

# Gazette Supplement



## Curators of the University Libraries The Bodleian Libraries: Annual Report August 2010–July 2011

### Introduction

The year to 31 July 2011 has been one of the most remarkable in the Bodleian Libraries' 400-year history. At the beginning of the year the initial steps in the upheavals accompanying the metamorphosis in the libraries' estate and services had been taken, but the libraries – and in particular the central Bodleian Library – were functioning much as they had done for decades. By the end of the year almost every aspect had been radically transformed: the new repository at Swindon had opened and was well on the way to being filled; staff, books and furnishings had gone from the New Bodleian Library; the Old Bodleian Library and Radcliffe Camera had been rejuvenated by the opening of the Gladstone Link; and a new Integrated Library System was in place. All of these transformations were interconnected and hiatuses in one could easily have impinged upon the progress of the others, but by the end of the year this had been achieved at breakneck pace with barely any interruption in services, setting a new benchmark for libraries worldwide.

At the same time new services and projects were initiated and significant collections were acquired. Fundraising activities continued, and the libraries were fortunate enough to benefit from the kindness of many donors; and this was done in the face of the financial exigencies resulting from recession, and the requirement to make savings so that the libraries could play their part in meeting the challenges resulting from the downturn in the global economy.

This has been a very stimulating year with a roster of achievement in which anyone should take pride. As Bodley's Librarian I am enormously pleased to be able to present this report, and to pay tribute to the commitment, efficiency and enterprise of the staff of the Bodleian Libraries who have accomplished so unprecedented a success.

Sarah E Thomas  
Bodley's Librarian

### Transformation

#### Book Storage Facility

At the start of the year the new Book Storage Facility (BSF) at South Marston, on the edge of Swindon, was nearing completion, and was handed over to the libraries on time and within budget on 6 September 2010. In the preceding weeks the libraries' Estates Projects office had been closely involved in the completion and subsequent fit-out of the facility: some 500,000 archival storage trays were procured, a detailed planogram for book storage produced and contracts placed for the supply of the BSF's fleet of high-level order pickers. The collection processing areas were designed, equipped and set up. By the end of October 2010 the furniture and IT had been installed, 38 agency staff trained, and the first book from the Oxford collections ingested.

The opening of the Book Storage Facility, under the supervision of Boyd Rodger, signalled the start of an intensive period of activity whose main focus was the requirement to vacate the New Bodleian by 31 July 2011 so that work on its redevelopment as the Weston Library could begin. The Book Storage Facility, in which all the material is stored in a regulated warehouse environment which maintains a constant temperature and humidity level consistent with the standards required under British Standard BS5454, was the key enabler in the libraries' overall academic strategy.

Throughout the period, the Ingest Project Team at the facility helped to maintain the flow of books going into the warehouse, adapting staffing levels flexibly to meet requirements (for example, by putting on a second shift in February 2011). This stage of the ingest was completed on 29 July 2011, at which time over 5.3 million items had been ingested, an average of almost 140,000 items every week.

The retrieval service supplying items from the Book Storage Facility to readers went live on 8 November 2010. The Ingest Project Team supported the early stages of the service, until

in April 2011 recruitment to the permanent Operations Team started.

During this start-up year the book delivery service from the BSF has significantly evolved. It started as a once-a-day service because of the low volume of material stored in the warehouse. By August the two operational teams were established and offering a service from 7 am to 10 pm (Monday to Friday). They retrieve items at 7 am, 10 am, 2 pm, 5 pm and 7.30 pm. This has reduced delivery times by five hours and supports two scheduled deliveries from the BSF to Oxford at 7 am and 12.30 pm.

#### Book moves

The speed with which books and other materials were moved into the Book Storage Facility could not have been achieved without herculean efforts from the Bookmoving Team led by Bruce Wainwright. Their work had begun the previous year with the move of Special Collections material from the New Bodleian into a temporary home specially prepared for them in the Radcliffe Science Library, and during the year the team had to deal with a variety of moves additional to the main decant of more than 3 million items from the New Bodleian.

The first of the additional moves was the transfer of the Official Papers collection (and its staff) to an area made available in the basement of the Bodleian Law Library, and the opening of a new reading room on the ground floor of the St Cross Building. Over 2,500 metres of material were moved, ten new reader places made available and wireless installed as well as power for laptops and a computer for consultation. The new service officially opened in October 2010.

The Official Papers collection was moved from the Underground Bookstore beneath the lawn of the Radcliffe Camera, which was being emptied in preparation for the construction of the Gladstone Link. The whole Underground Bookstore work involved moving out 15,777

linear metres of material over 66 working days and later refilling the space recreated as the Gladstone Link with 4,008 linear metres of high-use material in shelfmark order in 23 working days.

The main task, of course, was to empty the New Bodleian Library mainly to the Book Storage Facility but also involving some consequential moves for material transferred to the smaller libraries. The move involved 10,671 drawers of maps, representing over 1.2 million sheet maps and 84,831 linear metres of bound and loose-leaf materials, ranging from books no more than two inches high to bound volumes of broadsheet newspapers.

### Barcoding

All the material moved to the Book Storage Facility had to be barcoded before ingest by the Inventory Control Team led by Michael Williams. Barcoding began in March 2010 but the pace of work quickened during the year as the team worked to ensure that the book movers always had material available for moving. Teams of yellow-jacketed barcoders – many of them students supplementing their income – swarmed over the bookstacks like bees in a hive. Not only were the collections barcoded, but in the process legal deposit material was identified wherever possible: this allowed a substantial saving to be made on the VAT arising from the building costs of the facility.

Technically the most challenging element of the process was the matching up of the barcoded items with their records in the catalogue, and the accurate recording of their relocation as they moved to the facility; the complexity of the relationships between books on shelves and records in the catalogue was even greater than had been imagined, and the team constantly devised new workflows and methods to keep the process on track for completion in July 2011. Monographs were barcoded using software designed and built by the OLIS team. The extensive periodical collections proved quite challenging and a variety of barcoding techniques was introduced to accommodate the differences in arrangement of the collections and the level of cataloguing. The most difficult cases were escalated for specialist attention in order to associate the barcode correctly with an entry in the library catalogue. To the end of July 2011, 452,515 items received this attention, including the addition of 43,141 basic catalogue records for books which had no record previously.

At the same time as emptying the New Bodleian, the Inventory Control Team tackled the barcoding of almost 2 million items temporarily housed (for want of space in the libraries) in a salt mine in Cheshire. By undertaking to vacate the mine by the end of June 2011 the libraries realised a substantial saving in storage costs; so every day a 40-tonne

lorry left the salt mine carrying 1,000 boxes of books, and every day these were barcoded and the following day sent to the Book Storage Facility. A total of 52 kilometres – 145,000 boxes – of books was processed.

The Team also found 4,541 items which had previously been mis-shelved or reported as missing.

### Book Storage Facility Information System (BSFIS)

The Book Storage Facility is constructed on the Very Narrow Aisle (VNA) principle with 12-metre-high shelving reached by ascending vehicles known as high-level order pickers. All the contents are identified by barcodes – hence the need for the Inventory Control Project – and locations and movements are tracked by the warehouse management system, known as the Book Storage Facility Information System (BSFIS). The BSFIS is based on software from a US vendor Generation Fifth Applications (GFA). The software manages all book-related operations within the BSF including ingest, retrieval and re-file. The BSFIS holds the location of every item placed in the BSF, matching each barcoded item to the tray in which it is housed, and each tray to a unique shelf address among the 97,500 shelves within the BSF.

One of the key interfaces is that between the BSFIS and OLIS, the Library Management System, to ensure that books can be found when ordered. Every night, information was passed from OLIS to BSFIS about material released by the barcoders after barcoding and the resolution of escalated problems. Hard on the heels of the barcoding, the Bookmoves Team transferred to the material to the BSF for ingest. Close cooperation between the Inventory Control and BSFIS teams – including stationing Inventory Control team staff at the BSF itself – resolved problems arising when barcoded items arriving at the Book Storage Facility could not immediately be matched with the BSFIS's files of expected items. Given the rapid speed of the process, maintaining control over the resolution of NOFs ('not-on-files') was a crucial element requiring the close cooperation of a number of teams, in order to keep the whole process on track.

Following the ingest of material from the New Bodleian and Deepstore, the BSFIS held the location of over 5.3 million items.

### Integrated Library System

A complicating factor in the development of BSFIS was that, at the same time as the installation of the BSFIS, the libraries' Integrated Library System, OLIS, was being replaced by a new system, which uses the Aleph product from Ex Libris, in a process scheduled for implementation in July 2011. This entailed writing programs for BSFIS to communicate with both old and new systems.

Because of the close interconnection between the warehouse and library management systems, both projects – BSFIS and ILS replacement – were managed by Business Applications Development Manager Andrew Bonnie.

The implementation project lasted 18 months, culminating in the launch as planned in July. The team worked extremely hard, in conjunction with the University's ICT Support Team, to recover from a major failure of the outgoing system just four days before the planned migration; Aleph is configured to avert the dangers posed by the risk of such failures. The implementation included the successful migration of 7.2 million bibliographic records, more than 13 million item records and 92,000 patron records from the old system. Preparation for the change included training for over 460 members of staff and putting in place the configuration for more than 90 libraries.

The new ILS provides a fully supported platform for the library's core operations, including enhanced cataloguing options through the provision of full Unicode support, greater integration with SOLO ('Search Oxford Libraries Online' – the readers' interface to the catalogue) and a simplified approach to the management of closed-stack requests.

A major upgrade of the software underlying SOLO was introduced for Michaelmas term 2010. It included many functional enhancements. Oxford has enjoyed a partnership with the software vendor, Ex Libris, in the development of Primo Central, a product that enables our readers to search rapidly a massive, cross-disciplinary database of 400 million articles from within SOLO. In addition, through a benefaction from the philanthropist Zvi Meitar, we have been able to incorporate the *bX Recommender* service, allowing readers to see patterns of usage by scholars worldwide of the material they are consulting, and enrichment data (such as tables of contents) for our records, both of which improve considerably the searching and user experience of SOLO.

### Staff relocation

The safe removal of 3.5 million items from the New Library over nine months may be the attention-grabbing achievement, but the relocation of over 200 staff from the building in the same period was no less challenging. The majority of staff relocated to the administration block at Osney, which itself underwent a number of alterations to accommodate its new tenants. The whole of the Collections and Resource Description department moved during September 2010, and much of the Conservation and Collection Care department followed shortly thereafter. A number of smaller departments – Imaging Services, Publications and some curatorial

and reader services staff – also moved. Some Conservation and Collection Care staff moved into the Clarendon Building, as did over a dozen curatorial staff. Music and Maps staff (and the reading room collections) were moved into Duke Humfrey's Library, where space was available consequent upon the provision of Special Collections facilities for readers in the Radcliffe Science Library. Other curatorial staff moved into the Old Bodleian Library. Facilities Management staff were also split between Osney and the central Bodleian site, reflecting their changing responsibilities in relation to the libraries' estate.

### New Bodleian Library

The redevelopment of the New Bodleian Library into the Weston Library opening in 2015, designed by Wilkinson Eyre Architects, has three aims: to create high-quality storage for the libraries' valuable special collections, which include the rare and unique manuscripts, books and maps that the Bodleian preserves for the international world of scholarship; to develop the libraries' space for the support of advanced research; and to expand public access to its great treasures through new exhibition galleries and other facilities. Throughout the year, Estates Projects worked closely with the Design Team working through RIBA Stage E and part of Stage F. Estates Projects managed the final clearance of the building's furniture and equipment and the strip-out of fittings ahead of handover. The main and demolition contractors were appointed. All heritage furniture was inventoried and moved into storage, and at the same time support was given to the Inventory Control and Bookmoving Teams.

In March the libraries were pleased to announce a \$3 million donation by Charles and George David in memory of their father, Charles Wendell David, who attended Oxford as a Rhodes Scholar and went on to careers in the United States as a medieval historian and pioneering university librarian. The donation will be marked by naming the New Bodleian 'penthouse' reading room in his honour.

On 29 July a celebratory party was held in the former PPE reading room to celebrate the successful emptying of the New Bodleian Library. Bodley's Librarian was formally piped from the building carrying the final item to be removed: the manuscript of Jane Austen's *The Watsons*, acquired just two weeks previously. The building was officially handed to the contractors on 1 August 2011.

### Direct access and the Gladstone Link

One element of the academic strategy lay in making more material directly available to readers. This was achieved by remodelling the Underground Bookstore – built 100 years ago to accommodate the libraries' first high-density mobile shelving, as conceived by none other

than William Gladstone – to form a new reader space, the Gladstone Link, with some 120 seats and provision for approximately 270,000 items on open access. This roughly doubled the open-shelf provision on the central Bodleian site to around 500,000. The items included high-use material selected on the basis of previous use by readers, and the most recent (three–four years') intake of academic material not already placed elsewhere on open shelves. This new open-access area contributed to the Library's strategy of keeping high-use material in Oxford and lesser-used material at the Book Storage Facility in Swindon.

The opportunity was taken to offer a new kind of study space for readers, with furniture of various styles, shapes, sizes and heights, and including a group study area. The Gladstone Link provides a study environment contrasting with the more formal reading rooms in the Old Bodleian Library and Radcliffe Camera. At the same time it respects the industrial heritage of the original space and retains a proportion of the Gladstone-designed bookshelves. It opened in July 2011 (with a formal ceremony later in the year) and has been enthusiastically welcomed by readers.

The Gladstone Link was a major element in the Underground Bookstore/Old Bodleian project but not the only one. An important aim was to improve the accessibility of the Link itself and the surrounding areas. To this end two book hoists were installed, between the basement and main levels of the Gladstone Link, and a platform lift was installed between the main level of the Gladstone Link and the Lower Radcliffe Camera Reading Room to facilitate book movement and shelving and to assist with access to the Radcliffe Camera for people whose mobility is impaired. A new staircase was designed around this lift, replacing a very steep stairwell.

The tunnel that links the Old Bodleian Library and Radcliffe Camera was refurbished and opened up to readers; it now provides a vibrant passage between the two buildings. The opening of the tunnel was a key aspect of the policy of encouraging more freedom of movement for readers within the secure perimeter of the buildings. At the Old Library end of the tunnel a new lift was installed in the shaft formerly occupied by the book conveyor in the north-west corner of the Library. For the first time in its history, the Library can offer access to wheelchair users and greatly improved access for anyone who cannot easily manage stairs. In addition the lift is used for book deliveries to the Old Library reading rooms and for moving books around within the building. As part of the work to install the new lift, the ground floor of the Old Bodleian Library was remodelled to improve the coat and bag storage provision for readers including new clear-fronted lockers, and a disabled toilet provided on the ground floor for readers

and visitors attending events. Previously the only such provision had been in the New Bodleian Library. In addition the first- and second-floor landings in the northwest corner were remodelled: the first-floor landing now includes a dedicated storage area for book trolleys and deliveries, while the second-floor landing has been left clear as a breakout area so that readers can enjoy the beautiful views of Oxford from this space. Remodelling the second-floor landing also revealed a section of the Upper Reading Room frieze that had previously been obscured by masonry partitions.

The Old Schools Quadrangle was repaved (using existing paving where possible) as part of the project. Not only was the historic space in need of repair but an etching from 1675 shows the threshold of various doors of the Quadrangle as level with the ground. Restoring and releveling the Quadrangle allowed the Bodleian to offer level access at four major doorways, enabling the removal of several ramps and improving access for people with impaired mobility. Last but not least, a Tea Room for readers (with separate area for staff) was created in the Schola Grammaticae et Historiae in the Quadrangle's northeast corner. This is a facility that readers have often requested when surveyed about the library.

The outcome has been the creation of more flexible and more accessible spaces, and new facilities for readers.

### Just-in-Time

Throughout the period of book and staff moves, remodelling buildings and their allied services, and the introduction of new IT systems, staff continued to offer a first-rate service to readers. In addition to coping with changes themselves, they had to guide readers through the changes and did so with good humour, patience and professionalism.

In addition a new service was introduced, the 'Just-in-Time' Project, which was established and developed in October and November 2010 to supply readers with materials made temporarily inaccessible as a result of book moves and estates projects. The aim was that, during barcoding, book moves and BSF ingest procedures, most material would be inaccessible for no more than three weeks, and the Just-in-Time team's task was to find substitutes for the 5% of materials unavailable at any moment in time, if these were requested. Clear procedures, workflows and hierarchies of alternate sources were developed for the operation of the service: between October 2010 and July 2011, 3,580 requests were dealt with by the service, 90% of them successfully resolving the problems.

The essential role of the college libraries in supporting the Just-in-Time initiative deserves to be acknowledged here.



The service was extended to cover all offsite materials made inaccessible during the ILS migration to Aleph, in addition to those involved in book moves. A web-based request form and a range of alternative sources were developed for use during this period. Additional staff were recruited from across the Bodleian Libraries to assist with the service, and carried out preliminary work on requests and supported the core team during peak periods. 481 requests were received during the migration period, of which 99.6% were resolved successfully.

During the migration a new service was introduced – on the SOLO home page a ‘live help’ box using Meebo was introduced during core hours, allowing readers to ask questions directly of library staff and receive an online answer in real time. The service was at first only intended to run during the migration and the initial period of operation of the new ILS, while readers became familiar with the new system; but it was so instantly popular and received such strongly positive feedback that the service has been retained as a permanent addition to the libraries’ range of reader support facilities.

### Responding to our users

While the enormous upheavals were in progress, staff continued to provide undiminished services to readers and introduced several initiatives.

### Science and Medicine

The Plant Sciences and Zoology printed resources were made more easily available by reclassification and incorporation of unique titles into the Radcliffe Science Library single sequence, locating books in the Lankester Room and periodicals in upper reading rooms. The Radcliffe Science Library continued to monitor physical space usage by use of the Sentry security system and conducted an analysis of needs to survey the usage of printed collections at the library.

The Radcliffe Science Library has acquired Kindles for loan to readers and during the year it purchased additional relevant book content for them. In addition, the range of e-readers available was increased by the introduction of loanable iPads with preloaded e-book content and apps.

The Health Care Libraries created online tutorials on topics such as finding the evidence and how to access NHS online resources, in response to students’ needs and schedules.

### Social Sciences

The Bodleian Law Library created 35 separate guides to resources and collections covering 16 jurisdictions and 16 legal subjects. In addition, five guides to the various Official Papers collections were also produced. The

Library works in close cooperation with the Law Faculty, and members of the Law Library were the recipients of the Bodleian Libraries Teaching and Learning Award 2011.

The Sainsbury Library at the Saïd Business School secured the installation of a digital wall-mounted flatscreen monitor behind the information desk with a looping PowerPoint presentation which displays information to orient users to the library environment, both physically and by signposting them to our online presence. The library took part in a school-initiated exercise resulting in a revised platform of services covering both the Park End Street users and those staff and participants located at its Egrove executive education campus. As a result, induction programs delivered to Executive Education course participants have been a significant and exciting addition to the service and information delivery work of the staff of the library.

The Bodleian Education Library introduced sessions integrated into academic programmes, for all students, covering: literature searching for assignments; managing references; working with the literature for theses; and systematic review training. For Master’s and DPhil students, the librarian also ran a range of joint seminars and workshops with the Director of Graduate Studies, to train students in topics such as doing the literature review and avoiding plagiarism and a series of Dissertation Skills Workshops for all Master’s students. All sessions are now listed in academic timetables and course handbooks, making them an integral part of the academic programme. The library increased its online training through its suite of information skills tutorials on WebLearn: six video tutorials were provided, with accompanying tutorials to practise the skills. The library continued to work to digitise eligible core reading list materials, funded by the Department of Education.

The Latin American Centre Library made good progress with a project to reduce duplicated and unused stock to provide a relevant and focused working collection.

The Tylor Library for Social and Cultural Anthropology produced a new Anthropology subject guide and the library’s first full website to enhance its online presence; and work started on converting the library classification scheme from home-grown to Library of Congress, in consultation with academic staff.

At the end of Trinity term, the Social Science Library organised and hosted a new event, ‘Social Science Showcase’ (branded as ‘Sssh...’). Of the initial 30 students who signed up using an online booking form, 19 graduates presented posters, representing research from nine departments in the Social Sciences Division. Professor Roger Goodman, Head of

the Social Sciences Division, gave a speech to welcome participants in which he highlighted the crucial relationship between the library and the research it supports. Afterwards he wrote:

I thought the SSD Sssh was a fabulous event ... I genuinely cannot remember the last time I felt such a buzz around a group of graduates. It was quite different from most poster sessions ... because displays were not limited to a single discipline but spanned the whole of the social sciences. It certainly opened my eyes to the quality and diversity of the work of our students and I have no doubt that it opened the eyes of many of the students too.

Divisional emphasis on research methods and transferable skills was well supported by the library’s Graduate Search Clinics programme, a set of ten sessions designed to support interdisciplinary research and develop effective searching skills. Workshops included: ‘Turning a research question into an effective search strategy’; ‘Newspapers and analysis: tools for researching global affairs’; and ‘Resources for researching public policy’. The library also offered hands-on workshops embedded in the department’s curriculum.

The library joined the Bodleian Libraries’ website, creating a new set of pages in time for the beginning of Michaelmas term 2010. A key part of the new site comprises a growing set of ‘How do I...?’ links, providing quick answers to frequently asked questions. The library also created 13 subject-based online guides for research resources using the new LibGuides software; RSS feeds keep the LibGuides refreshed with relevant newsfeeds and new scholarly papers. The library also joined Facebook; during the year, 149 people tagged that they ‘liked’ the site.

### Humanities

The English Faculty Library provides a substantial programme of information skills training for English undergraduates, closely tailored to particular elements of the syllabus; the Deputy Librarian, Kerry Webb, received one of the Bodleian Libraries awards for the support of teaching and learning for her wide-ranging work in support of readers, colleagues and trainees. In addition the library introduced the use of LibraryThing to produce user-friendly Web 2.0-based accessions lists.

Historians are now able to be alerted to new publications on a historical period or country, thanks to the use of Virtual New Books Display for newly received history books in both the History Faculty Library and the Bodleian, covering both relevant legal deposit and purchased intake, including e-book purchases ([www.bodleian.ox.ac.uk/history/collections/acquisitions](http://www.bodleian.ox.ac.uk/history/collections/acquisitions)).

The new Wellcome Unit for the History of Medicine Library website went live in March

2011. It now follows the Bodleian Libraries' model and is much more extensive than the previous webpage. Accompanying it is a number of other applications to keep people updated with news, events and new resources: a blog, a Twitter page, a Delicious page for bookmarked websites and a LibraryThing account for new books. These have helped promote the library and formed links with other institutions particularly in the UK and US.

The Vere Harmsworth Library Librarian set up a new blog focusing on the resources available for US Studies at Oxford. This blog is intended to help support readers at the VHL in locating and using resources in the library's collections and online, and complements the online guides to resources available via the Bodleian Libraries' LibGuides platform. The blog can be viewed at <http://vhlresources.blogspot.com>.

In the Taylor Institution Library from April onwards work was under way to prepare the teaching collection for the first stage of phase one of the Taylor Institution Capital Project which will provide major improvements for the library's users.

Following the development of the Bodleian Korean library collections in 2009, including the acquisition of over 3,000 monographs and an important collection of books and reproduced manuscripts from the Kyujanggak Royal Library, Minh Chung at the Bodleian Oriental Institute Library initiated a project to promote the rich Korean collections of the Bodleian Libraries and the University museums, which will be supported in 2011–12 by a grant from the Cultural Heritage Administration of the Republic of Korea for the promotion of Korean cultural artefacts.

The Bodleian Oriental Institute Library moved to year-round Saturday opening and extended evening opening hours. Readers welcomed the increased access to the collection and also the consolidation of the Oriental material from the New Bodleian Reading Room.

### **Bodleian Reader Services**

Staff in the Bodleian Reader Services Department were heavily and directly involved in many aspects of the transformation of the central site during the year under review, in particular maintaining the book service as the main stack was emptied and the Book Storage Facility filled; relocating dozens of staff; and surmounting the disruptions in the Radcliffe Camera, Underground Bookstore and Old Bodleian Library during their refurbishment.

The department piloted Sunday opening of the Radcliffe Camera during Hilary and Trinity terms and this was extremely well received with good take-up and feedback. Opening hours offered were 11 am–5 pm to tie in with Historic Venues' opening of the site and also some other Bodleian Libraries opening hours.

### **Special Collections**

Many of the activities of Special Collections revolved around the care of the collections during the emptying of the New Bodleian Library. The Maps and Music Sections relocated to Duke Humfrey's Library; they and other sections of Special Collections had to devise new methods of handling materials ordered from the Book Storage Facility, for which online catalogue records were either absent or insufficient.

The Maps Section also brought to a successful conclusion to the AHRC-funded 'Linguistic Geographies' project, delivering both a website on the Gough Map ([www.goughmap.org](http://www.goughmap.org)), and 'The Language of Maps', a three-day colloquium held at the Bodleian in June 2011 attracting 60 delegates from nine countries.

March 2011 saw the launch of the JISC-funded online catalogue of the Bodleian and Cambridge collections of Islamic manuscripts, Fihrist. This provides brief descriptions of some 5,000 Arabic texts, which were formerly only accessible via a card catalogue in the Special Collections Reading Room. Further funding from JISC has allowed the catalogue to be expanded to include manuscript descriptions from six other libraries, including the British Library and SOAS.

The John Johnson Collection website was totally rewritten, including the posting of hundreds of new indexes, checked and/or created by volunteers.

The Bodleian Library of Commonwealth and African Studies at Rhodes House created new LibGuides for African (<http://libguides.bodleian.ox.ac.uk/african-studies>) and Commonwealth (<http://libguides.bodleian.ox.ac.uk/commonwealth-studies>) Studies.

### **General reader services**

The new series of online readers' guides, LibGuides, was launched at the start of the year and further developed during the year as a single point of entry for readers looking for guidance on subject resources and information skills. The site (<http://libguides.bodleian.ox.ac.uk>) currently provides 176 guides covering over 70 subject areas plus guidance on bibliometrics, referencing and plagiarism and other information skills. Many guides also include online tutorials. The range of subjects and skills covered will continue to expand during 2011–12.

Attendance at undergraduate induction was improved by the development of a new database to streamline the timetabling with colleges. It has simplified arrangements for joint schools and PPE students by ensuring that they can learn about all the libraries that they need to use at a single session.

The libraries welcomed visitors coming to faculty and college open days, as well as the

usual large group of UNIQ (formerly Sutton Trust) summer-school students in July for whom the staff provided induction and support with writing their essays.

The Admissions Office admitted over 11,000 readers during the year; its initial briefings about the use of library services, disposition of reading rooms and ordering arrangements changed constantly as the year progressed, in response to the transformative activities which dominated the year. A database manager was appointed to manage the admissions and access control databases, improving our capacity to support the current systems and working towards innovative improvements in line with University demands and expectations.

A new Print, Copy and Scan service (PCAS) was introduced across the Bodleian Libraries on 9 August 2010. This gave library users access to a range of new services, including printing from laptops, scanning, colour copies, online accounts, discounted duplex and print jobs that can be collected from any photocopier in any of the Bodleian Libraries. The libraries' fleet of copiers was largely replaced at this time so that readers have a common experience no matter where they are. By the end of the year over 16,000 accounts had been opened; readers have welcomed the new reprographic services available to them.

The second phase of the PILLOT Inter-library Loan project saw the implementation of an improved web interface and online payment.

The Accessible Resources Acquisition and Creation Unit provided materials in alternative formats to 14 students, a 50% increase from the previous year. There was also an increase of 20% in the number of disabled readers requiring special adjustments when using the Bodleian Libraries and its collections: 81 readers were eligible for them.

The Systems and Electronic Resources Service appointed a permanent member of staff devoted to the management of the large collection of databases throughout the Bodleian Libraries. Improvements were made this year to the Library Card and User Education databases, allowing us to improve services to new and existing readers; and to the Libstats database thus improving the collection of organisational statistics and our understanding of usage.

### **Widening access**

#### **Exhibitions**

At the start of the year the exhibition 'My wit was always working': John Aubrey and the development of experimental science' was still running. The exhibition examined the intellectual world of the English seventeenth-century scientific and cultural figure, John Aubrey (1626–97), one of the founding fellows

of the Royal Society of London with a broad and deep range of scholarly interests, from the study of ancient megaliths to the creation of a new artificial language.

The Bodleian's winter exhibition 'Shelley's ghost: reshaping the image of a literary family' ran from December 2010 to March 2011. Spanning three generations of literary figures, the exhibition charted the history of a family blessed with genius but marred by tragedy, showcasing letters, literary manuscripts, rare printed books and pamphlets, portraits and relics, including Shelley's own notebooks, a letter of John Keats, William Godwin's diary and the original manuscripts of Mary Shelley's *Frankenstein*. The exhibition featured treasures lent by the Pforzheimer Collection of the New York Public Library, many of which had never been on public display in the UK. The exhibition has since travelled to the Wordsworth Museum at Dove Cottage in Grasmere, and will be shown at the New York Public Library in 2012. It was complemented by a major online exhibition, of which more below.

The summer exhibition 'Manifold greatness: Oxford and the making of the King James Bible' celebrated the Bible's quatercentenary, and examined the events and conditions that led to and shaped this translation enterprise, specifically showcasing the contribution of the Oxford translation committees, of which notable members were John Rainolds (President of Corpus Christi), Henry Savile (Warden of Merton) and Miles Smith (Corpus Christi and Brasenose). This was also complemented by an online version, and in addition the libraries' first mobile app, for iPhone, iPad and Android. Lunchtime lectures were presented for both exhibitions.

The exhibition was organised by the Bodleian Libraries in association with the Folger Shakespeare Library, Washington, DC where some items went on display at the Folger's related exhibition in autumn 2011.

The Proscholium exhibition case again hosted a series of short displays, starting and ending the year with displays linked to the performances by the Globe on Tour: 'Childhood innocence: Shakespeare for children' to accompany *A Midsummer Night's Dream* in 2010 and 'Love poetry by Shakespeare and his contemporaries' to accompany *As You Like It* in 2011. Between them came 'Armed with the king's letter': John Leland and the monastic libraries of England'; 'The very best people in the kingdom: the Harcourts of Nuneham Park'; 'Alfred Bestall: illustrator of Rupert Bear'; 'Bent Juel-Jensen, Munificent Friend of the Bodleian Library'; 'Cultural revolution in Berlin: Jews in the Age of Enlightenment'; 'Piers Plowman: visions of Heaven, Hell and Middle Earth' (to coincide with the International Piers Plowman Society conference); and 'Linguistic geographies: three centuries of language, script

and cartography in the Gough map of Great Britain'.

During the course of the year the Vere Harmsworth Library held exhibitions in support of events at the Rothermere American Institute and the wider University. In September 2010, an exhibition of interesting items from the collections was set up for the University's Alumni Weekend; in March 2011, a selection of material from the Philip and Rosamund Davies US Elections Campaigns Archive was exhibited in support of a conference on Political Marketing; and in May 2011, to tie in with the Annual Esmond Harmsworth Lecture in American Literature, RAI Fellow Dr Sally Bayley helped staff to curate an exhibition placing Marilynne Robinson's work in the wider American literary context.

Library materials were lent to a number of British and overseas institutions during the year, and one of the libraries' engrossments of Magna Carta was exhibited in San Diego, Los Angeles and San Francisco.

## Events

For the fourth year running Oxford Playhouse and the Bodleian Libraries hosted Shakespeare's Globe on Tour in the contemporary setting of the Old Schools Quadrangle. The play for 2011 was *As You Like It* and was sold out weeks in advance, with returns being some of the hottest tickets in town. Accompanying the performances were a series of well-attended introductory talks offered by members of the Faculty of English and a display of Shakespeareana from the Bodleian's collections.

The Bodleian's lunchtime lecture programme was expanded to include six lectures on themes in the exhibition 'Shelley's ghost: reshaping the image of a literary family'. Speakers were drawn from London, Warwick, Durham and Newcastle as well as from the University. The talks were free, open to members of the public and, from the attendances, proved to be a welcome addition to the libraries' outreach activities.

The Bodleian Library is now a well-established venue for the Oxford Literary Festival. This year the libraries hosted six entertaining lectures, including 'The future of the Bodleian Libraries' by Bodley's Librarian; 'Prime ministerial lives and letters', in which a stellar line-up of panellists (Dr R Thorpe, Philip Ziegler, Kenneth Morgan and Vernon Bogdanor) selected material from the Bodleian's own collections and explored what they revealed about the prime ministers; 'The postcard books' by Tom Phillips, who captivated his audience with his deliberations on photo-postcards, thematically arranged by the artist; and 'Illustrating empire: images from the John Johnson Collection' by Ashley Jackson and staff member David

Tomkins, who considered some of the themes (emigration and settlement, exploration and knowledge) encountered in studying the Empire, using a selection of evocative illustrations from the Bodleian's John Johnson Collection of Printed Ephemera.

The masterclasses programme, showing original material from the library collections, presented seminars in four categories of Special Collections: literary manuscripts, medieval manuscripts, modern political papers and printed books. Reports of these classes are posted on the Special Collections blog, *The Conveyor* (<http://theconveyor.wordpress.com>).

Two one-day symposia, 'The gathered text' in September 2010 and 'The place of bindings' in June 2011, examined the history contained in the structures of books.

Four visiting researchers ([www.bodley.ox.ac.uk/csb/fellowships.htm](http://www.bodley.ox.ac.uk/csb/fellowships.htm)) were attached to the Centre for the Study of the Book this year. They conducted research on Thomas Bodley's correspondence at the time of the library's founding; Yiddish printing in Prague during the seventeenth and eighteenth centuries; eighteenth-century British antiquarians in the Middle East; and radio design and marketing between the wars. Reports of these visits are published in the *Bodleian Library Record*.

One of the research fellows, Professor Peter Scott (University of Reading) delivered the inaugural Douglas Byrne Marconi Lecture on 1 March 2011 on the subject of 'Radio manufacturing between the wars'. An interview conducted by Jim Bennett (Museum of the History of Science) with Professor Scott can be downloaded from the museum's website ([http://rss.oucs.ox.ac.uk/oxitems/generatorsstwo2.php?channel\\_name=histmus/general-audio&destination=poau](http://rss.oucs.ox.ac.uk/oxitems/generatorsstwo2.php?channel_name=histmus/general-audio&destination=poau)), while the lecture itself can be downloaded from the museum's location on Podcasts from the University of Oxford' at <http://podcasts.ox.ac.uk/#histmus-unit>.

Together with Professor Frellesvig of the Oriental Institute, the Bodleian Japanese Library organised a successful *kuzushi-ji* workshop held at the Oriental Institute from 29 June to 1 July. Held under the expert guidance of Professor Yuichiro Imanishi, Director of the National Institute of Japanese Literature, the workshop was the first to be organised as part of the three-year NIJL European *kuzushi-ji* workshop project, supported by the European Association of Japanese Resource Specialists. The goal of the workshop was to gain practical knowledge of and first-hand experience in the reading of *kuzushi-ji* (Japanese old-style writing) of the pre-modern period. The workshop received the enthusiastic response of its thirty participants, consisting of scholars, librarians, curators and graduate students from the UK, Europe and North America.



## Communications

The libraries' website continued to develop, thanks in part to the generous support of Dr Leonard Polonsky. His donation supported the appointment of a web developer, and also underpinned the expansion of our capacity to mount online exhibitions. The two major exhibitions of the year each had online versions, accompanied by additional material such as videos, commentaries, blogs, podcasts and activities for children. 'Manifold greatness' also saw the launch of the Bodleian's first app for mobile devices, available for iPhones, iPads and Androids.

The Communications section worked hard to promote the work of the libraries throughout the year, starting with the opening of the Book Storage Facility, which was reported worldwide and even reached the *Wall Street Journal*. The major acquisitions, exhibitions and benefactions were promoted: news of the acquisition of the John Le Carré archives and Jane Austen's manuscript for *The Watsons* attracted particular attention. In-house designs underpinned the BSF opening (for which commemorative posters, pop-up invitations and printed notepads were produced) and many other events through the year.

## Publications

The libraries published 15 titles in the year, including *The First English Dictionary of Slang, 1699*, which received wide review coverage (including the *Wall Street Journal*) and *Manifold Greatness: the Making of the King James Bible* to accompany the libraries' exhibition. The latter proved the most successful title to date with sales of around 4,000 copies. In general, sales increased over the previous year by 34%.

## Public engagement

The Bodleian Libraries usually ask readers not to write in books, but at the beginning of August visitors were encouraged to grab a pen and write inside a large wooden book: 'The Big Book', a public art installation on display in the Clarendon Quadrangle. The sculpture, named 'Imagine', was made from wood and canvas pages by Oxford artist Diana Bell and stood 2.2m high. Visitors were invited to write about their imaginations in the book.

The Old Bodleian Library participated in the now annual Christmas Light Night when museums, theatres and galleries throw open their doors to the public for a one-off late-night celebration of the arrival of the Christmas season. The Oxford Girls' Choir and musicians from the Oxfordshire County Music Service provided entertainment for the 1,800 visitors who took the opportunity to view the historic spaces and to buy their Christmas cards and gifts in the Bodleian Shop. The shop itself invested in its infrastructure,

a step necessitated by the closure of the New Bodleian Library, the former operational base for the department. This development and investment puts Retail Operations in a position to grow and expand, thereby giving a substantially higher financial contribution back to the libraries.

The Old Bodleian Library was granted a licence to celebrate wedding ceremonies in January 2011, and enquiries and bookings for weddings and receptions have consequently risen. An electronic point of sale system was introduced for tours, providing better financial controls and more efficient and streamlined processes; customers now receive a tour ticket as well as a receipt. Gross income from tours, corporate hire and filming rose just under 10% over the previous year in 2010/11. The library was assessed incognito by VisitEngland's independent assessors and on 10 June was awarded the status of a VisitEngland Quality Assured Attraction.

In May 2010 two items from the Bodleian collections were inscribed onto the UK UNESCO Memory of the World Register. The Gough Map, dated to the fourteenth century, is the most important and most enigmatic cartographic representation of Great Britain from the medieval period. It is the earliest surviving route map of Britain, and the earliest surviving map depicting Britain with a recognisable coastline, and depicts over 600 towns and villages. The *Cura Pastoralis* (Pastoral Care), King Alfred's translation from the Latin of Gregory the Great, is a manuscript book dating from around 890 and is the earliest surviving book written entirely in the English language. It is the only surviving book which can be linked directly with King Alfred. The Memory of the World Register is a catalogue of documentary heritage of national significance and outstanding value. Country-level Memory of the World Registers exist around the globe, complementing the International Register.

## Content and service provision

### Collection building

The Bodleian Libraries were able to acquire several important new electronic resources this year. Existing online collections were expanded with the addition of *State Papers Part II: the Tudors, 1509-1603: State Papers (Foreign)* and additional content in Mass Observation and FBIS (Foreign Broadcast Information Service). The subscription to ProQuest Dissertations and Abstracts was upgraded to include the full text of many Humanities and Social Science dissertations.

For Latin American studies two new databases, PRISMA (*Publicaciones y Revistas Sociales y Humanísticas*) and HAPI (Hispanic American Periodicals Index), were trialled and acquired after positive feedback from both academics and students.

There were additional literary collections, including 'Perdita Manuscripts: Women Writers 1500-1700' and 'African Writers Series', being all the books published in the Heinemann series of that name from 1962 to 2003. The purchase of 'Early European Books 2: Italian' expanded the libraries' extensive online holdings of early books. The papers of some of the American founding fathers (Washington, Jefferson, John Adams, Hamilton, Madison (and Dolley Madison)) added to the growing collection of online resources on American history.

The Sainsbury Library negotiated University-wide access to a number of databases that were previously available only to the Business School, thus securing greater value for the Oxford research community at large.

There were several significant additions to digital newspaper subscriptions during the year. Among them were the newspaper archives of *The Spectator* (1828-2000), *Times of India* (1838-2002), *Financial Times* (1888-2007), *Latin American Newspapers* (1805-1922) and *Izvestia* (1917-2010) - the Bodleian was the first UK library to acquire this, thanks to the John Simmons trust fund. Through a generous donation made via the History Faculty, the libraries were able to purchase access to the archives of two African-American newspapers in December - the *Pittsburgh Courier* (1911-2002) and the *New York Amsterdam News* (1922-1993). With the *Chicago Defender*, to which we already had access, Oxford is the only institution in Western Europe to have access to the archives of three major African-American newspapers.

The Music Faculty Library's collection of opera CDs was greatly enriched by a major donation of over 1,000 recordings received from the estate of the late Robert Oresko. The collection contains multiple performances of a large number of operas, including many live and historic recordings, allowing for comparison of interpretations in a way which has hitherto not been possible. Their research value was immediately recognised by members of the Music Faculty. While full cataloguing of the collection remains a longer-term goal, access to the new recordings is possible through a fully searchable spreadsheet, containing basic details, which is available through the library's webpages.

During the year the libraries bought books destined for the Mr Po Chung Personal Development Collection. This is a lending collection housed within the Gladstone Link, purchased with the generosity of Mr Po Chung for students, researchers and staff to borrow as part of the first lending collection in the Central Bodleian Library.

The TRADA (Timber Research and Development Association) Library, previously held at Buckinghamshire New University,

was transferred to the Radcliffe Science Library, which retained the unique titles in the collection.

In a unique arrangement the Bodleian Libraries and Deutsches Literaturarchiv in Marbach jointly purchased a collection of letters by Franz Kafka – the first time that a literary archive had been purchased jointly by two institutions in different countries with the intention to share access and scholarly activities. The letters became part of the existing major Kafka archives already held by the Bodleian and Marbach.

In rather different vein, John le Carré (David John Moor Cornwell), one of the world's most celebrated authors, offered his literary archive to the libraries with the intention that they should become its permanent home. Le Carré said, 'I am delighted to be able to do this. Oxford was Smiley's spiritual home, as it is mine.'

The libraries acquired at auction the autograph draft manuscript of the last major Austen manuscript to have been in private hands, Jane Austen's unfinished novel *The Watsons*. The acquisition, which cost in excess of £1 million, was made possible with a substantial grant (£894,700) from the National Heritage Memorial Fund. Other generous funders included the Friends of the National Libraries, the Friends of the Bodleian, Jane Austen's House Museum (Jane Austen Memorial Trust).

Again with support from the National Heritage Memorial Fund, the libraries acquired the archive of former Conservative prime minister Sir Edward Heath (1916–2005), comprising almost 1,000 boxes and including a rich and diverse collection of papers from his time in office and in the shadow cabinet, as well as personal papers from his time as an undergraduate at Balliol, revealing his active role in student politics during the 1930s.

The composer Philip Cannon donated his music manuscripts and related material to the Bodleian Libraries. In celebration, his *Te Deum* was sung during the service of Matins at Christ Church Cathedral on Sunday, 23 January 2011.

The University Archives took delivery of a substantial body of records from the Medical School, 1920s–2000s, being the first records of the school to be transferred to the Archives. They comprise personal files of clinical students; minutes and related papers of committees of the Medical School and Medicine Faculty Board; correspondence of the school and division; and other records including indexes of students and photographs.

381 early or rare books were acquired by purchase or gift during the year, many through the continuing support of the Friends of the Bodleian.

## Digitisation

The Blockbooks digital collection project site ([http://digital.bodleian.ox.ac.uk/blockbooks\\_home](http://digital.bodleian.ox.ac.uk/blockbooks_home)) went live in 2010; it displays blockbooks and printed images from the earliest period of printing, the mid-fifteenth to the sixteenth century.

The Cultures of Knowledge project released an alpha version of the Early Modern Letters Online (EMLO) demonstrator site to a select audience. The EMLO site, designed in collaboration with the English and History Faculties, will be the final product of the Cultures of Knowledge project and provide a means of interconnecting interdisciplinary research in seventeenth-century intellectual history.

The Universities of Michigan and Oxford, with the financial support of over 70 libraries worldwide, have since 1998 been creating accurately keyboarded and SGML/XML encoded text editions for a significant portion of ProQuest's Early English Books Online corpus. Known as the EEBO–Text Creation Partnership (EEBO–TCP), this cooperative academic initiative is producing legible and searchable encoded texts that link to corresponding page images in EEBO. During the year over 7,500 books were encoded and added to the EEBO–TCP corpus, representing over 320,000 pages or 81 million words. There has been a marked increase in usage of this valued resource, partly assisted by the increase in use of the TCP-enhanced tables of contents. Moreover the Bodleian Libraries secured a £1 million award from JISC Collections to make available a further 43,500 early printed texts as part of the project.

This year also saw the completion of a multi-year project to scan, on behalf of the US Holocaust Memorial Museum, the archives of the Society for the Protection of Science and Learning, 1933–87. The archive comprises over 6,000 items relating to the history of the organisation.

Thanks to the generosity and vision of Dr Leonard Polonsky, the libraries were able to offer to digitise a number of Oxford DPhil theses. The response from authors was extremely positive, and staff have been contacting authors to identify theses to be digitised which will be deposited in ORA, the Oxford University Research Archive.

The progress of the repository of the Saïd Business School's research output, named EUREKA and created and managed by the Sainsbury Library, reached a critical watershed when the link between the School's EUREKA research repository and ORA was established, enabling the automatic flow of EUREKA entries into the University's repository. This has added around 700 entries to ORA, and concerted effort is now being directed by both the Sainsbury Library and the school's Research

Office to further populate the repositories as part of an overall initiative towards readiness for the upcoming Research Excellence Framework exercise.

The Bodleian Libraries reached agreement during the year with Read and Note ([readandnote.com](http://readandnote.com)) to enhance access to the libraries' exceptional digital collection, in particular materials derived from the Oxford–Google digitisation project and other e-book publications. The initiative will transform the ability to access digitised books and other forms of content, allowing users to read, annotate, extract and share comments across online, mobile and tablet platforms. The Systems and E-Resource Service wrote sophisticated scripts to produce pdf files from the raw data, and work began to put the delivery infrastructure in place.

## Protecting the collections

The Conservation Team played an essential part in the correct specification of the new Weston library building plans, not just the conservation laboratory space but also exhibition and book storage areas. As the Book Storage Facility came into use, the team introduced a programme of training and specification of correct handling procedures, protection of items in transit, and the implementation of a specialist courier transport team for the safe move of Special Collections items between our dispersed locations.

A new online service for requesting conservation treatments increased confidence and satisfaction in the service as well as increasing productivity, allowing for more efficient use of all staff members' time.

The glass negatives and lantern slides in the Anti-Slavery Society collection were rehoused in archival boxes; this was funded by donations received at Duke Humfrey's Night 2010.

## Collection management

The last year saw the inception of an innovative pilot project, 'What's the score at the Bodleian', to investigate a cost-effective approach to increasing access to music scores from the Bodleian's collections, to be achieved by a combination of rapid digitisation and the creation of descriptive metadata through crowd-sourcing. Following receipt of a grant from Google, around 4,000 items of sheet music (mostly Victorian piano music intended for domestic consumption) have been digitised and a platform is under development by Zooniverse, world leaders in crowd-sourcing technology, which will enable members of the public to contribute descriptions of the digitised scores.

Originally developed as part of the Oxford Cambridge Islamic Manuscripts Catalogue Online, Fihrist ([www.fihrist.org.uk](http://www.fihrist.org.uk)) became



the national union catalogue of Islamic manuscripts. It now contains the Islamic holdings of seven different UK libraries, including the British Library.

The first stage of development of DataBank, the Bodleian Libraries' archival store for research data, was completed. Collaboration with the British Library means that it is now possible to assign DOIs (Digital Object Identifiers) to research datasets in DataBank. Development is continuing on this key strategic service.

New servers were installed to increase the stability of ORA (Oxford University Research Archive) and the service has been re-launched with a top level URL (<http://ora.ox.ac.uk>) which is indicative of ORA's importance as a central service provided by the Bodleian Libraries for the collegiate University. During this year, the content of ORA doubled as the service was synchronised with existing Oxford faculty repositories.

The Mellon-funded Music and Maps Catalogues two-year project began; this will see the conversion of approximately 500,000 catalogue records, ensuring that all the collections destined for the Weston Library in 2015 will be accessible via SOLO.

Cataloguing of the Latin American Centre Library's extensive collection of grey literature began during Michaelmas 2010.

The move to Osney allowed staff of Collections and Resource Description to be integrated into a more cohesive team, and enabled a more streamlined movement of materials throughout the department.

After the difficulties attendant upon the move of the Agency for the Legal Deposit Libraries to Edinburgh, the year saw a significant improvement in service, resulting in the deposit of a huge influx of academic titles from major publishers at the start of 2011. The Agency continues with a programme of publisher engagement which is bearing fruit.

A grant from the Wellcome Trust allowed the libraries to commence cataloguing the papers of Sir Walter Bodmer, and the establishment of a project titled 'Saving Oxford Medicine', with the support of the Medical Sciences Division, to survey and collect the papers of eminent Oxford medics. Work also began on the sorting and cataloguing on SOLO of the library of the United Society for the Propagation of the Gospel (USPG) which to date has only been accessible via a card catalogue. This has also allowed de-duplication of the collection.

A total revision of the display of the John Johnson online catalogue resulted in the introduction of new features include searching (as well as browsing), thumbnails alongside display records, and links from individual records to the ProQuest project resources.

## Estate

### Radcliffe Observatory Quarter

Plans were developed in consultation with the relevant faculties for the move of the Philosophy and Theology Faculty Libraries from their current sites. Further detailed planning will continue through 2011/12 and the new integrated library will open at the Radcliffe Infirmary in September 2012. It will continue to serve its current constituencies, but will also provide a library service for humanities research groups and humanities graduates based in the building, as well as for other departments as they move to the Radcliffe Observatory Quarter. The move will open up the collections for full access to readers with mobility impairments, and offers the opportunity to improve opening hours.

### Changes

The Health Care Libraries made substantial headway in projects to reduce the footprint of the Cairns Library while updating and improving physical library spaces for users. The libraries also vacated space in two departmental libraries, Plant Sciences and Zoology.

Out of the public eye, the Old Sawmill at Nuneham Courtenay, used for storage, was also vacated, saving further costs.

The Sackler Library made significant progress in its long battle with escalating energy costs incurred by its air-conditioned environment. The year saw an overall reduction of 26.6% in total energy use, achieved with the advice and assistance from colleagues in Conservation and Collection Care as well as the Oxford University Estates Directorate. This translated into a modest 3.5% reduction in expenditure after allowing for the steep rises in gas and electricity unit costs, but the trend at year-end is encouraging and points to further significant savings.

The Radcliffe Science Library created additional group study spaces within the Library and finalised the plans and timetable for the refurbishment of the former Hooke Library space to provide new subject support services (consultations by appointment) for advanced students and academic and research staff.

The English Faculty's IT Training Room moved to a new room in space formerly used as the Law Library's graduate work space. The new room was up and running in time for Law postgraduate library induction at the end of September and English undergraduate library induction the following week.

The Estates Projects Office was involved in a number of small projects including the re-shelving of the ground floor of the Bodleian Law Library and the installation of the new benefactors' plaque in the Old Bodleian

Library and the Mallinckrodt Crest at the south entrance to the Old Schools Quadrangle.

The three-year project to restore the eighteenth-century windows in the dome of the Radcliffe Camera was completed. The project saw the historic and often engraved glass removed from the frames and the installation of temporary replacements while the originals were restored and finally replaced in their exact original positions. There was also opportunity to inspect the amazing timber construction of the roof between the inner plaster and outer lead domes and experience the highly memorable view from the cupola.

Through several phases of change, the transport system underlying the book service metamorphosed into one which handles more than twice as much library material and covers an additional 2,000 miles per month. This was achieved with minimal inconvenience for librarians and the least possible delay in getting material to our readers. Facilities Management and IT support staff were also instrumental in ensuring that staff members were moved around or into the Osney One building and successfully settled in. The contractors for the Underground Bookstore/Old Bodleian project drew heavily on Facilities Management's knowledge of these complex buildings to maintain access, safety and security throughout. This knowledge was also invaluable in dealing with the student occupation of the Radcliffe Camera over three days in November 2010, when Facilities Management staff, together with other volunteer libraries staff, also maintained a 24-hour presence in the building throughout the occupation.

## Staff talent

### Human resources and staff development

Librarianship is a complex profession involving a variety of specialist skills, and it is important to support the staff and develop their competencies, especially in a time of radical change of the kind experienced over the year in review. The Human Resources section implemented a career-coaching programme and launched information on the staff intranet covering skills profiles, career paths, CILIP chartership, identification of management and leadership potential, guidance for managers on nurturing staff through career paths and guidance on skills planning.

All staff whose roles were coming to an end as the New Bodleian and its book service closed were successfully redeployed. The section also piloted the implementation of the University's online recruitment job application process.

For the first time Health and Safety committees received progress reports from project managers - an essential development in the light of the impact which the major projects had on the year's activities. In addition, a new

online display screen equipment assessment programme was implemented in a number of departments, allowing more efficient, consistent and timely assessments.

In all, Staff Development provided 226 events with a total attendance of 2,729. 57 staff development funding applications for courses and conferences were approved, 17 of which were at overseas venues.

### Selected staff publications

Fanou, Samuel, and Vincent Gillespie (editors) (2011), *Cambridge Companion to Medieval Mysticism* (Cambridge: Cambridge University Press).

Fanou, Samuel, with Roger Ellis (2011), '1349-1412: Texts', in *Cambridge Companion to Medieval Mystics* (Cambridge: Cambridge University Press).

Heaney, Michael (2010), 'Academic intellectual property rights in current practice', *Oxford Magazine*, (303), 5-8, <http://ora.ox.ac.uk/objects/uuid:42ea5c43-bc7c-48a7-8abf-82f5168a49a9>.

Heaney, Michael (2011), 'Catching leopards in the library; or, of panthers and posterity', *Performance Measurement and Metrics*, 12 (2), 118-121, <http://ora.ox.ac.uk/objects/uuid:1db26673-d8fa-48ff-beab-37db67b5857e>.

Loureiro-Koechlin, Cecilia (2010), 'Harvesting and aggregation of research activity data', *SCONUL Focus*, 50, 71-75, <http://ora.ox.ac.uk/objects/uuid:01ab6a65-44d0-4131-9dec-59256923aa6f>.

Ovenden, Richard, with Matthew G Kirschenbaum and Gabriela Redwine, with research assistance from Rachel Donahue, (2010), *Digital Forensics and Born-Digital Content in Cultural Heritage Collections* (Washington, DC: Council on Library and Information Resources) (CLIR publication; no 149) ISBN 978-1-932326-37-6.

Rumsey, Sally, Cecilia Loureiro-Koechlin and Anne Bowtell (2010), 'BRII (Building the Research Information Infrastructure) Project: Final Report', <http://ora.ox.ac.uk/objects/uuid:c3c8d23-274c-4c0b-bfd4-a99c60a1b9b3>.

Tomkins, David, with Ashley Jackson (2011), *Illustrating Empire: a Visual History of British Imperialism* (Oxford: Bodleian Library), <http://ora.ox.ac.uk/objects/uuid:ac0b2239-7b38-4a8e-a3c5-b62b828c04d8>.

Tomkins, David, with Ashley Jackson (2011), 'Images of Empire', *BBC History Magazine*, 12 (7), 50-54, <http://ora.ox.ac.uk/objects/uuid:695445af-8d75-425a-9409-dd4b05644d45>.

Yang, Erica, with Brian Matthews and Michael Wilson (2011), 'Enhancing the Core Scientific Metadata Model to Incorporate Derived Data', submitted to *Future Generation*

*Computer Systems*), <http://ora.ox.ac.uk/objects/uuid:24226a39-a045-4c7e-8e54-4f18c5d87ed8>.

### Staff changes

Senior staff joining during the year included David Bartlett, James Francis, Jill Gravestock and Abraham Hauer in the Systems and E-Resource Service, while Christine Madsen, who joined the section in 2009, was appointed R&D Project Manager. Janet Phillips was appointed to Publications, Dan Q to Communications, Arthur Green to Conservation and Collection Care and Alasdair Watson to Special Collections as curator for Arabic and Persian collections in succession to Colin Wakefield, who retired after 42 years' distinguished service in that post. Other senior staff to leave were Susan Miles, retiring after 33 years, latterly as Head of Resource Description; Anne Flavell after 32 years in Cataloguing and Nigel James after the same period as a stalwart of the Map Room; Michael Athanson was appointed Deputy Map Librarian and Geo-spatial Data Specialist in his place. Simon Lawson retired from the Indian Institute Library after 29 years and Roger Mills from his post as Bio-sciences Librarian, after many years as the distinguished custodian of the Plant Sciences Library, again totalling 29 years. Amanda Peters retired as Librarian-in-charge of the Taylor Institution Library after 26 years' service, starting in the Foreign Accessions section of the Bodleian. Margaret Robb retired as Head of Social Science Libraries after a varied 22-year career which began in the then Libraries Automation Service, and Dana Josephson retired from his post with responsibility for exhibitions.

JoAnne Sparks, Assistant Director, Research and Learning Services, left at the end of 2010 to take up a post as Director of Information Services for the Scholarly Information and Research portfolio at Griffith University.

Other staff retiring after long service in the libraries included Carole Menzies, the longest-serving employee, after 45 years first in the Slavonic Reading Room of the Bodleian and for the last five years in the Taylor-Bodleian Slavonic and Modern Greek Library; Mary Rees from the Map Room; Angeline Tack from Conservation and Collection Care; Jane Skinner from Reader Services; Penny Roberts from the Radcliffe Science Library; Alistair Fraser from Reader Services; and Roger Shilcock from the Sackler Library, though he will be better known to many from his long service in the Taylor Modern Languages Faculty Library.

Staff in the libraries were saddened to learn of the death in November 2010 of Julian Roberts, Keeper of Printed Books from 1974 and Deputy Librarian from 1986 until his retirement in 1997. The obituary notice in *The Times* (17 November 2010) noted 'his erudition, his enthusiasm and his intellectual generosity to others'.

## Leadership

### Curators

The Curators of the University Libraries provided unstinting support throughout the year. While the continuing progress on the various major capital projects was welcomed, Curators expressed their concern at the continuing and increasing pressure on the materials budget, whether this was as a result of overall budget reductions required by the University, or rising prices. Their contributions to consideration of the costs of electronic journals and the libraries' relations with and support of college libraries were invaluable. They provided a much needed end-user perspective on the complexities of the introduction of legal deposit for electronic materials, which was the subject of a consultation at the end of 2010.

### Library Management

Upon the departure of the Assistant Director, Research and Learning Services, the opportunity was taken to review senior management roles; a new structure was put in place and was in the course of being implemented at the end of the year. Richard Ovenden was designated Deputy Librarian, with responsibility for Special Collections, most of the departments formerly under Research and Learning Services, and a new Enterprise Units Department subsuming those parts of the libraries engaged in trading. Catriona Cannon (Assistant Director, Collections and Resource Description) was designated Associate Director, with additional responsibility for Conservation and Collection Care and for the Book Storage Facility, as well as for the Inventory Control and Bookmoves projects. Laura How, Head of Administration and Finance, took on additional responsibility for Estates and for Facilities Management. A new post of Associate Director, Digital Library Programmes and Information Technologies, was created to take responsibility for the Systems and Electronic Resources Service, renamed Bodleian Digital Library Systems and Services. The post will be filled in the forthcoming year.

Crucial to the successful prosecution of the interlinked major projects was the creation in March 2010, and the continuation throughout the year, of the Bod Squad, at which all the project leaders and key staff met weekly to exchange information, report on progress and identify the tasks for the coming week, at the same time flagging risks and problems for resolution.

### Finance

The libraries' regular budget for the year was £36.66 million, and expenditure matched the budget (excluding allowable additional expenditure of £166,000 on staff departures

under the Oxford Mobility Incentive Scheme). This figure included £573,000 of savings required by the University, being the first year of a three-year exercise which is intended to reduce costs by £1.787 million overall (8.4%) within the libraries.

When the costs of the major projects such as barcoding, book moving and ingest to the Book Storage Facility are included, the total sum that passed through the libraries' accounts during the year was £45 million.

£8.792 million was spent on library materials during the year, with just under £3 million of this being funded by trust fund and donation income. The University-funded library materials budget was £5.551 million; expenditure was on target with the budget. The rising cost of journals continued to be a matter of significant concern.

In 2010–11 nearly £420,000 in research funding was awarded to the Systems and E-Research Service, and the department participated in projects that brought in over £2.85 million to the University.

### Development

The 2010/11 financial year resulted in new gifts and pledges in the Campaign for the University of Oxford for the Bodleian totalling £6,850,778 from philanthropic and external grant-making sources. Fundraising for the Weston Library reached £67 million, which, with the addition of a £3.9 million pledge as security against future fundraising successes, brought the amount raised to 90% of the total project costs. The \$3 million donation by Charles and George David in memory of Charles Wendell David, naming the New Bodleian 'penthouse' reading room in his honour, has been noted already in this report. £1 million was pledged by Dr Seng Tee Lee to name an exhibition gallery in the Weston Library, and gifts to name the seminar rooms and the staff and readers' café were received from the Headley Trust and the Tedworth Charitable Trust.

Funds to endow the Alfred Brendel Curator of Music and the Chinese Studies Librarian were secured. The announcement was made at a celebration concert in the fifteenth-century Divinity School at which Alfred Brendel read his poetry and his son, Adrian Brendel, gave a cello recital.

A generous donation was made by Chinese philanthropist Dr Chung Kin-Kwok to endow the position of the Chinese Studies Librarian at the Bodleian, therefore securing the future of this important post. Dr Chung's gift also offers support for the digitisation of some of the Chinese collections at the Bodleian. Funding was received for the cataloguing of the Chinese pre-modern collection (£262,000).

An additional £1 million was received from JISC to support making the full text of early English books searchable.

The Bodleian was able to make several significant acquisitions through the support of a number of donors including the National Heritage Memorial Fund, enabling the acquisition of the archive of Edward Heath, Kafka's Letters to Ottla archive, and Jane Austen's unfinished manuscript, *The Watsons*.

An innovation during the year was the first 'Duke Humfrey's Night', at which guests were invited to support the acquisition or conservation of a number of recent or older acquisitions, on display in Duke Humfrey's Library, by pledges large and small. The event succeeded well beyond expectations, raising over £80,000, and will be repeated in coming years.

### Collaboration

Libraries cannot stand in magnificent isolation but prosper from their engagement with both individual scholars and with institutional partners. The joint acquisition of the Kafka letters with Deutsches Literaturarchiv in Marbach has already been noted. In addition the Bodleian Libraries were delighted to announce a new partnership with the Bibliotheca Apostolica Vaticana (BAV) in a project to share library skills and promote research. The partnership, to be managed by the Centre for the Study of the Book at the Bodleian, will see both libraries working together to pool their expertise and resources, with the aim of promoting understanding of their outstanding collections of early books and manuscripts. Academics and library curators will exchange annual visits to share research and professional skills in the study of early books and manuscripts. Collaboration on projects promoting access to library materials, particularly digitisation, will be encouraged. The details of the agreement were still being finalised at the end of the year.

In collaboration with 25 other research libraries from 11 countries, work began to expose the libraries' public domain digitised content via Europeana ([www.europeana.eu](http://www.europeana.eu)) – this will include several hundred thousand digital images, and metadata for all the items scanned under the Google Books agreement.

The libraries continued to contribute catalogue records to the COPAC catalogue of UK research libraries as well as the OCLC Worldcat database. The Bodleian Japanese Library contributed to the development of the UK Japanese Union Catalogue (consisting of 237,000 records from 12 libraries in Britain) and the European Union Catalogue of Japanese Books (consisting of over 413,000 records for 30 libraries in 8 countries). Librarian Izumi Tytler has been heavily involved in the projects, sharing her skills with colleagues nationwide.

The libraries contributed to the Pirus2 project ([www.cranfieldlibrary.cranfield.ac.uk/pirus2/tiki-index.php](http://www.cranfieldlibrary.cranfield.ac.uk/pirus2/tiki-index.php)), working with MIMAS, Cranfield, COUNTER, OUP and others to specify standards, protocols, an infrastructure and an economic model for the recording, reporting and consolidation of online usage of individual articles hosted by repositories, publishers and other entities.

The libraries also contributed to the UK Research Reserve of collaborative holdings of lesser-used material by UK research libraries: the English Faculty Library made a substantial contribution of 30 older journals, all duplicates of Bodleian Library holdings.

Many initiatives involved collaboration with other University departments. The Medieval Libraries of Great Britain (MLGB3) project ([www.history.ox.ac.uk/research/projects/MLGB3.htm](http://www.history.ox.ac.uk/research/projects/MLGB3.htm)) was completed successfully in collaboration with the History Faculty and awarded a four-year continuation grant by the Mellon Foundation. The project aims to bring together complementary fragments of the remains of medieval British libraries and catalogues into a central online resource.

The libraries were a partner in the successful bid for the JISC-funded Dataflow project ([www.dataflow.ox.ac.uk](http://www.dataflow.ox.ac.uk)) which will be carried out in collaboration with David Shotton and his team in Zoology. It will include the development of virtualised cloud-based research management services building on the libraries' data repository Databank to serve the 'long tail' of research datasets of small to moderate size.

The libraries also worked on IMPAcT (<http://impact.orient.ox.ac.uk>), a five-year ERC-funded project with the Oriental Institute which will make accessible thirteenth- to sixteenth-century Islamic intellectual history, and provided specialist advice on metadata and long-term digital preservation to the EIDCSR (<http://eidcsr.oucs.ox.ac.uk>) and Sudamih (<http://sudamih.oucs.ox.ac.uk>) research data management projects which were managed by Oxford University Computing Services (OUCS). A further collaboration with OUCS was the development of series of hands-on workshops for all University research students under the 'Research Skills Toolkit' rubric. The workshops will be trialled in October 2011 before roll-out in 2012.



## Facts and figures

	2010-11	2009-10	Notes
<b>SPACE</b>			
Total gross floor area (in square metres)	90,159	64,521	<i>Opening of the Book Storage Facility</i>
<b>INFORMATION RESOURCE PROVISION</b>			
Total catalogued book stock	11,136,414	9,132,794	<i>Barcoding has increased the recorded stock</i>
Number of additions to stock in the categories listed in the stock count	161,352	110,195	<i>Recovery from reduced legal deposit receipts 2009-10</i>
Number of electronic books purchased	454,295	421,626	
Number of serial titles purchased in electronic form only	13,375	9,872	
Number of electronic databases purchased	461	438	
<b>LIBRARY USE - INFORMATION RESOURCES</b>			
Total loans	1,817,898	1,902,510	
Full-text article requests	6,994,939	6,805,269	
Requests for electronic books	1,803,025	966,298	
Database searches	6,009,986	5,115,342	
<b>LIBRARY USE - OTHER SERVICES</b>			
Number of photocopies made	1,925,132	2,993,661	
Number of sheets printed on computers in libraries	1,464,817	670,767	
Number of sheets scanned by users	1,273,678		<i>New service</i>
<b>LIBRARY STAFF (FTE)</b>	556.54	562.07	
<b>LIBRARY EXPENDITURE</b>	<b>£</b>	<b>£</b>	
Staff expenditure	22,754,975	20,150,024	
Information provision expenditure	8,586,923	6,863,433	
Other expenditure	13,350,392	10,149,459	
Total gross library expenditure	44,692,290	37,162,916	
<b>LIBRARY INCOME</b>			
Block grant	30,223,024	25,450,423	
Other income - internal	619,347	645,267	
Other income - external	13,682,929	8,510,301	
Total income	44,525,300	34,605,991	