Western Libraries supports The University of Western Ontario’s mission of providing the best student experience among Canada’s leading research-intensive universities. Western Libraries’ strategic plan Library-as-Place & Place-as-Library was developed to serve as context for the four-year planning period of 2007-08 to 2010-11; the plan’s mission and vision provide context for the retrospective content in this report. A renewed strategic plan from December 2010 will inform developments going forward for the next planning period.

**Mission:** Western Libraries is committed to excellence: anticipating information and service needs related to the University’s goals for research and scholarship, teaching and learning, and service to our university community and key partners. Our staff engages the Western academic community in the development of new services, and continuously strives to exceed the expectations of our diverse user groups.

**Vision:** Western Libraries will be a leader in providing both the best library-as-place and the best place-as-library experience for the Western academic community.

This annual report presents a highly selective list of achievements for Western Libraries during 2010-11 and priorities for 2011-12.

**LOOKING BACK - HIGHLIGHTS OF 2010-11**

**Support to Research & Scholarship**

**Scholarly Communication** – Scholarship@Western is a platform to preserve and showcase digital works of Western’s scholars in what is known in the research library community as an institutional repository; it makes Western researchers’ intellectual output visible to the world and satisfies the open access mandate of several funding agencies. It now holds close to 4,000 items - articles, books, chapters, dissertations, presentations, datasets, and other digital materials – with over 50,000 full-text downloads in the past year. Scholarship@Western also provides an online publishing platform that streamlines journal peer review and publication processes. The number of online publications hosted has grown to eleven, including peer reviewed journals in Hispanic studies, philosophy, teaching & learning, film studies, and indigenous policy, as well as two others that support undergraduate student research output. Western’s electronic theses and dissertations (ETDs) program was launched in August 2010 with Scholarship@Western providing the platform for submission, review and publication of doctoral dissertations. Western Libraries worked with the School of Graduate and Postdoctoral Studies to facilitate adoption of this process, and plans to upload older ETDs that have been digitized.
Information Resources – Western Libraries has a growing collection of “born digital” objects - books, journals, conference proceedings, government publications - many of which are acquired through collaborative initiatives. In February 2011, the Libraries celebrated the acquisition of the 11th million item for the collection, an interdisciplinary electronic database, *Environmental Impact Statements*. Monograph acquisition was re-vendored through a RFP process in spring 2010. As a result, selection and collections building processes were streamlined, enabling Western Libraries to continue responding to user needs despite diminished staffing resources created by budgetary pressures. Western Libraries continued to acquire unique primary resources to support teaching and research through gifts-in-kind. Two significant archival gifts from a corporate donor (Labatt Brewing Company), with a total appraised value of over $7.7 million, will enhance Western’s reputation as a national destination for research in business archives. Western Libraries invested in *Summon*, a next-generation web-scale discovery tool, that will provide seamless and intuitive access to millions of print and digital resources located on and off campus.

Research Support – Based on needs assessments, web-based multimedia instructional modules were developed to support selected science, technology, medicine and health science disciplines. The needs assessments identified common challenges experienced by research teams: managing information overload, concerns about staying current, insufficient knowledge transfer among peers, and frustration with organizing and sharing documents and data. These modules also address problems encountered by graduate students with literature reviews. As a result of an extensive user consultation that identified unmet needs relating to maps, data, geospatial and government information across campus, a new model for a joint map and data service was recommended in July 2010. It reflects best practices and appropriate service levels for the provision of advanced numeric data, geospatial data and other cartographic data services to the entire Western research community.

Support to Teaching & Learning

Enhancing the Graduate Student Experience – In recognition of the high priority that the University places on supporting graduate students, Western Libraries increased its emphasis in this key area. To do so, however, it was necessary to re-evaluate and in some cases reduce or redesign support previously offered to undergraduate students. Graduate student programming is still evolving as librarians and archivists respond to increased demands. Strategies in place include librarian teams responsible for providing services in certain faculties, e.g., for the Schulich School of Medicine and Dentistry from the Taylor Library, and ensuring that collections management and research support activities are responsive to the specific needs of graduate students and researchers. Western Libraries also collaborates with campus partners, including the Teaching Support Centre, Teaching and Learning Services, Student Development Centre, and School of Graduate and Postdoctoral Studies, to provide programming for graduate and international students. Western Libraries has participated in the work of the Graduate Education Council’s Committee on Graduate Program Appraisals and Review, and has reviewed and amended internal library processes and reports outlining library services and resources in support of graduate programs, based on new quality assurance procedures.

Enhancing the Undergraduate Student Experience – Western Libraries provides extensive study space for undergraduates. To optimize staffing resources, service hours have been adjusted based on local needs, with extra academic study hall hours provided using contracted security. In April 2010, a successful pilot was conducted to provide 24/7
study space in the Weldon Library during exams. With appropriate security arrangements, this service was offered again during exams in the 2010-11 academic year. Librarians partnered with faculty to review, develop, deliver and assess information literacy instruction to enhance students’ information search and discovery skills. A pilot project was undertaken in a third year Classical Studies course to develop a model for embedding library instruction in each year of an academic program. As well, in Political Science a collaborative project is underway to integrate instruction into the undergraduate core curriculum in order to understand its impact on student learning and identify where such instruction best fits into the curriculum; the librarian and faculty member partners were awarded a grant to complete this initiative.

Support to the University Community

Records Management Services – Western Archives continued to provide a range of records management services in support of the University’s administration and operations: secure on-campus semi-active records storage and retrieval; records retention and disposal schedules; confidential records destruction. However, other services, notably digitization consultation, were limited due to resource constraints. Due to the popularity of the storage service and increasing demands to accommodate library materials removed from the other libraries, space available in the Archives and Research Collections Centre (ARCC) for university records was effectively exhausted in mid-2009. As an interim solution, a commercial records centre is being used to store some university records and archives. As of the end of October 2010, nearly 2000 boxes were stored offsite.

Fund Raising – Western Libraries aligned its fundraising projects with the University’s overall campaign goals. To strengthen its substantial and unique role in supporting the academic enterprise locally and internationally, Western Libraries remained committed to its existing campaign pillars: Scholars Space (creating an appropriate physical environment for students and faculty), Digital Zone (acquiring innovative technology and digitizing unique resources), Collections Culture (building and preserving physical and digital collections), and the Creating the Future Fund (ensuring available funding for new and possibly fleeting opportunities). To ensure its primary funding needs are met, Western Libraries also identified the importance of broadening its focus by incorporating a joint development framework into the fundraising process. To succeed, this must be done consistently, which will require a change in philosophy at the university level. This year emphasis was placed on developing priorities, establishing a solid strategy for donor cultivation and stewardship, and implementing an innovative new donor recognition program built around the introduction of digital bookplates. Cultivation and stewardship activities are becoming more comprehensive and systematic, and we are benefitting from central services for prospect review, proposal writing and stewardship reports. A quarterly series, Breakfast with Joyce, brings together library supporters – current and retired faculty and staff, members of the general community, students – for conversations with the University Librarian about the academic library of the 21st century. This series serves as both a cultivation/stewardship event and a “think tank” to inspire senior library leaders.
LOOKING FORWARD – PRIORITIES FOR 2011-12 and BEYOND

Vision: Integration as Key Partners in the Academic Enterprise
During 2010-11, Western Libraries renewed its strategic plan to create a framework for the University’s new four-year plan 2011-12 to 2014-15. Western Libraries supports the University’s strategic priorities – enhancing the student experience and the quality of undergraduate and graduate programs, expanding graduate enrollment, increasing research intensity and cross-disciplinary research initiatives, and taking a leadership role internationally in order to have a global impact – by providing value-added library and archival services that are relevant to a 21st century university. Western Libraries will implement strategies to achieve integration as a key partner in the academic enterprise, thereby providing appropriate and effective services to support the University’s teaching and learning, research and scholarship, and administrative goals. To achieve this integration Western Libraries will focus on strategic advocacy, strengthen physical and virtual infrastructure, expand collections, and develop staff. At a more fundamental level, it will define what it means to be an academic library and deliver relevant academic library and archives services in the 21st century. Western Libraries will undergo transformational change, with increased emphasis placed on the virtual library, and a new service model reflecting a re-balanced blend of the physical and the virtual.

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

Supporting the Teaching and Learning Mission of the University
Western Libraries will continue to provide information resources, services and information literacy programs to address the teaching and learning needs of instructors and students in support of Western’s commitment to the best student experience. However, this commitment to teaching and learning must be balanced with the (sometimes competing) commitment to research and scholarship, and therefore will be addressed in a more cost-effective and less labour-intensive way, given finite staff and infrastructure resources. Looking closely at space needs and use will have high priority.

Supporting the University Community
Western Libraries will perform a range of activities designed to facilitate the effective operation of academic units, administrative units, individual libraries and departments, and to support compliance with legislative requirements and contractual obligations. We will continue records management and archival services to support the work of academic and administrative units across campus. We will report on the findings of the MINES survey on the use of electronic resources. Western Libraries will work with major research library associations to determine ROI for our investments in information resources, and identify the most productive collection assessment tools going forward. Fund raising will continue to be a priority as we strive to find ways of sustaining our academic quality and of working collaboratively with the Faculties to advance our interrelated fund raising priorities.
WESTERN LIBRARIES COUNT – SELECTED STATISTICS

Budget
- $13 million Operating
- $13 million Acquisitions

Collections
- Value $1 billion
- Physical 10 million items
- Digital 1 million titles

Space
- 8 physical service locations
- 32,000 metres$^2$
- 125 kilometres shelving

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

Customers
- 40,000 faculty, students, staff
- 3 million visits annually
- Assessment = A ratings

Alumni
- 280,000
- No one graduates from a library;
  no one ever graduated without one