

# External Review of the Library University of Regina, 2017

## **External Reviewers:**

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## **Internal Reviewer:**

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**Site Visit Date:** 8-9 May 2017

**Report Date:** 30 June 2017

## **SUMMARY OF RECOMMENDATIONS**

1. Stabilize collection and staffing budgets at current levels, with consideration of further investment in emerging service or collection initiatives.
2. Engage staff in a change initiative that is directed to development of teams that take responsibility for achieving Library objectives in a coordinated and accountable manner and working together according to stated Library values.
3. Review the Library's committees, teams and working groups, formally disband those that are not currently functional, and reconstitute a set of teams arising from a renewed strategic plan and change initiative.
4. Develop a new vision and a strategic plan that is challenging, realistic and achievable.
5. Enable a spirit of teamwork, collaboration and shared purpose by providing employees and committees or teams with annual expectations and goals based upon the objectives of the strategic plan (how as well as what).
6. Assess individual and team achievement and provide feedback on a regular basis in accordance with University policy and collective agreements.
7. Devote significant attention to improving internal communication with staff in all departments, and at all levels throughout the Library.

8. Create a formal link to campus governance, or a faculty advisory committee to the Library. If the faculty library representatives are not involved in this committee, the Library should consider doing away with the role.
9. Aggressively move to analyze use of print collections with the goal of removing a substantial portion of low-use materials from the Dr. John Archer Library.
10. Follow through on the Collections and Assessment Team's plan to establish what core collections are, and to realign collection management practices accordingly. Devote dedicated resources to analyzing and acting on the CRKN Journal Usage Project report and the COPPUL SPAN Monograph Project within the coming year.
11. Discontinue the time-consuming practice of title-by-title selection of monographs, and the practice of gathering faculty suggestions from vendor forms on a book-by-book basis.
12. Realign collection management duties to remove liaison librarians from selection, provide a single dedicated full-time librarian to collections, and redefine liaison librarians' collections duties to high level teamwork on assessment and comprehensive collection management projects.
13. Set strategic priorities for liaison work and support a shift from solo to team-based liaison work that includes both subject and functional specialists, and is also supported by User Services staff.
14. Support liaison activity through central infrastructure that includes setting of expectations and competencies for staff involved in team-based liaison, and also through technology and professional development that enhances the ability of liaison staff to respond to increasing numbers of liaison service requests.
15. Take immediate steps to restore healthy working relationships between University IT and Systems staff within the Library. Shared goals and values need to be established by and for those working on Library IT projects as an urgent priority, with close oversight by the Library's senior administration.
16. Develop a digitization plan with stated criteria and publicize it to the campus community and through other channels for public archives in Canada.
17. Seek external funding to support the digitization program through a dedicated focus on donations and crowdfunding.
18. Continue with pilot projects to move the digital agenda forward in the short term.
19. Conduct a comprehensive institutional survey of all university units and faculty members, to identify digital curation needs.

20. Measure the risks related to not answering those needs and develop a digital curation strategy to address needs in relation to the risk assessment.
21. Plan the implementation of the digital curation strategy and invest the necessary resources.
22. Consider using the successful model of the Copyright committees as a basis for establishing a Library advisory committee or other formal link to university governance.
23. Develop a comprehensive records management program.
24. Plan implementation of the records management plan over a maximum period of five years because of the legal and reputational risks for the university.
25. Consider aligning the records management program with the University Secretariat or other Corporate Services office.
26. Actively pursue a program of fund development, in collaboration with University Advancement.

## REPORT FORMAT

- Introduction
- Budget, Staffing, and Organization
- Leadership, Vision and Management
- Internal Communication
- Library Profile
- Collections Management
- Library Liaison and User Services
- Information Technology
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Unless otherwise noted, the External Review Committee believes that all recommendations in this report are achievable within 1-3 years. We have identified the following to be the most pressing priorities: development of a new strategic plan; undertaking a change management process and prioritizing improved internal communication to renew the Library's organizational culture; and reparation of working relationships with University Information Technology.

## INTRODUCTION

The external review team received a detailed self-study well in advance of the site visit, and was readily provided with all additional material requested during and after the site visit. The site visit was thorough and exceedingly well organized, offering the team an excellent view of the strengths, weaknesses and opportunities for the University of Regina (UR) Library, and of the place of the Library within the broader university. Our sincere thanks to all involved in the Provost's office and the Library who planned such a productive visit for the reviewers, and hosted us so well during our time on campus.

The University of Regina (UR) Library has many significant strengths that position it well for the future. A number of the library staff with whom we met are energetic and impressive professionals who rightfully enjoy excellent reputations from colleagues within and beyond the Library. The Dr. John Archer Library has beautiful space with a welcoming and impressive main floor, and great potential elsewhere in the building. The new University Librarian has acquired a thorough knowledge of the Library and the University in his first eight months on the job. We heard uniformly positive things about his management style and his leadership to date. He has a realistic picture of the strengths and opportunities facing the organization.

Beyond the University, we heard from external partners in the Saskatchewan library community that the UR Library is a highly valued partner, supporting shared services and technology that have created efficiencies and collaborations advancing all agencies involved. Finally, we were impressed with the curation of the President's Art Collection, and the prominence and visibility of public art in the library and throughout the campus. It is a significant asset to the University.

Notwithstanding these significant strengths, the Library has room to grow and improve. It has not yet fully embraced the shift to digital scholarship; it lacks many of the programs addressing the new realities implied by electronic resources and emerging forms of research. The librarian workforce is largely deployed in a traditional liaison librarian model that lacks the flexibility required for deep expertise to support emerging research needs. While the library enjoys a solid reputation on campus, it is apparently often overlooked. It is not currently positioned to lead the university on matters where we would expect it to have a much higher profile, such as

open access or research data management. The current strategic plan for the library includes a large number of initiatives, in fact so many that it may not be a useful guide for setting priorities. More detail on all these opportunities and challenges appears below.

## **BUDGET, STAFFING, and ORGANIZATION**

Like many post-secondary libraries in Canada, the University of Regina Library has been subject to declining levels of budget funding, which has in turn had an impact on collections and staffing. It is now at a critical juncture. Looking at comparators within the CARL (Canadian Association for Research Libraries) cohort it is clear that neither library budget (collections and operating) nor staffing (faculty and staff) can decline any further if the Library is to succeed in its mission of providing quality resources and services to support teaching, research and scholarship, provide collaborative teaching and learning environments, and strengthen local, national, and international partnerships.<sup>1</sup> Given current budget constraints at the University of Regina it is recognized that additional major investments in the Library are unlikely. However, the University needs to at least maintain the Library's budget at its current budget level (also accounting for salary settlements, price of materials, and currency fluctuations as they occur), and consider how further investment might support, at least on a developmental basis, emerging initiatives and services such as research data management. The Library needs to be stabilized in order to organize its budget and staff around collections and service initiatives that will advance its capacity to support teaching and research at the University of Regina.

We observed that Library departments and units seem to operate on a very silo-ed basis both within the Library and within the University. Some staff (internal and external to the Library) who were interviewed volunteered comments that seemed to indicate strife and lack of cooperation between departments and groups. The Library and the University's IT department, for example, need to work much more closely (much beyond central management of servers) through

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<sup>1</sup> Enrollment trend data from the UR Academic Unit Review indicates that enrollment numbers at the University have increased by approximately 20% during the period 2006-2016, which is also a period of declining budget.

sharing values and arriving at a statement of common goals. A plan for accomplishing these goals together could then be developed.<sup>2</sup>

Overall, there seem to be few coordinating or collaborative mechanisms to engage staff in teamwork, particularly for initiatives that span more than one Library department. Teaching and instruction, for example, is carried out by liaison librarians and also by User Services staff. This leads to questions as to how these library staff work together to achieve outcomes. What is the vision for teaching and learning in the Library? What mechanisms ensure that this effort is planned, executed and evaluated so that the university community is best served? Who is accountable for the whole of the initiative? The Library should consider a Teaching and Learning team, led by the appropriate Associate University Librarian or delegate. This is one example of how use of teams and teamwork could be used as an organizing mechanism to achieve progress towards Library objectives.

The External Review Committee requested and received from Library Administration a list of Library Committees, Teams, Working Groups as of May 2017, however the Committee didn't see much evidence that these groups worked on a strategic system-wide Library basis or performed a strong coordinating or collaborative role to accomplish the Library's strategic objectives. These committees, teams, and working groups should be disbanded with the possible exception of the Library Strategic Plan Steering Team and then potentially reconstituted through the change initiative that is recommended.

Teams can be designated as permanent or temporary (depending upon the objectives to be achieved), and coalesce around functional responsibilities, especially those that involve one or more units. Team-based work is important because it aids in achievement of objectives but it also promotes participation and engagement on the part of many staff and should support the Library's stated values, such as mutual respect, integrity and honesty, inclusivity and diversity, community and social responsibility, and accountability and well-being.

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<sup>2</sup> We noted that the Library's self-study document speaks to support for emerging technologies as one of the most often identified Library weaknesses according to the SWOT analysis that was conducted.

## **Recommendations**

1. Stabilize collection and staffing budgets at current levels, with consideration of further investment in emerging service or collection initiatives.
2. Engage staff in a change initiative that is directed to development of teams that take responsibility for achieving Library and University objectives in a coordinated and accountable manner and working together according to stated Library values.
3. Review the Library's committees, teams and working groups, formally disband those that are not currently functional, and reconstitute a set of teams arising from a renewed strategic plan and change initiative.

## **LEADERSHIP, VISION AND MANAGEMENT**

The Library has been in a state of flux due to financial constraints, technological change, and leadership transitions. It appears to the External Review Team that the Library has strong leaders and managers at all levels but needs mechanisms to build a spirit of teamwork, collaboration and shared purpose. This should begin with a new vision and strategic plan. The External Review Team believes the Library organization and its members are still trying to do everything they used to do while also trying to address emerging challenges and develop new initiatives with fewer resources. This is an impossible task; the new strategic plan should be based on coherent planning that begins with a critical look at all current activities and a clear assessment of what needs to change.

A clear vision and planning exercise that results in letting some activities go and prioritizing others implies that the organization will have to make difficult choices. Change leadership will be necessary for this exercise and it would also be desirable to provide external, neutral, personnel to support change management and facilitate key meetings. The exercise should involve all staff and result in an achievable and yet still challenging strategic plan that highlights teamwork, collaboration and shared purpose. The strategic plan should identify how<sup>3</sup> to achieve as well as what to achieve.

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<sup>3</sup> The 'how' is through teamwork, collaboration and shared purpose.

The External Review team also noted that there didn't seem to be an annual setting of performance goals for employees<sup>4</sup> or for committees. All of the Library's employees should have a mutually agreed upon statement of annual expectations or goals that relate to the achievement of the objectives of the strategic plan.<sup>5</sup> Committees or teams as well and individuals should be evaluated on an annual basis with respect to accomplishment of individual and team goals. This would promote a management cycle of planning, implementation, and evaluation, all built around a vision and shared purpose and with a guiding plan.

### **Recommendations**

4. Develop a new vision and a strategic plan that is challenging, realistic and achievable.
5. Enable a spirit of teamwork, collaboration and shared purpose by providing employees and committees or teams with annual expectations and goals based upon the objectives of the strategic plan (how as well as what).
6. Assess individual and team achievement and provide feedback on a regular basis in accordance with University policy and collective agreements.

### **INTERNAL COMMUNICATION**

The Committee heard many examples of exemplary service by staff at all levels. However, without exception these were framed as the actions or services of a named individual. We did not get the impression that the entire staff of the library is working toward a common goal or goals. Library staff spoke of their strong commitment to service and to the teaching and research mission of the university. There is a solid foundation and an able cohort of experienced staff to work with. However, formal and informal channels of communication between library departments, and between library administration and staff could be improved. We also heard of some significant developments within the library that were mentioned by the University Librarian or other administrators, but staff in the affected departments were not familiar with the plans.

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<sup>4</sup> This comment is primarily with respect to librarians and archivists as the External Review Team didn't meet with support personnel.

<sup>5</sup> Many Canadian academic libraries set annual objectives and assess the performance of professional staff. The processes may vary between organizations but the result is that librarians/archivists and other employees have clear objectives linked to the planning of their organization.

The Committee believes it would be beneficial to implement some library-wide events to facilitate the flow of information with staff. We heard that staff throughout the library are interested in learning more about the library's budgeting process, and when, how, and why decisions are made about staffing and programming changes. It appears that some of this information is conveyed at the Librarians and Archivists Council, which is an important start. But the information could be shared more broadly and thoroughly throughout the organization and between units as well.

Possible additional formal mechanisms might include:

- cross-departmental meetings around functional initiatives
- regular reports from University Librarian and Associate University Librarians to library staff about developments in their areas, either circulated by email or recorded in public meeting minutes
- Library Townhalls that introduce planning initiatives and report progress towards goals
- Other formal mechanisms that conform to the culture of the University

In addition to some of the formal mechanisms listed above, the Library should also seek informal methods of improving internal communication. Some mechanisms to be considered include the following:

- office hours for library administrators, open to library staff
- departmental open houses, with informal presentations on the work of each department and an opportunity for casual sharing of work developments
- open Q&A sessions with Library departments, especially when major new developments are underway, such as the contemplated Research Data Management initiative, or the migration to an upgraded Integrated Library System
- Other informal mechanisms that conform to the culture of the University

### **Recommendation**

7. Devote significant attention to improving internal communication with staff in all departments, and at all levels throughout the Library.

## LIBRARY PROFILE

Throughout our visit we heard consistently positive comments about the Library. We heard that the Library is good at engagement, that staff are open to suggestions from colleagues on campus, and that they are good at building relationships. We heard that the library and its staff have an attitude of being “here to help you.” One faculty member with whom we met described UR librarians as “all unfailingly helpful.”

Although we believe this is a good base from which to build, it is not a leadership position. It is our impression that the UR Library currently occupies a service and support role at the university. Only three faculty members attended the session to provide faculty input into the external review. From this we draw the conclusion that UR faculty are not unhappy with the Library, but neither are they excited by it. While they had positive comments about particular librarians they had worked with, they do not perceive the Library as leading the university in areas where we would expect them to—such as open access, Open Educational Resources, research data management, digital humanities, and others. Repositioning the Library to fully address the shift to digital scholarship will be necessary to change this perception.

Another factor contributing to the Library’s low profile on campus is the lack of a formal structure for communicating the work of the library to the campus. There is no Senate Library Committee or other similar structure to connect the Library to university governance, and the library departmental representatives we met were entirely unclear about expectations for their role. The role seems to have been created in an era when they were meant to be involved in selecting print resources for acquisition, but current representatives are not even clear where their recommendations go after they are submitted to the Library. We also learned, for example, that one of new research clusters on campus deals with digital scholarship, but that the Library has not yet had any formal contact with this group.

Such a formal advisory council for the Library would also be an appropriate place to include formal representation from the federated colleges. We heard from representatives of Campion College, Luther College, and First Nations University of Canada. Although there is currently some coordination, a more integrated mechanism for joint planning would be desirable given the

close integration of collections and programs, including a shared integrated library system, shared cataloguing, shared interlibrary loans department, URead service, and more.

Beyond its profile on its own campus, the UR Library has a strong profile as an active contributing member of various regional library consortia and associations:

- Consortium of Academic and Special Libraries of Saskatchewan (formerly RegLin)
- Saskatchewan Multitype Library Board
- Saskatchewan Library Association
- Council of Prairie and Pacific University Libraries
- Canadian Research Knowledge Network
- Canadian Association of Research Libraries

We heard from several of these groups, particularly those based in Saskatchewan, that the University of Regina is an important partner and has played a valued leadership role over many years. We encourage continued active participation in these external membership organizations—they foster rich professional networks, and return many benefits to the UR Library including shared systems infrastructure, participation in national initiatives, discounted acquisition of electronic resources, and others.

### **Recommendation**

8. Create a formal link to campus governance, or a faculty advisory committee to the Library. This will be an important two-way communication channel, to inform Library development and to get feedback on program changes. If the faculty library representatives are not involved in this committee, the Library should consider doing away with the role.

## **COLLECTIONS MANAGEMENT**

One of the central challenges for research libraries in the age of digital scholarship is finding the right balance in our buildings between storage of collections, and space for study and creation of knowledge. There is no easy formula—the balance at each university will be slightly different to reflect the mix of research and teaching, the size and makeup of the student body and the professoriate, and the availability and timeliness of material delivery from storage or partner libraries, among other factors. The stacks in the Archer Library are beyond full. At the time of

our visit, shelves were so full that book trucks were in place at the end of many stacks housing “overflow” materials that no longer fit on the shelves. This makes it more difficult for researchers to find the current or selected historical material they are seeking.

UR is participating in regional shared print efforts through the Council of Prairie and Pacific University Libraries, to collaborate with regional partners to manage legacy collections above the institutional level. But from what we can see, the UR Library has not yet leveraged participation in this initiative to renew local collections. The Library should move to consult with the campus community, explain the shared print model, and rapidly reduce the footprint of collections in Archer Library. The microformat collections could then be moved back into a public area, once rightsized to reflect just those parts of the collection that are not available electronically and are in-demand by students and faculty. Extensive runs of legacy print periodicals, as well as low-use collections of books, still dominate the footprint in the Archer Library. Statistics show that, as in other libraries, circulation of the print collection continues to decline, while use of electronic collections grows year over year.

One of the goals of the Collections and Assessment Team is to define core collections for the University of Regina, and to begin using this definition to manage the collection. UR’s participation in the national Journal Usage Project coordinated by the Canadian Research Knowledge Network (CRKN) will provide useful data for on journal collections. Local usage statistics and data from the COPPUL Shared Print Monograph Project can be used to define core materials in the Library’s general circulating book collections. Having these data on hand will be essential as the Library faces the inevitable reality of further budget pressure in the coming years. Dedicated resources should be put toward analyzing and acting on these reports within the coming year.

In reviewing both the self-study documents and the Report of the Liaison Librarian Working Group (April 2017), it is acknowledged that liaison librarians are currently unable to find the time to take up new specialities such as data, digital scholarship, open access, and digital literacy. The current practice at some research libraries is to remove direct selection responsibility from liaison librarians altogether. The UR Library should seriously consider this model. We believe the support of a single dedicated full-time collections librarian would be adequate to support collecting across all subject areas and formats at UR. By re-aligning human resources in this way, more time will be freed up for liaison librarians who currently report being “spread too thin.”

Liaison librarians' collection duties would then be limited to participation on teams dealing with more comprehensive collection management issues, such as weeding and collection assessment projects. Recommendation 7a of the Liaison Librarian Working Group Report alludes to this as a possibility, but falls short of recommending it—we think there is considerable merit in this idea for UR Library.

### **Recommendations**

9. Aggressively move to analyze use of print collections with the goal of removing a substantial portion of low-use materials from the Dr. John Archer Library.
10. Follow through on the Collections and Assessment Team's plan to establish what core collections are, and to realign collection management practices accordingly. Dedicated resources should be put toward analyzing and acting on the CRKN Journal Usage Project report and the COPPUL SPAN Monograph Project within the coming year.
11. Discontinue the time-consuming practice of title-by-title selection of monographs, and the practice of gathering faculty suggestions from vendor forms on a book-by-book basis.
12. Realign collection management duties to remove liaison librarians from selection, provide a single dedicated full-time librarian to collections, and redefine liaison librarians' collections duties to high level teamwork on assessment and comprehensive collection management projects.

### **LIBRARY LIAISON and USER SERVICES**

Together liaison librarians and User Services Assistants make up the public face of the Library and each group seems to work well within its identified sphere. However, as above, it is not clear what coordinating or collaborative mechanisms exist to power the work of the whole. As well as teaching and instruction, thought should be directed towards other areas where coordination and collaboration are desirable and team-based approaches might be applied. A few that come immediately to mind include reference referral and research consultation (including development and maintenance of LibGuides), public relations and marketing (including social media), and assessment of services and collections.

Liaison librarians comprise the largest professional group within the Library and work at a multitude of valuable tasks, including traditional liaison roles in reference and consultation, teaching and instruction and collection management. Most recently the liaison librarian group has been considering how best to incorporate functional responsibilities, such as research data management, and have expanded their services to include those to non-subject specific and administrative units. On-site librarian services are also being provided in select departments.<sup>6</sup> The sum of this work is large and growing, particularly as the External Review Team also heard from units such as UR International, the Office of Indigenization, and Student Affairs, that additional liaison resources and personalized services are needed.

Many post-secondary libraries are in the process of this same examination of liaison responsibilities, and models that are emerging at other institutions are those of an engagement based approach to liaison work.<sup>7</sup> These models are based upon a solid foundation of librarian expectations and competencies and also a move away from the “solo librarian approach” to one where subject and functional specialists work together as a team to assess needs and deliver innovative services to Faculties or departments. The models also require infrastructure and central support; strategic priorities need to be defined and the broader organization needs to be able to mobilize to support collaborative opportunities identified by the liaisons, whether it is a team-based approach to embedded teaching or investment in scholarly communication initiatives.<sup>8</sup>

### **Recommendations**

13. Set strategic priorities for liaison work and support a shift from solo to team-based liaison work that includes both subject and functional specialists, and is also supported by User Services staff.
14. Support liaison activity through central infrastructure that includes setting of expectations and competencies for staff involved in team-based liaison, and also through technology and professional development that enhances the ability of liaison staff to respond to increasing numbers of liaison service requests.

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<sup>6</sup> The Library’s self study documents noted that liaison librarians have also identified greater engagement and additional outreach to faculty, units, and user groups as an opportunity.

<sup>7</sup> This approach is also touched upon in the Liaison Librarian Working Group Final Report 2017.

<sup>8</sup> For a recent excellent article see: Church-Duran, J. (2017). Distinctive roles: Engagement, innovation, and the liaison model. *portal: Libraries and the Academy*, 17(2), 257-271.

## **INFORMATION TECHNOLOGY**

In the digital age, research libraries require state-of-the-art information technology to achieve their goals. In contemporary universities, this is accomplished through close collaboration between the university's central IT department and the library's Systems staff. During the site visit we met with the Library's Head of Systems Development and Implementation as well as three directors from university Information Technology. The Library relies on central IT to operate servers, provide storage, maintain public workstations, provide student staff for the IS help desk, and to maintain the IT backbone the Library requires. They provide technical expertise while the Library brings specialized domain knowledge about library systems and applications. The IT Directors to whom we spoke reported excellent and cooperative working relationships with the University Librarian, but some strained relationships at other levels in the organization. It will be critical to repair these relationships for the Library to accomplish its goals and to move fully into its rightful role in digital scholarship.

### **Recommendation**

15. Take immediate steps to restore healthy working relationships between University IT and Systems staff within the Library. Shared goals and values need to be established by and for those working on Library IT projects as an urgent priority, with close oversight by the Library's senior administration.

## **DIGITIZATION**

The Archives and Special Collections group has done an excellent job developing its digital offering by seizing opportunities and prioritizing projects such as the digitization of finding aids. In today's world, digitization and web availability are key to access by known users, development of new clientele, and enhancing reputation. The Library has developed a set of criteria to prioritize digitization, but these have not yet been incorporated into a plan. Instead, digitization is happening on an ad hoc basis. Using these established criteria to develop a digitization plan will ensure that the most critical resources are digitized as a priority, and that all material is treated appropriately according to its research value, physical frailty, and anticipated

audience. Such a plan will make the library's priorities for digitization explicit, and will guide the kind of materials to be digitized, how access will be provided, how the resulting digital assets will be preserved.

### **Recommendations**

16. Develop a digitization plan with stated criteria and publicize it to the campus community and through other channels for public archives in Canada.
17. Seek external funding to support the digitization program through a dedicated focus on donations and crowdfunding.

## **DIGITAL CURATION STRATEGY**

Like many other organizations, the University of Regina Library is working toward a digital transformation. Certain digital projects, such as the institutional repository, oURspace, are quite successful. However, even these successful projects are not part of a comprehensive digital curation strategy encompassing acquisition, processing, storage, preservation and access to all digital resources (digital publications, records, archives, research data sets, etc.) created or acquired by the University of Regina. Eventually the University must identify this as an institutional priority and resource it accordingly. A comprehensive survey of institutional needs will be useful to inform eventual plans in this area. Until such time, the library is well positioned to carry on with a selection of pilot projects to continue developing expertise, and to build up digital assets as needed.

### **Recommendations**

18. Continue with pilot projects to move digital agenda forward in the short term.
19. Conduct a comprehensive institutional survey of all university units and faculty members, to identify digital curation needs.
20. Measure the risks related to not answering those needs and develop a digital curation strategy to address needs in relation to the risk assessment.
21. Plan the implementation of the digital curation strategy and invest the necessary resources.

## **COPYRIGHT OFFICE**

The Copyright Office is an enterprise-wide position, providing university-wide services. From all we heard, it appears that this office has been highly effective at disseminating copyright information on campus, and therefore that the level of awareness is high throughout the university. Although reaching new faculty members and sessional instructors is a challenge, in general faculty members are aware the Copyright office exists and they willingly bring their questions to the office. Efforts to increase infrastructure to support copyright compliance (e.g. Ares implementation, budget for copyright permissions, etc.), have also been successful.

We were impressed by the report of two distinct and apparently well-functioning copyright committees, one administrative, and one academic. The academic committee includes representation from each Faculty, and meets twice a year. This may be a useful model to consider for a broader library advisory committee, referenced elsewhere in this report. We heard that this is a useful way to get input directly from faculties, and that the connections established allow the Copyright Officers to attend faculty meetings, and to get on the agenda of Faculty meetings and new faculty orientation. Through this committee the Copyright Office has also established useful contacts with the Learning Management System.

### **Recommendation**

22. Consider using the successful model of the Copyright committees as a basis for establishing a Library advisory committee or other formal link to university governance.

## **ARCHIVES and RECORDS MANAGEMENT**

The records and archives management process has generally four objectives:

- to preserve a representative sample of the documentary heritage of an organization,
- to support the continuity of the organization's actions,
- to protect the rights of the organization's stakeholders and clients (in the case of a university: students, faculty members, employees, intellectual property, etc.), and
- to defend the interests of the organization.

It appears that the development and implementation of retention schedules – a key tool in records management – is incomplete (around 40% of units) and that the decision on the final disposition of records is made after the approval of the schedules, but not as part of the scheduling process. A complete retention schedule should include the final disposition of records. This is the optimal way for the Archives to plan transfers at the end of the life cycle of the records. The other 60% of units not already covered by retention schedules present even more challenges. Their final disposition is established when the units need to transfer the records to the Archives or to obtain the authorization to eliminate them. These are challenges in the context of analogue records, but in the digital world it becomes highly problematic because it makes it impossible to plan for technological needs such as storage, bandwidth, and access software.

In the context of transparency, access rights, and privacy protection and accountability, all public organizations should have in place the processes that make secure access to information possible when needed in relation to the three managerial or legal objectives of all records management programs. The fact that the records management program is part of the Library and not directly related to the Corporate Services of the University poses challenges. Indeed, this position doesn't give proper leverage to a program that has three managerial or legal objectives and one that is heritage related.

### **Recommendations**

23. Develop a comprehensive records management program.
24. Plan its implementation over a maximum period of five years because of the legal and reputational risks for the university.
25. Consider how to align the records management program with the University Secretariat or other Corporate Services office.

### **FUND DEVELOPMENT**

The University is currently facing serious budget constraints, and it was clear to us that recommendations to increase the Library's budget would not be realistic. However, there are clear opportunities for supplementing the existing revenue streams for the Library by pursuing cash gifts to support the Library. The Library has strong relationships with community members

and organizations that have supported the Library through gifts-in-kind and other partnerships, and these should be leveraged to create giving opportunities. Such gifts could provide support for acquisition of extraordinary collections beyond the capacity of the annual budget, for digitization projects, or for new spaces and initiatives to support emerging areas of activity.

The Development office in External Relations at UR lists 10 or more fundraising priorities for prospective donors. It appears that no significant effort has yet been made to cultivate donors specifically for the Library. Work should also be done with Alumni Relations to explore Alumni support for the Library. Alumni who had a positive experience with the Library are often positively disposed to give to the university, and pointing out that their gift could be directed to the Library may be a motivator for some alumni donors. During the site visit we met with a representative of the Alumni Association and learned that the Association sells library cards and is interested in further partnership with the Library. We believe there is a strong basis for collaboration here.

### **Recommendation**

26. Actively pursue a program of fund development, in collaboration with University Development.

### **CONCLUSION**

The University of Regina Library has a strong base on which to build, and a highly capable and well-respected new University Librarian. It is well respected provincially and nationally. A new strategic plan and vision that address the realities of digital scholarship, coupled with a deliberate change management process, will position the Library very well to move into a more central role at the University.

We have provided 26 recommendations that we believe can be accomplished through a concerted team effort in the coming three years. Top priorities for immediate attention include the preparation of a realistic and prioritized strategic plan, increased attention to internal communication, and reparation of relationships with central IT.

## Appendix: Site Visit Itinerary



### UNIT REVIEW 2016-17

#### Schedule for the University Library

External Unit Review Site Visit: **Monday 8 May 2017**

Time	Meetings	Participants	Location
<b>7:00-8:00</b>	<b>Opening Breakfast</b>	<b>Provost, AVP (Academic &amp; Research), Review Team</b>	<b>Fairfield Inn &amp; Suites</b> <i>3915 Albert St</i>
8:15	University Librarian	Review Team, Brett Waytuck	Alexandria Room <sup>1</sup> & Tour
9:00	Collections and Assessment Team (CAT)	Review Team, Collections and Assessment Team (CAT)	Alexandria Room
9:15	Technical Services and Collections	Review Team, Barbara Nelke	Alexandria Room
9:30	User Services Leadership Team (USLT)	Review Team, Collen Murphy, Robert Thomas, Dean Mulhall	Alexandria Room
<b>10:00</b>	<b>Break</b>		
10:30	Liaison Librarians	Review Team, Liaison Librarians	Alexandria Room
11:00	Head, Systems Development and Implementation; Spatial and Numeric Data Services	Review Team, Carol MacDonald, Marilyn Andrews	Alexandria Room
11:30	University Archivist, University Records and Information Management Archivist	Review Team, Mark Vajcner, Crista Bradley	Alexandria Room
<b>12:00-1:30</b>	<b>Lunch</b> <i>Reservation under: Library</i>	<b>Review Team Only</b>	<b>University Club</b>
1:30	Copyright Officers	Review Team, Christina Winter, Brad Doerksen	Alexandria Room
2:00	Representatives from Campion College, First Nations University of Canada, Luther College	Review Team, Dr Allison Fizzard, Paula Daigle, Dr Bryan Hillis, Dr Volker Greifenhagen	Alexandria Room
<b>2:30</b>	<b>Break</b>		
3:00	Information Services	Review Team, Art Exner, Ray Konecni, Shannon England	Alexandria Room
4:00 ( <i>10 minutes each</i> )	Student Representatives from University of Regina Student Union, Graduate Students' Association, Alumni	Review Team, Jermaine McKenzie, Margaret Dagenais, Student Reps	Alexandria Room
4:30	Research Office, Dean of Graduate Studies and Research	Review Team, Sally Gray, Dr Thomas Bredohl	Alexandria Room
<b>5:00-6:00</b>	<b>Meet and Greet Social</b>	<b>Review Team, Faculty and Staff by Invitation of ULT</b>	<b>CTL LY 610</b>



## UNIT REVIEW 2016-17

### Schedule for the University Library

External Unit Review Site Visit: **Tuesday 9 May 2017**

Time	Meetings	Participants	Location
7:30	Associate Director, UR International	Review Team, Haroon Chaudhry	Fisher Room <sup>2</sup>
8:00 (15 minutes each)	Student Affairs, Student Success	Review Team, John Smith, Krisanne Gossard, Raeanne Skihar	Fisher Room
8:45	President's Advisory Committee on Art (PACA)	Review Team, Alex King	Fisher Room
9:00	Consortium of Academic and Special Libraries of Saskatchewan (CASLS)	Review Team, Melissa Bennett, Susan Baer	Alexandria Room
<b>9:30</b>	<b>Break</b>		
10:00 (15 minutes each)	Open Educational Resources, Institution Repository, Research/ Data Management	Review Team, James Holobetz, Mark Vajcner, Elsa Johnston	Alexandria Room
10:45	Faculty Representation by Invitation; Faculty of Education, Faculty of Arts	Review Team, Larry Steeves, Deborah Simpson	Alexandria Room
<b>11:45-12:45</b>	<b>Lunch</b> <i>Catered to the Fisher Room</i>	<b>Review Team Only</b>	<b>Fisher Room</b>
12:45	Library Unit Review Steering Team	Review Team, Brett Waytuck, Colleen Murphy, William Sgrazutti, Karen Wiome	Fisher Room
<b>1:15</b>	<b>Break</b>		
1:30	English as a Second Language (ESL)	Review Team, Jacqueline Spalding	Fisher Room
1:45	Aboriginal Student Centre	Review Team, Misty Longman	Fisher Room
2:00	Wrap Up	Review Team	Fisher Room
<b>2:30-3:00</b>	<b>Post-Review Meeting</b>	<b>Provost, AVP (Academic &amp; Research), Review Team</b>	<b>AH 510.1</b>