



Special Collections at CARL Libraries

September 2012

Table of Contents

Special Collections at CARL Libraries	1
Introduction	3
I. Size of Special Collections	4
II. Policies	5
III. Funding.....	7
IV. Staffing.....	10
V. Digitization	11
VI. Users	12
VII. Other questions	13
Conclusion.....	17

CARL Special Collections Survey Discussion

Summary of responses, September 2012

Introduction

Special and archival collections in university libraries are valuable assets to their parent organizations, serving as primary sources for scholarship activity, attracting researchers and funding, engaging communities, enhancing reputations, and enriching student learning. However, special collections occupy space, require specialist staff and equipment and may not necessarily be well used or valued by their parent institutions.

According to OCLC¹, special collections have nevertheless earned a much higher profile within libraries and across the teaching and research communities. This increased visibility is primarily due to access to collections via digital means. This will have implications in terms of space, funding and staffing for research libraries.

In addition to the report issued by OCLC, the Association of Research Libraries (ARL) release a report and toolkit in August 2012², that addresses issues faced by ARL libraries in the digitization of special collections, particularly in the area of copyright and making collections openly accessible.

In April 2012, CARL undertook a survey of special collections at CARL libraries; 27 libraries participated. The purpose of the survey was to gain a better understanding of the nature and operations of special collections in Canadian research libraries – now, and in the future. The results of the survey are presented in this report, and will be used as the basis for a discussion among CARL library directors about the future of special collections in Canada, and what role CARL can play.

¹ [See Dooley, Jackie M. and Katherine Luce, Taking Our Pulse: The OCLC Research Survey of Special Collections and Archives, OCLC Research, October 2012 <http://www.oclc.org/resources/research/publications/library/2010/2010-11.pdf>]

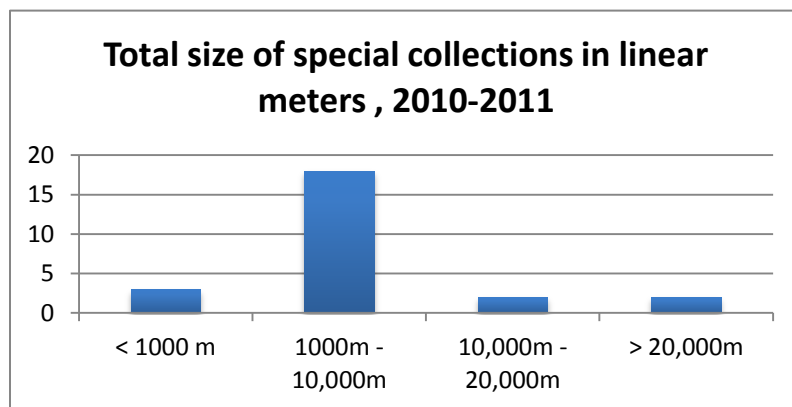
² [See Hirtle Peter B., Anne R. Kenney, and Judy Ruttenberg, Digitization of Special Collections and Archives: Legal and Contractual Issues, Research Library Issues (RLI) no. 279, August 2012 <http://www.arl.org/news/pr/rli279-7aug12.shtml>]

I. Size of Special Collections

Q6. Estimate the total size of your special collections in linear metres as of 2010/2011.

Most CARL university libraries reported having between 1000 and 10,000 linear metres of materials in their special collections, the average in this category being roughly 4,000 linear metres. There is quite a variance in the size of the special collections in CARL libraries as demonstrated in the table below.

Table I:



Q9. Do you anticipate that the special collections will grow over the next 5 years?

The majority of respondents see their special collections growing over the next five years. Some institutions have expanded special collection mandates with additional staff, funds and resources for collection development. Developing good working relationships with members of the academic and collector communities is considered a key collection development strategy.

In many cases, institutions see considerable growth in special collections holdings through donations. Often higher special collection department/unit profiles have led to increases in donations. Some respondents reported receiving more donation offers than they can absorb.

Q10. Are you experiencing or do you anticipate experiencing space constraints for special collections in the next five years? If yes, what plans do you have to address these concerns?

Whether through renovations to maximize existing library space, acquiring and re-purposing existing spaces on campus to accommodate archival holdings and special collections, or investigating third-party storage solutions, many of the CARL libraries must grapple with issue of managing, preserving and providing access to steadily growing special research collections.

Some respondents are seeking more collection storage space to convert into suitable climate-controlled facilities. At one institution, new buildings with space to accommodate archives and special collections holdings are being planned.

In some cases, it has been necessary to advocate for the additional space and also to seek fund-raising opportunities to help complete special collections facility renovations. One archival and special collections unit has launched a campaign to raise the \$ 9 million needed to realize an ambitious plan that includes doubling storage and reading room capacity, creating a conservation lab, an isolation room for incoming material, an exhibit hall, a cold-storage vault, and a large multi-purpose room.

CARL Special Collections Survey Discussion

Summary of responses, September 2012

In addition to the physical collection, the digital aspect of special collections requires attention as well. One institution reported being close to running out of server space and back-up solutions for digitized special collections. Another institution is seeking additional funding to digitize unique research collections.

Regardless of the degree of expansion occurring in special collections units in CARL libraries and the storage or holdings solutions found, space will remain a concern for most. While institutions are renovating and increasing space for special collections facilities, one institution reported that it will be equally important to have a carefully thought-out archives and special collections development policy in place with clear criteria for purchases, gifts and institutional transfers of particular items.

II. Policies

Q11. Do you have a collection development policy for the special collections?

Most CARL libraries have a collection development policy for special collections, a few do not.

Q12. Please identify any specific specializations in the area of Canadian Heritage contained in your special collections.

The Scope of special collections in CARL university libraries is typically reflected regionally and also in the institutions' areas of curricular and/or research strength. Collection areas might be broad – e.g., all periods of Canadian literature to being quite specific – e.g., medical history ephemera such as public health notices, health brochures and pamphlets, and medical almanacs.

Table 2:

Concordia University Library 20th century Canadian poetry; artist books from Québec, jazz, Canadian Irish studies, 20th century communications, 20th century visual arts	University of Saskatchewan Western Canadian - Aboriginal - Canadian Poetry - GBLTQ - Built heritage - Politics and government (eg. Diefenbaker Archives) - Agriculture
University of Victoria Western Canadian History; Canadian Military History, Canadian Architectural History and the history of Canadian Anarchism. Canadian women's' history, environmental history, and cultural archives - symphony, artists' archives as well as the University archives.	University of British Columbia British Columbia; peoples, businesses, unions, political and social organizations, arts, literature, publishing, fine press, maps and charts. The Chinese in Canada, Canadian Arctic in books and maps, Canadian Children's literature, Canadian textbooks, Canadian Bookplates. The Canadian Pacific Railway - shipping and communication system.
University of Ottawa We prioritize the building of our collection in French language materials, for all subject areas and in all formats.	Library of Parliament Canadian political and parliamentary history Early history of northern North American
University of Alberta Western Canadian History (e.g., Peel's Prairie Provinces Collection, Sir Samuel Benfield Steele papers)	University of Calgary Architectural records; authors/ literature; music; politics; military; genre fiction (science fiction, Harlequin, mysteries)
McGill University Lande Canadiana Collection; Masson / North West Company Fur Trade papers; St. Lawrence Steamboat Co. Papers; W.D. Lighthall papers; Canadian literary papers (including Stephen Leacock and Hugh MacLennan); Canadian maps; extensive general printed Canadiana including ephemera; Canadian family archives and historic	University of Toronto - John P. Robarts Library Media Archives acquires, preserves and makes available archival and special collection materials of Canadian national and regional significance relating to the audio-visual and media communities, the entertainment industry, and popular culture. This includes, but is not limited to, historical and contemporary film/video production, animation,

CARL Special Collections Survey Discussion

Summary of responses, September 2012

documents (17th-20th centuries); graphic materials; Canadian travel brochures, guides and pamphlets. The Osler Library: History of Medicine at McGill, including annual calendars; archival papers of William Osler, Maude Abbott, Wilder Penfield and other Canadian medical practitioners and institutions; primary publications in Canadian medical history, including: monographs, annual hospital reports for the Montreal area and sanitation reports for Montreal and Quebec; extensive collections of Canadian medical journals from the 19th and 20th centuries; ephemera, including public health notices, health brochures and pamphlets, medical almanacs.	broadcasting, photographic arts, advertising, multimedia, and popular music production. Thomas Fisher Rare Book Library Canadian literature of all periods Canadian personal and literary papers Canadian history and politics including pamphlets of all periods the history of Canadian printing and publishing Canadian trade journals the discovery of insulin collections University of Toronto archives
University of Manitoba Prairie literature, Prairie journalism, Prairie agriculture, Aboriginal Peoples on the Prairies, the Arctic, education and Manitoba, Parapsychology, Ukrainian Canadians on the Prairies	Dalhousie Canadian literature pre-1940 - English language Canadian literary small press imprints 1970+ - 18th /19th century North American travel accounts - Maritime literature and history pre-1900 - Historical maps and prints of the eastern seaboard of North America
NRC-CISTI NRC Rare Book Room has a information on the Avro Arrow. NRC Archives collects and conserves materials specific to the NRC's role in scientific development in Canada and throughout the world. Our materials are specific to Canada and the Canadian perspective thus maintaining a strong historical collection of both technical and historical achievements unique to Canada.	York University York's archives and special collection strengths include Canadian literature, design, performing and fine arts, broadcasting and film, social reform movements, labour history, the multicultural experience, Canadian women, and gender studies.
Simon Fraser University British Columbia studies, editorial cartoons, book history/publishing, literary studies (BC authors), multicultural studies, Vancouver punk	Guelph University Lucy Maud Montgomery Canadian (particularly Ontario) theatre Canadian (particularly Ontario) agricultural and rural history Canadian culinary history
Memorial Newfoundland: history, geography, english, folklore, linguistics, archaeology	Brock University All aspects of the human and natural history of the Niagara Peninsula.
University of Windsor Library Manufacturing, agriculture, labour, history, Underground Railroad	Ryerson University Library Kodak Canada Corporate Archives and Heritage Camera Collection Canadian Architect Magazine Photographic Archives
University of Waterloo Local and urban families, businesses and organizations Canadian women's history Environmental issues and urban planning Area photographers/images UW fine arts Local authors/poets Family planning and birth control in Canada	Western Libraries History Medicine and Psychiatry Business history Canadian Travels and Voyages (19th century) Southwestern Ontario regional history Architectural history Sports history Literary arts Institutional history Canada
Carleton University Library Heritage Conservation - historical preservation, urbanism, local history across the country, architecture of historic buildings and spaces, tourism, land usage Architecture Modern Poetry Early Canadiana Music Criticism History - World War I, II, Commemoration, Sports History, Women's History, Prime Ministers of Canada,	University of Regina Books printed in the historic area now known as Canada before 1867 Books printed in the three Prairie Provinces at any date. For the future Special Collections will focus on collection development in three areas: the visual and fine arts in Saskatchewan, the history and culture of southern Saskatchewan with particular focus on the

CARL Special Collections Survey Discussion

Summary of responses, September 2012

Foreign Policy, Ottawa history and architecture Russian view of Canadian history through USSR media local business history	history and culture of Regina and the communities surrounding Regina, and University of Regina authors.
McMaster University Canadian authors and publishing Canadian participation in the World Wars Canadian history and politics Canadian musicians, conductors, and composers Canadian business, specifically labour and advertising	Université de Montréal Canadiana de langue française et anglaise du 16e au 19e siècles; littérature et poésie canadienne anglaise; histoire de l'Ouest canadien.

Q13. Do you anticipate that there will be changes in the nature of the acquisitions in special collections in the next 5 years?

A greater emphasis on acquiring content to support faculty research interests was a commonly expressed intention. To enhance accessibility, respondents indicated that they will concentrate on greater digitization efforts for existing special collections. However, they also reported, in many cases, efforts to expand digital collections and to identify new areas for special collections development going forward.

Special and archival collections in CARL libraries hold particular importance as they help researchers document the past, especially the 20th and 21st centuries. Respondents deemed analogue and digital preservation strategies as critical to preserving special collections for the benefit of future generations of scholars. Preservation strategies and policies are anticipated to grow in importance in light of the ongoing changes in information technology, and donations of materials in various formats, whether print, analogue or digital.

Responses indicated that pro-active cultivation of donor communities has accounted for significant growth in archival and special collections holdings in CARL libraries. Special collections are maintained to support the teaching, learning and research missions of the various universities where they are housed. A great deal of effort is required to balance the space available, the use to which it is put and growing demand for archives/special collections to support academic activity. Continued involvement of faculty in collection development is another contributing factor to the need for nimble collection development policy and preservation strategies. Faculty are just as likely to donate documents in myriad formats including but not necessarily limited to data sets, architectural drawings (CAD), word processing files, graphic and audio visual documents which can also come in various formats (e.g., .jpg, .avi, .mp3, .mov, .wav, etc.).

III. Funding

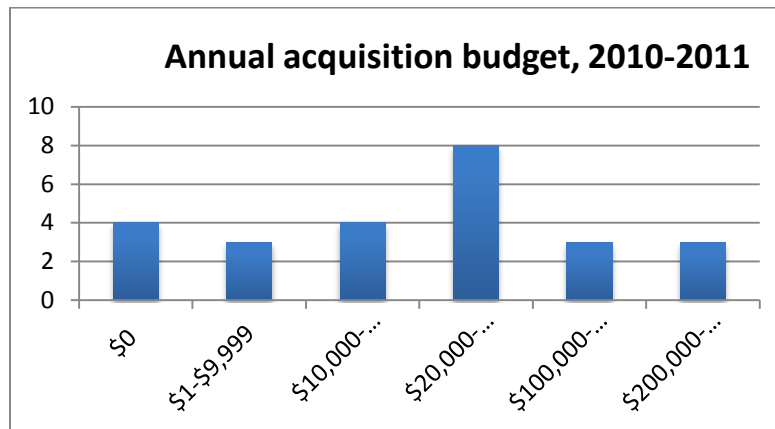
Q14. If there is an acquisition budget for special collections, what was it for the previous year 2010/2011?

While a few CARL university libraries reported not having special and archival collections budgets, most reported having at least a modest special collections budget. The amounts of funds allocated vary overall (See Table 3 below).

CARL Special Collections Survey Discussion

Summary of responses, September 2012

Table 3:



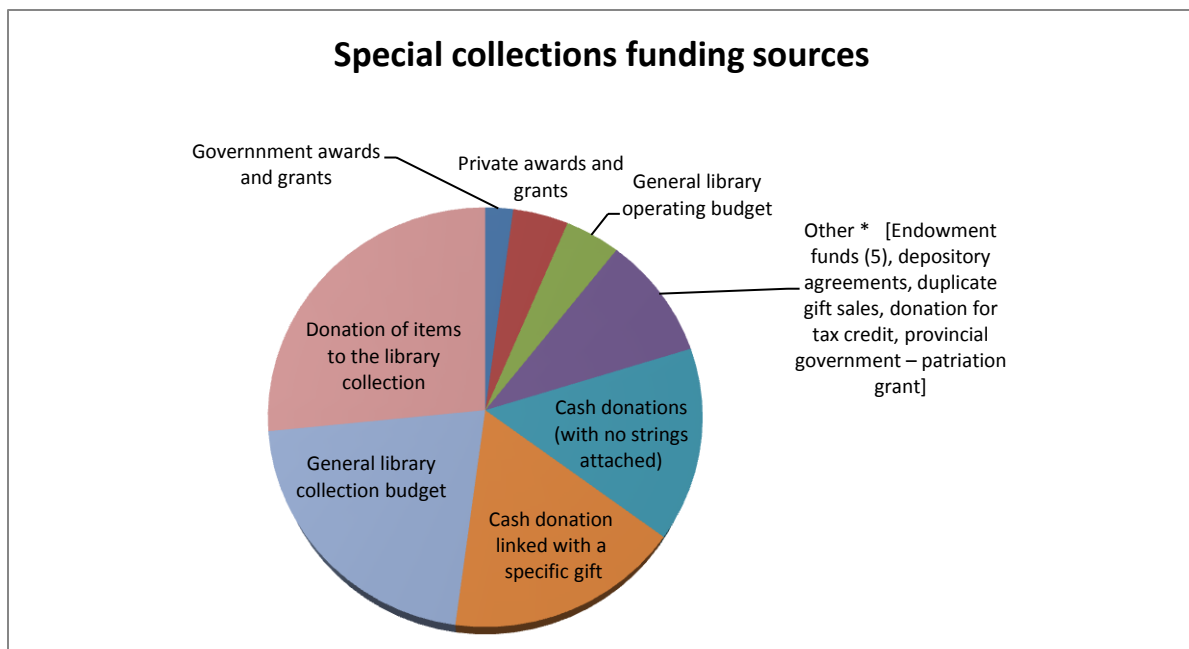
Q15. Do you anticipate that the acquisitions budget for special collections will increase, remain the same, or decrease in the next 5 years?

Many libraries expect to see an increase in funds for special collections, but just as many see the amounts remaining the same, a few expect a decrease in funding for special collections or are unsure.

Q16. In the last five years, by which (funding) sources have you acquired new materials for special collections?

Responses indicated that the major sources of funding for special collections are cash donations (with no strings attached), cash donations (linked with a specific gift), general library collection budgets, and donation of items to the library collection (see Table 4 below).

Table 4:



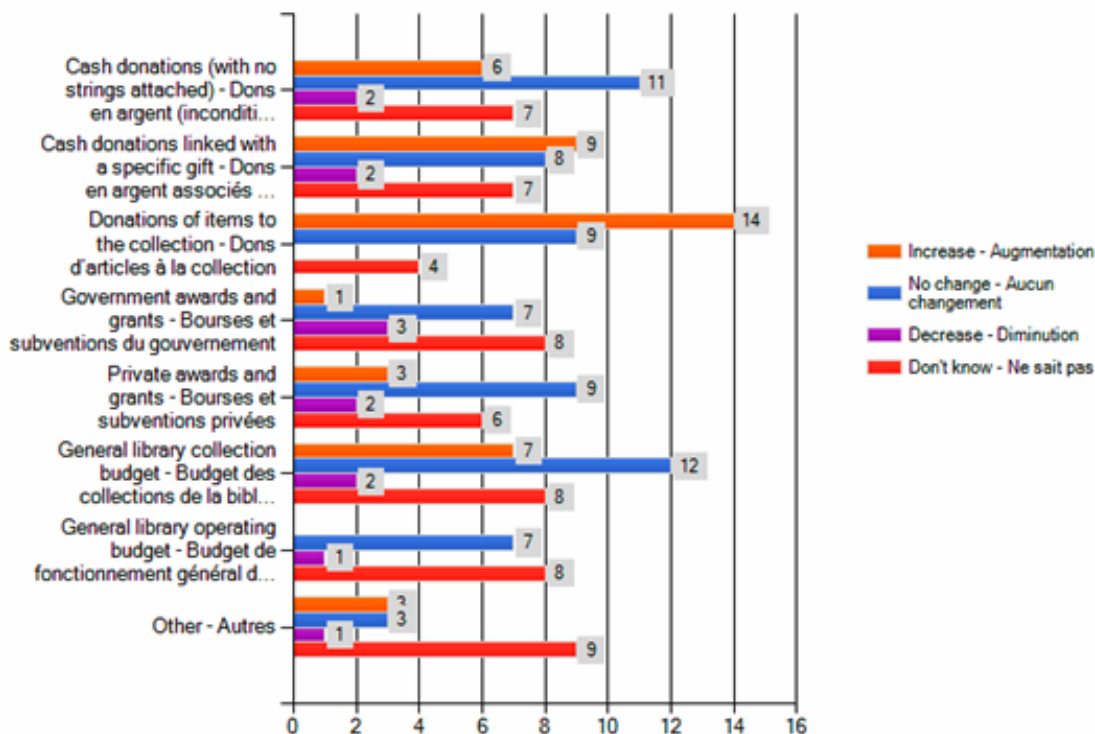
CARL Special Collections Survey Discussion

Summary of responses, September 2012

Q17. Do you anticipate changes in funding sources for acquiring special collections in the next 5 years?

Except for government grants and library operating budgets, respondents were generally optimistic about funding sources for special collections acquisitions over the next five years.

Table 5:



Q18. What types of fundraising activities (if any) do you undertake for special collections?

There are a variety of ways respondents mentioned that they carry out fundraising activities. These ranged from gift recognition/celebratory events, private tours of special collections, exhibits coupled with receptions, to working closely with fundraising representatives on campus to cultivate relationships with existing and potential donors. Not all institutions reported undertaking activities or events for the purpose of raising special collections funds.

One CARL institution has opted for a close working relationship with the library's Director of Development and an advancement/fundraising officer to foster relationships with potential donors. Another fundraising model involves librarians contacting potential donors directly. Another institution plans annual special events to thank and recognize donors of special research collection materials. Working directly with the office of alumni affairs and development and the university marketing office is another approach for planning special events to raise the library's and the special collections unit's profile in the community. Friends of the library initiatives in connection with university fundraising campaigns was mentioned. At another campus, the alumni affairs and development unit worked with the library archives and special collections unit to raise funds.

The strategy adopted will, no doubt, vary from one institution to the next. One must take into account the demographics of the community, the existing strengths of the research collections, the interests of the

CARL Special Collections Survey Discussion

Summary of responses, September 2012

faculty, and the kinds of opportunities that the library might be able to take advantage of on and off campus to develop partnerships.

Q19. What strategies (if any) has your library employed to demonstrate return on investment for special collections?

As far as demonstrating or increasing a return on investment in library archival and special collections, strategies that CARL libraries have used include keeping usage statistics, publicizing newly acquired research materials, promoting the use of special collections on campus, and integrating special collections in teaching and research activities on campus.

Publicity is one strategy that CARL members reported using to demonstrate the value of special research collections. The rare books and special collections unit at one library includes usage statistics in its annual report, another special library on campus reports on the usage of its unique holdings to the Board of Curators, and selectively to the university community in an online newsletter. The acquisition of new material is seen by another respondent as an opportunity to make a connection with an event or anniversary; sometimes there is a link to an existing collection that can be highlighted on the library website and with a physical exhibit. The library works with the proper media contacts to ensure that the new material and specifically the special collections branch of the library are generally more noticed in the community. In the words of another member:

We let the President's office and Marketing Division know of acquisitions of note, research tools we have created and publications in which the collection is highly rated or highlighted. Events we host get excellent media coverage... We are pleased to say that this is recognized at the University administrative and provincial government levels.

Marketing special collections in the right manner and at the right time clearly pays off.

At most universities, librarians report working closely with faculty to introduce students to special collections for use in their research assignments. At one CARL library, the use of rare books and archival material for hands-on practicums and classroom teaching sessions has increased sharply by 213% in recent years.

IV. Staffing

Q20/21. Approximately how many full-time positions were focussed on special collections-related functions during 2010/2011?

Most respondents have two or three professional staff members and a similar number of paraprofessionals with special collections duties. Many CARL university libraries employ students, and on some occasions also hire paid interns or incorporate volunteers.

Q22. What changes to staffing responsibilities do you anticipate over the next five years?

Most CARL libraries agree that the next five years will see staffing changes in special collections. There will be a greater emphasis on digitization and digital asset management. Some institutions will need more professional full-time staff to curate and promote special collections on campus. It will depend on the institution whether the increased attention for special collections comes from additional hired staff, temporary hires, or through realignments of current staff to take care of different aspects of unique library collections – e.g., preservation, description and arrangement, cultivating existing and new donors, marketing, outreach and teaching support, etc.

CARL Special Collections Survey Discussion

Summary of responses, September 2012

Larger digitization projects will require more positions assigned to them. Libraries may increasingly see a need to outsource some of the work depending on the scale of certain projects.

Increased professionalization within the area of special collections is likely in the form of digital assets librarians and digital archivists, for example, to provide leadership for digitization and preservation projects. This kind of professional librarian position offers potential for the curation of collections beyond unique materials to include the entire parent institution's research output – e.g., electronic theses and dissertations, data, and peer reviewed articles. Such positions can be instrumental in setting up digital preservation policies and programs.

Committing staff and resources to unique collections offers greater leverage raising not only the profile of unique holdings but of the library's profile at the university. As one library remarked:

In Spring 2012 we hired a new Special Collections Librarian. She will be responsible for directing our web presence and managing digital collections projects. We will, therefore, be developing a greater number of projects than we have been able to in the past three years.

V. Digitization

Q23. Does your library outsource digitization activities?

When asked whether they engaged a third party (often a commercial content vendor) to help digitize parts of a library's special collections, many respondents indicated that they only outsource occasionally or for specific projects. Some CARL libraries do not outsource digitization projects at all.

Q24. What is the funding model for digitizing the special collections?

CARL libraries take a variety of approaches to the funding of special collections digitization projects. A number of libraries fund special projects entirely from library budgets. Others use a mix of budget funds and government grants, contributions from donors, endowments, and funds provided from vendors. Other libraries reported using a digitization-on-demand approach.

In cases where the library budget is not the sole source of funding for special collections digitization, some CARL libraries will draw on special project and donor/endowed funding. For smaller projects, the library will use current staff and operational funds.

Q25. If funding involves external entities (commercial or other), please explain the nature of those partnerships?

There is a wide range of external entities with whom CARL member libraries seek funding to digitize. A few members noted partnerships with the Internet Archive, a few other are planning to or have engaged with a commercial vendor to digitize special collections, where the collections will be sold in a proprietary database, some libraries have partnered with humanities computing initiatives on campus, and still others through government grants.

The following are some examples of partnerships involving special collections at CARL libraries:

- A humanities computing unit partners with the library. The former assists with programming and supervision of a research assistant to carry out the digitizing of the province's colonial despatches. The provincial history digitization fund matches library grants to fund the project.

CARL Special Collections Survey Discussion

Summary of responses, September 2012

- One library joined the network of a provincial museum society and the Canadian Heritage Information Network which both offer special projects digitization grants.
- One library develops a plan for a specific project and approaches an outside entity with the concept (including the action plan and expected costs). Willing donors allow the library considerable liberty in completing the project as it sees fit.

While there are government grant opportunities, they come with lengthy application procedures and exacting requirements to secure and maintain special project funding.

One library noted that, while projects with vendors do not usually involve direct costs to the library for the actual digitizing, although they require significant resources by way of staff time needed to support workflows. The partner library receives copies of the digital files and the associated metadata, both of which are added to the library's repository, which also adds the expense of increased digital storage needs.

VI. Users

Q28. How have the levels of use of your special collections changed in the last five years?

Survey responses indicated that there has been an increase, overall, in the use of special and archival collections in CARL Libraries over the last five years. Rare book and special collection units' efforts in making special collections relevant to courses taught and through arranging class sessions and tours, both in collaboration with teaching faculty, create an entirely new dynamic for the library.

Numeric research data collections are an emerging facet of that new service model that has the library more heavily implicated in the universities teaching and research activities. One library reported that faculty members work with the data librarian to integrate library resources with the courses they teach. In the last five years, the library has seen a 20% increase in this type of collaboration between the data librarian and faculty members.

29. What changes (if any) in usage patterns of special collections do you anticipate in the next five years?

Tools that facilitate use of special collections will help drive faculty members' and students' steady if not growing use of these library resources, but marketing, outreach and collaboration are indispensable. One library commented that continued engagement with faculty has brought up the numbers of students coming to use the library's archival and special collections. Staff who have served over 20 years reported that the special collections reading room has seen more visitors, over the last three years, than in the past. Researchers and students, particularly, have had to be accommodated with an adjoining meeting room on several occasions.

Users of unique/archival holdings are primarily categorized as: in-person visitors; individuals contacting the library remotely; and others who use digitized materials online.

Some libraries have noted a trend where there is greater emphasis on undergraduate research in the humanities which has increased the use of unique/special collections. One institution identified experiential learning as a priority stating: "Using primary information sources reinforces academic integrity, helps students steer away from plagiarism, and arguably makes them feel more invested in the research process. The unique collections provide a sense of historical immediacy."

CARL Special Collections Survey Discussion

Summary of responses, September 2012

Q30. What strategies (if any) do you employ to increase the usage of the special collections?

Digitizing appears to be a popular approach to driving up special collections use. Improving digital collections' searchability and online finding aids was another notable response. To go beyond preservation and access, social media tools help raise awareness on campus – e.g., YouTube, Twitter, Facebook, Flickr, Historypin (<http://wearewhatwedo.org/portfolio/historypin/>), etc. Other virtual realm strategies include the use of online newsletters, blogs, virtual exhibits, and improving the web presences for the special collections units in libraries.

Many traditional approaches to promoting special collections were reported. Holding special public events including readings, contributing items to other institutional events on campus, and physical exhibits both in the library and elsewhere on campus are still deemed good strategies to promote special collections. Libraries still invest time and resources to produce flyers, posters and bookmarks.

Respondents also reported that staff members' direct contact with professors is crucial to any efforts to raise awareness of special collections and drive up their usage. Stronger linkages with academic programs, incorporating materials in course designs, and profiling special collections in workshops for faculty and students all bring great results for special collections promotion.

VII. Other questions

Q31. What issues (if any) do you anticipate around the preservation of media (i.e. moving image, images and sound)?

Participants cited the following as major preservation issues in special collections (in no particular order): preserving digital content; migrating formats; conservation of various media; technical obsolescence; copyright; costs and resourcing; staff expertise. Participants also pointed out that describing and making special collections fully accessible requires considerable staff time.

Multiple media formats and the difficulty in obtaining or lack of the required hardware for playing obsolete media seem to be perennial preservation issues. These issues are particularly pressing in the case of early film and sound recordings; preserving the integrity when converting them to new media is a major concern. Other reported problems are the common lack of space, and the matter of older a/v media degrading over time.

Migration of content to new media as the old become unstable or obsolete brings major implications for costs and staffing. With the turn to the digital, media and hardware evolve faster and libraries must address a shortage of expertise in maintaining old technology and converting files to current formats.

Adding to the problem of deterioration, copyright frequently presents another hurdle. One respondent remarked that they have facilities for mounting media but that they worry about permissions to do so.

Whatever the particular challenges, preservation strategies for a/v material and especially for digital content are necessary for long term preservation and access. Collaboration with external groups is an important element in the case of universities where another department maintains and houses servers containing digitized library content.

Q32. What issues (if any) do you anticipate around the preservation of born digital and digitized content?

The most frequent responses participants gave seemed to fall into two broad categories: technical issues, and those requiring advocacy or soft skills for the preservation problems. On the technical side the

CARL Special Collections Survey Discussion

Summary of responses, September 2012

problem of hardware and software obsolescence, migration of different file formats, storage space, metadata quality, and limited staff expertise in handling digitized and born digital material were noted. From a non-technical point of view, copyright restrictions, the lack of institutional strategy and policy to address digital preservation, and the importance of collaboration with other university departments were among the survey participants' most frequent responses.

Digital collections require resources and staff support – especially IT staff support – for libraries to be able to steward them effectively. The matter of whether preservation is even possible sometimes can add some uncertainty to digital preservation efforts; some files require emulation software for lack of the proper hardware.

Aside from having the resources and people with the necessary skills, advocacy is another important aspect of preservation for unique collections. The library must convince campus community members and donors (current and potential) that unique and archival library collections require resources and special preservation measures. A strong case needs to be made for costly preservation measures required for digital documents. Such measures increasingly present themselves as fixed costs as the preservation of born digital and digitized content really rests with being able to keep up with migration.

Time is another factor to contend with. Some libraries anticipate loss of files and memory due to a rapid pace of technological change that includes fast-paced upgrades to new systems and output mediums. Libraries need robust preservation infrastructures (hardware and software) and frameworks (policies, procedures, and skilled staff), both of which are resource-intensive to develop and maintain, to successfully mitigate the issues of deteriorating magnetic or optical media content.

Q33. What plans do you have to address these concerns?

Hiring digital preservation staff, creating digital preservation strategy working groups, building a Trusted Digital Repository (TDR), and implementation of digital asset management/preservation systems were among the most frequently mentioned responses.

The following are some respondents' plans to address digital preservation concerns:

- Include special collections in discovery tools shared resources such as Scholars Portal which is working towards attaining TDR status
- Begin a digital preservation pilot
- Add a preservation module to the library's digital asset management system; working with an external group on campus to tailor an open-source system to handle preservation for born digital documents
- Secure a tenured position for a digital assets librarian to help bring focus to the digital content team already consisting of another librarian, an archivist, and a digital humanities librarian. The group is tasked with establishing a digital assets action plan.
- Create a digital preservation team within the library to tackle issues and stay current on trends, standards, and literature. The group will seek participation and expertise from faculty other staff on campus.
- Participate in programs like LOCKSS, making multiple copies of digital content and storing them in separate locations, and carrying out checksum tests to ensure content remains authentic and uncorrupted.

Q34. In the context of the special collections, do you currently participate in any shared information networks? If so, please indicate which ones.

The majority of CARL librarians with special collections responsibilities participate in shared regional, national, and international information networks (some examples of these listed below).

CARL Special Collections Survey Discussion

Summary of responses, September 2012

Table 6:

<u>International</u> Eighteenth Century Bibliography project SLA lists arcan-l Flickr Archeion OCLC WorldCat	<u>Provincial</u> Memory B.C. Collaborating the B.C. Bibliography digitization project COPUL (digitization survey) Saskatchewan Archival Information Network <i>Manitoba Archival Information Network</i> Réseau de diffusion des archives du Québec (RDAQ) réseaux Info-Muse de la Société des musées québécois Novanet Our Ontario Tri-University Group (UW, U of G, WLU)
<u>National</u> Amicus Canadiana.org Early Canadiana Online Archives Canada/archives.ca Theses Canada CLA listserve RCIP (Réseau canadien d'information sur la patrimoine);	<u>Subject-based</u> Listserve: asa-l; ACA ucasis list; ACA sispa list; ama-l; U.S. National Library of Medicine's Profiles in Science digital project and History of Medicine Finding Aid Consortium Sheet Music Consortia in the U.S

Q35. In your opinion, would your institution benefit from a national program that supports the adoption of shared collection development strategies?

Many respondents think their libraries would benefit from such a program while some were unsure, and a few said no. The idea of a national special collections development program was generally well-received. Respondents remarked that existing initiatives such as DINO [Data in Ontario] should be extended nationally. Another suggestion offered was an inventory of institutional collecting strengths in CARL Libraries coupled with co-operative acquisitions strategies. Such a registry idea was deemed potentially helpful in steering donors to the most appropriate libraries, but also in finding new homes for materials weeded in collections reviews.

Some respondents are less convinced on the idea of national special collections registry and strategy as evidenced with some of the following feedback:

- “We already do that informally by directing potential donors to appropriate university archives with particular research collection strengths.”
- “There already is a shared collection development strategy in the sense that different libraries have carved out areas of specialization, usually based on geographic location.”

Some consider the idea worth exploring though potentially difficult to coordinate.

Q36. What role do you see CARL libraries playing as LAC changes its mandate regarding the stewardship of Canadiana and cultural heritage collections?

Respondents suggested CARL can play a role in four areas: advocacy, coordination, facilitation of information sharing, and resource sharing. More specifically:

- **advocacy** for the value of special collections, and for LAC's role in preserving Canadiana;

CARL Special Collections Survey Discussion

Summary of responses, September 2012

- **coordination** of a national digitization and preservation strategy;
- **facilitating information sharing** by way of a special collections inventory; and
- **resource sharing** – e.g., digitization tools, digital and physical storage.

CARL libraries will likely engage in the acquisitions of special and archival material in areas where LAC will no longer do so. The consensus among CARL directors is that the Associations' member libraries should take on a national, coordinating role in preserving and providing enduring access to the breadth and depth of Canada's documentary heritage.

Respondents to the survey suggested ideas such as:

- A simple special collections inventory for the purpose of collecting and sharing information, about special collections in different institutions
- CARL-facilitated meetings (likely virtual) for special collections heads to discuss shared concerns and strategies
- A national digitization and digital preservation strategy
- That CARL work in conjunction with LAC to ensure the effective stewardship of Canada's documentary heritage
- And a partnership with the Association of Canadian Archivists and the Canadian Council of Archives to determine viable options to maintain something akin to the \$1.7 million National Archival Development Program that has been critical to entire country's archival community

One respondent pointed out that CARL libraries already carry out informal stewardship initiatives. Finding a way to get these activities formally recognized could provide leverage "to obtain better funding to build lasting foundations of supports for these programs." The same scenario could result in consortial arrangements that can achieve economies of scale for digitization programs, obsolete format labs, and shared costs for cool and cold storage.

While many agreed that CARL could take on a national coordinator role by helping to lead digitization programs, and acting as a bridge between LAC and academic libraries as one member put it, other respondents were not sanguine regarding the challenges around preserving Canada's documentary heritage in today's uncertain economic environment. There was some doubt expressed as to university libraries' ability to fill gaps in documentary heritage collection occurring as a result of the cuts to LAC. One respondent put it simply: "University libraries cannot afford to be an effective substitute for a properly functioning national library and archive."

The Association's members could also be faced with the difficult choice of accepting collections that cannot be processed in the near term or seeing such collections lost. The need to quickly move from receipt to processing is heightened as digital media become an ever larger part of unique and archival collections. Most, if not all, CARL libraries have existing research collections backlog awaiting processing and cataloguing – the "hidden collections problem." These materials already compete for resources with new acquisitions; an increased flow of documents will exacerbate the problem.

CARL Special Collections Survey Discussion

Summary of responses, September 2012

Conclusion

Libraries and Archives require a considerably large amount of space to house their special collections – both physically and virtually – which is ever growing. Libraries are continually renovating, repurposing, or finding ways to share space to manage their collections. While this may be effective in the short term, long term solutions must be found.

In addition to increasing space, CARL libraries have developed or are developing policies for acquiring special collections, some of which include heavy restrictions, limiting the acquisitions to only those of importance to local research needs.

Despite the importance of special collections to faculty and to research, there is no one funding model for acquiring special collections; some CARL libraries have specific budgets and some do not. In order to acquire, house, and preserve special collections, libraries draw from within their own general budgets, or seek external funding from donors which might or might not have certain strings attached.

There are also no real measures developed that can clearly demonstrate the return on investment of special collections. In most cases, CARL libraries will collect usage statistics, publicize newly acquired research materials, promote the use of special collections on campus, and work to integrate the use of special collections into teaching and research activities. It would be useful to develop measures around the impact of special collections on teaching and learning, learning outcomes, and impact on research.

Increasing collections and increasing use of collections will require increased staffing, which is what CARL libraries predict over the next five years. Just increasing staff will not be enough however; with increasing digitization of special collections, new staff will need skills in digitization and digital asset management, as well as marketing skills to promote special collections on campus.

Digitizing collections brings with it other challenges. In addition to funding for acquiring special collections, CARL libraries must find ways to fund the digitization of special collections. Very few outsource digitization, likely owing to cost; however, digitizing in-house still requires staff time and computing technology. A number of libraries fund special projects entirely from within the library budget, others use a mix of budget funds and government grants, contributions from donors, endowments, and funds provided from vendors. While this method has been more or less satisfactory in the past, with the increased expectation of digital access to special collections, measures will need to be taken to ensure consistent and sufficient funding to digitization efforts.

It is important to note that “digitization” does not only include the process of digitizing content, tools must be developed to facilitate access, computer hardware must be increased to allow sufficient capacity to house the collections, the digital content must be preserved, and ensuring perpetual access must also be considered. These all require staff, strategies and infrastructure to be in place to effectively manage the collections.

CARL, as an association, can play a significant role in special collections through advocacy (for the value of special collections, and for LAC’s role in preserving Canadiana), coordination (of a national digitization and preservation strategy), facilitating information sharing (by way of a special collections inventory), and facilitation of resource sharing (e.g., digitization tools, digital and physical storage) to help support member libraries.