March, 2022

Christina Winter (Chair)
Council Committee on Academic Mission (CCAM)
University of Regina

Re: Academic Unit (Library) Review – Five Year Summary Report

It is my pleasure to meet with CCAM on March 1, 2022 to provide the five year report on the recommendations identified in the External Review of the Library (University of Regina, 2017), and the overarching priorities identified in Provost Response to the University Library External Reviewer's Report (12 July 2017).

Additional information can be found in the following supporting documents:
- Library Response to CCAM (December 22, 2017)
- Library 15-18 Month Follow-up Report to CCAM (January 7, 2019)
- Dr. John Archer Library and Archives Organization Chart (2022)

As will be noted throughout this Summary Report, the COVID-19 pandemic and the resulting disruptions to normal university and library operations have affected both our strategic and operational plans, some for the worse and some for the better. Through it all, the Dr. John Archer Library and Archives faculty and staff have remained focused on our prime constituency – the students and teaching/research faculty of the University of Regina. The extraordinary efforts that library and archives employees have demonstrated to support the teaching, learning, and research needs of the entire campus community has been recognized in a variety of internal and external surveys where the Dr. John Archer Library and Archives has consistently been recognized as the most used resource and the unit with the most satisfaction at the U of R.

Progress on implementation of Recommendations 1 – 26 identified in the External Review Team's

1. **Stabilize collection and staffing budgets at current levels, with consideration of further investment in emerging service or collection initiatives.**

   This recommendation is outside the purview of the Dr. John Archer Library and Archives (Archer Library), and has not been realized over the past 5 years.

   All requests made to the Council Committee on Budget for strategic investments in emerging services and collection initiatives have been denied, even when supported by CCB. The Archer Library has also been subjected to considerable claw-backs of critical carry-forward funding that could have been used to support one-time investments after our outstanding commitments had been satisfied.

Fiscal Year	Allocated Operating Budget	Operating Budget Actual Expenditures	Allocated Acquisitions Budget	Acquisitions Budget Actual Expenditures	Claw backs (real and in-kind)
2017-2018	$ 489,308	$948,755	$2,959,904	$3,346,018	n/a
2018-2019	$ 393,872	$656,029	$3,019,904	$3,084,394	n/a
2019-2020	$ 393,872	$622,400	$3,119,904	$3,117,777	n/a
2020-2021	$ 393,872	$781,746	$3,119,904	$3,143,236	$515,000
2021-2022	$ 393,872	$220,522*	$3,119,904	$2,291,669*	$358,507*

*As of February 14, 2022

Like other academic units, the Archer Library is facing both a base budget reduction and a significant claw-back of carry-forward funds in the 2022/23 budget year. This is particularly damaging for the University of Regina when we rank 15th out of the 15 comprehensive universities in terms of institutional investment in library and archival services, personnel, and collections. An infographic developed for the University Executive Team is provided as Appendix A.

2. **Engage staff in a change initiative that is directed to development of teams that take responsibility for achieving Library objectives in a coordinated and accountable manner and working together according to stated Library values.**

We believe that this recommendation has been fully realized over the past 5 years. The role of the Library Leadership Team (LLT) has been expanded to consider areas of internal service and program pressure, and make temporary adjustments in staff working arrangements to meet short-term emerging needs. Examples of this kind of coordination include:
- Temporary re-assignment of User Services and PACA staff to support the accessioning and digital display of the Mary Filer Collection (the most comprehensive archival donation received by the Archer Library);
- Leveraging the on-site presence of Technical Services staff to support curbside pick-up of materials during the pandemic, allowing User Services staff to continue providing online services to remote students and faculty members;
- Regular reporting at both Librarians' and Archivists' Council and LLT of the activities of teams, work-groups, and committees.

3. **Review the Library's committees, teams and working groups, formally disband those that are not currently functional, and reconstitute a set of teams arising from a renewed strategic plan and change initiative.**

   This recommendation has been fully realized. The Terms of Reference (TOR) for continuing committees, teams and working groups have been updated and membership vacancies filled. All documentation related to the activities of Library committees, teams and working groups – both active and disbanded – are posted to URSource and are available to all Library employees.

4. **Develop a new vision and a strategic plan that is challenging, realistic and achievable.**

   The development of the University's new strategic plan, *All Our Relations*, provided the Archer Library with the mandate and opportunity to develop our supporting strategic goals for the next five years. We have developed an ambitious set of goals aligning with all of the five areas of focus incorporated in *All Our Relations*. The Archer Library goals were developed through an interactive, online process that involved all employees and all units – allowing for maximum participation and identification of complementary objectives. The Library Assessment Team is currently developing a monitoring and reporting structure for the Archer Library to report on our progress and achievements.

5. **Enable a spirit of teamwork, collaboration and shared purpose by providing employees and committees or teams with annual expectations and goals based upon the objectives of the strategic plan (how as well as what).**

   See responses to Recommendations 2, 3 and 4, above.

6. **Assess individual and team achievement and provide feedback on a regular basis in accordance with University policy and collective agreements.**

   The review processes for the various bargaining units at the University of Regina are well established and outside of the purview of the Archer Library. All supervisors and out-of-scope staff take their responsibilities as part of the CUPE, APT, and Faculty review processes seriously and use those processes to provide meaningful feedback. The Archer Library has no concerns that this recommendation is not being met.

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

   During the pandemic remote work period, responsibility for employee 'huddles' were transferred to our E-Squad to provide a forum for Archer Library employees to have a social engagement space. These huddles incorporated a variety of entertaining activities to help maintain a sense of community and engagement. The huddles remain online, but have transitioned back to reports from the various Archer Library units.

The University Librarian provided daily Archer Updates, providing all Archer Library employees and employees in the Federated College libraries with key information about services, personnel, and collections. As we return to work on-site, and as normal reporting structures are re-established, the Updates have been reduced to once per week.

The Associate University Librarian: Teaching, Learning, Research expanded the Liaison Librarian meetings to include all User Services staff and library staff from the federated colleges. These meetings have focused on both operations and professional development, and the inclusion of more employees has improved both communication and service delivery.

The Minutes of LLT and LAC meetings are posted to URSource and are accessible to all Library employees. As of 2018, all library departments, units, teams and working groups provide updates on their activities, highlighting progress on priority action items through e-mail, T:\Drive folders, and URSource web pages for wider accessibility.

8. **Create a formal link to campus governance, or a faculty advisory committee to the Library. If the faculty library representatives are not involved in this committee, then Library should consider doing away with the role.**

   While work began on this recommendation, it was derailed through two separate but consequential actions. The short-lived position of AVP Teaching and Student Analytics was interested in developing a larger teaching and learning council that could have offered a mechanism for the Archer Library to seek and incorporate strategic and operational advice as part of a larger strategy. While that was being explored, the COVID-19 pandemic created a larger disruption in our operations, pausing any consideration of this recommendation.

   The two years of the pandemic have taught us that the appetite for more university-wide meetings and committees is limited, so we will reconsider our options starting in the Fall of this year, with the idea of partnering with faculty library representatives in a more meaningful way (provided budget and personnel allow).

9. **Aggressively move to analyze use of print collections with the goal of removing a substantial portion of low-use materials from the Dr. John Archer Library.**

   Significant progress has been made in this area over the past five years, and has continued throughout the pandemic. We have continued to work on the consolidation of materials throughout the past two years, and continue to evaluate all physical collections for retention or conversion to electronic/digital formats.

10. **Follow through on the Collections and Assessment Team's plan to establish what core collections are, and to realign collection management practices accordingly. Devote dedicated resources to analyzing and acting on the CRKN Journal Usage project report and the COPPUL SPAN Monograph Project within the coming year.**

    The Library participated in the CRKN (Canadian Research Knowledge Network) Journal Usage Project. The participation response rate was very low. Therefore, the results at the institutional level are not valid. The Collections and Assessment Team (CAT) reviewed the overall results to identify trends across CRKN participating libraries.

The COPPUL SPAN monograph project served as the basis for a coordinated weeding project that has been completed (see Recommendation 9, above). Additional work on the Reference and Government Documents collection has been paused due to the pandemic.

The Collections and Assessment Team (CAT) initiated a Core Collection Survey for campus faculty and staff, to help identify what resources are key in teaching, learning and research. Through this process CAT learned that future surveys need to be more focused as there was not general agreement within disciplines on "core" resources.

Additional work has also been initiated to ensure that creative works (literature, music, drama, etc.) in all languages is preserved and continues to be accessible to the University community.

11. **Discontinue the time-consuming practice of title-by-title selection of monographs, and the practice of gathering faculty suggestions from vendor forms on a book-by-book basis.**

    The Archer Library will continue to act on this recommendation as part of the normal and ongoing operations of the library. To date, the following actions have been initiated by the Cataloguing and Assessment Team:
    - The Archer Library implemented Evidence Based Acquisition program of ebook titles from two publishers: Sage and Cambridge. All titles published in a specific range of years are available to users and titles with highest usage or requested are retained. A lack of sustainable funding prevents us from expanding this arrangement (which is now common to most comprehensive and research academic libraries).
    - All Canadian University Presses titles are purchased as an ebook collection. The Canadiana book approval plan was revised to receive all English- and French-language literature titles as e-slips via ProQuest's Oasis™ (Online Acquisitions and Selection Information System).
    - Technical Services and Collections staff will send new title lists via e-mail to the Subject Librarians to review and make selections. As a result, there will be fewer items received on approval that will require individual librarians to review before they are catalogued. All titles received on approval will go directly to cataloguing to be processed more quickly. The Subject Librarians will be notified by e-mail of newly catalogued books received on approval.
    - The Collections Librarian will regularly review (for the Subject Librarians) several GOBI acquisitions notifications in cases where faculty members have already flagged items for possible purchase.

12. **Realign collection management duties to remove liaison librarians from selection, provide a single dedicated full-time librarian to collections, and redefine liaison librarians' collections duties to high level teamwork on assessment and comprehensive collection management projects.**

    The Archer Library has, after five years of considering this recommendation, determined that it is not in the best interest of the Archer Library or the University to fully accept this recommendation. The size of our faculty librarian complement would not allow for the

establishment of a single, full-time Collections Librarian without negatively impacting the workload of the remaining liaison librarians. It has also been demonstrated that subject liaison librarians are key to assisting faculties and departments in developing Zero Cost Materials courses. A single Collections Librarian would not have either the time or subject knowledge to support all such requests. We have established the Education/MAP Liaison team and will continue to explore further opportunities to establish liaison teams as time and resources allow. The current Collections Librarian position continues to provide overall support to all liaison librarians, and has provided augmented collection supports where necessary.

13. **Set strategic priorities for liaison work and support a shift from solo to team-based liaison work that includes both subject and functional specialists, and is also supported by User Services staff.**

    Liaison activities are provided across subject and functional specialists to a greater or lesser degree, depending on the support required by their area(s) of responsibility. Librarians engage with User Services staff in various ways, including team-based work on library working groups and project teams.

    Technical Services and Collections staff are streamlining processes to provide greater support for librarians. They will receive training on ProQuest's Oasis™ and will send Subject Librarians spreadsheets of new titles to review and select. The processing of materials received on approval will be streamlined as described under Recommendation 11, above.

14. **Support liaison activity through central infrastructure that includes setting of expectations and competencies for staff involved in team-based liaison, and also through technology and professional development that enhances the ability of liaison staff to respond to increasing numbers of liaison service requests.**

    We believe this recommendation has been fully realized over the past five years. An Education-MAP coordinated liaison team has been developed, and functions well with both faculties. All liaison librarians meet regularly one-on-one with the Associate University Librarian: Teaching, Learning, Research and participate in the Liaisons+ meetings. Throughout the pandemic, Archer Library liaison librarians have worked closely with faculty members across campus on enriching and strengthening course and program materials, including a focus on open access and zero cost materials. Librarians, most notably in Nursing, have also provided comprehensive literature search supports for individual researchers and research teams.

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

    We believe that this recommendation has been fully realized over the past five years. Senior Archer Library staff meet regularly with counterparts in IS in a variety of IS and Archer Library forums. The AUL: Content Management and Discovery meets regularly with employees in the Discovery Technology Unit and Archives to ensure initiatives are moving forward as expected. Information Services representatives regularly attend LLT meetings for information sharing

purposes and to respond to Archer Library questions. IS, the Centre for Continuing Education, the Archer Library, and the Centre for Teaching and Learning just announced an joint initiative to better serve teaching on campus through the development of a 'help desk' portal that will allow all faculty ask teaching support questions in one place without having to know or understand how each unit works.

16. **Develop a digitization plan with stated criteria and publicize it to the campus community and through other channels for public archives in Canada.**

    The Academic Unit Review prompted the University Archives to restart our digitization program. Despite the pandemic, a handful of projects were initiated (see Recommendation 18), supported by existing staff and student assistants. Additionally, over the past two years, the Archer Library has re-formatted or re-purposed existing faculty positions to hire a Data Services Librarian, a Digital Services Librarian, a University Archivist, and a Discovery Technologies Librarian (in process). This team will work with the Associate University Librarian: Content Management and Discovery and relevant stakeholders (including the VPR, the Research Office, the federated colleges, UAC and Alumni Affairs) to develop and execute a comprehensive digitization plan.

17. **Seek external funding to support the digitization program through a dedicated focus on donations and crowdfunding.**

    We continue to work with University Advancement on advancing Archer Library goals and objectives, and have completed a *Case for Support* outlining a number of potential initiatives for funding including digitization. To date, no progress has been made on securing donor or grant funding for these activities. Crowdfunding to support digitization is not an ingrained practice for any major academic library, and the Archer Library does not have the resources (personnel and/or financial) to embark on such an activity at this time.

18. **Continue with pilot projects to move the digital agenda forward in the short term.**

    Throughout this period the Archer Library has continued to develop and promote a number of digital projects to support the teaching, learning, research, and community engagement objectives of the University and our funders (including the Tri-Agencies). Examples include:

    - University of Regina Dataverse
    - Mary Filer Artist's Archive
    - Campus Art Guide
    - oURspace
    - Univeristy of Regina Historical News Releases in partnership with UAC
    - Pre-2010 University of Regina Theses
    - Florence A. Kirk Collection
    - Darke Hall Archive (in production) – in partnership with UAC
    - Indigenous Communications Arts Program in partnership with First Nations University of Canada (in production)

19. **Conduct a comprehensive institutional survey of all university units and faculty members, to identify digital curation needs.**

   We believe this recommendation has been fully acted on. Since our last report in 2019, the funded research landscape in Canada has changed, with the Tri-Agencies pursuing a policy of open publishing and open data. With these directions and directives, our Data Services Librarian conducted a Research Data Management survey of all faculty in 2021 to help determine Archer and institutional priorities. We have focused our attention on working with key campus partners (the VP Research, the AVP Research, the Research Office, and IS) to license, develop, and/or implement needed research support services and infrastructure. As grant requirements evolve, and as researcher's needs develop, we will continue to expand and refine services and supports as budget allows.

20. **Measure the risks related to not answering those needs and develop a digital curation strategy to address needs in relation to the risk assessment.**

   As described (flowing out of recommendation 19) this is no longer being considered or acted upon, for the reasons outlined above. The Archer Library does, however, pursue active risk assessment and management processes for all services and supports, including the physical and digital infrastructure that we manage or collaborate on.

21. **Plan the implementation of the digital curation strategy and invest the necessary resources.**

   The University Archivist and Records and Information Management Archivist are working with the Associate University Librarian: Content Management and Discovery to develop and implement a digital curation strategy. In 2019, the University Librarian, the AVP (Information Services), and the Executive Director (University Governance) co-sponsored the university's [Digital Preservation Policy](). In 2020, the Archer Library licensed AtoM, the industry standard archival description software and Archives staff will work to implement it over the next year. Additional investments in necessary resources will be budget dependent.

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

   See response to Recommendation 8, above. Information on the Academic Advisory Committee on Copyright and the Administrative Advisory Committee on Copyright is available [here]().

23. **Develop a comprehensive records management program.**

   The [RIM Policy]() was approved by the Board of Governors in 2009. Significant progress has been made since this time in developing and implementing records classification and retention schedules, establishing procedures and raising awareness about the value of RIM at the University. There is a growing community of individuals on campus who are advancing RIM practices in their areas in partnership with the University Archives. The formal bodies that relate to RIM – the University Records and Information Management Committee (URIMC) and

the Designated Records Officers (DRO) – are increasingly engaged in the work of the RIM Program. More comprehensive training is under development to educate the broader campus community about their records management related responsibilities, but the implementation has been delayed by the pandemic. Managing our relationship with key campus partners (e.g., Access and Privacy, Internal Auditor, IS) continues to be key to the success of the Program.

24. **Plan implementation of the records management plan over a maximum period of five years because of the legal and reputational risks for the university.**

   We believe that this recommendation has been fully achieved. Schedules approved to date are available [here](#).

25. **Consider aligning the records management program with the University Secretariat or other Corporate Services office.**

   As previously stated on page 3 of the [Library Response to CCAM](#) (December 22, 2017), …"[the] Library does not agree with any recommendation to transfer the administrative responsibility for the University's Records and Information Management Program to University Governance and the University Secretary. However, if the recommendation is to work collaboratively with the University Secretary, then we are in agreement and we are already doing so. The [RIM Policy](#) was approved by the Board of Governors in 2009. The administrative responsibility for the program was assigned to the Library at that time."

26. **Actively pursue a program of fund development in collaboration with University Advancement.**

   Significant progress has been made on this recommendation in partnership with University Advancement and Communications. The Archer Library was able to soft-fund a term APT Community Engagement Coordinator from 2019-2021. This position helped us develop a *Case for Support* in collaboration with UAC. UAC support has also been strengthened by the addition of term Development Officers. These additional resources have allowed for more direct support to the Archer Library and led to Textbooks For All being the lead campaign in Fall, 2021. We are concerned that if these resources are not retained in UAC that the progress that we have made will be lost, with significant fundraising and donor opportunities being lost.

Sincerely,

University Librarian