Good afternoon. The University of Calgary is moving Beyond the Silos of the LAMs.

Libraries and Cultural Resources, the umbrella body for the University of Calgary’s libraries, archives, special collections, museums, and University Press, is in the process of a major reorganization, a reorganization which is moving us further towards convergence.
I will start with an overview of our vision which has lead us to:
• a new organizational structure
• co-location of the LAMs in a new state-of-the-art facility, the Taylor Family Digital Library
• an increased emphasis on developing unique research collections, on unified search discovery systems, and on centralized metadata services.

These developments have begun to change the roles of curators, librarians and archivists and the way we work with each other and with researchers.
The idea of convergence has been expressed in Libraries and Cultural Resources’ vision since 1998. Our vision is to be a leader in the development of innovative information resources and services, locally, nationally, and internationally.

We envision a converged environment incorporating resources and services of libraries, museums, archives, special collections, and a university press to provide outstanding support for scholarship, learning, and the creation of knowledge. Libraries and Cultural Resources is a key component of the University’s excellence in research, teaching, international involvement, and return to communities.”

From http://lcr.ucalgary.ca/vision

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- Because convergence will better support the outcomes, that is scholarship, learning and the creation of knowledge,

- by providing a single point of access regardless of format or organizational boundaries to our faculty, students, and staff as well as to our external users.
In 1998 a group of units, named Information Resources at that time, was created consisting initially of the University Libraries, the University Archives, The University Press and the Image Centre. The Nickle Arts Museum became part of this grouping a year or so later. Shortly thereafter, both the Curators and Archivists attained academic status joining the Librarians in the Faculty Association. This enabled the Special Collections unit to be aligned with the University Archives rather than the Library in 2003. Although administratively all of these units were under the same leadership, initially the separate units continued to operate independently. On the “collaboration continuum” described in the report Beyond the silos of the LAMs, their interactions with each other would be best described as cooperative and coordinated.

It was in 2006 when Tom Hickerson took over as Vice-Provost and University Librarian that our concept of convergence began to change. At the same time, the planning for a new library gained momentum. Information Resources was renamed Libraries and Cultural Resources. A year later, the media collections and services in the Image Centre were merged administratively with the Fine Arts unit under the umbrella of the Library – with a plan to physically merge the two units into a unit named Visual and Performing Arts in the new library.
Which leads us to the current organization. The new organizational structure represents a **converged** environment. Note that each and every one of the positions and functions represented in this chart, such as Scholarly Communication or Technology Officer, pertain to the whole of LCR, not just to the Library. Furthermore, like the vision for LCR, the new structure is **outcomes-based** with an Associate Vice-Provost for each of Collections, Learning, and Research.

• The Collections group is devoted to metadata and discovery for library, museum and archival collections including acquisitions, collections, metadata services, and systems -

• Learning services is responsible for the Learning Commons; Instruction, literacy and reference coordination and Access Services such as Circulation and Document Delivery

• Although we have always provided research support, the creation of the Research support group signifies a greater commitment to this activity - which is key to the mission of the University.
The Research group is organized by broad subject disciplines, as you can see here. The museums and archives are home-based within Research services in Arts & Culture – also called the Centre for Arts & Culture.
• The Director, Arts & Culture is responsible for the overall direction of Archives and Special Collections, the Nickle Arts Museum, The Military Museums Library and Archives, and the Visual & Performing Arts, with direct supervision of the Humanities liaison personnel.

• The most significant affects of the convergence are being felt in the Centre for Arts & Culture and although the units which comprise Arts & Culture are presented as distinct units in this organization chart, I believe that the expectation is that these lines will blur over time.

• In its current configuration, Arts & Culture is comprised of 33 people: half academic staff, half support staff.

• Currently slightly less than a third are working in Archives and Special Collections which includes the Canadian Architectural Archives, a third in the museums, and the last third are from the Library from either the Humanities Liaison Services or from the Visual and Performing Arts unit…so we have a nice balance between the three LAM professional groups.

• Later on in this presentation, you will learn that a new Special Materials Metadata support unit is in the process of being created in Collections and is drawing staff from the above units so the staffing levels represented here will soon be reduced.
Libraries and Cultural Resources’ Guiding Principles also support convergence and are useful in communicating the priorities of the Centre for Arts & Culture.
At the same time that we are reorganizing, we are also in various stages of preparing to move into our new facilities, the Taylor Family Digital Library and a High Density Library. The Centre for Arts & Culture will have the majority of its specialized services co-located for the first time in the Taylor Family Digital Library - with a node in the off-campus Military Museums.

And yes, these two buildings are both called “libraries” even though they also house the archival and museum collections, services, and programs.
• The Nickle Arts Museum is on the main floor in a high traffic area
• Visual and Performing Arts collections and services are on the 3\textsuperscript{rd} floor and
• The Centre for Arts & Culture main service point and common reading rooms are on the 5\textsuperscript{th} floor – which is where special collections, museum and archival materials would be accessible to users – mainly by appointment

• The planning and then the construction of the TFDL have taken close to a decade to be realized so as you might guess, our needs and the plan have evolved over time. Originally separate office spaces were planned for the museum, archival, and library staff. In keeping with our vision of convergence and to facilitate and encourage collaborations between the archival, museum and library staff, the offices have been assigned randomly so we will no longer necessarily be sitting next to professional cohorts. Although we don’t move into the TFDL until this upcoming summer, we have begun meeting together as a cohesive whole on a regular basis where sparks of creative collaboration are already evident.
Developing Unique Research Collections

• In 2008, funds established to purchase material for The Nickle Arts Museum and another for Archives and Special Collections (base budget of $100,000 each; often exceeded) - in response to growing emphasis on primary source collections and their use in inquiry-based learning
• Carved out of existing materials budget; not new money
• Facilitates adherence to the University’s financial accountabilities

The Collections unit now supports the acquisition of unique research collections for our libraries, archives and museums.

• In 2008, funds were established to purchase material for The Nickle Arts Museum and another for Archives and Special Collections - in response to growing emphasis on primary source collections and their use in inquiry-based learning. The Museum continues to have other revenue sources such as an endowment.

• These Collection funds were carved out of the existing materials budget; it wasn’t new money. At first, the Associate Vice-Provost for Collections tells me that she resisted, to protect the materials budget. However since then she has become an early implementer of the convergence model at the University of Calgary and has revamped the policies and structure of collections and technical services to reflect and support the LAM environment. While the curators and archivists may feel that they are being subsumed by the Library, some are now realizing that the collaborations and resources being offered are genuine attempts to support, not interfere with, the profession-specific work processes of the archives and museums while at the same time striving for better metadata solutions to enable unified search systems for our users.
The scope of criteria for the selection and acquisition of materials has broadened to include museum and archival materials.

- Criteria for acquisition of primarily text collections for the Library are easily tied to disciplines and courses (user-based) as are Special Collections in many cases.
- Instead, museum objects may be acquired to fill a gap in the collection and if the collection is good, it will find its users. A smaller group of people may need the object but it has a larger significance as they can't get it anywhere else.
- Special collections’ acquisitions have been supported by the LCR Collections unit for years and are usually tied to a research or teaching interest.
Discovery of and access to LAM collections is a primary user-driven goal
• Unique collections are often hidden
• Libraries share data while archives and museums may keep their data within their own environment
• Users are telling us that they don’t know where to start their research when there are 800+ resources
• Users want one place to search everything
• Yet they want relevant, authoritative results
• They want full text retrieved in the results
• They want it all to be easy and quick (like Google but better)
Late 2009, *fonds* level records for most University Archives, Special Collections and Canadian Architectural Archives (CAA) were added; adding of box level records is ongoing. Dublin Core format

- No archival folder level records or finding aids and no museum records are in the Library Catalogue and no plans to do so as they don’t work in the MARC format
- Librarians and archivists are working together to make this happen

• Late 2009, *fonds*, that is, archival collection level records for most of our University Archives, Special Collections and Canadian Architectural Archives were added to the Library catalogue. Adding of box level records is ongoing. These tend to be in Dublin Core format

• No archival folder level records or finding aids and no museum records are in the Library Catalogue and there are no plans to do so as they really don’t work in the MARC format

• Librarians and archivists are working together to make this happen
With a unified search discovery system, unlike a federated search, all the metadata exists in a single database but in addition all of that data is normalized, for instance, work is being done to merge data from duplicate records into super-records.

We’ve loaded a larger scope of metadata content into Summon (as opposed to the library catalogue), including:

- MARC records from library catalogue,
- Dublin Core (DC) records from institutional repository (Dspace),
- DC records for local LCR digitized collections (CONTENTdm),
- Archival records directly from Archives Society of Alberta (fonds level) as well as from library catalogue,
- Part of museum collection, LibGuides, and commercial databases
How is Summon working for us in a converged environment?

- Text especially from commercial databases is overwhelming the results, so unique resources remain hidden although faceted browsing helps
- Metadata needs to be “right”; multiple issues
- Needs to accept EAD hierarchical archival records and finding aids
- Thumbnail display of images desired
Centralized Metadata Services

- Library metadata group began working with archival and museum staff on metadata for discovery systems
- Metadata needs to be “right” to facilitate unified search
- Multiplicity of metadata content standards
- Archives and Museums often expressed lack of ongoing technical and metadata support and insufficient staff
- **Identified need to develop a metadata strategy for LCR**

- The Library metadata group has been working with archival and museum staff on metadata for discovery systems
- Worth repeating, Metadata needs to be “right” to facilitate unified search
- And there are a multiplicity of metadata content standards
- Our Archives and Museum staff have often expressed lack of ongoing technical and metadata support and insufficient staff
- **The need to develop a metadata strategy for LCR was identified**
Centralized Metadata Services: Creation of Special Materials Metadata unit

• To share and develop metadata expertise and staff
• To process archival, museum, and media resources
• Staff to come from Archives & Special Collections and Visual & Performing Arts as well as from existing (Library) metadata staff
• Unique resources so copy cataloguing not an option
• Difficulty in separating archival physical processing for this unit from intellectual processing
• Museum would like technical support, assistance adding image files to records…but…

Therefore, we are currently in the process of creating a Special Materials metadata unit

• To share and develop metadata expertise and staff
• To process archival, museum, and media resources
• Staff to come from Archives & Special Collections and Visual & Performing Arts as well as from existing (Library) metadata staff
• Since these are unique resources, copy cataloguing is not an option
• We are experiencing difficulty in separating archival physical processing for this unit from intellectual processing to be done by archivists
• The Museum staff would gladly accept technical support, assistance adding image files to records and such…however they also expressed concerns that descriptors from standard thesauri may be misleading and reflect poorly on them as professionals and researchers
User Services Provided by Archivists, Librarians and Curators: Arts & Culture, Research services

- Model in beginning stages of development
- Focus groups held to gather research support data from library, archives and museum staff. This data is being analyzed.
- Expectation that our research program will develop organically through LAM convergence – and then we’ll determine how to transform that to a sustainable program

• The research services Model is in its beginning stages of development
• Focus groups were held to gather research support data from library, archives and museum staff. This data is being analyzed.
• The expectation is that our research program will develop organically through LAM convergence – and then we’ll determine how to transform that to a sustainable program
Librarians traditionally fill the liaison function at our institution.

Liaison and instruction roles are now being assigned (for archival collections) to archivists for subjects with strong archival collections, e.g. Canadian Architectural Archives.
The Learning Services model is also in the beginning stages of development
• Reference and instruction apply to the LAM environment in the 21st century. Unified search such as Summon will help.
• Expect to combine unique resources with subject expertise
• Different approaches: curators do a lot of interpretation in the creation of exhibitions; academic archivists may tend to describe collections objectively to avoid influencing researchers’ questions; librarians somewhere in the middle.
• Hoping that as a converged unit we can bring more strength to what we can deliver for instruction; learn from each other

• It has been suggested that we get rid of word “reference”; as curators don’t understand it. Perhaps change to profession neutral terminology, such as “user services”
In this variation of our vision presented by our Vice-Provost and University Librarian, note that “We are not limited by traditional roles.”

We’re at the beginning stages of exploring what it means to be a librarian, an archivist or a curator in a converged environment and how our different professional practices can inform a converged environment – especially for our users. Fortunately, we have a dedicated group of LAM professionals and paraprofessionals who respect each others’ disciplines and communicate openly with one another. We have identified that although we’re now conversing, that communication isn’t always successful due to disparate professional paradigms and terminology. We have a long journey ahead. And although LCR units and individual staff members are all at different stages on “The Collaboration Continuum” described in Beyond the silos of the LAMs, as a whole we have clearly moved to the collaboration part of the continuum.
I wish to thank my colleagues for their valuable insights.
Selected Bibliography:


Questions? Comments?

Thank you.