



# ***Challenge and Opportunity***

Trent University Library Strategic Plan  
2009-2014

**December 2008**

(Endorsed by the Library Advisory Subcommittee on 9 December 2008)

## **Table of Contents**

Library Vision @ 2014: Summary	3
Executive Summary	4
Strategic Directions: Summary	5
The Context	6
Building a Responsive and Innovative Organization	10
Creating a Vibrant and Inviting Environment for Research and Discovery	15
Adding Value to Trent’s Teaching, Research and Learning	18
Expanding and Harmonizing our Digital and Physical Collections	20
Appendix A: Library Expenses as a Proportion of University Operating Expenses	22
<i>Appendix B: Participants in Library Strategic Planning Initiatives</i>	23

## **Library Vision @ 2014: Summary**

The Library in 2014 will be the Trent community's primary information and knowledge hub, combining both physical and virtual meeting and learning spaces and information access points.

We envision developments that combine adaptive and innovative approaches to the delivery of library services:

- New collection management tools will concentrate library resources where they are most needed and used, evolving with changes in curriculum and instructors.
- The physical and virtual spaces will be flexible in how they are designed and used.
- Learning support will facilitate information literacy, media competency, and socio-technical fluency as the new core competencies for all students and staff.
- Personalized learning-support programs, delivered in person and using new technologies, will utilize preferred modes of learning and will capitalize on the emerging capacities of the Internet.
- The Library staff will be engaged, networked, and accessible to users, whether they are in the physical space of the Library or not. Advanced research and information data mining will supplement traditional reference services.
- The Library's perspective will be global as it promotes its unique research and collections in the global information community.
- The Library will be increasingly involved in collaborating with faculty and researchers to create and publish academic journals and resources, particularly e-journals, e-books, and visual resources in various media. The Library will manage both digital and print repositories of scholarly output from Trent University.
- Funding for the Library's operation and growth will be multi-year, aligned with that of comparable Ontario universities (*see Appendix A*), and a fixed percentage of the University's budget.

Trent University Library will continue to offer the best of its traditional services, as well as adapting to new demands, and will seize opportunities to play a major role in the research, teaching and administrative success of the University.

## **Executive Summary**

Trent University's ***Vision for 2014*** aims to develop a learning environment which ensures that the individual student is knowledgeable, thinks critically, is socially conscious and is prepared to make a difference in society.

The roles of university library and archives staff within this context are changing, with increased emphasis on teaching information literacy skills, developing personalized information services, digitizing resources, collaborating in research and collection development, and guiding institutional information management practices.

Similarly, developments in ***cyberinfrastructure*** (digital information technology and networks) are changing the ways in which academic libraries and archives deliver their services within this new learning environment. For example, Web 2.0 creates opportunities for the synthesis of materials in multiple formats and locations, but also raises challenges for preservation and sustainable access to these multimedia resources. Users also want remote access to information resources and services using a variety of wireless communication devices.

The Trent University Library directly supports the scholarly, creative and professional pursuits of its students, faculty and staff, as well as those of the community at large. ***Challenge and Opportunity: the Trent University Library Strategic Plan 2009-2014*** links the Library and Archives operations and vision to the University's vision and priorities through four (4) strategic directions:

- Building a responsive and innovative organization
- Creating a vibrant and inviting environment for research and discovery
- Enhancing Trent's teaching, research and learning
- Expanding and harmonizing our digital and physical collections

## **Strategic Directions: Summary**

### **1. Building a Responsive and Innovative Organization**

Goal A: Equipping Library Personnel to Engage a Changing World

Goal B: Building a Robust Cyberinfrastructure Responsive to Emerging Information Initiatives

Goal C: Extend Capabilities through Collaboration

Goal D: An Informed Campus Fully Aware of Library Services, Resources, and Issues

Goal E: Successful Library Advocacy and Fundraising

Goal F: Informed Decision-making through Systematic Assessment and Review

### **2. Creating a Vibrant and Inviting Environment for Research and Discovery**

Goal A: An Effective Virtual Presence

Goal B: Inviting Spaces Conducive to Learning

Goal C: Improving the Service Experience

Goal D: The Library as a Locus of Intellectual and Cultural Exchange

### **3. Adding Value to Trent's Teaching, Research and Learning**

Goal A: Critical-Thinking, Information Literate Graduates

Goal B: The Library as a Hub for Learning

Goal C: Library Engagement in the Research Mission of the University

Goal D: A Level Playing Field for Students with Disabilities

### **4. Expanding and Harmonizing our Digital and Physical Collections**

Goal A: High-Quality, Relevant Research Collections

Goal B: Opportunities for Knowledge Discovery

# **Challenge and Opportunity: Trent University Library Strategic Plan 2009-2014**

## **The Context**

Trent University aspires to be an outstanding university, known for its commitment to liberal undergraduate education in the humanities, social sciences and sciences and to the centrality of the individual student. Within a collegial setting the University offers undergraduate and graduate programs, both traditional and interdisciplinary, which seek to advance learning through the creative interaction of teaching and research of the highest quality.

One of the University's strategic aims is to increase its recruitment and retention of a diverse, collaborative and increasingly research-oriented group of faculty and students. The Trent University Library<sup>1</sup> seeks to play an important role in achieving this aim. We want all faculty, staff and students to see the Library and Archives as the central meeting point -- the social and intellectual hub of the University -- a place where discovery takes place, and their information needs are met.

The Trent University Library plays a pivotal role in the academic life of the University. It directly supports the scholarly, creative and professional pursuits of its students, faculty and staff, as well as those of the community at large. The Library provides comprehensive print and digital collections, individual and collaborative learning spaces and expert instruction for its students and faculty. It promotes learning and encourages the development of life-long learning skills.

Our plan identifies four strategic directions:

- Building a responsive and innovative organization
- Creating a vibrant and inviting environment for research and discovery
- Adding value to Trent's teaching, research and learning
- Expanding and harmonizing our digital and physical collections

This plan echoes the overriding theme of the University's vision: the striving for excellence in research and teaching.

---

<sup>1</sup> Throughout this document, the term "Trent University Library" refers to the Thomas J. Bata Library and the Trent University Archives, located on the Peterborough campus, and off-campus services delivered at Trent in Oshawa.

## ***Challenge and Opportunity***

### **Our Vision**

Trent University Library is an innovative and diverse organization, one that is central to the Trent community, and in which intellectual exchange is fostered and welcomed.

### **Our Values**

The values that inform the Library's efforts include

- a commitment to equity, accountability, collaboration and accessibility
- a welcome, inclusive and user-centred philosophy
- a commitment to the preservation, care and growth of our collections.

### **Our Mission**

The Trent University Library advances teaching, learning, research and community service by providing comprehensive collections, access to the world of knowledge, excellence in service, an appropriate library environment, and outreach to and partnerships with its communities. The Library works in partnership with others to ensure excellent service delivery.

### **Challenges and Opportunities**

There are many challenges facing the Library, some of which affect academic libraries in general, while others are particular to Trent. Examples of these include: the need for ongoing base budget increases for collections and services so that the Library can provide the necessary scholarly resources to meet the increased needs of undergraduate and graduate programs and faculty research; the rapid rate of technological change and resulting early obsolescence; the ongoing need to develop innovative new services to meet heightened user expectations for functionality, convenience and seamless access to information; and the importance of reconfiguring physical and virtual spaces to support the many ways in which today's faculty and students pursue their activities.

In today's environment, users of academic libraries and archives have high expectations. They want:

- High quality information - from books, journals, databases or the Internet
- Resource material and information delivered to their chosen space, via their preferred technology, be it iPods, laptops or cell phones
- Anytime, anywhere, virtual, 24/7 access to resources and services
- Information and information access customized to their individual needs

## ***Challenge and Opportunity***

Trent's library of the future will build upon the feedback and evaluation our university community already provides through evaluations such as the LibQUAL™ survey, local user satisfaction surveys, and faculty and students' day-to-day interactions with Library staff.

In the past five years, the Library has completed an external review (2005), the LibQUAL™ user satisfaction survey (Spring 2006), a space planning program statement (Winter 2007) and local surveys of students', faculty and staff members' satisfaction with library services (Fall 2008). The results of these consultations have informed our decisions and priorities for service development. Building on our strengths and our current initiatives, we will develop the Library as the social and intellectual heart of the campus, and as the central support service in the learning, research, and discovery processes of all members of the Trent University community. We are committed to ensuring seamless access to Library resources and services, and improving the overall quality of student and faculty experiences with their Library. This Library's commitment to the provision of the highest quality services by adapting to a changing data, information and knowledge universe also underscores all future planning and initiatives.

Today's academic libraries and archives are still providers of information resources, study spaces and learning opportunities. Their major challenge is continuing to offer traditional services and collections while adding new, technologically enabled services and addressing a growing diversity of users.

The modern academic library extends beyond the walls of any building. We still need library buildings, but library collections and services are also available electronically, accessible throughout the campus, at home, in fact almost anywhere that there is an Internet connection.

The people who work in libraries have many new roles and backgrounds. They are information literacy teachers, electronic resource management specialists, online content managers, web designers, IT systems specialists, archivists and much more. Library services also include online chat rooms for research help, support for research data management, advice on freedom of information and protection of privacy, training in managing and protecting intellectual property, providing learning support, etc.

Informed by an extensive environmental scan, and by valuable input from Library staff, this strategic plan is a framework which articulates our goals for the next five (5) years.

## ***Challenge and Opportunity***

### **Strategic Direction 1: Building a Responsive and Innovative Organization**

Just as an excellent library is central to the success of a university, quality services and resources are built and delivered by an effective, well-trained library staff.

University libraries have traditionally participated in national and international resource sharing networks using their inter-library loan services. Scholars and students alike continue to use and appreciate this particular service for information and resources that are not in digital form, and which may be rare or part of a unique research collection. As well, the Trent University Library participates in the Canadian Research Knowledge Network and the Ontario Scholars Portal. These networks provide member universities with enhanced purchasing power through economies of scale.

Beyond the economic perspective, however, our participation in various library, archives and information networks also serves another valuable purpose. Participation in such networks provides the Library with a way of a) promoting Trent's resources through sharing our knowledge and expertise in the external community and b) returning knowledge and learning about best practices, innovations and information assets back to the Trent teaching, research and learning communities.

A recent example of how Trent Library staff can both contribute and benefit from this participation is the role played by the staff of the Maps, Data and Government Information Centre (MaDGIC) in the development of ODESI, an Ontario-led project to develop data extraction and metadata analysis standards that will also be valuable for description of any large digital research data sets. It is but one of many examples of Trent's tradition of successful collaborations with other university libraries and archives in Ontario and across Canada.

Library personnel's participation in provincial, national and international networks and organizations also promotes Trent University as being forward-looking, as having a knowledgeable and expert library and archives staff supporting students and faculty, and as understanding and responding to the complexities of the scholarly research and learning activities on our local campus.

The data collected by Trent University Library's 2008 user satisfaction surveys indicates students, faculty and staff appreciate and rely upon Trent's library staff to help navigate the collections and information resources both housed physically or available digitally. However, as partners in research, teaching and learning, we believe we can do more to support our primary clientele. In order to undertake a number of the new initiatives proposed in this plan, the Library needs to re-organize staff roles and services significantly.

## **Challenge and Opportunity**

To strengthen our research skills as evidence-based<sup>2</sup> practitioners, we must also broaden our staff development and training opportunities. To provide increased value to our students and faculty members, our re-structuring efforts will focus on the goal of ‘pushing’ our expertise out into departments and programs.

### **Goal A: Equipping Library Personnel to Engage a Changing World**

Planning, implementing, and delivering effective library services demands a creative staff that is energized by change. An active staff enrichment program and effective communication channels will yield significant returns for the Trent community.

***Objective 1.1:** Develop a multi-year human resource plan that is consistent with the University’s strategic goals and the Library’s priorities.*

***Objective 1.2:** Create and promote an open, nimble and informed organization that minimizes hierarchical barriers to success.*

***Objective 1.3:** Establish a framework to allow for experimentation and innovation by library staff in developing services and resources.*

### **Goal B: Building a Robust Cyberinfrastructure Responsive to Emerging Information Initiatives**

Information systems and support underpin almost all academic library services. More improvements or expansions of Trent University Library services will be dependent on improvements to our cyberinfrastructure. In partnership with Trent’s Information Technology Services, the Library monitors its information technology capacities on an ongoing basis to ensure reliable access to extensive digital collections across a complex network of library-specific technologies.

Further development of the Library’s technical infrastructure is necessary to support the strategic initiatives outlined in this plan. Today’s ‘NetGen’ students -- our primary clientele -- are themselves innovators in the use of emerging technologies and applications<sup>3</sup>. We want to better respond to their technological needs and expectations in order to strengthen their learning experiences in the virtual campus community.

---

<sup>2</sup> Evidence-based librarianship (EBL) is an approach to information science that promotes the collection, interpretation, and integration of valid, important and applicable user-reported, librarian-observed, and research-derived evidence. See: Andrew Booth – “Exceeding expectations: achieving professional excellence by getting research into practice.” Accessed November 30, 2008 at <http://conferences.alia.org.au/eb12005/whatsEBL.html>

<sup>3</sup> Kimmo Tuominen, Reijo Savolainen, and Sanna Talja. “Information Literacy as a Sociotechnical Practice”. *The Library Quarterly* 2005 75:3, 329-345.

## **Challenge and Opportunity**

Improvements to our cyberinfrastructure will be necessary to re-furbish the Bata Library, to develop and expand flexible learning spaces, to create a social learning environment, and to eventually establish an institutional repository.

Over the next five years, we will collaborate with Trent IT Services to work towards improved authentication and authorization to access all library resources at the library and campus level. We will improve our ability to support the Web 2.0 requirements for personalized and remotely delivered services including podcasts, wikis, blogs and will incorporate information management support into emerging learning support tools. We will also need to upgrade equipment to support the ongoing expansion of digital content and electronic resources.

In partnership with Trent's IT Services and other campus partners, we will also develop and implement a laptop lending program that will permit Trent faculty and students to leverage the advantages of the *Air Trent* wireless networking capability that was implemented in the Bata Library building in 2006 and 2007.

The Library website must be flexible enough to accommodate developments in information technology and responsive to the learning styles of students and the teaching methods of faculty. Staff will need to extend their skills to design and deliver services and resources that meet changing user expectations and facilitate use of library resources in new formats.

**Objective 1.4:** *Ensure a proactive approach to developing programs and practices to prepare staff for tomorrow's services.*

**Objective 1.5:** *Expand our digitization infrastructure to enable capacity to build Trent's digital collections and to establish an institutional repository.*

**Objective 1.6:** *Develop our capacity to introduce and support innovative Web-based practices across all library and information collections and services.*

**Objective 1.7:** *Develop and implement a laptop lending program.*

**Objective 1.8:** *Upgrade equipment to support the ongoing expansion of digital content and electronic resources*

## **Challenge and Opportunity**

### **Goal C: Extend Capabilities through Collaboration**

The Library has been an active participant in joint initiatives with libraries of other institutions through OCUL and other regional and national consortia. More than ever, collaborating with other libraries is crucial for success in providing excellent library support to the Trent community.

**Objective 1.9:** *Enhance participation in collaborative initiatives at the provincial, national and international level.*

### **Goal D: An Informed Campus Fully Aware of Library Services, Resources, and Issues**

Given the scope and diversity of the University and its constituents, it is incumbent upon the Library to develop a clear communication strategy in order to keep the members of the Trent community apprised of library services and resources.

**Objective 1.10:** *Develop a dynamic and coordinated communications plan to promote awareness of the Library's services and resources among faculty, students and staff.*

### **Goal E: Successful Library Advocacy and Fundraising**

While we believe that the Trent University Library's services and resources are valued by the Trent community, opportunities for philanthropy in the library context are not always apparent to potential donors. Alumni are routinely approached on behalf of their former department or program, but many of them may also be interested in supporting the Library. Developing a cohesive library advocacy and fundraising plan will facilitate awareness of the value of the Library and of opportunities to support it.

**Objective 1.11:** *Collaborate with the Office of the Vice-President, External Relations and Advancement, to promote the Library to current and potential benefactors.*

**Objective 1.12:** *Develop a comprehensive plan for library advocacy and fundraising.*

**Objective 1.13:** *Expand outreach activities to alumni and groups in the local community, and increase opportunities for dialogue and feedback.*

## ***Challenge and Opportunity***

### **Goal F: Informed Decision-making through Systematic Assessment and Review**

Introducing new library services in response to change (e.g. an expansion in the University's graduate program offerings and a corresponding growth in student and faculty numbers) requires a careful review of the use of existing resources. A strong assessment program will be essential for determining library priorities, planning new services, and allocating resources wisely.

**Objective 1.14:** *Develop a defined, robust culture of assessment to support the ongoing review and renewal of programs, services and strategic priorities.*

**Objective 1.15:** *Promote an increase in Library representation in external assessment exercises.*

**Objective 1.16:** *Ensure that assessment is a component in all new Library initiatives.*

**Objective 1.17:** *Integrate any relevant Strategic Plan elements into the Library's annual budgeting and planning, and review and report yearly on progress toward the realization of the Strategic Plan.*

## ***Challenge and Opportunity***

### ***Strategic Direction 2: Creating a Vibrant and Inviting Environment for Research and Discovery***

The academic library is at the centre of discovery and intellectual exchange, both physically and virtually. We aspire to be a welcoming and attractive environment that enriches the student experience. The Trent Library has experienced a progressive annual increase in the number of visitors, to both the virtual and the physical library space. Clearly the physical library building as 'learning space' is still a necessary component which complements and sustains the digital library.

According to the Association of Research Libraries and the Ontario Council of University Libraries, the standard allocation of study spaces in libraries is 20% and 27% of the student population respectively. At present, the Library has space for about 5% of its total student FTE. The Library will redesign its existing space through a master space plan in order to increase study space, both individual and group.

Given these very different uses of the Library, and given the limitations of the existing library building, clear allocations of space are needed to protect the opportunities for these multiple users of the Library. This plan addresses these needs by creating provisions to develop innovative learning areas, as well as to add silent and other quiet study spaces.

#### **Goal A: An Effective Virtual Presence**

It is essential to develop and maintain an inviting, intuitive, and robust gateway to Trent's online library resources and services.

***Objective 2.1:*** *In concert with other campus partners, design and implement a dynamic, robust and responsive cyberinfrastructure.*

***Objective 2.2:*** *Refresh Library website content and develop and adopt innovative library web services as they become available.*

#### **Goal B: Inviting Spaces Conducive to Learning**

Students continue to make extensive use of our physical library spaces for research and learning. While some casual student spaces have been incorporated into the Bata Library, these do not go very far to meet the scholarly needs of students who seek different kinds of library research and study space.

User feedback about the Bata Library often includes mention of the inadequacy of the existing building to meet its many purposes. As noted earlier in this report, students regularly express their dissatisfaction with the library building to meet

## **Challenge and Opportunity**

their individual learning needs, be they needs for individual quiet study or group study.

At the present time, however, a new Library building is not incorporated into any future campus wide capital building plans or programs. University budget pressures and the steady erosion of funding to the higher education sector in Ontario restrict such new building priorities. In 2006 the University commissioned a campus master space planning study, which included the reconfiguration and renovation of the Bata Library building. As documented in that study, and common to many Canadian universities, the ability of older university library buildings to meet the current and projected demands for collection access, study space, and computing space is severely strained.

We propose a major refurbishment of the Bata Library to address student concerns for increased quiet study space, group study areas, and flexible computing spaces. We plan to investigate the use of compact shelving for print serials and low-use monograph collections, in order to preserve immediate on-site collection access, but also to free up space that could be re-allocated as study space. We also plan to investigate the feasibility of off-site storage for little-used print collections. This off-site storage may be Trent-specific, or in partnership with one or more Ontario universities.

**Objective 2.3:** *Develop a space management plan that addresses the longer term needs for the Library's physical collections.*

**Objective 2.4:** *Collaborate with students and faculty in the design and creation of innovative library learning spaces and services.*

**Objective 2.5:** *Increase and improve library study space, creating an environment more conducive to student success.*

### **Goal C: Improving the Service Experience**

In today's customer-service driven society, customers are frequently offered multiple options for the acquisition of products or services which differ from the service models normally found in libraries. While some auto-mediated services currently exist in the Library, library users may also have to access multiple service points, and be exposed to varying customer service experiences.

**Objective 2.6:** *Develop a plan for the optimal delivery of library services, both in the physical and virtual library environments.*

## ***Challenge and Opportunity***

### **Goal D: The Library as a Locus of Intellectual and Cultural Exchange**

Libraries are places of intellectual and cultural exchange. They are the one place on a university campus open and welcoming to the whole community throughout the year. Consequently, libraries are well-suited for displays, academic presentations, and gatherings for cultural events. Through our Library, the University can build stronger relationships with communities on campus and in the greater Peterborough and Durham regions.

***Objective 2.7:*** *Increase the use of the Library space as a venue for academic and cultural events.*

## **Challenge and Opportunity**

### **Strategic Direction 3: Adding Value to Trent's Teaching, Research and Learning**

Libraries and archives play a vital role in the knowledge discovery process by ensuring that the results of research and scholarship are easily accessible. As teachers of information literacy, and as researchers in their own right, librarians and archivists are active participants in the knowledge discovery process.

#### **Goal A: Critical-Thinking, Information Literate Graduates**

To be full and successful participants in an information-driven society, Trent students must be information literate. Libraries play a crucial role in contributing to that understanding through the information literacy instruction and personal research assistance provided by librarians and archivists directly and in collaboration with campus partners in teaching and learning. The Library places a high priority on developing faculty awareness of existing and emerging issues around information literacy.

**Objective 3.1:** *In collaboration with faculty and other relevant campus partners, integrate information literacy instruction into program curricula in all disciplines.*

**Objective 3.2:** *Explore innovative teaching opportunities.*

**Objective 3.3:** *Develop a plan for a discrete, appropriately staffed team charged with the promotion of information literacy.*

**Objective 3.4:** *Provide enhanced support to graduate students to ensure that they are skilled in advanced research methodologies and resource discovery techniques.*

**Objective 3.5:** *Promote awareness of scholarly communication trends to the Trent community and facilitate researchers' participation in open access initiatives.*

#### **Goal B: The Library as a Hub for Learning**

Libraries are the preferred place for learning outside the classroom. They provide a secure, comfortable environment with ready access to the information resources needed to complete assignments. Library collaboration with other learning support services will make it possible to provide a learning space which can heighten the academic success of Trent students.

**Objective 3.6:** *In collaboration with other University partners, develop a more integrated approach to assisting students with research, writing, computing, and general learning skills.*

## ***Challenge and Opportunity***

### **Goal C: Library Engagement in the Research Mission of the University**

The Library plays an important role in advancing the research mission of the University. Librarians and archivists at Trent have a record of contribution to scholarship through monograph publications, articles in peer-reviewed journals, papers presented at conferences, membership on editorial boards, and so on. Librarians and archivists are also valued members of research project teams applying their knowledge of information and data organization, the web, research methods, copyright issues, and subject expertise. As well, they work with faculty members to teach research methodology courses for students.

***Objective 3.7:*** *Encourage and promote research conducted by Trent librarians, archivists and staff.*

***Objective 3.8:*** *Strengthen the collaborative role of the Library in support of faculty research activities.*

### **Goal D: A Level Playing Field for Students with Disabilities**

The convergence of developments in technology and online information has made it easier for students with disabilities to access information for course work and research, enabling them to participate more fully in higher education. The Library monitors trends in information technology and scholarly communications to provide library resources for an optimum learning experience.

The full implementation of the *Accessibility for Ontarians with Disabilities Act* (AODA) over the next five years presents both challenges and opportunities for the Library. As it seeks to provide users with disabilities with equal, timely and seamless access to its collections and services, the Library will partner with the Disability Services Office to develop a plan to meet the requirements of the AODA.

***Objective 3.9:*** *Develop a more regular liaison relationship with the Disability Services Office and other campus units dealing with students with disabilities.*

## **Strategic Direction 4: Expanding and Harmonizing our Digital and Physical Collections**

The Library's membership in networked digital information consortia such as the Canadian Research Knowledge Network (CRKN) and the Ontario Scholars Portal will continue to be the Library's model of choice for expanding its cyberinfrastructure<sup>4</sup> and access to scholarly resources for Trent faculty and students. CRKN has recently been awarded CFI funding to add \$19.1 million to support the development of a new digital infrastructure for social sciences and humanities research<sup>5</sup>.

The acquisition of digital content from international sources will enable over 900,000 researchers and students in 67 participating universities across Canada to draw upon a wealth of digital journals, databases and other scholarly content from social sciences and humanities disciplines. Trent will be adding many new electronic journals and electronic books to its online collections through this consortial agreement. Similarly, the Ontario Council of University Libraries has received nearly \$2 million in funding from the Ontario Buys program to add e-books to its consortial purchasing arrangements, and to develop a provincial data extraction and analysis service, aptly named **ODESI**.

Trent University Library has increased its e-journal and e-resource collections through participation in consortial purchasing agreements at both the national (CRKN) and provincial levels (OCUL-Scholars Portal). The ongoing development of the Scholars Portal takes consortial purchasing a step further by locally loading and thus securing permanent access to a significant core of research journal literature.

As a result of consortial purchasing, the Library has an opportunity to focus more of our expertise on building and promoting local specialized collections. Once digitized and accessible electronically, special collections can be accessible globally - thus promoting and supporting the University's teaching and research internationally.

Trent University Library will develop high-quality, relevant research collections to meet the needs of existing and anticipated undergraduate and graduate

---

<sup>4</sup> Cyberinfrastructure refers to "the layer of information, expertise, standards, policies, tools, and services that are shared broadly across communities of inquiry but developed specifically for scholarly purposes; cyberinfrastructure is something more specific than the network itself, but it is something more general than a tool or a resource developed for a particular discipline ... for example, digital history collections and the collection environments in which to explore and analyze them from multiple disciplinary perspectives might be considered cyberinfrastructure." From the National Science Foundation, *Revolutionizing Science, and Engineering through Cyber-infrastructure: Report of the National Science Foundation Blue-Ribbon Advisory Panel on Cyberinfrastructure* (January, 2003) Accessed November 30, 2008 at <http://www.nsf.gov/cise/sci/reports/atkins.pdf>.

<sup>5</sup> Access the Canadian Research Knowledge Network at <http://researchknowledge.ca/en/news/index.jsp>

## **Challenge and Opportunity**

programs. We will ensure that these collections are available to researchers and students where and when they need them. Collections must be managed in a fashion which renders them readily accessible. Users must be made aware of pertinent resources, how to differentiate them, and how to access them.

### **Goal A: High-Quality, Relevant Research Collections**

The Library's print and digital collections are an important resource for Trent researchers. Collections will be strengthened to a research level, where necessary, to better support existing and anticipated undergraduate and graduate programs.

**Objective 4.1:** *Capitalize on library liaison relationships and university program development activities.*

**Objective 4.2:** *Adopt a progressive collection development philosophy with respect to electronic content.*

**Objective 4.3:** *Build unique, special collections of enduring research value, taking into account opportunities for resource sharing, and growth of digital and traditional special collections.*

**Objective 4.4:** *Experiment with innovative collection activities that are responsive to graduate students' and researchers' needs.*

**Objective 4.5:** *Develop a collection funding allocation process that is strategically based on growth areas, the requirements of new programs, high use areas, perceived gaps in the core collection and areas of focus for student intake.*

### **Goal B: Opportunities for Knowledge Discovery**

The proliferation of information resources in both print and electronic formats creates a complex environment for our users to navigate. We will seek to reduce barriers so that students and researchers can find relevant content through a more seamless search environment.

**Objective 4.6:** *Enhance and simplify knowledge discovery in the Library's online environment through the development of resource discovery layers and similar enhancements.*

**Objective 4.7:** *Expand online access to unique materials at Trent through greater digitization.*

## Appendix A

### Library Expenses as a Proportion of University Operating Expenses

There is a significant cost associated with a successful, responsive and flexible library operation. In the space of five years, the percentage of Trent University's operating expenses allocated to the Library declined, from 5.68% in 2002-03 to 4.33% in 2006-07, a change of -1.35%. At the same time, there has been little real growth in the Library budget, as the cost of library operations and acquisitions has continued to increase above the rate of inflation.

The looming global economic recession will bring increasingly large numbers of displaced workers back into higher education, as they seek to retrain to succeed in the fast-changing career marketplace. At the same time, as the University expands its graduate program offerings, the demands of a growing graduate student population will place additional demands on the Library to provide high-quality services and better facilities. If it is to successfully recruit and retain all of these potential students, Trent University will have to offer improved academic support services. The Library is a major part of the academic support services at Trent.

To meet the projected resource requirements of the Library, the University should establish the Library budget as a fixed percentage of the University's operating expenses, adjusted to inflation, and with a fixed minimum. To successfully carry out the goals and objectives outlined in this plan, the Library's target annual budget should be no less than 6.5% of the university's operating expenses by 2014.

#### Trent vs. COU Comparator University Libraries

##### Multi-year Comparison of Library Expenses as a % Proportion of University Operating Expenses<sup>6</sup> 2000-01 to 2006-07

Library	00-01	01-02	02-03	03-04	04-05	05-06	06-07	7 yr. % change
Brock	5.77	5.85	5.12	4.79	4.60	4.25	4.28	-1.49
Lakehead	6.14	5.54	5.19	5.17	4.84	4.94	5.53	-0.61
Laurentian	5.49	5.35	5.43	5.16	4.90	5.02	4.59	-0.90
Nipissing	3.08	4.45	4.17	3.93	4.08	4.08	3.86	-0.78
Trent	6.33	6.08	5.68	5.50	4.61	4.61	4.33	-2.00
W. Laurier	5.28	5.55	5.28	4.85	4.82	4.75	5.32	+0.04
Ont. univ. average	6.17	6.22	5.98	5.56	5.65	5.25	5.26	-0.91

<sup>6</sup> Statistical data provided by the Office of Institutional Research and Strategic Planning, Trent University, from Council of Ontario Universities (COU) data sources. Final data available until 2006-07 only.

## **Appendix B**

### **Participants in Library Strategic Planning Initiatives**

#### **Steering Committee (2007-2008)**

Bernadine Dodge  
Kenneth Field  
Jean Luyben  
Janice Millard  
Ellen Olsen-Lynch  
Gord Ripley  
Marisa Scigliano  
James Watson  
Barbara Znamirovski

#### **Library Strategic Visioning Teams (2007)**

**Collections, Content Management and Access:** Bernadine Dodge (Team Leader), Linda Alkenbrack, Inge Lovell, Janice Millard, Matt Wiggin, Elizabeth Wilson and Barbara Znamirovski.

**Human Element:** Gord Ripley (Team Leader), Kristy McKeown, Kim Rumball, Manindra Shah, John Wales, and James Watson.

**Collaborative Learning, Research and Teaching:** Marisa Scigliano (Team Leader). Carol Bennett, Sharon Bosnell, Judy Green and Lisa Ropertz.

**Communication, Marketing and Outreach:** Jean Luyben (Team Leader), Jodi Aoki, Peggy Lunn, Ellen Olsen-Lynch, Thelma Paul, Dave Russell and Jacquie Slater,

**Facilities, Space and Technology:** Kenneth Field (Team Leader), Cecilia Castillo, Jeff Domm , Jean Kirk, Nancy Melanson and Shirley Rolufs.

#### **Acknowledgements**

The Library extends special thanks to:

Shannon Mak, Special Projects Assistant

All respondents to user surveys

The staff of the Trent Communications and Marketing Department