

External Review: University of Waterloo Libraries

December 14, 2015

I Background and Introduction

Under the direction of Provost Ian Orchard, the reviewers – Mary Ann Mavrinac (Vice-Provost and Neilly Dean, River Campus Libraries, University of Rochester) and Brent Roe (University Librarian, Laurentian University) – spent two days (November 16 and 17, 2015) at the University of Waterloo, meeting with a number of administrators, faculty, staff, and students¹ to answer the following questions:

1. What is the Library doing right and well? What are its strengths?
2. What could the Library improve upon and develop?
3. What may be opportunities that could support the Library in its continuing efforts to support, leverage, and align its own initiatives and challenges with Waterloo’s eight strategic themes and Strategic Plan?
4. What may be challenges that a new University Librarian (UL) may encounter.

We were grateful for the many rich conversations that we had with members of the university community, and the time, thoughtfulness, and energy that people expended to articulate their thoughts about the Library. This input has strongly informed the conclusions of this review. Several striking themes emerged repeatedly throughout the review process.

The questions guiding this external review will form the basis of the organization of this report, divided into the following sections: Strengths and Advantages, Areas in Need of Improvement and Vulnerabilities, Opportunities, which we have organized in relation to Waterloo’s strategic themes, and Challenges for the New University Librarian and the Provost.

Throughout our many conversations, we were struck by the generally positive and constructive tone of the comments, the good will that was expressed towards and within the Library, and the belief that the Library is central to the achievement of the University of Waterloo’s mission and strategic themes. This is an enviable climate of support and optimism and one that we believe likely will be attractive to candidates seeking the UL position. This climate has developed over many years, in particular, since the arrival of the current UL, Mark Haslett, who is held in high esteem by his Library and University colleagues, the administration and other campus constituents.

II Library Strengths and Advantages

The reviewers repeatedly heard references to the strong leadership of the UW Library in relation to the UL, the Executive Team and Library Managers. The organizational climate and culture were thought to be healthy; there is significant cross-unit and cross-staff-level group collaboration and cooperation; and strong team spirit and “can do” attitude among staff overall.

The Library’s Executive Team provides significant support for staff development, encourages a healthy work-life balance, has cultivated an “open door” approach, and is receptive to staff input and concerns.

¹ The groups and individuals included in the review consultation are provided in Appendix 1.

Staff consider the leadership to be compassionate and benevolent as they enjoy employment benefits such as flex-time and working at home, the latter when the nature of work will allow. This has contributed to the development of a loyal group of employees who recognize and appreciate the support that has been provided, and in turn, demonstrate support themselves. Communication across the library, as well, seems to be generally good.

Library staff conveyed they were proud of their work, particularly, in light of the many contractual and vacant positions that have been frequent in recent years. Staff flexibility and pragmatism were considered strengths of the organization.

There is a good relationship between the Librarians' Association of the University of Waterloo (LAUW) and the Library Executive, and the recognition that, overall, the Librarians' Employment Handbook (LEH), which guides the employment practice of librarians, has served them well. Requests for study and research leaves have most often been approved.

The Library's reporting line to the Provost through the UL is important, as is the UL's participation in the Provost's Info Group, which allows for considerable cohesion and understanding across portfolios. This benefits the UL's ability to collaborate with other campus directors and integrate the Library into the life of the University.

The Library is highly respected on campus and is seen as fiscally-responsible with good procurement and other business practices, generally well-run and well-organized. The Library is recognized as having a strong strategic plan which complements the UW's more recent strategic themes. The esteem with which the Library is held was illustrated when the Library was asked to pilot the Excellence Canada program, which resulted in a bronze rating. Internally, staff welcomed the MAP³ planning process that recently occurred, a process that involved staff from across the Library organization and at all levels. There is still a need to winnow the list of priorities to those that can be resourced; that notwithstanding, this type of inclusive, open planning process was well-received by staff.

The expertise of Library staff is well-recognized across campus. It is generally agreed that having Library staff at the table adds value to projects, programs or initiatives. The University community welcomes Library engagement and, if anything, wishes to see more.

Overall, when the topic arose, there was general satisfaction with the quality and breadth of the collection, in particular, the long-standing collections agreement with the Tri-University Group (TUG), which shares the catalogue and the collections across three universities. This collaboration with the University of Guelph and Wilfrid Laurier University is highly regarded amongst students, faculty and staff, with some seeing the potential in TUG for greater use of off-site storage to liberate UW Library space for student use.

While not as consciously recognized by its constituents, the Library's participation in the Ontario Council of University Libraries (OCUL) and the Canadian Association of Research Libraries (CARL) provide two more very strong collaborative relationships that allow the UW Library to focus on local needs while using the power and resources of the collective to advance major initiatives. OCUL's Scholars Portal has an international reputation for the quality and breadth of its collaborative vision and provides a number of services for the Ontario university libraries that is the envy of other regions of Canada.

Additionally, Waterloo is a member of the Association of Research Libraries (ARL), an elite group of research libraries in North America. The ARL is currently executing its systems of action that resulted from its own strategic planning process. This will allow its members to avail themselves of and contribute to collective action to advance research and scholarship in their respective institutions and at scale. In short: UW Library has enviable strength and is extremely well-placed with its collaborative partners to harness the power of the collective.

The Library's role in providing social and academic study spaces was also well-regarded. The Dana Porter 6th floor renovation project is viewed as successful, appreciated, and in need of expansion to other floors and to the Davis Centre Library which also needs enhanced study spaces. When we toured the 6th floor, all spaces were filled. The Library already has the funds to renovate two more floors of Dana Porter, again, an enviable situation for any library.

III Library Areas in Need of Improvement and Vulnerabilities

Staffing

The ability of the UW Library to play a vital and active role in contributing and adding value to the advancement of UW's strategic themes and to satisfy the strong appetite of University constituents who would like even greater involvement of the Library in teaching, learning and research activities, is predicated upon its staff, their expertise and their availability. Library staff are at the heart of the UW Library's future success. We believe that there are several issues at play which we consider important to address in order to enhance the success of the Library going forward.

First, it is essential that the Library address the audit recommendation² to hire and fill the existing staff vacancies which, at the time of the onsite review, were estimated at 17. The Library is currently addressing this issue, and has a rigorous recruitment and selection process, though some say it is overly cautious and slow. Coupled with a relatively slow review process at the University level, however, this does not augur well for a rapid filling of these positions.

The Library is fiscally sound, in part due to the strategy of holding back positions to allow for the discretionary use of funds to support initiatives and to ensure staff were not laid off during financially challenging times. The vacant positions now provide an opportunity for the Library to stabilize its staffing and add positions that are strategically in alignment with the UW's themes, such as in the areas of research data management, online learning, and digital asset management and preservation, to name a few. This is an enormous opportunity that will allow the Library to creatively develop the positions needed to provide 21st century library services.

Second, since 1995 the Library and Campus FTE complement of staff have had divergent trends with Library staff numbers declining and campus numbers on an upward trajectory. In light of this, it is even more pressing for the Library to fill its vacant positions. Advocating for additional salary lines is difficult when there are staff vacancies. Even before all positions are filled, it is important that the Library create a staffing plan that includes retirement and retention projections and the longer-term need for new positions that will support the UW's strategic themes. If it is determined that additional staffing is

² University of Waterloo. Library Operations Business Process Review – Internal Audit Report. UW-LIB 5.0 Knowledge transfer, new employee integration and recruitment. Deloitte LLP, June 2015.

required, positions can then be requested either during the annual planning cycle or when the new UL is hired.

The Library is at a critical juncture. Staff communicated that while being able to “do more with less” has been a point of pride, this necessity has made it difficult for them to advance the Strategic Plan of the Library as most of their time and energy has been focused on base operations and supporting aging technology. A lack of time for reflection, discussion and planning has limited their capacity to stay abreast of and advance innovative, 21st century services that are expected of a University such as Waterloo. As with UW generally, innovation is “in the DNA” of the UW Library culture. Achieving a full complement of library staff, and determining if additional staff are required, is an enormous opportunity for the Library and the University.

Librarians reported their concern with respect to “Policy 18” in the LEH, wanting current librarians to have the opportunity to vie for new roles. A number of librarian positions, of late, have been filled with contract librarians. Concerns were expressed that knowledge acquired over the course of one or two years is lost with contract positions. It is suggested that communication be strengthened about the process of filling open positions, and in turn, that current staff have an opportunity to apply for new roles, predicated upon their “fit” in relation to the required qualifications of a position.

Community Engagement

As noted, the Library has a fine reputation in the University community. The reviewers urge the Library to build upon this good will and confidence through the development of formal mechanisms to seek user input, in particular, from students and faculty. It is our understanding that there used to be a Senate sub-committee on the UW Library. We do not consider it essential that this body be reconstituted; however, we do think that the development of an advisory committee to the UW Library is important, one that meets regularly, and is representative of the faculty, undergraduate and graduate student populations which comprise the Library’s primary user group. In so doing, the Library will have a formal means of engaging with its key constituents, regularly hearing about their research, teaching and learning needs, all the while building awareness of and educating users about how library services in the 21st century are developing to meet these needs.

The reviewers also recommend that the Library employ a semi-formal means by which to engage more regularly with the student population through monthly or bi-monthly forums. Students were generally satisfied with library services; however, when given an opportunity to provide input, they provided many useful and thoughtful suggestions. The UL and senior leadership, where appropriate, could meet with students to hear their ideas and concerns; the Library could share its plans and intentions and receive valuable and timely feedback. Simply put: there is no downside to this type of engagement. It will only build upon the existing good will for the Library.

Collaborative Partnerships

Other campus academic units communicated their interest in achieving greater collaboration with the Library, citing the success and added value that the Library brings to the table and successful collaborations, to date, such as with the Writing Centre. Constituents had the perception that the Library could “open up beyond their walls” and “be a little more on the ground” in working with campus partners. The desire for greater Library integration into academic support services, such the Centre for Extended Learning, the Centre for Teaching Excellence, the Office of Academic Integrity and university

IT, to name a few, was welcome and encouraged. For instance, IT cited the success of the Help Desk in the Davis Centre as a model that was working well, considering the possibility of doing the same in Dana Porter as an opportunity. This willingness to collaborate is not always the case at other universities and is a great opportunity for the UW Library to further strengthen these partnerships. The Library is viewed as having unique and valuable expertise, such as in the areas of copyright, citing sources, scholarly content, data management, etc., that will serve to strengthen collaborative, academic support initiatives. We note as well that there is an interest on the part of other learning support units to participate in Library-led programming; to this point, the invitations have been mainly from other units to the Library.

Communications and Marketing

We heard strong appreciation for specialized workshops that the library provides, such as those for Zotero. We also heard that the UW community is not always aware of library programming and events. There was a sense expressed that the Library was somewhat “invisible,” suggesting that there is a commensurate need for the Library to communicate its value in 21st century terms as, in some disciplines, there is no longer a frequent need to enter the physical library. This is a challenge that many academic libraries are experiencing. The UW Library and its community could benefit from the development of a communications and marketing strategy aimed at placing the Library in the minds of the University community. As one constituent said, “the Library’s story has to be socialized with the university community, so that its importance is understood.” It is our understanding that the Communications position was vacant and recently has been filled on a contractual basis. We urge the Library to fill this position on a permanent basis as soon as this may be possible with a qualified communications professional who can work closely with UW’s central communications office to advance the Library’s story and communicate its services, successes and value.

Another communications matter (not, alas, exclusive to UW) pertains to the lateness with which the Library learns about new academic programming, often too late to properly assess whether or not there are sufficient scholarly resources to support a given program. We see an opportunity to strengthen this process to allow for Library contributions earlier in the curricular approval process. Also, as we understand it, there is not a regular forum for the UL to meet regularly with the Deans which might contribute to filling additional communication gaps between the Library and the degree programs. Finding opportunities for regular meetings with the Deans would provide the UL with the opportunity to report on library developments and to hear what is happening in the Faculties to which the library could potentially contribute its expertise.

Advancement

We learned there was a great sense of personal commitment on the part of Library leadership and staff in relation to donor support and stewardship. The Kresge Challenge some years ago resulted in over 90% Library staff participation. This is both outstanding and exceptional. We also learned that the Library may have lost ground in developing a pipeline of supporters and the right to the first “ask” of parents, in part because the Advancement position was vacant from 2011 to 2014. This position is currently filled, providing a good opportunity to focus on a strategy for the Library to build upon past successes in fundraising. This could result in welcome funds for special projects, endowed positions, learning and research spaces, and new programs.

We strongly encourage the rethinking of the reporting line of the current position, recommending that the position either report directly to University Advancement or, at least, have a dual reporting line to Advancement and the Library. The position currently reports solely to the Library under the general guidance of Advancement. This does not allow for full integration of the Library's Advancement program with the greater Advancement enterprise. Full integration will achieve greater conversancy amongst other advancement personnel about Library priorities and needs, and will provide the opportunity for leveraging other Advancement resources. Library fundraising is always a challenge because "everyone is an alum" and "no one is an alum" of the Library.

Acquisitions Budget

Constituents of the UW Library thought its collections were generally strong. Nevertheless, new programs have not always been launched with funding in place to enhance scholarly resources in support of them - a situation not unique to UW. As well, over the past several years, year-to-year collections' commitments have been covered using one-time-only (OTO) funds to a larger degree than would be ideal. This has made it difficult to plan collection development over several years, though it is important to be able to do, given that many e-resource licenses are negotiated on the basis of commitments of two or three years. Insofar as the UW budget will allow, we strongly encourage the stabilization of annual acquisitions' funding such that out-of-cycle "OTO ongoing" funds become a much smaller part of the overall acquisitions funding and more of this funding be moved to base. The reviewers also note that the currently weak Canadian dollar places additional hardship on the ability of the Library to manage its acquisitions budget, in particular materials emanating from the United States; we understand that the Provost is mindful of this.

IV Library Opportunities: UW's Strategic Themes

As noted, the Library has a well-articulated strategic plan that complements the UW's strategic themes. Our review revealed several initiatives and opportunities to further strengthen the Library's integration into the life of the University. Constituents with whom we spoke considered it essential that the Library position itself to be in alignment with UW strategic themes. It was pointed out that the Library has a unique advantage where it can be an academic hub for the University in realizing many of its strategic initiatives.

Experiential Education

The Library is extremely well-positioned to support experiential education, including service-based activities, support of student research, and international programs. Libraries, in general, offer a unique suite of services including: domain and technology expertise, physical and virtual learning and research spaces, and the delivery of scholarly content, technology and tools. This combination creates a unique perspective and expertise that can be valuable in the development of curricular, research and experiential programs.

The Liaison Librarian program is highly regarded at the UW. We believe there is a greater opportunity for Liaison Librarians to collaborate with faculty on experiential learning initiatives, ranging from supporting undergraduate research and using object-based learning that places scholarly and other materials at the center of the learning activity. Students typically report a greater satisfaction with the learning experience when they can apply what they are doing to real world problems and opportunities.

Also, the Library can play a critical role in showcasing the outcomes of student learning and research. So much of what is produced at universities is in digital form and somewhat hidden. Libraries can display student projects such as those for senior design, to inspire other students who witness the creativity of their peers.

[An Entrepreneurial University](#)

The Library has taken a tangible step in supporting this strategic theme by providing 50% of a Liaison Librarian's time to supporting entrepreneurship. We suggest that consideration be given to increasing the percentage of time allotted to entrepreneurship in light of its strategic importance to UW. We also suggest additional acquisitions funds to support licensing of scholarly materials in this area. UW does not have a business school. As such, some key databases and materials important for entrepreneurship are currently absent from its collections.

At the heart of most entrepreneurial initiatives is great research, including patent research. Librarians are highly skilled at finding information resources. Showcasing the outcomes of entrepreneurial projects is another area in which the Library could support this strategic theme. Libraries are the intellectual crossroads on most campuses. They are inter-disciplinary by nature. The two main libraries at the UW are centrally located and attract significant foot traffic, making them a perfect location for showcasing student work.

[Transformational Research](#)

We heard many positive comments about the critical role the Library has played in its collaboration with Institutional Analysis and Planning and University Research to support the assessment of research in the digital age. The University provided funding for a Bibliometrics and Research Impact Librarian and the Library participates in the Bibliometrics Working Group which produced a white paper on guiding principles for the use of bibliometrics in measuring research outcomes to ensure, in as much as possible, that UW researchers get the credit they deserve for their research. Mark Haslett was heralded as a leader in this collaborative initiative. We learned that prior to this initiative, the Library and the Research office were "two solitudes," as one person said, with the exception of the Library's provision of scholarly resources. We heard there was a strong appetite for continuing to enhance the partnership between the Library and Institutional Analysis and Planning and University Research.

An expected Tri-Agency policy will likely require that researchers provide data management plans is another area where the Library can support researchers. The Library is well-positioned to provide this type of support, and additionally, support in relation to data curation, acquisition, storage and preservation, data visualization, licensing of diverse datasets, training in the use of data analysis software, data structuring and metadata, etc. The UW Library will benefit from the CARL data initiative and the work of OCUL/Scholars Portal around data management, which together will provide resources at scale to researchers by way of the Library.

The above-mentioned collaboration is a shining example of the positive impact and value the Library can provide in support of mission critical priorities of the University. Liaison Librarians reported they have had a dearth of time to grow their knowledge in the area of research data management. Positive gains achieved through filling staff vacancies and the possibility of additional positions should remedy this. There is also an opportunity for the Library to hire a dedicated data librarian to act as a functional

specialist to support this University priority. The need to support research data management will only grow. It is important for the Library to continue to develop this service.

To support new modes of digital humanistic research, the Library is a logical centre for developing digital humanities' programming and expertise.

Outstanding Academic Programming

UW aspires to ensure that its graduates are uniquely prepared for the 21st century, leveraging online education and the use of technology to enhance student learning. In the course of our discussions, we learned that the UW offers over 500 online courses that reach 40,000 students per year with 75% of those being traditional, residential students. The Library offers a range of services to support online learning, most importantly, the provision of online scholarly content, online research, eReserves, course and assignment guides, screencasts to assist with searching skills, virtual reference services, etc.

Notwithstanding, there is a sense that the Library can further be more deeply integrated into the online learning initiatives at UW. We recommend that the Library explore the creation of a functional specialist role dedicated to lead online learning collaborations with the Centre for Extended Learning. It behooves the Library to explore a more focused partnership when one considers the number of students per year who are enrolled in online courses.

The exploration of open educational resources in support of online learning is also an opportunity for greater integration of the Library into academic programming. The initiative to create an open e-textbook in Chemistry 120 as part of the "Next Generation Project" to make textbooks accessible and affordable is an outstanding and forward thinking project. The Library, like the Bookstore, is a natural partner, especially in so far as the Library provides scholarly e-resources, including eReserves, and is viewed as an authority on copyright issues.

Changes to the English language competency program where one of the topics is "Information Analysis" is a natural extension of library services. Library staff registered concern for assuming this additional workload until the staff vacancies are filled, while at the same time indicating their interest in supporting this program.

Global Prominence and Globalization

The aforementioned bibliometrics' collaborative initiative has the potential to have a positive impact on the global prominence of UW.

The Library can play an even greater role to prepare international students for university success. International students often view the university library as their "home away from home," holding a deep reverence for libraries. International students often need additional assistance in "learning the ropes" in their use of research libraries. Small initiatives, such as the UL's welcome message translated to other languages can go a long way to welcoming international students.

Open access initiatives, including the hosting of journals based at UW, can increase the global prominence of Waterloo researchers. Extending this to undergraduate and graduate researchers is something that many research libraries have undertaken. These initiatives are in alignment with open educational resources and open textbooks which endeavour to provide unfettered access to scholarly materials. The library might consider creating a functional specialist role for scholarly communications.

The Library provides access to electronic scholarly content to UW researchers working abroad or with international researchers. The support provided to international teams of researchers will only grow over time.

A Vibrant Student Experience

Study space – be it academic or social space – was a topic of conversation with administrators, faculty and students alike. Students felt there was a dearth of study space, citing competition for spaces due the practice of students “reserving” a seat between classes, and of course, the student population that has grown over the years.

Graduate students conveyed their interest in a space dedicated to their needs, stating that there are far too many undergraduates in relation to available seats which serves to drive graduate students out of the library. Graduate students have unique needs, including writing groups, dissertation preparation, marking papers, etc., the satisfaction of which does not easily coalesce with the needs of undergraduates. The creation of a dedicated space in the Library for graduate students would be a welcome initiative for this population.

There was also discussion about the need to distinguish between social spaces and academic study spaces. The Library has provided both. There was some thought that social spaces ought to be more the responsibility of the University at large. This is, in practice, hard to achieve as studies illustrate that students move throughout their day between academic and social activities, oftentimes while situated in the same location. The inclusion of study spaces in renovation and new building projects at the university is a welcome addition to the campus as research demonstrates that students require a variety of study spaces to support their success.

The 6th floor renovation in the Dana Porter Arts Library has been warmly received and was cited as a model for the renovation of two additional floors of this building. The Library has the funds to complete this project. We suggest that the Library look for opportunities to build in support for experiential learning, undergraduate student research, and a small graduate student-only space, as noted above. Several community members suggested that the library move more of its collection offsite to liberate more space for learning and study. It is our understanding that the TUG facility has reached its storage capacity. We suggest that the Library continue to explore other offsite storage options, working with faculty to determine which resources are candidates for moving to an offsite location. Library staff, administrators and faculty alike thought this process could be accelerated, bearing in mind the different needs of disciplinary researchers.

There was some discussion about the need for the Library to explore a “learning commons” model such as has been deployed at the University of Guelph. The reviewers are neutral on this suggestion, believing that it is more important for the Library to clearly focus on supporting UW’s strategic themes. We believe measures such as building an exhibit space for showcasing student research and entrepreneurial projects, focused space to support undergraduate research and collaborative programming, or providing a technology sandbox for the demonstration and use of emerging technologies, could achieve equal or more impact at this time.

A Robust Employee-Staff Relationship and A Sound Value System

As previously noted, we consistently heard that the Library had a strong and healthy workplace culture, that the learning and development needs and aspirations of their employees are supported, and that leadership was compassionate and benevolent, providing flexibility and a pragmatic approach to problem-solving. The Library is in the process of recruiting for several positions. It is important that the leadership continue to engender a healthy workplace climate to support their employees who are enthusiastic about their work and the contributions they make to the University.

The current weariness of Library employees due to the number of vacancies is at a critical state which, if not addressed, could erode the good will that exists between staff and the leadership team.

As well, it is important that efforts to encourage participatory planning and transparency in executive level decision-making be continued.

V Opportunities and Challenges for the New University Librarian and Provost

Some of the following opportunities and challenges for the new University Librarian have been discussed in the previous sections.

Stabilize Staffing Plan

It is vital that contractual positions be moved to permanent positions, and that a staffing plan is developed to include retirement and retention strategies and the creation of new positions that align with the UW strategic themes and the needs of 21st century provision of library services.

Employment Status of Librarians

It is important that the new UL work with the Provost on the question of the employment model for librarians who wish to achieve academic status and to be represented by the Faculty Association of the University of Waterloo (FAUW). Much work has been accomplished to date, and the good will between the Library's Executive and LAUW continues. It is our contention that this issue needs eventually to be resolved, though we observe that there is a range of potential models that may be considered.

Term of Appointment for the University Librarian

We heard from LAUW, librarians and selected faculty that there is merit in changing the terms of appointment for the UL to allow for regular, likely five-year, review. This may not be a simple matter within the overall UW human resources context, but there may be a number of models that the Provost could consider, including building into the UL's review, every so many years, input from staff and the community.

Revitalize Physical Library

The need to build upon the success of the 6th floor Dana Porter renovations is urgent, as there are not enough academic study spaces to serve the undergraduate and graduate student populations. Both Dana Porter and the Davis Center Libraries need revitalization, and will only look increasingly tired in relation to the vibrancy of the rest of the university, with its many building and renovation projects underway. Suggestions include collaborative spaces to support undergraduate research, experiential

learning and the display of student work and projects. Additional funds are likely needed, and selected collections space targeted for transfer offsite. In all cases, renovations should be planned with substantive consultation with students.

[Aspire to be the most Innovative Library in Canada](#)

We heard and read about the many interesting projects that the Library has lead over the years, and that innovation was “in the DNA” of library staff. We believe that a number of issues have conspired to dampen the innovative spirit in the Library of late. With the support of the Provost, the new UL has an enormous opportunity to lead UW Library to become the most innovative library in Canada, in keeping with the UW’s ranking as the most innovative university in Canada. Several foundational steps will need to occur before launching this trajectory; however, the Library is well-positioned to achieve this aspiration.

VI Concluding Remarks

The UW Library enjoys enormous support in the community, the organizational climate of the Library is healthy, and library staff are viewed as experts in their respective fields, adding value to collaborative initiatives. This is a very healthy environment for a new UL to be entering. The reviewers commend Mark Haslett and his Executive Team for their leadership and able stewardship in positioning the Library for continued future success.

We aimed to provide a number of helpful suggestions that we believe will build upon the existing assets of the UW Library. We decided to be parsimonious in the frequency with which we used the word “recommendation” as we wanted to leave room for the new UL to bring her/his ideas and expertise to the table.

It was an honor and pleasure to meet with the UW community in the course of reviewing the UW Library. We walked away from the review with a feeling of optimism and inspiration.

Appendix:

Individuals and groups participating in the UW Library's External Review

Ian Orchard (Provost)

Mark Haslett (University Librarian)

Library Executive Committee: Annie Bélanger (Associate University Librarian, Information Resources and Academic Excellence), Pascal Calarco (Associate University Librarian, Research and Digital Discovery Services) and Sharon Lamont (Director, Organizational Services)

Library Managers Group: Betty Graf (Head, Cataloguing), Jennifer Haas (Head, Information Services and Resources, Davis), Beverly Hershey (Associate Director, Library Advancement), Alison Hitchens (Head, Digital Initiatives), Kathy MacDonald (Head, Information Services and Resources, Dana Porter Library), Alex McCulloch (Head, Circulation Services), Carl Nagel (Head, Library Technology and Facilities Services) and Nick Richbell (Head, Special Collections)

Student Groups: Maya D'Alessio (President, Graduate Student Association) and Stéphane Hamade (VP, Education, Federation of Students)

Daniella Seskar-Hencic (Institutional Analysis and Planning)

John Thompson (Associate Vice-President, University Research)

Library Staff at large

Bruce Campbell (Interim Chief Information Officer)

LAUW Executive: Shannon Gordon (Bibliometrics and Research Impact Librarian), Nancy Collins (Liaison Librarian, Information Services and Resources), Marian Davies (Librarian, Information Services and Resources), Alison Hitchens (Head, Digital Initiatives) and Rachel Figueiredo (Librarian, Information Services and Resources)

Provost's Info Group: Beth Jewkes (Associate Provost, Resources), Jim Frank (Associate Provost, Graduate Studies), Chris Read (Associate Provost, Students), Marilyn Thompson (Associate Provost, Human Resources), Allan Starr (Director, Institutional Analysis and Planning), Ray Darling (University Registrar), Rocco Fondacaro (Acting Executive Director, Co-operative Education and Career Action)

Teaching Fellows: Shannon Dea (Associate Professor, Director of Women's Studies Program), James Skidmore (Associate Professor, Director of Liberal Studies), Gordon Stublely (Associate Dean, Teaching, Faculty of Engineering)

Academic Partners: Mario Coniglio (Associate Vice-President, Academic), Donna Ellis (Director, Centre for Teaching Excellence), Aldo Caputo (Interim Director, Centre for Extended Learning), Clare Bermingham (Director, Writing Centre), Amanda McKenzie (Manager, Office of Academic Integrity)

Erin Sargeant Greenwood (Interim Vice-President, Advancement)

UW Faculty Members: David Porecca (Past President of the UW Faculty Association), Lynne Taylor (Associate Professor, History, Treasurer, UW Faculty Association) and Greta Kroeker (Associate Professor, History, Director, UW Faculty Association)