Gazette
Supplement

UNIVERSITY OF OXFORD

Curators of the University Libraries The Bodleian Libraries: Annual Report August 2009–July 2010

1. Summary and introduction

The Bodleian Libraries continued their accelerated pace of change in 2009–2010. Having outlined their academic strategy of increasing user access to information through direct access to collections and by increasing electronic access, the Libraries advanced their complex estates initiatives, focusing especially on the creation of secure storage and a reading room in the Radcliffe Science Library to house and serve rare books over the coming four years, the construction of the Book Storage Facility in Swindon to accommodate much of the Libraries' print collections, and the planning of the Humanities and Mathematics Library on the Radcliffe Observatory Quarter.

A guiding principle was to maintain a high quality of service even in a prolonged and intense period of reform and displacement. Thus the Radcliffe Science Library continued uninterrupted service even while much of its collection was boxed up and stored underground in the caverns of salt mines, and while Special Collections prepared to relocate the rare books and manuscripts collections and reading room to the Library. Similarly, staff and readers of the New Bodleian and Duke Humfrey endured with patience and even good cheer the disruption of the successive closing of reading rooms and shifting of materials to their new locations. There were trade-offs. Room to spread out at reading tables was at a premium, and some users were advised to sign up for desks in advance. On the other hand, requested materials could be delivered quickly when requested from the RSL Rare Books vault. Perhaps the ultimate consolation was that materials in transit were only out of circulation for days and weeks, rather than for months and years,

as has been the case at other repositories undergoing renovation.

The scale of the Bodleian's undertakings exceeded that of any other library in the world. Over 6.5 million items were to be barcoded, and every item being prepared for transfer into the Book Storage Facility required a record in the online catalogue. Teams of people had to be hired for this work as well as for the book moves themselves. One of the most remarkable accomplishments was the development of a plan to employ and train over ninety people in a brief period of time to inventory and barcode the collections. In the Long Vacation a special effort was made to recruit Oxford students in order that they might be the beneficiaries of funds in an economically difficult environment. As planning and implementation progressed, it became apparent that conventional management approaches were inadequate for such a complex series of estates and infrastructure projects. Leaders of the various intersecting programmes came together in a group known as the BodSquad. Communications improved, problems were nipped in the bud, and best practice was shared. As a consequence of this tempering, the team leaders and managers have grown in their capacity to generate business plans, identify and manage risks, and to move decisively and rapidly to overcome obstacles and meet targets.

The positive investments in the capital programme and the supporting elements provided a forward momentum that counteracted the sobering news of the impending budget reductions that were to beset higher education. Because the Bodleian was finally, after years of demoralising delay, building its long-

awaited storage facility and moving ahead on its exciting plans to renovate the New Bodleian Library, it responded creatively and constructively to a request from the University to model a ten per cent reduction in its PRAC funding over the coming three fiscal years. The Libraries decided to protect the budget for collections and access to online information because this is the area perceived to be of highest value to students and researchers. With inflation in the price of periodicals far outstripping the Retail Price Index, our purchasing power for periodicals, particularly in scientific subjects, is eroding, and the prospect of journal cancellations looms large. Although the decision had the effect of shifting the burden of reduction chiefly to staff costs, the Libraries resolved to sustain this position.

In the end, the University's Planning and Resource Allocation Committee recommended savings that added up to 8.4 per cent over three years. However, almost one-third (approximately £600,000) of this is projected to come from increased revenue, which will take the burden off the Divisions' substantial contribution to the maintenance of the Libraries. For example, Sunday tours of the Bodleian, increased sales from Bodleian Publishing and the shop, and endowments of positions are expected to make solid contributions to the Bodleian's bottom line. Taking advantage of OMIS, the Oxford Mobility Incentive Scheme, the Libraries will use voluntary departures to lessen salary costs. In order to manage with fewer staff, the Libraries are rethinking workflows, increasing automation, eliminating products such as printed guides (now moving to the web) and making other changes.

The maturity of the university library system created as Oxford University Library Services in 2000 was such that in 2010 the Libraries discontinued the use of the institutional name OULS and were renamed by University statute as the Bodleian Libraries, taking advantage of the world-recognized status of the Bodleian.

The Libraries advanced their reputation as they celebrated, along with the museums and collections of the University, the award of the Queen's Anniversary Prize, given in recognition not only of the distinctive collections, but for widening access to them. In April the Bodleian experienced an unexpectedly high profile when, after taking an engrossment of Magna Carta to New York for the North American reunion, Bodley's Librarian and the Keeper of Special Collections were stranded with the priceless document following the eruption of Eyjafjallajökull in Iceland. Lightning-quick discussions ensued, with the result that Magna Carta was displayed, with much publicity, in J. Pierpont Morgan's Library in the Morgan Library and Museum until it was safe for it to travel onward to Winnipeg, where Her Majesty Queen Elizabeth II was laying the cornerstone of a Human Rights Museum. After remaining in Oxfordshire for almost 800 years, Magna Carta was racking up frequent flyer miles and reaching out on behalf of the Bodleian, Oxford, and the UK.

2. Service to readers

A. LIBRARY RESOURCES

a. Improving direct access to materials

A major element of the Bodleian Libraries' strategy is to bring collections closer to readers by reorganizing and redesigning spaces, analysing usage statistics and coordinating with our subject librarians to make high-use materials—housed until now in closed stacks—directly available to our readers. A key component of the strategy is the refurbishment of the Underground Bookstore located beneath Radcliffe Square. The Bookstore was opened just one hundred years ago and is filled by high-density shelving, some of which was inspired by a design by William Gladstone.

The early part of the year was focused on the development of the design for the work. In March 2010 a public exhibition of the proposals was held, and by July 2010 planning permission and listed-building consent had been granted. The renovation will open the underground area to readers for the first time, allowing direct access to materials, and over 100 reader spaces. It is envisaged as a more informal study area,

keeping the utilitarian design of the original space but updating it for readers' use.

In preparation for the removal of books from the Underground Bookstore, over 11,000 high-use items in it were identified. These have been retained in the centre of Oxford, and will move back into the Underground Bookstore upon the completion of its refurbishment in summer 2011. They will be joined in these open stacks by another 240,000 items for readers to browse directly.

In other initiatives, an additional 350 high-use titles in the Social Science Library can now be consulted on open shelves, while in a similar exercise the Education Library relegated materials not consulted for several years to the stacks, making room for high-demand items. Within the various Humanities libraries, a number of projects helped to identify and move low-usage material from reading rooms.

Planning was carried out in preparation for the move of materials from the New Bodleian Reading Room to various destinations, including Duke Humfrey's Library and the Oriental Institute Library, so as to keep these high-demand items close at hand while the New Bodleian is undergoing its refurbishment.

All such moves are planned so as to minimize disturbance to our readers. A comprehensive book moves plan has been created to assist in the management and financial costing of the entire programme. A summary chart is being developed to help in providing information for staff and readers about the progress of the project.

b. Online access

Our readers continued to benefit from direct access—in the case of University members, direct to their desktops—to thousands of electronic resources. Many new full-text databases and e-books were added to our collections during the year. Notable among these were:

- *Mass Observation*

- *Oxford Handbooks* (OUP)—Philosophy, Political Science, and Religion

- *Oxford Medical Handbooks* (OUP)

- Several hundred individual e-books in the Humanities and Social Sciences

- Several hundred science e-books from Springer

- An additional 1,000 Chinese-language e-books

- Over 40,000 e-books on Judaism

- *The Making of Modern Law* (over 20,000 eighteenth- and early nineteenth-century works on law)

- *US Congressional Serial Set 1817–1994* (including *American State Papers*)

- *Confidential Print North America 1824–1961*

- *Colonial State Papers*

The ongoing provision of access to a wide range of electronic resources accounted, from the e-journals collections alone, for over 6.8 million downloads. As readers switch from print to electronic access, the Libraries have been able to cancel the print equivalent, saving the costs of duplication, storage, and handling. These key e-resources are now central to the requirements of our readers.

c. Digitization

The Bodleian Libraries have many hundreds of thousands of digital master images of items from their holdings that have been created over the past two decades, and numbers are increasing dramatically in response to emerging technologies and the changing expectations of readers from around the world (more than 15TB of image data were added in the last year alone). To date, these digital image assets have been held on a variety of systems within the Bodleian, with the most important items also being copied to the central back-up facilities operated by Oxford University Computing Services. With the creation of the Bodleian Libraries' own Digital Asset Management System (DAMS), which will offer a robust and professionally managed digital preservation environment, work began during the year to consolidate our holdings of digital images and migrate these collections to the DAMS.

The advent of the Bodleian DAMS allows us to investigate ways to separate digital data (for example, a collection of digital images and their associated metadata) from the applications used to deliver them to end users. The DAMS has been designed to encourage the adoption of open standards for both data and applications, so that both we and our readers will be able to realize the full potential of our digital assets.

Using the DAMS the Libraries built the digital infrastructure and systems for the international Mellon-funded 'Cultures of Knowledge' programme to build a union catalogue of seventeenth-century intellectual correspondence (http://www.history.ox.ac.uk/cofk/infrastructure). Similar systems were also developed this

year to give access via the internet to digital images and descriptions of the Bodleian's collections of block books, wood- and metal-cut single sheets (http://www.odl.ox.ac.uk/digitalimagelibrary/blockbooks_home.html).

The sheer depth and breadth of the Bodleian Libraries' holdings, set against the costs of creating high-quality digital surrogates, mean that we always have to be selective in our approach to digitization. Materials are usually chosen for digitization in response to the interests of a particular donor or funding body, or because we have identified an emerging demand from a group of readers. However, the Libraries began work in the year to develop a short list of items from each area of our collections that should be considered priority candidates for digitization, so that we can be more proactive and strategic in our approach as new opportunities to create digital surrogates emerge.

Thanks to the generosity of donor David Rumsey, the Libraries now also have access to the LUNA software suite to deliver some of our most important digital image collections over the web. Over the past twelve months the Libraries worked with materials on such themes as 'Early Printing in Europe', 'Medieval and Renaissance Manuscripts', 'Masterpieces of the non-Western Book', and the poster collection of the Conservative Party Archives—over 27,000 images in all. Similarly, material that was previously available on hand-built websites (e.g. Celtic Manuscripts) has also begun to be migrated to the LUNA platform, so that it can be managed and delivered more cost-effectively in the long term. The possibilities of linking the search and delivery functions of LUNA to the recently launched SOLO search interface that has proven so popular with readers are particularly exciting.

d. Online catalogues

Building on developments in 2008–2009, for the first time all legal deposit materials began to arrive with an accompanying machine-readable catalogue record, so that all materials acquired by the Libraries through legal deposit are visible to readers immediately in the catalogue. Those records which are identified as sub-standard are enhanced by running them against externally available databases and are automatically overlaid where a fuller record is available. Quality control of records is carried out using error-checking software. This method was also applied retrospectively to books received before

this system was implemented and further reduced the backlog of uncatalogued, or only partially catalogued, legal deposit materials.

Bibliographic data in the Libraries' resource discovery tool, SOLO (Search Oxford Libraries Online), was enhanced with cross-reference information. This enhancement means that readers can search on the 'wrong' form of name, or a non-standard subject term, but still retrieve all the items in the catalogue related to query. (For example, a search for 'Peter Ilyitch Tchaikofsky' will retrieve all the records related to the composer, the form of whose name in the catalogue is Peter Ilich Tchaikovsky.)

During the year a number of smaller projects allowed older records to benefit from incorporation into SOLO: the Refugee Studies Centre's collections were loaded in January 2010, and work began to make available via OLIS the records of special-format titles produced for the visually impaired by our Accessible Resources Acquisition and Creation Unit.

In Special Collections during the last year the Libraries completed the arrangement, cataloguing and conservation (where appropriate) of three major literary collections: the Abinger papers of Shelley and Godwin materials (funded for three years by the John R. Murray Charitable Trust); the letters of Philip Larkin to Monica Jones (part-funded by the Strachey Trust); and the papers of Owen Barfield (funded by the Barfield family). Substantial progress was also made on the cataloguing of the Alan Bennett archive (through the Vaisey Fund), with completion anticipated soon; the Clutag Press papers (under the aegis of the futureArch Project); the Anthony Sampson Papers (various funders); the papers of Bruce Chatwin (initial research, funded by Elizabeth Chatwin), and the Dallingridge papers (on deposit, through the work of a volunteer). In addition, work was completed on the capture of various born-digital literary materials, including the Clutag Press and Alan Garner papers, and a number of smaller but high-profile items were catalogued and made available, including the original manuscript of Philip Pullman's short novel *Lyra's Oxford*. Work continued on the intensive cataloguing of the papers of J.R.R. Tolkien (funded by the Tolkien Trust), and funding sources were identified for the cataloguing of the Stephen Spender archive, due to come to the Bodleian on deposit. Significant progress was made on cataloguing the archive of the Gehenna Press.

Significant progress was also made in reducing the cataloguing backlog in the Conservative Party Archive. The addition of 1.25 full-time staff has meant that well over half of the eight-year backlog has been dealt with and put into the public domain in the past year. This is despite the continued accrual of new material from all branches of the Party. Collections catalogued include priority collections—such as Conservative Research Department papers from *c*.1960–1990 and International Office papers *c*.1950–2000—and extensive use is already being made of them by readers in advance of the catalogues' going online.

B. THE LIBRARIES' ESTATE

a. Book Storage Facility

The key to the transformation of the Bodleian Libraries over the next five years will be the ability to provide secure storage for our collections and room for growth. In September 2009 a ground breaking ceremony was held at the site of the Bodleian Libraries' new high-density Book Storage Facility in South Marston, twenty-eight miles from the centre of Oxford at the edge of Swindon. With handover of the completed Facility due just under one year later in September 2010, much activity during the year was focused on delivering the building, its fitting out, the computer system interfacing it with our catalogues, and on planning the delivery service to the libraries in Oxford.

An important aspect of organizing the mass storage of library materials in the Book Storage Facility is the detailed layout of materials on the shelving units of the facility, known as the Planogram. This is key to maximizing the efficiency of the Facility as a whole, but also an essential part of the separation of legal deposit materials from non-legal deposit materials. The definitive Planogram was completed in April 2010 and supplied to the contractors supplying the shelving units in the Facility. The Planogram was, however, just one part of a complex build project; the most technically sophisticated element of the building was, in fact, the super-flat floor—cement laid with laser accuracy to ensure that the high shelving units remained stable.

The high-density storage facility at Swindon will operate through the enabling infrastructure of a dedicated IT system to manage the ingest, location, and retrieval of items stored there. During the year SERS staff scoped and appraised several different potential systems, chose a successful supplier, GFA of Boston, USA, and completed a contract for them to supply

their software, which is already used in over forty high-density library storage facilities in the USA. The team has planned, configured, and installed the software, and has trialled it in use. It will be installed in the BSF in September and October 2010 and will begin to be used on a daily basis in November.

This Book Storage Facility Information System (BSFIS) will be the principal IT system that will manage the storage and retrieval of items. The Libraries' strategic initiatives therefore include the Inventory Control Project to barcode all the materials which will be moved there (approximately 6.5 million items) by December 2011. Books and periodicals stored in the Facility will be retrieved for use by readers by means of the barcodes, rather than by the shelfmark currently in use in the Libraries' bookstacks and stores. This is the first time that barcodes have been used across the Libraries for inventory control and, once the Project is completed, we will be able to know with much greater accuracy than before how many items we hold.

Locations for books and periodicals which will be included in the barcoding are the Underground Bookstore, New Bodleian bookstack, Law Library basement, Radcliffe Science Library (including the Zoology and Plant Sciences libraries), Nuneham Courtenay Repository, DeepStore (the temporary remote storage location in Cheshire), and various special collections stores.

A detailed methodology was developed alongside the development of the BSFIS to create minimal records for items that currently have no inventory on the OLIS catalogue, so that they can be stored in the facility. By the end of the year items were being barcoded by teams of staff at the rate of 75,000 items a week, and the first 1.5 million items had been barcoded.

A comprehensive book moves plan was created to assist in the management and financial costing of the entire book moves programme, and a special team of staff recruited to implement it. As some collections will move more than once (for example, temporarily to DeepStore and back), the entire programme envisages over 12 million moves during the next five years.

The first stage of the life of the Facility will be to ingest over 6.5 million items in its first year, with delivery starting within a few weeks of the first items being moved to it. The book moves out of the closed stack areas in the centre of Oxford that are undergoing refurbishment are critical to the timing of success of the overall set of estates projects. The combined barcoding, book moves and service delivery teams are working together to ensure we have a smooth transition from barcoding materials to moving them to the Facility and ingesting them. At the Oxford end, planning for the delivery of materials during all of the project phases was undertaken and was near completion at the end of the year. The Book Storage Facility Project demonstrated the importance of the BodSquad to synergize these complex and interacting programmes.

b. New Library

The year 2009–2010 was an important one for the development of the New Bodleian Library, as during the year the project completed its planning documentation for Stage D in the RIBA buildings scheme, and was granted 'Amber Light' approval to proceed to the completion of Stage E by the relevant committees of the University. The work towards completing Stage E Design commenced in May 2010 and is due for completion in December 2010. In addition the Project was granted both Planning Permission and Listed Building Consent by Oxford City Council, after the submission of the relevant documentation, an extensive series of consultations with stakeholder groups, neighbours and members of the local community, and a formal public exhibition of the plans.

A key enabling work was to relocate one of the main University communication switchboards for central Oxford from the New Bodleian building. Work on this commenced in January 2010 and was completed in August 2010, with minimal disruption to telephone and data networks.

c. Radcliffe Observatory Quarter

The Radcliffe Observatory Quarter project, which will bring together up to fifteen of the Humanities libraries, received planning permission in Spring 2009. However, because of the economic retrenchment, the overall project has been suspended for the time being, although planning continues. The Libraries have maintained some of the preparation activities, including implementation of the Library of Congress Classification scheme for all newly acquired materials.

d. Other estates projects

As part of the preparation for the refurbishment of the New Bodleian Library, a major refit of the Lankester Reading Room and associated bookstack in the Radcliffe Science Library was undertaken and opened to readers in December 2009. About 300,000 of the Bodleian's most valuable items and those in highest demand were transferred to these new premises, which meet the relevant British Standard for archival collections. In addition to providing longer hours for readers, the move has also increased the speed of delivery from the now adjacent stack. Staff at the Science Library were able to accommodate the new collections and colleagues, adopting a thoroughly flexible approach to their working arrangements.

The Taylor Institution Working Party also continued planning efforts for modest refurbishments that will have some benefits for library users in the building.

C. WIDENING ACCESS

a. Tours and events

During the course of the year an Events Committee was formed to improve communication between the various parts of the Bodleian which stage public events. The group has taken on responsibility for developing an Events plan, and to communicate this through web and print publications. This will be trialled in Michaelmas term 2010.

b. Website

The Bodleian Libraries website (www. bodleian.ox.ac.uk) provides information for readers, external researchers and visitors to our historic buildings. It collects many different websites into its infrastructure, including physical library sites (managed by librarians), digitization project websites, library information services, and the main website. Over 2.5 million visits were made to the main site and almost 10.5 million pages viewed.

Central website improvements this year were overseen by the newly appointed Web Co-ordinator (later Web Projects Manager). This coincided with the appointment of a Head of Communications to oversee all communications activities for the Libraries.

The Libraries' central content management system was upgraded this year. An increasing number of library personnel have been trained to edit content online and the number of web authors is now over 140, and additional training has been introduced for more experienced web editors. A monthly bulletin to web authors provides information on web activities and best practice. A presentation by the Web Projects Manager on writing for search engines at the annual Staff Conference received the highest attendance rate of the day, demonstrating the level of staff interest in developing online skills.

The renaming of the Libraries resulted in a new URL for the main website as www.bodleian.ox.ac.uk and intense activity to update content, update URLs and put redirects in place.

New resources in the central website this year included the Science Portal, the Medicine Portal, and the Bodleian Oriental Institute Library, Bodleian Japanese Library, and Taylor Institution Library Portals.

The development of the portal pages—for example 'Science at Oxford', which provides an 'entry page' for scientific, medical and health care information, including electronic and printed resources, and library services—was an important development for the Libraries' websites. These pages offer users a more integrated entry point than one defined by a physical library. Such portal 'entry pages' will become increasingly important as more inter-disciplinary research is undertaken.

An image gallery template was created to allow more visual coverage of Bodleian activities online. Image galleries were created for estates projects, the Science Portal, Friends of the Bodleian, the staff intranet and digital project pages. An image gallery created for the 'Crossing Borders: Hebrew Manuscripts as a Meeting-place of Cultures' exhibition generated 318 visits (797 views) in May 2010. One hundred and eighty-eight visits entered directly to the page, suggesting that the link is being shared on other internet sites. Building on these first steps, a more comprehensive image gallery was created for the John Aubrey exhibition 'My Wit was Always Working'.

Over the last year, social media have become as deeply embedded in library activities as elsewhere in daily life. They offer the Libraries the opportunity to enter a dialogue with readers, provide instant updates on our services and to communicate worldwide with our supporters. Those who are interested to learn more about the Bodleian Libraries can choose to subscribe to various RSS, Twitter and Facebook feeds. This allows our communication to become a powerful two-way dialogue. The website now has a Social Media directory on the home page which brings together social media initiatives by a range of library staff and includes over fifty blogs, social bookmarks, Facebook pages and Twitter accounts. The main Bodleian Libraries Twitter feed was launched in May 2010 and already has over 1,000 followers. The increasing importance of social media in driving traffic to the Bodleian Libraries sites is highlighted by the fact that over 785 visits in one month were referred by Facebook and, in the same

month, 4,216 visits were referred by the University podcast site.

BODcasts, the Bodleian's own podcast series, continued to attract interest with nearly a thousand visits to the BODcasts landing pages during the year. BODcasts this year included a review of Crime Day at the Bodleian (a special one-day event celebrating the publication of P.D. James's book, *Talking about Detective Fiction*) and recordings from the opening of the Spring exhibition 'Crossing Borders: Hebrew Manuscripts as a Meeting-place of Cultures' with contributions from Dr Sarah Thomas, Vice-Chancellor Professor Andrew Hamilton and the Libraries' curator for Hebrew, Dr Piet van Boxel.

During the year a commercial analytics programme was used to analyse usage of the website. An increased emphasis on the importance of web analytics led to involvement in a project with SERS to find a more accurate, accessible and cost-effective solution, with the result that Google Analytics was implemented in June 2010. Analysis of the web usage statistics led to a project to improve the accessibility of the main Bodleian website. The homepage layouts for the Bodleian Libraries and Bodleian Library were adjusted during May 2010 to distinguish more clearly between information for readers and information for external visitors to our exhibitions and historic buildings. This has contributed to reducing the abandon rate from these homepages.

Library staff participated in a '23 Things' programme, an online course designed to introduce the participants to using a variety of web 2.0 tools. The level of participation was extremely high, with over 100 members of staff participating from throughout the Bodleian Libraries and from college libraries. The application of these web skills will enhance our ability to provide services and information via the web to users wherever they are located and via many kinds of devices.

c. Exhibitions/Events

The Exhibitions Committee worked through the academic year 2009–2010 to develop a comprehensive plan for major exhibitions for 2010–2015. This has now been completed and although there may be changes, it takes the exhibitions programme through to the opening exhibition for the Weston Library in 2015.

The main exhibitions during the year were 'An Artful Craft: Historic Bookbindings from the Broxbourne Library and Other Collections', featuring masterpieces from

two of the greatest bookbinding collections of the twentieth century, the Broxbourne Library collected by Albert Ehrman (1890–1969) and the Wormsley Library formed by Sir Paul Getty (1932–2003); 'Crossing Borders: Hebrew Manuscripts as a Meeting-place of Cultures', telling the story of how together Jews, Christians and Muslims have contributed to the development of the book; and ' "My Wit Was Always Working": John Aubrey and the Development of Experimental Science'. The two last also have online versions (http://www.bodleian.ox.ac.uk/about/exhibitions).

A major musical event for the Bodleian Libraries was the staging on 10 July 2010 of a performance of the seventeenth-century opera *Erismena* by Francesco Cavalli, based on a recent acquisition of a contemporary manuscript of the English score, which has been turned into a modern performing edition by Michael Burden, Reader in Music and Fellow in Opera Studies at New College. The performance was undertaken by New Chamber Opera. Other areas of promotion of music during the year included a special exhibition to commemorate performance in the Sheldonian Theatre by the Berlin Philharmonic conducted by Daniel Barenboim, and several collaborations with Oxford Philomusica.

The Taylor Institution Library presented an exhibition on '100 Years of Romance Linguistics in Oxford', while an exhibition of materials from the Philip and Rosamund Davies US Elections Campaign Archive took place at the Vere Harmsworth Library in Michaelmas term 2009.

The Continuing Education Library organized book displays each term, including one in March that tied into the Universities' Association for Lifelong Learning conference being held in the Department. Also included was a display of the travelling book boxes that were used in the past to move materials to various locations where non-University students were taught in the University's pioneering outreach activities that began over a hundred years ago.

d. Publications

Seven books were published by the Bodleian Library during the year. Two of these accompanied exhibitions: Piet van Boxel and Sabine Arndt (eds.), *Crossing Borders*: *Hebrew Manuscripts as a Meeting-place of Cultures*; and Will Poole, *John Aubrey and the Advancement of Learning*. A third, Nicolas K. Kiessling (ed.), *The Life of Anthony Wood in his own Words* is a scholarly edition of one of the major sources

for the history of Oxford, the Civil War in the area, and the scientific revolution of the seventeenth century.

More general titles included another in the 'Original rules' series, *The Original Rules of Tennis*; Ryan Roberts (ed.), *John Fuller and the Sycamore Press: A Bibliographic History*; and Margaret Willes, *Pick of the Bunch*: *The Story of Twelve Treasured Flowers*. P.D. James's *Talking about Detective Fiction* was accompanied by a very successful exhibition, 'The Body in the Library', and a BODcast of the author in conversation with Colin Dexter, released on the iTunesU website.

3. Responding to our users

Although we may be best known for our curation of special and unique materials and historic buildings, our users are at the centre of what we do in the Bodleian Libraries. The major initiatives under way, described above, will realize significant service benefits to our users in the near and longer term, particularly related to access to information. We continue to use a variety of methods to collect information about our readers and to communicate and clarify their needs and expectations. We are investing heavily in modernizing our procedures and making our physical operations fit for purpose. While implementing technological improvements and building renovations, we continue to deliver excellent services, updating and upgrading them as needs are understood and expressed. Included throughout this section are examples of specific ways in which we have delivered these benefits to readers.

A. INNOVATION

Several key technological improvements were implemented or piloted during 2009–2010. The software and resources on the desktop were standardized across all of the Bodleian Libraries. The upgrade included improved security as well as providing enhanced and updated applications. This significant project made a difference on a daily basis to users who need to use the computer workstations located in each library.

New hardware was installed across all of the libraries in 2009–2010 for photocopying and scanning, using new multi-function devices. A pilot for a software-based approach for fees for this service was conducted in several locations, and final procedures and pricing were agreed with a roll-out planned for Michaelmas term 2010. A key benefit is that we shall be able to reduce prices for

colour copying, add capabilities in many places that did not have colour printing or scanning before and provide readers with an up-to-date method of payment.

The Bodleian Libraries moved forward in creating a new generation of online library guides and pathfinders which build on the success of our earlier printed guides. These can be found at http://libguides.bodleian. ox.ac.uk and provide guidance on key resources by subject as well as introducing libraries, collections and services.

Readers benefited from the move online because we are now able to provide:

- greater currency (due to the ease of updating online materials)

- up-to-the-minute news, publications and events delivered by RSS feeds

- direct links to electronic books and journals and to real-time availability information for printed materials

- multimedia content including video tutorials and podcasts

- improved accessibility for readers with disabilities.

Over the summer, readers were involved in usability testing the new guides. Working with readers in this way was very positive, and led to improvements in the layout and online signposting of guides.

As well as benefiting readers, the online guides bring significant benefits to the Libraries' staff and in particular make it much easier and quicker to update the guides and to share core information between guides. In addition, moving online has brought significant budgetary savings when compared with the high cost of large print runs.

Another example where librarians are applying new methods to presenting information and supporting the development of information skills is the creation of podcasts on using library services. Plans to create content that will be available at the point of need will be further developed in the coming months.

The current flagship IT development in the Bodleian is the replacement of our main Integrated Library System (ILS), and throughout 2009–2010 Bodleian staff worked hard to complete the contract negotiations with ExLibris, the systems supplier identified in the previous year, and to develop a business case that would receive University support. This was done in Michaelmas term and the process of working with ExLibris on the

implementation began on schedule in January 2010. An ILS Steering Committee is responsible for the implementation, and staff across the collegiate University have been involved. The project is currently on schedule for completion of the main implementation phase by January 2011 with a further phase of training and data migration in advance of go-live in the Summer Vacation 2011.

Since SOLO was released in 2008, it has become the primary resource discovery service for the Oxford Libraries (http://solo. bodleian.ox.ac.uk). Of great value to our readers is its ability to integrate searches across different resources, e.g. OLIS, ORA, electronic journals and databases, and our Chinese and Japanese catalogues. During the year we continued to add more of Oxford's catalogues and finding aids to SOLO, most recently the Refugee Studies Centre's catalogue of grey literature.

Other methods of enriching the SOLO database were developed by the Libraries' staff, and it is now possible to import tables of contents, summaries and annotations for many items held in Oxford. As well as presenting this additional information to users, this data can also be indexed to provide extra points of access to our bibliographic records.

B. SCIENCE AND MEDICINE

The Radcliffe Science Library undertook a programme to raise awareness about e-readers and associated technologies. The programme involved events, formal training, and lending of Sony and Amazon e-readers. The scheme was launched at 'Digital Darwin' day, which generated fifty expressions of interest in borrowing an e-reader and attracted high-profile academics, such as Richard Dawkins, who would normally access our services remotely.

'Road Test an E-reader' lunchtime sessions ran over three weeks at a specially designed stand in a prominent position in the Science Library entrance hall. Following the programme of events the e-readers were integrated with Science Library standard circulation procedures. All members of the University can borrow equipment and explore the technology both in and outside the Library.

The majority of feedback was gathered anonymously through an online questionnaire. Not all comments about the equipment itself were favourable but all respondents were happy to have the opportunity to engage with the technology.

The project was successful in setting up the Science Library as a centre for information exchange about these devices, their potential, and what others are doing with them. Over half the respondents had never read an e-book, so the scheme provided the first opportunity to explore the new technology and assess potential value.

The Science Library's work with e-readers was recognized by its receiving an internal award from the *Bodleian Libraries Awards Scheme for the Support of Teaching and Learning*. The prize money will be re-invested in related events for the forthcoming academic year.

C. SOCIAL SCIENCES

A high ranking is crucial to the future of a business school and the Saïd Business School represented the University well with a continual and rapid move upwards (FT Global MBA rankings 2010). As with the Research Assessment Exercise, information about faculty publications and the ranking of the journals is crucial to the process, and the Saïd Business School Research Administrator asked the Library how she might find out who on the staff had published articles in the *Financial Times* list of forty ranked business journals. The Library was pleased to respond immediately using a database that had recently been set up by the new Librarian. The database, which currently contains over 6,500 entries, tracks all authors from all institutions (including SBS) who had published in this FT list of journals since March 2009.

The Department for Continuing Education lived up to its name this summer with the enrolment of a student of ninety-three years on one of its courses. Although physically frail and accompanied by his daughter to help him, his mind was keen and he was a very valuable member of the class. At the end of his library induction tour he said that he wished to research medieval Oakham for his assignment. A staff member instantly recalled that the Library holds an MSt Local History dissertation on this very topic. At the end of the week his daughter told us that her father had had a wonderful time, and said that the service he had received from the Library was exemplary and had far exceeded expectations.

The Continuing Education Library also developed its information skills training and support programme by launching a 'Help Centre' area on the library website to include links to database guides and tutorials; completing a new range of leaflets on basic skills such as 'Interpreting your reading list', and 'Finding and using e-journals'.

D. HUMANITIES

The Humanities libraries offer a range of services and collections in many buildings and locations around Oxford. Much of the coordinated effort this past year centred on the comprehensive planning for consolidated services to be delivered via the planned Radcliffe Observatory Quarter building. A number of user-group meetings were held in conjunction with the architect's design meetings including representative groups of students.

Hosting many groups and visitors is part of the normal activity of the libraries and Jill Hughes, Assistant Librarian for German languages and literatures since 1970, organized an event for group of year-twelve students from state schools who visited the Taylorian. The group had a guided tour and 'show and tell' session with the senior tutor from Trinity College, Dr Valerie Worth, herself a modern languages graduate. The students enjoyed careful hands-on experience of incunabula and sixteenth-century French texts by Pierre de Ronsard.

The students were participating in a new, week-long, subject-focused summer school funded by the Helsington Foundation, which aims to reach out to schools and colleges with little history of application to Oxford. The scheme, a successor to the Sutton Trust programme, had received recent publicity in the *News of the World* and other press. This year, it attracted over 3,600 applicants from around the country.

E. BODLEIAN READER SERVICES

Bodleian Reader Services carried on with a very busy year with non-stop foot traffic and several major moves of materials in reading rooms and stacks which affected where stock was located and where readers could use materials. Additionally, key staff were deeply involved in planning the services which will be implemented alongside the future estates projects already described above. A key challenge for the Bodleian Library is to manage the scale of activities and volume of people and books that need to move throughout the facility. Reader services staff were also key to the launch of the new reader PCs and the photocopying and scanning service described above.

F. SPECIAL COLLECTIONS

During the year 2009–2010 Special Collections offered a range of innovations in response to user demands. Most visible was the decision to allow hand-held digital photography by users in Special Collections Reading Rooms, which has been very well received. Special Collections staff continued

to pursue joint projects with academic users both within the University—such as creating an XML dataset based on the card catalogue of seventeenth- and eighteenth-century correspondence (part of the 'Cultures of Knowledge' project)—and in developing an online version of the major reference work known as 'Medieval Libraries of Great Britain'. Special Collections has also offered an expanded series of the highly successful Masterclasses to a range of academic departments across the University. Events during the year included a Curators' round table on broadsides coupled with a symposium on the history of broadsides; the seminar series on the 'History of the Book 1450–1830' at All Souls College; a special lecture by Peter Stallybrass (University of Pennsylvania), on 'What is a Book? Shakespeare Unbound, and Bound', and a symposium on 'Provenance' at Magdalen and Merton colleges.

The Bodleian Libraries have been working with Oxford University Computing Services and the Careers Service to develop subject-focused 'Skills Toolkits' for research students. These build on the success of the earlier 'All-subjects Toolkits' which were very popular with research students and which received an Oxford Teaching Award in December 2009. The 'Toolkits' are workshops in which students complete short practical tasks designed to introduce them to key resources, skills and services for research. They benefit students by providing opportunities for them to experience a wide range of key resources and skills in a single session and by introducing them to Library and IT staff. The first subject-focused toolkit, for the Medical Sciences Doctoral Training Centre, took place in October 2009 and was very well received. Toolkits for a further ten subjects will take place in Michaelmas 2010 with further roll-out in 2011.

One of the most significant service improvements implemented across the Social Sciences group was the integration of the Refugee Studies Centre Library into the Social Science Library. Longer opening hours and access to a wider social science collection have been appreciated by refugee and migration studies researchers. As part of the move, over 28,000 bibliographic records for the grey literature collection on forced migration were successfully transferred to SOLO with the able assistance of SERS staff. Not surprisingly, use of the grey literature documents has increased and around 100 documents are being fetched for consultation each month.

4. Content and service provision

A. COLLECTION BUILDING

During the year 2009–2010 the Bodleian acquired several major archives, including the Bruce Chatwin Papers, the archive of the Banbury-based printers Cheney and Sons (from the nineteenth and twentieth centuries), and the remaining portion of the archive of the poet Walter de la Mare. The archive of the Gehenna Press of Leonard Baskin was acquired by the Library partly as a purchase and partly through donation. Philip Pullman kindly presented the manuscript of *Lyra's Oxford* following his Masterclass in April 2010.

The Latin American Centre Subject Consultant was delighted to receive a valuable collection of nineteenth-century Colombian newspapers, donated to the Bodleian Library by Dr Alvaro Holguin, grandson of Carols Holguin, President of Colombia 1888–1892. The newspapers formed part of the President's private collection. This was a significant donation as collections of Colombian newspapers from this period come onto the market infrequently and are rarely found in European libraries. Newspapers were central to the political and cultural life of the time, because Colombia was not yet able to sustain a major book publishing industry. Dr Eduardo Posada Carbo, Lecturer in Politics, explained that 'newspapers were often the most important outlets for authors— certainly for those writing about politics. Indeed, some important nineteenth-century books were published first as series of newspaper articles, which were then later collected in book form.'

The creation of electronic Set Texts for History students benefited History undergraduates and History course conveners. A team of two Bodleian History Faculty Library staff, led by Isabel Holowaty (History Librarian), was primarily responsible for the scanning and uploading of more than 10,000 pages onto the Library's Weblearn site. Staff selected and sourced appropriate material, checked for copyright compliance, scanned the pages, edited the scans, added descriptive data and advertised available coursepacks via the blog and twitter.

A rapidly changing research environment means that academic researchers are employing new models for publishing and disseminating their research. Research funding agencies require open access to research outputs, and technological developments offer innovative ways to disseminate and share research. As part of their research support, Bodleian Libraries staff are developing services and activities to assist and inform researchers about these new developments. In addition to the ongoing provision of the Oxford University Research Archive (ORA, http://ora.ouls.ox.ac.uk/), a scholarly communications blog was established (http://www.oxscholcomms.blogspot.com), and innovative web technologies were implemented to increase research visibility and dissemination.

The Bodleian Libraries Scholarly Communications Group was convened in June 2010 to monitor and engage with scholarly communications developments and to advise library staff on matters such as sharing, publishing, and disseminating scholarly outputs. ORA falls under its remit. The group arranges events in the Bodleian Libraries/ORA scholarly communications series. Three events were held during year: two lectures (by John Willinsky (Stanford) and Martin Richardson (OUP)) and a seminar (Dissemination of research: developments at Oxford, with speakers Paul Jeffreys (Director of IT), Dr Anne Bowtell (Medical Sciences Division Web Manager) and Sally Rumsey (ORA Manager)). Bodleian Libraries staff were actively involved with staff in other departments such as OUCS and Research Services, participating in projects and discussions about research dissemination, including research data management, and the storage and dissemination of Oxford research publications.

During the year the long-awaited first consultation document on the extension of legal deposit to non-print publications was issued by the Department for Culture, Media and Sport. The Secretary of State was given powers to make regulations governing the deposit of non-print publications by the Legal Deposit Libraries Act of 2003, and the consultation proposed how this should be done. If the regulations are passed by Parliament (and this is looking likely for 2011), the legal deposit libraries as a whole will use the facilities of the British Library to provide access to electronic legal deposit materials. The Libraries submitted a response to the consultation.

As reported last year, the Agency for the Legal Deposit Libraries, which claims legal deposit materials from publishers on behalf of Cambridge, Oxford, Trinity College Dublin and the national libraries of Scotland and Wales, moved to a new location in March 2009 and the number of items received dropped at this time and remained low during the year. However, there was a slight increase in receipts when measured against 2008–2009, and the appointment of a Systems Librarian at the Agency has brought some improvements to the service the Agency provides, in particular for claiming monographs. Serials claiming is currently an area of focus for the Agency.

The Legal Deposit Libraries Committee Collection Development Sub-group has agreed a target reduction of ten per cent, planned as a collaborative reduction in print intake based on the presumption that the British Library will continue to take everything. A ten per cent reduction for this year was the result of the unplanned fall-off in receipts from Agency following its relocation.

B. PROTECTING THE COLLECTIONS

The transfer of the high-risk collections to the new temporary premises in the Radcliffe Science Library was managed by a joint team of staff from Conservation, Special Collections and Research and Learning Services. The transfer was made possible following the emptying of the Science Library basement stack of books, and the upgrading of environmental conditions and fire-safety systems.

As part of the planning for the new Book Depository in Swindon a strategy for the safe, secure and timely retrieval of items to be delivered to reading rooms in Oxford was under development during the year, a strategy commensurate with the great care taken of the material in the new high-standard storage conditions. While we are of course concerned with the preservation of all of our collections, of special interest is the rare, sometimes unique and sometimes extremely vulnerable material in our Special Collections. During the last year there has been extensive investment in giving the most vulnerable material its own individual enclosures (boxes) made of conservation-grade material which will give immediate protection for current transport needs, but will also provide continuing protection for centuries to come. On top of this individual protection for items, the transport totes (plastic boxes) to be used will be padded with conservation-grade soft material to prevent movement within the totes during transport.

Much was achieved in the last twelve months to raise the profile and awareness of conservation in the Libraries. Of particular note was a new training initiative, 'Handling Library Materials', in which conservation staff gave practical advice to library staff on the best ways of moving, stacking and generally preserving collections during use. While this was mainly aimed at Special Collections material there was

also a regularly held course on how library staff can carry out 'safe' repairs on lending stock and other highly used material where intervention by a trained conservator is not necessary.

Conservation staff also made major contributions to encouraging an ethos of care by contributing an awareness session at the Bodleian Libraries Staff Conference, by being strongly represented in the planning of the Weston Library and Book Storage Facility, and by undertaking emergency planning training to all library staff. The conservators have also provided a very visible and practical conservation presence during the moves to and operation of the Radcliffe Science Library stack and reading rooms and will continue to do so in the many other changes in the Libraries.

The commissioning of the Bodleian Libraries' Digital Asset Management System (DAMS) has also highlighted the need to develop a range of policies and procedures to support the robust digital preservation strategy that we envisage. We sought advice from several internationally recognized experts in the field of digital preservation and, in particular, were able to build upon the Bodleian's close relationship with the UK's Digital Preservation Coalition (Associate Director, Richard Ovenden, was recently elected as Chair of the DPC Board). A new internal committee was established to provide oversight of the development of the DAMS and the associated digital preservation policies, and to ensure that these integrate effectively with the Bodleian Libraries' wider technical infrastructure.

During the course of the year, the DAMS infrastructure layer was developed to the point of enabling major projects to move forward. The dual site and resilient link were established, additional hardware acquired and installed, and major software developed. Further enhancement and testing will take place with the arrival of additional staffing support. The project will secure the long-term preservation and accessibility of our digital collections.

C. COLLECTION MANAGEMENT

The CroBar (Copyright Receipt Office Barcoding) workflow for the processing of legal deposit material went live in November 2009. This workflow automates the receipt, barcoding and streaming of legal deposit monographs received in the Copyright Receipt Office. Almost all the items received from the Agency for the Legal Deposit Libraries are now represented by a catalogue record as soon as they arrive in the Bodleian, and a complete inventory of each weekly delivery is now possible.

The data that underpin the CroBar process are also being leveraged to offer a new service to subject librarians and readers. At the end of the year in review the Virtual Book Display (VBD) of academic legal deposit and material purchased by the Bodleian went live on SOLO, the Bodleian Libraries' resource discovery tool. The VBD replaced the weekly physical display of this material which allowed subject specialists to select material for their reading rooms and libraries, and anticipated the move of the CRO to Osney in September 2010.

The VBD uses many of the standard features of the Primo software that underlies SOLO to enable subject librarians to find out more about recently received books. Enrichment features such as the ability to link out to tables of contents, summaries, sample pages and reviews can be used. Although the VBD was developed for the subject librarians, anyone who has access to SOLO can see this weekly list of new books received.

In 2009 the Bodleian took the momentous decision to barcode the entire stock prior placing it into the new Book Storage Facility. The project is moving ahead rapidly and has been aided by cataloguing staff who worked on reports of incomplete holdings information to ensure every item had a record in the catalogue. Their staying ahead of the barcoding staff as they move through the stack greatly speeded up the latter's progress. Cataloguing staff also dealt with uncatalogued and wrongly catalogued books identified by project staff.

The slightly weaker Euro over the last financial year meant that we were able to maintain our spending power for foreign materials at a level similar to previous years for monograph acquisitions

Much work was done with the book supplier Dawson on implementing electronic ordering and invoicing for books, and this will go live in the new academic year. Lessons learned and problems solved from the testing process over the last year will aid implementation of this facility in the new library system in the summer of 2011. The benefit for readers will be that books will be ordered much more quickly than with the current processes.

We continued, across the Bodleian Libraries, to encourage shelf-ready participation, whereby booksellers supply the Libraries with books with shelf numbers and other information already added. This enables books to get to the shelves and be available to readers faster. During the year Chinese Studies, Oriental Institute, Rhodes House, the Staff Library and Sackler participated in the scheme.

In addition to the routine processing of legal deposit and purchasing new materials for Maps and Music, significant progress was made in processing Special Collections acquisitions. Work on the Abinger Collection was completed in an externally funded project lasting three years, and significant progress was made on the first two tranches of the Alan Bennett papers. Through the futureArch project (funded by the Mellon Foundation), excellent progress was made in processing both paper and electronic materials in the papers of Edmund Dell, Baroness Nicholson of Winterbourne (thanks to a grant from the European Parliament), Lord Howe of Aberavon, and the Clutag Press. The processing of the archive of the Gehenna Press was begun, and further additions were made to the Rycote Papers cataloguing project, including the completion of the first phase of the Harcourt Papers (funded by the Marc Fitch Fund). Thanks to funding from the Strachey Trust, the correspondence between Philip Larkin and Monica Jones was catalogued, and further progress was made in the cataloguing of the Latin medieval manuscripts from German-speaking lands (funded by the Fritz Thyssen Stiftung). The Medieval Psalters Project was almost concluded (funded by a private donor). In Rare Books the second phase of cataloguing the Opie Collection was completed, adding 1,020 items to the catalogue, in addition to the completion of cataloguing 509 recent acquisitions. Significant support was provided to All Souls, the Queen's College, Christ Church, St John's, Merton, Exeter and Harris Manchester colleges by Rare Books staff for the Early Printed Books Project managed by the Section. Staff on the Project catalogued a total of 5,143 new bibliographic items and added 6,799 pieces.

Work was undertaken and completed to transcribe the printed catalogue of the Colonial Office Confidential Prints, consisting of approximately 500 documents, dating from the 1840s to 1916, in the same way as the Foreign Office Confidential Prints catalogue, to enable cross searching over dates, country and subject and to act as an inventory giving a detailed description the contents (http://www.bodleian.ox.ac.uk/official_papers/colonial-office-confidential-prints).

5. Staff talent

A. HUMAN RESOURCES AND STAFF DEVELOPMENT

During the year the Human Resources team focused on several initiatives, in particular the full launch of the new Annual Review scheme and the launch of a new Employee

Assistance Programme for all staff. A successful staff conference, opened by the Vice-Chancellor, was held on 'Empowering Staff to Support the Academic Enterprise'.

Work proceeded on skills required to deliver the strategic plan, and on mapping and managing career paths in the Libraries. Support for staff undertaking CILIP Chartership, for professional qualification in library and information skills, was analysed and refined. Other initiatives included supporting several teams through change programmes, enabling the Libraries to adjust their structures to deliver new or refined services in the same or new locations.

During the period of transition when the Libraries' collections are being moved it will be particularly important for all staff to be able to help readers to find online texts as alternatives to print. With this in mind, the Libraries ran a series of staff workshops aimed at increasing staff skills in the use of online resources. The workshops emphasised the importance of providing excellence in customer service by helping readers to find available copies of texts whether these are online, in print in the local library or in print in another library in Oxford.

Staff were supported to attend forty-nine conferences and courses during the year, on subjects as diverse as International Law Librarianship and Digital Humanities.

B. PUBLICATIONS

The following staff publications were recorded in the year (with links to the Oxford University Research Archive where relevant):

Boxel, P. van and S. Arndt (eds.) (2010), *Crossing Borders: Hebrew Manuscripts as a Meeting-place of Cultures* (Oxford: Bodleian Library).

Gilroy, N. (2009), 'The repair and rebinding of *The Pilgrimage of Human Life* at the Bodleian Library', *The New Bookbinder* 29, 17–26.

Heaney, M. (2010). 'Copyright's balancing act and the role of the library', *Copyright in the Digital Age: still the bedrock of creativity and the creative industries* (http://copyright-debate.co.uk/), http://ora.ouls.ox.ac.uk/objects/uuid:e4622e00-2841-4e45-89bc-64fd892e2e58.

Honey, A. (2009), 'Jane Austen manuscripts: a note on the paper', *Jane Austen Society report for 2008*, 66–69.

Honey, A. (2009), 'The repair and rebinding history of the blockbooks printed in the fifteenth-century now in the Bodleian Library', *Care and Conservation of Manuscripts* 11, 105–120.

Honey, A. and A. Velios (2009), 'The repair and re-use of Byzantine wooden bookboards in the manuscript collection of the monastery of St Catherine, Sinai', *Holding It All Together: Ancient & Modern Approaches to Joining, Repair and Consolidation* (London: Archetype in association with the British Museum), 68–77.

Honey, A. and N. Pickwoad (2010), 'Learning from the past: using original techniques to conserve a twelfth-century illuminated manuscript and its sixteenth-century Greek-style binding at the Monastery of St Catherine, Sinai', *Conservation and the Eastern Mediterranean: contributions to the Istanbul Congress 20–24 September 2010* (London: International Institute for Conservation of Historic and Artistic Works), 56–61.

Howell, D. (2009), 'Introduction', and 'The Approach for the MODHT Project', *'Wroughte in gold and silk': preserving the art of historic tapestries* (Edinburgh: National Museums of Scotland Enterprises), 2–5, 6–13.

Kauffmann, M. (2009), [review of] 'Jane Geddes, *The St. Albans Psalter: a book for Christina of Markyate*', *English Historical Review* 124, 130–32.

Kauffmann, M. (2010), [review of] 'Harvey Stahl, *Picturing kingship. History and painting in the Psalter of Saint Louis*', *Burlington Magazine* 152, 40–41.

Loureiro-Koechlin, C. (2010), 'BRII Project Use Cases', http://ora.ouls.ox.ac.uk/objects/uuid:3fca5ff0-30ca-47ec-9d41-b27384c8cad1.

Loureiro-Koechlin, C. (2009), 'Building the Research Information Infrastructure (BRII)', *Inside OR* 467, 3, http://ora.ouls.ox.ac.uk/objects/uuid:9e4766cb-c972-4133-a575-eaf114230b8c.

Loureiro-Koechlin, C. (2010), 'Uncovering user perceptions of research activity data', *Ariadne* 62, http://ora.ouls.ox.ac.uk/objects/uuid:1d61ea76-1a6a-4595-a011-52a8303c549b .

Loureiro-Koechlin, C. (2010), 'Online communities: people and processes', *Systems thinking and e-participation: ICT in the governance of society*, J. R. Cordoba-Pachón and Ochoa-Arias, A. E. (eds.), (New York : Information Science Reference), 174–185, http://ora.ouls.ox.ac.uk/objects/uuid:f6480378-0a02-422b-988a-920f8721816a.

Millea, N. (2009), 'A cartographic treasure house: the Bodleian Library', *Christ Church Library Newsletter* 5(2), 4–6.

Millea, N. (2009), 'The Gough Map : Britain's oldest road map or a statement of empire?', *Journal of the International Map Collectors' Society* 116, 31–36.

Millea, N. (2009–2010), 'Bibliography', *Imago Mundi* 61, 128–143, 299–321; 62, 123–144, 286–308.

Ovenden, R. (2009), 'The 2009 Designer Bookbinders International competition in association with the Bodleian Library', *The New Bookbinder* 29, 93–96, http://ora.ouls.ox.ac.uk/objects/uuid:68917c4c-8b38-4276-93c2-89d5eab76429.

Reay, J. (2009), 'In search of Nelson's spy: a research case study', *The Trafalgar Chronicle*, 19, 1–15, http://ora.ouls.ox.ac.uk/objects/uuid:96ac5ba9-7188-45b7-b1e6-05b45d72d712.

Reay, J. (2009), 'A place of considerable importance: Lord Cochrane and the siege of Roses 1808', *The Mariner's Mirror* 95 (4), 400–428, http://ora.ouls.ox.ac.uk/objects/uuid:2bc4c3b7-fb89-452c-a0a2-51dd6e95de30.

Robb, M. (2010), 'Disciplinary boundaries in an interdisciplinary world', *Social Science Libraries: Interdisciplinary Collections, Services, Networks*, Steven W. Witt and Lynne M. Rudasill (eds.), IFLA Publications 144, (Berlin: De Gruyter Saur), 40–52.

Rumsey, S. (2010), 'A case analysis of registering research activity for institutional benefit', *International Journal of Information Management* 30(2), 174–179, http://ora.ouls.ox.ac.uk/objects/uuid:d71f378e-9a58-44fe-98c7-9d9eda9b0174.

Stiglitz, M. and C. Clarkson (2009), 'The Gough Map: Its Nature, Conservation History and Display', *Bodleian Library Record* 22, 212–224.

Thomas, S.E. (2010), 'The encouragement of learning', *Copyright in the Digital Age: still the bedrock of creativity and the creative industries*, http://copyright-debate.co.uk/.

C. STAFF CHANGES

Laurence Benson resigned as Head of Administration and Finance in September 2009. Interim arrangements were put in place during the year, and moves to appoint his successor were under way at its close.

Alice Keller, Assistant Director, Collections and Resource Description, also resigned in September 2009 after six very active and successful years. Arriving from the

Eidgenössische Technische Hochschule in Zürich to take up the post of Head of Collection Management in 2003, in her time at the Bodleian she transformed our way of working, introducing new methods of budgetary control, unifying disparate practices, and after her promotion to the Assistant Directorship, bringing together acquisitions and cataloguing units. She was succeeded from the beginning of 2010 by Catriona Cannon, coming to us from King's College, London, where she was Head of Information Resources.

In the Collections and Resource Description Department, Rosemary Pyke retired after thirty-seven years of service and Elizabeth Moriarty after twenty-five, while Gill King retired from the Radcliffe Science Library after nearly thirty-five years. Tom Stableford, a mainstay of the Bodleian and then the Taylor–Bodleian Slavonic Library, retired after twenty-two years.

Sarah Henderson took up the new post of Head of Communications in November 2009 and Virginia Lladó-Buisán joined as Head of Book and Paper Conservation in January 2010. Bruce Wainwright joined as Book Moves Manager at the same time.

6. Leadership

While configuring their academic strategy to respond to the situation following the city council's rejection of the plans for a repository at Osney, the Libraries were simultaneously developing the overall strategic plan to take us through to 2015. The plan focused on quality of service, communication, collection building and preservation, staff development, leadership and collaboration. At the beginning of the year these overall aims were developed into a series of specific goals, whose outcomes are reflected in the pages of this report.

Much effort was devoted to management of the Libraries' complex finances and to ensuring that staff developed proficiency in project management, creating business plans, and assessing risk. The Libraries continued to track the budget closely and to prepare for the transition to the JRAM (the resources allocation system determining the financial relation between University and colleges) and the application of the 1–2–3 library charges (a new University system for funding library services), leading them to prepare for 2010–2011 as the first balanced budget in a decade.

The Libraries benefited from a number of research and project grants during the year. The projects 'Mapping Crime: Beyond the John Johnson Collection' and 'Digging into the Enlightenment' attracted £114,000

in funding from JISC. The Libraries also participated in the AHRC-funded project 'Digital Image Archive of Medieval Music' led by the Faculty of Music, and the 'Cultures of Knowledge' and 'Medieval Libraries' projects, funded by the Mellon Foundation and led by the Faculty of History. The Gough Map was the focus of the 'Linguistic Geographies' project funded by AHRC and led by Queen's University, Belfast, with significant input from Bodleian staff.

Almost £6.6 million was received or pledged in donations from forty-seven different donors during the year. Dr Leonard S. Polonsky generously pledged to support a number of digital initiatives and the provision of digitization facilities in the refurbished New Bodleian, while George and Charles David endowed its penthouse reading room in honour of their father, a 1908 Rhodes Scholar, medieval historian, and librarian.

Alice G. Strauss was better known to generations of scholars as Georgina Warrilow, the mainstay of Bodleian reference services at the Main Enquiry Desk. In her will she left over £155,000 to the Bodleian, which was received in 2008, but also the proceeds from the sale of her house; these finally came to us in April 2010, as an unrestricted gift of over £425,000. This was added to the newly established Bodleian Bequests Fund. The Lisbet Rausing Charitable Fund also made a generous unrestricted donation in support of the Libraries.

Numerous donors supported the endowment of the Music Curatorship named for Alfred Brendel, including the Dunard Fund, Richard L. Brown, and Valerie Flint.

We are very grateful that Freshfields Bruckhaus Deringer and Baker & Mackenzie have continued their support for the Bodleian Law Library in IT provision and collection building respectively.

In the field of Oriental Studies the JJC Foundation and Nicholas J. Coulson provided substantial support for Sanskrit and pre-modern Chinese cataloguing respectively.

The Fritz Thyssen Foundation made an award of €80,000 for the cataloguing of an important group of medieval manuscripts from Germany including volumes from the library of the Cathedral of St Kylian in Würzburg. The Bodleian's Würzburg manuscripts contain some great treasures, including Oxford's most important biblical manuscript, the 'Acts of the Apostles' in Latin and Greek, believed to have been

produced in Sardinia in the late-sixth or early-seventh century. The collection also includes many manuscripts which are much less studied.

Modern archives were supported by the Tolkien Trust and by the Rothschild Foundation, which enabled work to be done on the Roy Jenkins archive. The Museums Libraries and Archives Council helped in the acquisition of the Erismena manuscript.

One of the more unusual acts of generosity came from the author P.D. James. After nearly fifty years writing detective novels, her *Talking about Detective Fiction* is an engaging 'personal history' of the genre of detective fiction, peppered with examples from the author's own writing experience. She has generously pledged all the royalties from the hardback edition of the book for the benefit of the Bodleian, in support of the library's activities. The book was published by the Bodleian in October 2009.

7. Collaboration

The Bodleian Libraries joined the UK Research Reserve (UKRR) at the end of 2009. This national initiative provides facilities for sharing titles and a mechanism to deduplicate journal titles. The Plant Sciences and Zoology collections were analysed and some materials contributed to the UKRR as they moved to the Radcliffe Science Library.

The Bodleian's contribution in its exhibition programme to displays in other institutions was increased during the year. A collaboration with the Folger Shakespeare Library was concluded through the award of an NEH grant to bring the Bodleian's summer 2011 exhibition to Washington DC (and a reduced version to the Ransom Center at the University of Texas at Austin). The Bodleian's Winter 2010–2011 exhibition will travel to the Wordsworth Trust's exhibition space at Dove Cottage, and to the New York Public Library, and agreement was also reached with the State Library of Victoria, Melbourne, for a travelling major exhibition on Persian Romance. Further planning was devoted to taking the Bodleian exhibitions 'Medieval Views of the Cosmos' and 'Crossing Borders' to other venues. Planning for the opening exhibition for the Weston Library continued, with plans for a travelling version being also being considered.

Whenever possible, the Bodleian Libraries seek to coordinate our digitization efforts with those of other world-class institutions and organizations. For example, we have been working with colleagues at the Wellcome Trust to ensure that materials

digitized during our collaboration with Google are not captured for a second time as part of the Wellcome's own plans to digitize its library holdings. We have also set up a working party with the Wellcome Trust, British Library, JISC and others, to examine the advantages, challenges, and opportunities that might arise were we all to adopt the JPEG2000 file format for our digital image master files.

8. Facts and figures

	Bodleian Libraries		Notes
	2009–2010	*2008–2009*	
SPACE AND OPENING HOURS			
Number of libraries (excluding separate stores)	31	*33*	
Total gross floor area occupied by traditional library services (in square metres)	64,521	*64,783*	
Number of separate stores	1		new question
Total gross floor area occupied by separate stores (in square metres)	4,065		new question
Total number of study places	3,927	*3,842*	
Number of open access workstations	591	*512*	
Number of study places covered by a wireless network with a power connection but no equipment	3,446		new question
Number of study places with a fixed network connection but no equipment	1,169		new question
Number of study-place-hours per week	264,098	*272,847.3*	
Number of workstation-hours per week	65,193	*40,809.3*	
INFORMATION RESOURCE PROVISION			
Total catalogued book stock	9,132,794	*8,942,100*	
Number of additions to stock in the categories listed in the stock count	110,195	*149,820*	legal deposit reductions
Number of items disposed of from the categories listed in the stock count	10,248	*19,811*	
Metres of archives and manuscripts	12,360.61	*12,344.68*	
Metres of archives and manuscripts received	201.21	*247.60*	
Number of electronic books purchased	421,626	*14,132*	redefined question
Number of serial titles purchased in print only	10,678	*33,565*	previously inc. legal deposit
Number of serial titles purchased in electronic form only	9,872	*4,088*	
Total number of serial titles received by purchase	20,550		new question
Number of print serial titles received but not purchased	24,875		new question—inc. legal deposit
Number of electronic serial titles received but not purchased in the current year	1,918		new question
Total number of serial titles received but not purchased	26,793		new question
Total number of serial titles	47,343		
Number of electronic databases purchased	438	*602*	
Number of full text items included in the institutional repository	517		new question
Number of items included in the institutional repository as bibliographic records only	605		new question
Total number of items included in the institutional repository	1,122		new question
LIBRARY USE—INFORMATION RESOURCES			
Total loans—books and printed material	1,902,510	*2,095,462*	
Number of items consulted from special collections	24,358	*29,056*	(incomplete data)
Number of active borrowers	27,293	*22,964*	
Full-text article requests	6,805,269	*6,154,284*	
Section requests for electronic books	966,298	*769,266*	
Database searches	5,115,342		new question
Total number of applications made to borrow/hire/purchase from other libraries	5,350	*6,804*	
Total number of applications satisfied	5,204	*4,418*	
Number of items supplied to other libraries	5,565	*6,838*	

Number of accesses to full-text items in the institutional repository during the year	10,387		new question
Number of accesses to bibliographic record items in the institutional repository during the year	78,179		new question
Total number of accesses to items in the institutional repository during the year	88,566		new question

LIBRARY USE—OTHER SERVICES

Total number of users entering the library during a year	1,572,923	1,640,337	
Total number of visits by external users	197,154	n/k	(incomplete data)
Number of registered external users	28,317	33,526	duplication eliminated
Average number of users in the library (not entering the library) on sample days	1,090.19	774.50	improved data collection but incomplete data
Number of photocopies made	2,993,661	3,631,356	
Number of sheets printed on computers in libraries	670,767	712,759	
Number of library staff hours spent delivering orientation sessions, post-orientation, information skills etc.	2,147	2,308	
Number of person-hours received by users in orientation, post-orientation, information skills sessions	16,793	20,110	
Number of information resource related enquiries handled during sample week	2,551	2,781	
Number of procedural/directional enquiries handled during sample week	3,876	2,850	
Number of enquiries made of library staff about IT-related matters during sample week	1,200	n/k	
Total enquiries during sample week	7,059	5,631	

LIBRARY STAFF (FTE)

Total professional posts	185.98	151.94
Total other library posts	272.51	292.51
Total library/information ancillary posts	71.99	48.60
Total project-funded posts	31.59	69.37
Total library/information posts	562.07	562.42

STAFF EXPENDITURE

	£	£
Total professional posts	9,404,125	8,390,230
Total other library posts	7,561,595	7,699,340
Total library/information ancillary posts	2,099,576	1,969,348
Total project-funded posts	1,084,728	709,770
Total library/information posts	20,150,024	18,768,688

INFORMATION PROVISION EXPENDITURE

	£	£	
Books inc. special collections	1,471,140	1,753,989	previously inc. non-book materials
Print serials	998,174	1,105,533	
Electronic serials, other than those in full-text serial databases	2,339,907	1,754,670	
e-books, other than those in databases	63,692	77,436	
Other databases	1,736,273	1,345,996	
Binding, preservation and repairs	58,796	45,588	
Non-book and other library materials, not included elsewhere	195,451		new question
Total information provision and access expenditure	6,863,433	6,083,212	

OTHER EXPENDITURE	£	£
Total equipment expenditure	807,274	*613,745*
Total expenditure on buildings and utilities	5,544,019	*5,762,842*
Total other institutional cross-charges	1,137,581	*1,302,482*
Total other operational expenditure	2,660,585	*1,761,319*
Total other expenditure	10,149,459	*8,826,643*
Total gross library expenditure	37,162,916	*34,292,288*

LIBRARY INCOME	£	£
Block grant	25,450,423	*24,007,359*
Other income—internal	645,267	*474,048*
Other income— external	8,510,301	*7,274,776*
Total income	34,605,991	*31,756,183*