

The Site Visit of the Unit Review Team for Libraries and Cultural Resources took place from June 27-28, 2016. The Unit Review Team consisted of:

Charles Eckman, University of Miami (Chair)  
Joy Kirchner, York University  
Wendy Pradt Lougee, University of Minnesota  
Murray McGillivray, University of Calgary

Following the Site Visit, the Unit Review Team prepared a written report containing comments and recommendations. Libraries and Cultural Resources subsequently provided responses to the recommendations. General comments and the recommendations and responses follow.

## General Comments of the Unit Review Team

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The University of Calgary *Eyes High* vision and associated strategic plans lay out ambitious goals for the University of Calgary. Unit Reviews, part of the Quality Assurance Process, assess alignment with institutional ambitions and goals, and offer an encompassing evaluation of the Unit's programs and assets that support and drive education, research, and service contributions.

This review of Libraries and Cultural Resources (LCR) assesses the five-year period of 2011-2016, a period of rapid growth and significant change for LCR. This time frame is also reflective of a decade of transformative change in the environment in which research libraries exist – an environment in which technologies and new models have transformed teaching and learning, research and scholarship, scholar communication practices, and publishing. This is a highly interdependent environment, and one in which a research library plays a dual role as both service agency as well as an intellectual agency in its own right.

The Libraries and Cultural Resources organization is unusual in its broad portfolio of cultural and institutional resources: a constellation of libraries, museums, galleries, institutional archives, and the University Press. The portfolio is complex in its composition, as well as the challenges of supporting distinct missions and diverse constituencies.

A second distinctive characteristic of LCR is reflected in the visible shift from a collection-centric organization to one that is more focused on seizing the potential of digital technologies. The construction of the Taylor Family Digital Library (TFDL) and the High Density Library (HDL) has repositioned collection assets, with recent investments in discovery tools and delivery systems ensuring sustained access to legacy collections. This shift is not unique, but in many libraries the process is more evolutionary, with a gradual de-emphasis on collections as an organizing



Collections and Operations Balance  
Organizational Model and Staffing Configuration  
Collection Resources and Commitments  
Electronic Resource Management  
Open Access Investment and Direction  
University Press

This response is similarly organized, but rather than addressing the recommendations individually, we have adopted a thematic approach in an effort to provide a more holistic response demonstrating operational and strategic enhancements within the context of campus-wide, national, and international leadership.

## Detailed Reviewer Recommendations and Unit Response

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1. Leverage LCR facilities for increased integration of LCR content and expertise into curriculum and research.
  2. Continue development, reallocation of staff and resources to support LCR content and expertise into curriculum and research.

Although the diversity of the library facilities maintained by LCR is an ongoing challenge, the University's Classroom and Facility Alteration Request program (CAR/FAR) and generous contributions from the Students' Union Quality Money program have met some of our more pressing needs and have supported innovative enhancements in several of our facilities.

Transformation of our staffing configuration has been a central driver in reshaping LCR within the current information environment. While the eighteen-month suspension in hiring (October 2014 – March 2016) was necessitated, in part, by continuing financial pressures on our Staffing and Utilities budget, certain enhancements and operating efficiencies were achieved through the reconfiguring of staffing assignments and the identification of new priority hires once the hiring freeze was lifted. In combination with the elimination of a small number of positions explicitly associated with managing the physical collection, significant progress has been made. Recent support from the Office of the Provost for critical hires in new areas has been particularly important. The Review Team confirmed that LCR is maintaining core services while reshaping its role in areas of new priorities.

LCR's focus on articulating an inclusive content strategy aligns with evolving practices in other research libraries today. This approach acknowledges the growing diversity of academic resources beyond the printed books and electronic journals employed by students and faculty today. An increasing portion of the knowledge base is accessible in less traditional ways through broadly shared resources and Open Access distribution. Management and sharing of research data is accelerating this trend. In addition to the introduction of a content strategy, co-ank metadata creation will now be applied to information resources far beyond traditional cataloguing. In addressing this need for new approaches, Metadata Services was incorporated into our Technology, Discovery and Digital Services unit on July 1, 2016.

The Review Team's emphasis on institutional collaboration is important. The opportunities for regional and national collaboration are significant, and LCR has been an active participant in such collaborations. Current examples include the Council of Prairie and Pacific University Libraries

Canadian universities benefit from participating in collective purchasing of electronic resources through CRKN, a coalition of 75 member institutions. The majority of the University of Calgary's purchasing of electronic academic journals is through this partnership. The University of Calgary is participating in the CRKN Journal Usage Project to augment our knowledge of campus-wide scholarly journal use within a national context. This project includes a survey of University faculty to be conducted during the fall 2016 semester.









Authorization has also been provided for LCR and UCIT to plan for a new Library Management System (LMS) implementation. An RFP for an LMS will be issued in the fall. The LMS project creates an opportunity for broad staff engagement and consultation. In addition, the new system will result in significantly changed workflows and processes creating opportunities for staff reassignments and training.

Implementation of the new LMS in August 2017 will be followed by a review of other collection management systems presently being employed for archives (AtoM) and for art and artifacts (EMuseum) in an effort to create more seamless management and access for all LCR collections.

Research data management is a critical initiative nationwide, with CARL taking a leadership role. The Portage Network is committed to the development of a national infrastructure and has developed a bilingual data management planning tool meeting the requirements of the *Tri-Agency Statement of Principles on Digital Data Management* issued in June 2016. LCR's involvement in the Portage Network initiative has included membership of our Research Data and Visualization Coordinator on the Data Management Planning Expert Group. In partnership with John Reynolds, Acting Vice-President (Research), the Vice Provost co-chairs the University of Calgary's Research Data Stewardship Committee in developing procedures to institute and support research data management planning across the campus.

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1. Articulate coherent relationships and expertise across functional areas that support open scholarship initiatives.
  2. Evaluate eligibility requirements for the Open Access Fund and campus funding partnerships.
  3. Explore provincial and national collaboration to extend capacity and resources for open educational resources and research data management.

the digital repository managed by LCR, was one of the first in Canada and has been operational for more than a decade. In addition to scholarly works, the repository also houses The Vault, the repository for University of Calgary electronic theses. The University Copyright Office, sponsored by the Office of the Provost and managed by LCR, ensures that the Canadian Copyright Act is appropriately applied in teaching and research. The Copyright Office also provides consultation regarding publishers' policies and author rights for scholars and students. The University of Calgary Press adopted an Open Access mandate in 2010, currently offering over 70 Open Access titles.

The Vice Provost serves on the Provincial Committee on Open Educational Resources and on the University's Open Educational Resources Working Group. The University Press has recently initiated an Open Educational Resources (OER) project. A collaborative initiative with the Students' Union in the production of OER works will be included in next spring's discussion between LCR and the Students' Union Executive.

After achieving broad recognition, the Open Access Authors Fund temporarily suspended operation in November 2015 after exceeding LCR's 2015-2016 commitment of \$350,000. This was due to a heavy influx of requests and increased publication charges. We are pleased that the fund has recently been reinstated through a combination of support from the Office of the Provost, LCR, and the various Deans. As a result, the fund has been expanded to \$700,000, honouring commitments as of April 1, 2016.

Campus-wide coordination and an awareness campaign focusing on compliance with the new Tri-Agency Open Access mandate will be led by our recently appointed Digital Initiatives and Scholarly Communications Librarian.

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1. Explore further opportunities to leverage LCR infrastructure and content to the benefit of the Press.
  2. Explore opportunities for new imprints that align with institutional strategic goals and directions.

The University of Calgary Press is an award-winning publisher of print and electronic peer-reviewed scholarly literature. It publishes significantly in fields closely aligned with University research strengths, and while an Open Access publisher, its print sales have also substantially increased, contributing to a relatively healthy financial state. The current Director of the Press, appointed in April 2015, has led new initiatives in distribution and marketing and in publishing partnerships.

The Press benefits from economies-of-scale achieved through its integration with LCR's finance, human resources, and technological support infrastructure. With the expanded mandate for Metadata Services to broaden its contribution beyond library cataloguing, wider involvement with

