Evolution of Physical Collections: 2017-2021

Vancouver Island University Library

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Project Charter

Introduction
Over the past 15 years, VIU Library collections have transitioned from physical holdings to primarily online resources, accessible by all regional campuses and sites, and by students and faculty working and studying anywhere, anytime. In doing so, we have succeeded in building the most diverse, plentiful, and context-specific information environment in VIU’s history.

At the same time, use of our physical collections – print serials and monographs and physical media – has steadily declined at VIU as in other libraries. Additionally, with 500,000 people coming through our doors annually, library spaces for study and collaboration are well-loved and well-used, and we face continual pressure to increase and improve spaces of this kind.

The purpose of this project is to carefully, thoughtfully plan and carry out changes to Nanaimo campus physical collections (not including Special Collections or the Curriculum Lab) which will ensure our users’ access to relevant materials in support of their learning and scholarly work while making the best possible use of space for the benefit of VIU students.

Based on analysis and consultations to date, we anticipate that project outcomes will include reducing our print monographs, including government documents, by at least one-third; removing physical collections from the Library’s main floor; and integrating certain resources, such as videos and government documents, into the main stacks. However, these outcomes are not set in stone and will be subject to stakeholder consultation both in the initial stages of the project and throughout its progress. This project charter is a working document and will be updated throughout the project’s progress.

Project Description
In this project, Library faculty and staff will collaboratively plan and implement changes to our Nanaimo campus physical collections, which will ensure our users’ access to relevant materials in support of their learning and scholarly work while making the best possible use of our space for the benefit of VIU students.

Goals
1. Articulate a shared vision among Library faculty and staff, with reference to VIU’s Academic Plan, for the physical collections’ core purpose and audience, along with guiding principles for collection development, and standards & criteria for evaluating materials for retention, replacement, duplication or de-selection.
2. Develop internal guidelines for accepting print donations.
3. Enhance and improve the relevance and accessibility of our physical collections (this includes not only de-accessioning out-of-date materials, but also analyzing our physical collections for gaps, and filling them);
4. Reclaim Library space for students’ academic use.
5. Plan for ongoing storage and access for physical materials that should be retained for a substantial duration, but are not part of (or appropriate for) circulating or special collections, e.g. materials designated for re-sale, materials supporting digitization projects, materials supporting community engagement projects.
Deliverables
By the end of the project, it is expected that:

The Library team will establish a shared sense of purpose and direction for physical collections in the medium term.

Librarians will be able to respond to donation offers informed by a shared understanding of the potential and limitations to growth of our physical collections.

In-scope physical collections will meet articulated standards for relevance, currency, quality, breadth and depth.

In-scope physical collections will be removed from the Library’s third floor public areas to create space and opportunity for Learning Commons development.

The collection footprint on the Library’s fourth floor will be reduced to further free up space for self-directed and informal individual and group learning, collaboration, and inquiry.

In-scope physical collections will be organized, integrated and managed to best enable discovery and access by users.

Physical materials in need of storage and access by VIU Library, but which do not form part of our circulating or special collections, will be housed in an appropriate venue(s).

In Scope Collections
- Nanaimo Main stacks
- Nanaimo Government documents
- Nanaimo Video collection
- Nanaimo CD collection
- Nanaimo Microfilm collection
- Nanaimo Microfiche collection
- Nanaimo Newspapers
- Nanaimo Easy readers
- Nanaimo Maps
- Uncatalogued or withdrawn materials designated for resale or other purposes (i.e. in need of storage and access by VIU Library, but not part of VIU Library circulating or special collections.)

Out of Scope Collections
- Physical collections at Cowichan and Powell River
- Special Collections
- Curriculum Lab
- E-resources
Stakeholders

- All librarians including University Librarian
- Library staff, both public service, technical service and regional campus staff
- Faculty
- Affiliate researchers / honorary research associates
- VIU administrators
- Students
- Community borrowers
- Donors
- Other regional libraries – including VIRL, COPPUL SPAN partners and ILL requestors

Project team roles & responsibilities

Project Sponsor: Ben Hyman, University Librarian
Project Coordination team: Jean Blackburn, Kate Challenger, Dan Sifton, Kathleen Reed

Scheduling considerations

- Collection moves/shifts best done in summer
- Librarian weeding selections best done Jan – April
- Faculty and staff consultation best done September - April
- Monograph weeding should wait until SPAN Monograph Project data available
- Government documents weeding should wait until SPAN Phase 4 completed

Timeline 2017-2021

September - December 2017
- develop vision / statement of intent / statement of purpose for physical collections
- develop internal guidelines for circulating collection donations

January - June 2018
- analyze GreenGlass data to develop local retention & deselection models (project team with liaisons)
- physical collection gap analyses, consultations, acquisitions if necessary or replacement with electronic alternatives (liaisons) – see Appendix I (A) for cost estimate
  - possible survey of faculty & students around collections
- 4th floor (new addition area only) weight-bearing assessment – see Appendix I (B) for cost estimate

September 2018 – April 2019
- weed stacks including faculty consultations
- weed government documents; reclassify remaining documents to LC
- bar-code remaining print maps (technical services)
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April – August 2019
- integrate videos & government documents into stacks; adjust loan periods to harmonize with books & serials in stacks
- stacks collection shift – see Appendix I (C) for cost estimate
- space redevelopment on 3rd and 4th floors – see Appendix I (D) for cost estimate
- mid-term project report

September 2019 – April 2020
- assess completeness of CIHM digitization project
- digitize public domain microfilm (technical services)
- examine closed collection options for microform, e.g. remote storage – see Appendix I (E) for cost estimate
- relocate microform collections, adjust loan policies & procedures accordingly – see Appendix I (F) for cost estimate
- assess footprint of remaining CD collection, newspapers, easy readers & maps, relocate to 4th floor – see Appendix I (G) for cost estimate

May – August 2020
- space redevelopment on 3rd floor – see Appendix I (H) for cost estimate

September 2020 – June 2021
- assess accessibility, relevance, quality & usage of physical collections
- assess usage of reclaimed & redeveloped library spaces
- final project report

Risks & Mitigation Strategies

Negative media attention / coverage
Mitigate by transparent, proactive communication & consultation with stakeholders, and discreet disposal of deaccessioned materials; ensure all library staff & faculty understand the reasons for changes.

Dissatisfaction/disappointment/feelings of disenfranchisement among “traditionalists”
Mitigate by communication with stakeholders

Perceptions of space availability by non-library employees
Mitigate by seamless integration of collection shifts and space redevelopments; ensure student-centred space redevelopment goals feature prominently in stakeholder communications; work with selected educational, student-facing external partners to proactively satisfy space needs/desires

Reduced access to materials
Mitigate by careful data analysis, collaborative resource sharing partnerships, and extensive faculty & student consultations
Lack of remote storage facility
Mitigate by investigating necessity and feasibility of maintaining a remote storage facility

Alienating donors
Mitigate by developing a communications strategy for accepting or rejecting donations.

Space & weight pressures on 4th floor
Mitigate by investigating weight capacity and planning accordingly.

Staff perceptions of value of work
Mitigate by including library staff in the process as stakeholders, and through ongoing conversations about changing and emerging work in libraries.

Sustainability
Collections should be assessed and managed according to established guidelines very 3-5 years by subject liaisons, in collaboration with the Collections Coordinator, Technical Services coordinator, Loan Services Manager and Assessment Librarian.
Purpose, Audience & Guiding Principles for Access, Development & Management of Circulating* Physical Collections

Purpose

The Vancouver Island University Library supports the purpose and objectives of Vancouver Island University, as articulated in VIU’s Academic Plan Access to Excellence: specifically, to promote the well-being of our communities through commitment to student success, community engagement and associated scholarship. The Library is guided in this work by five strategic priorities, as articulated in our 2018 Strategic Plan, including the collections-focused priority “Evolving Resources and Collections”. Our collection development and management work is also informed by other strategic priorities, notably “Decolonizing Our Services”, “Supporting Student Success” and “Welcoming and Inclusive Spaces”. Going forward, we will continue to develop collections that are both relevant to learning and scholarship at VIU, and available to the greatest number of learners irrespective of location and schedule. We will do this work guided by our commitments to intellectual freedom, the stewardship of Indigenous Knowledge, Open Access scholarly communication, and integrated preservation strategies.

The Library develops and maintains local archives and special collections relevant to VIU and its academic programs; these are managed under a separate set of guidelines. The VIU Library is not a “research library of record” with the associated means and mandate to collect and retain a broad representation of society’s intellectual heritage. Rather, VIU Library may be described as an “academic library of utility” – in other words, “an academic library with a targeted, dynamic collection [designed] to facilitate day-to-day study, teaching, and research on campus.” ¹

Therefore, we develop and manage our collections, including our physical collections, according to current and reasonably foreseeable VIU learning, teaching and research needs.

Audience

The core audience for VIU Library collections is made up of current students, faculty and research associates. The collections are primarily designed and maintained to support student inquiry across all VIU programs, courses, sites and campuses. Our collections also play a critical role in supporting VIU faculty research and scholarly collaborations to the extent that these align with VIU programs of study.

* Special Collections are managed under different principles and guidelines
Helping to meet research needs within our surrounding and associated communities, including VIU alumni and community scholars, is an important corollary benefit of VIU Library collections. Although our primary stakeholders are VIU students and faculty, we know that the Library’s print collection is an important resource for community borrowers, and that some borrowers are still more comfortable with print materials than with online resource access. Further, we recognize that a print book collection carries a certain aesthetic or public relations value in the impression it gives some library users (although we note that taken on its own, it can also give a false impression of a dated or limited collection.)

**Guiding Principles**

**Access**

The Library places great value on physical collections and we wish to see them used and enjoyed by students, employees and community borrowers. The majority of physical collections are housed in open stacks, enabling free and equitable access, inter-campus borrowing, subject browsing, and patron privacy to the greatest extent possible. In recent years, we have implemented various strategies to support equitable access to our physical collections. These strategies include integrating formerly non-circulating materials, such as reference books and periodicals, into our circulating collection, increasing loan periods, and ceasing to impose overdue fines.

Decisions to move materials from open to closed stacks are made with careful consideration and in consultation with VIU librarians and faculty in their liaison areas.

Materials are not placed on course reserve for any other reason than being in high demand for current course work. Materials are only transferred from circulating collections to Special Collections in exceptional circumstances, such as an acute need to preserve and/or conserve a unique or extremely rare item.

Notwithstanding the above, we recognize that in future, due to space constraints, we may need to explore and implement remote storage options for low-use physical collections.

In developing and managing VIU Library collections, including physical collections, we are guided by the following principles of intellectual freedom:

- Library users will have access to library collections with no discrimination based on racialized identity, gender identity or expression, cultural or ethnic background, ability, family status, age, and political or religious beliefs and views.
- There will be no censorship applied to the collections, nor filtering of electronic information resources, to ensure free and unfettered access to the widest range of ideas and expression by library users.
Development & Management

Informed by our strategic priorities, and by resource usage patterns over many years, VIU librarians preferentially select online formats and multiple simultaneous user access models; therefore, we do not expect our physical collections to grow in future. However, we recognize that there will continue to be subject areas and publication types for which physical formats are more appropriate: for instance, graphic novels, art books, fiction (particularly Canadian Literature) and other local interest, unique, or small press titles that aren’t available electronically, and time-sensitive publications for which the digital version is significantly delayed. Also, many independent video productions are not available in streaming formats but only on DVD. VIU liaison librarians will acquire physical copies in these circumstances, in consultation with faculty to ensure relevance to VIU curricula and/or research.

We acquire new music resources on CD only in extremely rare circumstances, when the material is essential for classroom use and not otherwise available to students and faculty.

We do not typically acquire course textbooks. To collect every required text and maintain current editions would quickly exhaust our collections budget and we would be challenged to keep up with frequent changes in reading lists and textbook editions. The Library collections budget is directed toward extending support for inquiry beyond course texts.

To ensure that our collections remain targeted, dynamic, relevant and useful, VIU librarians, in consultation with faculty in their liaison areas, routinely analyze physical collections for gaps and niche areas that need filling, as well as for materials that are out of date or no longer relevant to VIU learning and research environments. We follow established standards and criteria when evaluating materials for retention, replacement, duplication or deselection. In this work, we recognize that there are subject areas and publication types for which physical formats are most appropriate, and make our decisions accordingly. Deselection work is carried out with careful consideration and in consultation with faculty subject experts.

Through our regional consortium, the Council of Prairie and Pacific University Libraries (COPPUL), we participate in the Shared Print Archive Network. As a SPAN member library, we undertake long-term retention commitments for print journals, government documents, and monographs. In doing so, we form part of a distributed “safety net” ensuring access to the print record for future scholars. Our SPAN membership also enables us to free up student study, collaboration and project space by deselecting low-use materials that are preserved elsewhere and accessible to our users within the SPAN network. We also enable space reclamation, while contributing to the preservation of the print record, by digitizing out-of-copyright materials and making them available in our open-access repository.
Evaluation Standards & Criteria for Retention, Replacement, Duplication or Deselection

Standards of Practice

Our electronic acquisitions models provide a breadth and depth of content that ensures coverage for most VIU programming, most of the time; firm orders are used strategically to fill in identified gaps and niche areas not well covered by our ebook subscriptions, purchased packages and DDA programs.

Physical materials may be selected when physical formats are the only option available, and/or the most appropriate option for the subject area and/or publication type.

Collection assessment is an ongoing process.

Deselection is an important aspect of collection management and helps maintain a relevant and useful collection.

Library faculty are responsible for assessment of collections and resulting decisions. Library faculty may choose to consult with faculty in their liaison areas.

Evaluation criteria and considerations will differ by subject area and will change over time.

Evaluation Criteria

Evaluation of physical collections includes, but is not limited to, the following considerations:

- Retention commitments under SPAN or other shared print archive initiatives
- Scholarly significance, e.g. seminal or classic works
- Currency
- Relevance to current VIU educational programming
- Materials of local interest, i.e. of relevance to VIU communities and geographies
- Since VIU Library is not a “research library of record” but rather an “academic library of utility”, speculation that out-of-date and/or no-longer-relevant materials may be useful for historical study at some future point is not, in itself, an adequate reason for retention.
- Past usage (circulation numbers and date last circulated)
- Date added to collection (N.B. there are no dates before 1997 when the SirsiDynix ILS was adopted.)
- Duplication within collection, e.g. presence of copies at other campuses, previous editions
- Availability in other, more accessible formats
- Holdings within our ILL networks
- Physical condition of materials
- Rarity of materials
In-Kind Donations to VIU Library Collections

The Vancouver Island University Library is committed to enhancing its collection, for the benefit of students, faculty and community stakeholders, through diverse acquisition strategies, including donations of rare or unique materials.

Acceptance guidelines

VIU Library welcomes inquiries from prospective donors of rare and/or unique print monographs, manuscripts, personal or organizational archives, and other media materials, especially those reflecting the history, culture, and communities of Vancouver Island and surrounding areas in content and/or authorship.

Gifts of materials for VIU Library Collections are considered by the Collections Coordinator, Special Collections & Archives Coordinator, and subject liaison librarians as appropriate. The Library reserves the right to accept or decline prospective donations. Among the criteria used to determine acceptability are:

- whether the prospective donations fall within the scope of the Library’s collections, which are developed and managed according to current and reasonably foreseeable VIU learning, teaching and research needs.
- whether the prospective donations support the current or emerging teaching, learning and research needs of the University
- physical condition of the material offered
- processing and maintenance costs of the material offered
- restrictions, if any, prospective donors wish to place on the disposition and use of the material offered

If you wish to donate materials that do not meet the acceptance criteria outlined above, you may wish to consider the organizations below for your donation:

- Literacy Nanaimo
- Rotary Book Sale
- Better World Books

Donation procedures

Prospective donors must provide a description of the material(s) being offered for consideration, in the form of a list or bibliography (electronic only) with accompanying photographs of the material(s) if possible. In some cases, a site visit to view prospective donations may be necessary. The VIU Library will not accept material(s) dropped off without prior consultation.
If the donated material is accepted, arrangements will be made with the donor to deliver the material to the VIU Library. Tax receipts will be issued for donations with a fair market value of $200 or more (current employees of the University exempt).

When an official tax receipt is requested by the donor, VIU requires that a written appraisal or other appropriate documentation (such as purchase receipts) be provided by the donor. Qualified employees of the VIU Library, University or VIU Foundation may appraise gifts with a fair market value up to $1000 CAD. Donations with a fair market value of $1000 or more require a professional appraisal.

All donations become the sole and exclusive property of the VIU Library. As owner, the Library has the right to determine how any gift is to be used, where it is to be located, if and how it is catalogued, whether it will be retained by the Library and how it will be treated if not retained, how long it will be kept in the collection, and any other matter related to the gift's use or disposition.

The Library is pleased to consider requests for donor names to be added to electronic catalogue records or bookplates.
Appendix 1: Costing Estimates

A. $100,000. The library will commit $50,000 from our annual capital allocation for monograph purchases in fiscal 2018-2019, and will request a matching $50,000 in additional capital funds during the 2017-18 budget process.

B. $0. Weight-bearing calculations should be available from Facilities in the 2005-2005 Library addition building plans.

C. $5000. Collection shifts to be done by existing CUPE complement with additional casual labour as needed.

D. $375,000. Contract space planning consultant to ensure best use of reclaimed space over duration of the project. Move Writing Centre to 3rd floor. Redevelop former Writing Centre space as a technology lab. Add modular silent study and group study rooms on 4th floor. Add more individual study desks on 4th floor.

E. $2000/year ongoing for offsite heated storage.

F. $5000 moving costs.

G. $2000 for moving and casual labour costs.

H. $150,000. Redesign Service Desk for enhanced functionality and ergonomics. Secure Service Desk to enable entire 3rd floor to operate as a 24/7 Commons. Add 50-80 more workstations to expanded Commons space. Add social/group student furnishings where Government Documents collection is currently housed.
Appendix 2: Fourth Floor Weight Bearing Assessment (new building section only)
Appendix 3: GreenGlass Data Refresh Proposal

Overview
The Vancouver Island University (VIU) Library began analysis work on its print book collections in early 2015 as part of the COPPUL Shared Print Archive Network Monographs project. Because the source data for that project is now more than two years old, VIU has interest in a renewal project for its own data.

As before, library administrators want to consider usage, age and overlap with other libraries. OCLC/SCS proposes to provide assistance with decision-support (data-driven identification of withdrawal and retention candidates), and access to a new instance of GreenGlass, our web-based collection analytics tool. GreenGlass supports development and iteration of withdrawal criteria, overlap, production of relevant lists and related project support tasks. An OCLC/SCS analyst will be assigned to the Library to support any analysis that cannot be performed in GreenGlass.

Current Situation
The VIU Library holds approximately 150,000 monographs. These will form the basis of this analysis. The Library uses SirsiDynix as its library management system. Circulation data is available back to 1988. The Library uses Library of Congress Classification for most titles in scope for this project; the exceptions are Canada-specific schemes for Canadian History (FC) and Literature (PS8xxx). According to the Library, most records for the print collection should have OCLC control numbers.

The Library wants to analyze its print monographs collections in terms of circulation, holdings in other libraries (nationally, province-wide, and in HathiTrust), and among specific groups of resource-sharing partners and peers. This analysis is perhaps best described as “independent action in a collective context.” The work will include both identifying books that are scarcely held in other libraries, and candidates for transferring and weeding. This will require development and modeling of criteria related to use, age of material, recency of circulation, and other factors.

Scope
This project includes approximately 150,000 print monographs held in the main library.

Print journals, government documents, reference books, juvenile literature, audio-visual materials, e-books, and theses/dissertations are excluded. Special Collections are out of scope.
SCS Processes and Deliverables

In order to support deselection and storage decisions cost-effectively, OCLC/SCS must first obtain the Library’s bibliographic, item and circulation data and configure it for matching against holdings in other libraries and other comparators. Once this data environment has been built, OCLC/SCS can produce storage, retention and withdrawal candidate lists in many variations. This can begin with a Library-wide list or with individual subject lists. There are multiple steps to the process, and it is expected that OCLC/SCS and the Library will confer as needed at the beginning of each phase.

Pricing

OCLC/SCS pricing is based on the following model. Price list is in US Dollars.

- Initial set-up fee: $ 5,000/project
- Cost per bibliographic record (to 1 million) $ .03/record
- Cost per bibliographic record (above 1 million) $ .015/record
- CHOICE data license fee $ 550/project

For Vancouver Island University, these factors would cost out as follows, again quoted in USD:

Set-up fee (for data analysis): $ 5,000
150,000 bib records @ $.03: $ 4,500

Project Total $ 9,500

Renewal Incentive for VIU:

In recognition of VIU’s early adoption of GreenGlass as part of the COPPUL SPAN, project, OCLC/SCS offers a reduced set-up fee of $4,000, for a total project price of $ 8,500 (USD).

This includes the steps outlined in this proposal, as well as guidance in planning and data analysis, and ongoing support for GreenGlass. We can also make suggestions about storage and deselection criteria based on our work with other libraries. SCS will work closely with the Library until satisfactory lists of withdrawal candidates and preservation candidates have been finalized. GreenGlass access is provided for two years from date of initial data extract, and for as many users as the Library requires.
Resource List

CFLA Position Statement on Indigenous Knowledge and Copyright

The First Nations Principles of OCAP®

British Columbia Library Association Statement on Intellectual Freedom

Library Strategic Plan (placeholder)

United Nations Declaration on the Rights of Indigenous Peoples

Budapest Open Access Initiative Declaration