

MacOdrum Library.
You're smarter here.

CARLETON UNIVERSITY LIBRARY
ANNUAL REPORT
2013-2014





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Introduction

MacOdrum Library stayed true to its vision of improving the value of the University, welcoming members of the Carleton campus as well as the wider community to inspiring spaces and dynamic study and research collections marking a major success with the completion of the renovation and expansion of the Library building on December 5, 2013. Ontario Premier Kathleen Wynne, Labour Minister Yasir Naqvi and Ottawa Mayor Jim Watson helped Carleton University celebrate the official opening of the Library. The newly improved building has features such as two additions: the West Addition and the East Addition. The West Addition consists of two-storeys on levels 4 and 5 (45,700 sq ft), extensions of the original floors. The East Addition consists of a new front transparent glass façade. The West Addition incorporates new exterior sun shading and screens to provide visual interest and manage the cooling load of the Library.

The addition of the extended 4th floor has also led to a budding partnership with the Discovery Centre. The Discovery Centre is dedicated to undergraduate research and student engagement. The Centre provides unique spaces such as a gaming laboratory, a learning laboratory, multimedia laboratory, seminar rooms, and standing workstations. The Centre also provides four unique programs: undergraduate research, community engagement, international experiences and immersive learning. MacOdrum Library is proud to have the Discovery Centre as a partner and looks forward to our continued combined efforts to support the undergraduate experience.

The Library also launched our new tag-line “MacOdrum Library. You’re smarter here.” in November 2013 to coincide with the December opening. A team of dedicated library volunteers worked together to create the tag-line and associated branding and also created promotional items for use around the library building.

This report gives updates on MacOdrum Library’s Strategic Actions and Key Performance Measures as outlined in the Carleton University Library Strategic Plan 2013-2018.



Theme 1

The Library is the primary source of scholarly resources and services to support Carleton's teaching, learning, and research activities, wherever these place.

Goal 1-1

Expand access to scholarly resources to support the academic programs of the University

Strategic Actions

- Partner with other libraries and consortia to expand and preserve collections
 - Continuation of partnership with Sm@rtLibrary which allows access to the collections of 12 academic, public, governmental and special libraries in the National Capital Region. Discussion this year about revising the current agreement, in particular the costs associated with the union catalogue.
 - MacOdrum Library is now a partner library with the Ontario Digital Library Research Cloud (ODLRC). This OCUL collaborative initiative seeks to build a high-capacity, geographically distributed storage and computing network to allow for cost-effective and sustainable long-term preservation, as well as to support data, text mining and other services. The general timeline for implementation is summer/fall 2014.
 - The Library is part of the OCUL digitization program (Internet Archive). The Charlatans, yearbooks, and convocation programs were sent for digitization. Binding, Maintenance and End Processing Unit worked with Archives and Research Collections to gather together copies of the Carleton Library Series to send to McGill-Queens University Press to be digitized (created ePDF copies).
 - Continue to improve the relevance of our collections to the academic programs of the University
 - Staff subscribed to individually ordered eBooks in Serial Solutions and 1000 titles were subscribed to in November 2013.
 - The library did a textbook pilot project (total amount spent was \$5,000). 2 months Jan-Feb 2014. 35 purchased titles. Selected by Faculty members for use on Reserve. Mostly Science and Engineering textbooks. Worked well and circulated well - value of continuing was assessed and demand worthy of continuing. Demand driven by Reserves request from Faculty.
 - The Binding, Maintenance and End Processing Unit in conjunction with Reference Services and Stacks weeded 21,000 items (sent to storage or discarded) over the summer of 2013. The project had additional challenges due to the renovations (lack of elevators) and staff had to come up with creative solutions.
 - The Storage Task Group was formed at the Collections Committee meeting in November 2013. A final report and recommendations to Library Management Group was submitted in March 2014 with several recommendations to improve the capacity and current space status for the Storage Facility, circulation and usage of items from storage and options for weeding from storage.
 - Completed cataloguing and processing of a large volume of specialized materials including 600 games, 3,754 films and 10,786 music CDs by the end of 2014.
 - Improve online access to Library resources
 - The usage of CRKN purchased full text journals was 1,312,406 downloads for the 2013 calendar year.
 - Sierra records for the Carleton Library Series were upgraded, cleaned up and missing copies were identified and purchased.
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- Cataloguing did a major clean-up of catalogue records due to the implementation of Summon which required consistent standards for MARC records and location coding to function effectively.
- Cataloguing Policy for metadata standards was written.
- All subject fund encumbrances for books were checked for accuracy.
- My Carleton One (“MC1”) integration was expanded to include support via the library catalogue’s “My Account” services as well as proxy server support for off-campus access to e-resources, simplifying the user experience with logins.
- Use of E-Reserves continued to grow for both students and faculty.

Ares			
Year	# of courses	E-resources	Usage
2011	718 (fall only)	5898	38,461
2012	1475	10,026	111,220
2013	1487	14,149	198,931

- Expand fund-raising efforts in order to support Library collection building
 - In 2013/2014 the Library had 493 donors, 1032 gifts and raised \$998,461.52 (combination of gifts-in-kind and monetary donations) in comparison to 2012/2013 year when we had 669 donors, 1153 gifts and raised \$115,719.11. The amount of fund-raising dollars increased in the 2013/2014 year while the number of donors and number of gifts decreased.
 - The Library was successful in purchasing *The Sunday Times Digital Archives, 1822-2006* through Carleton’s FutureFunder project program. As a way to thank them, the couple who donated are acknowledged on the database’s homepage.

Key Performance Measures

- A digitization strategy for Carleton Library Materials

Major digitization initiatives in 2013-2014:

- Binding, Maintenance and End Processing Unit started a new service of scanning, digitizing and file formatting for transcription services, Archives and Research Collections, theses and masters research essays. Over 1,700 items were scanned and edited with over 250 items for the Joy Maclaren Centre.
- Reference Services transcription service scanned in-house 194 items in alternative formats for students.
- A set of Ugandan scrapbooks and newspaper cuttings were digitized for the Archives and Research Collections.
- Archives funded a project to digitize and describe photographic/video holdings beginning with Athletics. Many previously unidentified photographs got descriptions to make locating and online searching easier.
- Archives and Research Collections worked on a digitization plan to determine archival/rare book materials to send to the OCU/Internet Archives Project.
- Archives and Research Collections established stations for digitization of CD’s, VHS, Beta video and reel-to-reel movies, and audio from cassettes.
- A strategy for further developing and facilitating access to the Library’s ebook collection
 - Increase of acquisitions of ebooks. The total number of MARC records loaded for e-book packages/individual ebooks (including MADGIC) was 67,051 in 2013/2014 up from 60,360 in 2012/2013.



- Help pages, FAQs and training videos to help Library staff and patrons to use ebooks more effectively were created: library.carleton.ca/find/ebooks/accessing-ebooks-collections-general-guide
 - Report on shifting collections purchasing away from approvals and towards user-initiated, demand-driven acquisition
 - Not completed in the 2013/2014 year – planned for completion during 2015/2016 year.
 - An evaluation report on the Summon discovery layer
 - The Summon search service (“discovery layer”) was successfully launched in January 2014, resulting in our default search index of 2 million items (library catalogue) expanded to now over 300 million items in our Summon search platform. Evaluation on Summon planned to begin in 2015/2016.
 - Implementation of redesigned Library website based on carleton.ca
 - Major Improvements to the Library Website:
 - Web OPAC refresh of Sierra’s web interface included better integration with campus look and feel, improvements and updates to supporting programming code, and selected AODA supporting “fixes” where possible.
 - The Library is now positioned to use the Archive-It service going forward for selected web archiving partnerships. This subscription-based service permits us to focus on the archiving rather than maintaining separate web servers for each individual archives website. New archiving partnership with Health Council of Canada (HCC) for the term of five years.
 - An increase in major gifts for collections and collection processing
 - Notable unique gift collections for the Library General Collection included:
 - Donation from former faculty member which included 120 works by Canadian poet and authors such as bpNichol, Allan Safarik, Al Purdy and Earle Birney.
 - Over 3,200 music CDS in the Siskind and Emond collections were catalogued and a finding aid for the Emond collection was created. <https://library.carleton.ca/library-news/emond-jazz-collection>
 - Archives and Research Collections acquired papers created and collected by Maureen McTeer. These documents include speeches and related material as well as interviews for a 1991-93 internet program call Science Bytes by e-press.ca.
 - 5 donated archival collections that directly support new academic courses or programs
 - Approximately 100 rare books donated by a Carleton Professor including early 1800s facsimile of a 1600s folio of a particular version of Shakespeare’s work.
 - Donation of an 1859 edition of the New Testament in Cree.
 - Poetry Collection donation mostly by bpNichol and his peers active in Canadian concrete poetry scene in the 1960s and ‘70s.
 - Donated material received that was created and collected by the Rt. Hon. Joe Clark including correspondence, campaign material, and speeches as Leader of the Opposition/private member/Leader of the Progressive Conservative Party of Canada and while away from the public life. Records also including interviews, campaign picture albums, and tour information from his Leader and Campaign Tour.
 - The G.V. Ferguson fonds were picked up from Toronto. Ferguson was editor of the Winnipeg Free Press and Montreal Star.
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Goal 1-2

Collaborate in the delivery and assessment of academic programs

Strategic Actions

- Engage actively in University processes for quality assurance, curriculum development, degree-level expectations, and learning outcomes
 - The Library continued to engage activity with the University processes for quality assurance including providing reports for cyclical program reviews (over 20 reports including undergraduate, graduate and joint programs), major modifications (over 20 reports), and new programs (3 reports). The Library created an improved quality assurance template for use during reporting.
- Promote the importance of the Library to patrons, making use of current branding profile (“You’re smarter here”)
 - New library branding launched with the tag-line “MacOdrum Library. You’re smarter here.” in November 2013
 - Large Icon posters with famous quotes were produced for the Library stairwells with the new tag line.
 - Dry-mounted posters highlighting specific areas of expertise were created and posted throughout the library.
 - Promotional items were created with the new tag line for student orientation, teaching and donors.
 - “Ask Me About the Library” buttons for all staff were created and distributed.
 - Two pull-up posters were created with the new tag line for use at conferences and events.
 - The library’s Jazz collection was highlighted on the Carleton home page on April 9, 2014 newsroom.carleton.ca/in-the-news/jesse-stewart-talks-ottawajazzscene-ca-carleton-collection/ and again on January 27, 2014 newsroom.carleton.ca/2014/01/27/carleton-grows-jazz-collection-one-largest-canada/
 - *Canadian Architect* covered the opening of Carleton’s MacOdrum Library December 16, 2013 newsroom.carleton.ca/in-the-news/canadian-architect-covers-opening-carletons-macodrum-library/
- Develop innovative approaches for Library teaching and collection development for interdisciplinary programs
 - Not completed in the 2013/2014 year.
- Increase focus on assessment and customer service in the Library
 - Not completed in the 2013/2014 year. An assessment plan is being developed for 2014 – 2016.

Key Performance Measures

- Bachelor of Information Technology/Information Resource Management program approved and active (in collaboration with the School of Information Technology)
 - The BIT-IRM was approved by the Academic Planning and Priorities Committee on March 19, 2014. The program is a joint one between the School of Information Technology and the Algonquin College Library and Information Technician program. It is a 4-year program and students graduate with both a Bachelor of Information Technology and a Library and Information Technician Diploma.



- Quality Assurance process modified to incorporate instruction and other information literacy services (in addition to collections)
 - A Quality Assurance and Degree Level Expectation Working Group was established and a revision was made to the Library quality assurance reports to incorporate instruction and information literacy.
- Online module created for teaching statistical literacy and data visualization
 - Not completed in the 2013/2014 year.
- Policy and plan for developing videos on finding resources in specific subject areas, and at least 5 videos created
 - A total of 7 videos were published to YouTube on the Carleton University Library channel.
 - In the 2013/2014 year the Library YouTube channel had 4 subscribers, 510 views and an average percentage of videos viewed (Canadian visitors) of 48%.
 - There was no policy developed for videos during the 2013/2014 year.
- Creation of a full-time position dedicated to Library assessment
 - Not completed in the 2013/2014 year; planned for 2014/2015 year.
- Creation of policies, guidelines, and tools for ongoing Library assessment
 - A StatsCentral location where statistical reports that the Library sends out to University administration and other organizations (e.g. CARL) was established as well as detailed instructions on how to complete reports.
 - An assessment plan is planned for the 2014/2015 year.

Theme 2

The Library will play a key role in improving the research experience for undergraduate and graduate students as well as for faculty.

Goal 2-1

Increase the visibility of Carleton research locally and internationally, and contribute to the research endeavour.

Strategic Action

- Advise faculty on appropriate vehicles for publication, intellectual property and open access considerations, research metrics, and research data management
 - Library staff and librarians continued to provide ad hoc advice to faculty regarding publication, intellectual property and open access consideration, research metrics and research data management.
 - There were 69 SPSS Statistical consultations in 2013/2014.
 - There was 1 workshop with 10 researchers and 1 presentation with 200 people from the Carleton community on Research Data Management in 2013/2014.
- Expand support for open access journal publishing at Carleton
 - The Carleton University Research Impact Endeavour fund granted \$20,358 in funds to support 15 papers published in open access journals to 32 Carleton authors. The CURIE fund also had farther-reaching impact as the 32 Carleton authors co-published on many of the papers, therefore the total number of authors supported was 54.

- The Graduate Student Open Access Award, co-sponsored by MacOdrum Library, the Graduate Student Association (GSA), and the Office of the Vice-President (Research & International) (OVPRI) to support graduate students in publishing in open access journals, awarded six \$1,000 monetary awards in 2013- 2014. Award winners and descriptions of their works can be found here: library.carleton.ca/services/scholarly-communications/open-access/gsa-award/2013-2014-award-recipients
- Preserve Carleton’s published research output
 - The total number of items in CURVE for the 2013/2014 year was 6,286 comprised of Electronic Theses and Dissertations and Faculty Publications.
- Improve discoverability and accessibility of Carleton research and collections
 - The total number of requests for alternative formats filled by transcription services was 772 for 2013/2014.
- Promote research done by Library staff
 - Not completed in the 2013/2014 year.
- Lead research data management (RDM) training at Carleton
 - Not completed in the 2013/2014 year.

Key Performance Measures

- Develop action plan for increasing population of CURVE by 10% per year
 - Semi-automatic processing of Electronic Theses and Dissertations delivered to the library from FGPA/Banner into CURVE. The major development included an internal web dashboard for monitoring the processes.
- Complete digitization of all eligible Carleton theses and research essays
 - 1,400 theses going back to the 1970s which were previously only available in print were digitized and added to CURVE.
- Create a marketing plan to support the production of 5 more online journals
 - Not completed in the 2013/2014 year.
 - The Library supported two journals in total using Open Journal Systems in 2013/2014.
- Improve access to archival and manuscript collections by implementing Artefactual’s AtoM system for ARC materials
 - The AtoM system was not implemented in 2013/2014 but ARC did produce a number of web exhibits:
 - A web exhibit for the Jacob Siskind collection was created.
 - A web exhibit was created for Jacques Dalibard, a Canadian Heritage Conservator who worked for UNESCO, Heritage Canada Foundation and participated in many important Canadian Conservation projects.
 - A web exhibit was created from the children’s drawings from the Champlain Colloquium (History department) – items were also digitized and described.
 - “Construction U” and “Student Social Life” web exhibits were added to the website.
 - Research began on a web exhibit on Mac Johnson using the Mac Johnson art history rare book collection.
- List Library staff publications, presentations and research on the Library website
 - Not completed in the 2013/2014 year.



- Provide RDM training for Carleton Scholar initiative
 - Not completed in the 2013/2014 year

Theme 3

The Library will improve the learning experience for all students through client-centred programs, effective partnerships with other learning support services, and the use of state-of-the-art technology.

Goal 3-1

Integrate Library-based critical thinking and information literacy training into academic programs.

Strategic Actions

- Report on Carleton Library's implementation of ACRL's Information Literacy standards for curriculum mapping and instruction program assessment
 - Not completed in the 2013/2014 year.
- Establish or renew teaching partnerships between Library staff and faculty
 - Librarians and subject specialists continued to establish teaching partnerships with faculty on an ad hoc basis in 2013/2014.
- Provide opportunities for critical enquiry and experimental learning
 - Librarian Flavia Renon partnered with the Discovery Centre to investigate an Informed2Learn initiative which looks at how we can learn about learning. It taps into the knowledge and research on campus and elsewhere. It was about:
 - Developing skills for professional and lifelong learning
 - Networking and learning collaboratively at a multidisciplinary level
 - Understanding the processes that allow us to create and innovate at school, work and in everyday life.

A conceptual model was developed to provide a framework for this initiative which looks at both virtual and physical spaces to explore learning. The virtual space consisted of a series of connected blogs that students, teaching faculty and staff can explore to tap into the knowledge about learning. The physical space consisted of the Discovery Centre. Activities and learning events were organized to inspire learners to thinking about their own learning experiences.

- Three Lunch & Learn lectures series were organized for the Winter semester:
 - Learning & the Brain
 - Professional Practice
 - Creativity & Design Thinking
- Flavia Renon also explored the concept of Personal Learning Environments (PLEs):
 - Personal Learning Environments are learning spaces created by individuals so they can explore on their own terms ideas, skills, ideas, personal interests and projects to enhance their learning.
 - Platforms such as Symbaloo and Mahara provide a way to organize and manage these activities and artefacts so they are accessible anytime, anywhere when one has the urge and curiosity to explore further.

- Introduce services tailored to aboriginal and international students
 - Not completed in the 2013/2014 year.
 - ESL Workshops totaled 15 workshops for 424 students.
 - 2 workshops for 80 international students were held.
 - There were 8 aboriginal/indigenous studies consults.
- Expand instruction and information literacy activities to include research data management, writing skills, research with primary source materials, and scholarly publishing
 - Librarians and Library staff continued to provide ad hoc support for instruction and information literacy activities.
 - The total number of NVivo consults was 79; the total number of NVivo workshops was 21 with 273 in attendance.
 - The number of citation management workshops was 21 with 228 students in attendance.
 - The number of Stata and SPSS consults totaled 69.
- Incorporate emerging technologies to improve the accessibility of all services and collections in compliance with AODA
 - Updated Library website including significantly better support for both mobile devices and AODA/accessibility concerns. Software platform underwent major upgrade from Drupal 6 to version 7.

Key Performance Measures

- At least 5 practicums created to support learning initiatives using archival and special collections
 - ARC had the following practicum's and projects:
 - Public history students had a mandatory critical enquiry project. They participated in archival processing and description. This practicum utilized the Herb Stovel Collection.
 - Coordinated projects as well as instruction for practicum students working with the Uganda archives digitization, Champlain Colloquium materials, Meyer Brownstone fonds digitization, Algonquin Library Technician student placement, practicum students working with the Abiwin Co-operative archival holdings, and a Digital Humanities practicum student.
- Clearly defined library roles and activities in relationship with the Discovery Centre
 - Systems staff worked with the Discovery Centre to support circulation for selected devices.
 - Library Management collaborated with Discovery Centre staff for technical and furniture requirements to get the centre established.
- GIS training developed with the Centre for Aboriginal Culture and Education
 - Not completed in the 2013/2014 year.
- Training tools prepared for students about scholarly publishing, plagiarism and citation management
 - Not completed in the 2013/2014 year.
- Text-to-speech conversion software (Read&Write Gold) implemented in New Sun Joy Maclaren Centre
 - Not completed in 2013/2014. Planned for 2015/2016.



Goal 3-2

Improve learning spaces for all clients

Strategic Actions

- Build and develop spaces to enhance the use of Library resources and to support both individual student and collaborative work
 - The following space developments occurred in 2013/2014
 - Quick lookup/Kiosk workstations reviewed and upgraded software and selected hardware. Transitioned kiosk workstations to newer server.
 - Library renovations are complete! The expanded and renovated Library was officially launched on December 5. Total new space = 60,000 square feet; that figure includes 22,000 on the new 4th floor extension and 22,000 on the new 5th floor extension.
 - Study spaces adding approximately 1,000 new seats and doubling our capacity.
 - New reading rooms (double height), main floor reading room, the Ottawa Resource Room, double height; facade spaces on levels 3, 4, 5; reading space in the extension on 5; the Discovery Centre, archives reading room; and the Siskind room (not yet complete).
 - 3 new classrooms/seminar rooms (252, the learning lab, and the ARC seminar room)
 - 3 new data/media labs (gaming and digital media)
 - 47 new or renovated group/grad study rooms
 - Improved Services
 - expanded space for Archives and Research Collections
 - ARC and the Centre for Research and Education on Women and Work (CREWW) began a Writing Commons using the new dedicated space for instruction in ARC. The commons was open to graduate students and faculty who are interested in uninterrupted time to write and access the Archives and Research Collections (began October 18, 2013).
 - expanded Joy Maclaren Centre
 - Improved accessibility
 - New Sun Joy Maclaren Adaptive Technology Centre
 - accessible entrance
 - 2 new elevators that go to the 4th and 5th floors
 - Collaborate with Library partners on innovative use of learning spaces
 - new Discovery Centre in partnership with the Provost's Office
 - expanded space for partners
 - Computing and Communications Services
 - Learning Support Services
 - FIT: Action
 - Work with Advancement on a strategy for dedication of rooms
 - A room naming policy was created in June 2013.
 - The policy states: "Donor support is being sought to complete renovations inside the library and make outstanding learning spaces available to students. Carleton's library will have the following upgraded and expanded spaces and services ..." and then outlines rooms with naming opportunities and the requested/suggested amounts for each room ranging from \$20,000 to \$100,000.
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Key Performance Measures

- Function-specific learning spaces opened and operational (Jacob Siskind Music Resource Centre, Ottawa Resource Room, Data and GIS Lab)
 - Jacob Siskind Music Resource Centre (in progress)
 - The layout and furnishings for the Jacob Siskind Music Centre are being planned. This is a joint project between the Library and the School for Studies in Art & Culture.
 - GIS/Data Lab (in progress)
 - Ottawa Resource Room (in progress)
- Renovations of the graduate student spaces completed
 - Grad study rooms (15 of the 50), and new carrels and new lockers for graduate students.
 - As there is not enough space for every grad student a prioritization has been but in place based on availability of departmental space and need to work with library resources.
 - Two types of space are available: 74 large carrels assignable to an individual graduate student in an open area and a total of 164 desks in 12 closed study rooms. All the space in the extension has excellent natural light. The rooms in the old building will be improved in the next phase of renovations.
- Space booking procedures completed
 - Students can now use the Enterprise online booking system to book group study rooms, and spaces in the Discovery Centre. Other spaces and equipment such as microform readers and specialized workstations will be assessed for inclusion in this system.
- 6 more rooms dedicated for donors
 - The Birks Foundation donated \$30,000 to the Siskind collection for a room dedication for room 537 which was named The Birks Family Foundation Study Room / Salle d'étude Fondation de la famille Birks which was approved by the SMC committee of the board on March 17, 2014. An official naming ceremony is being planned.

Theme 4

The Library's structure will allow us to be proactive and nimble in meeting the needs of our users and changing along with the University community.

Goal 4-1

Create a welcoming and inclusive working environment that supports Library staff in career development

Strategic Actions

- Increase staff access to continuous training and professional development opportunities in technology, teaching, research, leadership, and management
 - The Acquisitions Unit attended PCI compliance training in September 2013. Training addressed the issue of how to keep sensitive credit information in a secure location.
 - The accessibility enhancements to the website included proactive training to staff to support higher compliance with AODA.
 - Sierra ILS had ongoing upgrades which included training and orientation session and continued support at regular intervals for staff to ensure they are using the most current software and best practices available for ILS resources including incorporation of new RDA standard tags into Sierra cataloguing templates, etc.



- Stacks staff completed the course Dealing with Difficult People offered by University Safety.
- Forklift operating training and hands-on testing was provided to selected staff members.
- Order picker training was provided to selected staff members.
- AtoM training was provided for selected staff members.
- Acknowledge the contribution of our student employees
 - The Melody Mastad Award of Excellence in Student Assistantship was established in 2012/2013 with Robert Lock being awarded the inaugural award April 2013. The Melody Mastad award is given yearly to an individual student employee of the Library. Eligible nominees are Carleton students who have worked in the Library. The winner is determined by a selection committee.

Key Performance Measures

- Increased number of professional skills workshops for Library staff
 - In 2013/2014 35 Library staff were sent on over 49 unique staff development opportunities including conferences, workshops, professional programs, bootcamps, institutes, training sessions, symposiums and/or course support was provided.
 - In 2013/2014 24 Library staff were sent on travel related to their work duties and/or responsibilities to over 47 unique conferences, site visits, meetings or workshops.
- Increased number of Library staff as participants in University-wide committees
 - 24 Library staff participated in 55 University Committees in 2013/2014.
- Library staff enrolled in all Carleton Leader programs
 - Valerie Critchley enrolled and completed Carleton Leader Stream 3 in 2013/2014.
 - Gilles Monast enrolled and completed Carleton Leader Stream 2 in 2013/2014.
- Library Research Committee re-instituted based on mandate review
 - Not completed in 2013/2014.
- Student Employee Award program established
 - *Melody Mastad Award for Excellence in Student Assistantship* was presented to Matthew Robertson.

Goal 4-2

Create and maintain an organizational culture that encourages innovation, community engagement, and client-focused services

Strategic Actions

- Engage the wider community in University activities and services through use of Library space and expertise
 - Activities in 2013/2014 which engaged the wider Ottawa community included:
 - Emma Cross co-taught RDA Workshop at Algonquin College June 19 & 20, 2013, with Mary Curran from the University of Ottawa and Laura May from the Library of Parliament as part of a Canadian Library Association session, with 30 participants from the Ottawa area.
 - ARC partnered with Algonquin College Museum Studies program as they embarked on a project to conserve, repair and build museum storage cases for the Douglas Cardinal 3D models which will be used in the new ARC vault. A talk by Douglas Cardinal to the students was arranged and the students visited his home to discuss the project.
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- A class of local magicians visited ARC after hours to study the new rare books magic collection.
- Review organizational structure and implement continuous review to respond to opportunities for growth and change
 - Organizational structural changes that occurred in 2013/2014:
 - Student employees from Stacks, Circulation and Reserves departments were merged into a single group. This was triggered by the new single service point that combined the Welcome and Circulation desks. It provides better service to clients and provides a richer and more varied work environment for our student employees. This also allowed a review and harmonization of policies around issues like breaks, shifts, and time off.
- Promote environmental sustainability
 - Not completed in 2013/2014

Key Performance Measures

- 3 new partnerships initiated with external organizations
 - Not completed in 2013/2014
- Report of organizational structure review of all Library departments completed and changes implemented
 - The Technical Services Review ran from August 2013 to April 2014 to assess the Library's technical services activities. The purpose of the Review was to evaluate the current departmental structure and suggest improvements to workflow to promote efficiency.
 - Decisions made by the Review Group were reported to Library Management Group on March 18, 2014. Wayne Jones was given the go ahead to present the changes at a meeting for all technical services staff on Tuesday April 1, 2014. This included: Creation of two departments to handle technical services functions at the Library: Collection Development and Acquisitions Dept. (CDA) and Cataloguing and Collection Maintenance Dept. (CCM)
- Community engagement strategy developed, including space rental procedure and exhibits policy
 - Community engagement that Library staff participated included:
 - Wayne Jones, Emma Cross and David Sharp attended the Algonquin College Library and Information Technician Program meet-and-greet event on March 5, 2014. Emma also participated in a resume workshop for second-year students.
 - Emma participated in an external stakeholders' focus group for the Library and Information Technician Program at Algonquin College on April 3, 2014, as part of a Quality Review Process.
 - Emma has served on the Algonquin College Library and Information Technician Program Advisory Committee since 2009.
 - The Library United Way Committee organized a Library Silent Auction in November 2013 that raised \$3,808 for the Carleton University United Way campaign - the Library's highest total ever.
 - A Young Canada Works Grant was received to create a Siskind exhibit for Chamberfest Siskind concerts, and a one-page information page was produced for inclusion in the Chamberfest program for the Siskind concerts. The page highlighted growth within the music collections, development of the Jacob Siskind Music Resource Centre, and planned concerts with the newly installed piano on the 5th floor.
 - Archives and Research Collections worked with Alumni to provide input and materials for a special photo exhibit on Throwback/vintage Carleton University clothing for the



Alumni Magazine. Patti also provided a campus historical tour for Throwback.

- Events hosted in the Library included:
 - Artist-in-Residence Announcement & Reception by Office of the Dean of the Faculty of Arts and Social Sciences on October 11, 2013.
 - Canadian Association of Research Libraries Reception and tours on November 5, 2013.
 - Self-guided and Library-guided tours of Library building during Throwback weekend in September 2013.
 - Benchmarks for green IT and other Library environmental impacts established
 - Benchmarks for green IT and other Library environmental impact were not established in 2013/2014.
 - The Library renovation was done with an environmentally friendly design and undertook a Green Globes Workshop and achieved a rating of 3.5 Globes.
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