

Executive Summary
Dr. John Archer Library Unit Review
October 2005

From a small assortment of books in a corner of a classroom at Regina College in 1913 the library at the University of Regina, now the Dr. John Archer Library, has evolved into a modern print and electronic library offering a wide array of services to twelve thousand students in an attractive and functional building.

The Library Administration, comprising a University Librarian, two Associate University Librarians, and a Library Administrative Officer, serves a staff complement of approximately eighty employees, including eighteen professional librarians. A Librarians' Council advises on policy matters and a Library Executive Committee, composed of department heads, the Manager of Collection Development, the University Archivist and the library administrative office, advises on procedural matters. Other standing committees are responsible for staff training, academic liaison, staff travel, and technological innovation.

The Library's annual operating budget is \$3,656,464.00, of which \$3,199,531.00 is committed to salaries. The annual acquisitions budget is \$3,020,253.00.

The Library's collection is managed by a recently created Collection Development Unit whose responsibilities include the selection, assessment, evaluation, and de-selection of material as well as administration of the collection budget. Its work is supplemented by a group of subject liaison librarians who contribute their subject expertise to the development of policy and the selection of materials and provide direct liaison with faculties and departments.

The Library prides itself on the quality of services it offers in support of the teaching and research needs of faculty members, students, and university staff. These services include reference and instruction, distance education, interlibrary loans, data library services, technical services (acquisitions and cataloguing), and the University Archives. Our Systems Department and the University's Computing Services provide technological support for these services.

The technical operations of the Library as well as the catalogue of its collection are facilitated by the Voyager integrated library system and the financial transactions are conducted on the University's Banner system. We continue to expand and upgrade Voyager's capability and explore its capacity for interfacing with Banner.

The Library perceives its strengths to be in the provision of high quality services by a dedicated and qualified staff. It is properly equipped for the task and has attractive and functional space within which to work. Its weaknesses lie in the shortage of space for growth in the collection and in services, its lack of reliable statistical information about its collection, its lack of a strategic plan, and the underdevelopment of some of its programs.

The immediate future for the Library will be devoted to developing a strategic plan, drawing on the results of this and other, more specific reviews of individual library functions, on an assessment program recently initiated, and on the continuing evolution of our current programs.

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Mission and Goals

The following statements of mission and vision were devised in 1994 and reaffirmed as recently as 2003.

Mission Statement

"As one who serves"; the mission of the University of Regina Library is to facilitate the acquisition of required information.

Our Vision

The Library will be an essential partner in the research and instructional endeavours of the University of Regina, providing an information infrastructure rooted in a knowledgeable and responsive staff, a sound collection base, and the continuous pursuit of collaborative opportunities to expand access to scholarly information resources.

Through a team effort focused on satisfying the information needs of the University's students and staff, the provision of relevant services, the innovative application of information technology and a commitment to delivering the right information whenever and wherever required, we will maintain and enhance our essential role.

We will measure our achievements and satisfaction by the degree to which we are successful in creating independent, effective information seekers and users, and by our ability to meet their varied information needs.

Principles and Values

The Library will be committed to a series of values and principles which will determine our attitudes and guide our behaviours.

Principles of the Organization

- Commitment to staff training
- Commitment to developing and maintaining a core collection
- Commitment to providing appropriate service

Values of the Organization

- Honesty, Integrity and Mutual Respect. The strategic planning process will support the development of a shared vision, based on honesty, integrity and mutual respect.
- Reliability, Accuracy, Efficiency. These qualities will be the basis of everything we do.
- Commitment to Service. This will be the continuing principle in our provision of information.
- An Adaptable, Well Trained Staff. This will enable us to remain focused on meeting our users' changing information needs.

I. History of the Library

The University of Regina began in 1911 as Regina College, a residential high school established by the Methodist Church. In 1913 the Library was started as a small collection in the corner of a classroom, but in the late 1920s the College Assembly Hall was converted into the first library and reading room. It was in this location that the gradual development of the first library collection took place, organized according to the Dewey Decimal System under the direction of J.R.C. Honeyman, Chief Librarian at the Regina Public Library. In 1920 the collection consisted of 505 volumes kept in locked cases accessible to students only with the permission of one of the resident teachers. By 1933 the Library had its first full-time employee, Rowena Cantelon, who worked as a librarian, though without professional training, and it was under her auspices that the collection was reorganized for open shelf accessibility. In 1935, rather exceptionally for the time, the College Library collection was converted to the Library of Congress classification system largely in response to the conditions prescribed by the Carnegie Corporation. The Corporation had a major impact on the Library from 1933 to 1936 during which time it provided an annual grant for collection development. It was in this period that the Library hired its first librarian with professional qualifications, Mary E. Cameron. In these early years the library was dependent for its growth on a \$500 annual budget from the College's Board of Governors and various private bequests.

During World War II the British Commonwealth Air Training Plan took over the College buildings and the Library was temporarily transferred to one room in the Regina Trading Building. By 1944 the collection had grown to over 10,000 volumes and it was this collection that was returned to the College building at War's end. In the period from 1935 to 1960 the Library had three chief librarians, Mary E. Cameron (1935-1941), Emma Bell (1941-1955), and Ruth Cordy (1957-1960).

After the War the Library entered a period of stability that lasted until 1959. During the 1950s the Library Committee was given the mandate to formulate library policy. The Committee formally approved the purchase of book titles recommended by the various college faculties. This process lasted until 1957 when the Library Committee divested itself of this responsibility and appropriations were established for the various departments. By the late 1950s it became evident that all the basic elements of an academic library were in place, namely, a collection of books and periodicals organized by the Library of Congress system and a staff of librarians to handle acquisitions, reference and cataloguing. However, some of the problems that periodically concern all libraries were becoming evident. These included underfunding and physical overcrowding of library resources and services. During the 1960s the Library at the University of Regina underwent a major period of expansion both in terms of its facilities and its collections.

Regina College became the Regina Campus of the University of Saskatchewan in 1961 and for the first time began offering four year undergraduate degrees. Under the new University Librarian, Mary E.P. Henderson (1961-1967), there were substantial budgetary increases and a plan to double library holdings to 50,000 volumes by 1964. The Library met its objective; it had 53,600 titles and 650 periodicals by the mid 1960s, although this increased collection contributed to the overcrowding of facilities. The College Avenue library could no longer accommodate the entire collection so the overflow was re-located to rented space in the basement of the Regina Public Library. In 1965 the bulk of the collection was transferred to temporary space in the University's Classroom Building at the main campus. The fine arts collection remained at the College Building while education materials were integrated into the Education Library, formerly known as the Teachers' College Library. In August 1966 the Book Order Department and Public Services Department were established in the Library for the first time.

Eventually the collection was moved into a new building on the main campus designed by well-known architect Minoru Yamasaki. The building was formally opened in October 1967 by Principal Dr. William Riddell. Designed to accommodate 500,000 volumes, the Library occupied the first two and a half floors of the building. It would be another 37 years before the Library had expanded its collections and services to all six floors. Once in the new building, library services grew exponentially. All ordering, cataloguing and processing was centralized in the expanded and reorganized Technical Services unit. A Serials Department and a Special Collections Department were created for the first time. Shortly after that the Government Publications Department was established as well as the University Archives.

The University Archives, located within the Library building was established in 1975 when archival documents were first deposited in the Library. The collection was maintained by Dr. Bohdan Kazymyra, Head of the Library's Serials Department, until his retirement in 1981. His successor was librarian Marilyn Andrews who implemented the first archival organizational principles for these collections. Shelley Sweeney, the first trained archivist, assumed the position in 1983 and under her supervision the Archives acquired a number of important collections such as the papers related to Sir William Stephenson, known as the Canadian master spy Intrepid, and the papers of the Regina Five artists. The Archives collections have been located in several depository locations throughout the Library building during the past thirty years. In 2003 a newly renovated space on the main floor of the Archer Library was opened. This expanded facility provides office and staff space, with expanded facilities for archives collection storage located in the basement of the Library. In 2001 the Archives assumed responsibility for services related to the Library's Special Collection of rare materials and at that time the official name of the unit was changed to Archives and Special Collections. In 2003 all of Special Collections were moved into the new main floor facility. Since 1999 the

Archives and Special Collections have been managed by Archivist Mark Vajcner with a staff of three assistants.

Under the direction of University Librarians Sidney Harland (1967-1984), Ernest Ingles (1985-1990) and William Maes (1990-1998) the Library made a number of significant and innovative changes. Chief among these was the gradual transformation of the catalogue from the earlier manual card system to a fully automated and integrated catalogue in the late 1990s. In 1968 the first union catalogue was established, which contained the holdings of all the federated colleges and branch libraries on campus. The CODOC classification system for government publications was introduced in 1975. In 1977, during the administration of Sidney Harland, the Library became one of the first in Canada to adopt UTLAS, the University of Toronto Library Automated System, as a computerized bibliographic utility. From 1980 to 1982 the Library moved from a paper card catalogue to a microfiche catalogue. In 1988 the Library purchased its first online public access catalogue from NOTIS (Northwestern Online Technical Information System) locally known as MURLIN (Multi-User Regina Library Information Network). NOTIS was chosen not only because it met the University Library's own requirements, but also because of its potential for serving a diverse group of smaller local libraries. It made possible the establishment of a consortial networked catalogue for government, academic and health library holdings called RegLIN, with the University of Regina as the host site. RegLIN was incorporated in May 1990 as a non-profit corporation. Current members of RegLIN are the University of Regina, the Saskatchewan Legislative Library, the Gabriel Dumont Institute, the Regina Qu'Appelle Health District Libraries and the RCMP Learning Resource Centre. In 1989 the Library completed a major project that converted all pre-1977 catalogue records into machine readable format. The last transformation of the catalogue took place in 1998 with the introduction of the first Web-based catalogue, known as Voyager, purchased from Endeavor. Each RegLIN Library shares the Voyager integrated library system, which facilitates the cataloguing, locating and circulating of materials.

Significant milestones during the administration of University Librarian Ernest Ingles included the acquisition of a large collection of microfilmed books and periodicals in 1987 from University Microfilms Incorporated through a one million dollar matching grant provided by the Saskatchewan Provincial Government. Similarly, a substantial collection of books was acquired from Blackwell's Books through a matching grant from the province. In 1988 the University of Regina Education at a Distance (UREAD) program was begun in order to provide library materials to distance education students via fax and toll free telephone service. Document delivery was greatly expanded in the late 1980's and included a reciprocal borrowing program established between the University of Regina and the University of Alberta.

During the administration of William Maes the Library entered its most significant period of technological transformation to the modern electronic library. Beginning in the early 1990s, and continuing into the next decade, client services made great strides in service enhancement to the University and wider community through the availability of electronic information access. It is particularly noteworthy that between 1990 and 2005 the Library acquired 188 electronic databases, 7,374 e-journals and approximately 6,500 e-book titles, all of which became accessible to students and faculty both on and off campus. Increasingly, databases purchased by the Library are full-text. Some of this electronic acquisition has been made possible through the Library's membership in COPPUL (Council of Pacific and Prairie University Libraries), a consortium that the Library joined in 1991. Members of COPPUL cooperate to enhance information services through resource sharing, collective purchasing and document delivery. The Library's resources are shared through its online catalogue, both with the federated colleges on campus as well as members of the RegLIN consortium. Since the mid 1980s the Library has also been an active member of CARL (Canadian Association of Research Libraries) an organization that supports information and resource sharing in scholarly communication for Canadian academic libraries.

In 1985, during the Ingles administration, the Library underwent a major administrative reorganization. A significant change at that time was the integration of cataloguing and acquisitions into a single automated system. The infrastructure established during this period remained unchanged until the late 1990s. From 1997 to 1998 the University of Regina underwent a large-scale program of faculty renewal stemming from the recommendations of the Mackay Report on Universities (1996) to the Saskatchewan provincial government. An early retirement program known as the Faculty Renewal and Voluntary Severance Plan was offered by the University. The plan made it possible for some faculty and librarians to retire early. As a result several key library administrators retired, chief among them being two Associate Librarians and the Head of the Education Library, all of whom left in 1998. A third Associate Librarian had previously retired in 1996. In 1998 William Maes left to take up a new administrative position. For the first time in its history the University Library was left essentially without leadership. Dr. William Howard was appointed Acting University Librarian in 1998 and remained until 1999. In late 1999 Robert Foley (1999-2003) took up the appointment of University Librarian. Subsequently, Dr. Howard was appointed as University Librarian (2003-present).

During the administration of Robert Foley the structure of the Library was updated to reflect a greater synthesis in overall library operations. Two new Associate Librarians were appointed to head Emerging Services and Client and Resource Services, respectively. Reporting to Emerging Services were Archives, Systems, and the Database Manager. Reporting to Client and Resource Services were Reference, Access (including UREAD), Technical Services and Collections Services. In 2004 Dr. Howard proposed a revised administrative plan that changed

the reporting structure and mandate of some service units. This plan included a new Collection Development Unit, whose goal is to take a fresh view of how library collections can better serve the program and research needs of both students and faculty. The unit is supervised by the Manager, Collection Development, who reports to the Associate University Librarian, Research. A revised department, renamed Library Research Services, encompasses Reference, Instruction, Data and UREAD. Library Access and Systems includes Circulation, Reserve, Interlibrary Loan/Document Delivery, Audio Visual/ Micromaterials and Systems units. Library Technical Services remains largely unchanged. These departments report directly to the University Librarian rather than to the Associate University Librarians as in previous years. The two Associate University Librarian positions, titled Research and Services respectively, now emphasize developmental objectives such as internal and external communication, staff training, liaison with faculty, and policy development.

In the 1990s, budget and space issues in the Library were at the fore of administrative concerns. Space issues in the Library had been a problem for many years, but these matters became critical as the decade progressed. Enhanced technology increasingly meant greater demands for equipment and space, particularly in the public access areas, but also in staff offices. Another significant change to the Library's organization, in line with developments at other academic libraries in North America, was the gradual amalgamation of resources and collections. For example, the Fine Arts Library located in older facilities on the College Avenue campus was amalgamated into the Education Library's collection in 1997. This relocation of a significant collection of materials in the visual arts and music coincided, in many respects, with the move of faculty in these subject fields to the University's newly constructed Dr. William Riddell Centre. This initial relocation of Fine Arts materials facilitated a subsequent amalgamation of the Education/Fine Arts collection into the main collection at the John Archer Library several years later.

Increasingly student and faculty requirements for more online information access meant that a large area was needed for public use computers. In 2002, during the administration of Robert Foley, the Information Commons was established on the main floor of the Archer Library. It had 59 computer workstations located in the main floor space with full office productivity software in addition to the Library's catalogue. An additional 26 workstations were available for use in the Archer main floor Lab. The opening of the Commons marked the initial step in the plan to renovate the Library as a whole.

Between 2001 and 2004, a major renovation was undertaken to address the long-standing space and service improvement needs, a plan that included the amalgamation of the Education/Fine Arts Library into the Archer Library. Most of the relocation took place during the Howard administration. In 2001, compact shelving was installed in the basement of the

Archer Library. This space was initially used as a holding area for print journal backfiles and older reference materials. The following year the basement was substantially weeded and in early 2003 the Archives collection was moved to this location. The Government Publications Library, previously located on the third floor of the Archer Library, was also closed in 2003. The collection was weeded and then moved to compact shelving installed in the Reference Services area of the Archer Library in 2004. Staff were reassigned to other library departments. Client assistance for government publications was transferred to Research Services. In 2004 the remainder of the collection at the Education/Fine Arts Library was transferred and amalgamated into the collection at the Archer Library. This transfer included 178,700 books, including reference books, 19,400 volumes of serials, 290,000 documents and technical reports, and 580,000 items in microform. Client Reference and Interlibrary Loans/Document Delivery services were also transferred to the Archer Library. The Teaching Preparation Centre, administered by the Faculty of Education, assumed responsibility for the model School Library, textbook, kit, audio-visual, and curriculum guide collections. In 2004 the entire print serial collection, including serials previously located at the Education/Fine Arts Library, was integrated and re-shelved on the fifth floor of the Archer Library.

Renovations at the Archer Library also included the redevelopment of the sixth floor of the Library building and other Library areas previously occupied by faculty units. The sixth floor of the Library was redesigned to provide both office and operational space that would permit a better, more intuitive and integrated workflow between library departments. Staff were relocated to assigned office or workstation areas. Early in 2004 the sixth floor office area was opened and staff occupancy took place. At the same date a new Current Journals Reading Room was opened on the sixth floor for the public use of current print serials. In addition, all public facilities on the main floor of the Archer Library were renovated to provide maximum accessibility and usability for Library services. The number of public workstations was increased to 104 in the Archer Information Commons. An additional 30 workstations were available in the Archer sixth floor Lab. The Micromaterials and Circulation/Reserve areas of the Main floor were also renovated and updated in order to accommodate the added collections and equipment from the Education/Fine Arts Library and to provide increased space to meet service requirements.

The past seventy-five years have seen the University of Regina Library develop from a small collection of books located on a few classroom shelves to a research library with up-to-date electronic resources and equipment housed in modern facilities. The staff are dedicated and committed to serving the educational mission of the University and the wider community. Taking into account the rapid innovations that have become commonplace in the modern academic library, it can be anticipated that the University of Regina Library will keep pace with new developments for the future. *[For sources see Appendix I]*

II. Organization and Administrative Structure

Administrative Structure

The Library organizational structure (see chart below) is headed by the University Librarian, who reports to the Vice President (Academic). There are two Associate University Librarian positions, Research and Services. Both of these positions report to the University Librarian. The Associate University Librarian, Research is responsible for University liaison, collection policy, and staff training and professional development. The Associate University Librarian, Services is responsible for technological innovation, communication internal to the Library, and Library service assessment and promotion.

The administration also includes three department heads who manage Library Research Services, Library Access and Systems, and Library Technical Services. All department heads report directly to the University Librarian. The Head, Research Services supervises Reference, Instruction, Data and UREAD services. The Head, Access and Systems supervises Circulation, Reserve, Interlibrary Loan/Document Delivery, Audio Visual/ Micromaterials, and Systems. The Head, Technical Services manages Acquisitions, Cataloguing and Processing/Preservation.

The organizational structure also includes two managers, the Manager, Collection Development and the Database Manager. The first reports to the Associate University Librarian, Research and the second to the Associate University Librarian, Services. The University Archivist who supervises the Archives and provides custodial service for Special Collections reports to the University Librarian. The Library Administrative Officer, who also reports to the University Librarian, is responsible for Human Resources, Budget, and Facilities. All of the administrative positions under the University Librarian are held by professional librarians, with the exception of the University Archivist and the Library Administrative Officer.

Standing Committees

Standing Committees have an important role in the decision-making process of the Library. They offer guidance to the University Librarian and provide a structure for the formulation and implementation of Library policies. Standing Committees assist in providing direction to Library operations and in meeting the Library's service goals and objectives as outlined in the Mission Statement. The existence of Standing Committees also guarantees that issues can be raised and information exchanged among a representative group of librarians that will result in effective, efficient administrative planning for the future. The Library's mission is based on a team effort, a group of librarians and support staff focused on meeting the information and

research needs of the University community. Standing Committees provide one of the mechanisms that support the accomplishment of these service goals.

Internal Committees

Library Executive Committee

The Library Executive Committee is composed of the University Librarian, the Associate University Librarian, Research, the Associate University Librarian, Services, the Head, Research Services, the Head, Access and Systems, the Head, Technical Services, the Manager, Collection Development, the University Archivist, and the Library Administrative Officer. The University Librarian chairs the Committee. Its duties are to discuss and provide advice to the University Librarian on the implementation of Library policy as it pertains to the operation of the units represented on the Committee. *(For terms of reference see appendix II.1)*

Librarians' Council

The Librarians' Council is advisory to the University Librarian. It provides a forum for the discussion of library issues and policies as well as future directions for library service and operations. Council also receives reports from standing and ad hoc committees. The membership includes all librarians/archivists at the Dr. John Archer Library who report to the University Librarian or his/her designate. The University Librarian is an ex-officio, non-voting member. The table officers are elected by Council and consist of the Chair, Deputy Chair and Secretary. All executive positions have a term of two academic years with a maximum of two consecutive terms possible. Meetings are held monthly.

(For terms of reference see appendix II.2)

Academic Liaison Advisory Team

The Academic Liaison Advisory Team provides advice to the Associate Librarian, Research on academic liaison related issues. The team develops and implements the Academic Liaison Program. The Team also identifies new opportunities in which the Library and its librarians can partner with faculties, departments and program areas in the University. Its membership includes the Associate University Librarian, Research, who chairs the team, the Manager, Collection Development, the Head, Library Research Services, and three other Librarians.

Team membership represents staff and work functions equitably across the Library. The term of office is two years. *(For terms of reference see appendix II.3)*

Staff Training and Development Advisory Team

The Staff Training and Development Advisory Team provides advice to the Associate University Librarian, Research on staff training and development issues. The Team develops and implements the Library's Training and Development Program that includes identifying goals and making recommendations for future training and continuing education opportunities. Its membership includes the Associate University Librarian, Research, who chairs the Team, one representative from each Library department, and one representative from the University Archives and Special Collections. Team membership represents staff and work functions equitably across the Library. The term of office is two years. *(For terms of reference see appendix II.4)*

Internal Communications Team

The purpose of the Internal Communications Team is to discuss and make recommendations to the Library Executive Committee on issues pertaining to internal communications in the Library. The Team creates strategies for internal communications across Library departments and concerning new projects that impact on traditional and emerging Library services. It also promotes internal communication that encourages cohesiveness among operational units and departments. Recommendations are made to the Library Executive Committee through the Associate University Librarian, Services who chairs the Internal Communications Team. The Team consists of at least five members. Membership on the Team is open to all library staff and is appointed by the Chair.

(For terms of reference see appendix II.5)

Library Academic Travel Committee

The Library Academic Travel Committee is advisory to the University Librarian. The purpose of the Committee is to evaluate librarians' requests for funding to attend and/or participate in professional development activities and to distribute equitably the budget available in the Library's Academic Travel Fund. The Fund provides the financial support for librarians to attend a variety of professional meetings and activities at the local or national level. The Committee is chaired by the University Librarian and consists of two other

members elected from the Librarians' Council. The term of office for members is two years.
[For travel policy see Appendix II.6]

Service and Technology Initiatives Roundtable

The Service and Technology Initiatives Roundtable provides a forum for the discussion of all library service opportunities that would employ the use of technology. The group reports regularly to the Library Executive Committee and is advisory to the University Librarian. The roundtable identifies service initiatives that would employ technology, explores avenues of technological advancement relevant to libraries, and recommends methods for effectively implementing technological change. *[For terms of reference see Appendix II.7]*

External Committee

University of Regina Executive of Council Library Committee

The Library Committee of the University of Regina's Executive Council is a standing committee of Council. The purpose of the Committee is to advise the President of the University and the University Librarian on budget allocations of academic funds to departments and for special funds for the purchasing of Library materials. It also represents the Council in advising the President and the University Librarian on Library operations and reports to Council the advice given on Library policy. Membership of the Committee includes the President as ex-officio member, the University Librarian, the Associate University Librarians, one of whom acts as Secretary, eight elected members of the Executive of Council and two undergraduate students. The term of office is three years for elected members. (This committee has not met for at least eight years)

III. Human Resources

The Library's staff are represented by four separately negotiated collective agreements: librarians and Administrative, Professional and Technical (APT) staff by agreements negotiated by the University of Regina Faculty Association; support staff and student assistants by separate locals of the Canadian Union of Public Employees.

The Library Administrative Officer supervises most human resource activities with regard to support staff and student assistants, including hiring, assessment, and career development. Department Heads are responsible for the assignment of duties.

Hiring of APT staff is done by the University Librarian in consultation with the relevant department head. Librarians are hired by the library administration in accordance with procedures outlined in appendix III.1. Their career progress is governed by the *URFA Academic Collective Agreement* and the *Library's Performance Review Programme* (see appendix III.2).

Staff Roster by Department and Unit:

<i>LastName</i>	<i>FirstName</i>	<i>Position</i>	<i>Title</i>
Administrative Office			
Gellner	Kim	Clerk Steno I	Office Clerk
Groenendyk	Elaine	APT VI	Administrative Officer
Howard	William	Librarian IV	University Librarian
Kwong	Wailene	LA I	Mail/Reception Clerk
Seidler	Denise	Clerk Steno II	Stenographer
Sgrazzutti	William	Librarian IV	Associate University Librarian, Research
Archives and Special Collections			
Coward	Selina	LA IV	Assistant
Eirich	Chris	LA I	Student Assistant
Kim	Shin Ja	LA II	Clerk
Seitz	Elizabeth	LA II	Clerk
Vajcner	Mark	Archivist II	Archivist

Wang	Jun	LA I	Student Assistant
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Collection Development

Browne	Berks	Librarian IV	Collection Development Librarian
Liu	Ying	Librarian I (Term)	Collection Development Librarian
Nicholson	Dianne	Librarian III	Manager
Resch	Peter	Librarian III	Collection Development Librarian

Library Access and Systems

MacDonald	Carol	Librarian IV	Department Head
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Audio Visual and Micromaterials

Kerr	Amy	LA II	Assistant (UREAD and AV/M)
Windisch	Michelle	LA II	Assistant

Circulation and Reserve

Cawood	Jason	LA I	Clerk
dela Cruz	Anchie	LA III	Reserve Supervisory Assistant
Fornwald	Blair	LA I	Clerk
Friesen	Matthew	LA I	Student Assistant
Klein	Angela	LA I	Student Assistant
Luttmer	Jeannette	LA I	Clerk
Mulhall	Dean	LA I	Clerk
Pogorzelski	Roy	LA I	Student Assistant
Putman	Charity E.	LA I	Student Assistant
Spritzer	Joey	LA I (Term)	Clerk
Tang	Mekong	LA I	Clerk
Temple	Jennifer	LA III	Night/Weekend Supervisory Assistant
Wilkinson	Susan	LA V	Supervisor

Interlibrary Loans/Document Delivery

Aldous	Cheryl	LA III	Clerk
Marriott	Olive	Clerk Steno I	Clerk
McIntyre	Cheryl	LA II	Clerk
Parr Jr.	Russell D.	LA I	Student Assistant
Robertson-Krezel	Susan	LA V	Supervisor
Steffensen	Margaret	LA IV	Assistant

Systems

Gustafson	Loretta	Clerk Steno II	Office Clerk
Jorgensen	Judy	APT III	Automated Services Coordinator
Quickfall	Raye	APT III	Systems Coordinator

Research Services

Magee	Elizabeth	APT VI	Research Services Support Coordinator
Perry	Ed	Librarian IV	Department Head

Data Library Services

Andrews	Marilyn	Librarian IV	Data Services Librarian
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Reference and Instruction

Arnusch	Kathy	LA IV	Reference Assistant
Bowman	Donna	Librarian III	Research Services Librarian
Ferren	Susan	LA IV	Reference Assistant
Hein	Doris	LA IV	Reference Assistant
Margoshes	Ilya Silbar	Librarian III	Research Services Librarian
McDonald	Larry	Librarian III	Research Services Librarian
Mitchell	Leanne	Librarian I	Research Services Librarian
Phelps	Charles	Librarian II (Term)	Research Services Librarian
Piotrofsky	Susan	LA IV	Reference Assistant
Rothecker	Jennifer	LAIV	Reference Assistant
Thauberger	Marianne	Librarian III	Research Services Librarian
Tomczak	Virginia	LA IV	Reference Assistant
Upton	Marlys	LA IV	Reference Assistant

UREAD

Bradley	Cara	Librarian II	Distance Education Librarian
TBA		LA IV	Reference Assistant

Services Assessment

McKenna	Julie	Librarian IV	Service Assessment Librarian
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Special Projects

Winkler	Linda	Librarian III	Special Projects Librarian
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Technical Services

Murphy	Colleen	Librarian III	Technical Services Librarian
Nelke	Barbara	Librarian III	Department Head and Database Manager

Acquisitions

Gomes	Judy	LA III	Ordering Assistant
Hack	Joan	LA II	Serials Clerk
Lylyk	Lorraine	LA IV	Bibliographic Searching Assistant
Panchuk	Wendy	Clerk III	Financial Clerk
Schiessler	Terry	LA V	Serials Specialist
Shmyr	Lisa	LA II (Term)	Subscriptions Clerk
Sparvier	Pamela	LA I	Serials Clerk
Stilborn	Elizabeth	LA V	Monographs Supervisor

Cataloguing

Herrem	Lynne	LA IV	Editor II
Kozey	Corene	LA IV	Editor II
Nowicki	Gosia	LA I	Clerk
Ottenbreit	Pamela	LA III	Editor I
Ring	Deborah	LA V	Cataloguing/Processing Support Supervisor
Robinson	Judi	LA IV	Editor II

Training and Development

As part of the Library's recent administrative reorganization, the responsibility for staff training and professional development was assigned to the Associate University Librarian, Research. An advisory team has been put together to work with the Associate University Librarian, Research in developing a comprehensive training and professional development programme. The Team is currently identifying goals and objectives for the programme, and is examining the current status of training and professional development in the Library. This information will assist in targeting programme priorities, funding projections and recommendations to support ongoing training and continuing education. The Team will also establish a mechanism to evaluate the programme on a regular basis. To mark the start of the 2005 - 2006 programme, the Team is organizing a seminar for all library staff that will be offered early in September 2005. The staff training budget for 2004 - 2005 funded both library-wide training initiatives and individual staff training and professional development activities targeted by the department heads.

IV. Budget

The Library operating budget, which includes salaries, discretionary expenditures, and recoveries, is administered by the University Librarian and supervised by the Library Administrative Officer. In addition to the general operating budget, the Library frequently receives grants of one-time funding from one of the following sources:

- The Strategic Opportunities Fund, which supports initiatives that will either lead to future economies or to necessary improvements in services.
- Research Opportunities Fund, which provides funding for indirect costs of research.
- Strategic One-Time Fund, a miscellaneous fund in support of worthwhile initiatives.

Responsibility for the Library Acquisitions budget is delegated by the University Librarian to the Head, Library Technical Services.

The University Librarian and Library Administrative Officer prepare each year's budget request after consultation with department heads and Librarians' Council. They present a written submission to the University Budget Committee in January of each year and meet with the committee to discuss its content. Budgets are expected to adhere to the following principles:

When planning and setting priorities within their units, deans and directors should be thinking over a three to five year horizon, but ensuring that in doing so they allow for appropriate flexibility to adapt quickly to changing circumstances. Deans and directors are reminded of the need to fit unit plans within the University's direction statement, guidelines for decision-making, areas of emphasis, and the university's planning framework – *Building on Progress: the Plan for 2004-09*. Particular attention should be paid to possible contributions to meeting the targets within the Performance Measurement Framework of the Plan. The strengths and opportunities that can come from partnerships with other units and with organizations outside the university should not be overlooked (*Policies and Procedures Manual* 50.10).

The actual budget for a given fiscal year (May to April) is normally confirmed in May or June of that year.

The following pages contain a breakdown of operating and acquisitions budgets for 2001-02 to 2005-06. For the Library's budget submissions and the Administration's responses for the past two years see *Appendix IV, 1-4*.

V. The Collection

Collection Development Unit

The Collection Development Unit was established in 2004 as part of the reorganization of the Library's administrative structure. The need for a more coordinated approach to collection development activities had been identified as critical to the effective delivery of services in the Library.

The Collection Development Unit replaced the previously existing Collections Services with a new structure, staffing model and an updated mandate. The primary objective of the new unit is to address several inadequacies in the previous model that were impeding the effective delivery of services while failing to meet new university course and program initiatives. The Library recognized that a more coordinated approach to managing the collection was imperative in order to carry forward decisions in an efficient and effective manner while meeting the collection needs of university courses and programs. The new model combines the efforts of collections librarians, whose primary responsibilities focus on collection management, with those of subject liaison librarians, who contribute their subject expertise to the process, to develop a liaison program to enhance communication with the faculty on collections related issues.

A significant development during the past five years, and into the present, is the increased emphasis on interdisciplinary courses, programs and research, with teaching faculties and departments collaborating on course and program development and delivery. The previous collections model was not structured to respond quickly to interdisciplinary course and program initiatives. The fund structure, separated into specific subject lines and administered to a large degree by individual librarians, could not be easily manipulated to support the acquisition of multidisciplinary resources. Additionally, there was no umbrella collections unit that was able to respond to broader programmatic course needs, or to attend adequately to issues stemming from the availability of large or unusual collections. For example, the Library is a member of several consortia, including COPPUL and the Canadian Research Knowledge Network (CRKN), that provide the opportunity to acquire access to electronic resources of a multidisciplinary nature.

Because of the rigid fund structure of the previous model, librarians often were also unable to meet the various obligations associated with purchasing library materials in a variety of formats. The previous fund structure adversely impacted the science and technology subject areas where journal prices increased beyond the norm and consequently eroded monographic

purchases. Librarians could not easily purchase materials across funds that were the responsibility of other librarians, due in part to inefficient communication processes with faculty library representatives, other librarians, and Collections Services itself. As illustrative of the rigidity of the fund allocation structure, the Library's collection budget was not fully expended for the last several years in spite of pressing needs to respond to new course, program and research initiatives, stemming in part from the University's faculty renewal program. Lastly, individual librarians often spent considerable time carrying out collections support related activities of a semi-clerical nature. The need to review collection development processes with a view to building in greater efficiencies was evident.

The Collection Development Unit manages and coordinates the full range of collection activities in the Library, including selection, assessment, evaluation, and de-selection of materials in all formats. The Unit is responsible for allocations within the collection budget, and ensures that funds are fully committed and spent within the budget year. To establish the annual collection budget allocations, the Unit reviews the status of the collection budget and sets priorities, taking into consideration new course and program initiatives and areas of research within the context of fiscal and publishing trends. Budget targets are set by the Manager, Collection Development, in consultation with the collection development and subject liaison librarians. The Collection Development Unit retains signing authority for individual funds. *[For terms of reference see Appendix V.1]*

Staffing

The Unit comprises three collection development librarians who report to the Manager, Collection Development. The Manager reports to the Associate University Librarian, Research. In cooperation with Library Research Services, library assistants are scheduled to provide support for the work of the Unit. Seven librarians have subject liaison responsibilities as a component of their overall assignment and report to the Manager, Collection Development for their collection related responsibilities.

Communication

The Collection Development Unit seeks advice from a variety of subject area groups to determine specific aspects or areas of the collection requiring development. A subject liaison librarian may be part of one or more of these subject area groups depending on the project or topic needing input. These groups may use formal and/or ad hoc group meetings, or individual meetings, depending on the nature of the project and information required.

The Collection Development Unit supports the liaison activities of the subject liaison librarians. The subject liaison librarians serve as the primary contact for faculty and students regarding collection related issues. Subject liaison librarians build and maintain effective relationships with faculty and library staff to foster two-way communication, keeping the Unit apprised of new courses, programs and research initiatives. The subject liaison librarians' expertise and input in developing the collection in their assigned subject areas feed into the activities of the Unit. In general, the Unit's liaison activities are at the broader, university-wide level. The Unit also facilitates communication between subject liaison librarians, library staff, and faculty as necessary. The Unit is the conduit between subject liaison librarians and Library Technical Services for all collection related issues.

The teaching faculties and departments are central to meeting the objectives of the Collection Development Unit. The Unit responds to any change within the University that necessitates a corresponding change to the collection. The response of the Library is particularly relevant in light of the faculty renewal program that has introduced new faculty, programs and research to the University. The increased emphasis on interdisciplinary courses and programs, research in Health and Human Justice, and the appointment of Canada Research Chairs are recent examples.

Collections Relationship with the Federated College Libraries

The federated colleges include Campion College, Luther College, and First Nations University of Canada, all of which are on the University of Regina campus. Each of these post-secondary institutions has a library that is autonomous and under the jurisdiction of its respective college or university administration. The Archer Library maintains a collegial relationship with the colleges. Collection development that occurs in their respective libraries is mutually independent, though subject liaison librarians consult with the federated college librarians on a regular basis. Generally, the policy of the Archer Library is not to duplicate resources for classes taught at the federated colleges. However, some overlap in library acquisitions can be expected for a number of reasons, such as the greater demand for resources by students and faculty at the Archer Library and the timeliness of acquiring replacements due to loss and/or theft.

Collection Guidelines and Resource Development

Working with faculty representatives and subject liaison librarians, the Unit coordinates processes for the identification of materials in support of the University's academic programs and research initiatives. It ensures that collection guidelines are in place for all aspects of the

collection, including those of a subject specific or interdisciplinary nature. It initiates and coordinates evaluations and revisions of guidelines for a variety of collection related issues including, for example, grey literature, alternate formats, and the location of materials within the library. The Unit also monitors senior university planning and research initiatives that may impact on current collection guidelines.

The Library currently has seventeen subject specific collection guidelines written between 1990 and 2002. Because these collection guidelines are out of date, they will be updated by the Unit as part of its mandate.

The subject liaison librarians provide subject expertise and input into the development of collection guidelines in their assigned subject areas, initiating revisions through ongoing liaison with faculty and students, and provide input into identifying the appropriate location of subject-specific resources within the library. Subject liaison librarians also provide input into the development of general collection guidelines. Working with the faculty, they identify materials in support of the University's academic programs and research in broadly based subject and research areas. *[For Liaison Program details and list of liaison librarians see Appendix V.2 and V.3]*

The Unit has overall responsibility for the coordination of donations and gifts to the collection, including Special Collections, and develops general guidelines for the acceptance of donations and gifts. Subject liaison librarians alert the Unit to potential gifts or donations that support the University's academic programs and research in broadly based subject areas. *[For donations policy see Appendix V.4]*

New Program Proposals and Unit Reviews

The Collection Development Unit monitors new course proposals, reviews assessments, and incorporates recommendations into the collection budget as required. The Unit also provides collection assessment support for the subject liaison librarians, and finalizes the Library's response to new course or program proposals.

Subject liaison librarians alert the Unit to upcoming course or program proposals, and provide the Unit with an assessment and evaluation of collection resources for new course or program proposals in assigned subject areas. The Unit drafts the initial Library response to these proposals. *[For New Course Proposal Guidelines see Appendix V.5]*

Electronic Resources

The Collection Development Unit creates and develops general guidelines for acquiring electronic resources and their integration with other library resources. Consideration is given to overlap between the format of items, for example print and microformat, the access issues, and duplication of content between similar resources. The Unit identifies interface and service considerations of electronic resources, and provides expertise in selecting and evaluating electronic resources. The subject liaison librarians provide subject specific expertise in identifying electronic resources that may enhance the collection. They also provide subject expertise in recommending and evaluating electronic resources of an interdisciplinary nature.

External Resources

The Collection Development Unit builds a broader awareness of other library collections that are available at the local, provincial or national level, and participates in cooperative resource sharing projects.

The subject liaison librarians build an awareness of subject specific resources available beyond the Library's collection at the local, provincial or national level, and provide input into cooperative resource sharing projects at the local, provincial and national levels in assigned subject areas.

Statistics

The Collection Development Unit uses a variety of statistical processes to assess, evaluate, and measure resources and collections. Collection measurement is based on broad subject and interdisciplinary areas. The Unit compiles collection statistical data for Faculty or Department Unit Reviews and finalizes the Library's response. One member of the unit is responsible for collection statistics as well as general library statistics, particularly as they are required for reporting to outside agencies.

The subject liaison librarians use statistics provided by the Unit to assess resources in their assigned subject areas, and provide narrative information to the Unit regarding the use of collection resources.

Special Collections

Special Collections comprises published materials that are rare, valuable, or have particular cultural or historical importance. The subject coverage of this collection is fairly broad, but certain areas such as western Canadian and Saskatchewan history, are emphasized.

Within Special Collections are a number of sub-collections and these include:

- The William S. Lloyd Collection, consisting of 215 different additions of Robinson Crusoe dating from 1735 to the early 20th Century;
- The Lewis H. Thomas Collection of Canadian history;
- The Fred Wagner Collection of 19th Century English literature;
- The Ethnic Collection, consisting of scholarly books written on immigration to Canada, and
- Saskatchewan Education historical curriculum guides.

Special Collections also contains dissertations and theses written and defended since the establishment of graduate programs in 1966.

Library Endowment Funds

Herman Endowment

The Herman Endowment Fund was established in 1995 at the bequest of Max and Pearl Herman. The fund is designated to support Judaic Studies in the Faculty of Arts and to support bringing distinguished scholars of Judaic Studies to the University of Regina. The University offers courses in Judaic Studies primarily through the Department of Religious Studies. However, the fund is used in a multidisciplinary manner for subjects such as literature, history and sociology. A portion of the fund is also available annually to support library acquisitions in the area of Judaic Studies. Since the Herman fund is an endowment, the amount allocated to the library for acquisitions varies annually but has never been less than \$4,000.00 and is sometimes much larger. The subject liaison librarian who oversees the Herman fund consults with two faculty library representatives concerning the expenditure of the fund.

Wagner Fund

The Fred Wagner Collection has grown from the original donation of books by Fred Wagner, a former professor of English at the University of Regina. Friends and colleagues in honour of Dr. Wagner's retirement established the Wagner Trust Fund in 1985. The fund was subsequently augmented by a donation of relevant materials from Professor Christopher Murray, a faculty member in English and former colleague of Fred Wagner. The collection focuses on the English literature of the Victorian period and it continues to expand through new acquisitions, particularly of rare books.

Harland Fund

The Harland Fund was established in honour of Sidney Harland, University Librarian from 1967 to 1984. During the 1980's, the fund was used to acquire library materials primarily in the humanities and social sciences. The fund has been largely expended with only \$1,000.00 remaining as of January 2005.

Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)

In 1986, the Association of Professional Engineers of Saskatchewan (APES) started to provide the Library with financial support for acquisitions in engineering. Since that time, the Association has changed names and includes geosciences in addition to engineering. The organization continues to provide financial assistance, particularly for the University's Co-operative Engineering Program.

Shastri Fund

The Shastri Fund assists the Library in acquiring books published in India in order to support teaching and research in Indic/Indian studies across university departments. Materials purchased on the Shastri Fund support religious studies, art, economics, sociology and social studies. The Shastri Fund differs from other library endowment funds in that it is expressed as a percentage of the University's membership fee paid to the Shastri Indo-Canadian Institute. The fund operates on a five-year grant period with appropriations set annually. The Chair of the local Shastri Committee functions as the library representative and consults with the subject liaison librarian who coordinates requests for materials to be purchased on the Shastri Fund. Materials are purchased at a discount. Although the focus of the Shastri Fund is on

India as a subject, occasionally materials are ordered in other fields where the sole India connection is place of publication.

[For Collection statistics and budget targets, please see Appendix V.6 and V.7]

VI. Library Services

The services of an academic library must be responsive to the changing curriculum and program areas that it contributes to and, at the same time, it must be sensitive in anticipating the scholarly needs of both students and faculty. This is particularly important during this period of expanding technology when scholarly information and its availability have grown exponentially. The evolving knowledge-based society and the University's renewed emphasis on research have placed greater demands than ever on the services of the Library. Excellence in service delivery that contributes to information literacy is therefore at the hub of the academic library. Quality service depends on team effort, coordination of service delivery between library staff and the academic community, and the maintenance of an up-to-date print and electronic collection that is consistently monitored. Last but not least, good library service depends on an adequate budget in order to purchase new products and to maintain adequate staffing levels.

The Library has three service departments each supervised by a department head. Each department has one or more sub-units reporting to the department head.

Library Research Services

Reference

Reference is staffed by librarians and reference assistants who serve the information needs of Library users in person, by telephone, or electronically. Its function includes the answering of informational or research questions using reference interview techniques, instructing clients in the location of information and in the use of both print and electronic reference sources. There is a particular emphasis on assisting library users in searching a wide variety of electronic databases. Reference staff provide a mediated service to library users by helping them in formulating search strategies. In many cases reference staff also help clients evaluate the results of these searches. The staff may also assist library users in evaluating a variety of available print and electronic sources, which ultimately contributes to library information literacy. Reference staff may refer users to other libraries or agencies outside the Library either on or off campus when appropriate. Questions may also be referred to librarians in the Dr. John Archer Library or to other librarians on campus who have specialized subject expertise, but who may not work in Research Services at this library.

Reference staff also respond to questions regarding government publications. The collection of government publications is located adjacent to the collection of reference materials on the main floor.

Instruction

Instruction includes general library instruction and specialized bibliographic subject instruction. General library instruction, called Library Research Skills 1 and 2, is normally taught by reference assistants supervised by the Research Services Support Coordinator. These classes provide a basic introduction to the Library, its resources and services. A regular program of general library instruction is scheduled each year in the Fall and Winter semesters and the program is advertised in conjunction with the University's First Year Services. Each class has a duration of approximately forty five minutes. Classes are held in the Library's sixth floor Computer Lab where hands-on class participation is available. Bibliographic subject instruction is delivered by instructional librarians and is normally tailored to meet the research needs of a particular course or program offered by the University. Undergraduate and graduate level instruction is available. Requests for subject instruction are normally initiated by faculty members, who frequently liaise with the designated instructional librarian in the preparation of the class content. Student participation in instruction classes is voluntary. Bibliographic subject instruction is also taught in the Library's Computer Lab, but classes may also be delivered by the librarian on site or in Smart Classrooms. Students have hands-on computer access in the Library's sixth floor lab. Class time for instructions vary from fifty to ninety minutes. Tours of the Library may also be a feature of both general orientations and subject instructions.

UREAD (University of Regina Education at a Distance)

UREAD is a service that provides library support to students registered in University of Regina credit courses offered off campus and to distance education faculty and staff. The basic service to students provides materials for class assignments including books, government publications, and copies of journal or newspaper articles in addition to subject/literature searches, reference assistance and interlibrary loans. UREAD staff regularly assist students with subject database searches and provide help with a variety of electronic and print library resources. Instructional Services such as library orientations, class visits to campus and materials on study skills, writing term papers and style guides are also available through UREAD.

Service to distance education faculty includes checking the availability of library materials for assignments, literature searches, particularly for journal articles on specific topics, and assistance in planning library support for off-campus distance education courses.

Library users who need UREAD assistance contact the John Archer Library by toll free telephone number, fax, email or by using the online request form available at the Library's website. Recent Library statistics (2004-2005) suggest that a high percentage (46%) of UREAD queries are in the form of subject questions for specific course assignments requiring reference mediation from Library staff. More than half (52%) originate from classes taught at the Faculty of Social Work, Saskatoon Community Education Centre. The UREAD Service policy is located at the Library's website. [For UREAD statistics see Appendix VI.1]

Data Library Services

The primary purpose of Data Library Services is to provide University of Regina faculty, students and staff with access to numeric and geospatial data required to support their research and teaching activities. In general, data services are intended for academic purposes that are non-commercial in nature. These data files contain quantitative research data in raw, aggregate, time-series or statistical formats.

The University of Regina Library has been a member of the Data Liberation Initiative since its inception in 1995, and a member of the Inter-University Consortium for Political and Social Research since 1993. It has also been a Natural Resources Canada/Communication Canada Depository Services Program Full Depository Library since it began in 2002. The Data Librarian at the University of Regina is responsible for administering the licenses for these and other data suppliers, and the data staff mediate in the process of data retrieval and service delivery.

Library Access and Systems

Circulation

Circulation provides a broad spectrum of user services. The primary function is to loan library materials to students, faculty and staff at the University of Regina and the federated colleges (Campion College, Luther College, First Nations University of Canada College). A valid University of Regina ID card is required for borrowing transactions. Faculty may borrow up to 500 items, undergraduate students 200 items, graduate students 100, and public access patrons 50 items. Members of the general public and alumni of the University of Regina over the age of 18 may borrow items for an annual fee of \$25. Borrowers in other categories, such

as high school students registered in the International Baccalaureate Program, trainees in both the Saskatchewan Police College and the RCMP, and students registered in the English as a Second Language program also have Library borrowing privileges. As members of the Canadian University Reciprocal Borrowing Agreement, students, faculty, and staff are able to obtain in-person borrowing privileges at participating academic libraries across the country. A valid COPPUL library card is required for these privileges. *[For patron and privileges see Appendix VI.2]*

Library Fines

Archer fines are payable at the Borrowing Desk. They can be paid with cash, cheque, Interac, Visa or Mastercard. Library fines for Campion, Luther, and First Nations University of Canada are paid separately at each library.

The maximum fine applied to an overdue item is \$16.00. If a borrower's fines reach \$50.00 or more he or she will be blocked from borrowing library materials.

Fine Schedule	
Recalled items:	\$3.00/day per item after the recall due date
Regular loans:	\$0.50/day per overdue item
Reserve 2 hour loans:	\$0.50/hour per overdue item
Reserve Overnight loans:	\$4.00/day per overdue item
Reserve 3 day loans:	\$4.00/day per overdue item
Reserve 7 day loans:	\$4.00/day per overdue item

Special Requests

Renewals

A renewal loan period is the same as the original loan period. Items may be renewed indefinitely in all borrower categories. Recalled materials, Reserve items, and other short-term loans are not available for renewal. Library materials may be renewed electronically via the Voyager catalogue.

Recalls

A recall may be placed on an item that has been charged out to another borrower. A minimum period of two weeks is required for the Library to obtain the recalled item. Library materials requested by faculty to be placed on Reserve have the right of immediate recall. Library materials may be recalled electronically via the Voyager catalogue.

Hold

A hold differs from a recall in that the Library does not notify the user who currently possesses the item. The current borrower may renew the item or others may place recalls for the item, both of which take precedence over the hold.

Rush Catalogue Requests

Library materials must be catalogued in order to be borrowed. Library users may place a rush catalogue request for items received by the Library, but not yet catalogued. Rush requests may be initiated online through Voyager, or in person at the Information Desk. Library users should allow at least two days for rush catalogue requests to be completed. Rush items are held at the Borrowing Desk for pick up. Library users are not contacted when their rush item has been catalogued.

Circulation Services carries out a variety of other duties relevant to library operations. All shelving in the Library is coordinated and performed by staff in Circulation Services. Circulation staff fields directional reference questions at times when the Information Desk is unstaffed. They also provide support for the public access photocopiers available in the Archer Library and retrieve materials requested by library users from basement storage. They are also responsible for providing initial identification of library materials in need of repair.

Staff also provides access to collections held behind the Borrowing Desk, such as the music CD collection and Reserve items, and makes available a number of library-related products for library users; for example, printing cards, and floppy diskettes and encryption cards for use with wireless computers.

Reserve Services

Reserve Services are provided at the main Borrowing desk. Reserve Services facilitates access to library materials that are in high demand and these therefore circulate with a shorter loan period. These materials include books, photocopies of journal articles, theses, audio-visual formats, computer software and items from the personal collections of faculty for class use. Items identified as "Library use only" are restricted to two hours. Other borrowing periods are overnight, three day, seven day, and two weeks (graduate courses only).

Audio Visual /Micromaterials

The Library's collection of microform is located in the Audio Visual/Micromaterials area on the main floor. The Audio Visual/Micromaterials area houses a number of unique collections such as the Canadian Institute for Historical Microreproductions microfiche series, the Gerritson Collection of Women's History in microfilm, Pamphlets in American History, and the Underground Newspaper Collection. It also houses the ERIC and Microlog microfiche collections. A small collection of approximately 35 titles on microcard (also referred to as microopaques) is also available. This collection includes a wide variety of subject materials in the natural sciences, the social sciences, and the humanities. The Audio Visual/Micromaterials unit also maintains a collection of newspapers in microfilm that are both Canadian and international in scope. In addition, a small collection of newspaper backfiles in hard copy is held at this location until microform copy arrives in the Library.

The Micromaterials unit houses a variety of other items including a collection of print indexes to the various collections in microform as well as other reference sources. In addition, a collection of 5,000 sound recordings (long playing albums), are shelved in the Micromaterials area.

Equipment

The Audio Visual/Micromaterials unit has microprinter/ readers for both microfilm and microfiche. Two microprinter/ readers have the capability of printing, downloading to diskette

or emailing text. One microcard reader, one microfiche reader and one microfilm reader are also available. A visual magnifier is available for the use of the visually impaired. Audio Visual/Micromaterials also has four listening stations a DVD player and two VCR/TV's that can be borrowed for use in the library.

Interlibrary Loans/Document Delivery

Interlibrary loans/document delivery is a form of resource sharing that permits library users to access research materials that are not owned by the parent library. Exchange between libraries is based on national and international borrowing conventions as well as the goodwill of cooperating institutions. In addition to this service, the University of Regina Library has a special document delivery arrangement with the University of Alberta Libraries that allows Library users to obtain items owned by the University of Alberta within a few days (See appendix VI.3). Journal articles are obtained by the Library using Infotrieve's Ariel software for document delivery and are normally delivered within a week. Materials requested as rush items are obtained by Fax and any charges incurred are the responsibility of the borrower. Courier receipt and delivery of hard copy materials takes place between the University of Regina Library and the libraries at the University of Alberta, the University of Saskatchewan and the University of Calgary. Regular postal service is used for other locations.

Borrowers can request materials using the online interlibrary loan request form available at the Library's web site. Library users may request items they were unable to find in the Library's catalogue or, if they are in the process of using the GODOT database, their requests are automatically fed through the Simon Fraser University's server and into the OpenILL database accessed by the ILL staff. The printed ILL request form is also available and is used primarily by library users who are not authenticated by the University's proxy server. Full interlibrary loan borrowing privileges are available for faculty members including visiting professors, currently registered graduate and undergraduate students, and staff at the University of Regina. There is no charge for materials obtained through the regular interlibrary loan procedure from Canadian and U.S. libraries. Items that must be purchased by the Library such as theses, patents, and technical reports, are charged to borrowers and are retained by them. Members of the University of Regina Alumni Association and holders of public access cards may borrow, but a minimum fee of \$10.00 is charged per item. *[For ILL/DD statistics see Appendix VI.4]*

Systems

(See Chapter VIII)

Technical Services

Technical Services is responsible for obtaining library materials and providing the logical organization and arrangement of these materials within the collection for the benefit of the library user. Obtaining materials consists of ordering, receiving purchased items or donations, and making payment. Orders not received are claimed. Providing the logical organization of materials involves editing catalogue records or cataloguing originally and then maintaining the entire catalogue of records in good order over time. All materials catalogued must be processed for shelf readiness and client accessibility. In the last fiscal year there was a total of 19,893 titles catalogued.

The Acquisitions unit is responsible for:

- Pre-order checking
- Searching and downloading available bibliographic records or creating brief acquisitions records with an "on order" status
- Ordering through vendors or directly from publishers. 90% of orders are electronic.
- Receiving materials and changing status to "received"
- Processing invoices for payment
- Maintaining accounts for monographs, serial and electronic funds
- Claiming ordered materials
- Processing donations and replacements
- Maintaining serials subscriptions (orders, renewals, cancellations)

The Cataloguing unit is responsible for:

- Editing and upgrading bibliographic copy to meet cataloguing standards
- Withdrawal of materials from collection
- Creating bibliographic records
- Subject analysis and assignment of LC subject headings and call numbers

The Processing and preservation unit is responsible for:

- Physical preparation of materials including label printing, label application, barcoding, security strip application etc.)
- Preparation of materials sent for microfilming and/or binding
- Minor materials repair
- Statistics collection i.e. volume count

Library Web Site

The Library's web-site was recently redesigned to operate in response to specific activities (i.e. "How do I . . . ? – with drop-down menus of listed activities) rather than a layered presentation of information. To satisfy the user's rather than the provider's requirements, the site attempts to provide information in an intuitive and efficient manner, without unnecessary acronyms and barrier language. It is also designed to facilitate an effective and sustainable updating process and to accommodate usability testing as a basis for reviewing and revising the site. The new site began operation in January, 2005. *[For a typical schedule of library hours see Appendix VI.5]*

VII. Facilities and Space

Students and faculty members at the University of Regina can access both traditional and modern facilities at the Dr. John Archer Library. These facilities support changing library user requirements for information access in the electronic library as well as meeting physical objectives that are a necessity for successful post-secondary study and research. Ease of access combined with high service identification and visibility have been the major criteria for the newly renovated Library. For example, the main floor of the Archer building currently offers library users an Information Commons with 104 workstations that provide access to 145 online databases in all subject areas. More than 45,000 electronic books and 8,700 full text electronic journal titles that are accessible through the Library catalogue. An updated Archives and Special Collections facility offers access to on-site archival holdings as well as a quiet study area for scholars and faculty. The renovated Audio Visual /Micromaterials area offers additional study space with up-to-date equipment for viewing and transmitting text held in microformat. In addition, there are four seminar rooms in the Library building that may be reserved for group study or for student meetings. The three stack floors have been rearranged to maximize collection accessibility and space usage, with the fifth floor now providing one-stop access to all serial backfiles and the third and fourth floors housing the monograph collection. Current journals are located in a new reading room on the sixth floor with comfortable amenities. Similarly, library staff have benefited from new and enlarged offices and work facilities that contribute to improved overall workflow and better staff interaction in the various work processes. Storage of materials, stack space, and additional student study space remain deficiencies that only a new library building is likely to solve.

Booking Seminar /Meeting Rooms

Students, faculty and staff may book seminar and meeting rooms in the Library. Policies that provide guidelines and procedures for the booking and usage of these facilities are available at the Library's web site. Bookings may be made in person, by email, or by telephone to support staff at the Micromaterials desk on the main floor or the Library Administrative Office. *[For booking policies see Appendix VII.1]*

Main Floor Facilities

The **Information Commons** has a total of 104 computer workstations; 94 sit down and 10 stand up. Each station has full office productivity software, the Library catalogue and subject databases.

The **Information Desk**, located at the east side of the Information Commons, occupies 527 square feet of space.

The **Computing Services Help Desk**, located along the north wall, occupies 72 square feet of space.

The **Borrowing Desk** is located at the northwest corner adjacent to the main entry/ exit.

The **Audio Visual/ Micromaterials** area on the main floor has 20 study spaces. Most of the floor space is used for micromaterials collections cabinets, viewing equipment (microreaders) and shelving for the sound recording collection (LP's). There are approximately 200 feet of shelving for sound recordings (long playing albums) located in this area. The Audio Visual/ Micromaterials service desk occupies 80 square feet of space.

Archives and Special Collections has study seating for 24 people. The study area is available for general study use by students, faculty and staff during hours when the Library and Archives are open. The Archives collections is housed in several locations in the Library building. Locations where archival collections are currently held are:

- The Archives on the Main floor of the John Archer Library (Room LY 107.4.2)
- Library Basement (Rooms LY 008 and LY 010)
- Penthouse 7th Floor (Rooms LY 713 and LY 713.1)

Archives holdings are:

- Archives Main Floor 2,657 feet
- Basement Room 010 2,434 feet
- Basement Room 008 8, 202 feet
- Penthouse Rooms 713 and 713.1 1, 302 feet

The **Data Library Services** area provides a grouping of data pods in the southeast corner of the commons.

Two Seminar Rooms are located on the main floor, the North Seminar Room (LY 107.1) and the East Seminar Room (LY 107.6). These rooms can be booked by students, faculty and library staff. The North Seminar Room seats eight people; the East Seminar Room seats sixteen people.

Government Publications are located adjacent to the Information desk on the Main floor, extending to the east wall of the Library. There are 6,333 linear feet of compact shelving, nearly at capacity.

The **Health Collection** from the Saskatchewan Department of Health Resource Centre is currently being transferred to the Archer Library where it will be located on the Main Floor in Room LY 107.5. The collection includes approximately 16,000 titles (monographs) and 500 journal titles. Compact shelf space required will be approximately 1,600 feet for monographs (average 10 titles per foot of shelving) and approximately 50 feet for journals. The remaining shelf space in this area constitutes the primary location for future library collection expansion.

Stack Space floors three, four and five.

Stacks are arranged on floors three to five of the Library. Monographs are located on floors three and four. Serial backfiles are located on the fifth floor.

Stack shelving space is approximately 85 to 90% full on floors three and four and approximately 95% on floor five. *[For collection holdings on floors 3 to 5 see Appendix VII.2 and for newspaper holdings see Appendix VII.3]*

Sixth Floor Facilities

The **Current Journals Reading Room** has study space for 41 people in both a formal and informal seating arrangement. There are 2,672 linear feet of shelving, containing approximately 1,770 current journal titles in print, arranged in Library of Congress call number sequence. The current issues of sixteen newspapers are displayed on newspaper racks. The Reading Room is easily accessed by two adjacent elevators and a stairwell from any floor in the Library. It is also accessible to library staff on the sixth floor.

The **Computer Lab** contains 30 workstations with full office productivity software and the Library's Voyager catalogue. For instruction purposes there is a data projector and an overhead projector. The lab space and computers can be used by students and faculty during hours when the library is open. Instruction class times are pre-booked and the times posted on the computer lab door to inform library users when the room is unavailable for general usage. *[For computer lab policy see Appendix VII.4 and for disabilities policy see Appendix VII.5]*

Staff offices and workstations occupy the rest of the sixth floor space. This centralized location accommodates the Library's administrative and departmental offices as well as

individual staff offices and workstations. It functions as the operational core of the Library. There are also six meeting rooms of various sizes that can be reserved by library staff and, under restricted circumstances, by members of the University community. A library policy outlining staff meeting room usage is contained in appendix VII. The administrative/staff office area can be accessed after hours by coded key cards issued to library staff.

The sixth floor staff office area provides a floor plan that maximizes inter-departmental communication, accessibility and functionality. The floor plan shows an operational workflow that is circular around a core area comprising a central staff lounge, staff boardroom and stairwell. Workflow follows a logical sequence around the core area based on library operations. There are no major walls or other impediments to hamper operational workflow. Technical Services, including the acquisitions, cataloguing and processing units, are located on the south side of the floor plan. The area contains 18 staff workstations plus two offices for librarians, the Head of Technical Services and the cataloguer. The Systems unit, located adjacent to Technical Services, comprises three staff offices next to a systems support staff workstation and a digital room. A fourth office for a systems technician is projected for the near future. The Digital Room can be used for a variety of systems-related projects and has space for several computers.

The east and north sections of the sixth floor provide private offices for librarians, the majority of whom report to either or both of Collections and Research Services. The Head, Research Services, the Manager of Collections Services, the Data Librarian and the Research Services Support Co-ordinator are all located in close proximity. Communication among the professional staff is therefore maximized while personal privacy is maintained. The typical size of a librarian's office is 120 square feet.

Extending along the north side are the Interlibrary Loans/Document Delivery, UREAD Services and five workstations for Research Services support staff. One additional Research Services support staff has a half time assignment in Technical Services and has a workstation located in that department. Both Interlibrary Loans/Document Delivery and UREAD are operationally related with a distance education function, hence their proximity. These two units are also located near Research Services and the offices of all librarians.

Communication between the Library's administration and library staff is assisted by its location within the sixth floor office area. This proximity may be less usual in a typical academic library and in fact it may be advantageous for optimizing staff communication and participation in library activities. The administrative offices are also located at the apex of the circular staff area and therefore accessible to all library departments located on the sixth floor. The administrative office area includes the University Librarian, two Associate University

Librarians, the Library Administrative Officer and two support staff. The two support staff serve a reception function in an outer open space station accessible to staff and the public. An additional support person staffs the adjacent mailroom.

Nineteen stand-alone **catalogue kiosks** are available for public use. Each computer is a look-up station for the Voyager catalogue. Six kiosks are located on each of the third, fourth and fifth floors, and one on the sixth floor.

The Archer Library has a total of ten **photocopiers for public use**. The Photocopy Room (107.17) on the Main floor has six photocopiers. There is one located on the sixth floor, two located on the fifth floor and one on each of the third and fourth floors. One copier on the main floor accepts coins. All other copiers have COP-EZE card readers that allow library users to make copies at a reduced cost for letter and legal size printing. A COP-EZE card-dispensing machine is available on the main floor. Library users may purchase a COP-EZE card for \$1.00. Cash price is \$.10 for letter and legal sized copies, \$.15 for ledger (11 x 17) sized copies. The COP-EZE price is \$7.8 cents for letter and legal sized copies and \$15.6 cents for ledger (11 x 17) sized copies. Copiers are provided and serviced by the University's Printing Services.

Basement Storage

Library Rooms 008 and 010

The basement area of the Library has two rooms used for storage. Room LY 008, the larger of the two, has 16,877 linear feet of compact shelving. Approximately 45 percent of this shelving houses the largest part of the archives collection. The rest of the shelving provides furniture storage for expansion of the University Archives. Room LY 010 contains 2,434 linear feet of archival documents.

VIII. Automated Systems and Support

The Archer Library Systems staff support a variety of functions and services while working closely with the Computing Services unit of the University to ensure that both hardware and software are kept up to date and in working order.

The University of Regina has a centralized system of support for all servers on campus that are maintained by Systems Analysts in Computing Services. The Systems Analyst assigned to the Library is the System Administrator for the Solaris server which Voyager runs on. He is responsible for system upgrades at the server level, Oracle upgrades, unix programming, perl scripts, batch jobs and a variety of other server maintenance programs and background software used by Voyager, including *Apache*, *Tomcat*, *SSL*, *SQL*, telnet, ftp and *EZproxy*. The Head, Library Access and Systems works closely with him on all matters relating to the Voyager system and the interfaces to Voyager that are running on the server. Examples are *EZproxy*, GODOT API and patron Authentication, Voyager to Banner transfer of patron fines and fees, Banner to Voyager transfers of patron records, automatic transfers of new and updated records to union catalogues at the National Library and OCLC, and the New Books list software. Since the Voyager system was acquired in 1998, several of these add-on services and interfaces have been programmed under the direction of Systems. Updates and upgrades are implemented as they become available. Where possible, we have used open source software which is readily available through the Voyager-L user group or from the COPPUL Systems group (reSearcher suite, New Books List, Java programs to extract records for submission to OCLC, GODOT patron authentication API).

Voyager

The Voyager library system is upgraded at least once a year, incorporating the latest developments from Endeavor Information Systems. Patches are implemented as required to fix bugs encountered by staff while using Voyager. The system allows for detailed configuration of library policies, staff security and many other features common to large integrated library systems. Bug reporting, enhancement requests and direct contact with the vendor on upgrades, patches, and troubleshooting are centralized with the Head according to contract specifications. Contacts with the vendor are initiated only after Systems staff investigate library or RegLIN staff problems encountered in using Voyager clients and the web interface. They determine first if the problem resides with local software, hardware or networking issues, or if the problem with Voyager can be solved locally.

Web Voyage is the public catalogue. It allows library users three levels of search capability, from basic searching, to more advanced Boolean level capability, to specific searching for reserve materials. Users can also access their accounts to renew books, check on fines or fees owed, or place recalls and holds on items in circulation. RegLIN catalogues can be searched individually or as a group along with the University of Regina catalogue. Web Voyage also provides links to the Library web home pages and the online databases and E-journals. All E-journals and E-books have separate entries in the catalogue if there are entries for print versions. Users can also access the New Books List from Web Voyage to search for items acquired over the past four weeks. During upgrades the catalogues of all RegLIN and University sites are available on a Continuous OPAC (on a linux server) which allows for simplified searching during upgrades (which usually takes no more than three days to complete).

Web Voyage also provides links to the online interlibrary loan request form through the interface to GODOT/CUFTS. Library users can request items they are unable to find in the catalogue or, alternatively, if they are using GODOT enabled databases their citations and patron information are automatically fed into the online request form. Their requests then feed through to the SFU GODOT/CUFTs server and into the *OpenILL* database used by Interlibrary Loans staff.

On the staff client side of Voyager most of the add-on features of the system are implemented: fiscal year close, EDI with EBSCO serials invoices, and direct links to Voyager from online databases using perl programs customized to work with Voyager and GODOT. An Access Reports interface to Voyager is used by Systems, Technical Services and Collection Development and RegLIN staff using a specialized ODBC interface to Voyager and Oracle to produce reports. The ODBC set-up conflicts with the Banner ODBC interface used on campus, so is administered by Systems to prevent Computing Services staff from loading the Banner version of Oracle and ODBC on staff PCs that need to use Voyager Reports.

RegLIN

Members of the RegLIN Consortium receive support from Systems staff regarding upgrades, troubleshooting, Community Net, resolution of network connection problems, and hardware/software that affects Voyager staff clients. All RegLIN sites now have their own IT technical support and technicians for day-to-day PC related problems at their sites. If their IT staff cannot resolve problems that impact their use of Voyager, they contact Systems staff for advice. Each of the RegLIN members provides a central contact who works directly with Systems staff to plan projects or resolve problems. Interfaces on the University of Regina database are implemented on the RegLIN catalogues and staff clients if they apply to them

(ex. New Books List, fiscal year close, links to their library web sites and online databases, federated searching of RegLIN catalogues, NLC updates using the same java programs we use to submit our records). The Web Voyage interface and search capability of each catalogue is kept similar to the University of Regina catalogue to facilitate upgrades of the web interface within the three-day upgrade window.

Library Systems Staff

Library Systems staff install and provide technical support and troubleshooting for a variety of PC software packages that are used by Library staff. Specific Technical Services software tools used by staff include: *OCLC Connexion*, *Cataloguer's Desktop*, *Validator*, *FCClass* and *Classweb* and *Macro Express*. Training in the use of these packages is usually provided by the Head, Technical Services after Systems staff install the client software or the web interface connections. The Systems Assistant trains Technical Services staff how to program macros and use Macro Express to edit records.

Software used by some Research Services staff includes *Adobe Acrobat* to create PDF files, *Corel Draw*, *Viewlet Builder*, and *Frontpage* for web page development, and the *VNC Viewer* software to prepare slides for the television display board. Research Services staff also make heavy use of the Internet and online databases to assist patrons, and usually train themselves how to use these interfaces. The two browsers used most on campus are *Netscape* and *Internet Explorer*. Systems staff update browser software regularly to ensure Voyager and the online databases work properly with the latest browsers. Data Services uses *Beyond 20/20* software to view many DLI databases and tables. This, along with the many interfaces in very specialized services such as *ArcGIS*, *TSX* and *CRSP* and several CD ROM and online databases is supported by Systems staff, who also assist faculty to load specifically licensed software to their own PCs.

Circulation Services, Audio Visual/Micromaterials, InterLibrary Loans

Software supported for Circulation purposes includes two packages to train new staff on shelving (*Shelve-it* and *LCEasy*). Staff in Circulation also use parts of the University wide administrative system, Banner, to check for valid patron names, addresses and registration information to be used alongside the Voyager patron file. All circulation PCs have Banner installed and staff receive relevant training from the Technology Learning Centre which provides centralized training for all staff on university wide software supported by Computing Services. The Audio Visual/Micromaterials staff use software that supports use of the two large Minolta 7000 scanners. This includes *Imaging Professional for Windows* and *EasyScan* to

scan images then print them, email them to clients, or burn to CD using *Nero Express*. Systems staff install and upgrade this software and instruct staff how to use it to support patron needs.

Interlibrary Loans staff use the standard Microsoft suite of software, online databases, catalogues of other libraries, and the new open source software, *OpenILL*. This software was implemented in 2004 to replace the outdated *Aviso* database system used by the Library for 17 years. The University of Regina is a partner with the University of Winnipeg and seven other COPPUL libraries in the development of *OpenILL*. Systems and ILL staff have contributed numerous suggestions for the development of this software and communicate regularly with the developer and other partner institutions to ensure the software is developed according to ILL requirements. Currently the software is hosted at the University of Winnipeg, but the Library has plans to add it to the Voyager server when the software is ready for distribution using all open source software (LAMP) rather than reliance on *Cold Fusion*. ILL staff rely heavily on Ariel to send and receive journal articles using separate sending and receiving workstations which are maintained by Systems.

Campus Software

Most other PC related software, such as *Microsoft Suite*, *Execmail*, *Corporate Time*, *FTP* and *telnet* clients is distributed campus wide by Computing Services and supported by them through their Help Desk and the Technology Learning Centre. This includes *Novell*, *Zenworks* and *Workstation Manager* for access to the campus network. Systems staff upgrade and troubleshoot basic problems with this software. They send more severe problems to Computing Services technicians or Network Services staff, particularly if there are connection problems with the network or outside Internet access. Systems staff assist individual Library staff who have specific problems using campus software, but over the years most staff have become proficient in using this software and require little help. Banner reports are also distributed campus wide but are not used by Library staff other than the Library Administrative Officer for financial reporting, Circulation staff for patron information and the Technical Services clerk who transfers Acquisitions invoices and payments to Banner financials.

Systems staff use or are familiar with all PC related software used by other staff. In addition they use other software in cooperation with Computing Services. *WTS* web forms are used to book repairs or services from Computing Services while another web form is used to maintain IP addresses on the Library subnet for Network Services. *Ghost* software is used along with web forms to re-image the 19 kiosk PCs which are located on the stack floors and 4 datapod PCs on the main floor. Systems staff also use Banner to input inventories of computer equipment to the campus-wide inventory maintained by Financial Services. Systems staff

maintain web pages for Web Voyage (for all RegLIN sites), staff web pages and the Data Services pages. Staff in other departments of the Library maintain the Library web site which was recently redesigned.

Evergreen

The University has a program called "Evergreen" that replaces all staff PCs on a four year cycle. Each year the Library's entitlement is 19 new machines that are exchanged for the older ones. Systems staff manage this exchange and replacement and work closely with Computing Services technicians to transfer staff files to the new machines and install Library software specific to each person's needs.

Printers

Since the renovation of the Library in 2004 we have moved to a centralized use of networked printers rather than standalone printers at individual staff workstations. Systems staff install the software for the large Kyocera printers to allow staff to use not only advanced print options, but also fax and scanning. These are complicated printers that are administered from a server in Systems. Systems staff provide one-on-one training for Library staff in the use of the three multifunction printers used by the Library. (The selection of the printers was done by Printing Services as part of a larger campus printing strategy.)

SmartBoard and Sixth Floor Lab

As part of the renovation, the Library also acquired a large display screen for the Board Room using *SmartBoard* software. Systems staff support this by loading Library software to the PC, updating the *SmartBoard* software and providing one-on-one assistance to staff who need to use the *SmartBoard* for training sessions or demonstrations. Staff also have access to laptops and a portable display unit. The lab on the sixth floor of the Library is maintained by Computing Services and AV Services but Systems staff provide refresher training on use of the equipment to staff who need to give bibliographic instruction classes in the lab.

Information Commons

Another part of the renovation, the Information Commons on the main floor, was expanded to include 104 PCs. These machines are maintained by Computing Services staff who view the area as a large "lab" and count the seats in their formula for full time equivalent spaces for campus lab services. If there are problems with individual PCs, Research Services staff report them to the Computing Services Help Desk located on the main floor. Other PCs on the main floor are installed and supported by Systems staff. These include a PC dedicated to searching reserves, another for submitting online interlibrary loan requests, four datapod PCs and a PC in reference for the few remaining CD-ROM databases.

IX. External Relations

Internal to University

Librarians at the University of Regina Library may participate actively in University governance. They are eligible to serve on all academic University committees with two exceptions. They may not serve on the University Senate (including standing committees of Senate) nor on the Admissions and Studies Committee, standing committee of University Council. Only the University Librarian has membership on University Senate and is able to serve on Senate committees. Currently there is no constituency representation for the Library on the Admissions and Studies Committee. Librarians are also eligible to serve on the Board of Governors and the Board's Committees pertaining to academic staff. They are also able to serve on the University's Executive of Council and Council Standing Committees with the exception of Admissions and Studies. The University Librarian is an exofficio member of the Committee of Administrative Directors, Committee of Administrative Computing Systems, Deans' Council (which includes the Academic Review and Development Committee), Executive of Council and University Senate.

University of Regina Faculty Association and Canadian Union of Public Employees

With the exception of the University Librarian and the two Associate University Librarians, all librarians employed at the Archer Library are members of the University of Regina Faculty Association, which is their certified bargaining unit. Librarians in URFA have academic status and are included in the same collective agreement as University of Regina faculty members. As members of URFA, librarians may serve on all committees of URFA including the Executive Committee.

At the present time four of the Library's staff are members of the Administrative, Professional, Technical group, a separate bargaining unit in URFA, and are represented by the (APT Collective Agreement). APT members may serve on all committees within their bargaining unit. Other support staff, including student assistants, are members of the Canadian Union of Public Employees, Local 1975. Research assistants employed by the Library are represented by CUPE Local 2419.

Librarians are eligible for membership of the following University Committees:

Executive of Council

Standing Committees of Council

- Academic Freedom Committee
- Agenda Committee
- Bookstore Committee
- Discipline Committee
- Distance Education Committee
- Distinguished University Professor Committee
- Library Committee
- Nominating Committee
- Planning and Priorities Committee
- Relations with Individual Colleges Committee
- Student Appeals Committee
- Undergraduate Scholarship Committee

Joint Executive of Council/Senate Committees

- Ceremonial Functions Committee
- Honorary Degrees Committee
- Advisory Committee on Research and Instructional Computing

Other University Committees

- Campus Promotions Committee
- Intellectual Properties Committee
- Occupational Health and Safety Committee
- General Administrative Security and Planning (GASP)

Deans' Council Committees (University Librarian only)

- Deans' Council
- Academic Review and Development Committee (ARDC)
- Leaves Committee

Administrative Committees (University Librarian Only)

Committee of Administrative Directors (CAD)

Committee of Administrative Computing Systems (COACS)

University of Regina Faculty Association Committees

Includes committees in both the Academic and APT groups. Each group represents a separate bargaining unit.

- URFA Executive Committee
- URFA Grievance Committee
- Status of Women Committee
- Pensions and Benefits Committee
- Academic Negotiating Committee
 - University of Regina Academic Negotiating Committee
 - University of Regina Academic Advisory Committee
- Academic and Administrative Benefits Committee
- APT Classification Review Committee
- APT Professional Development Committee
- APT Negotiating Committee
- APT Advisory Committee

CUPE 1975-01 Committees

Negotiating Committee

Grievance Committee

Education Advisory Committee

Employee Benefit Plans Committee

Joint Union Management Rehabilitation Committee

Job Evaluation Steering Committee

Job Evaluation Committee

Employment Equity Consultative Committee

University Committees with representation from the University of Regina Faculty Association membership, either Academic or the Administrative, Professional, Technical groups, and Canadian Union of Public Employees Local 1975

Librarians and APT staff employed in the library may serve on these committees:

President's Advisory Committee for the Prevention of Harassment and Discrimination
Return to Work Committee
University Harassment and Discrimination Prevention Policy Review Steering Committee
Occupational, Health and Safety Committee
University Parking Committee

External to University

The University of Regina Library partners with several external organizations and consortia at the local, regional, and national levels. These include:

Regina Library Information Network (RegLIN)

The Regina Library Information Network is a local consortium that includes the University of Regina Library, the Saskatchewan Legislative Library, the Regina Qu'Appelle Health Region Health Sciences Library, the Gabriel Dumont Institute Library, and the RCMP Learning Resource Centre. RegLIN was incorporated in 1990 as a non-profit corporation and is hosted by the University of Regina Library. All the libraries represented in RegLIN share the University of Regina's Voyager integrated library system and their library's holdings can be accessed from the Voyager catalogue both on and off campus.

Canadian Association of Research Libraries (CARL)

The Canadian Association of Research Libraries consists of twenty-seven university libraries, the National Library of Canada, and the Canadian Institute for Scientific and Technical Information (CISTI). In its mission statement CARL states that its objective is to provide leadership to the Canadian research library community through its contribution to the scholarly communication process and by offering support to its members who are concerned with postgraduate study and research at the national, regional and local levels. CARL seeks to collaborate with the academic community in the pursuit of long-term programmes involving information policy, resource sharing and scholarly communication. CARL also works towards the realization of a national research library resource-sharing network in the areas of collection development, preservation and access. (CARL Website)

Council of Prairie and Pacific University Libraries (COPPUL)

The Council of Prairie and Pacific University Libraries (COPPUL) is a consortium of twenty university and college libraries located in Manitoba, Saskatchewan, Alberta and British Columbia. COPPUL's vision is to be a cohesive and collaborative organization that provides leadership in the development of solutions that meet the academic information resource needs of its member institutions. Member libraries in COPPUL cooperate through resource sharing, document delivery, and consortial purchasing particularly of electronic databases and electronic database packages. Members also work together to identify and develop solutions to particular information resource and service needs. (COPPUL Website)

Canadian Research Knowledge Network (CRKN)

The Canadian Research Knowledge Network is a program of Canadian universities incorporated as a not-for-profit organization in order to continue the work of the Canadian National Site Licensing Project (CNSLP). CRKN was incorporated in 2004. The original mission of CNSLP and continued by CRKN, is to expand access to digital formats of scholarly research for the benefit of Canadian academic researchers. Through innovative licensing projects CRKN has developed desktop access to electronic versions of scholarly journals and research databases primarily in science, engineering, health and environmental disciplines for sixty-four participating universities across Canada. CRKN is now in the process of expanding to include areas of the humanities as well. Currently more than 2,000 scholarly journals are available online to over 650,000 university researchers. (CRKN Website)

Multitype Library Board Database Licensing Program

The Saskatchewan Multitype Library Board was established in 1996 under the Libraries Co-operation Act with the objective of developing policy for the delivery of library resources and services to all residents of Saskatchewan. It provides a forum for appointed representatives of the four library sectors in the province (public, post-secondary, school and special) to meet and discuss methods for communication and co-operation, particularly in the area of the sharing of resources and services. The Saskatchewan Provincial Library coordinates the cooperative purchasing of province-wide access to online databases under the advisement of the Board's Committee. This province-wide licensing permits autonomous libraries and information providers of all of types to access these databases at a shared cost. A beneficial by-product is that a network of working relationships is established for future activities of the Multitype Library Board.

X. Strengths, Weaknesses, Future Directions

The comments below are the result of consultation with three groups of support staff and one group of librarians. The participants were asked to assess our strengths and weaknesses and to speculate on future directions. To their comments have been added those of the senior library administration in an attempt to convey the broad issues facing the library as it enters the unit review. Not all of the comments would garner universal agreement, but they reflect at least a significant level of currency in the Library at the moment. More specific issues will undoubtedly be brought to the attention of the review team when it visits.

Strengths

Staff. The Library has a dedicated and long serving staff that provides excellent services to students and faculty members as well as expert technical and other support for those services. We are beginning to experience an influx of younger librarians to augment the cadre of established senior librarians. Replacement of support staff has also led to a shift in demographics among that group and the renewal of ideas and approaches, including those at the supervisory level.

Services. Although our assessment program is not yet fully operational, and we therefore have no concrete evidence upon which to base an analysis, all indications are that our patrons are happy with most of the services we offer. Our UREAD and Interlibrary Loan programs are especially crucial to our success and are clearly appreciated by those that use them. Our reference and instruction programs have been impaired by a shortage of staff, resulting from resignations and disability leaves, but have continued to provide a high level of service. This fall will see the first time in two years that it has approached a full complement of staff.

Physical Facilities. The newly renovated Archer building provides an attractive and functional space within which to provide these services. The primary public service activities are concentrated on the ground floor; the collection, with the exception of Government Publications and the Audio Visual/Micromaterials components on the first floor, is housed on floors three, four and five; and the internal operations of the Library are carried out on the sixth floor. Each of the floors is laid out to suit the function it is expected to accommodate. The new location of the University Archives on the main floor has improved service and increased the use of this collection.

Equipment. The Library lacks none of the equipment essential to its operations. The University's "Evergreen" program, which replaces computers on a four year cycle, plus the

Library's own equipment budget, ensures that our computers and other equipment are always up to date, and the equipment provided for the Information Commons and sixth floor Computer Lab by Information Services is reliable and well maintained. The renovation project also gave us the opportunity to plan our equipment needs for the near future, resulting in the purchase of a smart board for the board room and a digital display unit for the entrance to the Library.

Voyager Integrated System. The Voyager system continues to increase our efficiency in almost all areas of our operation. Problems with the interface with the University's Banner administrative system are being overcome and new administrative capabilities are on the horizon. Voyager also works well with the reSearcher suite, as well as the Open ILL and dbWhiz programs.

Collection Development Unit. This new unit has already improved our ability to analyse, shape and manage the collection as well as to anticipate the requirements of new academic and research programs. It is a work-in-progress, but the progress is already tangible and promises to transform the way we develop our collection.

External Relations. We enjoy the support and cooperation of the senior administration of the University. The progress we have made could not have been accomplished without their willingness to listen to our concerns and to assist us when necessary. External to the University, the support derived from organizations like COPPUL, CARL, and CRKN is essential to the success of a mid-sized, isolated academic library like ours. Not only in consortial licensing and cooperative programs, but also in the exchange of advice and information, these organizations contribute significantly to our success.

Weaknesses

Space. Although our new space is attractive and efficient, it is sorely lacking in two areas: shelving capacity and student study space. In order to accommodate the integration of the Education/Fine Arts collection and services into the Archer Library, we had to sacrifice a significant number of study spaces. Although we have mitigated that problem to some extent by adding seats and tables in nooks and crannies, we are still well short of the capacity of three years ago.

Our stack shortage is even more pronounced. Recent calculations indicate that the fifth floor stacks (journals) are 95% full and the third and fourth floor stacks (monograph) are 85 to 90% full. The addition of a section of compact shelving on the main floor has only temporarily alleviated the problem we anticipate with the future growth of the collection. The recent

addition of the health collection and the SGI law collection will take up close to half of that new shelving, leaving us only two or three years of potential expansion at our current pace of acquisitions.

The elimination of one of our computer labs to accommodate the compact shelving has also left our instruction program with a shortage of convenient space and equipment for its programs.

Internal Communication. Some staff have expressed concerns about the efficiency of internal communications. Librarians currently have a council that meets regularly with the University Librarian to advise on policy and exchange information, but a recent attempt to form a staff advisory council failed for lack of interest. Currently we rely on the department heads, who meet weekly as the Library Executive Committee, and direct messages from the Library Administrative Office to keep staff informed. Some weaknesses in this network are apparently evident.

To some extent, the physical configuration of the Library Administrative Office, with its bunker-like construction, is also perceived to inhibit communication.

Statistics. The demand for statistical analysis of our collection and operations, for internal planning as well as external reporting, has increased in volume and complexity over the years to the point where we are unable to satisfy the demand. The recent appointment of a librarian to part-time responsibility for this activity will not solve the problem entirely. Additional solutions will need to be found.

Sabbaticals. The scholarly work of librarians suffers from the lack of time available to them to pursue such work. Sabbaticals could be one solution, except that they are more difficult to arrange in the Library than they are in the faculties. The 20% available to the Library from the sabbaticant's salary does not allow for replacement (sessional librarians are not an option), so the situation acts as a deterrent to sabbaticals. Only one sabbatical has been taken in the Library in the past seven years, and that one led to some of the current difficulties in our instructional program, since it was the Head of Instruction that took the leave during his term of office.

Interlibrary Loans. As part of the renovation project the public service point for Interlibrary Loans was eliminated in favour of electronic access, supplemented by a direct telephone line to Interlibrary Loans (situated on the sixth floor) from the main floor. There is contradictory evidence on this point, but some Interlibrary Loans and Circulation staff feel that the lack of a

physical presence on the ground floor has diminished the quality of service we are able to offer.

Evening Services. We do not offer full reference service in the evenings, nor is the Computer Help Desk open late. The result is not only a lack of service, but also additional pressure on staff at the Borrowing Desk to answer reference and technical questions, which they are not qualified to do.

Library Instruction. This program is in need of revitalization after the recent shortage of staff, the sabbatical of its department head, and the change of administrative structure and leadership. The creation of a Library Research Services Coordinator position and the recent filling of several positions are the first steps toward developing a more comprehensive program in this area.

Staff Turnover. Constant disruption to service and to staff workloads has resulted from the frequent, sudden departures of staff in several areas. This phenomenon is particularly evident in the entry-level positions, especially in Circulation, but also in some other areas. Vacancies at higher levels also cause disruption, since they initiate a chain reaction of internal movement from one position to another.

The Sixth Floor. The efficiency of the sixth floor depends to a certain extent on the flexibility offered by the modular workstations and offices. The problem created by the system, however, is a lack of privacy and an inconvenient level of noise. The librarians are unable to consult with patrons, conduct business on the telephone, or discuss matters amongst themselves privately in the current circumstances. The installation of an electronic sound masking system has not helped appreciably.

Administrative Succession. Some concerns have been expressed about the history of sudden departures of University Librarians and the crises of succession that have ensued. The last three University Librarians have left suddenly before the end of their terms, and in each case the succession was not an easy one.

Future Directions

Planning. The successes listed above are clearly the result of consistent and systematic planning on the part of successive library administrations. What has been lacking, however, is a public and comprehensive strategic plan that encompasses all aspects of the library operations for the near and intermediate future. Taking the recommendation of this unit review and the existing plans developed over the past two years into account, we will

construct a strategic five-year plan during the months that follow dissemination of the unit review report.

Succession Planning. As part of this strategic plan we will be looking particularly closely at the vacancies resulting from retirements within that five year period. We will be evaluating our current and future needs for various types of expertise that we will require with a view to hiring librarians who will satisfy them and provide us with a smooth transition from one set of skills to another.

Data Review. Independently of the unit review we are consulting with a senior data librarian from the University of Alberta to assess the type and level of service appropriate to a university of our size and complexity. This review will inform our strategic planning.

Archives Conservator's Report. Similarly, we will be feeding the recommendations of a recent conservator's investigation of our Archives and Special Collections into the planning process.

Assessment. To inform our planning as accurately as possible, we have initiated a strategy for assessment that will utilize the LibQUAL+ program provided by the Association of Research Libraries in the United States, but will also employ local instruments of measurement as well. We will participate in the LibQUAL+ exercise during the winter semester of 2006 with the expectation that its results will provide direct assistance to our planning of future services.

Staff Training. We have already established a budget and an advisory team to develop a comprehensive and systematic staff training and professional development program. The initial planning is almost complete; the program, with continuous planning and development built into it, will be implemented in the coming year.

New Services: We will be continuing with renewed intensity to examine the feasibility of two new services. The Library is willing to take the lead in establishing an Institutional Repository if faculty members indicate an interest in using one. A survey is currently being prepared to ascertain the level of interest. In addition, we are preparing a pilot project, using TEL funds, to see whether a Virtual Reference Service would be properly utilized on campus.

Technological Innovation: We have recently formed a small group to explore systematically the possibilities offered our library by recent and continuing innovations in technology. To date our adoption of new technologies has been the result of developments imposed on us by developments in the library world or by deliberate investigation of specific requirements with which we have been confronted. The new group is charged with examining

continuously emerging developments in technology with a view to integrating those that will benefit us and discarding those that appear to be merely fads. This will be particularly important with regard to the development of open source opportunities, which are increasingly competing with commercial enterprises for our attention.

Research Liaison: We have begun -- with the appointment of our Associate University Librarian, Research to two senior research committees, and through a series of strategy meetings with administrators responsible for research in their faculties -- to develop a more direct link between the research planning of the University and the development of our services and collection. This activity will intensify over the next year until we are fully responsive to the institution's research agenda.

Distance Education: Our new Distance Education Librarian will be developing, in cooperation with several areas of the Library, a comprehensive program of support for students and faculty members engaged in three major areas of distance learning: the current UREAD program, which supports off-campus services; the TEL courses offered in a variety of formats and locations; and, for the first time, coop programs when students are away from campus in their work semester. Although our UREAD program has been a noticeable success since its inception, this will be the first time we have integrated all support for distance education in a single full-time position.

Criteria Document. The University's collective agreement with the Regina Faculty Association requires each academic unit to maintain a criteria document that interprets the agreement in terms that suit the particular activities of the unit. In the case of the Library, that document is perceived to be at least partially outdated, failing as it does to reflect the evolving reality of the library world. We expect the discussions regarding this document to culminate in a new document for librarians sometime this fall.

Appendix I

History of the Library

1.1 – Sources

Appendix II

Organization and Administrative Structure

II.1 – Library Executive Committee

II.2 – Librarians' Council

II.3 – Academic Liaison Advisory Team

II.4 – Staff Training and Development Advisory
Team

II.5 – Internal Communications Team

II.6 – Library Academic Travel Committee

II.7 – Service and Technology Initiatives
Roundtable

Appendix III

Human Resources

III.1 – Hiring Procedures for Librarians/ Archivists

III.2 – Library Performance Review Programme

Appendix IV

Budget

IV.1 – Budget Submissions, 2004-05

IV.2 – Budget Submissions, 2005-06

IV.3 – Administration's Responses, 2004-05

IV.4 – Administration's Responses, 2005-06

Appendix V

The Collection

V.1 – Terms of Reference, Collection Development Unit

V.2 – Library Liaison Program

V.3 – List of Liaison Librarians

V.4 – Donations Policy and Procedures

V.5 – New Course Proposal Guidelines

V.6 – Collection Statistics

V.7 – Targets Document for 2005-06

Appendix VI

Library Services

VI.1 - UREAD Statistics

VI.2 – Circulation Borrowing Categories and Loan Periods

VI.3 – University of Alberta Document Delivery Agreement

VI.4 – ILL/DD Statistics

VI.5 – Schedule of Hours

Appendix VII

Facilities and Space

VII.1 – Seminar and Meeting Rooms Policies

VII.2 – Collection Holdings by Floor

VII.3 – Newspaper Holdings

VII.4 – Computer Lab Policy

VII.5 – Disabilities Policy

Appendix VIII

Automated Systems and Support

Appendix IX

External Relations

Appendix X

Strengths, Weaknesses, Future Direction

Appendix XI

Profiles and Curriculum Vitae of Librarians