads events.

The Libraries also enjoy frequent collaboration with schools in Greater Detroit. The Chapbook Project has allowed us to collaborate with middle schools and high schools. Since 2000, we have sponsored an annual Job Shadow Day to introduce local high school students to the profession of librarianship. Since 2002, we have also sponsored an annual Book Lovers Essay Competition for local high school students in which student book collectors write essays on their collections.

University of Wisconsin–Madison Libraries
ARL Profile
January 2010

The University of Wisconsin–Madison Libraries are being transformed to meet the challenges of engaged higher education and cutting-edge research in the 21st century. The Libraries aspire to provide exemplary services designed to support the goals of a great public university.

The University of Wisconsin-Madison “provides a learning environment in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom and values that will help ensure the survival of this and future generations and improve the quality of life for all. The university seeks to help students to develop an understanding and appreciation for the complex cultural and physical worlds in which they live and to realize their highest potential of intellectual, physical, and human development.” The university now enrolls more than 42,000 students in 134 undergraduate majors and 153 master’s and 114 doctoral degree programs (University Almanac, 2008).

The UW-Madison Libraries is a decentralized system of campus libraries, information commons, and reading rooms that serve the university faculty, students, and staff, and the state. Campus libraries include: Memorial Library, the principal research library for humanities and social sciences; College Library, the primary undergraduate research library; and 40 other special purpose libraries, reading rooms, and information commons. The campus library collections include: 9.9 million printed volumes; almost 102,000 print and electronic serial titles; 6.4 million microforms; nearly 158 linear feet of manuscript collections; and more than 7 million items in other formats, including government documents, maps, musical scores, audiovisual materials, and more.

The campus libraries are as vibrant as they have ever been with more than 4.3 million on-site visitors and online use of library digital collections measuring in the millions. Circulation remains strong with nearly 800,000 volumes circulating to library users in 2008-09. The Libraries were ranked number one for in-person reference services in a recent survey of forty-five university libraries. The UW campus libraries also has one of the largest and fastest article delivery systems of any research university; they were ranked 4th in lending in 2007-08.

Collections and Holdings Form the Core of the UW-Madison Libraries

One of the strengths of the Libraries is the access to unique/primary source materials and resources; these resources are invaluable and help attract national and international researchers and scholars to the campus. Circulation of campus library resources remains fairly steady, while the use of digital collections continues to grow. Statistics tracking access of the more than 1200 electronic resources provided by the Libraries show access and downloads in the millions.

Rare and special resources can be found in many of the campus libraries. The [UW Madison Libraries’ Special Collections](#) features one of the nation’s leading collections for history of

science. Holdings in this field include the Duveen and Cole collections of alchemy and chemistry, the Schadewald Collection on Pseudo-Science, the Science and Religion Collection, and the Albert Collection on optics and ophthalmology. Other strengths include the Little Magazines Collection, the Cairns Collection of American Women Writers Before 1920, and numerous author collections. General rare book holdings include decorated publishers' bindings along with many books published up through the early 19th century previously housed in circulating collections.

The [Kohler Art Library](#) contains more than 800 handmade artists' books representing 150 presses and artists; illuminated manuscript facsimiles such as the Book of Kells, the Book of Durrow, the Joshua Roll, the Vienna Genesis, and the Gospel Book of Otto III; Frank Lloyd Wright and the Prairie School; twentieth-century German and Austrian art; African art; medieval art and architecture; contemporary Chinese art; and decorative arts, especially ceramics and furniture. Digital art collections that have been developed in-house include: the [Artists' Book Collection](#); the [Digital Library for the Decorative Arts and Material Culture](#), and the [Arts Collection](#).

The [Helen Louise Allen Textile Collection](#) contains 13,000 textiles and related objects. These span a broad spectrum of times, places, and techniques from archeological material (primarily Peruvian and Coptic) through contemporary fiber art. Particular strengths are ethnographic textiles and costumes (especially South and Southeast Asian and Latin American material), as well as European and American home furnishing and apparel fabrics.

Since the late 1970s, [Mills Music Library](#) has grown to be a major research collection of more than 250,000 volumes, complemented by another 250,000 items in its special collections. Among the most notable of these are the 19th-century Americana Collection, the Tams-Witmark/Wisconsin Collection, the Skitch Henderson Collection, the 1st Brigade Band of Brodhead Civil War Band Books, the The Blake Horn Collection, the Helene Stratman-Thomas Collection, the Hummel Collection, the Recorded Sound Archives, and the Wisconsin Music Archives.

[The Wisconsin Historical Society Library](#) is the state historical library as well as the U.S. and Canadian history library for the University of Wisconsin-Madison. Holdings include: 3.8 million printed and microform North American volumes; the second largest American newspaper collection in the U.S.; and one of the largest U.S. and Canadian history collections. The Historical Society is also a partner with the UW-Madison Libraries in Google Books.

[Ebling Health Sciences Library](#) provides resources and services in support of the University's health and biosciences communities. They also house rare books, documents, and reference sources documenting the history of the health sciences from 1490 through the early twentieth century.

[Memorial Library](#) is the principal research library on campus for the humanities and social sciences. Housing more than three million volumes on 78.5 miles of shelving, it is the largest single collection in Wisconsin.

[College Library](#) is dedicated to meeting the information needs of the university's undergraduates and offers materials that reflect the broad spectrum of courses offered by the College of Letters and Sciences. Collections of note include the career collection, computer and technology, equity and diversity, ethnic studies collection, John M. Gaus poetry and literary studies, the Open Book collection supporting extra-academic materials for all interests, and a women's collection.

Other large campus libraries include the [Wendt Engineering Library](#), [Steenbock Library](#) (providing access to agriculture, life sciences, veterinary medicine, and human ecology materials), [Ebling Health Sciences Library](#), and libraries in [Law](#), [Education](#), and [Business](#).

The [University of Wisconsin Digital Collection](#) contains more than 2.3 million items including text-based materials such as books, journal series, and manuscript collections; photographic images; slides; maps; prints; posters; audio; and video. Online access to this collection continues to increase steadily, with over 7 million sessions in 2009. To create the Digital Collection, the Library collaborates with UW System faculty and staff, and cultural heritage institutions and public libraries throughout Wisconsin to create and provide access to digital resources that support the teaching and research needs of the UW community, uniquely document the university and State of Wisconsin, and provide access to rare or fragile items of broad research value. Of particular note is the [The State of Wisconsin Collection](#), that includes thousands of items, in digital form, including writings about the State of Wisconsin and unique or valuable materials that relate to the state's history and ongoing development.

The university's repository, [MINDS@UW](#), gathers, distributes, and preserves digital materials related to the University of Wisconsin's research and instructional mission. Content, which is deposited directly by UW faculty and staff, includes a broad array of materials including research papers and reports, datasets, learning objects, and student projects. There are currently nearly 10,000 items in the repository which were visited more than 1.8 million times in 2009.

Library Services are Integral to the University

The UW Libraries are as vibrant as they have ever been with more than four million on-site visitors and online use of library digital collections measuring in the millions. The Libraries also has one of the largest and fastest article delivery systems of any research university; a system that services the university research park as well as the hospitals, high-tech industries, and government agencies.

Reference Services

The UW-Madison Libraries ranked number one for in-person reference services in a recent survey (using the Wisconsin Ohio Reference Evaluation Program) of forty-five university

libraries. Public services staff assess, identify, and respond to user needs in teaching, learning, research, and outreach. These efforts resulted in increased facilities usage (during the busiest weeks reference staff answer close to 7,500 questions per week with almost 80 percent of those being walk-up); improved access to physical and virtual collections; an increase in the integration of libraries into an environment where users work and interact (increased reference questions from classrooms and offices); and an increase in campus document delivery services. One of the goals for the next year is to continue to consolidate service points while increasing the availability of research and study support through methods such as online reference and integrated classroom instruction.

Technology and Resource Discovery

The Libraries are working with the campus DoIT Academic Technology department to test a new generation of search software that will enable information seekers to explore library, museum, archival and media databases concurrently. Such search capabilities will enable the discovery of non-bibliographic collections on campus including those in campus museums, art history programs, and image-intensive science departments. The Libraries are currently working with the UW Department of Zoology on a project to support instruction by developing a means for students to perform online measurements of bones from specimens in the UW Zoological Museum, based on digital scans of those specimens.

Library Instruction

Library instruction programs continue to be an important part of the research and intellectual support that the Libraries provide to faculty and students. The demand for information literacy programs and services continue to grow; campus-wide more than 2,564 Sessions for 32,916 learners, more than all but one our peers in the CIC. In addition to course instruction, web-based tutorials and customized Library Course Pages are heavily used. Library instruction staff also participate in orientation activities and campus-wide committees related to teaching and learning. In addition, there are ongoing efforts with regard to evaluation and assessment of student learning.

Collaborations and Partnerships

Google Books

UW-Madison has been a partner in [Google Books](http://www.library.wisc.edu/digitization/#about) since 2006. More than 225,000 were digitized in the first two years of the six-year agreement (<http://www.library.wisc.edu/digitization/#about>). UW-Madison's participation in Google Books can be characterized as a commitment to the public good through broadening public access to its collections. The recent settlement (July 2009) advances this goal by expanding access to public domain works, enhancing academic research and scholarly work, and promoting equality in education. Our agreement continues to ensure that the UW Libraries and their patrons can use digital copies of the millions of books Google has scanned into the future.

HathiTrust: A Shared Digital Repository

The Libraries participate with other national research institutions in the HathiTrust to provide long-term preservation of the collections of the participating universities. HathiTrust is not only for content digitized by Google. It strives to bring together all of the digitized books and journals held by libraries. HathiTrust complements Google's massive undertaking to digitize the world's library collections.

Go Big Read

Under the direction of Chancellor Martin, the Libraries worked with campus partners to develop UW-Madison's first common book program. The first year of the program was considered a great success in that it was integrated by faculty into more than 130 courses in addition to the thousands of people on- and off-campus who participated in discussion groups, and who read and shared their reactions and opinions about the book. The idea is to continue a program that engages students, faculty, staff, and the entire Madison community in a vibrant, academically driven experience.

Arts and Humanities

The Libraries are moving toward forging stronger on-campus partnerships that integrate the Libraries into the research, scholarship, and teaching missions of the university. The Libraries participated heavily in the campus-wide Year of the Humanities, assisted in the development of a Humanities Web portal, and provided space and resources to develop a media studio classroom.

Teaching and Learning

In support of teaching innovation the Libraries are working with campus partners to design and build a "Learning Emporium" that features: asynchronous access to lectures and learning content; improved opportunities for interactive learning experiences; appropriate use of enhanced learning technologies; and a full-range of support services for instructors and faculty.

Parallel Press

The Libraries' imprint [Parallel Press](#) publishes print and digital works of scholars, researchers, and poets. These publications are the result of collaborations with the UW campus community and represent an ongoing commitment by the Libraries to scholarly communication as a contribution to the Wisconsin Idea and in support of the outreach mission of the university. Recently published books include: *Nation and Conflict in Modern Spain: Essays in Honor of Stanley G. Payne*, a collection of original scholarship written by former students and colleagues of the distinguished UW Hispanist; *Shadows: Deeper into Story*, by Harold Scheub, UW professor of African Languages and Literature; *Akademia Cartonera: A Primer of Latin American Cartonera Publishers*, edited by Ksenija Bilbija, professor of Spanish and Portuguese and Paloma Celis Carbajal, UW Libraries bibliographer; and the fifth book in the America's Founders series, *Abigail Adams: An American Heroine* by John Kaminski, director of the UW Center for the Study of the American Constitution.

Friends of the Libraries

The Libraries benefit from a large and dynamic [Friends of the Libraries](#) organization. Semi-annual book sales generate thousands of dollars that are returned to the Libraries in the form of grants that allow for the purchase of materials and services. They also help support publications, lectures and events, and exhibits.

The Wisconsin Idea and Library Outreach

The Wisconsin Idea is a public-service mission statement that states that the boundaries of the university extend to the people of Wisconsin and the world. To that end all of the UW campus Libraries work on outreach activities to the Wisconsin community that support these ideals.

Environments for Collaborative and Individual Discovery, Study, and Learning

The Libraries continue to make infrastructure improvements and to update study and learning spaces as funding permits. Space and staff service points have been consolidated. The Libraries are looking at repurposing spaces throughout the campus libraries in order to address growing and changing resources and space needs of faculty and students. Focus continues to be on group study and collaborative research spaces, multimedia production, presentation and teaching spaces, and spaces to support the humanities. Discussions continue about what future libraries will look like and what types of services will be needed in a 21st century library.

College Library created a media studio classroom that allows collaborative digital media projects to be taught and classroom assignments supported. The classroom supports the digital humanities and features high-end technology.

Memorial Library also renovated space for use by faculty, library Friends, and other campus constituencies. This new space is configured for programming and social interaction and will enable additional collaborative programming with faculty.

Horizon Issues

During the last year the General Library System's Management Group conducted a series of strategic planning exercises in anticipation of changes in the budget environment. This was an opportunity to conduct a process redesign analysis in which library operations and library contributions to campus initiatives were reviewed. Some of the work is already underway in a number of areas to modernize and increase efficiencies. Additionally, the General Library System will centralize functional services, reduce the number of library service points, eliminate duplicative collections and formats, and have fewer circulating collections and libraries.

These changes provide us with the opportunity to develop new service models and work with our campus partners to continue to provide leadership and innovative library services in areas including: research collaborations, designing new learning facilities, managing non-bibliographic data/information, providing infrastructure for arts and humanities, and transforming textbooks and course materials.

The Libraries have used several principles to guide discussions with staff, university administrators, and supporters of the libraries. These principles are seen not so much as a blueprint for the future but rather as a way of using shared values to shape the hard decisions that need to be made for the future. The “Moving Forward Principles” are:

- Maintain excellence
- Become smaller
- Be innovative and creative
- Hire strategically and for the future
- Strengthen our relationships and partnerships

It is with these principles in mind that the University of Wisconsin-Madison Libraries remain committed to providing exceptional services and resources, and to building bridges and partnerships throughout campus and beyond.

Yale University Library ARL Profile

INTRODUCTION

The Library is the heart of the university-- Sir William Osler

This truism, attributed to one of the founders of modern medicine, is carved in stone at the entrance to Yale University's Sterling Memorial Library. While the Library remains at the center of many University activities, its relevance has changed over the past decade. The library as a central place that builds and houses competitively large collections has gradually emphasized its role in supporting education and research through the use of its collections and staff expertise. Challenges posed by the economy, information technologies, scholarly communications, real estate, diversification of communities served, and the University's response to change have also questioned this privileged role of the Library.

Yale University Library is one of the world's great libraries and attracts students and scholars from around the world. The Library partners with others around campus to support teaching and learning at Yale. The Library reports to the Provost of the University through a Deputy Provost for Academic Resources, whose portfolio also includes the museums, galleries, the new Office of Digital Assets and Infrastructure, and liaison to Information Technology Services.

The Library's collections and services are housed in a number of campus libraries including the Sterling Memorial Library and the Beinecke Rare Book and Manuscript Library, as well as a number of other specialized libraries and collections that serve specific departments or disciplines. The Library has recently concluded a long and successful series of building projects that saw the renovation of the Divinity Library, Bass Library, East Asia Library, the Haas Family Arts Library, Music Library, the Lewis Walpole Library in Farmington, and the Beinecke Rare Book and Manuscript Library. The Seeley G. Mudd Library (a high-density on-campus shelving facility constructed in the early 1980s) will be torn down in the next few years to make room for two new residential colleges. In addition, over the past eleven years, the Library Shelving Facility was developed with three phases of construction that created nine shelving modules offering environmentally supportive space for growth of physical collections for another quarter decade.

In 2007 the Library was reorganized and restructured and three new senior management positions were created. A new Council of School and Departmental Libraries was created and placed under the portfolio of an Associate University Librarian for School and Departmental Libraries. An Associate University Librarian position was created to oversee program development and research and to take the lead in planning for a Library presence at the West Campus, a site less than 30 minutes away from the central New Haven campus that was purchased by the University in 2007. Although the University's budget situation has slowed West Campus development somewhat, it is imagined that the Library will eventually have a

strong presence on West Campus, including space for shelving, collections processing, conservation, technical services, and, possibly, some public services for students, faculty, and staff.

Over the past number of years, the Library has also initiated important staff training initiatives, including an individualized staff "Learning Plan" program with allocated funding. There are a number of staff training opportunities, ranging from job sharing programs to diversity training. A program of promotion in rank for "Managerial and Professional" staff was introduced to complement an existing promotion procedure for librarians. Library staff also participate in wider training and development opportunities offered by central Yale Human Resources.

The Library is now facing challenging financial circumstances that have put stress on staff and operations. Budget cutbacks by November 2009 have seen the Library's collections, staff and operating budgets reduced by 15%, 10%, and 10% respectively. As of November 2009, approximately 60 professional/managerial and clerical/technical positions are unfilled and are likely to remain so. It is unclear how the University's current economic situation will impact the Library's budget in the future.

COLLECTIONS

Numerous carvings in the nave of Sterling Memorial Library point to the central importance of books and collections to the University. From gifts of books by Jeremiah Dummer in 1714 and Bishop Berkeley in 1732, to the donation of the Melk copy of the Gutenberg Bible in the 1920s, Yale University Library has been defined by its magnificent physical collections, which number over 12 million physical volumes, plus numerous holdings of archives, microforms, maps, pictorial items, audio-visual materials, and much more. In the past couple of decades, this collections identity has expanded to include the richness of electronic information resources and other material formats, many of which are not housed on library shelves. The Library's role now includes providing access to information, regardless of format or proximity, to researchers and students on campus or, increasingly, to their computers off campus. Yale readers may electronically access some 70,000 e-journals, nearly a million e-books, and over 1,000 databases.

Yale University Library's collection support scholars working in many disciplines and attracts researchers and scholars from around the world. A particular—and historical—strength is the University's collection of rare and unique materials housed in 16 repositories on campus, including the Beinecke Rare Book and Manuscript Library, the Medical Historical Library, Manuscripts and Archives, the Divinity School Library, the Gilmore Music Library, the Haas Family Arts Library, and the Lewis Walpole Library in Farmington, Connecticut. The Library also actively collects material in support of international and area Studies at Yale. At the same time, the Library's electronic collections have grown rapidly over the past several years and they now account for almost 50% of the Library's core collection budget.

The Library is a founding partner in NERL (The NorthEast Research Libraries consortium with 27 core and some 80 smaller affiliated members), which also operates out of the Yale Library. Through NERL, the Library licenses electronic resources for the partner libraries, with the common objectives of access and cost containment, joint licensing, and possible joint deployment of electronic resources. NERL also offers a forum in which members can share information about management and budgeting for electronic resources. The estimated turnover for NERL resources last fiscal year was around \$35M.

In 2007 the Library entered into a contract for large-scale digitization with Microsoft via its Live Search Books platform. Within less than six months, Microsoft disbanded the Live Search program, but the terms of the contract allowed the Library to digitize over 29,000 pre-1923 largely English-language books. The Library is currently exploring ways to share these books online as part of several partnerships.

The Library has also pioneered a number of international digital projects, most notably AMEEL (A Middle East Electronic Library), which includes Project AMEEL, OACIS (Online Access to Consolidated Iraqi Serials), and Iraq ReCollection. The Library has also recently received grants from the NEH (National Endowment for the Humanities) and JISC (Joint Information Systems Committee) to create a gallery of Islamic manuscripts, as well as a grant from the US Department of Education to digitize and make available the Gazettes of independent Syria and British Mandate Palestine between 1919 and 1948. All these projects are conducted in partnerships both within the Yale Library system and with libraries throughout the US and abroad, in the Middle East and Europe.

Yale Library was an early partner in the trio of UN projects now named Research For Life (R4L). R4L aims to bring high quality peer reviewed journals in the areas of health/biomedicine, agriculture, and environmental studies for free or very cheaply to over 100 developing countries. The collection of available journals and databases now comprises over 8,000 titles. In particular, collaborating with Yale University's School of Forestry and Environmental Studies, the Library helped to acquire funding and launch a successful startup for the OARE project (Online Access to Research in the Environment).

Yale was also one of the founding partners of the World Digital Library (www.wdl.org/en/), a web site that features unique cultural materials from around the world. The World Digital Library launched in April 2009 and, since then, Yale content has been viewed more than 190,000 times.

Part of the Library's international collecting has taken on a human partnership element. Through the Library's fledgling, structured International Associates Program, several mid-career library interns or fellows join our staff for a period of several weeks to many months, to share their knowledge of their world regions (such as Africa, Asia, Middle East, Eastern Europe, etc.) with Yale Library staff, and in turn they take home a wealth of knowledge about Yale and how the library system functions. These relationships make friends for life. Related programs

involve "Study Abroad," providing "field librarians" and other services to support student use of Yale's collections while they are taking classes and doing projects around the world.

Recent budget cuts, however, have had an impact on the central library system's collections budget (budgets for other cost centers including the Beinecke Rare Book and Manuscript Library, the Cushing/Whitney Medical Library, and the Lewis Walpole Library are administered separately), and have also had an impact on staffing levels in departments that acquire, process, and catalog incoming collections. It is not certain how future budget cuts will affect the Library's central collections budget.

Assessment: Through the NERL consortium, the Library is a member of COUNTER (Counting Online Usage of NeTworked Electronic Resources), and it is estimated that 50% of one FTE staff person's time is spent gathering statistics and usage data for electronic resources. Data gathered from key electronic publishers are compiled and analyzed to determine whether items are well used, whether usage requires better training and support, and whether electronic titles should be added – or renewed if currently subscribed. A growing part of the analysis for the Library's costly electronic resources involves comparative usage across publishers, as well as cost per title and cost per use.

SERVICES

Throughout the Sterling Memorial Library building, stained glass and carvings capture the relationship of the library to its readers, showing activities such as reading, quiet study, and even sleeping. Librarians' role is shifting from being not only the accumulator and steward of knowledge and provider of access to information but also to facilitators for creating new knowledge. Traditional library services have expanded to position the library effectively in the educational and research activities of the university. Librarians partner with campus technology and pedagogy experts, as well as curators in the museums, to work closely with faculty to improve teaching and with students to foster new ways of learning beyond the classroom.

Explorations of the impact of using digital images in teaching concluded that

"The librarian draws upon bibliographic and consultative expertise, as well as an understanding of the academic enterprise in order to build partnerships with clients and colleagues throughout the academe that maximize the institution's ability to create and share knowledge in service of research, teaching, and growth¹".

The Yale University Library has developed numerous strategic services to support the University's enterprises. Traditional access services [e.g. circulation, reserves and interlibrary loan] have been advanced with an eye to making technologies and electronic sources an integral part of the resources available to faculty, students, staff, and visiting researchers.

¹ Nitecki, Danuta A. and Rando, William (2004) "Evolving an Assessment of the Impact on Pedagogy, Learning, and Library Support of Teaching with Digital Images," in Outcomes Assessment in Higher Education edited by Peter Herson and Robert E. Dugan. Libraries Unlimited, Westport, CT, p. 189.

For example, in 2008, the Library Access Integrated Services was established to provide library wide programmatic coordination and to leverage both the Library's presence on the Web and its provision to facilitate access to physical resources. A more traditional service to facilitate access and support the efficient use of time for Library readers is ELI Express, an intercampus delivery service by which any member of the Yale community can request retrieval of a circulating book and have it delivered to any of over 15 library sites around campus for convenient pickup. This service's success was the foundation for building confidence among researchers that infrequently consulted materials could be housed in a shelving facility about five miles off campus. This new model of shelving materials in an excellent preservation environment was introduced at Yale in 1997 and now includes nine modules. The Library Shelving Facility was embraced even by campus critics, when they witnessed the attention to details and the speed at which materials housed there were retrieved and shipped to campus. The Library is beginning to explore new ways to "browse" online for information beyond searching traditional catalog entries to identify books and journals of interest. With the existing service model of the LSF and Eli Express, complemented by innovative online information retrieval tools, the Library expects to continue its highly efficient operations to deliver materials to the reader.

Such access services affect large groups of clients; however, Library service staff also deliver personalized assistance, traditionally offered through reference and library instruction. As experienced at many other research institutions, the Yale University Library has moved from the reference desk model of "just in time" help to identifying information needs and recommending search strategies, to a more basic information service delivered through "i desks" around the system. This is complemented by the virtual Ask!Live online reference service and appointments with subject specialists. This area of services is about to undergo another purposeful review to better understand the future of reader assistance.

A comprehensive Research Education program has been developed since 2007 to focus the expertise of subject specialists around the Library to help students design and undertake research studies, emphasizing information resources that are of most value. This service continues to be a trademark of the Yale library service environment. This complements the more generic role of assisting in the location of known items and helping the undergraduate. A Personal Librarian program [originally implemented at Yale for its medical information clients] was introduced in 2007 to provide each first year student a contact for updates and advice about using the Library.

The use of the Library's physical space has provided another service opportunity. Especially over the past 15 years, the planning and design of several renovations necessitated by changes in infrastructure, outdated utilities, and deferred maintenance, have allowed librarians to envision different ways to emphasize space as a service. The renovation of the Sterling Memorial Library's Stack Tower provided more comfortable areas for readers to browse and locate materials, while extending the expectant life of books in an improved preservation environment. Fund raising for the project created opportunities to renovate magnificent

reading rooms, designed decades earlier, for quiet study alone at carrels or lounge seating, or "along with" others at large tables. A key phase of renovation in the main library building was extended to include upgrading the space of a 30-year old underground library, the "Cross Campus Library." Observations and discussions with faculty, students and staff led the renovation team to introduce in 1999 the principles now associated with "Learning Commons" to this popular library space. The resulting Bass Library opened in 2007, with convenient reader access to the Internet, an assortment of spaces in support of different learning behaviors--i.e. individual private study, group engagement, and assisted learning where technology, information, and pedagogy experts supporting faculty and students to teach and learn.

Assessment: Different attempts have been made over the past several years to nudge the Library's culture toward greater knowledge and use of assessment data for decision making. In the late 1990s, introducing service managers to principles of service quality improvement was a strategy implemented through formation of a cooperative Service Quality Improvement Council and the work of a three-year appointment of an SQI Director. Examples of systematic gathering of data that drive decisions to improve services were shared both through specific quality improvement projects and general information sessions. Changes in staffing and service priorities shortened the life span of this strategy, and in the first years of the 21st century, a Director of Usability and Assessment was hired to focus on gathering data to understand better the user experiences with the Library's electronic systems and to systematically use results in designing interfaces and improving web sites. As this summary is being written in late 2009, a convergence of resources and a growing interest to have data to advocate for the Library's importance is shaping assessment efforts to strengthen tools for managers to effectively and routinely consult appropriate data in making decisions. The recent launch of a "Managing with Evidence" program describes the new assessment strategy as addressing three areas of recognized shortfalls in the Library's "culture toward assessment." These include 1) changing the culture of the Library for managers and administrators regarding the usefulness of data in resolving problems, setting priorities and otherwise making decisions to effect the quality of library services; 2) training staff in basic applied research methods to gather meaningful data and to become "educated consumers" and authors of data-rich reports and recommendations; and 3) creating a management information system that will facilitate the sharing, mining, and use of gathered data about user behaviors and library operations across library programs and organization units. The program has received excellent feedback as it begins its rollout..

COLLABORATIVE RELATIONS

Yale's librarians have been leaders in major professional collaborative initiatives, including the founding for example, of the RLG [Research Libraries Group], the Farmington Plan, NERL [North East Research Libraries], and Borrow Direct. The long history of engaging with others to accomplish a common good or resolve a shared challenge is a trait of the Yale University Library. This attitude has created in the past some of the profession's well known collaborations as noted above. Some initiatives have become part of the cultural expectations of providing services at Yale, while others are in earlier stages of formation and exploration. One

of the longest operating local relationships, though often described as a service-client arrangement, is that between the Library and the campus Information Technology Services. ITS has managed the operation of servers, networks and the Library Management System [e.g. currently Voyager] for the Library, with ownership of the requirements and objectives for having these technologies residing in the Library. Several collaborative collection arrangements have been created including, for example, the shared buying program of NERL, the Collections Collaborative grant project to work with museums, and to make collections more accessible, and AMEEL driven efforts to create the Middle Eastern Electronic Library. Additional recent collaborations have benefited at least three other library service traditions:

1) Borrow Direct, a specialized interlibrary loan project among seven Ivy League intuitions, has successfully aimed to be highly cost effective and responsive to faculty, students and staff and to exceed expectations for convenient access through delivery of partner collections.

2) The Collaborative Learning Center has evolved from two grant funded projects that created a service model by which experts from units across the campus organization charts support faculty teaching and course design. The virtual "center" does so with an eye to assessing the impact of technology, information content, and pedagogy on teaching and learning at Yale.

3) West Campus, though in its infancy as a rich extension of the Yale University with the addition of 136 acres to campus space, has freed planners to imagine new programs for student exposure to cross-discipline research, as well as offering space for operations involving preservation resources between libraries, museums and academic researchers.

4) Donor relations and fund raising have traditionally been guarded activities. Now, through recent collaborations among the University Librarians Development Council and the Yale Library Associates, the Library is improving a multi-faceted effort to increase support for the Library.

Assessment of collaboration has been undertaken in ad hoc ways, but with hopes of managing the important roles of learning and efficient operations. Insights into the impacts of technology, pedagogy, and information content on teaching and learning have been well documented; however, stories and data describing workflow efficiencies are less frequent. Efforts to evolve the "Managing with Evidence" program have been well documented, and the beginning of a systematic evaluation of the impact of library space on learning is underway.

CONCLUSION

Long-term budget cuts will have a significant and lasting impact on Yale University Library. Staffing levels, both at the professional/managerial and clerical/technical levels, may continue to shrink, given attrition and regular staff turnover, which may prompt a reorganization or consolidation of departments and units to deal with workloads that are not decreasing.

At the same time, changes in senior leadership, including a new University Librarian expected to be recruited in 2010, may mean a reconsideration of the Library's mission, values, and short- and long-term strategic plans and priorities.

What is clear, however, is that the Library will have a part in shaping the future of the Yale campus. Current planning foresees a combined science and social science library in a new home in close relation to two new residential colleges planned by the University. The Library will also occupy space on the West Campus and will likely also situate a number of staff there. Relationships will continue to grow between the Library and the Office of Digital Assets and Infrastructure and will be strengthened between the Library and the museums and galleries.

Along with every research library in North America, Yale Library will continue to deal with the transition from print to electronic resources, while also facing continued demands for access to print collections, primarily in the humanities, along with primary source materials and special collections. Collections will continue to be developed in ever closer collaboration with regional partners. Collected material will require continued stewardship and preservation. At the same time, the Library will continue to invest in ways to preserve born digital and digital collections. Challenges to respond to changing reader demands for information will continue to prompt creative development of services.

Prepared by Geoffrey Little and Danuta A. Nitecki
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York University Libraries

May 2009

Vision: York University Libraries is an innovative and diverse learning organization, one that is central to the York University community and one in which dynamic intellectual exchange is fostered and welcomed.

York University Libraries' collections and services reflect the transformation of publishing, learning and research. York's library collections contain over 13,000 electronic journals, 150,000 electronic books along with 2 million printed volumes. Filling the new role of research libraries, YUL provides digital publication services for scholarly journals and conference proceedings as well as support for digitization of York's unique collections such as pre-1923 French language monographs or photos from the Toronto Telegram archives. On campus, students continue to fill every seat in York University Libraries making it one of the busiest academic library systems in Canada with over 3.5 million visits in a single year. New library programs strengthen student academic success and keep graduates informed of developments in scholarly communications and publishing.

Science and health-related collections are at the Steacie Science & Engineering Library, while the Osgoode Hall Law School houses the largest law library in the Commonwealth. The Leslie Frost library, located at Glendon College, has a significant proportion of French-Language library materials. The Peter F. Bronfman Business Library provides access to dozens of e-resources such as the Bloomberg Terminal. Finally, the Scott Library supports humanities, social sciences and fine arts and also houses world renowned archival holdings and rare books of the Clara Thomas Archives and Special Collections.

As a library supporting a major research institution of higher education in Canada there are a number of competing priorities that drive the development of our collections, services and professional activities. These include

- the need to provide library programs that support extensive student populations in graduate and undergraduate studies
- an obligation to preserve collections for future generations
- an requirement to build collections in a national and sometimes international framework
- an aggressive transfer of resources from support for print collections to services and infrastructure for digital collections
- the need to prepare staff for a constantly changing workplace

Teaching and Learning

York University Libraries places the highest priority on student success and student engagement. The ability to perform research is a core component of a solid general education and is of enormous benefit to students well beyond their time at University. We work to integrate information literacy learning objectives into program curricula thereby reaching students at various points in their development. We also assess the

information literacy levels of our students, and provide development opportunities for faculty and librarians on how best to foster our students' research proficiency. Another emphasis in coming years is the development of a Learning Commons in the Scott Library which will provide a variety of learning environments and an enriched learner-centered model of service. Students will have access not only to librarians but to a variety of academic supports including writing and learning skills instruction all in one location.

Information literacy programs: Librarians are continually developing and updating the Information Literacy (IL) Programs that support information needs of two distinct student communities; undergraduate and graduate. Undergraduates come to York with the widest range of skills for library research. With the goal of graduating people with the skills to be lifelong learners and informed citizens, librarians are focusing attention on course integrated IL programs with distinct learning outcomes for different years within an academic course. In contrast, IL for graduate programs normally have a broader discipline approach and incorporates the lifelong skills of a scholar such as author rights, open access attributes and research data stewardship issues.

The success of the IL program is evident at the number of programs with library skills embedded in their curriculum is growing. Advanced workshops for graduate students have been expanding with a new workshop series being co-developed by librarians for the Faculty of Graduate Studies. For almost a decade librarians have partnered with the Center for Support of Teaching with the goal of enhancing teaching and learning at York will developing the teaching skills of librarians.

Digital Libraries

York University Libraries strive to embrace changes brought about by digital technologies that are advantageous to teaching, learning and research. The Libraries are aggressively expanding library collections through acquisition, digitization and electronic publishing. This requires new skills, new positions, new services and strategic resource allocation. Services are also changing as librarians explore new ways to connect with students and faculty online and develop new expertise in assisting researchers in accessing and using all types of data (numeric, geospatial, health informatics, textual, etc). Library workshops keep faculty and students abreast of developments in library research tools, resources and services in a digital age.

Collections: Research libraries carry the obligation of acquiring and preserving research collections for future generation of researchers and scholars. This is particularly true in Canada where national library institutions have limited scope for preservation. Consequently, YUL is one of several research libraries striving to effectively apply resources toward collaborative collection development at a national and sometimes international level. The focus is less on undergraduate materials and more on collections of enduring value. Stewardship of research collections is as important as their initial acquisition and consequently York has funds focused on the stewardship of unique collections in both analog and digital formats.

Library services: Library services are designed for people in the library building, seeking assistance online and those who prefer self-help options. A new criterion of success is availability anywhere and anytime. Reference services are offered at the traditional reference desk and, through a collaborative service, online. All have limited hours of service. Consequently, self-help instruction and learning tools are available through the Library Home page. The university's iteration of the course management system, Moodle, has a library module within the default template for faculty to use. In addition faculty may receive library assistance in enhancing the library component of Moodle for a specific course or program.

Services that support the physical collection continue to show a steady decline. This has been helpful in releasing resources for the development and support of online resources. Expertise in support of numerical and spatial data is being planned to facilitate web-access to resources.

Another area of steady growth has been in the area of support for students with disabilities. Opportunities provided by developments in IT contributed to a (minimum) 15% annual increase in demand for services. The advantages of access to electronic resources create an area of growth requiring new policies, workflows and skills. Easier access to digital materials has dramatically changed service expectations of students and faculty with disabilities.

Digital Library Services: York University Libraries has resources dedicated to the creation of digital collections. The range of activities spans the digitization of books to publishing of electronic journals to the creation of digital analogs of sound and images on decomposing acetate tapes. Librarians bring the necessary expertise and resources to make digital objects created by faculty and students accessible over the internet and to steward these collections by applying standards for format and best practices for long-term archiving.

Enhancing Research Support

York University Libraries is committed to enhancing the University's research culture. Libraries have a special place in the research arena. We play a key role in supporting York's research infrastructure by continuing to build relevant collections, expanding our digital and data cyberinfrastructure initiatives, and, highlighting and disseminating York's research accomplishments to new audiences. We take a leadership role in educating our community on current issues which directly impact their research, fostering sophisticated information literacy competencies and raising awareness around scholarly communication issues. We also actively contribute to the creation of knowledge. The Libraries will continue to cultivate our research agenda by establishing an environment conducive to diverse explorations in leading-edge library science, interdisciplinary research, and subject-specific research in other disciplines.

Librarian Research: Librarians at York University Libraries are members of the Faculty Association and as such are required to do scholarly research. Consequently Librarians at York are encouraged to make direct contributions to the research reputation of the

University. They publish, they participate in scholarly and professional councils, and they collaborate with faculty on research projects. Research by librarians at York can be clustered into six broad areas: knowledge organization and dissemination, education, social innovation, communication and IT, library science and subject specific research in other disciplines.