

UNIVERSITY PLANNING COMMITTEE
Wednesday, January 17, 2024 at 10:30 AM
Gilmour Hall, Council Room (Room 111)

AGENDA

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OPEN SESSION

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2. **Chair's Comments and Update**
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4. **Report from the University Library and McMaster Museum of Art**
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Library

THE UNIVERSITY LIBRARY
Report to the University Planning Committee

Submitted by: Vivian Lewis (University Librarian)

January 17, 2024

Covering the period 2024-2027

"The world is full of magical things patiently waiting for our wits to grow sharper."

Bertrand Russell

Overview of the Unit

The University Library (UL) is comprised of four physical locations: Mills Memorial Library (Humanities and Social Sciences), Innis Library (Business), the H.G. Thode Library of Science & Engineering and the Bertrand Russell Archives (Forsyth Avenue).¹

In addition to its library and archives operations, the University Library oversees the technology in all 140 Registrar-controlled classrooms through its Campus Classroom Technology unit and co-leads the Lewis & Ruth Sherman Centre for Digital Scholarship in partnership with the Faculty of Humanities.

The University Library is led by the University Librarian (Vivian Lewis), who reports to the Provost and Vice-President, Academic (Dr. Susan Tighe).

Workforce: The University Library employs approximately 100 talented individuals. This number includes 29 librarians (represented by the McMaster University Academic Librarians Association), 4 senior academic librarians (represented by the McMaster Faculty Association), 9 professional managers (members of The Management Group – TMG), and 60 unionized staff (represented by UNIFOR).

Budget: The University Library operates with a framework allocation of approximately \$24M. Of that amount, approximately 51% is spent on collections, 45% on salaries and 4% on operations (70% of the later being allocated to classroom technology expenses).

Vision: The University Library aspires to be a “catalyst of intellectual activity for the University and its community.”

Mission: The University Library’s mission is well-aligned to McMaster’s Institutional Priorities. The organization “supports the University’s research and teaching mission by advancing knowledge and discovery, inspiring creativity and building community. We deliver innovative services, welcoming spaces and exemplary collections to accelerate research, enhance learning and improve the user experience.”



¹ The Health Sciences Library is administratively separate from the University Library. The Director of the Health Sciences Library reports to the Vice-Dean, Faculty of Health Sciences.

Key Activities (2022/23 and 2023/24)

Inclusive Excellence

- Expanded the primary source content relating to Africa, Caribbean and Latin America
- Supported the Hamilton YWCA Uplift program to help women and non-binary people seeking skills in Data Science.
- Opened the expanded Campus Accessible Technology Space (CATS Lab) to improve technology access and support for students with disabilities.
- Hired a new Diversity, Equity, Inclusion and Accessibility Strategist in partnership with HSL (funded through the Provost's STEER/R program).
- Hosted a series of events promoting collections, archival material and activities under the theme "Transformative Stories: Gender and Justice" with numerous campus and external partners (the Gender and Social Justice Department, Faculty of Humanities, HSL, Indigenous Studies Department, Hamilton Public Library)



Teaching and Learning

- Opened the new Virtual Reality space in the Lyons New Media Centre.
- Launched the expanded Open Educational Resources grant with MacPherson and the McMaster Students Union.
- Welcomed the Student Success Centre's Writing and Academic Skills team into Mills Library.
- Dramatically expanded use of Echo360 for lecture capture (23,200 users viewed 1.8M videos in 2022/23).

(Virtual Reality Lab, Lyons New Media Centre)



Research and Scholarship

- Led the crafting of the campus Institutional Strategy for Research Data Management (RDM) mandated by the Tri-Agency.
- Established the SAF-funded Digital Research Commons Pilot in partnership with the CTO and the OVPR to build a more connected, research-centric approach to digital research support.



- Embarked on the “Hidden Collections” project to catalogue thousands of rare and unique printed materials held in Research Collections
- Signed two new publishing agreements (Wiley and PLOS) that support the elimination of article publishing charges for McMaster authors in these journals.

Engaging Local, National, Indigenous and Global Communities

- Submitted a successful application to UNESCO to have the archives of First Nations author Basil Johnston added to the Canada Memory of the World Register. Worked with an Indigenous student to build an online exhibit through the Indiginerds Program.
- Drafted a MOU with the Aanischaakamikw Cree Cultural Institute to ensure culturally-and community-appropriate access to the Harvey Feit collection.
- Hosted Canada’s signature cultural celebration of Jamaica’s 60th anniversary of independence.



Basil Johnston

Operational Excellence

- Participating in the Budget Committee’s review of the UL and HSL budgets. Includes discussions of harmonizing some functions to reduce costs and improve service quality. Took on responsibility for overseeing HSL’s fleet of public computers.
- With the University Secretariat and the HSL Archivist, prepared a successful business case for a University Archive (to house the portion of McMaster’s corporate records with enduring historical value).

Strategic Initiatives for the Next Three Years

Inclusive Excellence

- With assistance from our DEIA Strategist, put our hiring practices under the microscope and make changes where they are needed. Accelerate the recruitment and retention of individuals from Equity-Deserving Groups.
- Conduct EDI collections analysis to ensure that the books, journals, maps and archival materials reflect diverse voices (works by and about Equity-Deserving Groups)
- Audit our physical spaces and signage to create more welcoming environments for members of Equity Deserving Groups.
- Engage in national and provincial efforts to remove offensive language from library catalogues and finding aids.

Teaching and Learning

- Assume a lead role on campus in developing student-facing resources re Generative AI.
- Expand the creation and use of Open Educational Resources at McMaster through the OER grant. Explore a Zero-Cost Textbook program.
- Expand support for student engagement in Virtual Reality / Augmented Reality through Lyons New Media Centre. Increase equipment and expertise as demand requires.
- Increase capacity to support online learning (tutorials, guides, videos) in alignment with the Digital Learning Strategic Framework.
- Complete the technology upgrade in Registrar-controlled classrooms from analog to digital.

Research and Scholarship

- Support the 5-year review of the Sherman Centre for Digital Scholarship.
- Support the SAF-funded Digital Research Commons Pilot (with the OVPR and CTO).
- Deepen our bench strength in support for Open Scholarship (MacSphere, Digital Archive, McMaster Journals, etc.)
- Complete the implementation plan for the campus Research Data Management (RDM) Institutional Strategy – as mandated by the Tri-Agency.
- Design, deliver, assess, and refine a bibliometrics service provisioned jointly by the University Library and Health Sciences Library. Ensure that the service promotes FAIR principles (findable, accessible, interoperable & reusable).
- Upgrade the discovery platform for our internationally renowned Bertrand Russell correspondence. Seek out grant funding as required.

Engaging Local, National, Indigenous and Global Communities

- Establish McMaster as the provincial hub for the National Community Scholars Program in partnership with Simon Fraser University. (<https://www.lib.sfu.ca/about/overview/services-you/community-scholars>)
- Expand our collections of print and digital materials by and about indigenous people.
- Expand our rare and unique collections by Indigenous creators or about Indigenous Peoples and languages.

- Leverage and expand our Caribbean collections to support the African & African Diaspora Studies program AND the University's new role as host of the Canada-Caribbean Institute.

Operational Excellence

- Lead a robust revision of our Strategic Plan for 2026-29.
- Support the external review of the University Library and Health Sciences library budgets.
- With Facility Services, support a Feasibility Study of Mills Library and the McMaster Museum of Art to become a "cultural nexus" for campus. *
- Lead the establishment of a true University Archive (repository of McMaster's historical records) in collaboration with the University Secretariat and the Health Sciences Library.*

Deep Dive #1: Reimagining Mills Library and the McMaster Museum of Art as “The Cultural Nexus” of Campus

In late 2021, Carol Podedworny (Director of the McMaster Museum of Art) and Vivian Lewis (University Librarian) proposed the idea of conducting a feasibility study for a possible renovation of Mills Library and the McMaster Museum of Art to the Provost and the AVP Facilities. We framed the proposal as a “bold new vision for re-imagining the main library and the Museum as a “cultural nexus” for campus.

- To become a true catalyst for intellectual engagement, discovery and creativity on McMaster’s campus
- To reflect McMaster’s unique convergence of libraries, archives, and museum spaces in the life of scholars and students
- To foster collaboration across the two units and collections to support research, teaching, and public programming
- To signify McMaster’s commitment to its world-class cultural heritage with facilities that reflect their stature, including a shared preservation lab to provide ongoing care
- To create extraordinary, purpose-built learning environments for McMaster’s students and scholars to engage directly with these rare and unique materials
- To offer innovative, alternative object-based learning at the post-secondary level
- To create welcoming, barrier-free, and mental-health positive spaces for diverse communities
- To create world-class exhibit and public programming spaces that attract and inspire visitors from McMaster, the Hamilton community, and around the globe.

The proposal was framed around the extraordinary prominence of the cultural collections held by the two organizations:

- **The McMaster Museum of Art** is one of the top 3 university-affiliated museums in Canada in terms of collection and attendance (of 48). The MMA has one of the best collections in the university-affiliated sector with approximately 7,000 objects of European, Indigenous and Inuit art works valued conservatively at over \$110M. The collections are regularly loaned to sister cultural institutions (NGC, AGO, WAG, AGH and around the globe (Tate Modern, Tate Britain, Brooklyn Museum).



- **The William Ready Division of Archives and Research Collections** is one of Canada’s preeminent special collections units, holding over 4.5 linear kilometers of archival material and some 100,000 books dating from the twelfth century to the present day. The collection is conservatively valued at nearly \$115M for insurance purposes. The Division is perhaps most well known for being the home of the Bertrand Russell Archives. It is also the home of numerous Canadian literary papers (Margaret Laurence, Austin Clarke), British Authors (Samuel Becket, Anthony Burgess), Peace and Social Activists (Vera Brittain). Scholars visit McMaster from around the world to use the collections.

The Current Reality

McMaster Museum of Art:

- 4 out of 5 collection storage units are under grade and the vaults are at capacity.
- Fire system is water sprinklers, in vaults and galleries
- No public facing elevator in a four-story public space.
- Shared loading dock is a compromised security consideration
- Insufficient exhibition, education and meeting space.
- Need more storage, exhibition, event, and programming space to support the current collection, presentation, education/event programs of the institution

Mills Library:

- Inadequate study environments (crowded, noisy and uninspiring)
- Building does not meet code requirements or contemporary expectations for accessibility.
- Insufficient power and data supply.
- Complex and confusing navigation
- Poor teaching and public meeting space.
- The William Ready Division of Archives & Research Collections:
 - An extraordinary collection hidden in the basement with aging and unreliable security, inadequate collection, teaching, public programming and reading areas.
- The University Archives:
 - Inadequate space to support the collection of University material deemed to be of perpetual historic value.



Current Status:

- An RFP was issued by Facilities in December 2023 to seek a firm qualified to carry out the feasibility study. Campus Facilities is very close to announcing the successful firm.
- Once awarded, the feasibility study will take approximately six months and will involve considerable opportunities for campus consultation.
- Carol and I hope that the study will be considered as part of the University's Capital Building Process.

Deep Dive #2: Establishing a University Archive

What is a University Archive?

- to collect, organize, preserve, and make accessible an identified range of records that document the institution's origins and development and the activities and achievements of its officers, faculty, students, alumni and benefactors.



McMaster's original location on Bloor Street in Toronto

Objectives

- Supports the University Secretariat's role in ensuring FIPPA compliance to provide access to university information through an open and transparent archives management program.
- Partners with the records management function in the appraisal and retention of records deemed historical and/or significant as part of records disposition.
- Safeguards institutional memory and demonstrates that McMaster's history matters.
- Enables the University to better tell its story through research, public programming, outreach and events.
- Supports the Communications, Marketing and Public Affairs office and related activities in departments and faculties by collecting and preserving materials such as photographs, maps, university publications, and other materials.
- Supports University Advancement in building relationships with current and prospective donors and maintaining connections with McMaster graduates and their families.

Doesn't McMaster Have a University Archive Already?

No, McMaster is the only member of the U15 that has not established a university archives program for the preservation and management of its permanent institutional records.

- The University Library's William Ready Division of Archives and Research Collections, while renowned for its holdings, is truly a special collections unit, focused on rare books and personal archives that advance the University's teaching and research mission. The Ready Division holds a modest volume of materials relating to the University's history, but University records lie outside the Division's current collecting mandate.
- A portion of the University's records from the time of its establishment through 1957 are held by the Canadian Baptist Archives and as such are currently outside the University's management.
- The establishment of a university archives has been discussed on several occasions, including an extensive study led by consultants Saunders, Richan and Associates in 2000. Until recently, we didn't have the right people and commitments in place to proceed. (The University Secretariat

has hired a Privacy and Records Management Specialist who is extending and enhancing the University's records management program. The University Library has established a new Associate University Librarian position with a focus on archives and other rare and unique materials. The Health Sciences Library has hired its first professional archivist.)

The Project

The University Library, in collaboration with the University Secretariat and the Health Sciences Library, has secured funding from the Provost's Strategic Alignment Fund to hire a University Archivist on a two year contract. That individual will be mandated to lay the groundwork for the establishment of a formal university archives program. During the first year, the University Archivist will:

- Complete background research and visits to other university archives to identify best practices
- Work with the Privacy and Records Management Specialist to integrate university archives with records management processes, particularly long-term retention and disposition. The archivist will participate in records management pilot projects and implementation conducted by the University Secretariat with university offices and departments.
- Draft an initial collection development policy for university archives outlining the anticipated scope of the collection.
- Collaborate with the FHS Archivist and Privacy and Records Management Specialist to develop disposition planning for archival records in the McMaster Records Retention Schedule (MRRS).
- Develop appraisal guidelines, accessioning procedures, and guidelines for access to university records based on best practices for university archives.
- Develop necessary forms and guidelines for departments/donors on how to prepare their records for transfer.
- Develop relationships with campus partners (e.g., Privacy and Records Management Specialist, Health Sciences Archives, Canadian Baptist Archives, and others)
- Plan and initiate a project to identify university records that currently exist on campus and where located, highlighting at-risk items and other high-priority records to transfer.

Status:

We hope to have the University Archivist in place by spring 2024.

Note to the University Planning Committee. If the 2-year contract proves to be successful, we anticipate the following ongoing costs:

- Continuing funding for the University Archivist role.
- Storage space for physical university records with appropriate security controls to limit access to authorized individuals. The initial space identified may be temporary.
- Office space for the archives program staff, as well as common office furniture and technology.
- Archival supplies that support long-term preservation of university records.
- An additional archives staff position to be filled in a later cycle, likely year 3-5 of the program.

REPORT TO THE UNIVERSITY PLANNING COMMITTEE
from the
UNDERGRADUATE COUNCIL

FOR APPROVAL

1. Closure of the Honours Life Sciences - Sensory Motor Systems Specialization (B.Sc.)

At its December 12, 2023 meeting, the Undergraduate Council approved the closure of the Honours Life Sciences – Sensory Motor Systems Specialization (B.Sc.). Further details are contained within the circulated materials.

It is recommended,

that the University Planning Committee approve, for recommendation to the Senate, the closure of the Honours Life Sciences - Sensory Motor Systems Specialization (B.Sc.), as circulated.

University Planning Committee: FOR APPROVAL
January 17, 2024

December 5, 2023

To: Kim Dej, Vice-Provost Teaching and Learning

Re: *Honours Life Sciences - Sensory Motor Systems Specialization (B.Sc.), Undergraduate Program Closure*

Dear Kim,

Following consultation with the School of Interdisciplinary Science (SIS), the Faculty of Science is recommending that the Honours Life Sciences- Sensory Motor Systems Specialization (B.Sc.) be closed.

In 2017, bringing together School strengths in the area of neuroscience, biophysics and physiology, this limited enrolment program (capacity of 30 students) level 2 entry program was established as a means of providing Life Sciences students with the ability to focus more on sensory motor processes in humans. Since that time, there has been some faculty turnover, namely the departure of 2 key faculty members who taught in this program. Since then, SIS has lacked the faculty and subject matter expertise to be able to continue with the delivery of the Sensory Motor Systems Specialization curriculum.

Currently, SIS relies on sessional instructors or faculty from other units to deliver five of the Life Sciences courses in the SMS curriculum. With this reliance on, and turnover in sessional instruction, the School has seen a decreased consistency in course offerings and overall student experience in this program.

With approval, our plan is to phase out the Honours Life Sciences - Sensory Motor Systems Specialization (B.Sc.), with last entry into the program being September 2024. We will make a calendar note that students who had intended to register for this program should "contact an Academic Advisor in the Office of the Associate Dean, Undergraduate Studies to discuss other options". Moving forward, SIS will also begin discussions on possible new specializations that will cater to current student interests, while aligning with subject matter expertise of their current faculty complement.

Sincerely,



Rosa da Silva
Associate Dean Undergraduate Studies, Faculty of Science

cc: Dr. Ana Campos, Director- School of Interdisciplinary Science
Dr. Maureen MacDonald, Dean - Faculty of Sciences
Ben O'Connor, Acting Assistant Dean Undergraduate Studies