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Cambridge University Library Annual Report 2011-2012

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CAMBRIDGE UNIVERSITY LIBRARY

ANNUAL REPORT FOR THE YEAR 2011-2012

Cambridge University Library is moving towards a future which assumes two equally dynamic library service delivery systems: one of which is physical, focused primarily on the libraries and services to the Cambridge academic community; and one of which is virtual, focused on services to the same community, but also engages with a worldwide and unregulated audience. As part of that strategy, the library has continued this year to acquire, preserve and make accessible information in whatever format it is available. As a result, some services now being developed by the Library are radically new whilst others have continued unchanged, but common to all is the diverse community of users that remains central to the Library's mission. Its great collections, built up over hundreds of years, will thus continue to define the reputation of the twenty-first century Library, as digitisation allows these collections can be made available for unprecedented global access and use. Similarly, the exemplar reader services for which the physical Library has long been recognised must also be translated into a digital environment: technology renders our service culture ever more essential as we seek to respond to a rapidly changing and expanding demand for new resources and facilities. This fusion of traditional strengths with high quality innovation has characterised all the key areas of Library activity over the last year.

Governance

On 9 May 2012, new and revised regulations for the University Library were approved by the General Board, covering the constitution of the University Library, the Library Syndicate, and the staff of the University Library and the dependent libraries (the Betty and Gordon Moore Library, the Central Science Library, the Medical Library, and the Squire Law Library). The revised regulations derived in part from the phased implementation of the Board's review of teaching and learning support services. The term 'dependent library' was replaced by 'affiliated library' to describe more appropriately the current working relationship between those Libraries and the main University Library. Provision was also made for the governance of the affiliated libraries, and for the Board to approve the designation of a Faculty or Departmental library as an affiliated library. Revised arrangements were also approved for the governance of the Medical Library. The regulations were also updated to reflect the strategic role of the Library Syndicate in overseeing the direction of the Library and to reflect modern terminology in relation to digital access.

Finance

During 2011/2012 the Library's non-pay chest income was reduced by 2%, in line with other University budgets. Although challenging, the Library was able to support its acquisitions budgets through trust fund

income and reserves to offset this decrease. However, above inflation prices and varying exchange rates continue to affect the Library's overall purchasing power. This trend has required careful monitoring in order to ensure that resources are maximized and spent in line with information requirements underpinning the University's education, learning and research mission.

Where appropriate, this has resulted in a shift from print to electronic in both journal and monograph acquisitions. As more resources will be available only in digital format, the Library will move from an acquisitions model based on recurrent costs rather than non-recurrent (one-off) costs. While on the one hand this will result in savings on materials handling and storage costs, the implications of increased annual recurrent funding will result in a percentage reduction in the materials budget being available for new needs.

More than 30% of the Library's annual income derives from other sources, including external donations and grants. Continued success in fundraising and securing external grants has been crucial to the Library's continued development of exemplar services such as the Digital Library, but such services bring challenges as the Library must plan for long-term sustainability related to infrastructure maintenance and replacement costs. Clearly, in the digital age, different funding models will need to be developed to ensure sustainability and, where possible, funding will need to be transferred from traditional activities.

Affiliation

The Syndicate welcomed the completion of Phase 1 of the affiliation programme with the School of Humanities and Social Sciences and specifically the libraries of Economics, History and Criminology who formally joined the UL by affiliation on 1 August 2011. This process and has already produced a number of benefits including reciprocal staffing across sites, collection management advice support, access to a greater breadth of online resources and participation in joint working parties on changes to processes and policy. Phase 2 commenced during this year and encompassed the libraries of Politics & International Studies, African Studies, Development Studies, Latin American Studies, South Asian Studies and Land Economy. The physical moves of some collections that accompanied this have all but been completed and consultation on detailed planning such as staffing and resource implications has progressed. Whilst some of the detail is still being addressed, the above libraries have nevertheless formally joined the UL by affiliation on 1 August 2012.

Though not officially affiliated, the joint working pilot initiative between the University Library's Music Department and the Pendlebury Library of Music resulted in external recognition, namely an Excellence Award by the International Association of Music Libraries (UK & Ireland). The judges were especially impressed by the current initiative, now in its second year, to manage the UL and Pendlebury Library

services and collections as a single entity, with joint posts of Head of Music and Deputy Head of Music across the two libraries.

Experience to date has shown that in the absence of any tangible incentives to individual Faculties and Departments, commitment and support at School level is critical to the success of the affiliation programme. The benefits of coherent planning for a responsive and cost-effective library service in a federated environment which fully supports the academic community in all teaching, learning and research activities will be greatly enhanced by early engagement with affiliation.

The Digital Library

Digital discovery and delivery of information continues to play an increasingly critical role in the delivery of the University Library's services. This is reflected in the use of electronic resources. This year over 6 million journal articles were accessed by the Cambridge academic community while over 170,000 digital images of library materials were produced for academics, publishers and the Digital Library.

It is clear that the Library needs to be able to respond to demand for a secure environment within which to preserve 'born digital' academic material and to provide ready access to that material. In addition, as part of its commitment to the democratization of information the Library seeks to make its unique special collections available to the world through digitisation. A major grant announced in last year's annual report from the Polonsky Foundation has enabled investment to create a digitisation infrastructure while the DSpace service provides an institutional repository for the deposit and distribution of academic output.

On 12 December 2011 the launch took place of the digitized Newton Papers on the Digital Library platform (<http://cudl.lib.cam.ac.uk/>). This initial release was expected to attract attention, but the sheer scale of coverage was unexpected, though extremely welcome. Along with features in the mainstream and printed media there was a substantial amount of discussion around the world within the less formal but highly influential world of blogs, Facebook and Twitter. All of this served to draw a vast amount of online traffic to the website, generating many millions of hits. Hundreds of emails from scholars, students and members of the public have been received since the launch, all overwhelmingly positive in their tone and demonstrating the wide reach the Digital Library has achieved.

The Digital Library continues to receive very significant attention, with thousands of visitors each day generating hundreds of thousands of hits. Further content was added throughout the year, including collections of Islamic and Sanskrit Manuscripts, Spanish Chapbooks, manuscripts from the Cairo Genizah Collection, and treasures of the Library, such as Montaigne's heavily annotated copy of Lucretius' *De rerum natura* (1563) and the Library's most famous and most studied manuscript, the Codex Bezae, all available in

high-resolution images for academic use and public engagement. Work continues on other content, including Hebrew and Christian manuscripts, and the important Michaelides collection of Arabic fragments.

The potential of the Cambridge Digital Library to attract additional funding was also realised. For example, the Library was successful in securing a major JISC 'Mass Digitisation' grant for *Navigating 18th century science and technology*, a project that runs from November 2011 to July 2013 and is digitising and describing some 65,000 pages from the papers of the Board of Longitude (part of the Royal Greenwich Observatory Archive) and related collections, in collaboration with the AHRC-funded Board of Longitude Project in the University's Department of History and Philosophy of Science, and the National Maritime Museum. TIMA (The Islamic Manuscript Foundation) also awarded a grant to Library for content enrichment in relation to the digitisation of early Qur'anic fragments.

This year saw the successful completion of the three-year Friedberg Genizah Project/Jewish Manuscript Preservation Society-funded digitisation project, comprising the whole of the Taylor-Schechter Collection, along with other manuscripts from the Library's collection that are believed to have originated in the Cairo Genizah. Having a digital record of the entire collection of 320,000 images available provides potential for future projects, and the Library has already been successful in obtaining \$490,000 grant from the Andrew W. Mellon Foundation to provide digital tools for sophisticated navigation of these manuscripts online, in the form of a two-year project: *Discovering history in the Cairo Genizah: navigating the Taylor-Schechter Collection*.

Meanwhile, the DSpace (<http://www.dspace.cam.ac.uk/>) service to store and share 'born digital' academic material continues to grow. The service consumes 20 Terabytes and hosts 216,000 items for 4,533 users in 170 communities. This year there were 264,000 page views and over 310,000 file downloads. The service was externally reviewed in 2011 and key recommendations included continuation of funding, review of technology choices, and transfer of responsibility for technical operations from the University Computing Service to the University Library. The service transfer is in progress and the University Library will assume full responsibility for the service in August 2012. Research has begun to inform the development of a 'digital asset management' strategy.

Rapid developments in Open Access over recent months may well lead to increased demands on the service. The shift to open access raises issues for the whole scholarly communication process and a recently completed and soon to be deployed JISC project that provides a link between the Symplectic REF system and DSpace is expected to be helpful in the face of these developments. In addition to developments in Open Access related to academic outputs, there are new developments in open access related to research data - the "data behind the graph". With the help of a number of small JISC projects, Cambridge's readiness

for this future has been explored and some simple initiatives to support early career researchers with data management issues have begun.

Innovation to support teaching and learning continued at CARET, the Centre for Research in Educational Technology, which became an institution within the University Library in January 2011 . Major projects included research and development work with other universities on a new platform to replace CamTools, the University's virtual learning environment; work with the University's Education Section to develop further the electronic student timetable platform that will be offered as a substitute for the Lecture List; the completion of work on the JISC DURA project that will lead to synchronisation of academic work between the Symplectic REF software, Mendeley reference manager, and DSpace repository; and the JISC project to improve academic course information workflows and publication. The admissions test TSA was handed over to Cambridge Assessment this year and CARET will no longer be responsible for the delivery of this test. CARET will however continue to run the NST lab allocation software at the start of the academic year as well as supporting exam mark processing for MML.

The Physical Library

Since CARET became an Institute within the University Library, it has become clear that in order to maximise the synergies between CARET and UL activities, CARET would need to relocate to the UL, creating a physical environment in which the combined activities could thrive. The only feasible space for this was identified as the Digital Resources Area (DRA), an area which has seen a decline in usage due to changing needs of Library users. The Syndicate recognizes the continued importance of 'the library as place' in an academic environment, but that it must, where possible, adapt to the needs of this community. The relocation of CARET has provided the Library with an opportunity to respond to these changing needs, and to distribute the function and facilities previously offered only by the DRA throughout the main University Library building. Central to this has been the redevelopment of the Catalogue Hall and surrounding areas into quality spaces for library readers. Although further facilities such as increased wireless access and additional workstations in other reading rooms (e.g. the Commonwealth Reading Room) form part of the plan, the most critical component of this refurbishment plan is addressing Library users' needs for quiet study spaces, access to IT facilities, and a central support service, all of which will meet the needs of the variety of reader constituencies. The newly refurbished space will reopen in Michaelmas Term 2012.

The differing requirements of library users are further demonstrated at the Medical Library where progress has continued with Phase 2 of its refurbishment programme. Here, space formerly occupied by display shelving has being fitted with purpose-built pods and related furniture to facilitate group study facilities, along with a quiet study area to facilitate those users to wish to study in a more traditional environment.

The UL will however face a serious storage problem within the next 5-10 years, especially if Faculty/Departmental libraries wish to offer it large amounts of unique printed material. The consensus from the university 2010 survey on the issue of storage was that to dispose of large numbers of periodicals, monographs and textbooks would irreversibly damage a vital part of the University's own cultural heritage. Low use or lack of recent use was not a sufficient reason to discard items. It was accepted, however, that one copy would suffice.

The UL's storage problems will be exacerbated by the proposed development of the New Museums Site (NMS). Print collections held in the CSL, under the Examination Hall and in the Austin and Balfour buildings, amount to approx. 8.8km or 300,000 items. Furthermore, the Library has seen an increase, rather than a decrease, in the number of print items taken under Legal Deposit in recent years. This trend in publishing may well level off in the future as the publishing industry adapts to new business models but that is not the case for the immediate future. In the long term the print intake should be off-set by the expected introduction of legislation covering the legal deposit of electronic publications, as a significant amount of legal deposit intake currently received in print will only be available in electronic form. Speed of acceptance by the academic community of electronic delivery in place of print will not be uniform across disciplines, but it is expected that the availability of e-books and e-journals as the default, rather than an add-on, will progressively become the norm for initial access.

Recognising that a serviced off-site store would seem the most effective option for low use unique print collections, the Library Syndicate has endorsed the strategy of commissioning a feasibility study to establish the costs and suitable location of such a facility. With the effective use of digital alternatives and elimination of duplicates, a store would not be required to be the size or cost of that built for Oxford.

Developing Services and Improving Access to the Library's Collections

Whilst significant strides have been taken this year to expose the Library's hidden collections in new ways, there remains a significant problem, particularly for printed and archival material in Maps, Music and the Royal Commonwealth Society, as well as archival material in other collections. Many of these collections are donations, and in order to keep attracting such gifts it is important that the Library is able to demonstrate that work on them is being undertaken and that the Library is indeed the best place for long-term preservation and access. This year the Library contributed to a number of national and international surveys and other research including *Hidden collections*, *Preservation*, and *Unique and Distinctive collections (UDC)*. The outcomes of these reports will be analysed closely in relation to the Library's own initiatives and strategic priorities. Both the *Hidden collections* and the *UDC* report are expected to highlight the quantity and quality of material that remains little known and under-exploited by researchers. The Syndicate look forwards to the Library exploring new, collaborative solutions to this problem in which cataloguing, conservation and digitisation are all part of a holistic approach to collections.

The Library's ambition to share its special collections with the widest possible audience, both in person and online, received a major boost with a gift of \$1.2m over eleven years from the Howard and Abby Milstein Foundation for the transformation of the Library's provision for exhibitions, including a new virtual exhibition space and greater use of digital technologies to enhance physical exhibitions. The Library's Exhibition Centre and seminar rooms will be renamed the Milstein Exhibition Centre and Seminar Rooms in recognition of this generous benefaction.

Self-service photography became a permanent service in all Special Collections reading rooms this year (and throughout the rest of the Library) and continues to be hugely popular with readers in supporting their research. From Easter Term 2012, all reading rooms began to open half-an-hour earlier, at 9:00 am, another popular development with our users.

2011-12 saw the first full (year-long) Research Skills Programme run on the University Training Bookings System. This year saw 1265 participants attending 210 sessions that covered 72 different course modules. The dedicated website <http://www.lib.cam.ac.uk/courses/> has been a distinct success, offering significant time-saving and administrative benefits as well as greater visibility and a more professional showcase for the Library's teaching programme. The Research Skills Programme continues to offer a mix of formats ranging from lecture-style to hands-on classes and workshops. It is noticeable that a number of presenters have been moving away from the traditional 'sage on the stage' lecture format, where the majority of the content is given by the trainer, and towards a 'guide on the side' approach which enables participants to take an active part in the learning experience. This move is in line with the belief that information literacy learning should be both active and reflective in order to allow the learner to make an informed choice of what information to seek and how best to use it in the particular context.

The Legal Deposit Libraries Act 2003 created a framework in which Regulations could be made to extend the system of legal deposit to cover various non-print, mainly electronic publications. Legislation to introduce legal deposit for these works is now expected in April 2013. Planning for implementation is taking place at a number of levels, including access arrangements for library users in the main University library and the affiliated libraries, collection development, metadata, and in relation to its management and funding in collaboration with the other Legal Deposit Libraries. Supporting this has been a joint initiative by the Legal Deposit Libraries to create a robust secure technical infrastructure to enable acquisition and ingest, storage and preservation, and discovery and access of material received under these Regulations. The implementation of the regulations will have a significant impact on the work of a number of library departments once publications are supplied electronically instead of in print. Implementation will be phased, with the most immediate impact likely to be on periodical formats moving from print to electronic.

Last year the Librarian announced that an internal 'Review of Workflows' would take place in order to identify areas of operation where efficiencies could be gained and non-essential activities discontinued. To date five key operational areas have been prioritized and *Rapid Improvement Workshops* have taken place. The Syndicate has noted that this initiative has resulted in improved services, such as a 60% reduction in shelving time in the Open Library and more efficient use of staff resources. It looks forward to the next phase of this programme when more tangible savings can be identified through a detailed review of some of the more traditional ways of working.

The Year Ahead

It is clear from the above that the University Library will continue to face major challenges in the coming year. Increasing demands on both a rapidly expanding range of services and the physical space occupied by the Library will require ever more creative responses in a period of financial constraint. Yet the progress made in so many key areas also offers reassurance to the diverse constituency of library users and stakeholders. Preserving the traditions of scholarship embodied in our great collections while guaranteeing the Library's central role in the teaching and research of the twenty-first century will always be a delicate balancing act, but the success of digitisation, affiliation and service development suggest that it is not only possible, but achievable.

Royal Commonwealth Society Library

- The papers and photographs of Sir Harold and Lady Smedley, donated by their son, Mr John Smedley. Sir Harold was born in 1920, educated at Pembroke College, Cambridge and went on to have a prestigious career as a diplomat, serving in New Zealand, Southern Rhodesia, India, Ghana, Laos, Sri Lanka, the Maldives, Pitcairn Island and Western Samoa. He died in 2004.
- Additions to the letters, sundry papers and photographs of John Seymour Benson (1911–86), a geologist, educated at Trinity Hall, 1930–3, donated by his son and his wife, Mr and Mrs Michael Benson. Benson's career took him to Western Kenya, Tanganyika, the Gold Coast and Nigeria working in the mining industry. During WWII he served in India.

The Trinidad papers of Felix Leonard Valentine Anduze (1920–2009) and his family, donated by Ms Anne Burden, comprising the personal, company and estate papers of five members of the Anduze family relating to the family's cocoa plantations in Trinidad during the first half of the twentieth century.

Appendix 4

Transfers

Manuscripts

- The General Board, 30 linear metres, 1969–2003
- Economics Faculty Board minute books, 1948–2001
- Clubs and Societies records relating to the Cricket Club, 1935–36; Ice Hockey Club, 1925–; Cruising Club, 1923–40; Footlights Dramatic Club, 1994–2007

Rare Books

- 350 volumes from Plant Sciences, including the second edition of Peter Treveris's *Grete herball* (Southwark, 1529) and books with important annotations and Cambridge associations, such as John Ray's *Catalogus plantarum circa Cantabrigiam* (Cambridge, 1660) annotated by John Martyn (1699–1768), Cambridge Professor of Botany, and Martyn's annotated copy of his own *Methodus plantarum circa Cantabrigiam nascentium* (London, 1727). There is also a copy of the extremely rare *Horti Botanici Cantabrigiensis catalogus* (Cambridge, 1794), presented by John Martyn's son, Thomas, who succeeded him as Professor of Botany.