

Dr. Thomas Chase
Provost and Vice-President (Academic)
University of Regina

January 31, 2017

Dear Dr. Chase,

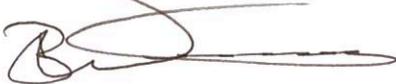
The Self Study Report for the upcoming Academic Unit Review of the University Library is attached to this letter.

The following steps were taken to produce the Self Study Report and to engage all Library employees in the process.

- The University Librarian struck a Steering Team in October 2016 to lead the unit review process. The Steering Team members were B. Waytuck, University Librarian, C. Murphy, Associate University Librarian, W. Sgrazzutti, Special Projects Coordinator and K. Wiome, Library Administrator.
- The Steering Team, in consultation with the Library Leadership Team (LLT), met periodically from October 2016 through January 2017.
- For the SWOT Analysis, a survey was conducted using Qualtrics software and distributed to all library employees in December 2016.
- Unit Heads were provided the results of the SWOT Analysis for their information.
- LLT members, the Copyright Officers, Data Librarian, and the University Records and Information Management Archivist were asked to submit information for their areas of responsibility using the Self Study template as a guide.
- Content therein covers the period of the last ten years.
- The first draft of the Self Study Report was reviewed by the Steering Team on January 9, 2017.
- The second draft of the Self Study Report was released to the LLT and Librarians' and Archivists (LAC) on January 20, 2017.
- Based on the feedback received, the second draft of the Self Study Report was made available to all Library employees on January 25, 2017.
- LLT and LAC endorsed the Self Study Report on January 24, 2017.

Additional information is available upon request should the Review Team require it.

Sincerely,



Brett Waytuck
University Librarian

University of Regina

DR. JOHN ARCHER LIBRARY

LIBRARY UNIT REVIEW SELF STUDY REPORT

2016 - 2017

Final: January 31, 2017

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1. BACKGROUND

The University of Regina Library (Library) provides a full range of library and information services to the University of Regina (University) community, and works in partnership with the libraries of the affiliated academic institutions (i.e., the Federated Colleges): Campion College, First Nations University of Canada (FNUniv), and Luther College. The Library also has formal agreements with the Faculty of Education and the La Cité universitaire francophone regarding the specialized collections at those locations.

The University Library is at the center of teaching, learning and research for our campus. Our dedicated faculty and staff are committed to ensuring an alignment between the Library's strategic plan, services and collections and the strategic plan of the University (*peyak aski kikawinaw: Together We Are Stronger*). As the Self Study Report demonstrates student success, research supports, and communities are at the core of all that we do.

Redesigning and modifying library space, adapting our information literacy programming to better meet the needs of both pedagogy and twenty-first century students, expanding hours of opening, engaging students outside the Library, and establishing innovative partnerships with the University of Regina Students Union are just some of the student focused initiatives described in this Report. These represent a coordinated and concerted effort to not only ensure that students succeed while they are at the University, but that they have the lifelong learning skills and supports necessary to learn, grow and succeed throughout their careers and beyond.

The Library's commitment to research is demonstrated in a variety of ways. Ensuring seamless access to an increased suite of e-resources which are available to beginning and advanced researchers, developing a robust institutional repository, participating in campus research activities such as Thesis Bootcamp, and, most recently, opening dialogues on and off campus about data access, management and curation are just some of the research supports and services offered.

Our commitment to communities is long-standing. The University Library has been a founding and/or active member of local, provincial, regional and national consortia such as RegLIN, the Consortia of Academic and Special Libraries of Saskatchewan (CASLS), the Canadian Association of Research Libraries (CARL), the Canadian Research Knowledge Network (CRKN), the Multitype Library Board, Saskatchewan Council for Archives & Archivists (SCAA), the Saskatchewan Digital Alliance, the Saskatchewan Library Association, and the Council of Prairie and Pacific University Libraries.

The last pillar of *peyak aski kikawinaw: Together We Are Stronger* is indigenization and sustainability. This is an area where the Library has just begun its journey, and there is much exciting, innovative and important work that the Library will be able to accomplish over the next five years. Our planned restructuring of the Library's organization, as well as the addition of a Community Innovations Librarian, Strategic Initiatives Coordinator, and term Scholarly Communications Librarian will allow us to leverage the work of our liaison librarians to ensure that our collections and services truly reflect our physical, cultural and educational role in Treaty 4 territory and within the traditional homeland of the Métis people.

The Library's physical collection is housed in the Dr. John Archer Library building, situated on the main campus of the University. There have been significant changes to library space since the last Unit Review in 2005. The emphasis has shifted to maximizing student study space, achieved in part by relocating the open stack reference collection to compact shelving and moving the large micromaterials collection out of the student area, and enhancing the flexibility of the open access institutional repository oURspace. Two new computer labs complete with laptops, and multiple projection screens were added to the main floor in 2012. When not in use for library instructional programs, these labs are available for student use. Group study rooms are available for self-booking and are heavily used by groups of students studying and working on collaborative projects. Many rooms are equipped with televisions and other audiovisual (AV) equipment to facilitate working on group projects. They also have "whiteboard" wall finishes. Upper floors now offer diverse space options, including large tables, individual carrels, and lounge space, with "noise zones" in effect to create quieter and noisier areas to meet diverse needs.

General information about the Library's history and building can be accessed [here](#).

Structure and Personnel (refer to [Organization Chart: Positions-July 2016](#))

Office of the University Librarian

The Office of the University Librarian is responsible for the oversight of the strategic, financial and service functions of the Library. The University Librarian chairs the Library Leadership Team (LLT), the President's Advisory Committee on Art (PACA) and the University Records & Information Management Committee (URIMC), and sits as a member of Librarians' and Archivists' Council (LAC), Executive of Council, Deans' Council and the University Senate.

- Reports to: Provost and Vice-President Academic
- Staffing: 6 FTE
 - University Librarian
 - Associate University Librarian, Academic Liaison and User Services
 - Associate University Librarian, Planning and Assessment (Vacant)
 - Library Administrator
 - Administrative Staff (3)

Library Liaison & User Services

Liaison librarians and User Services provide a wide range of services to support the teaching, learning and research needs of students, faculty and staff. A review of the current liaison model was initiated during 2016.

- Reports to: Associate University Librarian, Academic Liaison & User Services
- Staffing: 21.8 FTE
 - Liaison Librarians (6.8)
 - Special Projects Coordinator
 - Library User Services Manager
 - Library User Services Assistant (13)
- The frontline services offered by the Library underwent extensive restructuring following a LEAN process review in 2013. Access Services (Circulation and Reserves) was merged with User Services (Reference). A list of core competencies was developed and extensive cross-training was undertaken. Merging the two units enabled the Library to provide enhanced services and extended open hours while maintaining the current staff complement. This

initiative also allowed the Library to enrich the roles of the staff by enabling them to pursue more meaningful work.

Copyright

Copyright is an enterprise-wide program, responsible for establishing and supporting copyright policies and procedures. The work of the Copyright Officers is supported by two copyright advisory committees. The [Academic Advisory Committee on Copyright](#) includes representation from academic staff in all faculties and the Federated Colleges. The [Administrative Advisory Committee on Copyright](#) includes representation from key administrative units and the libraries of the Federated Colleges.

- Reports to: Associate University Librarian, Academic Liaison & User Services
- Staffing: 1.6 FTE
- The University's first Copyright Officer was hired in December 2011. The opportunity to assign this program responsibility to the Library coincided with a liaison librarian retirement that created a position vacancy. Prior to this date, the copyright function in the University was under the administrative umbrella of the Office of the University Secretary (now the Office of the Executive Director, University Governance). The Copyright Officer position reported to the University Librarian until the summer of 2016. During the summer of 2016, the Acting Copyright Officer (filling a parental leave) was continued as a 0.6 FTE Associate Copyright Officer on a term basis through June 2017.

Centre for Teaching and Learning

Currently the Centre for Teaching and Learning (CTL) Faculty Associate reports for budgetary purposes to the University Librarian. This reporting relationship is expected to cease in 2017. The Centre for Teaching and Learning is not included in this academic unit review.

Systems Development and Implementation

Systems researches, implements and maintains sustainable technology solutions in support of library functions, knowledge discovery, teaching, research, and community engagement. Systems engages in numerous technology projects to enhance the services provided by the Library, contributing to increased staff efficiency and effectiveness in the provision of library services. Accordingly, this leads to successful student, faculty and staff use of the technology to enhance their research and learning needs. Spatial and Numeric Data Services (SANDS) is a unit within Systems Development and Implementation, providing spatial and numeric reference and research support for the University community.

- Reports to: University Librarian
- Staffing: 4 FTE
 - Head, Systems Development and Implementation
 - Data Librarian
 - Web Administrator
 - Emerging Technologies Analyst
- Two staff members were hired to implement NOTIS (Northwestern On-line Total Integrated System) in 1988. Since then, the array of technology supported and used by the Library has grown exponentially with the addition of only 1.5 FTE staff.
- The Data Librarian also has secondary responsibilities as a liaison librarian to the Geography Department.

- In 2014, the Systems Coordinator position (.5 FTE) was lost to the Voluntary Incentive Plan for Retirement (VIPR).
- There has been limited staff support provided for SANDS. In May 2016, a User Services staff member was assigned to provide assistance in SANDS, and to learn about working with numeric and spatial data. Between 2010 and 2016, GIS (geographic information systems) support was provided intermittently through the hiring of three casual GIS specialists.

Technical Services

The core service provided by Technical Services is to ensure timely and cost effective acquisition and seamless access to the Library's collections in all formats. Technical Services is responsible for acquisitions, cataloguing/metadata creation, processing and interlibrary loans for the Library, Campion College Library, First Nations University of Canada Library, and Luther College Library.

- Reports to: University Librarian
- Staffing: 13 FTE
 - Head, Technical Services & Collections
 - Collection Development Librarian
 - Supervisor
 - Technical Services Assistant (7)
 - Technical Services Clerk (2)
 - Finance Coordinator
- Most staff members are cross-trained in different functions (e.g., acquisitions, cataloguing and ILL or managing electronic resources, ILL and metadata for oURspace). The current structure stems from several major and minor changes in workflows and duties over the last ten years dictated in part by the transition from print to electronic resources as well as changes in tools and systems used by Technical Services.
- Technical Services managed the Library website from 2006-2009, and in 2010 the oversight of collection development was added.
- In 2014 a LEAN process review was conducted to explore the potential to integrate the Interlibrary Loans (ILL) and Document Delivery Services (DDS) unit with other units in Technical Services, and included a high-level review of all processes. As a result, ILL/DDS was merged with Technical Services and was physically moved to the same location. Implementation was adjusted to accommodate the impact of positions eliminated as an outcome of VIPR, including the Interlibrary Loans and Document Delivery Supervisor, the Cataloguing/Processing Support Supervisor, and a Cataloguing/Processing Services Editor.

President's Art Collection

The University believes that the collection, maintenance and display of art enhances the University environment by reflecting culture, provoking thought and providing enjoyment for those who work and study at the University, and for its alumni and the communities it serves. This program promotes the importance of people interacting with art in public places and that art be considered a vital element in a learning environment. With acquisition comes the responsibility to maintain, preserve and exhibit the collections in creative ways. Accessibility to art ensures that the collection is a living resource for the University community. Information on PACA and its role can be accessed [here](#).

- Reports to: University Librarian
- Staffing: 1 FTE
 - PACA Curator/Preparator (term)

- With the donation of the Shumiatcher collection in 2014, the University hired a term Curator/Preparator who currently reports to the University Librarian. Previously this position reported to the Head, Systems Development and Implementation when responsibilities of Chair, PACA were delegated to that individual.

Archives/Special Collections and Records Management

Archives preserves, promotes, and provides access to the recorded academic and cultural heritage of the University. The archival collection consists of original materials relating to the University, its faculty, staff, and students. This includes administrative records of enduring value, theses written and defended by graduate students, and private records gifted by individuals or outside organizations that have a bearing on the history of the University or its predecessor bodies. Archives is also mandated to advise and assist University units in the management of their current records from the time of creation through to disposition. [oURspace](#) is maintained by the Archives and provides units, faculty, staff, and students the opportunity to present their publications and research in a broad digital form.

- Reports to: University Librarian
- Staffing: 6.9 FTE
 - University Archivist (.6 FTE)
 - University Records & Information Management Archivist (.8 FTE)
 - Digital Collections Administrator
 - Records & Information Manager (.5 FTE)
 - Archives Assistant (2)
 - Archives Clerk (2)
- The Archives unit was constituted in 1979. The University hired its first professional archivist in 1983. A second professional archivist was added to the staff complement in 2008 to help advance the University's records management initiative.

Future State

A new organizational structure for the Library has been proposed for implementation in 2017 (see Appendix A, Library Org Chart Positions). Two vacant faculty positions have been re-purposed to create a Student Success Librarian and a Scholarly Communications Librarian (term). The Special Projects Coordinator will report to through the University Librarian's Office to become the Strategic Initiatives Coordinator. Two existing librarian positions will be re-aligned to fulfill the roles of Community Innovations Librarian and Research Scholarship Librarian. This new structure should position the Library to meet local and national challenges and opportunities.

2. STAFFING AND RESOURCES

2.1 All employees

Name	Position and Rank	Notes
Brett Waytuck	University Librarian; Librarian IV	
Colleen Murphy	Associate University Librarian; Librarian IV	
Vacant	Associate University Librarian	<i>Posted</i>
Marilyn Andrews	Librarian IV	
Donna Bowman	Librarian IV	<i>.8 FTE</i>

Name	Position and Rank	Notes
Cara Bradley	Librarian IV	
Crista Bradley	Archivist IV	<i>.8 FTE</i>
Carol MacDonald	Librarian IV	
Barbara Nelke	Librarian IV	
William D. Sgrazzutti	Librarian IV	
Mary Chipanshi	Librarian III	
Brad Doerksen	Librarian III	<i>Term until June 30, 2017; .6 FTE</i>
Charles Phelps	Librarian III	
John (Michael) Shires	Librarian III	
Robert Thomas	Librarian III	
Mark Vajcner	Archivist III	<i>.6 FTE</i>
Gillian van der Ven	Librarian III	
Christina Winter	Librarian III	
Kate Cushon	Librarian II	
Vacant	<i>Student Success Librarian</i>	<i>Posted</i>
Vacant	<i>Scholarly Communications Librarian-Term</i>	<i>Posted</i>
Erin Brown	Co-op Librarian	<i>Term to December 27,2016</i>
Karen Wiome	Library Administrator; APT 7	
Dean Mulhall	Manager, Library User Services; APT 6	
Donald Herperger	Records & Information Manager; APT 5	<i>.5 FTE</i>
James Holobetz	Digital Collections Administrator; APT 4	
Trevor Kiel	Website Administrator; APT 4	
Alex King	President's Advisory Committee on Art (PACA) Curator; APT 4	<i>Term to March 16, 2018</i>
Lisa Wanner	Library Assistant Phase 6	
Kathleen Arnusch	Library Assistant Phase 5	
Angela Asherbranner	Library Assistant Phase 5	
Lisa Bayne	Library Assistant Phase 5	<i>Term to August 8, 2017</i>
Jason Cawood	Library Assistant Phase 5	
Catherine Folnovic	Library Assistant Phase 5	
Jennifer Hall	Library Assistant Phase 5	
Amber Hammond	Finance Specialist – Library Technical Services Phase 5	<i>Commenced January 16, 2017</i>
Doris Hein	Library Assistant Phase 5	
Lynne Herrem	Library Assistant Phase 5	
Shannon Kuntz	Administrative Assistant Phase 5	
Candice Koshman	Library Assistant Phase 5	
Jeannette Luther	Library Assistant Phase 5	
Lorraine Lylyk	Library Assistant Phase 5	
Wendy Panchuk	Finance Specialist – Library Technical Services Phase 5	<i>Retirement January 1, 2017</i>

Name	Position and Rank	Notes
Sara Roberts	Library Assistant Phase 5	<i>Term to October 16, 2017</i>
Elizabeth Seitz	Library Assistant Phase 5	
Gina Swan	Administrative Assistant Phase 5	
James Tait	Library Assistant Phase 5	
Corina van den Berg	Library Assistant Phase 5	
	Applied Scientific Services Phase 5	<i>Position reclassified after vacancy; position filled effective February 1, 2017</i>
Cecilia Gallardo	Library Assistant Phase 4	
Rene Gallardo	Library Assistant Phase 4	
Kelly Jackman	Library Assistant Phase 4	
Lon Niedermayer	Library Assistant Phase 4	
Cheryl Aldous	Library Assistant Phase 3	
Esperanza Dela Cruz	Library Assistant Phase 3	<i>On leave</i>
Margaret Nowicki	Library Assistant Phase 3	
Pamela Ottenbreit	Library Assistant Phase 3	<i>On leave</i>
Prana Chernova	Library Assistant Phase 2	
Jennifer Gennutt	Library Assistant Phase 2	
Yvonne Jones	Administrative Assistant Phase 2	
Michelle Olson	Archives Assistant Phase 3	
Kieu Ma	Archives Assistant Phase 2	
	Casual Library Assistants	9
	PACA – Student Collections Assistant (Casual)	1

2.2. Resources

2.2.1. Teaching Space

Room	Capacity	Function
LY 107.32 Regina Room	40	Student Computer/Study Space; Library/CTL Instruction
LY 107.33 Wascana Room	40	Student Computer/Study Space; Library/CTL Instruction
LY 610	30	Multi-Purpose Library/CTL Instruction
LY 612		Student Computer/Study Space; Library/CTL Instruction

2.2.2. Study Space

Room	Capacity	Function
LY 107.32 Regina Room	40	Laptops with line drops and wireless available; Student Computer/Study Space/Library/CTL Instruction
LY 107.33 Wascana Room	40	Laptops with line drops and wireless available; Student Computer/Study Space/Library/CTL Instruction
LY 107.19	79	Computer Commons
LY 107.20	4	Lounge area Study Tables
LY 107.21	15 42	High Tables with computers Study Tables
LY 107.22	7	Tables with computer equipment
LY 107.22.1	87	Study Tables
LY 107.24	5	Group study table with whiteboard and MediaScape technology
LY 107.25	5	Group study table with whiteboard and MediaScape technology
LY 107.26	5	Group study table with whiteboard and MediaScape technology
LY 107.27	5	Group study table with whiteboard and MediaScape technology
LY 107.28	5	Group study table with whiteboard and MediaScape technology
LY 107.29	5	Group study table with whiteboard and MediaScape technology
LY 107.30	5	Group study table with whiteboard and MediaScape technology
LY 107.31	5	Group study table with whiteboard and MediaScape technology
LY 107.4	25	Archives & Special Collections Room; study table and line drops
LY 107.1	8	Group study table with whiteboards

Room	Capacity	Function
LY 107.14	8	Echo Lake Room; group study table with whiteboards
LY 311.1	18 32	Study Carrels Study Tables
LY 311.8	12	Lounge area with 6 couch
LY 311.3A, LY 311.3B	14 20	Study Tables with computers Study Tables without computers
LY 311.6	17	Study Carrels
LY 308	8	Group Study Room
LY 3rd Floor	11	Roaming Bucket Chairs
LY 411.1	18	Study Carrels
LY 411.1	29	Study Tables
LY 411.8	12	Lounge area with 5 couch
LY 411.3A, LY 411.3B	14 19	Study Tables with computers Study Tables without computers
LY 411.6	18	Study Carrels
LY 4th Floor	10	Roaming Bucket Chairs
LY 511.1	16 8 6	Periodical Reading Room; Lounge area with 3 couch Study Tables Roaming Bucket Chairs
LY 511.3A, LY 511.3B	12 20	Study Tables with computers Study Tables without computers
LY 511.8	12	Lounge area with 5 couch
LY 511.6	19	Study Carrels
LY 508	6	Group Study Room
LY 612	32	Computer Lab Desktop Computers; Student Computer/Study Space/Library/CTL Instruction

2.2.3. Specialized equipment and software

See Appendix B, 2.2.3 Specialized Equipment and Software

2.2.4. Library Collections

I. Collections development: University community, external organizations

Collection management is the joint responsibility of the subject liaison librarians and the Collections and Assessment Team (CAT). *CAT will support and enhance the teaching, learning and research needs of the University of Regina by coordinating and guiding a) the selection of and access to scholarly information resources; b) the assessment activities of the Library* (see Appendix C, CAT Terms of Reference). CAT membership includes the Head, Technical Services and Collections, the Collection Development Librarian, and the Special Projects Coordinator. In addition, 2 to 3 liaison librarians are appointed by the University Librarian or designate following a call for expressions of interest to serve on CAT.

- Liaison librarians work with faculty library representatives and consult individual faculty members in their subject area(s) on the selection of resources and other collection related matters.
- Collection related topics that arise during the course of copyright consultations with the Copyright Officers are referred to the appropriate liaison librarian. Faculty are encouraged to make use of materials that are owned and licensed by the Library.
- The Library provides a publicly accessible “Request a book” form for library users to request specific titles, and offers users a “Purchase on Demand” option for ebooks. The Library accepts donations that fall within the scope of established University and Library donations policies.
- The Library works cooperatively with libraries across Canada in order to maximize the purchasing power of its acquisitions budget. Key partnerships include:
 - COPPUL: A consortium of 23 university libraries located in Manitoba, Saskatchewan, Alberta and British Columbia.
 - CRKN: A partnership of Canadian universities, dedicated to expanding digital content for the academic research enterprise in Canada.
 - Saskatchewan Health Information Resources Program: A provincial program that provides access to online health information resources.
 - Saskatchewan Multitype Database Licensing Program: A provincial program in which libraries purchase access to electronic information resources.

Archival collection development is handled by Archives and Special Collections. More information of the nature of the University’s archival collections appears in the “Collections Holdings” section below.

II. Collections holdings: In-house/physical and Online/Digital

Collections Holdings (hard copy) 2015-2016

Material Type	Total Number	Unit of Measure
Monograph volumes	631,869	# of volumes
Reference	11,188	# of volumes
Documents and Technical Reports	333,889	# of reports
Archival Materials	2,684	Linear metres
Serials volumes bound and unbound	163,120	# of volumes
Microfilm	70,153	# of reels
Microfiche	1,148,964	# of titles
Audio-Visual Holdings	19,510	# of titles
Printed Music	10,662	# of scores
Archival Materials	2,970	Linear metres
Material in ContentDM	5,323	# of objects stored
oURSpace	6,015	# of items stored
Digital Theses	605	# of items stored
Special Collections	9,859 (included in monograph holdings)	# of volumes
Total	2,406,952	

Collections Holdings (electronic) 2015-2016

Material Type	Total Number	Notes
Databases	381	Includes text based and multimedia (video, streaming, music)
Journals	91,786	Includes subscribed and owned titles
Books	440,506	Includes subscribed and owned titles
Total	532,673	

Archives, Special Collections and Records Management

Archives & Special Collections collects original archival materials that document University operations and activities or that enhance the University's teaching and research programs. This includes textual records, photographs, maps, prints, posters, films, tapes, and electronic records.

University Records

Archives & Special Collections serves as the official repository for the records of the University and its predecessor bodies, regardless of physical form or characteristic. This includes records that were created, received, or accumulated by the governing bodies of the University and its committees, faculties, departments, administrative and operational offices and units, as well as records of student achievement, including theses. The Archives collects those university records which are deemed by the University Archives' Records and

Information Management Program to have continuing administrative, fiscal, legal, or historical value.

Private Records

[Archives & Special Collections](#) may acquire by gift, bequest, loan, trade, or other means any record, regardless of physical form or characteristic, which has bearing on the history of the University, its predecessor bodies, or various collecting areas established from time to time by the University Archivist and the University Librarian. Current areas of collecting include:

- Records documenting the University community, including teaching, research, and other personal and professional activities of prominent faculty members, staff, students and affiliates
- Records of groups affiliated with the University and its predecessor bodies
- Records relating to the visual arts
- Records relating to environmental studies and, more recently, the environmental movement in Saskatchewan. Previous collecting areas have included journalism and Saskatchewan writers and publishers which have resulted in a substantive collection in these areas.

oURspace

Archives & Special Collections administers oURspace. oURspace includes the administrative, scholarly, creative and cultural output of the University and is the official repository for all doctoral and masters' level theses and dissertations defended at the University since 2010. Other significant collections include publications issued by the University through its External Relations Department; *Prairie Forum*, an interdisciplinary journal; and, the Indian History Film Project, a series of interviews with First Nations Elders from across Canada.

Special Collections

Special Collections is comprised of books, periodicals and some audio-visual materials that are rare, have special regional interest or are in specialized formats such as art books. Many items are very old and in fragile physical condition. The collection is housed in a room inside the Archives which can be accessed only by Library staff. Individuals can use the collection when the Archives is open. Special Collections has materials related to Saskatchewan and its history, the Prairie Provinces and the City of Regina, as well as unique collections of other materials acquired by the Library since the beginning of Special Collections in the 1960's. Special Collections includes books authored by faculty, staff and members of the University community. The materials in Special Collections mainly support the research interests of the University. The collection is developed with that objective in mind.

SANDS

Library membership in the Data Liberation Initiative (DLI) provides access to Statistics Canada data products which may be available as microdata files, CD-ROMs, spreadsheets or databases, including:

- More than 350 Public Use Microdata surveys (PUMFS)
- All public Statistics Canada databases, such as the *Social Policy Simulation Database and Model* and *Inter-Corporate Ownership*
- An enhanced line of *Census* products
- Aggregated data on subjects (e.g., justice and education)
- All standard geographic files and databases
- Other non-Statistics Canada products

Membership in the Inter-university Consortium for Political and Social Research (ICPSR), the world's largest archive of digital social science data, provides access to approximately 9,600 studies, and growing at a rate of approximately 500 collections per year.

Circulation and Access to Collections

The Library has experienced a decline in circulation statistics over the past several years, due in part to the significant increase in its electronic resources and seamless online access. This trend appears to be in keeping with circulation trends at many other academic libraries. However, the Library is currently a net lender of materials for interlibrary loans.

3. SCHOLARLY OUTPUT

3.1.1. Summary

The University of Regina Faculty Association (URFA) represents the University's academic staff members and is the collective bargaining agent for librarians and archivists. The [University of Regina/URFA \(Academic\) Collective Agreement 2014 - 2017](#) (CA) states that the "elements of this Collective Agreement shall apply for Archivists in the same fashion as for Librarian[s]" (p. 82).

Article 16.1.2 of the CA sets out the performance of duties for librarians and archivists:

The duties of a librarian shall normally include:

- a) position responsibilities consistent with the status of a professional librarian and associated with serving the needs of the University Library and the University community including instructional activities;*
- b) scholarship, research and creative or equivalent professional activities; and*
- c) service.*

The CA identifies various activities that would normally fall within the scope of research, scholarship and creative or equivalent professional activities. Article 16.2.1 (CA) states: *The following lists of activities as related to duties are understood not to be exhaustive. Faculty Criteria Documents shall further develop these lists...*

Article 16.2.3 (CA) states: *Research, scholarship and creative or equivalent professional activities include the following, but may include additional activities if agreed to by the Faculty:*

- *intellectual and creative contributions to research and scholarship and critical or creative work*
- *dissemination of such work through publications, presentation of scholarly papers, exhibitions and performances, and other means*
- *community-engaged scholarship and the particular forms of dissemination that stem from it*
- *peer review or other forms of engagement with the scholarly work of others*
- *the research component of the supervision of student research and theses*
- *seeking external research funding as appropriate to the discipline and the member's research profile*
- *the scholarship of teaching, which consists of original and innovative thought and analysis related to pedagogy and/or learning*

The 2013 University of Regina Performance Review Criteria for Librarians and Archivists (see Appendix D, Criteria Document), Item 4.2 (Scholarship, Research, and Creative Activities) states: *Librarians and archivists will normally engage in one or more of the following: scholarship, research, creative or equivalent professional activities.*

Scholarship may be either theoretical or applied in nature. Theoretical or basic research has as its primary purpose creating and/or increasing knowledge in librarianship, archival studies, or any other subject. Applied research emphasizes problem-solving in actual situation and encompasses a variety of research techniques such as systems analysis or case studies.

Examples of activities in this category may include, but are not limited to:

- *Applied research or investigations into unit operations*
- *Bibliographic research that a librarian or archivist conducts in support of the research of others*
- *Book reviewing or editorial work*
- *Creative work and performances, including those in support of Library unit programs, services, and operations*
- *Curated exhibits*
- *Documents and reports in support of Library unit programs, services, and operations*
- *Organization of conferences or other academic events*
- *Peer review of scholarship*
- *Presentations to academic or professional organizations, meetings, or audiences*
- *Publication of articles in refereed or non-refereed journals*
- *Publication of books or contributions to edited books*
- *Publication of reports to external agencies*
- *Receipt of research grants and fellowships*
- *Scholarly contributions to professional organizations*
- *Unpublished research including current work in progress*

Librarians and archivists are eligible to apply for, or be offered, a sabbatical leave as described in Article 16.7 of the CA: *The University endorses sabbaticals as a means of encouraging continuous professional development and productive scholarship, which will be mutually beneficial to the academic staff member and the institution. A member may apply for, or the University may offer, a*

sabbatical. The University shall grant annually a limited number of sabbaticals in keeping with its responsibilities. Such sabbaticals shall not be withheld unreasonably.

The Criteria Document, Item 7: Sabbaticals states: *A librarian or archivist may apply for, or the University may offer, a sabbatical as described in the Collective Agreement. The Library endorses sabbaticals as a means of encouraging continuous professional development and productive scholarship which will be mutually beneficial to librarians and archivists, as well as the Library unit or University.*

In addition, librarians and archivists “may request release from other duties for a minimum of two weeks each academic year, to pursue professional research or scholarly activities” (CA, Article 16.5.1).

The CA, Appendix A (p. 88), describes financial support for academic staff in the form of an Accountable Professional Expense Account (APEA). The Library traditionally allocates discretionary funds for staff travel, depending on budget availability.

The Administrative Professional and Technical (APT) employees are also represented by URFA as their bargaining agent. The [University of Regina/URFA \(APT\) Collective Agreement 2014-2017](#), Appendix A (p. 43) describes APEA support available to APT employees.

Details regarding the research, scholarship and creative or equivalent professional activities of individual librarians and archivists are included in their CVs (see Appendix E, Librarian CVs).

3.1.2. Grants and Contracts

Principal Investigator(s)	Funding Agency	Total Amount (% Assigned To Unit)	Dates
Cara Bradley	Canadian Association of College and University Librarians (CACUL)	\$600.00 (100%)	2008
Cara Bradley	University of Regina, Special Research Initiative Project Grant	\$3,621.00 (100%)	2008
Cara Bradley	Canadian Association of Research Libraries (CARL)	\$2,000.00 (100%)	December 2016
Crista Bradley	Sask. Council Archives & Archivists	\$315.50 (100%)	September 2008 – February 2009
Crista Bradley	Sask. Council Archives & Archivists	\$1447.88 (100%)	April 2009
Crista Bradley	Sask. Council Archives & Archivists	\$884.50 (100%)	October 2009 – May 2010
Mary Chipanshi – Co-Investigator	University of Saskatchewan, President’s SSHRC Fund Grant	\$6,710.00 (100%)	2012-2014
Mary Chipanshi	University of Regina, President’s Teaching and Learning Scholars Grant	\$2,087.00 (100%)	2014-2015

Principal Investigator(s)	Funding Agency	Total Amount (% Assigned To Unit)	Dates
Mark Vajčner	Young Canada Works	\$3,858.93 (100%)	2006
Mark Vajčner	Canadian Council for Archives	\$17,656.00 (100%)	2009-2010
Mark Vajčner	Young Canada Works	\$4,859.96 (100%)	2010
Mark Vajčner	Saskatchewan Council Archives and Archivists	\$1,945.18 (100%)	2010
Mark Vajčner	Saskatchewan Council Archives and Archivists	\$200.00 (100%)	2011
Mark Vajčner	Provincial Library and Literacy Office	\$8,000.00 (100%)	2011-2012
Mark Vajčner and James Pitsula (History Department)	President's Office	\$8,000.00 (100%)	2012-2013
Mark Vajčner	Saskatchewan History Online (Province of Saskatchewan)	\$88,357.02 (100%)	2012-2014
Mark Vajčner	Saskatchewan Council Archives and Archivists	\$4,772.95 (100%)	2014-2015

4. SERVICE INITIATIVES

The Library has spent considerable time and resources on developing a meaningful presence and profile beyond the scope of the core programs and services. This work has been driven by the reality that library services do not cease at the front door of the building, and that the Library plays a role in the larger campus and civic community.

Some examples of this work include:

- 3D Printer
 - The 3D printer, located on the main floor, is available to University employees and students. The printer is heavily used by students designing 3D objects for class assignments and prototypes.
- ABC Copyright Conference
 - In 2013, the Library hosted this annual national gathering of copyright professionals.
- Alumni
 - University alumni identified lifelong learning as a key motivator for ongoing relations with the University. The Library is currently working to expand access to selected licensed resources to complement the physical borrowing privileges available to alumni.
- Association of Canadian Archivists
 - Archives & Special Collections was a key player in coordinating the Association's national conference, held in Regina during 2015. Additional financial support was provided by the Office of the Provost and Vice-President Academic.
- Association of Professional Engineers & Geoscientists of Saskatchewan (APEGS)

- APEGS has been a key financial supporter of the Library for a number of years. To further develop this relationship, the Library is investigating extending access to APEGS members for select electronic resources.
- Author Recognition Event
 - This event was first launched during fall 2015 and again in 2016.
 - The idea for the event stems from similar initiatives at other universities in North America and seeks to recognize publications of faculty, staff, students and alumni.
 - A call for entries is advertised on the Library website and University listservs in September. Individuals submit the titles of works to be celebrated. Both years, approximately 40 people attended the reception and over 30 works were celebrated. This event draws a diverse number of entrants from the University community.
- Beyond the Book Lecture Series
 - The Library sponsors a number of lectures every year that seek to expand the intellectual conversation on campus. Past speakers have included a radio personality, a hockey star, mental health advocates, a senator, a microbiologist, a musicologist, an English professor, historians, human rights advocates, a retired police officer, a philosopher of religion, political scientists, journalists, Indigenous scholars and many others. While some of these individuals are scholars in their own right, many others are well regarded practitioners in their fields. The lectures complement the teaching and research activities of the University.
 - Attendance ranged from approximately 20 to 80 per lecture and brought out a diverse group of attendees including faculty, staff, students, retirees and community members. Speakers are usually recommended by the librarians and archivists, often in relation to their area(s) of subject liaison responsibility.
- Canadian Archives Summit
 - The Library served as one of a series of cross-Canada gathering places for the 2014 Canadian Archives Summit “Towards a New Blueprint for Canada’s Recorded Memory”.
- Canadian Association of Research Libraries (CARL)
 - The Library hosted the second annual CARL Librarians’ Research Institute (June 2013).
- Centennial Celebration Events
 - Archives & Special Collections played a significant role in contributing materials to various events held throughout the Regina College centennial year (2011).
- Collaboration for Online Higher Education and Research
 - The Library and CTL hosted the COHERE (Consortium for Online Higher Education and Research Canada) Conference during October 2014. Approximately 100 delegates attended.
- Community Borrowing
 - Borrowing privileges are not only available to the immediate campus community, but also to alumni, members of the public, select high school students, and members of professional associations with which the Library has signed agreements.
- Consortium of Saskatchewan Academic and Special Libraries (CASLS)
 - The RegLIN (Regina Library Information Network) Consortium was formed in 1990. In addition to the Library, RegLIN member libraries have included the Saskatchewan Legislative Library, the Gabriel Dumont Institute Library, the Regina

Qu'Appelle Health Region, the RCMP Resource Centre, and the Saskatchewan Department of Health Library. The Head, Systems Development and Implementation serves as the Library's community liaison with the RegLIN member libraries and IT staff, providing technical support for their Voyager ILS databases, hosted at the University. The Head, Systems Development and Implementation also serves as the Project Manager for the implementation of Alma and Primo for the CASLS member libraries.

- During September - December 2014, Joy Campbell Consulting Inc. conducted a review of the RegLIN governance structure, and to facilitate the transition to a next-generation library system.
- With the addition of the Saskatchewan Polytechnic Library and the Law Society of Saskatchewan Library, RegLIN transitioned to CASLS. Due to RegLIN's long history with Ex Libris, all CASLS member libraries were offered price discounts to purchase Alma and Primo. CASLS is the first Canadian consortium to sign on with Ex Libris.
- Council of Prairie and Pacific University Libraries (COPPUL)
 - The Library hosted the fall 2012 COPPUL Directors' Meeting.
 - SANDS hosted the annual Data Liberation Initiative (DLI), ACCOLEDS training for COPPUL data librarians during fall 2010.
- Collaboration with Campion College, Luther College and FNUniv
 - Co-op Librarian Placement Pilot Project: The Special Projects Coordinator, in partnership with the Liaison Librarian for Indigenous Studies and the FNUniv Librarian, planned, developed and implemented a placement for fall 2016.
 - Details regarding the longstanding collaborative relationship between the Library and the Federated Colleges is described in the report *University of Regina Library and First Nations University of Canada Library: Collaboration and Opportunity (April 21, 2006)* (see Appendix F, Library Report Collaboration and Opportunity)
- Dr. John Archer Library Award
 - \$1000 scholarship awarded annually since 2012. To qualify, students submit a graded assignment and a reflective piece on their use of library resources and services. Submissions are reviewed by an adjudication team from the Library.
- Exam Time De-Stressing Activities
 - The Library's De-Stressing Working Group offers activities to help students relax during final exam periods.
- Extended Hours Pilot Project
 - Following an in-house survey of students, Library open hours were extended until 2 a.m. for 11 days during the December 2016 exam period. Access to the library building was restricted to the main floor. Library staff and core services were not available beyond 11 p.m. A review of patron counts taken during the pilot period reveal an average of 122 individuals were in the building at 11:30 p.m. and an average of 38 individuals were in the building at 1:30 a.m.
- Food For Fines
 - This annual program, held during the month of December, offers library users the option to donate non-perishable items for the Regina Food Bank in order to pay off outstanding overdue fines.
- GIS & Data Expos
 - From 2010-2014, students, faculty and staff representing all areas prepared posters exhibiting data usage and creation on campus. These events were held in the

Research and Innovation Centre (RIC) Atrium and were supported by external producers and suppliers.

- Human Resources Long Service Awards
 - Archives & Special Collections curates exhibits of historical materials for this annual University event.
- Library Access for All
 - The Provost assigned the University Librarian as the project lead to work with counterparts at the University of Saskatchewan and Saskatchewan Polytechnic (formerly SIAST) to identify collaborative projects and the potential for greater cooperation. Recommendations were set out in the document *University of Regina, University of Saskatchewan and SIAST Libraries: Briefing Summary on Inter-Institutional Collaboration* (July 2013).
- Library Promotions
 - The @Archer Newsletter has been in production since September 2011. The print and electronic newsletter versions have transitioned to a blog format. The @Archer blog posts are normally updated bi-weekly and cover a range of topics including library services, resources, new events and sessions, and related library events held both on and off campus.
 - The Library actively participates on Facebook and Twitter to promote library services and resources. Participation in these accounts allows the Library to connect with other units on campus via social media.
 - Archives & Special Collections maintains an active social media presence with profiles on Pinterest, Facebook, and History Pin.
 - Archives & Special Collections participates in public awareness initiatives of the SCAA, and the annual Archives Week events.
 - The Library regularly creates displays of materials from its collections, including Archives & Special Collections. Recent examples include Remembrance Day, Black History Month, University Authors, History of the School of Journalism and the Library's historical Robinson Crusoe Collection.
- Library Technician Professional Practicum Program
 - Students from library technicians programs are offered practicum opportunities within the Library.
- Multitype Library Board
 - The Multitype Library Board is a Minister's Advisory Committee, providing input on multi-sector library services and initiatives. The Library has been an active supporter of the Board and its initiatives since its inception. Several librarians and archivists from the University have been Board members.
- oURspace
 - In August 2016 the Library became an adoptive CARL institution and will be accepting materials from external organizations across Saskatchewan. The Library is working with Saskatchewan Polytechnic, APEGS, and the Regina Qu'Appelle Health Region to ingest research materials and resources from these organizations. While the University of Saskatchewan is establishing its own institutional repository, the Library is engaged in conversations to ensure that the two institutions work collaboratively, rather than competitively, in this area.

- Pop-Up Librarian
 - This initiative provides a hallway introduction to library collections, programs and services for students who might not otherwise come to the library building. Approximately 200 students per term take advantage of this service.
- Provincial Library Multilingual Collection
 - A partnership with the Saskatchewan Provincial Library to provide on-campus access to their leisure reading collection of multilingual books in 28 languages. Bibliographic records from the provincial SILS (Saskatchewan Information & Library Services Consortium) catalogue were integrated into Voyager. Students can request individual titles, or borrow directly from a small collection of items that are displayed on the main floor.
- Reciprocal Borrowing
 - In 2014, the COPPUL reciprocal borrowing agreement was extended to include Saskatchewan Polytechnic.
- SCAA
 - Archives & Special Collections has hosted a series of SCAA workshops for the archives, library and museum communities, the most recent being “Copyright, Archives and Archivists.”
- Saskatchewan History Online
 - Archives & Special Collections was a key participant in the Saskatchewan History Online digitization initiative. The University of Regina served as the digitization node for south Saskatchewan. Materials from the University, FNUUniv, the RCMP Heritage Centre, Regina Public Library, the Civic Museum of Regina, the Saskatchewan Military Museum and Government House were digitized.
- Student Art Gallery
 - Located in the Library’s main floor study space, the Archway Art Gallery will soon provide a more interesting environment for library users, while also engaging with student artists in a new way, giving them an opportunity to exhibit their work.
- Student Recruitment
 - Liaison librarians participate in campus orientation activities and are active in University outreach activities to local high school students.
 - As of fall 2011, the Library provided opportunities for K-12 teacher librarians to come to campus for an on-site orientation to e-resources and services available to students.
 - Library cards are available to Grade 12 students.
 - The University Librarian met with a consultant on the University’s School Divisions Transitions Committee to explore ways for the Library to connect with teacher librarians and to extend the Library’s instruction program to include URAccelerated courses.
- Teacher Preparation Centre Makerspace
 - The Makerspace is a collaborative venture with the Faculty of Education, starting fall 2016. The Makerspace includes robots, circuits, and coding instruments. These devices are used to teach individuals how to learn basic skills in the areas of robotics and coding. The Makerspace also helps education students develop exercises and learning opportunities for classrooms lectures.

- Textbooks for All
 - A pilot project in collaboration with the University of Regina Students Union (URSU) to provide reserve access to all textbooks required for the Fall 2016 Semester. Additional financial contributions were provided by the Provost, faculties, FNUniv, Human Resources and Student Affairs.
- Thesis Boot Camp
 - Since early 2016, the Library and the Faculty of Graduate Studies and Research (FGSR) partnered to develop and deliver a series of Thesis Boot Camps, intensive two or three day opportunities for graduate students to make progress on their thesis or dissertation. The FGSR Liaison Librarian co-developed the structure, content, and promotional material for the program, and manages scheduling and registrations in LibCal. The Library provides workshops on various topics, including Conducting a Literature Review, Publishing and Promoting Your Academic Work, and Copyright, as part of the Thesis Boot Camp formal program. Liaison librarians are available throughout the Boot Camp to meet individually with students, generating many in-depth consultations and, in some cases, an ongoing role in supporting students in graduate degree completion.
- Treadmill Desks
 - During fall 2016, the Library was gifted two top-of-the-line treadmill desks. Students are able to study, read, or surf the web while strolling on a treadmill. Laptops and book stands are available. Walking while working reduces stress, and is a part of the whole well-being of a student. University employees are also encouraged to utilize the treadmill desks.
- WILU Conference
 - The Library, with support from Saskatchewan Polytechnic (Wascana Campus) and the University of Saskatchewan Libraries, hosted the 40th annual Workshop for Instruction in Library Use (WILU) in June 2011. This event brought together approximately 125 information literacy practitioners from colleges and universities from across Canada as well as the United States and the Caribbean.

The service expectations for individual librarians and archivists are set out in Article 16.2.4 of the CA: *Service includes service to the University and service external to the University. Service activities include the following, but may also include additional activities if agreed to by the Faculty:*

- *internal and external activities which arise from the research and teaching functions at the University*
- *participation in academic unit, University, and Association committees/bodies*
- *Holding in-scope administrative positions, including Program Chairs, Department Heads and Directors*
- *involvement in the work of learned societies, associations, agencies and professional organizations*
- *work in the community-at-large when members contribute to it by virtue of their general or specialized academic expertise*

The Criteria Document, Item 4.3 (Service) states: *Service includes both contributions to the University and external to the University. Examples of activities in this category may include, but are not limited to:*

- *Administration of a department or library unit*
- *Contributions to academic or administrative units, or the University, such as work on committees or governance*
- *Participation in professional associations or learned organizations as a member, committee member, or officer. This may be at the local, regional, national, or international level*
- *Projects with an administrative component that includes research and/or the supervision of staff*
- *Public service activities extending the librarian's professional expertise and abilities to the wider community*

Details regarding the service activities of individual librarians and archivists are included in their CVs (see Appendix E, Librarian CVs).

5. PROGRAMS OFFERED

5.1. Programs and Services

Library Liaison & User Services

- Liaison librarians have traditionally served as the primary point of contact between the Library and the academic departments, working with faculty members and students to ensure their information needs are met. The liaison librarian role has recently expanded to include liaison services to non-subject specific units such as the Faculty of Graduate Studies and Research, and to administrative units such as the Office of Resource Planning (ORP).
- Liaison librarians provide general and subject-specific reference and information services to library users, both face to face and using a variety of electronic means. They also provide subject-related information literacy instruction, including on-site and distance delivery through various electronic means. Liaison librarians are available to students, faculty, and staff by appointment. User Services staff work closely with the liaison librarians in delivering library instruction.
- User Services staff refer particularly challenging discipline-specific questions to the liaison librarians. Liaison librarians provide consultations for students to help them meet the requirements of specific assignments. They consult with graduate students about their in-depth research needs, and also work with faculty needing assistance with integrating library resources and services into courses and assignments.
- Liaison librarians continue to perform collection management duties that are relevant to their area(s) of subject responsibility. They do this in cooperation with CAT. Due to current funding levels for acquisitions, there may be fewer individual items purchased. However, the traditional format collections continue to require weeding and maintenance, taking into consideration the Library's space constraints. Newer collection management activities for liaison librarians include assisting faculty and students to navigate the grey literature, assessing online resources for continuation or cancellation, and helping faculty to identify online resources appropriate for course readings, as key examples. While specific duties may have changed somewhat, collections work is still very much a part of the liaison librarian role.
- Liaison librarians invest considerable effort in creating and updating [LibGuides](#) for their subject areas. Some guides are for specific disciplines, while others are course specific. There are approximately 200 active LibGuides on the Library system, accessed over 62,500

times during 2016. Anecdotal student and faculty feedback, combined with ongoing requests for new guide creation, indicate that this service is valued.

- Library frontline services have undergone major changes since the 2005 Library Unit Review. Three service points on the main floor of the library building were merged into a single service point (i.e., the Library Help Desk), to streamline on-site service provision while providing more consistent hours and levels of service. Two service units (i.e., Research Services and Access Services) were combined to create User Services following a LEAN process review in 2013. Former Borrowing Desk staff received intensive training and their positions were reclassified to a higher level, reflecting the greater scope of responsibilities in the new service model.
- In response to these and other actual and proposed changes, the Library has undertaken on-site surveys to gain student input on library services as well as on specific issues such as the lead-up to offering extended hours during exam periods in 2016. While this is a good start, more work is needed specific to the ongoing assessment of library services and programs.
- User Services provides a range of traditional and new library services. Borrowing and reserve services are provided at the Library Help Desk. Staff work within established guidelines to ensure that materials placed on reserve are copyright compliant. Electronic devices such as laptops and iPads are available for loan in addition to library materials in traditional formats. Reference services are also provided at this service point. The Library User Services Assistants (LUSAs) respond to the majority of questions and refer those requiring additional support to the appropriate subject liaison librarian. User Services responds to requests for reference assistance from University distance students and mails materials to them upon request.
- User Services staff oversee library stack and study space, shelving materials and maintaining study areas, and facilitating student self-booking of group study rooms.
- Both the liaison librarians and User Services staff work to make the Library more responsive to student service needs. In addition to traditional reference service delivery methods, the Library provides online chat and text reference assistance, and has initiated on-site librarian services in select academic departments such as Education and Fine Arts. LUSAs are assigned as library liaisons to various student support units on campus, including the Aboriginal Student Centre (ASC), the Centre for Student Accessibility and UR International, and provide the specialized library services these units require.
- User Services staff members temporarily relocate to the Registrar's Office at the start of every fall semester to link student identification cards to their borrowing records in order to facilitate access to library collections and services.

Copyright

- The Copyright Officers liaise with library colleagues, faculties, departments, and administrative units on campus regarding copyright awareness and compliance. They are also involved in regional and national networks of copyright professionals.
- To prepare for the University of Regina's withdrawal from Access Copyright licensing, an enterprise-wide copyright service proposal was developed in 2015-16 in consultation with University administration, the University's legal counsel, and the two copyright advisory committees. Wider consultation and information about the proposal was provided via Deans' Council, Executive of Council, and faculty and departmental meetings. This new service was designed to supplement and build on existing copyright services, and was

facilitated by the provision of central funding from the University for the current academic year for copyright services such as Ares software and acquiring transactional licences as required.

- The Copyright Officers continue to lead in the design, maintenance, and ongoing development of the University's [Copyright](#) website, as well as other educational and awareness materials such as brochures. A reading list service is provided, facilitating the copyright assessment of course readings and the provision of persistent links to library licensed resources, with the assistance of Technical Services. This service helps to maximize the use of library licensed resources, lowering costs for students and contributing to the environmental and economic sustainability goals of the University of Regina 2015-2020 Strategic Plan, *peyak aski kikawinaw Together We Are Stronger*.
- The Copyright Officers provide individual and group copyright consultations in person, by email, and by telephone, to members of the University community. The scope of these consultations is wide ranging, supporting not only the teaching and research activities of faculty members, but also the operation of administrative units. Updates are provided to Executive of Council, Deans' Council, and LLT as important developments occur within the University, at the Copyright Board of Canada, and legislative changes and new case law.
- As part of a team effort across the Library, the Copyright Officers provided input into the planning, development, and implementation of Ares reserves, which facilitates the distribution of course readings in the University's learning management system, UR Courses. Ares reserves manages the workflow of copyright staff and their assessment of distributed readings and copyright permissions record keeping. This project involved successfully making a case for the acquisition of Ares software, University-wide consultation on the development of the service, and customization and integration of the Ares system.

Systems Development and Implementation

- Systems was formed in 1987 to automate the Library, plan for an integrated library system (ILS), and introduce new technologies such as CD ROM databases and a library website.
- Systems has expanded the use of technology on several platforms, and has assumed an ever-increasing role in developing and maintaining a complex array of software and hardware in support of Library operations and services. Systems staff solve many complex technology problems and work on projects that improve staff efficiency in all areas of the Library, introducing new services to the campus community in support of teaching and research.
- The original ILS, NOTIS, was purchased in 1988 and was replaced by Voyager (Ex Libris) in 1999. The Voyager ILS was updated numerous times with new integrations added. These included:
 - Interfaces to Banner for loading patron records and uploading fines and fees, NCIP to interface Relais Interlibrary loan requests to Voyager Circulation, and SIP2 to interface circulation to a 3M Self-Checkout workstation.
 - Bulk Import and EDI integration with Voyager in 2009 to allow bulk import of records and EDI invoices from Blackwells Collection Manager, EBSCO, SWETS, YBP and Coutts.
 - RSS feeds from Voyager were introduced in 2014 using add-on New Books software to integrate with the new Voyager interface.

- Persistent links add on to Voyager record displays in 2014, allowing librarians to add links to specific resources in their LibGuides and training materials to direct users to online.
- 360 Link Resolver implemented in 2013 to enable direct linking to database full text.
- Google Scholar and online databases re-configured for 360 Link Resolver to replace CUFTS and CJDB open source systems.
- Systems collaborates with Information Services analysts, technicians, and network support personnel on the installation of over 30 major upgrade versions and updates to the Voyager ILS, the provision of campus software and hardware, and troubleshooting network and security issues.
- The Library is transitioning to ALMA, the next-generation library system from Ex Libris. ALMA will replace Voyager and several other software packages, including Summon Discovery, 360 Link, and 360 Resource Manager, with attendant maintenance savings. The target launch date is May 15, 2017.
- There are several examples of Systems initiatives that introduced new services to the University community in support of teaching and research.
 - Implemented and managed the following Interlibrary Loan systems:
 - Ariel, until its maintenance ended.
 - OpenILL, an open source system which was discontinued when the developers failed to upgrade it further.
 - Relais ILL hosted by Relais International, Inc. In 2012, a re-designed ILL request form was launched resulting in better access for patrons, including post-to-web capability in support of online document delivery.
 - Redesigned Library websites to be student focused, with content management updates and navigation as recommended by the University Web Governance Committee. The Library's web presence has grown substantially from the initial single web site to seven (including Copyright, RIM, and CTL), managed by the Library Web Administrator. The Library's website expanded in 2014 to provide mobile access to the Voyager catalog and Summon, allowing users to access Library resources anywhere, anytime.
 - The Software Request Form, introduced in 2010, tracks the ever-growing number of software requests requiring support from Systems.
 - Implemented *LibGuides* web-based software in 2009 to allow librarians to easily create instruction materials and subject guides online to support campus courses and make them accessible 24/7.
 - Implemented open source software from the Simon Fraser University (SFU) researcher suite, including CUFTs, dbWiz, and GODOT, which were used for several years until they were replaced by more robust software.
 - [CONTENTdm](#) digital asset management system hosted by OCLC acquired in 2012 for digital projects.
 - COPPUL Shared Print Archive Network (SPAN) Project, begun in 2015, required the extraction of over 560,000 bibliographic records and associated holdings which the vendor SCS compared to COPPUL member library holdings to identify scarcely-held materials for retention and preservation.
 - Implementation of Ares copyright software (hosted by Atlas Systems Inc.) to manage copyright and facilitate the distribution of online readings. This project was

initiated in 2016 in view of the University's decision not to renew its license agreement with Access Copyright. Ares was integrated with URcourses which uses the Moodle course management system (CMS).

- Implemented the Libcal web-based room booking system in 2012. Libcal replaced the manual and inefficient use of Groupwise to book labs and study spaces, and provided students with greater flexibility to book group study spaces online from anywhere, anytime at <http://uregina.libcal.com>.
- Upgraded library computer labs in 2012 to state-of-the-art technology in support of Library and CTL teaching and instructional initiatives. Eighty laptops were installed in the labs on the main floor. The existing desktop systems were moved to other public access floors in the library building, increasing the total number of available public workstations from 130 to 210.
- In 2015, renewed and upgraded the 80 laptops in main floor labs to include SSD drives which speed up boot times, facilitating the delivery of library instruction sessions. In 2016, the labs were further upgraded to provide better audio and reduce the number of cables.
- Purchased additional iPads in 2014 for lending to University students and employees. Training modules were developed to update staff on how to use iPads and Sony eReaders prior to making them available.

SANDS

- SANDS aims to provide users with access to excellent resources and services needed to advance their research, teaching and learning. Additionally, there is a desire to encourage the integration of data resources with researchers' work throughout the entire research life cycle. This is accomplished through a variety of means including in-depth reference consultations and instruction sessions where users are assisted in data discovery, including survey data, individual-level microdata, aggregate data or other, including spatial data.
- Advising on research data management and metadata management are complementary services and of equal and growing importance.
- The Data Librarian regularly announces new and upcoming data training and webinars, courses, conferences, and data amendments on the University's Research listserv. Hundreds of messages have been sent to the University community.
- A new website for SANDS was developed in 2012 on the Cascade Server web content management system. This initiative conformed to the recommendations of University External Relations to create a separate website using campus supported software.

Technical Services

- The core service provided by Technical Services is to ensure timely and cost effective acquisition and seamless access to the Library's collections in all formats. This is accomplished in several ways, including:
 - Acquisition of materials and resources in all formats, including print, electronic, microforms, streaming and audiovisual materials using a variety of vendors and methods of acquisition:
 - EDI automated processes for YBP (Yankee Book Peddler)
 - Approval plans from COUTTS

- Print serials subscriptions through major vendors (EBSCO, Harrassowitz)
 - Direct purchasing from Amazon, other vendors and directly from publishers.
 - Mediated purchasing and patron-driven acquisitions for ebooks.
- Managing electronic resources, including selecting, licensing, setting up trials, evaluating, providing access and troubleshooting.
- Cataloguing/Metadata creation:
 - Discovery of materials is dependent on providing high quality bibliographic records, primarily with copy or vendor cataloguing. Records are enriched or edited if necessary according to local policies. Some original records are created in both MARC and Dublin core.
- Interlibrary Loans and Document Delivery:
 - External borrowing service for University faculty, staff and students to acquire materials from other libraries if items are not held by the Library or available online.
 - Lending services provided for other libraries requesting materials from the Library collection.
- Providing statistics for internal and external agencies:
 - Annual CARL Statistical Survey
 - Saskatchewan University Funding Model (SUFM)
 - Insurance purposes
- Rush ordering service for faculty or librarians to request urgently needed items to be ordered with a shorter turnaround time.
- Rush cataloguing service for users to request cataloguing of a specific item that has been received by the Library but is not ready for the shelf.
- E-resources email service for users and staff to report problems regarding access to electronic resources. Technical Services staff members determine the cause and solution.
- Desktop delivery of articles for ILL users:
 - Articles from other libraries that are received in electronic format are delivered to the desktop.
- MARC records now include links to digital bookplates (in place of physical bookplates) for donated or gift items. A web page includes detailed information about these items.
- Providing a service to create direct links to electronic articles to be used in faculty reading lists of resources for students.
- Selection, implementation and maintenance of the ERMS (Electronic Resources Management System) to track electronic resources licenses' terms of use and provide users with access to this information.
- Management of the knowledge base to reflect current and accurate electronic holdings information and licensing terms of use:
 - Summon discovery layer
 - A-Z listings
 - Content manager for database listings
 - 360 Link Resolver
 - 360 Resource Manager
 - 360 MARC
- EZproxy, providing seamless off campus access for users by keeping EZproxy listings up to date with linking information.

- EThesis and practicum projects, approving format and licensing, and facilitating access through oURspace.
- Browzine, an “app” that provides user friendly mobile access to subscribed ejournals.

President’s Art Collection

- The University maintains an extensive collection of visual art that is a legacy stretching back to the institution's earliest days as Regina College. Known as the President's Art Collection, this collection has expanded during the tenure of each University President, and includes a wide variety of pieces in different media. Select pieces from the President's Art Collection are displayed publicly on campus, some permanently and some in rotation, in keeping with the University's mission to provide the most beautiful, thought-provoking and culturally rich learning and work environment possible.
- The University has a remarkable visual arts legacy. Through donations and purchases over the years, the University has assumed legal ownership of several collections of art that fall into different categories. Since 1990, The University of Regina Collection (University Collection) has been cared for by the MacKenzie Art Gallery. The University Collection includes works bequeathed by Regina lawyer and art collector, Norman MacKenzie, as well as a select group of works acquired by the University directly, subsequently transferred to the MacKenzie in trust. The President's Collection is comprised of works that meet the selection criteria for works held by the University as a corporate body.
- PACA is advisory to the President and works with the Curator/Preparator to recommend the acquisition, refusal or dispersal of art for the President’s Collection. The President is responsible for making the final decision.
- With acquisition comes the responsibility to maintain, preserve and exhibit the collections in creative ways. Accessibility to art insures that the collection is a living resource for the University community.
- Current and upcoming activities include:
 - Annual exhibitions at the President’s residence
 - Assessments, loan arrangements and installations for artworks displayed on campus, with a focus on the accessibility of significant and Indigenous artworks for a broad audience of students, staff and visitors
 - Campus art tour for Congress 2018
 - Creation of extended artwork labels and plaques, and translations in French or Indigenous languages
 - Curation of College Avenue campus displays
 - Donations, which includes facilitating a major ongoing donation of 1,310 items from the Shumiatcher Collection, valued at 3 million dollars, accepted by the University in 2014, in addition to a number of other single gifts from external and internal donors.
 - Implementing procedures to track artwork locations on campus and maintaining accurate location records; locating missing artwork
 - Indigenization on both campuses via artwork display and interpretation, including prominent displays and translations of extended text labels for indigenous artwork. This is collaboration between FNUUniv, the University Office of Indigenization and the President’s Art Collection.
 - Monitoring artwork conditions across campus and in storage

- Policy updates and creation
- Production of custom display facilities, such as plinths, to enable the display of three-dimensional objects
- Research of current and newly accessioned work; locating or creating missing documentation; augmenting collections database and files; assisting with research queries and guidance across campus
- The care, handling, storage and movement of works in all media
- The President's Art Collection's first full-time, non-student Curator/Preparator was appointed in March 2015. The lack of day-to-day professional oversight for several decades left a number of areas requiring improvement, including incorrect or incomplete data and documentation, out-of-date location documentation, an unresearched collection, work in need of reframing or conservation, unclear loan terms, at-risk artwork and artwork without the means for display. These issues are now being addressed on an ongoing basis.
- Since 2015, two new storage facilities have been built to cope with the expanding collection in collaboration with the Curator/Preparator. One storage facility has expired. Collections management and care has been, and continues to be, improved. With the forthcoming addition of a number of Indigenous artworks, research must be undertaken to ensure care and displays are culturally appropriate, which may involve developing relationships with stakeholders external to the University.
- In 2015 a major exhibition, *Love at First Sight: The Drs. Morris and Jacqui Shumiatcher Collection*, co-curated with the MacKenzie Art Gallery, was produced. Longer-term goals will focus on promoting the presence of the collection through extended dissemination. This includes continuing the above projects, and also expanding interpretive strategies to offer greater access to the collection through a publically-accessible database, publications and curated exhibitions. Collaboration with other University of Regina departments and the MacKenzie Art Gallery is underway and will be extended further in the longer term.
- The Terms of Reference for PACA are available [here](#).

Archives, Special Collections and Records Management

- The first archival records were transferred to the Library in 1975. These included both administrative records and private manuscript collections. The addition of the thesis collection and reference responsibility for the Lewis H. Thomas book collection and rare books in 2001 led to the renaming of the unit to Archives & Special Collections.
- Archives & Special Collections collects original archival materials that document University operations and activities or that enhance the University's teaching and research programs. This requires the Archives team members to develop and maintain relationships with a wide array of University faculty and staff and external donors.
- Archives & Special Collections archivists and staff employ standard arrangement and description conventions to process record transfers in such a way to facilitate their future use.
- The unit provides responsive and detailed reference services for both archival materials and special collections. Given the unique nature of archival materials, this is often a very involved process which requires engagement with multiple and sometimes conflicting and incomplete sources of information. The unit's research group is wide, and includes students, faculty, staff, alumni and the broader public, including artists, architects, journalists and genealogists.

- oURspace is an open access digital repository for the documentation of the scholarly, creative, and cultural contexts of the University. oURspace makes academic and administrative publications available to the campus and broader community and for many, serves as their preservation tool. These publications include theses, scholarly articles, conference presentations and University publications such as journals, calendars, newsletters, and public reports. The Library is working closely with COPPUL to develop a LOCKSS (Lots of Copies Keep Stuff Safe) preservation network for Western Canada. The service coordinates automated thesis deposit with Library and Archives Canada, as theses and dissertations are no longer submitted to UMI to be microfilmed.
- In addition to the Archives' on-line finding aids, which serve as guides to many of the archival materials from private sources, Archives is actively digitizing materials in the collection. These materials are presented, both with enhanced metadata at the item level, and with short essays, lectures, reading lists, and other tools at the collection level. Archives aim to provide understanding and the tools we are developing replicate some of what we do as archivists for our researchers who visit in person.
- In 2009, the Board of Governors established a policy for records management. The unit leads the development and implementation of a university-wide records and information management (RIM) program in partnership with University units. This includes policies, procedures and a set of comprehensive tools called records classification and retention schedules which are used to classify/file records, assign official ownership/responsibility to specific areas on campus and provide guidance on how long records need to be retained before destruction or transfer to the Archives. The program also coordinates the work of URIMC, appointed by the Board of Governors to approve the [records schedules](#).
- Archives & Special Collections recently contracted IMERGE Consulting to review current electronic record preservation practices at the University and comparative institutions and prepare a detailed future state report. The work was completed by Karen Turko and Paula Lederman, two well-respected practitioners in the field.

5.2. Service teaching and instruction in support of other programs

The CA identifies various activities that would normally fall within the scope of position responsibilities consistent with the status of a professional librarian and associated with serving the needs of the University Library and the University community including instructional activities (CA, Article 16.1.2, b). Article 16.2.2 (CA) states: *Teaching, instructional activities, and related duties shall include all activities in which members engage to prepare, deliver, or support the curriculum:*

- *contributing to the creation, content, implementation and delivery of graduate and undergraduate academic courses*
- *being accessible to students for consultation and mentorship*
- *the teaching component associated with the supervision of undergraduate and graduate students*
- *all other activities in which members engage to prepare and deliver curriculum*

The Criteria Document, Item 4.1 (Position Responsibilities) states: Responsibilities will vary among individual librarians and archivists. The nature of the assignment may include one or more of the following. Note that these are functions, not specific areas within the broader academic unit.

- Access services
- Administrative activities
- Assessment
- Collections development, materials management, digital curation, and records and information management
- Discovery and research services
- Information technology
- Instruction, training, and related activities
- Liaison
- Policies, standards and procedures: development and implementation
- Program development
- Project work
- Teaching

All of these areas impact on the planning, development and delivery of teaching, instruction and related activities of librarians and archivists to a greater or lesser degree, depending on the focus of the assignment and overall responsibilities.

Details regarding service teaching and instruction in support of other programs offered by individual librarians and archivists are included in their CVs (see Appendix E, Librarian CVs).

Library Liaison & User Services

- The vast majority of teaching is done in support of programs in other units. Few standalone instruction sessions are offered. Most instruction sessions are customized to the students' discipline and/or specific courses. The focus of teaching is increasingly on information literacy competencies and transferrable skills that will support students not only in their coursework, but in lifelong learning. Each year, approximately 4,000 students attend instruction sessions, including pre-university (i.e. high school) students to graduate students, and from every faculty.
- Liaison librarians teach many of the subject-specific sessions in their liaison areas, and all sessions for classes above the 100 level.
- LUSAs provide a great deal of library instruction for first-year students. The number and breadth of sessions taught by User Services staff over the past 4 years has increased dramatically, as have the range of teaching methods employed in these sessions. LUSAs deliver library orientations, basic library research skills classes, as well as classes on special topics, including academic integrity/plagiarism and citation styles (APA/MLA). User Services staff engagement with students has increased due in part to the significant increase in the number and types of sessions they teach.
- Liaison librarians and LUSAs teach classes in the Library's instructional spaces, campus classrooms, and online using Adobe Connect. Liaison librarians travel to other sites around the province, including Saskatoon, Prince Albert, Meadow Lake and Swift Current, to deliver instruction and consultations when demand warrants.

Copyright

- Drop-in copyright sessions are provided in the CTL instruction space in the Library. Sessions cover basic copyright education and information about copyright services. The Copyright Officers also use these opportunities to promote use of library collections and services.
- The Copyright Officers occasionally serve as invited speakers to deliver lectures in various courses. They provide presentations to groups, including new faculty orientations, faculty and department meetings, and special events such as the CTL's Teaching Development Days for teaching assistants and Information Services' Information Security Week.

Systems Development and Implementation

- Systems coordinated training workshops in 2008 for FNUiv Library staff from the Regina, Saskatoon and Prince Albert FNUiv Campuses, to refresh their knowledge of Voyager operations. This training was offered again in 2011.

SANDS

- Sessions are offered on demand for information about data, data assistance, and data tools.
- Former GIS Assistants taught GIS sessions for specific classes in Business Administration and the Johnson Shoyama School of Public Policy.

Archives, Special Collections and Records Management

- Archives faculty deliver archival instruction sessions for University classes, including presentations to History, English, Journalism, Kinesiology, and Lifelong Learning classes. The use of archival collections has sometimes been a requirement of class assignments. The unit also participates in Library instruction where it is appropriate to do so (e.g., User Services' scavenger hunts, library tours).
- Archives faculty and staff work to extend information about services and collections to new audiences. This is accomplished using a number of different methods of communication, including class instruction, public tours, and in-Library and off-site displays and exhibitions.
- There is a significant teaching and instruction component to the RIM Program. Faculty and staff deliver custom-designed sessions to various university groups throughout the year to raise awareness about the program and support record schedule implementation.
- Teaching and instruction for oURspace has been delivered to the library and campus community. Outreach initiatives include external organizations as oURspace moves to become an adoptive institutional repository.

5.3. Enrollment trends

During the period 2006-2016, enrollment numbers at the University have increased by approximately 20% (see Appendix G, University Headcounts Fall Term). While resourcing and budgetary recognition has been given at an institutional level to various faculties and departments for increased enrollment, little support has accrued to the Library. There was a small increase in faculty positions during the period under review, but these were offset by losses in support staff positions. It has not been widely recognized across the institution that all students, faculty and staff belong to the Library as much as they do individual departments and faculties. Without such recognition, the ability of the Library to effectively support an increased student and employee population is strained and put at real risk, adversely affecting research, learning, teaching, and knowledge acquisition, retention and discovery across the campus.

Library Liaison & User Services

- For the 2015-2016 academic year, the total number of participants in instruction and group presentations was 3835. This number is based on a review of internal statistics.
- In addition to maintaining enrollment in library instruction programs, the Library has in recent years taken on a greater role with respect to campus recruitment and retention efforts through:
 - Delivering library orientations and instruction sessions to high school students at the request of high school librarians and Advanced Placement instructors.
 - Teaching library research skills and academic integrity/plagiarism sessions for every section of the Academic Recovery and Arts Transition programs, both of which are programs designed to support students at risk of discontinuing their studies.
 - Providing instruction sessions to all English as a Second Language (ESL) students.
 - Offering 3 workshops (i.e., The Information Ecosystem, Key Tools for Academic Success, Ethical and Legal Use of Information) as part of the mandatory first-year non-credit course MAP 001, designed to increase student retention in the Faculty of Media, Art, and Performance (MAP). These workshops have been offered for the past 4 years.

Copyright

- Copyright licenses are typically based on the number of students enrolled in a course or across the University. As student numbers increase, so do course instances and the corresponding volume of course readings that require copyright support services. Thus, rising enrollments increase the costs of delivering copyright services to the University.

Technical Services

- Increases to enrollment have a direct impact on the acquisitions budget, increasing the costs associated with licenses for electronic resources, moving the Library into a different cost tier or band, depending on the vendor.

Archives, Special Collections and Records Management

- In order to support the University Strategic Plan's "overarching area of emphasis" on Indigenization, aboriginal materials were digitized and/or added to oURspace, including interviews conducted as part of the Indian History Film Project, an incomplete attempt to produce a documentary on the history of Canada from a First Nations perspective and the Edgar C. Rossie series of photographs of Saskatchewan aboriginal leaders taken in 1919.
- Archives provided meaningful work experience for several student assistants, some of whom have pursued graduate studies in archives, or have gone on to successful careers in the arts and computer science.

5.4. Successes

Office of the University Librarian

The University of Regina officially launched its 2015-2020 Strategic Plan, [*peyak aski kikawinaw Together We Are Stronger*](#), on January 13, 2015. There was an expectation that all units develop a strategic plan for the 2015-2020 implementation period and an operational plan for each fiscal year within that period. To that end, the Library struck a Steering Team to review the University Strategic Plan and identify how it mapped to existing Library programs and services, and how the guiding elements and principles of the University Strategic Plan might inform the Library's planning process. The Team was also asked to identify new challenges and opportunities for the Library which might be identified as high priority, whether or not these were identified in the University's Strategic Plan. The Team was also tasked with identifying strategic priorities to be addressed by the Library Strategic Plan, analogous to the three strategic priorities of the University Strategic Plan. The priorities would be an articulation of the role of the Library within the University and the broader community. They were to be based on desired outcomes (i.e., what the Library hoped to accomplish or become), rather than on existing Library activities or departments.

In January 2015, the following three strategic priorities were presented to LAC:

Enhance Learning: *We will cultivate the learning of students, faculty, and staff through responsive services, supports, and gathering spaces situated in a collaborative environment that inspires and promotes learning and teaching.*

Advance Research and Scholarship: *We will foster the research and scholarship of students, faculty, and staff through the provision of essential and diverse resources. All stages of the research process will be supported: from inquiry and creation, to application, publication, and curation of all forms of scholarly content.*

Engage Communities: *We will pursue opportunities for collaboration within the University of Regina community and with our local, national, and international partners. The development and direction of our programs, services and collections will be informed by these partnerships and community engagement activities.*

During February 2015, LAC members participated in a brainstorming day, generating 167 ideas to go with the priorities. From these ideas, the Steering Team identified objectives in March 2015.

In May 2015, the following mission, vision and value statements were agreed upon:

Vision: *The Library advances research and education by connecting people with knowledge.*

Mission: *The Library:*

- *Offers collaborative teaching and learning environments for students, faculty and staff at the University of Regina.*
- *Provides quality resources and services to inspire and support learning, research, and scholarship for the University community.*
- *Strengthens our local, national and international partnerships to foster community cooperation.*

Value Statement: *The Library shares the core values of the University of Regina:*

- *Mutual respect, integrity and honesty*
- *Inclusivity and diversity*
- *Pursuit of knowledge*
- *Community and social responsibility*
- *Accountability and well-being*

In this context, we further commit to:

- *Service excellence*
- *Responsible stewardship of collections information resources*
- *Information literacy*
- *Open access to scholarly information*

Long and short versions of the Library Strategic Plan were finalized in July 2015 and posted to the web (see Appendix H, Strategic and Operating Plan). In September 2015, the Steering Team began work on the operational plan, finalized in February 2016. Updates are compiled biannually. The first update for the period up to December 2015 was completed in May 2016.

Library Liaison & User Services

- Repurposing library space:
 - This initiative has been very successful with greater emphasis placed on maximizing student study space and enhancing the flexibility of existing space. Two new computers labs, complete with laptops and multiple projection screens, were added to the main floor in 2012. When not in use for library instructional programs, the labs are available for student use. Group study rooms are available for self-booking and are heavily used by students working on collaborative projects. Upper floors now offer diverse space options, including large tables, individual carrels, and lounge-space to meet diverse needs.
- Evolving library instruction program:
 - Instruction program enrollment is close to 4000 students annually. Headway has been made in integrating instructional services into the courses/curriculum of various units.
 - The Nursing Liaison Librarian, hired when the Faculty of Nursing was established in 2009, has the unique opportunity to participate in their curriculum development process, and serves on that faculty's Curriculum Committee.
 - A particularly successful endeavour is the active teaching role librarians now have in the student retention initiatives offered by Academic Recovery and Arts Transitions programs, and MAP.
- Library liaison assignment opportunities:
 - The Library has in recent years identified areas that may benefit from a more targeted approach to library liaison, including the Faculty of Graduate Studies & Research (FGSR). The liaison librarian assigned to FGSR meets the library needs of the faculty, delivering workshops of cross-disciplinary interest (e.g., Conducting a Literature Review, NVivo, Publishing Your Academic Work) and supporting student participation in the Thesis Boot Camp. Librarians have also been assigned as liaisons to the Research Office and ORP, two units with intensive research support

needs. LUSAs work closely with the Aboriginal Student Centre and the Centre for Student Accessibility.

- Open Access:
 - The Library took a leadership role in introducing the campus to the open access movement. There was very little awareness about open access when the Library Team on Open Access and Scholarly Communication was created in 2011. The Team created an information resource website, organized lectures and events, implemented the Library's Open Access Authors Fund, and met with many individuals and groups to discuss this approach to scholarly dissemination. This work was integral to preparing campus researchers for the 2015 Tri-Agency Open Access Policy on Publications. Liaison librarians continue to offer considerable advice and information on this topic. Expertise on OA publication provides the opportunity for the Library to play an important advisory role on the Open Textbook Project, funded by the provincial government and managed by the University Press.
- Library Open Access Authors Fund:
 - Launched during the 2013-2014 budget year, this initiative was based on the "1% Solution" idea that was promoted by several CARL member libraries at that time. The Library set aside discretionary funds equivalent to 1% of the acquisitions budget to promote and facilitate the publication of research in OA journals. Procedures for processing applications for funding support were established. During the 2013-2014 budget year, the Library funded 2 faculty applications, and 3 faculty applications the following budget year. In response to the University's 2015 Expenditure Constraint Program initiative, the University Library Open Access Authors Fund was frozen. The account was closed in 2016.

Copyright

- The creation of the copyright program for the University is a significant success for the library. Impacts of this program include raising the level of awareness of copyright issues on campus over the past five years, and developing a variety of copyright services that assist faculty in their teaching and research activities.
- One of the newer services implemented was the Ares reserves system during fall 2016, which involved developing procedures and workflow in a short period of time. This was a highly collaborative effort and could not have been accomplished without the expertise of the Manager, Instructional Technologies (Centre for Continuing Education) and the Head, Systems Development and Implementation.
- Another key service initiative was the development of a copyright website that serves as a centralized information resource for members of the University community. Copyright information and awareness has been integrated into the learning environment via the University's learning management system, Moodle (UR Courses) by embedding a fixed module that appears to all users of the system. This module contains links to important policies and information related to copyright at the University. Also, users of the system are presented with a terms of use agreement each semester requiring them to acknowledge awareness of the University's copyright policies and guidelines.

Systems Development and Implementation

- Many service initiatives were developed in response to the 2010 Library Strategic Plan and the current Library Strategic Plan. These plans mirror the objectives of the 2015-2020 University Strategic Plan and its predecessor. In reference to the current University Strategic Plan, Systems initiatives have contributed to key components of the Plan, specifically student success, research impact, and commitment to our communities.
- Initiatives supporting student success through *experiential learning* include the introduction of lending laptops and iPads, and equipping two modern labs with 80 laptops and audiovisual equipment. The Voyager ILS, Summon Discovery system, Ezproxy authentication from off campus, CONTENTdm, Libcal room booking, and the integration of the interlibrary loan request form with Voyager are examples of initiatives that support research and student success through access to the Library's resources. These and others listed below offer a *challenging and stimulating learning environment* and *Increased effective and flexible learning opportunities*. The Library's websites, ILS, Summon, and LibGuides lead students and researchers to almost all of the Library's services and resources 24/7 anywhere/anytime.
 - Standardized circulation policies introduced for FNUniv Library in 2014 to bring their policies in line with the Library's and the other federated college libraries.
 - Successful RFP process and selection of a next-generation library system in 2015 for the Library and CASLS consortium partners. This initiative is a key component of the Library Strategic Plan as it forms the basis for many of the learning, research and community objectives of the Plan.
 - Campus Print Optimization Projects 2010 and 2015 in collaboration with Information Services to provide standard printers in the Library and across campus.
 - EZproxy made more secure in 2012 with the addition of SSL certificates software. Database links were changed to include the new SSL prefix on the Library database listings web page and in LibGuides to provide greater security to these assets from off campus.
 - Implemented email notification to undergraduate students in 2007 following the successful implementation over the last two years of this service to faculty and graduates.
 - Fafard Digital Scanning Project in 2008- 2009 which was the first digital project with over 5,000 slides scanned and digitized.
- Systems contributes to the University Strategic Plan to be *committed to collaborative community service and engagement opportunities*, key among them being *Supporting Actions to: Increase partnerships and collaborations with community-based organizations*. Systems provides technical support to the Voyager ILS used by RegLIN partners and contributed to the expansion of the consortium to include the Saskatchewan Polytechnic Library and Saskatchewan Law Society, now partners in CASLS. The first collaborative project is the implementation of the new Alma and Primo Library system.
- Systems has responded to the University's sustainability objective, particularly to the environmental scan challenge item of the Strategic Plan (p.6) for *Technological advancements and the challenge of adapting to them through a planned gradual and sustainable approach to software and hardware acquisition and implementation*. A key indicator of this is the current implementation of the next-generation library system which will lead to long-term sustainability through a state-of-the-art system, and the

implementation of Ares which has led to the ability to sustain copyright clearance requirements.

SANDS

- Data & GIS Expos (2010-2014) were highly successful events.

Technical Services

- Technical Services activities have been reviewed internally on an ongoing basis during the period under review with participation and input from staff. Technical Services continues to evolve in order to meet continuously changing user demands.
- Transitioning from purchasing and maintaining print collections to purchasing and managing mainly electronic resources.
- Library is a net lender (ILL/DDS).
- No backlog in discoverability of print resources.
- The following collections are now discoverable to university and larger community:
 - Teaching Preparation Center (TPC) within the Faculty of Education
 - French language materials at La Cité universitaire francophone
 - Film collection, previously located in University AV Services, was incorporated into the Library collection
 - Indian History Film Project collection digitized and added to oURspace
 - Prairie Forum collection added to oURspace
 - Multilingual collection from the Provincial Library now available to users with a University library card.

Archives, Special Collections and Records Management

- Numerous digitization projects have been completed, making archival materials more broadly available. Projects to date include Florence Kirk: Letters from China, 1932-1950; Regina College – An Historical Timeline; Regina College and The First World War; Saskatchewan’s Visual Arts (including the Joe Fafard slides); and, Spectacle, Sport and Story: Picturing the 1936 Olympics.
- Over \$ 140,000 in grant funds received since 2006.
- oURspace has expanded to hold materials from various administrative units, individual academics, and is currently developing into an adoptive repository for the Regina area.
- Archival collections have been showcased to varied and new audiences in several ways in recent years.
 - An Archives display is now a regular part of the University’s annual Long Service Recognition reception.
 - Archives is invited by different units to curate and present displays on various themes. Recent examples include an active presence at several College Avenue revitalization events and the 2011 Centennial celebrations.
- Outreach efforts to the art community have resulted in archival materials being included in various major exhibitions and installations since 2006, including major shows at the MacKenzie Art Gallery, the Mendel Art Gallery, and the Vancouver Art Gallery.
- The Archives has been successful in collaborating on broader archives and library community initiatives. Both Archives faculty members have been active in initiatives of their professional associations and have served terms on the Multitype Library Board.

University archival items have been featured on promotional materials of the SCAA and used in this organization's Archives Week events.

- The collaborative development and approval of a wide range of records classification and retention schedules has been a significant marker of success for RIM in recent years.
- URIMC has approved schedules for several functions, including human resources, finance, governance, audit and risk, archives and records management, copyright management, procurement, salvage, and selected student services (including recruitment, admission, registration, success programs, awards, graduation), now in various stages of implementation.

6. UNIT BUDGET

The Library operating budget, which includes salaries, discretionary expenditures, and recoveries is administered by the University Librarian and monitored by the Library Administrator. The Library's combined operating budgets include Director's, Archives, and Copyright Activity Coordination. Responsibility for the Library Acquisitions budget is delegated by the University Librarian to the Head, Technical Services & Collections.

The University Librarian and Library Administrator prepare each year's budget request after consultation with department heads and LLT. A written submission is presented to the Council Committee on Budget (CCB) in January of each year. Budget submissions are expected to adhere to the principles as outlined (see Appendix I, Budget Unit Directions 2017-18).

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

The acquisitions budget has seen no increase, and (due to inflation and a disadvantageous exchange rate) has effectively seen a loss during the period under review. The Library's operating budget has seen significant reductions during the period under review, and is now relying on ever-diminishing salary carry-over to fund basic operational activities and required licenses. This has placed the Library at significant risk, and further limited its ability to fully serve the academic community and actively participate in provincial, regional and national initiatives.

The Library welcomes the donation of books, including those that may be designated as rare, periodicals and other format that will enhance or extend the Library's existing collection. Such materials are referred to as gifts-in-kind. The acceptance of gifts-in-kind to the Library is guided by policy and principles both of the [Library](#) and the [University](#).

As defined by GOV-030-005, other types of gifts are eligible for consideration by the University. The Library has been the recipient of such notable gifts including:

- Walter Raff Collection Development Endowment
- Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)
- The Wagner Collection
- The Norman MacKenzie Art Gallery (MAGI)

The University allows units to retain salary and benefits budget for vacant positions under the following guidelines:

- In the fiscal year that the position becomes vacant, the salary and benefits budget of the position will remain intact at the level it was at immediately prior to vacating to the end of the fiscal year.
- At the beginning of the fiscal year following the vacated position, the salary budget for positions that remain vacant will be adjusted to the floor of the pay grade for the position.
- At the beginning of the fiscal year of the second year following the vacated position, the salary budget will be transferred to the discretionary budget of the unit; benefits salary is returned to the central salary provision and the base budgeted position will no longer exist.

Traditionally, the unused salary portions of reduced academic appointments have been returned to the central university budget. This has created challenges for the Library as a service point, and is under review with the Provost.

The following pages contain a breakdown of operating and acquisitions for 2007-2008 to 2016-2017 (as at November 30, 2016).

**Dr. John Archer Library
Director's Operating Budget**

As at November 30, 2016

Fiscal Year 2016-2017	Budgeted Amount	Actual
Out of Scope Salaries	\$563,509.00 ¹	\$174,773.15
Librarian/Archivist Salaries	\$1,423,993.00	\$569,961.80
Administrative Professional Technical (APT) Salaries	\$240,133.00	\$160,690.84
Full Time Union Salaries	\$1,449,021.00	\$544,544.05
Student Assistant Support	\$159,549.00	\$17,871.17
Benefits	\$606,059.00	\$327,703.54
Miscellaneous Expenditure Budget	\$179,909.00	\$265,144.78
Recoveries ²	\$69,500.00	\$26,011.03

As at April 30, 2016

Fiscal Year 2015-2016	Budgeted Amount	Actual
Out of Scope Salaries	\$466,647.00	\$336,285.65
Librarian/Archivist Salaries	\$1,436,179.00	\$1,252,257.30
Administrative Professional Technical (APT) Salaries	\$229,521.00	\$236,002.26
Full Time Salaries	\$1,511,570.00,	\$1,338,203.92
Student Assistant Support	\$150,810.00	\$39,241.48
Benefits	\$583,964.36	\$583,964.36
Miscellaneous Expenditure Budget	\$225,485.00	\$599,247.12

¹ Two Associate University Librarian (AUL) positions are base-budgeted with one vacant as of November 30, 2016. Plans are underway to fill this position in 2017.

² Library Fines, Lost Book Charges, Library Public Access, External Recoveries

Recoveries	\$69,500.00	\$46,654.43
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As at April 30, 2015

Fiscal Year 2014-2015	Budgeted Amount	Actual
Out of Scope Salaries	\$571,221.00	\$573,211.68
Librarian/Archivist Salaries	\$1,286,589.00	\$1,043,258.84
Administrative Professional Technical (APT) Salaries	\$243,189.00	\$255,078.55
Full Time Union Salaries	\$1,598,929.00	\$1,349,730.95
Student Assistant Support	\$148,581.00	\$44,143.23
Benefits	\$605,002.00	\$601,301.73
Miscellaneous Expenditure Budget	\$540,740.95	\$326,445.00
Recoveries	\$69,500.00	\$54,217.26

2007-2014

Fiscal Year	Total Salaries	Total Expenditures
2013-2014	\$4,095,798.90	\$535,244.52
2012-2013	\$3,434,460.71	\$510,214.16
2011-2012	\$3,866,183.90	\$438,886.42
2010-2011	\$3,586,017.47	\$559,719.75
2009-2010	\$3,463,057.13	\$502,032.22
2008-2009	\$3,108,400.77	\$707,012.45
2007-2008	\$3,217,347.99	\$441,552.05

**Dr. John Archer Library
Archives Operating Budget**

As at November 30, 2016

Fiscal Year 2016-2017	Budgeted Amount	Actual
Out of Scope Salaries	n/a	n/a
Librarian/Archivist Salaries	\$201,706.00	\$91,870.14
Administrative Professional Technical (APT) Salaries	\$101,526.00	\$64,549.48
Full Time Union Salaries	\$192,537.00	\$112,313.37
Student Assistant Support	0.00	\$997.63
Benefits	\$94,395.00	\$51,621.53
Miscellaneous Expenditure Budget	n/a ³	\$26,880.00
Recoveries	\$0.00	\$60.00

³ Archives is not allocated discretionary budget. All non-salary expenditures are covered by the Director's Budget. Unique FOAPAL exists for tracking purposes.

As at April 30, 2016

Fiscal Year 2015-2016	Budgeted Amount	Actual
Out of Scope Salaries	n/a	n/a
Librarian/Archivist Salaries	\$217,681.00	\$170,457.86
Administrative Professional Technical (APT) Salaries	\$59,933.00	\$102,641.15
Full Time Union Salaries	\$191,106.00	\$191,106.04
Student Assistant Support	0.00	\$2,110.37
Benefits	\$89,489.47	\$89,489.47
Miscellaneous Expenditure Budget	n/a	\$43,288.92
Recoveries	\$0.00	0.00

As at April 30, 2015

Fiscal Year 2014-2015	Budgeted Amount	Actual
Out of Scope Salaries	n/a	n/a
Librarian/Archivist Salaries	\$200,860.00	\$190,176.94
Administrative Professional Technical (APT) Salaries	\$59,933.00	\$97,533.61
Full Time Union Salaries	\$187,126.00	\$187,126.36
Student Assistant Support	0.00	0.00
Benefits	\$87,270.00	\$87,269.67
Miscellaneous Expenditure Budget	n/a	\$19,705.06
Recoveries	\$0.00	0.00

2007-2014

Fiscal Year	Total Salaries	Total Expenditures
2013-2014	\$347,225.58	\$13,126.73
2012-2013	\$372,491.75	\$22,076.75
2011-2012	-	-
2010-2011	-	-
2009-2010	-	-
2008-2009	-	-
2007-2008	- ⁴	-

⁴ Salaries and Expenditures were not tracked separately until Fiscal Year 2012-2013

Dr. John Archer Library
Copyright Activity Coordination Operating Budget

As at November 30, 2016

Fiscal Year 2016-2017	Budgeted Amount	Actual
Out of Scope Salaries	n/a	n/a
Librarian/Archivist Salaries	\$102,081.00	\$93,800.94 ⁵
Administrative Professional Technical (APT) Salaries	n/a	n/a
Full Time Union Salaries	n/a	n/a
Student Assistant Support	n/a	n/a
Benefits	\$27,394.00	\$16,389.59
Miscellaneous Expenditure Budget	\$5,000	\$6,085.75
Recoveries	0.00	\$270.27
One Time Budget Allocation	n/a	\$180,000 ⁶

As at April 30, 2016

Fiscal Year 2015-2016	Budgeted Amount	Actual
Out of Scope Salaries	n/a	n/a
Librarian/Archivist Salaries	\$90,301.00	\$98,030.72
Administrative Professional Technical (APT) Salaries	n/a	n/a
Full Time Union Salaries	n/a	n/a
Student Assistant Support	n/a	n/a
Benefits	\$55,815.21	\$55,815.21
Miscellaneous Expenditure Budget	\$5,000.00	\$196,032.20 ⁷
Recoveries	0.00	0.00

As at April 30, 2015

Fiscal Year 2014-2015	Budgeted Amount	Actual
Out of Scope Salaries	n/a	n/a
Librarian/Archivist Salaries	\$88,220.00	\$75,151.27
Administrative Professional Technical (APT) Salaries	n/a	n/a
Full Time Union Salaries	n/a	n/a
Student Assistant Support	n/a	n/a
Benefits	\$26,567.00	\$23,410.55
Miscellaneous Expenditure Budget	\$5,000	\$271,931.39 ⁸
Recoveries	0.00	0.00

⁵ 1.6 FTE Copyright Officers. Budgeted for 1 FTE

⁶ One time allocation to assist with the costs of .6 FTE Associate Copyright Officer (term), annual license fees for Ares, copyright clearance checks for U of R, Campion, Luther and FNUniv.

⁷ Includes Access Copyright license costs which are covered by the University Central Budget

⁸ Includes Access Copyright license costs which are covered by the University Central Budget

2007-2014

Fiscal Year	Total Salaries	Total Expenditures
2013-2014	\$84,081.55	\$318,523.69 ⁹
2012-2013	\$77,224.80	\$384,302.71 ¹⁰
2011-2012	\$31,291.25-	\$17,279.46
2010-2011	-11-	\$346.77
2009-2010	-	\$45.58
2008-2009	-	\$1,701.98
2007-2008		\$2,257.53

Dr. John Archer Library
Acquisitions Operating Budget

As at November 30, 2016

Fiscal Year 2016-2017	Budgeted Amount	Actual
	\$2,930,598.00	
Library Monographs-Paper		\$70,650.36
Library Monographs - Other		\$98.68
Library Periodicals - Paper		\$1,770.28
Library Periodicals - Other		\$2,109.02
Library Standing Orders - Paper		\$28,227.02
Library Standing Orders - Other		\$27,849.76
Library Electronic Resources		\$1,887,356.96
Library Audiovisual Materials		\$2,118.25

As at April 30, 2016

Fiscal Year 2015-2016	Budgeted Amount	Actual
	\$2,930,598.00	
Library Monographs-Paper		\$173,975.97
Library Monographs - Other		\$552.37
Library Periodicals - Paper		\$24,239.80
Library Periodicals - Other		\$14,033.42
Library Standing Orders - Paper		\$58,064.59
Library Standing Orders - Other		\$42,316.62
Library Electronic Resources		\$2,658,631.50
Library Audiovisual Materials		\$9,101.58

⁹ Includes Access Copyright license costs which are covered by the University Central Budget

¹⁰ Includes Access Copyright license costs which are covered by the University Central Budget

¹¹ Copyright Officer appointed Dec. 1, 2011.

As at April 30, 2015

Fiscal Year 2014-2015	Budgeted Amount	Actual
	\$2,930,598.00	
Library Monographs-Paper		\$353,211.75
Library Monographs – Other		\$1,399.23
Library Periodicals – Paper		\$28,303.68
Library Periodicals – Other		\$16,348.44
Library Standing Orders – Paper		\$58,465.91
Library Standing Orders – Other		\$109,357.11
Library Electronic Resources		\$2,544,891.45
Library Audiovisual Materials		\$13,821.52

See Appendix J, Library Acquisitions Budget 2008-2015

7. SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

For the SWOT Analysis, the Library conducted a survey during November 2016 using Qualtrics survey software. All library employees were invited to respond to the following questions:

- What do you see as the three main strengths of the LIBRARY?
- What do you see as the three main strengths of your UNIT?
- What do you see as the three main weaknesses of the LIBRARY?
- What do you see as the three main weaknesses of your UNIT?
- What do you see as the three main opportunities for the LIBRARY?
- What do you see as the three main opportunities for your UNIT?
- What do you see as the three main threats to the LIBRARY?
- What do you see as the three main threats to your UNIT?

There were 19 respondents. 3 respondents did not identify themselves with a library unit. The information provided at the unit level informed the SWOT analysis summaries specific to the following areas:

- Archives & Special Collections
- Library Administration
- Technical Services
- User Services

The three main *strengths* of the Library identified most often by respondents are the:

1. Programs and Services
2. People (i.e., Library employees)
3. Building

Feedback regarding *programs and services* highlighted the provision of reference services, information literacy and library instruction programs, access to electronic and print collections, and student-centred services and programming.

The themes for *People* highlighted knowledgeable and friendly staff, collegiality and team work, and commitment to excellence in librarianship.

Themes identified specific to the *library building* include its location on campus, a place of students to gather and study, its welcoming atmosphere and space.

The three main *weaknesses* of the Library identified most often by respondents are:

1. Communication
2. Impact of budget challenges on library collections
3. Support for emerging technologies

Communication themes included the need for improvement, both internal and external to the Library, with a greater emphasis on marketing to promote services available to students and to the University community.

In the area of *collections* and the impact of budget challenges, themes focused on the lack of funding to build and sustain electronic and traditional resources, the lack of physical space and the impact this is having on access to hard copy materials, and the increasing need to deselect materials.

Support for *emerging technologies* identified IT support service hours and current staffing levels that may impact on the Library's ability to explore and implement new and emerging technologies.

The three main *opportunities* for the Library identified most often by respondents are:

1. Engagement and collaboration with the university environment
2. Innovative library spaces and services
3. Renewed vision

Engagement and collaboration themes focused on opportunities to increase the visibility of the Library through a variety of means, including greater collaboration with other campus libraries and library consortia, the faculty and students, making connections through traditional and innovative services with a greater emphasis on student and community outreach.

Innovative library space and service themes highlight the repurposing and reconfiguration of existing spaces, extended service hours during exam periods, an openness to evolving services and new technologies, further development of distance education resources for students, and improving accessibility for patrons with diverse accessibility needs.

Renewed vision themes point to the new positions and assignments as identified in the Library's revised organizational structure providing the opportunity for new perspectives, the library leadership engaging with staff in a positive way that is cultivating a greater sense of community among the staff, and the unit review itself as a time for reflection and invigoration.

The three main *threats* to the Library identified most often by respondents are:

1. Budget
2. Perceived value of the Library
3. Library positions

Budget themes focused on challenges created for staff and potential reductions to library services and programs if vacant positions are not filled, upcoming budget reductions and impact on staff workload and morale.

Feedback regarding *perceived value* of the Library highlighted the reduction to the staff complement in recent years and the perception that library services and collections have been replaced by online access to electronic resources, perceived lack of value placed on library collections, the impact of new and emerging technologies on library services (i.e., that the Library is a space for students to study and not carry out research), a sense that the Library is becoming too many things to too many people and the impact this may have on the Library's core mission.

Themes identified specific to *library positions* highlighted the need to fill vacant positions in order to sustain current service and program levels, and the potential impact further reductions to the library staff complement will have on the ability for the Library to respond to the needs of its users, and staff workload.

In addition to the online survey, individual departments and units were also offered the opportunity to provide additional input.

Office of the University Librarian

Strengths:

- Committed, hard working employees who work well together as a team
- Open-door policy, transparency
- In-depth knowledge of university policies and practices
- Student focused
- Inclusive and respectful

Weaknesses:

- The unit can still feel somewhat isolated from the rest of the Library despite the open-door policy
- Heavy reliance on a single position (the Library Administrator) for operations/budget support and management
- Dependence on HR whose support tends to vary

Opportunities:

- New fresh perspectives brought by not only new external hires, but also shifting of responsibilities internally
- New technology to promote student programming and services
- Faculty support
- Community involvement

Threats:

- Budget cuts resulting in staffing cuts which will result in loss of services and programs
- Budget cuts to Acquisitions resulting in inability to respond to campus needs and potentially a loss of CARL status
- Central budget not returning vacant faculty to the Library resulting in an inability to provide services that our campus community needs and wants
- Loss of flexibility in managing operationally
- Potential grievances as a result of poor HR guidance
- Potential of handling campus bumping if forced to lay off CUPE and/or APT employees

Library Liaison & User Services

Strengths:

- Liaison librarians identified their engagement with faculty, staff, and students as a strength, specifically mentioning information literacy efforts and one-on-one time spent with students as evidence of this. They also cited the collegiality, respect, and lack of territoriality as strengths.
- The liaison model was mentioned as a strength, but also as being in need of review, with particular concern expressed about liaison librarians handling too many subject areas/assignments, and being stretched too thin.
- User Services staff were very forthcoming when asked for contributions to their unit's SWOT analysis. They were almost unanimous in identifying staff member knowledge, abilities, customer service orientation, and teamwork as the unit's greatest strength. The number and variety of services provided were also repeatedly mentioned as a major strength.

Weaknesses:

- Liaison librarians identified a need for both greater communication between staff, and a greater sense of cohesion and direction.
- The need for further staff training, with additional IT training, and citation style training was specifically mentioned. Other weaknesses were the reliance on paper reports, and the age of many computers (both staff machines and laptops available for student borrowing), and the cumbersome, outdated Voyager ILS.

Opportunities:

- Liaison librarians identified further collaboration and connection with stakeholders and additional outreach to faculty, units, and user groups. Again, enhanced communication (e.g., during staff meetings and through the creation of a staff "knowledge pool" of expertise) was seen as desirable.
- Research was also seen as an opportunity. More assessment, greater emphasis on librarians as researchers, and opportunities to better support faculty research were all mentioned in this context.
- User Services staff identified the need for further professional development opportunities. This was frequently cited as an opportunity, as was the collection of student input to drive future service developments.

Threats:

- Perceived threats identified by liaison librarians focused on resource limitations, including reduced budgets, reduced staffing levels, and increased workload and burnout.
- Budget cuts were repeatedly mentioned by User Services staff as the greatest threat to the unit, with staff turnover, and suboptimal use of staff time due in part of disparate duties (preventing development of expertise) was also mentioned.

Copyright

Strengths:

- Centralized record keeping facilitated by Ares software.
- Copyright program is well established and members of the University community are generally aware of its existence and how to access copyright services.
- Copyright function is currently staffed beyond historic levels which has allowed for the offering of increased copyright services.

- Currently there is funding available to cover the costs of transactional licences for the current academic year.

Weaknesses:

- 37.5% of current copyright staffing is from a term position resulting in uncertainty in long-term planning for copyright services.
- The lack of in-house legal counsel at the University.
- Difficulty in reaching all instructional staff with copyright communications and educational opportunities (e.g., sessionals).
- Difficulty in accessing collaborative projects (i.e., between institutions) and educational opportunities due to the University's geographic location.

Opportunities:

- Collection of data to inform evidence based decision-making on copyright education, blanket copyright licensing, and copyright services.
- Greater collaboration between post-secondary institutions in Saskatchewan.

Threats:

- Uncertainty in the Canadian copyright environment stemming from potential changes in legislation and from new case law and Copyright Board tariffs.
- Potential claims of copyright infringement against the University or its members.
- Reduced funding support for copyright management might render current service offerings unsustainable, including both staffing and licensing.

Systems Development and Implementation

Strengths:

- Strong web presence with student focus – *Student Success, Research Impact*.
- Very experienced and dedicated Systems staff – *Sustainability, Commitment to Our Communities*.
- Good personal and working relationships with Information Services staff resulting in timely implementations on collaborative projects and ongoing maintenance of hardware and software – *Student Success, Research Impact, Sustainability*.
- Rapid implementation of Ares within 6 months compared to other libraries that required a year or more – *Research Impact, Student Success*.

Weaknesses:

- None directly impacting the University's Strategic Plan

Opportunities:

- Implementation of the next-generation library system – Alma and Primo - *Long term Sustainability and cost savings, Research Impact, Student Success*.
- Automation of FNUniv Library to state of the art next-generation library system – *Indigenization*.
- CASLS consortium use of Alma and Primo means fulfilling the provincial government's requirement for more cooperation between libraries and providing the same discovery interface to our user communities – *Student Success province wide, Commitment to Our Communities*.

Threats:

- Budget cuts which may limit how much new technology can be introduced, including both hardware and software.

SANDS

Strengths:

- Provides access to major sources of Canadian public use microdata available at other universities in Canada.
- Positive feedback from users.

Weakness:

- Lack of dedicated staff to enrich the service to the level appropriate for a comprehensive university in Canada. Each year the University falls behind further than the year before.
- The University is not able support users with SPSS, GIS or other numeric and spatial data needs. At many universities this support is provided by IT departments.
- The University does not have a Research Data Centre under the auspices of the Canadian Research Data Centre (RDC) Network. This is detrimental to the institution as RDCs play a major role in attracting and/or retaining faculty and graduate students. It is nearly impossible for students and faculty to conduct research at another institution due to the high costs associated with it, diminishing researchers' opportunities to be successful in grant applications.

Opportunities:

- Reassigning staff from within the Library to SANDS may improve the staffing situation, minimally. Consideration for future hires should include, for example, a GIS and/or Data Visualization Librarian.
- Lack of equipment: Proper workstations with adequate computers and screens in a dedicated section of the library.
- Integrate data instruction into the Library's teaching program.

Threats:

- Current service levels cannot be sustained. They need to be increased. Data Librarian relies heavily on networking with colleagues at other universities. It is time to increase capacity and to be more self-sufficient.

Technical Services

Strengths:

- Knowledgeable staff, flexible and open to change.

Weaknesses:

- Technology and web service initiatives are dependent on, and are limited by centralized control from the University which often leads to an inability to proceed because of the campus "one size fits all" policy.

Opportunities:

- Increasing number of staff in the unit being able to perform tasks that were previously limited to a few of the staff.
- Investigating options for a cloud-based ILL system would be a next step after library implements a new cloud-based library system.
- Moving to web and cloud based tools and systems will decrease dependability on central university technical support as well as internal Systems department for updates/upgrades to systems; increasing number of staff in the unit being able to perform tasks that were previously limited to a few of the staff.
- Developing collaboration with the Archives for creating metadata.

Threats:

- Diminishing purchasing power of resources due to stagnant acquisitions budgets and cuts, and potential impact on student success and faculty retention.

Archives, Special Collections and Records Management

Strengths:

- Dedicated and competent team.
- Steady support for archives and records management programs and initiatives from Library Administration over the course of all transitions in library leadership during the past ten years.
- Well-developed relationships with current RIM stakeholders and private donors and their support for what the programs are trying to achieve.
- COPPUL Partnership regarding LOCKSS with access to leading technical infrastructure and thinking relating to the problem of long-term digital preservation.

Weaknesses:

- Lack of automation (e.g., subject guide and accession register are maintained in paper and Word format).
- No electronic records preservation plan or credible digital repository for the long-term management of most archival records. Preliminary plans in place to explore this further.
- All University records are “closed” as a default and require permission for access owing to the absence of records and information management practices and inadequate archival description of materials over time.
- Demand for record scheduling support outstrips resources. While much progress has been made on record scheduling projects, several areas of the institutions are still without schedules and, at current resource levels, will be for some time.

Opportunities:

- Digitization to expand reach of collections, providing better service to the university community and beyond.
- Growing momentum of RIM program is building relationships and bringing consistency to university record destruction and archival transfer and improving accountability, efficiency and integrity at the University-wide level.
- COPPUL LOCKSS, learning and implementing technical solutions for long-term digital preservation. Participating as part of a team that spreads preservation risk across several institutions.

Threats:

- Loss of electronic records with long-term value if advances are not made soon on securing a digital repository.
- Electronic systems for active records that do not align with recordkeeping best practices.
- Staff reductions across the University will compromise the ability of units to implement records and information best practices.

See attached for Appendices A through J.

Appendix A	Library Org Chart Positions: Proposed
Appendix B	2.2.3 Specialized Equipment and Software
Appendix C	CAT Terms of Reference
Appendix D	Criteria Document
Appendix E	Librarian CVs
Appendix F	Library Report Collaboration and Opportunity
Appendix G	University Headcounts Fall Term
Appendix H	Strategic and Operating Plan
Appendix I	Budget Unit Directions-2017-2018
Appendix J	Library Acquisitions-Budget-2008-2015