



## Re-imagining the McGill University Library and Archives Master Plan - Project Scope

### ABSTRACT

McGill University is seeking a Master Planning study to best determine how the McGill Library and Archives can meet the evolving teaching, learning and research needs of its community. McGill University envisions this evolution leading to fully redeveloped Library and Archives facilities for the community and for its unique collection.

### MANDATE

McGill University Library and Archives is in a period of rapid and fundamental evolution. Pedagogical and technological innovations are influencing the ways in which students access learning resources, as well as their expectations for how and where they interact with information and each other. McGill University's Library embraces this opportunity to take full advantage of new tools and technologies to further deliver on its core mission. McGill University's mission commits to the advancement of knowledge in all areas, and doing so in a manner that reflects the evolving needs of students and Faculty.

McGill University's Library system must accelerate its evolution and make an important step forward both physically and virtually in order to meet the evolving teaching, learning and research needs of its community. McGill University envisions this evolution leading to fully redeveloped facilities and a leading-edge vision of teaching and learning. Re-thinking the existing Library System will position McGill University as one of the most prominent and accessible research libraries in the world, incorporating the most effective technological advancements to support the unique print and digital collections.

To this end, McGill University wishes to receive service offers from independent consultants who, once selected by McGill University, will be asked to complete a Master Planning study to best determine how to meet these needs. This study, including (but not limited to) the development of scenarios with recommendations and the development of a marketing file, will allow McGill University to make informed decisions and embark on an essential and timely re-visioning of the heart of the University – the Library.

This Contract is limited to the scope defined herein; should the project proceed to another stage, the successful applicant will need to re-apply for any future contracts.

### BACKGROUND

- McGill University is Canada's top-ranked medical-doctoral university and an established pedagogical innovator. McGill University is consistently ranked as one of the top Universities nationally and internationally.
- McGill University Library and Archives has the largest and most unique research collection in Quebec and boasts a collection among the most unique in North America.
- McGill University Library and Archives comprises a network of 4 downtown campus libraries (Humanities and Social Sciences Library, Schulich Library of Sciences and Engineering, Nahum Gelber Law Library and

Marvin Duchow Music Library) and 5 sites devoted to rare, special collections, manuscripts and archives (the Osler Library of the History of Medicine, Rare and Special Collections Library, Archives, Islamic Studies Library and Birks Reading Room). A library is also located on the MacDonald campus on the West Island.

- McGill University Library's largest site, the McLennan-Redpath complex, consists of two connected buildings, the Repdath Library Building built in 1893 and extended in the 1950's and the McLennan Library Building newly constructed in 1967.
- McGill University Library and Archives is facing a space crisis:
  - The Library has inadequate space to store and expand its print collection and several branches already exceed 100% working capacity.
  - Rare books, special collections, manuscripts and archives are overcrowded and housed in substandard conditions across the University.
  - There is inadequate and inflexible seating to meet rapidly increasing user demand.

## OBJECTIVES

1. Facilitate the transition of the McGill University Library and Archives legacy collection to appropriate storage: Currently housed on open stacks, McGill University's print collection is used less and less frequently while occupying prime real-estate in downtown Montreal. Plans need to be developed to relocate the majority of the print collection to appropriate storage while retaining a minimal presence of print books in high demand in the various branches.
2. Outline how McGill University can transform its space and accommodate processes that will best serve library users and satisfy their evolving needs. More specifically:
  - a. Redesign, rethink and transform the McLennan-Redpath site into a leading-edge teaching, learning and research commons to meet the expectations of future students and faculty as a campus focal point and a source for access to digital and print resources.
  - b. Reconsider the current processes to simplify access and lessen time to retrieve the stored physical or partly digitized material and deliver it to users. This environment needs to ensure flexibility while supporting all modes of learning.
  - c. Rethink the physical spaces that McGill University Library and Archives occupy. With the relocation of the print collection to appropriate storage, McGill University can re-imagine how spaces are used.
  - d. Propose a vision for discovery and pedagogical technology for the 21<sup>st</sup> century Library.
  - e. As the collection is relocated from an open stack environment in the heart of campus to more appropriate, easily accessible storage, it might provide an opportunity to consolidate services into few physical locations. The study should examine McGill University's branch system to determine optimal use.
  - f. Special consideration needs to be made for McGill University's rare, special collections, manuscripts and archives. These collections must be housed in environmentally controlled, fitting and distinctive spaces which include exhibition, reading room, digitization and preservation facilities.
  - g. House and relocate staff accordingly.

## DELIVERABLES

The supplier is expected to produce for McGill University Library and Archives a general conceptual and functional Master Plan (The Plan) for optimized user-spaces, collection space, staff space and space for rare, special collections, manuscripts and archives.

- i. The Plan will be based on an analysis of the current system and address internal and external constraints.
- ii. The Plan will accommodate the present and future needs of users.
- iii. The Plan will accommodate input and feedback from a comprehensive range of McGill stakeholders.
- iv. The Plan will be rooted in best practices and be forward-thinking and visionary to accommodate user needs, relevant for the next 50 years.
- iv. The Plan will focus on the McLennan-Redpath site, the development of appropriate adjacent and/or offsite storage facility and address the needs of rare, special collections, manuscripts and archives.

The Plan will be used to communicate the scope of the project to a range of stakeholders, including, but not limited to; government officials, executive staff, and potential fundraisers.

## Re-imagining the McGill University Library and Archives Vision Statement

### *The hub of teaching, learning, and research*

Walk into any of McGill University's libraries – morning, noon, or night – and you will experience a hive of activity. From undergraduates meeting for group assignments, to graduate students accessing digital journals, to professors availing themselves of some of the finest rare books collections in the country, the Library is McGill University's beating heart: a home away from home for students, a physical and virtual repository for generations of accumulated knowledge and the centre of the teaching and learning enterprise that is at the core of McGill University's mission and social compact. McGill University's Library truly exemplifies the age-old mission of all great libraries: to acquire, preserve and make accessible the recorded knowledge of humankind.

As we enter the second decade of the 21<sup>st</sup> century, the University's Library is in a period of rapid and fundamental evolution. Technological innovations are radically changing the ways that students learn, as well as their expectations for how and where they interact with information, their professors and with each other. Digitization offers exciting new opportunities for sharing knowledge, and for preserving and housing documents to ensure their conservation, and their wide availability to students and scholars within McGill University and around the world. Research aimed at exploring the most effective uses of technologies, new and old, to improve teaching and learning is opening up exciting new avenues for professors and students.

Such changes offer extraordinary possibilities; possibilities on which McGill University—Canada's top-ranked medical-doctoral university and an established pedagogical innovator—is well-positioned to capitalize. McGill University's Library embraces this opportunity to lead the way in taking full advantage of new tools and technologies to further deliver on its core mission.

We are re-imagining McGill University's Library—the core of the student experience and the lynchpin of our innovative teaching and learning enterprise— for the digital age, creating a cutting-edge and truly world-leading facility which integrates the latest technological advances while remaining focused on the needs of students.

McGill University's Library has a fundamental responsibility to embrace revolutionary changes in information management and pedagogical technologies and to lead, as McGill University has led for almost two centuries, the quest for academic excellence. We have an exciting vision of information management, knowledge transfer, teaching and learning at McGill University; one that would position McGill University at the forefront of the information revolution, while ensuring that our students are welcomed into a physical, intellectual and technological environment that represents the very best of what modern university libraries can be and do.

### *Placing the libraries at the centre of a new pedagogical model*

The transformation of McGill University's Library is just one element of McGill University's ambitious plans to transform its approach to teaching and learning. With the McGill University Innovative Learning Environments (MILE) initiative, McGill University is systematically moving toward implementation of an overarching action plan for leveraging technological advances for course and program delivery, and for managing the information resource that is the foundation of all higher education, the library.

We envision the library at the vanguard of an even larger evolution: one that will lead to fully redeveloped facilities and a leading-edge vision of teaching and learning that will allow us to serve our students even more fully, preparing them to be leaders in tomorrow's digital world.

McGill University's vision for the lower quadrangle, where the McLennan-Redpath site is located, sees its transformation into a true learning and research commons. In order to realize this ambitious objective, the existing Library must be reconfigured in such a way that components of our existing physical collections are relocated to a dedicated repository. The relocation of some collections will allow for the transformation of the space into one that promotes technology- assisted collaboration and cooperation, and which meets the expectations of today's students of the Library as a "home away from home" and a source of access to digital and physical resources. McGill University's vision will make it a pioneer in library innovation, propelling it beyond today's collections and facilities not by increments but by an order of magnitude.

## LIBRARY SPACES

### Our vision:

- To transform the McLennan-Redpath footprint to invite students into a physical, intellectual and technological environment that supports all modes of learning.
- To create a universal design of space that allows for flexible learning and teaching spaces, and accommodates users' different needs.
- To offer individual and group spaces that support quiet study collaborative, small group teaching; active learning; contemplation and leisure.
- To offer secure, around-the-clock Library access for McGill University students, instructors, and researchers in the downtown Montreal core.
- To explore the repatriation of the iconic Redpath Hall as a dedicated reading room befitting a major academic library; a space which will serve as the Library's centerpiece while also functioning as an event and exhibit room.
- To house our academic and support staff in appropriate space tailored to their functional needs.
- To create a space outfitted with state-of-the-art technology designed to aid in transforming the learning and research experience.
- To ensure that rare, special, manuscripts and archive collections are highlighted through an extensive exhibition program.

### Where we are today:

#### *Opportunities:*

- The Library occupies historic and iconic spaces in the heart of the university which are representative architecturally of the life of the mind.

#### *Challenges:*

- McGill University Library and Archives comprises a complex network of 4 downtown campus libraries (Humanities and Social Sciences Library, Schulich Library of Sciences and Engineering, Nahum Gelber Law Library and Marvin Duchow Music Library) and 5 sites devoted to rare, special, manuscripts and archives (the Osler Library of the History of Medicine, Rare and Special Collections Library, Archives, Islamic Studies Library and Birks Reading Room). A library is also located on the west campus.
- Throughout, our facilities are limited by poor spaces and inadequate seating for quiet study and collaborative work; facts demonstrated by an internal survey and observational research.
- The Library is severely overcrowded, particularly during examination periods.
- Service points for library users are poorly located.

- The Library has critically insufficient space for the current print collection.
- Rare, special, manuscript and archives collections are scattered throughout campus in insecure collection space and inadequate user and exhibit space.

## MCGILL UNIVERSITY'S COLLECTIONS

### Our vision:

- To provide a collection that reflects the status and history of McGill University, for use by all student and staff and available to the global community of scholars.
- To organize physical collections to provide quick access to small, defined and frequently used collections while preserving the remainder of the collection under state of the art environmental conditions.
- To build digital collections to support online learning, including massive open online courses.

### Where we are today:

#### *Opportunities:*

- McGill University has the largest and most unique research collection in Quebec and one of the most unique collections in North America.
- The Library has initiated a digitization program for rare and unique materials.
- McGill University preferentially acquires digital content over print, where feasible and is rapidly becoming less reliant on print resources for currently published materials.

#### *Challenges:*

- The Library is facing a space crisis. The Library has inadequate space to store and expand its print collection, and most stack space already exceeds 100% working capacity.
- McGill University Library does not have a permanent storage facility for physical materials.
- By virtue of McGill University's status and history in Quebec and Canada, the Library is the steward of valuable resources which must be preserved, digitized, catalogued, exhibited and made accessible.
- The cost of storing a print book in open stacks is \$4.26/year, compared to \$0.86 in high density storage.

## LIBRARY SERVICES

### Our vision:

- To develop a team of specialized, professional staff who will lead the Library's evolution into the digital age.
- To facilitate document delivery of all materials directly to the desktop, including an integrated digitization program located in storage facilities.
- To develop an integrated and interdisciplinary pedagogical model, where professional librarians participate as members of instructional and research teams.
- To offer a range of complementary services on site including workshops, one-on-one research consultations, 3D printing, and other technologies (printing, productivity software and tools).

### Where we are today:

#### *Opportunities*

- The McGill University Library has a cohort of highly skilled professional and support staff who partner with instructors and researchers to support teaching, learning and research.
- The Library has skilled front-line staffs who handles on site transactions such as book loans and IT troubleshooting.

### *Challenges*

- As information becomes ubiquitous, assessing and satisfying users' information needs in a timely fashion is essential.
- In world-class research libraries around the world, there is a trend toward embedded librarianship, in which professional librarians with subject expertise are integrated into research teams, instructional design, and students' courses.
- As McGill University's research output increases and becomes more data-centric, there is an increased need for expertise in data curation (storage and retrieval of raw data from research).
- There are great cost saving and efficiencies to be realized by automating services whenever possible, decreasing the need for front-line service staff to handle traditional tasks such as book loans.