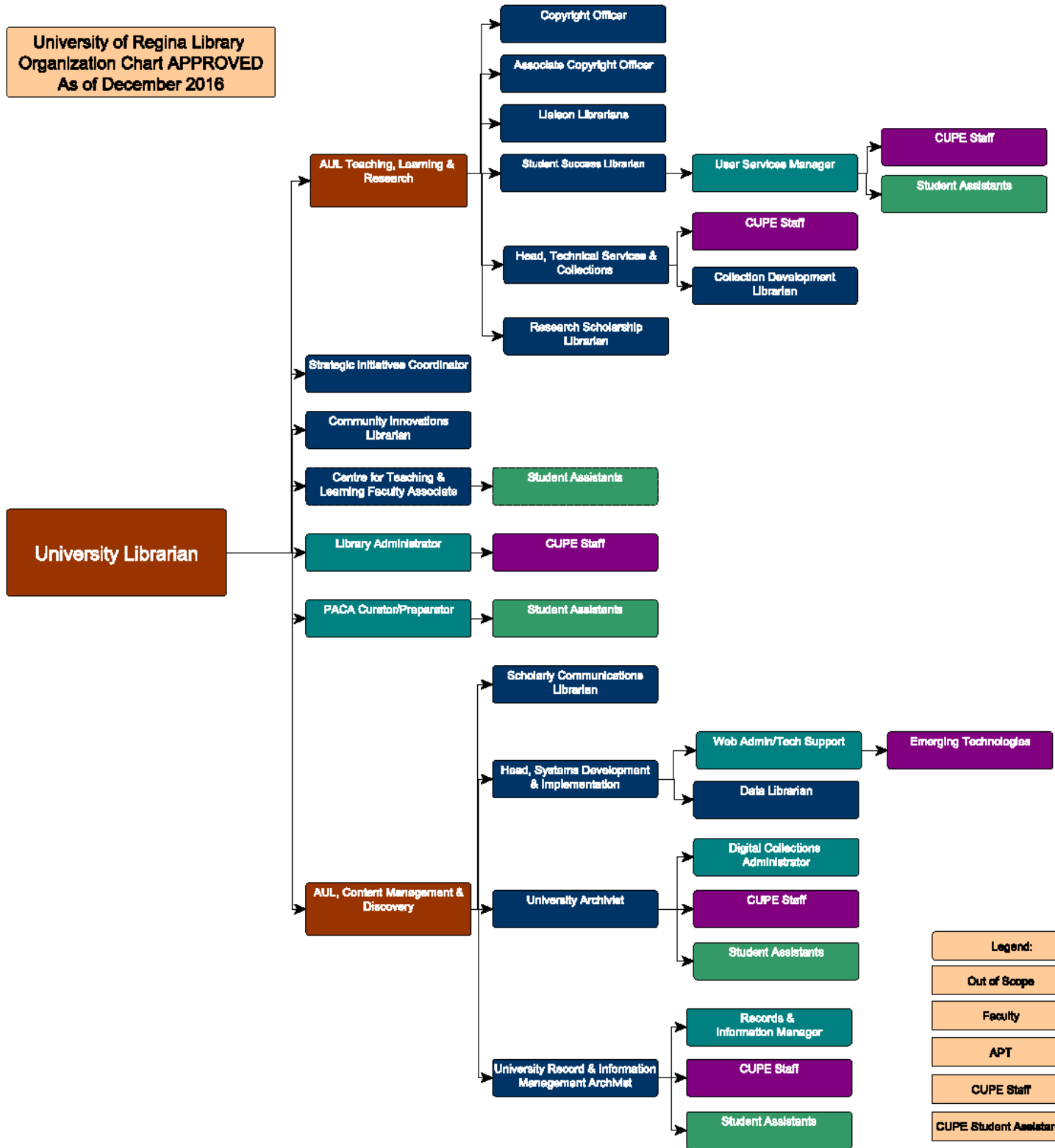


University of Regina Library
 Organization Chart APPROVED
 As of December 2016



2.2.3 Specialized equipment and software

Equipment/Software	Location	Notes
Mission Critical Library Software:		Required for daily Library and Archives operations
Voyager Integrated Library System clients and web interface	Clients on all staff PCs; web available everywhere	Voyager used by Systems staff and other Library staff to do all the functional duties; web interface used by campus and external users to access the catalogue
Relais Interlibrary Loan System	ILL Staff PCs	Relais used for all ILL operations:lending , receiving and ILL Request Form
CONTENTdm	Hosted by OCLC	Web based digital content management system Serves out all digital collections
CONTENTdm client	Archives staff PCs	Used to upload digital images to CONTENTdm server
oURSpace Institutional Repository	SLES server hosted locally & managed by IS	dSpace open source software used by oURspace digital repository. Archives Digital Administrator updates web pages and content via tomcat web services & coding tools such as html, css, javascript; Campus users upload their content to communities defined in oURspace (name of dSpace instance)
LibGuides	Content hosted by Springshare	Web interface used by librarians and other staff to create subject and research guides
Libcal	Room booking web interface hosted by Springshare	Used by staff and students to book group study rooms and labs online 24/7
Summon Discovery Interface	Hosted by Proquest originally & now Ex Libris	Discovery service provided to clients to search databases, catalog, Libguides, and external electronic resources.
360 Resource Manager	Hosted by Proquest	Listing of all electronic resources subscribed with licensing information and access restrictions; Technical Services staff update regularly Links users to full text content for electronic resources or directs them to ILL
360 Link	Hosted by Atlas Systems; Clients on PCs of copyright librarians, ARES system administrator and URCourses administrators	Enables instructors to create lists of their teaching resources and check for copyright before courses are integrated in URCourses which uses Moodle software.
Alma and Primo	Currently being implemented in the cloud	Scheduled go live date is May 15, 2017 to replace Voyager, Summon, 360 Resources and 360 Link in a totally integrated system using a single interface
EZproxy with SSL certificates	Local Server .with database updating access by IS and	EZproxy is used to authenticate patrons to allow them off campus access to all our licensed databases

2.2.3 Specialized equipment and software

Equipment/Software	Location	Notes
	Library system administrators	
NCIP	On Voyager Server	Integrates Voyager with the Relais ILL system to lookup patrons in Circulation and allow validated patrons to request ILL using the Relais ILL request form
SIP2	On Voyager server	Integrates 3M Self Check machine to Voyager circulation to validate patrons wanting to check out books on the 3M
OCLC Connexion	Clients on technical Services staff PCs	Used to import bibliographic records from OCLC to Voyager either with staff client or using the web interface
YBP online ordering	Hosted by YBP	Used for online ordering by staff, EDI invoices with bulk load of YBP created orders to Voyager
Basecamp	Hosted by Ex Libris, the Regina Qu'Appelle Health Region, and Alas Systems.	Project management software used to manage CASLS projects, and by the Ex Libris Alma/Primo teams to manage Alma and Primo implantation schedule, weekly online meetings, and special meetings. Atlas Basecamp used to manage Ares implementation & ongoing upgrades, customizations
Library Equipment		
Lexmark networked printers	6 printers used by staff; 4 on main floor	For centralized printing by staff and students
3M Self Check workstation	Archer main floor	For patron self check
Laptops for lending	30 in Circulation	Lent to students for short time periods in library
iPads for lending	20 in Circulation	Lent to students for 1 week
Brother 550 spine label printers	Technical Services Processor workstations	Produce spine labels for books and piece labels for serials
Date due printers	Circulation PCs	To print date due slips
Fujitsu Scanner	ILL scanning workstation	Used by ILL staff to scan articles to fulfill ILL requests from other libraries
Makerbot 3D Printer	Digital scanning workstation	To scan slides for digitization projects
Sharp Touchscreen	Digital Room	3D printing
Minolta 6000 Reader/Scanner	Digital Room Archer main floor Alexandria and Fisher boardrooms Archer main floor	To project online meeting screens and documents to be viewed by groups Microform reader/scanner for use by staff and public

2.2.3 Specialized equipment and software

Equipment/Software	Location	Notes
Specialized Library Software		
Maker Bot Desktop, Echo 360, .Studio 8, Pidgin, Poster Genius, Snag It, Picasso 3, 7-Zip, Blender, Adobe Suite Photoshop CS 6, Illustrator CS 6, Indesign,	Various staff PCs and staff lending laptops	Library specific software installed and supported by Systems staff
Camtasia Poster Genius Beyond 20/20	3 lending laptops 3 lending lapt All campus PCs	For staff to create videos For staff and faculty to create posters To view Data tables
PACA Software: Filemaker Pro	Database on T:\ drive and software on Curator & student PCs	Used to document the President's Art Collection and record location of art objects on campus
Web/Online Clients & Tools:		
Coda, Cascade, HTML, CSS, Javascript, jQuery, Google Analytics	Systems staff PCs	Used by Systems staff to create and edit several web sites for the Library, SANDS, CTL, Archives, Copyright, and Records Management
Skype, WebEx, Adobe Connect, Zoom, Web Time Card. Bootp, Prezi, join-me, Dropbox, OJS,		various projects and services; adobe Connect used by librarians to provide off campus instruction
TechTools:		
Ghost, Clonezilla, Malware Anti-bytes, CC Cleaner, SpinRite, Insomnia X, Sophos	Systems staff PCs and selected staff PCs or laptops	Used and supported by systems staff to troubleshoot software problems or viruses, or lock down laptops from tampering by clients
RCS, Cygwin, Notepad++	Systems staff PCs	Tools to edit web pages and upload to servers
Macintosh:		
Safari, Thunderbird, Mac Mail, Numbers, Pages, Kanaka, Keynote, Configurator 1 and 2, Automator		Tech tools Supported and used by Systems staff for various purposes in support of Library services
Library Equipment:		
Lexmark networked printers	6 printers used by staff; 4 on	For centralized printing by staff and students

2.2.3 Specialized equipment and software

Equipment/Software	Location	Notes
	main floor	
3M Self Check	Archer main floor	For patron self check
Laptops for lending	30 in Circulation	Lent to students for short time periods in library
iPads for lending	20 in Circulation	Lent to students for 1 week
Date due printers	4 in Circulation	For printing date due slips
Brother 550 printers	Technical Services Processor workstations	Produce spine labels for books and piece labels for serials
Fujitsu Scanner	ILL scanning workstation	Used by ILL staff to scan articles to fulfill ILL requests from other libraries
Minolta 6000 Reader/Scanner	Archer main floor	Microform reader/scanner for use by staff and public For lending to students
Makerbot 3D Printer	Archer main floor	3D printing
Lab Hardware		
Extron IN 1608 switcher, DTP HDMI 4K 330 Rx, Extron DMP 44 LC 4x4 Digital Matrix Processor, Pair Extron FF 120T Ceiling Speakers, Shielded DTP wire and connectors, Extron MLC 104 IP Plus Control Systems; Wacom Instructor monitor Dell Latitude E5550/5550 SSD SHARP TVs with HDMI connections	Wascana and Saskatchewan labs on main floor of Archer Library	Hardware supports library and faculty instruction sessions and online videos and training tutorials which require use of projection to eight 55" TVs to which the 80 laptops can also interface with to project laptop screens onto the TVs for sharing of information. Instructor Wacom monitor is touch screen which can project onto TV screens
Boardrooms:		
Wireless mouse & keyboard; Sharp 55" touchscreen TV and software.	Alexandria and Fisher boardrooms	Used for Library meetings requiring the 55" screen to project documentation and tutorials, webex sessions and other group activities' To project online meeting screens and documents to be viewed by groups
Digital Projects Software		
Adobe, Dreamweaver CS 6, Avidemux, Handbrake, InkScape, LibreOffice 5, Marc Edit 6, My SQL Workbench, OCR (Optical Character Recognition) Software, Scribus, ABBYY FineReader 10 Pro, Sketch Up, Gimp, Nero OEM,	Digital Room digital scanning & Digital Administrator workstation	Used in digitization projects such as scanning digital images, editing images, and preparing content for oURspace Institutional Repository and CONTENTdm Digital repository Adobe Audition is a digital audio recorded, editor and mixer for WAV and AIF audio files

2.2.3 Specialized equipment and software

Equipment/Software	Location	Notes
Nikon Scan Readiris Pro 9, Emacs, Final Cut Pro, Light Table, Logi Pro MacVim; Adobe Dreamweaver CS6, Adobe Illustrator CS6		Photoshop used to edit digital images Gimp is GNU Image manipulation program Sketchup used to design 3D objects Used for digitization projects, creating and editing video and audio of Library Beyond the Book lectures and other campus lectures recorded for the oURspace Institutional Repository, scanning images and editing images, photographing documents and images for digitization projects and the institutional repository
Digital Equipment		
HP Scanjet 8200c Scanner	Digital Room 6 th Floor	To scan documents for digital projects . doc/photo scanner with OCR)
Nikon Coolscan 5000 AKAI GX-630DB Reel to Reel, Super 6SS Cool-Lite (Photography Lighting with Stands), Philips VHS/DVD Combo, Elgato Analog to Digital Converter (RCA to USB), [Windows XP] Dell Optiplex GX280 , Sony External USB Floppy Disk Drive, Bencher CopyMate II (Lighted Photography CopyStand), Mac Pro 3.1 Station , Tascam DP-008 8-Track Recorder, M-Audio Microtrack 24/96 Voice Recorder (2x) Apex 175 Shotgun Microphones, Sony F-V420 Handheld Microphone, Senheiser EW100 G3 Wireless Handheld Microphone, Behringer XENYX 802 Mixer, Senheiser EW100 G3 Wireless	Digital Room 6 th floor	To scan slides for digital projects

2.2.3 Specialized equipment and software

Equipment/Software	Location	Notes
Receiver, Iomega Zip 100 (legacy) Macbook (Version 10.5.8) (legacy) Canon 7D DSLR Camera Sony Vixia HF R52 Video Camera Campus Wide Software		
Novell, Zenworks, iPrint Papercut, Filtr desktop, VPN-SSL, Remote Desktop Connect	Campus wide	Licensed and maintained by Information Service Novell to connect to campus network; Zenworks to distribute software upgrades, iPrint to select printers on network; VPN, SSL and Filtr to allowsecure access to T: drives from off Campus
Sophos Anti-Virus	All campus PCs	Automatic check for viruses on each PC
Alertus	All staff PCs and public workstations	Notification system for emergencies
Webdrive, ..Paint.net Notepad ++,VLC, CD Burner XP,Google Earth, doPDF,		Various tools for accessing online content, editing and saving documents and images
Groupwise	All staff PCs and public workstations	Campus wide email system
Putty,WinSCP	Systems & IS staff PCs	Secure software to access servers
Banner, Caspur Reports	All staff PCs and public workstations	Allows access to Banner Student and Financial Information for authorized users
Qualtrics	PCs campus wide	Licensed by IS to support research & teaching Web-based research survey tool Web-based research evaluation tool
InCities	Web campus wide	Suite of tools for submitting, grading and returning papers online; two librarians teach how to use it
SPSS2	campus & library labs	Enables users to read data from questionnaire surveys to manipulate data in various ways. Supports mixed method research to collect, organize and analyze content from many sources

2.2.3 Specialized equipment and software

Equipment/Software	Location	Notes
NVivo		Supports mixed method research to collect, organize and analyze content from many sources
Arc GiS	campus labs & Data Services Librarian PC	Advanced mapping program for GIS
Moodle	faculty	Used by faculty for online courses; integrated with Ares Copyright software
Internet Explorer, Firefox, Chrome, Opera	All campus PCs	Browsers supported by IS Licensed by IS to support research & teaching
Microsoft Office Suite (Word, Powerpoint, Excel Access, Publisher, Infopath), Adobe Reader	All campus PCs	Standard campus wide software Supported by IS through campus license
Adobe Acrobat Pro	Selected staff PCs (extra cost license)	Online services to store documentation and videos created by staff

University of Regina Library

Collections and Assessment Team Terms of Reference

Mandate:

The Collections and Assessment Team 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.

Functions

- Review and oversight of new journal and database requests
- Coordination of year-end, one-time purchases
- Coordination of collections management, including preservation, de-selection, and location of collections
- Alignment of the collections budget and associated policies with the strategic directions of the University and Library
- Development, review, and implementation of policies related to Collections
- Data collection and statistical analysis to support selection decisions and to support the usage, space disposition, and management of the Library's collections
- Identification of IT infrastructure needs required to ensure effective acquisition and management of information resources
- Monitoring of licensing issues as they relate to selection, access and usage of the collections
- Coordinate and guide the assessment activities of the Library. All non-collections assessment will be done jointly and in consultation with other Library and University departments and external bodies as necessary.

Operating Principles:

The operating principles of the Team include:

- Meet regularly and manage agendas to address library issues. Minutes will be posted to the Library Staff Zone.
- Ensure regular communication to all Library units and staff through established committee structures, or through specially convened meetings of Library staff.
- Invite other Library or University staff to attend meetings as necessary.

University of Regina Library

Accountability:

The Team reports to the University Librarian or designate.

Membership:

Membership is representational, drawing ideas and direction from those within the organization who have primary responsibility for selecting information resources and managing user access to the Library's collections, and for coordinating the broader assessment activities of the Library.

Head, Technical Services and Collections (chair)

Collection Development Librarian

Special Projects Coordinator

2-3 Subject Liaison Librarians, appointed by the University Librarian or designate, following a call for expressions of interest. The term will normally be for two years with an option to renew.

Meetings:

Meetings will be called by the Chair and agendas will be set by the Chair.

Meetings will be weekly or as needed.

Peter Resch, AUL Collections and Assessment: May 26, 2011

Revised: February 6, 2012

Revised: September 20, 2016 (Collections and Assessment Team)

Presented to LAC/Approved: November 17, 2016

University of Regina Library

University of Regina Performance Review Criteria for Librarians and Archivists

1. General

This document describes criteria that define the performance expectations for librarians and archivists in the University of Regina's performance review process. It sets out standards for career progress that are consistent with the intent and framework of the University of Regina/URFA Collective Agreement (Academic). This document should be referred to in conjunction with the Collective Agreement (in particular, Articles 16 through 18) by:

- Librarians and archivists completing the Annual Information Form
- Librarians and archivists in supervisory positions evaluating the performance of librarians and archivists
- The Review Committee as part of its deliberations

The term "Library unit" refers to the Library, the Centre for Teaching and Learning, the Archives, and enterprise academic programs including, but not limited to, copyright and records management.

2. Academic and Professional Credentials

The required academic credentials for appointment as a librarian are a bachelor's degree, and a master's degree (e.g., MLS, MLIS, or MIS), from an American Library Association accredited program or equivalent qualifications.

The required academic credentials for appointment as an archivist are a bachelor's degree and an MAS degree or equivalent qualifications.

3. Performance of Duties

The criteria for evaluating performance include demonstrated competence in position duties, and the ability to work both independently and collaboratively to make effective professional decisions that contribute to the educational and research goals of the Library unit and of the University of Regina. Effectiveness as a librarian or archivist may be defined as the ability to perform consistently at a level appropriate to the rank in the various areas of Library unit programs, services, and operations, and to show initiative in carrying out assigned duties.

4. Duties and Responsibilities

The duties of a librarian or archivist shall normally fall within the categories described within 4.1 (Position Responsibilities), 4.2 (Scholarship, Research, and Creative Activities), and 4.3 (Service). The relative weightings or priorities among the three categories of duties may vary widely among individual librarians and archivists (see Section 8, Assignment of Duties). When assessing librarians and archivists, the amount of time available for research or professional activities shall be taken into account.

4.1 Position Responsibilities: 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

4.2 Scholarship, Research, and Creative Activities: 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 situations 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

4.3 Service: 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 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

5. Description of Ranks and Criteria for Promotion

Progression through the ranks from Librarian/Archivist I to IV requires increasing competence in the skills of the profession and their effective application to Library unit programs, services, and operations.

For promotion to the next rank, librarians and archivists must be performing satisfactorily at their current rank and should demonstrate the ability to perform at the next rank and the potential for future growth.

5.1 Librarian I and Archivist I

Librarian/Archivist I is the initial career rank that is normally assigned to individuals who are entering the profession. At this level of appointment there must be evidence that the librarian or archivist applies practical and theoretical knowledge to professional practice in assigned duties. While the emphasis at this rank is on assigned duties, the librarian or archivist should begin to explore opportunities for scholarship, research, creative activities, and service.

5.2 Librarian II and Archivist II

An intermediate rank in which librarians and archivists demonstrate evidence of increased professional knowledge and expertise in performing the duties (as specified in the Collective Agreement and Section 4 of this document), which should be realized with initiative and greater independence. Accomplishments at this rank will have a wider-ranging impact and a greater sphere of influence than those of a Librarian/Archivist I.

5.3 Librarian III and Archivist III

An advanced rank in which librarians and archivists are expected to fulfill a more complex range of duties. Librarians and archivists at this rank exercise considerable independent judgment in performing assigned duties, and demonstrate greater initiative and expertise in advancing the programs, services, and operations of the Library unit or the University. Further professional growth is expected of librarians and archivists at this rank. This will be demonstrated by scholarship, research, creative activities, or service (as defined by the Collective Agreement and this document) to the Library unit, the University, or the profession.

5.4 Librarian IV and Archivist IV

The senior rank for librarians and archivists who demonstrate leadership in programs, services, and operations of the Library unit or the University, and have a proven record of significant accomplishment in the profession. There will be a high level of professional achievement and sustained professional development either through new position assignments or through scholarship, research, creative activities, or service (as defined by the Collective Agreement and this document).

A significant level of overall responsibility and accountability is evident, as is substantial participation in the collegial governance of the Library unit or University. Contributions to the profession beyond the Library unit or University at the regional, national, or international level are apparent.

6. Career Progress

Career progress decisions concerning increments, merit, and tenure are defined below. Librarians and archivists must provide appropriate documented evidence of accomplishments in order that they receive consideration in career progress decisions.

6.1 Increments: Increments shall be awarded to librarians and archivists whose performance has met the standards for their level of appointment, subject to the limitations of the salary range for their present rank and to the provisions of the

Collective Agreement, as demonstrated by a satisfactory formal evaluation of performance against the applicable criteria established in this document.

6.2 Merit: Librarians and archivists who, considering their present rank and duties, demonstrate exceptional performance or sustained performance that is well above average shall be considered for merit. To be eligible for merit, librarians and archivists must meet the standard of performance in the three areas of duties as defined by the Collective Agreement and the expectations of their rank as described in Section 5 of this document.

Determination of merit is guided by the following definitions:

- Exceptional performance is that which is clearly superior to expected levels of performance for the rank in one or more of the three areas of librarian and archivist duties; or,
- Sustained performance is that which is well above average in at least two of the three areas of librarian and archivist duties (as defined by the Collective Agreement) over a minimum of two years.

6.4 Tenure: Librarians and archivists shall be granted tenure when there is evidence of consistent performance that has met the standards for their rank through the probationary period (including professional growth and development demonstrated by contributions to their profession and to the University) and where there is promise of future contributions that will enhance the academic reputation of the University.

Tenure track appointments shall be renewed when librarians and archivists have met the standards for their rank in performing their duties and it is deemed that they should be given a further opportunity to progress towards a tenured appointment.

7. Sabbaticals

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.

8. Assignment of Duties

8.1 Initial Appointment: In accepting an appointment at the University, librarians and archivists will be assigned duties appropriate to their rank. The duties of librarians and archivists, as defined by the Collective Agreement and this document, normally include:

- 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
- Scholarship, research, and creative activities; and
- Service

8.2 Change in Duties: The duties of a librarian or archivist may change over time. The reasons for this are varied, and may include:

- Permanent changes to a librarian's or archivist's duties due to the changing needs of the Library unit.
- Temporary changes needed to maintain Library unit programs, services and operations when interrupted in the short term by, for example, personal leaves or illness.
- Permanent changes to accommodate, where possible, an individual's preferred career path.

8.3 Request for Change in Duties: A request for a change in the array and mix of duties of a librarian or archivist may be initiated by the University Librarian; or, a librarian or archivist may apply to the University Librarian for a change in the array and mix of their duties. In both cases, the authority for the decision rests with the University Librarian and shall take into account the needs of the member and the Library unit.

Following a request for a change of assignment, the librarian or archivist will meet with the University Librarian and the appropriate associate university librarian to discuss the proposed change.

If the Library unit can accommodate the proposed change of assignment, the University Librarian will present the proposed change to Librarians' and Archivists' Council (LAC) for consultation in committee.

Following the meeting of LAC, any change of assignment will be confirmed by email, and the librarian or archivist will receive a revised letter of assignment, with copies sent to Human Resources, URFA, and the appropriate associate university librarian.

8.4 Principles: The assignment of duties is guided by the following principles:

- **Collegiality:** Changes to the array and mix of duties of a librarian or archivist will be presented at the next scheduled meeting of Librarians' and Archivists' Council (LAC) for consultation in committee. In some cases, the rationale for the request for a change in duties may have to be held in confidence (e.g., for personal reasons).

This process does not prevent librarians and archivists from placing items on the LAC agenda that may have an impact on librarian or archivist assignments.

University of Regina Library

- **Transparency:** Information regarding the duties of librarians and archivists will be made available, upon request, to members of the Library unit for the purposes of comparison.
- **Equitability:** The share of librarian and archivist obligations, as reflected in their letters of assignment, will be equitably distributed

9. Review of This Document

Procedures for initiating a review of this document are set out in the Collective Agreement. At a minimum, this document will be reviewed each time a new Collective Agreement is ratified.

November 29, 2013

Brett Waytuck

University Librarian
university.librarian@uregina.ca, (306) 585-4132

Education and Professional Development

University of Toronto (1985-1987)

- Master of Library Science

University of Calgary (1978-1983)

- Bachelor of Music
 - Major: Music History and Literature
 - Minor: Piano

Joanna Briggs Institute

- Comprehensive Systematic Review Training Program (2006)

Employment History

University Librarian, 2016-
 University of Regina

Executive Director, 2014-2016

Student Achievement and Supports, Saskatchewan Ministry of Education (Secondment)

Provincial Librarian / Executive Director, 2011-2016

Provincial Library and Literacy Office, Saskatchewan Ministry of Education

Director, Literacy Office, 2009-2011

Provincial Library and Literacy Office, Saskatchewan Ministry of Education

Director, Library Planning and Administration, 2007-2011

Provincial Library and Literacy Office, Saskatchewan Ministry of Education

Head, Public Services and Education, 2004-2006

Bracken Health Sciences Library, Queen's University Library

Position Responsibilities

Accountable for:

- Strategic planning, administration, personnel, collections and services

Teaching Experience

Queen's University – Curriculum Integrated Instruction

- Health 205
- Medicine Phase I
- Medicine Phase II

- Microbiology 221
- Nursing 100
- Nursing 101
- Nursing 205
- Nursing 305
- Nursing 800
- Pharmacology 450
- Rehabilitation Therapy 890

Scholarship, Research, and Creative or Equivalent Professional Activities

Publications: Refereed Articles

- The Impact of Hospital Visiting Hour Policies on Pediatric and Adult Patients and their Visitors. Lisa Smith, Jennifer Medves, Margaret Harrison, Joan Tranmer, Brett Waytuck. *JBI Library of Systematic Reviews* (January, 2009)
- Effectiveness of Simulation on Health Profession Students' Knowledge, Skills, Confidence and Satisfaction. Susan Laschinger, Jennifer Medves, Cheryl Pulling, Dr. Robert McGraw, Brett Waytuck, Margaret B. Harrison, Kasey Gambeta. *International Journal of Evidence-Based Healthcare*. 6:3 (August, 2008); 278-302. (52 known citations)

Publications: Other

- Copyright and ejournals: Points of Intersection. In W. Jones, *Ejournals Management and Access*. New York : Routledge, 2009.
- Books & Bytes: Copyright Woes, Wisdom, *Queen's Gazette*. 37:5 (March 13, 2006); 7.
- Copy Right! column *SLA [Saskatchewan Library Association] Forum* (2002-2009)
- The Visible Librarian: Asserting your Value with Marketing and Advocacy: Book Review, *Journal of Hospital Librarianship*. 6:3 (2006).

Presentations

- Saskatchewan Literacy Network Knowledge Exchange (2013). Middle March: PIAAC in a *Saskatchewan, Canadian and International Context*
 - Keynote address.
- Saskatchewan Library Association (2010). *Saskatchewan Multilingual Library Services*.
- Education Institute (2007). *e-Journals and Copyright: Perspectives*.
- Queen's University Library. Human Resources Development Support Team (2006). *Copy, Right?*
- Queen's University. Faculty of Health Sciences (2006). *Copyright: What you need to know*.
 - Faculty development session.
- Canadian Health Libraries Association (2006). *Extreme Library Makeover: CHEER at Bracken Health Sciences Library, Queen's University*.
 - Poster presentation.
- Saskatchewan Library Association (2006). *Copy Right! Words Beyond Value*.
 - Full-day pre-conference session.
- Education Institute (2005). *Copyright Reform: What it Means for Canadian Libraries*.
- Canadian Association of Music Libraries (2004). *Copyright in Canada and Music, Music, Music*.

Service

Canadian Association of Research Libraries

- Strengthening Capacity Committee, 2016-

Canadian Library Association

- E-Book Task Force, 2015
- Copyright Committee, 2002-2012

Council of Ministers of Education, Canada

- PIAAC Advisory Committee, 2008-2014

Multitype Library Board (2004, 2011-2014)

National Network for Equitable Library Service

- Advisory Committee, 2012-2016

Provincial and Territorial Public Library Council (2011-2016)

- Chair, 2014-2016

Queen's University Librarians and Archivists

- Secretary, 2005-2006

Queen's University Association of Queer Employees (QUAQE) (2004-2006)

Queen's University Positive Space Program (2004-2006)

Saskatchewan Apprenticeship and Trade Certification Commission

- Board of Directors, 2015-2016

Saskatchewan Health Libraries Association

- President, 2003-2004
- Vice-President, 2002-2003
- Academic Health Sciences Network Taskforce, 2002-2004

Saskatchewan Information and Library Services, Inc.

- Board of Directors, 2011-2014

Saskatchewan Library Association

- Association Review Committee, 2011
- Treasurer, 2008-2011
- Program Committee, 2004 Conference
- Exhibits Coordinator, 2002 Conference

Colleen Murphy

Associate University Librarian, Academic Liaison and User Services

colleen.murphy@uregina.ca, (306) 585-4028

Education and Professional Development

- 2011** Leadership Institute for Academic Librarians, Harvard Graduate School of Education
1984 Master of Library Science, Graduate School of Library Science, McGill University
1982 License d'anglais, Université de Saint-Etienne, UER. Lettres et Sciences Humaines
1980 Bachelor of Arts with Great Distinction, University of Regina

Employment History

- July 2016** Associate University Librarian, Academic Liaison and User Services
July 2015-June 2016 Acting University Librarian
July 2011-June 2015 Associate University Librarian, Academic Liaison and User Services
2009-2014 Head, Access Services
2009 Promotion to Librarian IV – University of Regina Library

Scholarship, Research, and Creative or Equivalent Professional Activities

- 2015** *“Lean? One Academic Library’s Experience using this Management Practice to Remodel both its Frontline User Services and its Behind the Scenes Technical Processes.”* Presentations at the Atlantic Provinces Library Association 2015 Annual Conference June 12, 2015 and the Alberta Library Conference 2015
- 2014** *Update on the Continuing Education Certificate Program: the 2013 national The Continuing Education Certificate (CEC) Program report and Partnership update* – Lou Duggan, Sue Cleyle, Lisa Hardy and Colleen Murphy. April 25, 2014. Alberta Library Conference.
Lean? One Academic Library’s Experience using this Management Practice to Remodel both their Frontline User Services and their Behind the Scenes Technical Processes-Colleen Murphy and Barbara Nelke. May 2, 2014. Saskatchewan Library Conference.
- 2013** *What is in it for me?* – Lou Duggan, Su Cleyle, Lisa Hardy and Colleen Murphy. April 27, 2013. Alberta Library Conference.

Service

University of Regina Library Committees

Library Leadership Team (2010-); Librarians and Archivists’ Council (Secretary 2008-2011; vice chair 2006); User Services Leadership Team (Chair 2013-15, 2016-); Liaison Librarians Group (Chair 2011-2015); Access Services Group (Chair 2011-2013); Information Resources and Collections Committee (2008-2011); Strategic Planning Steering Team (2015); Peer Review Committee (2006, Chair 2008, 2009); Next Generation Library System Working Group (2015); Ebook Readers Working Group (2011-13); Working Group on Library Policies (2010); Copyright Working Group (2010); LibGuides Working Group (2010); Information Technology Web Content Working Group (2010); Copyright Officer Recruitment

Committee (2015); Copyright Liaison Librarian Recruitment Committee (Chair 2012); Copyright Officer Recruitment Committee. (Chair 2011); Copyright Liaison Recruitment Committee (Chair. 2011); Nursing Librarian Recruitment Committee (2011); Term Liaison Librarians Recruitment Committee (Chair 2010); Collection Development Librarian Search Committee (2006); Library Staff Training and Professional Development Committee (Chair 2011); Joint Collections and User Services Staff Training and Development Group (Chair 2010); Task Group on Training (2009); Space Planning Committee (2008-09); Website Redesign Committee (2007).

University of Regina Committees

University of Regina Senate 2015-16; University Executive of Council 2009-11, 2015-16; University Leadership Team 2015-16; Deans' Council 2015-16; University Information Technology Steering Committee 2015-16; University Records and Information Management Committee 2015-16; Institutional Working Group on Open Access and Research Dissemination 2015-16; Academic Leadership Group (ALG) 2013-14; Advisory Group on Planning, Evaluation and Allocation 2012-13; Planning and Priorities Committee 2009-11; Associate Deans and Department Heads-Academic Coordinators Group (ADDH) 2011-12; Research Ethics Board 2009-14; Council Discipline Committee 2006-07; Human Resources Employee Orientation Partners' Group 2011; Library Rep to Centre for Continuing Education 2006-07; Search Committee for University Librarian 2006

University of Regina Faculty Association

Secretary/Treasurer 2010-11, 1st Vice Chair 2011, Executive Committee 2006-09; Internal Management Committee 2008; Negotiations Advisory Committee 2007-09; Western Regional Conference of Faculty Associations Planning Committee. Member.

Professional Associations

- Memberships:
 - American Library Association, Association of College and Research Libraries, Canadian Library Association. (until 2016), (International Association for Social Science Information Services and Technology (2008-2010), The Partnership: The Provincial and Territorial Library Associations of Canada, Saskatchewan Library Association

Executive and other involvement

Canadian Library Association: Councillor at Large 2015-16; Saskatchewan Library Association: VP Membership and Publications 2013-14, Director, Membership 2011-12, Conference Planning Committee Chair 2009-10, President 2006, Past President 2007-08, One Book One Province Committee, Chair 2015-, Creative Collaborations Network, Founding Member 2014- ; The Partnership: Secretary 2011-14, Education Institute Committee Chair 2008-14; Multitype Library Board (2015-); Multitype Database Licensing Program Review Committee (2016-)

Community Involvement

Regina Musical Club (2008- ; President 2014); Regina Music Festival (Board Member 2011-); Canadian Cancer Society (Canvasser 2014-); Canadian Diabetes Association – Southern Saskatchewan. Regina (Canvasser 2012-; District Coordinator 2008-11); South Saskatchewan Youth Orchestra (Executive 2006-08); Sheldon-Williams Collegiate Parent Association (Chair 2006-07)

Marilyn Andrews

Librarian IV, Data Librarian and Geography Liaison Librarian
Marilyn.Andrews@uregina.ca, 306-585-5113

Education and Professional Development

- 1975 University of Regina. Bachelor of Arts (Majors: Economics and Psychology)
- 1978 Dalhousie University. Master of Library Service
- 1994 University of Michigan. Institute of Social Research. Center for Political Studies. Inter-university Consortium for Political and Social Research. Summer Training Program in Quantitative Methods of Social Research. Management of Machine-Readable Information.
- 2002 ESRI Canada. Introduction to Arc GIS I.

Employment History

University of Regina Library. Spatial and Numeric Data Services Merit Increments Granted: 2007; 2011; 2014

Position Responsibilities

Data: collection development; licence administration, promotion, research consultations, reference assistance and dissemination

Geography: collection development, reference assistance and instruction

Scholarship, Research, and Creative or Equivalent Professional Activities

- A COPPUL (Council of Prairie and Pacific University Libraries) Consortium of Library Electronic Data Services (ACCOLEDS). Representative
- Association of Canadian Map Libraries and Archives
 - Executive Committee (Secretary)
 - Intermittently contributed news items to the *Bulletin*
- Canadian Association of Public Data Users
- Canadian Research Data Centre Network. University of Saskatchewan Research Data Centre (SKY-RDC) Management Committee. Member
- DMTI Smart Program. Primary Contact
- DMTI/Digital Globe Satellite StreetView Consortium. Contact
- GIS & Data Expo. Envisioned, planned and executed a university-wide exposition in celebration of spatial and numeric data creation and analysis across the campus for five years
- *GIS-Based Land-Use Suitability Analysis: A Multi-Criteria Decision Making Approach to Sustainable Land- Use Planning for the City of Regina*. Munira Al-Ageili and Marilyn Andrews, Presenters. Seventh Annual University of Regina Graduate and Undergraduate Research Conference, March 17, 2012
- *GIS-Based Land-Use Suitability Analysis: A Multi-Criteria Decision Making Approach to Sustainable Land- Use Planning for the City of Regina*. Munira Al-Ageili and Marilyn Andrews. Poster presented at the 2012 GIS & Data Expo, University of Regina, and November 14, 2012
- International Association of Social Science Information Service and Technology

- Member
- Administrative Committee, Member-at-Large
- Communications Committee, Chair -accomplished moving *IQ – IASSIST Quarterly* to an Open Journal System hosted by the University of Alberta
- Data Visualization Interest Group
- Publications Committee
- Regional Secretary for Canada – contributed and compiled *IASSIST Regional Report for Canada* for four years
- Inter-university Consortium for Political and Social Research.
 - Official Representative
 - Council Member (4-year term - elected by membership (≈760 universities/institutions) Collection Development Committee, Chair
 - Council Budget and Policy Standing Committee Membership and Marketing Standing Committee, Chair Nominating Committee
- Library
 - Hiring Procedures Sub-Committee to Review Procedures for In-Scope Librarians and Archivists
 - Library Team on Digital Curation
 - Peer Review Committee
 - Search Advisory Committee for Library Administrator
 - Search Advisory Committee for Programming and Information Management Archivist
 - User Services Planning Committee
 - Search Advisory Committee for Systems Librarian
 - Working Group on the Library Award
 - Workshop for Instruction in Library Use 2011 Organizing Committee
- Prairie Metropolis Centre - A Centre of Excellence for Research on Immigration, Integration and Diversity. University of Regina Representative
- Statistics Canada. Data Liberation Initiative (DLI)
 - DLI Contact Education Committee
 - Regional Training Co-ordinator
- Saskatchewan Geospatial Imagery Collaborative. Member

Service

- RESOLVE Saskatchewan - Research and Education for Solutions to Violence and Abuse (RESOLVE), a tri- prairie research network – Steering Committee
 - Awards Sub-Committee, Chair
- University of Regina
 - Council Committee on Academic Mission
 - New Programs Sub-Committee
 - Council Committee on Budget
 - Sub-Committee on Financial Analysis
 - Joint Sub-Committee of the Council Committee on Academic Mission and the Council Committee on Budget
 - Council Committee on Research (Alternate)



- Executive of Council
- Faculty of Arts Council
- Faculty of Business Administration Council (Alternate)
- Faculty of Graduate Studies (Alternate)
- National Summer Institute for Statistical & GIS Analysis (Presenter): 2007; 2008; 2009; 2010
- Search Committee for Vice-President (Research)
- University of Regina Faculty Association
 - Academic Advisory Committee
 - Council of Representatives (Alternate)
 - Equity Committee
 - Executive Committee
 - Mobilization Committee
 - Nominating Committee
 - Returning Officer (Alternate)
 - Search Committee for an Executive Director



Donna Bowman

Liaison Librarian

donna.bowman@uregina.ca, (306) 585-5118

Education and Professional Development

2009	University of Alberta Libraries Edmonton, AB Workshop in Statistical Literacy for Librarians
1989-1991	McGill University Montreal, PQ Master of Library and Information Studies
1982-1987	University of Saskatchewan Saskatoon, SK Bachelor of Fine Arts in Printmaking and Drawing, with High Honours and Distinguished Exhibition

Employment History

July 1, 2006 – July 1, 2016	University of Regina Dr. John Archer Library Regina, SK Bilingual Librarian III reduced (4/5 time) tenured appointment
July 1, 2016 – present	Bilingual Librarian IV reduced (4/5 time) tenured appointment

Position Responsibilities

Liaison Librarian in areas that have grown to include Visual Arts; Creative Technologies; Interdisciplinary Media and Production Studies; Dance; half of Education, including the Baccalauréat and Maîtrise en

éducation; La Cité universitaire francophone; Women's and Gender Studies; and the University of Regina Queer Initiative (URQI). Have taught information literacy sessions in all those areas, for many classes in each, in both official languages. Create a Research Guide for every class I plan and teach. Other responsibilities include research assistance in all liaison areas for both students and faculty, and related collections activities. I liaise regularly with faculty and students in all my areas, in both official languages, in writing, on the phone, and in person

Scholarship, Research, and Creative or Equivalent Professional Activities

- Bowman, D. M. (2006 - 2012). Annotated bibliography of award-winning Canadian children's and YA speculative fiction. Retrieved from <http://ourspace.uregina.ca/handle/10294/1358> Full version available upon request
- Bowman, D.M. (2016). DLNG 315: Didactique de la langue à l'élémentaire I. Retrieved from <http://uregina.libguides.com/DLNG315>
- Bowman, D.M. (May 2011). *Challenges to Canadian Library Resources and Policies in 2009 and 2010: Results and Discussions*. Paper presented at the Canadian Library Association Annual Conference and Trade Show, Halifax, Nova Scotia.
- Bowman, D.M. (2010). *De bibliothécaire à dessinatrice: mon boulot en bande dessinée*. Paper presented for the University of Regina French Department presentation series "Séminaires du département de français," Regina, Saskatchewan, November 25.
- Bowman, D. (2009, March 27). *Portrait of the librarian as a graphic novelist*. Presentation for University of Regina Department of Visual Art's "Art for Lunch" presentation series, Regina, Saskatchewan.
- Bowman, D. M. (2006). Rude Awakenings. *Storyteller: Canada's Short Story Magazine*, 12(4), 37-42.
- Bowman, D. M. (2009, May). *The survey of challenged materials in Canadian libraries: Sharing the results, discussing the findings*. Presentation at the Canadian Library Association Annual Conference and Trade Show, Montréal, Québec.
- Bowman, D.M., Samek, T., Schrader, A., & Trosow, S. (2011). Intellectual Freedom: Issues and Information. *Feliciter*, 57(1), 10-13.
- Bowman, D.M., and Schrader, A. (2012). *Canadian Challenges Survey 2011: Update on Library Resources and Policies Challenged in Publicly-Funded Libraries*. Paper presented at Canadian Library Association Annual Conference, June 1. [I wrote most of this paper, but was unable to be there to give it]
- Bowman, D.M., and Schrader, A. (2014, May). *Persistent Tension: Highlights from the 2013 annual survey of challenges to resources and policies in publicly funded Canadian libraries*. Paper presented at the Canadian Library Association Annual Conference, Victoria, BC [I was not able to present, but was main author of the paper].
- Bowman, D.M., and Schrader, A. (2015, June). *CLA Intellectual Freedom Advisory Committee strategic session: Guaranteeing access to "all" expression? Highlights from the 2014 annual survey of challenges to resources and policies in publicly funded Canadian libraries*. Paper presented as part of a session at the Annual Conference of the Canadian Library Association, Ottawa, ON.

Froese, L.G., Froese, R.D., and Bowman, D.M. (2008-ongoing). *Ben Frost: Detective? The quasi kidnapping of Kitty Von Kat* [graphic novel]. Retrieved from <http://bluebrollycomics.com/ben-frost-detective-home/the-quasi-kidnapping-of-kitty-von-kat/>

Froese, L.G., Froese, R.D., and Bowman, D.M. (2009-ongoing). *Clan Munro* [comic strip]. Retrieved from <http://bluebrollycomics.com/clan-munro-home-3/clan-munro-comic-strips/>

Service

Membership in these associations and committees is for varying dates and varying lengths of time

Library

@Archer Team; Primo Team; Research Skills II Committee (Chair); Library Council (some years as Chair); Joint Collections and User Services Committee; Liaison Committee (a committee that considered the role of liaison librarians); Library Instruction Program Working Group; Selections/Collections Committee; Peer Review Committee (elected, Chair one year); Website Redesign Committee; User Services Web Content Development Working Group; Website Advisory Committee; Working Group on Access and Cataloguing of Institut Français Holdings

University

Library/Faculty of Education Teaching Preparation Centre Committee; Library representative, Education Elementary and Secondary Program Groups; library representative on Faculty of Education Council; library representative on Faculty of Fine Arts (later Media, Art and Performance) Council; library representative on La Cité universitaire francophone Council; French Science Fiction Conference Organization Committee; Queen City Comics Conference and Festival Organizing Committee; Executive of Council (elected); President's Advisory Committee on Art; URFA Status of Women Committee, (Co-Chair for several years); URFA Executive Committee; URFA Mobilization Committee

External/Association Involvement

Canadian Association of Professional Academic Librarians; Canadian Library Association; Canadian Library Association Book of the Year for Children Award Committee; Canadian Library Association Advisory Committee on Intellectual Freedom; Saskatchewan Library Association; Saskatchewan Library Association Freedom to Read Week Committee; Art Libraries Association of North America; American Library Association

Cara Bradley

Liaison Services Coordinator

cara.bradley@uregina.ca, (306)585-4837

Education and Professional Development

MLIS	Master of Library and Information Studies. 1999. University of Alberta.
MA	Master of Arts (English). 1999. University of Regina.
BA (Honours)	Bachelor of Arts Honours (English). 1996. University of Regina.

Employment History

July 2012- Promoted to Librarian IV (Positions: Teaching and Learning Librarian; Liaison Services Coordinator)

July 2010- Promoted to Librarian III (Positions: Teaching and Learning Librarian; Associate Director, Centre for Teaching and Learning; Program & Communications Developer, Centre for Teaching and Learning)

July 2009-Granted Tenure (Position: Distance Education & Outreach Librarian)

Position Responsibilities

- Provide leadership in the forward planning, development, implantation and overseeing of liaison activities and user services that are integrated into the academic life of the University of Regina community; serve as a member of the Library Leadership Team.
- Work closely with the liaison librarians in operationalizing the Library's Strategic Plan (2015-2020), ensuring the Library can effectively support faculty research and student learning.
- Act as the leader of and principal resource for teaching and learning activities of the liaison librarians and the library user services staff.
- As a member of the User Services Leadership Team, contribute to the development and implementation of user-focused services that advance University goals.
- Serve as liaison to the Faculty of Graduate Studies and Research and the Research Office.

Scholarship, Research, and Creative or Equivalent Professional Activities

Publications (selected, last 10 years)

Bradley, C. (in press). Information literacy in Canada. In Association of College and Research Libraries. Student Learning and Information Literacy Committee. *Global Perspectives on Information Literacy: Fostering a Dialogue for International Understanding*. Chicago, IL: Association of College and Research Libraries. Anticipated publication February 2017. Invited contribution.

Bradley, C. (2014). List of selected information literacy resources available in the English language in Canada. In *Overview of Information Literacy Resources Worldwide*. 2nd ed. Ed. Forest Woody Horton, Jr. UNESCO: Paris, 164-169. Retrieved from <http://infolit.org/wp-content/uploads/2014/10/UNESCO-IL-ResourcesEd.2.pdf>. Invited contribution.

Bradley, C. (2014). Information use skills in the engineering program accreditation criteria of four countries. *European Journal of Engineering Education* 39(1): 97-111. doi: 10.1080/03043797.2013.833173

Bradley, C. (2013). Information literacy in the programmatic university accreditation standards of select professions in Canada, the United States, the United Kingdom, and Australia. *Journal of Information Literacy* 7(1):44-68. doi: 10.11645/7.1.1785

Bradley, C. (2013). Information literacy policy development in Canada: Is it time? *Partnership: the Canadian Journal of Library and Information Practice and Research* 8(2). doi: 10.21083/partnership.v8i2.2489

Bradley, C. (2013). Information literacy research in science pedagogy journals. *Evidence Based Library and Information Practice* 8(4). doi: 10.18438/B8JG76

Bradley, C. (2013). The accidental Machiavellian: Strategic alignment between the university library and the teaching centre. In M. Aho & E. Bennett (Eds.), *The Machiavellian librarian: Winning allies, combating budget cuts, and influencing stakeholders*. (pp. 265-273). Oxford: Chandos.

Bradley, C. (2011). *Plagiarism education and prevention: A subject-driven case-based approach*. Oxford: Chandos.

Bradley, C. (2009). The scholarship of teaching and learning: Opportunities for librarians. *College & Research Libraries News* 70(5), 276-278. Retrieved from <http://crln.acrl.org/content/70/5/276.full.pdf+html>

Bradley, C. (2009). Campus disconnect: Academic libraries and the information needs, skills, and behaviors of non-teaching university staff. In *Pushing the Edge: Explore, Engage, Extend: Proceedings of the Fourteenth National Conference of the Association of College and Research Libraries, Seattle, Washington, March 12-15, 2009*. (pp. 46-54). Chicago: Association of College and Research Libraries. Retrieved from <http://www.ala.org/acrl/sites/ala.org/acrl/files/content/conferences/confsandpreconfs/national/seattle/papers/46.pdf>

Presentations (selected, last 10 years)

Bradley, C. Let's Give Them Something to Talk About: Sharing Librarians' Research Beyond Professional Boundaries. Invited Keynote. *Centre for Evidence Based Library and Information Practice Symposium*, Saskatoon, SK, October 14, 2015.

Bradley, C. Library Services for Graduate Students: Opportunities and Challenges. Roundtable presentation. *Association of College and Research Libraries (ACRL) Conference*, Portland, OR, March, 2015.

Bradley, C. Sowing the Seeds: Information Literacy Research in Science Pedagogy Journals. *7th International Evidence Based Library and Information Practice Conference*, Saskatoon, SK. July 2013.

Bradley, C. Information Literacy in Accreditation Standards for Professional University Programs: Get in Sync! *Workshop for Instruction in Library Use (WILU) Conference*, Fredericton, NB. May 2013.

Bradley, C. A National Information Literacy Framework for Canada: The Time is Now. *Workshop for Instruction in Library Use (WILU) Conference*, Fredericton, NB. May 2013.

Bradley, C. Information Literacy in the Programmatic University Accreditation Standards of Select Professions in Canada, the United States, the United Kingdom, and Australia. *Librarians' Annual Information Literacy Annual Conference (LILAC)*, Manchester, UK. March 2013.

Bradley, C. A Subject-Driven, Case-Based Approach to Plagiarism Prevention Education. *Librarians' Annual Information Literacy Annual Conference (LILAC)*, Manchester, UK. March 2013

Bradley, C. The Lesson Plan: Your Roadmap to Great Teaching. *Education Institute session*, broadcast to sites nationwide. August 14, 2012.

Bradley, C., & Phelps, C. Access Copyright: Impact of Withdrawing from the Agreement. *CAUT Western Regional Conference*. Regina, SK. October 2011. Invited speaker.

Bradley, C. A Subject-Driven, Case-Based Approach to Plagiarism Prevention Education. *Society for Teaching and Learning in Higher Education (STLHE) Conference*. Saskatoon, SK. June 2011.

Bradley, C. Campus Disconnect: Academic Libraries and the Information Needs, Skills, and Behaviors of Non-teaching University Staff. *Association of College and Research Libraries Conference*. Seattle, WA. March 2009.

Bradley, C. How "Special" is Your Academic Library?: Library Service to Campus Administrative and Support Staff. Poster presentation. *American Library Association Annual Conference*. Washington, DC. June 2007.

Service (selected, last 5 years)

University committees: Research Ethics Board (2015-present); University of Regina Publications Board (2009-present, Chair 2015-present); Library representative, Faculty of Graduate Studies and Research Council (2014-present); Library representative, Council Committee on Research (2014-present)

Library committees: User Services Leadership Team (Member 2013-present); Member, Library Team on Open Access and Scholarly Communication (2013-present); Liaison Librarians' Group (Member 2013-present, Chair 2015-present); Member, Librarians' Council (September 2005-present); Member, Search Advisory Committee for New University Librarian (2015-2016); Member, Library Leadership Team (2015-present) Member, Library Peer Review Committee (2011-2012; 2014-2015); Staff Training and Development Committee (Member 2011-2015 and Chair 2013-2015) , Staff Training and Development Committee (August 2011-July 2015)

Professional: Member of 4 Saskatchewan Library Association committees; Peer Mentor for CARL Librarians' Research Institute; invited presenter for various professional and community groups.



Crista Bradley

University Records & Information Management Archivist
crista.bradley@uregina.ca, (306) 337-2249

Education and Professional Development

Degrees

- **Master of Arts, History (Archival Studies Stream)**
University of Manitoba/University of Winnipeg. Winnipeg, MB.
- **Bachelor of Arts Honours, History**
University of Regina. Regina, SK.

Selected Professional Development

- **URLeading 2 Pilot Program**
University of Regina. Regina, SK.
- **Digital Preservation Management Workshop**
Inter-university Consortium for Political and Social Research. Ann Arbor, MI.
- **Faculty Certificate Program on Teaching and Learning in Higher Education**
Centre for Teaching and Learning, University of Regina. Regina, SK.

Employment History

University of Regina Archives and Special Collections, 2007 - Present

- University Records & Information Management Archivist, 2008 – Present [Position title was Programming & Information Management Archivist from 2008 - 2014]
 - Tenure: 2010
 - Promotion to Archivist IV: 2013
- Acting University Archivist, 2007 –2008

Provincial Archives of Saskatchewan [Formerly Saskatchewan Archives Board] – 2000 – 2007

- Information Management Archivist – 2004 – 2007
- Retro Description Project Archivist, 2004
- Archival Technician, Backlog Reduction Project, 2001- 2002
- Primary Reference Assistant, 2000 - 2001

Position Responsibilities

The University Records and Information Management Archivist has primary responsibility for managing the full continuum of university records. This involves providing leadership and direction for both the University's Records and Information Management (RIM) program and the University records collections in the Archives' care. The University Records and Information Management Archivist is also responsible for the development and coordination of the Archives' outreach program, delivers presentations and instruction sessions and contributes to the Archives' program to digitize its collections. More generally, the University Records and Information Management Archivist works collaboratively with Library and

other University of Regina colleagues on a wide range of issues, including, but not limited to emerging technologies, policy formulation, instruction and implementation of the Library's Strategic Plan.

Scholarship, Research, and Creative or Equivalent Professional Activities

SELECTED PRESENTATIONS

- Bradley, Crista and Mark Vajčner. "Preserving the Past, Embracing the Future: The Evolving Role of Archives at the University of Regina." ARMA Saskatchewan Education Session. Regina, Saskatchewan. April 28, 2015.
- Bradley, Crista and Annette Revet. "Eating the Elephant One Bite at a Time: Solutions for Access, Privacy and Records Management at the University of Regina." Saskatchewan Access, Privacy, Security and Records Management Forum 2012. Regina, SK. June 20, 2012.
- Bradley, Crista and Lori Podolsky Nordland. "ARchivesMatter: Connecting Archives and Records and Information Management." Association of Records Managers and Administrators Canada National Conference. Nanaimo, B.C. June 4, 2012.
- Bradley, Crista. "Discover Archives" and "Discover Archives II" Presentations in the Seniors' Education Centre's Health and Leisure Series. University of Regina, Regina, SK. September 24, 2009 and March 15, 2010.
- Bradley, Crista. "Movin' on Up: Building Sustained Support for Archives at the University of Regina." Presentation to the Association of Canadian Archivists' Annual Conference. Calgary, AB. May 17, 2009.
- Bradley, Crista and Frank Korvemaker. "Basic Records Management and Archives: A Primer for Organizations." Canadian Council of Archives "Archives and You" Conference. Regina, SK. May 24, 2008.
- Bradley, Crista and Anna Stoszek. "Records Management 101." Saskatchewan Access and Privacy Conference 2007. Regina, SK. April 18, 2007.

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SELECTED PUBLICATIONS

- Bradley, Crista. "How to Prepare for Techmageddon." Review of *Technology Disaster Response and Recovery Planning*, Ed. Mary Mallery. *Information Management*, March/April 2016, pp. 45-46.
- Bradley, Crista. "'Gloaming' to Growing: The Experience of the Institutionalized Elderly at Winnipeg's Middlechurch Home, 1907-1984." In *Prairie Metropolis: New Essays on Winnipeg Social History*, eds. G. Friesen and E. Jones. Winnipeg: University of Manitoba Press, 2009, pp. 143-159.
- Bradley, Crista. "Meditate, Mediate, Celebrate: Public Programming in a Postmodern World." *Archives & Manuscripts: Journal of the Australian Society of Archivists*, Vol. 34, No. 2 (November 2006), pp. 172-186.

Service

SELECTED SERVICE ACTIVITIES

University of Regina

- Member, Council Committee on Student Appeals – 2016 - present
- Secretary, University Records and Information Management Committee – 2009 - present
- Member, Library Strategic Planning Steering Team – 2014 - 2016

- Member, University Librarian Search Committee – 2015-2016
- Library Canvasser, University of Regina United Way Team – 2014, 2015, and 2016
- Volunteer, Residence Move-In - 2015 and 2016
- Library Ambassador, University Employee Engagement Survey Team - 2010, 2012 and 2015
- Member, Library Promotions Committee – 2007 - 2010
- Library Representative, Faculty of Graduate Studies and Research Council – 2009 - 2010

Government of Saskatchewan

- Board Member, Multitype Library Board - 2012 - 2016

Association of Canadian Archivists

- Member, 2015 Conference Host Committee, 2009 - 2015
- Member, 2005, 2009 and 2010 Conference Program Committees, 2004-05, 2007-2010
- Mentor, Mentorship Program - 2009-10, 2011-12, and 2015-2016
- Directory Researcher, University and College Special Interest Section - 2007 - 2009
- Chair (2006 – 2007) and Member (2003 – 2006), Public Awareness Committee

ARMA Saskatchewan

- Director at Large, Board of Directors - 2014-15

Saskatchewan Council for Archives and Archivists

- Individual Member-At-Large (2016-present); Secretary (2005 – 2007; 2008 – 2010) and Vice President (2007 – 2008), Executive
- Chair, Education Committee - 2016-17
- Member (2011 and 2012), Chair (2009 and 2010), Co-Chair (2008) - Regina Archives Week Group
- Archives Adjudication Team, Regina Youth Heritage Fair - 2008, 2010, 2012, 2014 and 2015
- Archives Adjudication Team, Saskatchewan Youth Heritage Fair Showcase - 2014 and 2015
- Co-chair (2009-10) and Member (2007-08 and 2008-09), Public Awareness Committee
- Member, Staff Search Committee - 2007 and 2009
- Member, Grants Committee - 2007 – 2008

Saskatchewan Connections Conference

- Member, Advisory Committee – 2014, 2015, 2016 and 2017 Conferences

Saskatchewan Library Association

- Member, 2016 Conference Planning Committee

Regina Qu'Appelle Health Region Library

- Member, 2016 Archivist Search Committee

Canadian Council of Archives

- Member, “Archives and You” 2008 Conference Committee – 2007-08

Saskatchewan Digital Alliance

- Member, Saskatchewan Digital Alliance Committee - 2007 - 2008

Athol Murray College at Notre Dame

- Volunteer Consultant, Library/Archives Review Group - 2008



Carol MacDonald

Head, Systems Development and Implementation
carol.macdonald@uregina.ca, (306) 585-4015

Education and Professional Development

Education:

- 1972 B.L.S. University of Alberta (ALA accredited)
- 1971 B.A. (Great Distinction) University of Saskatchewan
- 1976-1995 Several classes in Computer Science and Administration, U. of Regina

Professional Development Institutes, Symposia, Workshops (selected):

ELUNA (Ex Libris Users of North America) 2010 Annual Conference. Oklahoma City, Oklahoma, May 6-8, 2015.

Digital Infrastructure Summit 2014. Leadership Council for Digital Infrastructure. Ottawa, January 28-29, 2014.

Ex Libris Research Symposium: The Library at the Intersection of Research and Access. Scottsdale, Arizona, March 5-6, 2013.

COPPUL Digitization and Digital Preservation Strategies for COPPUL Libraries. University of Calgary, April 20, 2012.

Digitization from the Beginning. Presented by Walter Lewis from Allouette Canada. Preconference Workshop for Prairie Partnerships: Expanding our Horizons Saskatchewan Manitoba Libraries Conference, Regina, May 1, 2008.

Social Bookmarking in Libraries: Simply del.icious.us. Preconference Workshop, Prairie Partnerships: Expanding our Horizons Saskatchewan Manitoba Libraries Conference, Regina, May 1, 2008.

Ex Libris Users of North America Technical Seminar. Richmond, Virginia. May 5-6, 2009.

ACRL 2009 Conference "Pushing the Edge: Explore, Engage and Extend". Association of College and Research Libraries. Seattle, March 12-15, 2009.

ARL (Association of Research Libraries) Library Management Skills Institute. Saskatoon, April 11-13, 2007.

Leadership: What Makes the Difference? Academic Coordinators Workshop. Regina, March 16, 2007.

Employment History

Head, Systems Development and Implementation July 1, 2015 – present.

Associate University Librarian, Systems and Information Technology July 1, 2009 – June 30, 2015.

Head, Systems Development and Implementation July 1, 2001 – June 30, 2009.

Head Access Services, 2004- Nov. 30, 2009.

Position Responsibilities

Head, Systems Development and Implementation July 1, 2015 – present

Responsibilities were increased to becoming the project manager for a next generation library system for the Library and six consortium partners in CASLS. This is a major undertaking which will impact all staff, faculty, and students on campus. It will address the University of Regina Strategic Plan objectives for Student Success, Research Impact, and Commitment to our Communities as well as and change how the Library teaches about its resources.

Other major responsibilities include:

- Provide vision and leadership in designing and developing a full range of systems and information technology services that anticipate and respond to the needs of Library staff and clients
- Provide general management, planning and direction of Systems Development and Implementation and supervise staff assigned to the department
- Direct, plan and monitor all aspects of implementation, upgrades, enhancements and maintenance of Voyager and other designated automated library systems, add-on products and interfaces
- Lead, plan and manage (with Information Services analysts) all interface and integration developments (both internal and external) between Library systems and other campus or external systems
- Serve as system administrator of Voyager (and the new Next Generation Library System) and new or existing open source or vendor supplied services and interfaces (ex. Relais, Ezproxy).

I wrote a detailed RFP and led the consortium directors in the evaluation and selection of a new software as service platform from Ex Libris for Alma and Primo. In January of 2016 we entered into contract negotiations and each CASLS member library signed their contracts in March. Implementation began in August, 2016 followed by weekly status calls, training tutorials and discussion of the implementation schedule with Ex Libris and the CASLS project leads. Most of my responsibilities have revolved around planning the migration, extracting the data from each Voyager library, testing migrated data, and ensuring the Alma and Primo implementation progresses as scheduled, at the U. of R. and the CASLS consortium.

I also participated in the Library Strategic Planning Team to contribute several goals for the plan chief among them being the next generation library system which was featured in all three strategic goals. Several objectives have already been met along with ongoing Systems projects such as continuing to maintain Voyager and ensuring web sites are kept up to date, labs and equipment are upgraded/maintained and support requests are handled in a timely fashion by Systems staff.

I serve as the Ares Administrator to implement the Ares copyright software with a team of 2 copyright librarians and the URCourses Administrator. We implemented the system in three months to meet the objective of discontinuing use of Access Copyright. The impact of Ares is already apparent with how copyright librarians teach faculty how to obtain copyright for the materials they put in the URCourses (Moodle) used by faculty to teach online courses blended courses.

In addition I am responsible for all IT projects, Library web sites, and systems support to Library initiatives which require technology or ongoing maintenance and support.

Associate University Librarian, Systems and Information Technology July 1, 2009 – June 30, 2015

Directed and planned the implementation of the majority of systems and information technology goals and objectives identified in the Library Strategic Plan , and initiated several new services, and managed the ongoing projects – all of which contributed to staff efficiencies and new ways of teaching or promoting Library services.

Responsible for general oversight of Archives, Records Management, Data Services, and Systems programs and services.

Planned and managed new mission critical integrations of the Voyager ILS with other software services such as the:

Summon Discovery service , integration of Voyager to the Relais ILL system using NCIP, and Circulation self-check with Voyager using SIP2 protocol loaded on the Voyager server.

Administered the growth of the institutional repository from a template with few documents to one with an extensive array of faculty and university publications now available online. This included:

- Provision of overall oversight to digital collections development which grew from infancy to an ever growing collection of digital projects which are either presented online on the Saskatchewan Digital Alliance website or through our local CONTENTdm system
- Chaired the oURspace Content Working Group to develop the oURspace collection policy to focus on preservation of publicly available University of Regina documents and research
- Following the new policy guidelines staff added several major collections to oURspace from various campus units including theses and dissertations submitted by the Faculty of Graduate Studies
- Negotiated a CONTENTdm license with OCLC to enable Archives staff to develop digitization projects for local content which were not part of the Digital Alliance projects they were submitting content to
- The first two digital collections added to CONTENTdm were the Joe Fafard slide collection comprising over 3800 slides and the Regina College History project which was developed to promote the 100th anniversary of Regina College
- Purchased additional state of the art digitization equipment and software which has positioned staff with the tools needed for development of future digitization projects.
- Explored digital technology preservation trends through attending COPPUL sponsored digital preservation workshops, WebEx demos, and the Digital Infrastructure Summit.

Expanded the number of collaborative projects with Information Services staff, not only related to Voyager but also the introduction of new services, including the re-examination and enhancement of existing interface programs. Chief among these were:

- Automation of the extraction of patron email addresses from Banner for regular transfer to Voyager patron records. This allowed Circulation staff to email Circulation overdue notices to patrons.
- Planning and implementation of new campus wide standard printers to the Library in compliance with Information Service's Print Optimization Project.
- Revision of the programs for the latest New Books software to integrate with the new Voyager interface and apply results to RSS feeds.
- Upgrade of EZProxy with SSL certificates prefixes to create greater security for off campus access to



online database content

-Implemented several upgrades to the Voyager Integrated Library system to latest versions and ensured all pre and post upgrade tasks were completed and all interfaces to Banner and other services continued to function.

Provided consulting and technical support to RegLIN Consortium library staff and their IT support personnel on how to maintain their Voyager databases and connections to the U of R server, resolve network connection issues, and configure ODBC connections to enable Access Reports. Successful new projects included:

-Co-ordination of several Voyager upgrades with RegLIN members leading to a new Google like interface.

-Implementation of new Webadmin web interface to enable staff to upload records to their Voyager databases.

-Launched voyager mobile web site for each RegLIN member library.

-Co-managed a large project of the Legislative Library to extract all their records for submission to OCLC thus allowing the Legislative library records to be available in the OCLC Worldcat union database.

-Acted as consultant to the Legislative Library to extract their records for digital documents and upload them to APLIC, the government and legislative publications portal to full text documents from all national and provincial governments.

-Provided advice to the Regina Qu'Appelle Health Region library on how to expand their Voyager ILS operations to the Saskatoon and Prince Albert health regions with a view to phasing in the remainder of the health regions to form one large Voyager database of Saskatchewan health region library materials.

Took a lead role in preliminary planning for the next generation library system. Wrote a Project Feasibility Request for LLT and Information Services to outline the requirements of a new system. Presented the feasibility request to GASP (General Administrative and Security Planning) Committee who agreed to have the project added to the Information Services large projects implementation list as a top priority.

Negotiated the update of the Voyager ILS contract with Ex Libris in order to meet the requirements of the University Auditor and Supply Management Services for current contracts.

Appointed Chair of the PACA in September, 2011 when the Library was asked to take on administrative responsibility for PACA. Chaired monthly meetings and oversaw the acquisition of several new artworks

Head, Systems Development and Implementation 2001 – 2009

Head Access Services, 2004- Nov. 30, 2009

Major responsibilities were the same or similar to those outlined above in my current position as well as being Head, Access Services.

Worked in close collaboration with Information Services analysts, technicians, and network support personnel in the installation of over 20 major upgrade versions and updates of Voyager software and several programming interfaces to Voyager such as the new books list, GODOT, Voyager to Banner transfer of fines and fees, and Banner to Voyager transfer of patron information.

Implemented and supported three different Interlibrary Loan Systems: Aviso, OpenILL, and Relais. Introduced the online interlibrary loan form which interfaces to the Library's online databases, and the Relais database.

Managed numerous automation projects including working with COPPUL colleagues to implement joint open source software such as GODOT, CUFTS, OpenIL and dbWiz.

Solved many technology problems and worked on several projects that improved staff efficiency in all areas of the Library. These included bulk loading of records to Voyager, EDI invoicing for monographs and serials, web site enhancements, and introduction of the highly successful LibGuides web 2.0 software for using by librarians for subject guides and instruction.

Responsible for managing three units within Access Services: Circulation, Interlibrary Loans, and Micro/AV, and introduced several improvements to staff efficiency and overall service to the campus community.

-Introduced a very successful laptop lending program in Circulation.

-Planned and implemented the transfer of Circulation fines and fees from Voyager to Banner financials.

Planned and implemented the transfer of Banner faculty, staff and student files to the Voyager Circulation System.

-Implemented email notification to faculty, staff and students for overdue notices and courtesy.

-Updated the online interlibrary loan request form according to new GODOT guidelines for interfacing with Voyager patron files and online databases, and re-wrote website pages describing policies and procedures in Interlibrary Loans and Circulation.

Scholarship, Research, and Creative or Equivalent Professional Activities

Publications:

MacDonald, Carol. Mediascape LibGuide, 2011. Available at <http://uregina.libguides.com/aecontent.php?pid=30574>.

MacDonald, Carol. COPPUL Interlibrary Loan/Resource Sharing Group WIKI. University of Regina. December, 2006 - 2010. Was at <http://ill-coppul.wikispaces.com> but since de-commissioned.

Presentations (selected):

MacDonald, Carol. "Next Generation Library System: Presentation to consortium RFP Evaluation teams". RegLIN - RFP Evaluation Orientation Meeting. Regina, October 27, 2015.

MacDonald, Carol. "Campus Art Collection: Open to All". Presented to the Saskatchewan Libraries Conference. Regina, May 9, 2015.

MacDonald, Carol. "Open Access and the Future of the Printed Book in Libraries". Presented to the Designing the Future: The 2010 Tri-Province Publications Forum. Regina, March 18th, 2010.

MacDonald, Carol. "*EDI from Blackwell's Collection Manager to Voyager: Implementation Issues and Solutions*". Presented at ELUNA (Ex Libris Users of North America) Conference, Richmond, Virginia, and May 7, 2009.

MacDonald, Carol. "Open Access (electronic) as Opposed to Print Journals from the Point of View of Libraries. Presented to CPRC Publications Board. Regina, December 18, 2009.

MacDonald, Carol. "Digitizing Artist Joe Fafard's Slide Collection". Presented to *Prairie Partnerships: Expanding our Horizons*, Saskatchewan and Manitoba Libraries Conference, Regina, May 2nd, 2008.

MacDonald, Carol. "dbWiz Federated Search". Presented to Library staff. April 4, 2007.

MacDonald, Carol. "Leveraging Voyager with Open Source Software". Presented to the Voyager EndUser Conference, Chicago, April 28, 2006.

Technical Reports (selected):

MacDonald, Carol. Request for Proposal for a Unified (Next Generation) Library Services Platform for the University of Regina and Consortium Members. Regina. September 25, 2015, 52 pages.

MacDonald, Carol. RFP Vendor Response Scoring Sheet: High Level Product and Services Requirements. Report to RegLIN Board of Directors. November 3, 2015, 5 pages.

MacDonald, Carol. *RFP Installation/Startup Vendor Cost Comparisons- Separate Databases*. Report to RegLIN Board of Directors, November 1, 2015, 3 pages.

MacDonald, Carol. *Ex Libris Demo to RegLIN Consortium December 8th, 2015: Scenarios, Specific Features Demonstration and Questions*, December 1, 2015, 9 pages.

MacDonald, Carol. *OCLC Demo to RegLIN Consortium December 15-16th: Scenarios, Specific Features Demonstration and Questions*. December 7, 2015. 7 pages.

MacDonald, Carol. *RFP #20800-27-25 Evaluation and Decision to Select Ex Libris*. Report to Supply Management Services and RegLin Advisory Board, December 21, 2015, 9 pages.

MacDonald, Carol. Recommendation on Proposed Shumiatcher Donation. Report to Vice-President, External Relations, April 10, 2013, 5 pages.

Next Generation Web Scale Discovery Service & Tool for University of Regina Library. Request for Proposal, 2011, 32 pages.

Provincial Heritage Languages Project. Regina, November 19, 2010. 9 pages.

Gibson Library Collection: How to edit in MarcEdit for Loading to Voyager in Webadmin. Report to the Saskatchewan Legislative Library, August 18, 2010, 16 pages.

Carol MacDonald. *Importing Files from Blackwell's Collection Manager*. October 27, 2008, 15 pages.

Carol MacDonald. *EDI File Creating from PO Messages*. October 27, 2008 6 pages

Ongoing Research: Next generation library systems and discovery interfaces, including vendor progress in developing their software architecture as SaaS (Software as a Service) with capabilities to allow for mobile access on any screen size, interoperation with institutional repositories, campus systems such as Banner and Moodle, and external systems such as Relais and Ares. This resulted in my ability to write

a very detailed RFP for a new system which was accepted by LLT and the consortium and will result in a state of the art library system for all members of the CASLS consortium.

Service

Administrative Work and Committees:

University:

- Presidents Advisory Committee on Art - Chair 2011 – June 30, 2016.
- University Web Governance Committee Member 2011 – present.
- University of Regina Press Publications Board. Member 2009 - present...
- GASP (General Administrative and Security Planning) Committee. Member. November, 2005 – present.
- Print Assessment Implementation Committee. August, 2009 – 2010.
- University of Regina Faculty Association Executive. Member. May, 2008 – June, 2009.
- URFA Internal Management Committee. 2001-2005.
- User Group for the Programming of the College Ave. Campus Revitalization Project. June 15, 2015.

Library (selected):

- Next Generation Library System Project Team, Project Manager, 2014 – present.
- CASLS Advisory Committee, 2016 – present.
- RegLIN Advisory Committee, 2000 – 2016.
- Curator/Preparator Hiring Committee. Chair, March, 2015.
- Strategic Planning Steering Team. Member. 2014 – present. .
-Communities sub-team. Chair, 2015.
- Web Advisory Committee 2011 – present.
- oURspace Working Group – Chair 2012.
- Library Leadership Team. September, 2009 – present.
- Library Executive Committee. November 20, 2003 – June, 2009.
- Peer Review Committee. 2008-2009.
- AUL Search Committee. March- April, 2009.
- Selection and Interview Committee for Library Administrator. October, 2009.
- TPC Working Group. December, 2008 – 2010.
- Strategic Planning Committee. February, 2007 – 2008.
- Librarians and Archivists Council. 1974-1982; 1987 – present.
-Chair November 2005- May, 2007
- Web ReDesign Committee. January, 2007– 2008.

External Community Service:

RegLIN Consortium: Much of my professional community service has been with the external library community –primarily with the librarians and directors who work in the RegLIN Consortium of libraries



whose Voyager databases are hosted at the University of Regina. This continued when the consortium expanded to seven members and was renamed CASLS – Consortium of Academic and Special Libraries in 2016.

–Wrote a detailed RFP for the next generation library system to include requirements for each of the member libraries.

-Negotiated the contracts with Ex Libris for all consortium members

-Wrote several evaluation reports in collaboration with consortium project team members

-Appointed project manager for the CASLS implementation of Alma and Primo

CASLS Advisory Committee. Member. March, 2016 – present

RegLIN Board of Directors. Member. 1990- March, 2016

Reglin Advisory Committee. Member, 1990 – March, 2016

-Attended all meetings are reported on latest developments to the Voyager ILS & upgrades planned

Ex Libris Users of North America. Member 2007 – present

-Active in community through presentation on “Leveraging Voyager with Open Access Software” and poster session on Blackwells EDI workflows- *“EDI from Blackwell’s Collection Manager to Voyager: Implementation Issues and Solutions”*.

-Beta Tester for Ex Libris Learning Center – new gateway training interface.

Multilingual Library Services Committee. Member. 2009 – 2011

-Collaborative project to provide multicultural books to the U of R community through loading of titles to Voyager.

COPPUL ILL Resource Sharing Working Group. Member March 29, 2004 -2009

- webmaster for the COPPUL ILL Resource Sharing website and wiki which I developed for COPPUL from 2006-2009 using wikispaces software.

Barbara Nelke

Head, Library Technical Services & Collections

Barbara.Nelke@uregina.ca, (306) 585-5099

Education and Professional Development

1995 Master of Library and Information Studies, Dalhousie University, Halifax, N.S.

1992 Bachelor of Arts, Saint Mary's University, Halifax, N.S.

Employment History

Head, Library Technical Services and Collection, University of Regina Library 2010-

Head, Library Technical Services and Database manager 2006-2010

Adjunct Faculty Library & Information Technology Program Nova Scotia Community College, Virtual Campus 2000-2009

University of Regina Tenure granted 2005

University of Regina Promotion to Librarian IV rank 2008

Position Responsibilities

Head, Library Technical Services and Collections

- Provides vision and leadership in designing and developing a full range of acquisition, cataloguing and end processing, and interlibrary loans services and policies that anticipate and respond to the library needs of faculty members, students, University staff, other clients and library employees and that reflect the best practices in the field, as well as a balanced application of cost efficiency and quality of access.
- Chairs the Collections and Assessment Team (CAT) and provides leadership and oversight in Collections Services related initiatives and activities.
- Participates in general library planning and cross-functional activities, and foster effective working relationships with other library departments.
- Contributes to institutional planning as a member of the Library Leadership Team and other library and university committees.
- Provides general management and coordination of technical services operations and supervises Academic staff and other staff assigned to the department.
- Plans and develops staff training programmes for Technical Services staff.
- Contributes to the development of partnerships and alliances with other libraries and library consortia in matters of acquisitions, cataloguing, processing, electronic resource management, and interlibrary loans.
- Maintains a current awareness of emerging trends and best practices in technical services, including interlibrary loans services, and explore potential collaborative efforts.
- Develops and maintains standards for data used in ordering, cataloguing and statistical reporting on processes in the department.
- Participates in professional forums within the Library, the University, the community and the library profession.

List of online courses taught via Library & Information Technology Program Nova Scotia Community College, Virtual Campus between 200and 2009:LIBR 1001Descriptive Cataloguing - Print Materials
LIBR 3004Media Cataloguing, LIBR 2001Subject Cataloguing, ILIBR 3001Subject Cataloguing II.

Scholarship, Research, and Creative or Equivalent Professional Activities

Research:

Over last ten years I focused on applied research to facilitate required changes in management of my areas. Results of my research included: introduction of new tools (online ordering via EDI), implementing management of electronic resources (Serials Solutions ERMS) as well as finding the best way of providing access (link resolvers, discovery layer). My main interest centers on improving access to electronic resources and creating a positive seamless access experience for users.

Selected presentations

Presentation, co-presenter: "The E-Resources Landscape in Saskatchewan Post-Secondary Libraries ." *Saskatchewan Library Association 2016 Conference*, May 5-7 2016, Saskatoon SK.

Murphy, Colleen and Barbara Nelke: Library Acquisitions: Exchange Rate Challenges" presentation to Deans Council, University of Regina, September 30, 2015

Murphy, Colleen and Barbara Nelke: University of Regina Library Acquisitions Budget Challenges Open Forum" presentation, Regina, Sk, February 26 and February 29, 2016

Presentation, co-presenter: "Lean? One Academic Library's Experience using this Management Practice to Remodel both their Frontline User Services and their Behind the Scenes Technical Processes.." *Saskatchewan Library Association 2014 Conference*, May 1-3 2014, Moose Jaw SK.

Presentation, co-presenter: "Promoting ejournals through BrowZine." *Saskatchewan Library Association 2014 Conference*, May 1-3 2014, Moose Jaw SK.

Presentation: "Serials Solutions Discovery and Management in the Real World: University of Regina experience." *Ontario Library Association 2012 Super Conference*, February 2-4 2012, Toronto ON

Paper, co-presenter: "Next Generation Search Interfaces." *Saskatchewan Library Association 2012 Conference*, May 3-5 2012, Regina SK.

Presentation: "E-books Terms of Use: The Bone of Contention between Publishers and Users of Academic Libraries." *Tenth International Conference on the Book*, June 30-July 1 2012, Barcelona Spain

E-books at University of Regina. 2010. Designing the Future: The 2010 Tri-Province Publishers Forum. Regina, March 18. A part of Library Panel-The Future of the Printed Books in Libraries.

Service

Selected University of Regina Library

- Library Leadership Team, member 2006-
- Librarians' and Archivists Council, member 2001-
- Library Team on Copyright, member 2013-2014
- Collection and Assessment Team, chair 2012-
- Information Resources Collection Team, chair 2006-2011



- Web Advisory Committee 2010-2012
- Next Generation Library System Working Group 2015-
- Ebook Readers Working Group, chair 2012-2013
- Summon Implementation Working Group 2011
- 360 Link Implementation Team, member 2012
- Peer Review Committee, member 2006 chair 2007-2008, member 2009, 2014
- Website Redesign Committee, chair 2007
- Reappointment of Associate University Librarian Committee, member 2014
- Search Committee- University Librarian, member 2006
- Search Committee- Associate University Librarian, member 2007
- Search Committee for Collection Librarian, member

Selected University of Regina Committees

- Occupational Health & Safety Committee, representing URFA 2013-
- Instructional and Information Technology Committee, representing URFA 2013-
- URFA Grievance Committee, elected member representing Library 2008-2010
- Executive of Council, elected member representing Library 2010-2013
- Advisory Committee on Research and Instructional Computing (ACRIC), the sub-committee of The University Information Technology Steering Committee's (UITSC), member representing Library 2010-2013
- Intellectual Property Committee, member 2007-2009
- University Academic Program Review, Elected Task Force, member 2011-2012

Selected Professional Associations, Groups and Committees

- Provincial:
 - Saskatchewan Library Association, Continuing Education Committee 2015-
 - Saskatchewan Library Association Board member, Director for Academic Libraries 2004-2006
 - Saskatchewan Library Association, Board and Committee Structure – Taskforce, member 2011
 - The Saskatchewan Library Association representative on the SIAST Library and Information Technology Program Advisory Committee 2012-2015
 - Multitype Database Licensing Program Committee, member representing academic libraries 2004-Saskatchewan Library Association Education Bursary Committee 2015-
- National:
 - CRKN Collections Contact 2006-
 - CRKN Perpetual Access Task Group, member 2011-2012
 - Invited by Saint Mary's University to serve as an external reviewer for Librarian IV promotion (2016)
- **Regional:**
 - COPPUL Collection Group –University of Regina primary contact 2009-
 - COPPUL Shared Print Archive Network (SPAN) Management Committee 2015/16-
 - COPPUL SPAN monograph project-University of Regina project lead 2015-



William D. Sgrazutti

Special Projects Coordinator (July 1, 2015 – present)
william.sgrazutti@uregina.ca, (306) 585-5104

Education and Professional Development

University of Western Ontario

Master of Library and Information Science, MLIS, 1986

University of Windsor

Bachelor of Music, BMus, 1984

Gold Medalist (Performance - Piano)

Professional Development (Selected):

Participant. The University of Manitoba, Centre for Higher Education Research and Development (CHERD): University Management Course (UMC) - *A concentrated program of study designed to enhance the managerial and leadership skills of post-secondary administrators through a rigorous overview of management issues from a broad institutional perspective.* Certificate awarded May 2005.

Participant. Outcomes, Value and Impact: Metrics for Library Success Workshop (September 28 and 29, 2015, Vancouver, BC). Program details available at: <http://www.metricsandlibraries.org/>.

Participant. The University of Manitoba, Centre for Higher Education Research and Development (CHERD): Integrated Planning and Budgeting Workshop (October 30-31, 2015, University of Calgary, Calgary, AB). Program details available at: <http://umanitoba.ca/cherd/workshops.html>.

Participant. Canadian Association of Research Libraries (CARL): 2015 Canadian Library Assessment Workshop (October 14-16, 2015, Ryerson University, Toronto, ON). Program details available at: <http://www.carl-abrc.ca/mini-site-page/2015-canadian-library-assessment-workshop/>.

Participant. Canadian Association of University Teachers (CAUT): Equity Workshop “Challenging systemic discrimination in the academy”, presented by Rosa Barker, Equity Officer, CAUT (September 30, 2016, University of Regina, Regina, SK).

Employment History

Positions held at the University of Regina Library:

Special Projects Coordinator, July 1, 2015 – June 30, 2016 (with possibility of extension); July 1, 2016 – June 30, 2017 (with possibility of extension)

University Librarian (Reappointed following review), July 1, 2014 – June 25, 2015; (Reappointed following review) July 1, 2011 – June 30, 2014

Acting University Librarian, July 1, 2010 - June 30, 2011

Associate University Librarian (User Services), July 1, 2009 – June 30, 2010

Liaison Librarian:



- **Education (Graduate Programs) and Music**, July 2008 - June 2010
- **Education (Graduate Programs) and Fine Arts** (including Media Production and Studies/Music/Theatre), April 2006 – July 2008
- **Business Administration**, July 2008 – September 2009

Research Project Assignment, March 2006 – June 2006

Associate University Librarian (Client and Resource Services; Research), March 2001 – February 2006

Tenure granted July 1, 2001.

Position Responsibilities

Special Projects Coordinator: Reporting to the Associate University Librarian (AUL), Academic Liaison & User Services, responsible for supporting strategic, planning, and assessment initiatives. The Special Projects Coordinator is responsible for individual work and for coordinating teams or working groups as appropriate, and serves as the Library Liaison with the University's Office of Resource Planning (ORP).

University Librarian: Reporting to the Provost/Vice-President Academic, responsible for leading the University Library, including 20 professional staff and over 40 support staff, with an overall annual budget of more than 9 million dollars. Served on Library and University committees and as a representative of the Library to the University and broader community, and worked with internal and external partners to advance the University's educational and research mission. The University Librarian administrative portfolio comprised the Library, the University Archives and Records and Information Management, the Centre for Teaching and Learning (CTL), Copyright, the President's Art Collection, and the coordination of enterprise academic software.

Associate University Librarian (User Services): Reporting to the Library Director, responsible for planning, developing and implementing initiatives to enhance the Library Liaison program and User Services, and that are responsive to the changing library needs of the University community. An understanding of evolving models of teaching, learning and research, and new technologies informed planning decisions. Served on Library and University committees, and provided input into strategic planning, budget and employee resource decisions, and policy development. The liaison librarians, Data Librarian, U.READ Librarian, and the Coordinator (User Services Support Staff) reported to the AUL (User Services).

Liaison Librarian: Reporting to the Head, Collection Development (2006 – 2008) and then to the Head, Library Research Services (2008 – 2009), provided a broad range of innovative liaison services to faculty and students in Education, Fine Arts and Business Administration, including Library instruction and in-depth, specialized reference services, collection assessment and selection, and partnering with faculty in their teaching and research activities. New liaison initiatives included the provision of reference and research consultations on site in the Faculty of Education.

Research Project Assignment: Reporting to the University Librarian, researched best practices in library liaison and prepared the report *Library Liaison: A Philosophy of Service Provision* (September 8, 2006). The report responded to the recommendations on library liaison identified during the Library Unit Review (2005) and served as a catalyst to further develop the Library's Liaison Program. The report was published on oURspace.

Associate University Librarian (Client and Resource Services; Research): Reporting to the University Librarian, responsible for overseeing the planning and development of Library collections, library liaison with University researchers, staff training and professional development within the Library. The AUL (Research) contributed to the formulation of Library policy and advised the University Librarian on a wide range of issues, including the Library Unit Review (2005).

Scholarship, Research, and Creative or Equivalent Professional Activities (Selected)

W. Sgrazzutti. *Library Liaison: A Philosophy of Service Provision (September 8, 2006)*. Internal Report (see oURspace at <https://www.uregina.ca/library/libstaff/information/academic-unit-review.html> to access report).

W. Sgrazzutti. *The On-Site Librarian Services Project: Progress Report (June 28, 2007)*. Internal Report (see oURspace at <http://ourspace.uregina.ca/handle/10294/5795> to access report).

Contributor, Recruitment Procedures for In-scope Librarians and Archivists (2013 May 16).

W. Sgrazzutti. *University of Regina Library and First Nations University of Canada Library: Collaboration and Opportunity (January 25, 2016; Revised March 17, 2016)*. Internal Report (see oURspace at <http://ourspace.uregina.ca/handle/10294/6732?show=full> for content summary and availability).

W. Sgrazzutti. *Everything Old is New Again: The 2008 Assessment and Evaluation Program Proposal Revisited (April 10, 2016; Revised May 4, 2016)*. Internal Report (see oURspace at <http://ourspace.uregina.ca/handle/10294/6885?show=full> for content summary and availability).

Conference Manager, Saskatchewan Library Association, 2017 Saskatchewan Libraries Conference Planning Committee (CPC), May 2016 – May 2017.

Service

University service related activities (selected):

- Academic Program Review Steering Committee and Scoring Task Force, Member, 2010 – 2011
- Deans' Council, Member, 2010 – 2015
- Executive of Council, Member (Ex-Officio), 2010 – 2015; Member (Elected, 3 Year Term), 2016 –
- University Leadership Team, Member, 2010 – 2015
- University of Regina Senate, Member (Ex-Officio), 2010 – 2015
- University Records and Information Management Committee, Chair, 2010 – 2015
- (University) Faculty Council, Council Committee on Budget (CCB), Member, 2016 – (Elected, 2 Year Term)
- University of Regina Faculty Association (URFA) Equity Committee, Member, 2016 –

Library service related activities (selected):

- Librarians' and Archivists' Council (LAC), Member, 1998 –
 - LAC, Co-Secretary, 2015 – 2017 (2 Year Term)
- Library Executive Committee, Member, 2004 - 2006
- Library Director's Executive Committee, Member, 2009 – 2010
- Library Leadership Team, Chair, 2010 – 2015; Member, 2016 –
- Collections and Assessment Team, Member (2 year term), July 2016 –

Professional service (Local):

- First Nations University (FNUniv) of Canada Librarian Performance Review, Initial Reviewer (January 2014, January 2015, January 2016).
- Regina Library Information Network (RegLIN), President, July 2010 – June 2015.

Professional service (Regional):

- Saskatchewan Library Association, 2017 Saskatchewan Libraries Conference Planning Committee, Manager and Co-Chair, May 2016 – May 2017
- Saskatchewan Ministry of Advanced Education, Saskatchewan Growth and Sustainability Action Item "Opening library access to all post-secondary students in the Province", Project Leader, April 2013 – June 2015.



- Council of Prairie and Pacific University Libraries (COPPUL), Library Director, 2010 – 2015.
 - COPPUL Shared Print Archive Network (SPAN), Member, 2013 –2015.
 - COPPUL Board of Directors, Vice-Chair, 2013 – 2015.
- Geoffrey R. Weller Library, University of Northern British Columbia (Prince George, BC), External Reviewer (with Dr. Vicki Williamson, Dean of Libraries, University of Saskatchewan), April 23-24, 2012.

Professional service (National):

Canadian Association of Research Libraries (CARL), Library Director, 2010 – 2015:

- Scholarly Communications Committee, Member, 2011 - 2013.
- Research Libraries Committee, Member, 2013 – 2014.
- 2013 CARL Librarians' Research Institute, University of Regina (Regina, SK), Local Arrangements Committee, Chair; 2013 LRI Peer Mentors Selection Committee, Member.
- Committee on Research Dissemination, Member, 2014 – 2015.
- CARL Assessment Committee, Member, 2016 -

Mary Chipanshi

Librarian

mary.chipanshi@uregina.ca, (306) 585-5101

Education and Professional Development

Degree	Area of Study	Institution	Date
MLS	Librarianship	University of Wales	1989
BALS	Librarianship	University of Zambia	1984
AHIP Senior Member of The Academy of Health Information Professionals Presented by the Medical Library Association 2006-2019			

Employment History Last 10 Years

Employer	Title	Period
University of Regina	Liaison Librarian	2011-Present (2015 tenured)
RQHR Health Sciences Library, Regina	Client Services Librarian	2002-2011

Position Responsibilities

My position duties and responsibilities in my current and past position fall in the role of liaison and client Services librarian which entails and not limited to:

- serving as the primary liaison between the library and library clients.
- developing, designing and delivering pedagogically appropriate information literacy instruction sessions on evidence-based information retrieval and the use of electronic resources using lecture and computer lab settings, remotely and face to face.
- providing reference in the context of evidence-based practice to faculty, students, staff, physicians and nurses.
- collaborating with faculty and other librarians (Saskatchewan Polytechnic) to realize the goal to produce information literate nurses.
- building and sustaining a collection appropriate to the libraries vision, mission and values
- Sitting on faculty and library councils and committees.

Scholarship, Research, and Creative or Equivalent Professional Activities

Grants

Grant Name	Amount	Investigators and title of project
2014-2015 University of Regina President's Teaching and Learning Scholars Grant	(\$2, 087.00	Mary Chipanshi (PI) Co-Investigators: Ann-Marie Urban, Assistant Professor Faculty of Nursing, University of Regina, Chau Ha, Librarian, Saskatchewan Polytechnic Erin Langman, Librarian, Saskatchewan Polytechnic. <i>Enhancing nursing students' information literacy skills through</i>

		<i>nursing curriculum: A collaborative project between librarians and nursing faculty.</i>
2012-2014 The University of Saskatchewan PRESIDENT'S SSHRC FUND GRANT	\$6,710.00	Maha Kumran (PI) and Mary Chipanshi (Co-Investigator) <i>Information seeking behavior of internationally educated registered nurses (IERNs) in Saskatchewan</i>

Selected Conference Presentations

Chipanshi, M. Ha, C. Urban, A. (2016) *Teaching Nursing Students Information Literacy Skills: Nursing Faculty's Perception on Collaborating with Librarians*. Medical Library Association (MLA),/Canadian Health Libraries Association/Association Conference. Toronto.

Chipanshi M. and Langman, E (June 2015/2016) *Navigating the Grey Literature Maze*. Canadian Doctoral Nursing Network Conference. University of Regina, Saskatchewan.

Kumaran, M. & Chipanshi, M. (April 2015) *Introducing Information Literacy to Internationally Educated Registered Nurses (IERNs). Recommendations Based on the Project Information Seeking Behaviour of IERNs Recruited in Saskatchewan*. Partners in Education & Integration of IENs 9th Annual Conference

Chipanshi, M. & McNeil, B. (2012) *Positioning and empowering Rural Students to Successfully Engage with Diversity Through Indigenous and Multicultural Literature*. Seventeenth National Congress on Rural Education Conference March 25-27 2012, Saskatoon Sk.

Chipanshi, M. & McNeil, B. (2012) *Creative Storytelling: Using Traditional Tales to Enhance the Active Engagement of Diverse Learners in Saskatchewan Schools*. Saskatchewan Reading Conference Regina SK.

Chipanshi, M. (2010) Presenter, (paper presented on behalf of the research group) C. Bradley, R Nasser, A. Bell, S walker, S. Cook, S. Powelson and J Kramer. *Information Access and Barriers to Nutrition Information for Nursing Staff in the Regina Qu'Appelle Health Region (RQHR)*, Canadian Health Libraries Conference, Kingston, Ont.

Chipanshi M and Renee Reaume (2009). *Extending Your Library's Impact Through Consumer Health Resources*. Presented at the Saskatchewan Libraries Association Conference, Saskatoon, Sk.

Mason, J and Chipanshi, M (2009) *Health Information Literacy: a prescription for clarity-results from the Canadian pilot site evaluation of the MLA/NLM health information curriculum*. Canadian Health Libraries Association conference, Winnipeg, Manitoba.

Publications:

Kumaran, M., & Chipanshi, M. (2015). Exploring the information-seeking behaviour of internationally educated nurses (IENs) in Saskatchewan. *Journal of the Canadian Health Libraries Association / Journal De l'Association Des Bibliothèques De La Santé Du Canada*, 36(2), 45. doi:10.5596/c15-013.

Susan Powelson, Sandi Olfert, Jeff Mason, Mary Chipanshi, (2009) *Evidence for change: library needs assessment at the Regina Qu'Appelle Health Region*. In: Congress on Medical Librarianship, Brisbane, Australia, (1-13).

I have also been acknowledged in 2 papers published "for assistance with formulating the search strategy and conducting the literature search".

Creative Activities:

Storytelling and presentations to e.g. Regina Public Library, community events and U of R Lifelong learning center and some U of R classes (e.g. ELIT 100).

Service

University Participation: Member

University of Regina Librarians' and Archivists Council (2011 to present), University of Regina Executive of Council (2012-present), Faculty of Kinesiology and Health Studies Faculty Council (2011-present). The Saskatchewan Collaborative Bachelor of Science in Nursing (SCBScN) Council (2011-present). Interim Faculty of Nursing Council (2013-2015), Faculty of Nursing staff meetings (2011-present). Faculty of Nursing Research Meetings (2013-2015), Librarian ad hoc position on the SCBScN Curriculum Committee (2014-present), URFA Status of Women (2013-2016), SCBScN Program Council (2015-current), Nursing Program Council (2015-current), Nursing Faculty Council (2015-current) CNPP Program Council (2015-current), Executive of Council (elected member) (2013-2014) Course Development Committees: (Computer Science (CS 104 2011-2013), Nursing Research (CNUR 209, 2012-2013) Collaborative Nurse Practitioner Program (CNPP, 2014-present).

Library Participation: Member

University of Regina Librarians' and Archivists Council (2011 to present), University of Regina Librarians' and Archivists Council working group on the criteria Document (October 2013 to 2016.), AUL Reappointment Committee (2014), Library Award Judging Panel (2011-2013). Internal Peer Review Committee (Nov 2012-2013), Library Staff Training and Professional Development Team (2012-2016).(Chair 2012- November 2013), Library/Archives External Communications and Promotions Team (1 July 2013 to present), Collections and Assessment Team,(2011-present). Annual Review Procedures Working group (March 2014-2016), Interlibrary Loan Working Group (2012). Librarians' and Archivists Council (LAC) (Member 2011-present, Vice Chair July 2015-present) *Strategic Planning (2015-2020) Steering Team (2014-2016)*, @Archer Newsletter Team (Co-Editor January 2014-present), Library Liaison Group and Liaison Librarian Working Group 2016.

External Service/Associations

Co-Chair Saskatchewan Health Information Resource Partnership (SHIRP) 2008-2011 member 2011-2014 now member of the SHIRP Collections Consultative Group (2015-current). Member, Saskatchewan Health Libraries Association, Saskatchewan Libraries Association, Canadian Health Libraries Association and American Medical Library Association.

Outreach/Community Service

Volunteer for Open Door Society (mentor), Canvasser and volunteer United Way, active member Daughters of Africa and Zambia Empowerment Community in Canada.



Brad Doerksen

Associate Copyright Officer

brad.doerksen@uregina.ca, (306) 337-2927

Education and Professional Development

M.Sc., Information and Library Studies. 2006: Robert Gordon University -- Aberdeen, UK

M.A. (Theological Studies), Historical Theology. 2002: Briercrest Seminary -- Caronport, SK

B.A.R. 1996: Rocky Mountain College -- Calgary, AB

Employment History

Associate Copyright Officer. June 2016—Present: University of Regina

Copyright Officer (Acting). June 2015—May 2016: University of Regina

Library Director (On Leave June 2015-May 2016). 2003—Present: Briercrest College & Seminary

Instructor in History. 2001-Present: Briercrest College & Seminary

Position Responsibilities

As Associate Copyright Officer I am jointly responsible for all aspects of the university's copyright program, working collegially with the Copyright Officer. Based in the library, this 0.6 FTE role supports the ongoing development and implementation of Ares Reserves, an expansion of the copyright service that assists faculty members in their teaching roles. This role also involves providing education and information on copyright to faculty across the university system, including remote campuses and federated colleges. Proactive informational programming includes providing instructional sessions, improving and maintaining a copyright website, and visiting faculty meetings. I am also available as a resource to faculty, administrators, and students any time they have specific questions or concerns about copyright.

Scholarship, Research, and Creative or Equivalent Professional Activities

Articles:

"A Different Kind of Embedded Librarian: More than Just a New Office" *The Christian Librarian*. 56, no 2 (2013) 80-82.

Conference Presentations:

"Copyright Demystified" Saskatchewan Library Association Conference, Saskatoon: May 7, 2016.

"Writing What Readers Want to Read" Inscribe Spring Workshop. Moose Jaw: May 2, 2015.

Peer Review:

Distributed Learning: Pedagogy and Technology in Online Information Literacy Instruction. Oxford: Chandos Publishing, 2016. Conducted peer review of two chapters in this collection of essays.

Book Reviews:

“A Little Book for New Theologians” *The Christian Librarian*. (58, no 2 (2015) 173.

“The Blue Sweater: Bridging the Gap Between Rich and Poor in an Interconnected World” *The Christian Librarian*. 54, no 2 (2011) 101.

Service

Treasurer. 2016--Present: Saskatchewan Library Association Board

- As treasurer I provide oversight to all financial matters handled by the SLA office, working closely with the executive director. I also prepare financial statements for each board meeting and assist the ED in preparing the annual budget. This position includes sitting on the finance, fundraising, personnel, and executive committees.

Member at Large. 2014--2016: Saskatchewan Library Association Board

- My board involvement included chairing the Maureen Woods Education Bursary and Mary Donaldson Award committees, and membership on the fundraising and continuing education committees. I was particularly pleased to help SLA implement a diversity pilot project in co-operation with Sask Culture and for the opportunity to work towards the development of a new national federation of library associations.

Secretary / Treasurer. 2003--2015: Prairie Association of Christian Librarians

- One significant accomplishment of PACL during my tenure on the executive has been the development of a reciprocal borrowing agreement between members' libraries.

Board Member (postsecondary). 2009--2013: Saskatchewan Multitype Library Board

- Membership on this board exposed me to the work of and challenges faced by librarians in other library sectors. I found particularly valuable the opportunity to engage in strategic planning at this level and learn from some of the excellent staff at Saskatchewan's provincial library. I was honoured when my fellow board members elected me as vice-chair for the last year of my term on the board.



Charles Phelps

Liaison Librarian (Librarian III)

charles.phelps@uregina.ca, (306) 337-2581,

Education and Professional Development

- 1991 M.L.I.S. (Master of Library & Information Studies)
University of California, Berkeley
- 1983 M.S.
Subject: Information and computer science
University of California, Irvine
- 1980 B.A.
Major field: Computer science
University of California, San Diego
- 2003 TEFL/TESL Certificate (Teaching English as a Foreign/Second Language)
ICAL

Employment History

University of Regina (August 2005 to present)

Title: Liaison Librarian (Previous titles: Science & Engineering Librarian, Science Librarian)

Rank: Librarian III (since 2009; Librarian II at hire)

Served as Head of Library Research Services May 2009 – November 2009

Position Responsibilities

Provide reference service and instruction as a member of User Services and subject liaison in Science (all departments), Engineering (all programs), Social Work, and Anthropology. The liaison role includes reference, instruction, collection development, as well as attending appropriate faculty meetings and general information-sharing between the Library and those units. Also, provide backup instruction assistance on a flexible basis for Education.

Serve as the University's expert on RefWorks (bibliographic software for which the University has a site licence), answering questions about the use of RefWorks and providing instruction in its use.

Be available to work with the Copyright Officer in providing library instruction and/or workshops on a variety of copyright, open access, and Creative Commons related topics.

Scholarship, Research, and Creative or Equivalent Professional Activities

Phelps, C. "Information Resources for Chemistry and Biochemistry," a presentation to faculty members and graduate students in the Department of Chemistry & Biochemistry, February 12, 2015.

Centre for Teaching & Learning Associate (2008 – 2013)

Delivered twice yearly a presentation titled “Developing Information Literacy Competencies in Your Students” at Teaching Development Days workshop. Presented jointly with Cara Bradley 2008 – 2011, solo 2012 – 2013.

Bradley, C. & C. Phelps. “Access Copyright: Impact from Withdrawing from the Agreement,” a presentation at the Western Regional Conference of the Canadian Association of University Teachers, Regina, SK, October 21, 2011.

Bradley, C. & C. Phelps. “Practical Strategies for Succeeding in the New Copyright Reality,” a presentation at the University of Regina, sponsored by the Centre for Teaching & Learning. Delivered four times in November and December, 2010, and six times September to December, 2011.

Phelps, C. “Bibliométrie,” a presentation on searching medical literature (mostly in English with an introduction in French) at the workshop *Atelier Régional de Formation à la Recherche*, sponsored by the Consortium National de Formation en Santé, at the University of Regina, February 20, 2009.

Phelps, C. “Web 2.0 and Scholarly Communication,” a presentation at the University of Regina Centre for Teaching & Learning, given as part of a program titled “Teaching and Learning with Technology,” December 11, 2008.

Phelps, C. “Information Resources for Chemistry Literature,” a presentation given as part of the Department of Chemistry and Biochemistry’s Seminar Series, University of Regina, October 8, 2008.

Phelps, C. “RefWorks for an Enhanced University Experience,” a presentation at the Centre for Teaching & Learning’s Teaching with Technology Seminar Series, April 10, 2008.

Phelps, C. & M. Gagne. “RefWorks and EndNote: Better Your Literacy with Two Terrific Bibliographic Tools,” a presentation at the 2007 Saskatchewan Libraries Conference, Saskatoon, SK, May 4, 2007.

Phelps, C. “Information Technology, Information Literacy, and Library Instruction,” a talk delivered to visiting University of Saskatchewan Librarians, March 6, 2006.

Service

University Committees

- Member, Grievance Committee (2013 – present)
- Member, Council Committee on Academic Mission (2013 – 2015)
- Member, Council Committee on Research (2009 – 2014)
 - Subcommittee to study use of Canada Chairs (2012 – 2013)
- Member, Executive of Council (2011 – 2013)

Library Committees

- Member, Library Team on Web Page Usability (2015 – present)
- Member, Copyright Team (2011 – present)
- Member, Dr. John Archer Library Award Judging Panel (2014 and 2015)
- Member, Summon Implementation Group (2011; group was revived briefly in 2013)
- Member, Library Web Advisory Committee (2010 – 2012)



- Chair, University Engagement Centre (A partnership of the library and other campus units.) (2009 – 2010)
- Chair, Instruction Program Planning Committee (2006-2007)

Consortium of Academic and Special Libraries of Saskatchewan Committees

- Team Lead, Public Services and Discovery Team, Alma & Primo Implementation Project (2016 – ongoing)
- Team Lead, RFP for Next Generation Library System Team on Discovery Interface & User Experience (2015)

Other Service

- Delivered “Chemistry Resources for University-Bound Students,” a hands-on workshop for high school students (4 sessions in 2015, 1 session in 2012)
- Volunteer for the annual GIS & Data Expo at the University of Regina (2013 and 2014)
- Represented the Library at the University of Regina’s Open House for prospective students and their parents (October 26, 2013)
- Volunteer for the 2013 ABC Copyright Conference, held at the University of Regina (June 24-25, 2013)

John Michael Shires

Collection Development and Liaison Librarian

Michael.Shires@uregina.ca, (306) 585-5418

Education and Professional Development

- 1991 - Bachelor of Arts (History), University of Alberta, Edmonton, AB, Canada
- 1994 - Library and Information Management Diploma, MacEwan University, Edmonton, AB, Canada
- 2000 - Master of Library and Information Studies, University of Alberta, Edmonton, AB, Canada
- [LA101X: Library Literacy Unshushed](#), 7 week online course through the University of Toronto and a Honour Code Certificate was issued in April 2015.

Employment History

Prior to University of Regina

- Information Services Librarian, June 2006–October 2010
 - Arzanah and Habshan Libraries, The Petroleum Institute, Abu Dhabi, United Arab Emirates Liaised with Advanced University Placement, Arts & Sciences, Chemical Engineering, Electrical Engineering, Mechanical Engineering, Petroleum Engineering and Petroleum Geosciences programs with teaching library sessions and collection development efforts.

Career progress at University of Regina:

- Appointed to Librarian III, Tenure track November 1, 2010
- Granted tenure, July 1, 2014
- Granted merit increase July 1, 2014

Position Responsibilities

- Keep abreast of emerging trends in the field of collection development
- Engage in collection development activities across the library through the selection, de-selection, preservation, and dispersal of collections
- Coordinate accepting and processing donations for Main and Special Collections
- Provide collections statistics, when requested by subject liaison librarians, for library evaluations of new program and new class proposals
- Work collaboratively with subject liaison librarians to set up and modify subject profiles and electronic notifications using the preferred vendor's collection management systems (Proquest Coutts-OASIS and YBP-GOBI)

- Liaise with preferred vendors for troubleshooting issues with using their collection management systems
- Subject liaison librarian for Economics, Government Publications, Indigenous Studies, and Library Science

Scholarship, Research, and Creative or Equivalent Professional Activities

Publications:

- Shires, Michael., "[Post-Secondary Acquisitions Budget Challenges: a Canadian Perspective](#)" *Against the Grain* 28 (4) 2016.
- Contributor, "[Library Open Access Funds in Canada: review and recommendations](#)". *Canadian Association of Research Libraries (CARL)* 2016.
- Shires, J. Michael., "[Celebrating Co-operation among Saskatchewan's Libraries: The Multitype Library Board, 1996-2016.](#)" *Partnership: The Canadian Journal of Library and Information Practice and Research* 10 (2) 2015. Peer-reviewed.
- Nicholson, Judy and Michael Shires., "[Membership Survey Report.](#)" *Saskatchewan Library Association (SLA)*, 2015.
- Shires, J.M., "[External Communications and Promotions: The University of Regina Library Experience.](#)" *Journal of Library Innovation* 4 (2) 2013. Peer-reviewed.
- Contributor, [University of Regina Performance Review Criteria for Librarians and Archivists](#), 2013

Presentations:

- Poster session, *Rewarding Students*, [2015 Saskatchewan Libraries Conference](#).
- Panel member, *Open access advocacy: getting from understanding to engagement on your campus*, 2013 Canadian Library Association National Conference and Trade Show.
- Co-presenter, *Saskatchewan Multitype Library Board*, [2014 Saskatchewan Libraries Conference](#).

Service

- Member, U of R Librarians' and Archivists' Council (2010 to present)
 - Secretary (July 2013 to June 2015)
- Member and Secretary, U of R Library Collections and Assessment Team (2010 to present)
- Chair, U of R Library Staff Training and Professional Development Team (Sept. 2015 to present)
- Member, U of R Library Peer Review Committee (July 2014 to June 2016)
- Member, U of R Library Open Access and Scholarly Communication Team (2013 to present)
- Member, Library External Communication and Promotions Team (2011 to present)
 - Chair, 2011 to 2014
 - Staffed a table at the U of R orientations for new and future students in spring and fall (2012 to present)



- Coordinated with the Dept. of Human Resources for the Library to host orientations for new University employees throughout the year (2014 to present)
- Co-mentor, University of Regina and First Nations University of Canada Co-op Librarian Program (Fall 2016 Semester)
- Co-presenter, U of R [New Faculty Orientation](#) – (2012 to present)
- Established and managed the [Dr. John Archer Library Award](#) (2012 to present)
- Member, U of R [Indigenous Research Day Planning Committee](#) (2016)
- Co-organizer, U of R [Author Recognition Reception](#) 2015 to present
- Member, Student Success Online Orientation Web Committee (2016)
 - Coordinated drafting a new [Campus Basics site](#) for first year students
- Member, U of R Library De-Stresser Working Group (Winter 2016 Semester)
- Member, U of R Faculty Association Membership Mobilization Committee (2014 to present)
- Alternate Member, U of R Faculty Association (2015 to 2016)
- President, SLA (2016-2018)
- Vice-President, Membership and Publications, SLA (2014-2016)
- Member-at-Large, SLA (2012-2014)
- Chair, Council of Prairie and Pacific University Libraries (COPPUL) Collections Committee (2012 to present)
 - Member, COPPUL Licensing Coordinator Search Committee (Winter and Spring 2016)
- Member, CARL Open Access Funds Project Committee (2015-2016)
- Member, Consortium of Academic and Special Libraries of Saskatchewan Reporting and Analytics Team - representing U of R for a next gen system (2015)
- CARL Representative, Depository Services Program Advisory Committee (2014 to present)

Robert G. Thomas

Research Services Librarian (Librarian III)

robert.thomas@uregina.ca, (306) 585 4398

Education and Professional Development

- University of Western Ontario, London, ON (2007-2008) Master of Library and Information Science (MLIS)
- McMaster University, Hamilton, ON (2001-2002) Master of Arts (M.A., Work and Society)
- Brock University, St. Catharines, ON (1996-2001)
- Bachelor of Arts Hons. (B.A. Hons, Sociology and History)

Professional Development:

- Northern Exposure of Leadership Institute, Calgary AB / Field BC (February 2012)

Employment History

University of Regina Library (2009-Present)

Terms of Employment:

- **Term Librarian (2009-2011)**
- **Tenure Track Librarian (2011-2013)**
- **Tenured Librarian (2013-Present)**

Rank:

- **Librarian II (2009-2016)**
- **Librarian III (2016-Present)**

Queen's University (Kingston, ON) Education Library (January-April, 2008)

Co-op Librarian

Teaching History

Each year I give a number of library instructional sessions each year usually lasting one hour. The following is a sample from 2016. In each of these I taught a specifically to the content of the course.

Date	Class Number	Class Name	Instructor	Time (m)	# of Students	Location
1/14/2016	HIST303	Canada in the World	R Blake	30	29	CL418
1/25/2016	SOC212	Sociology of Gender	L Walker	60	11	L207
2/9/2016	SOC215	Sociology of Crime and Criminal Justice	L Walker	45	35	L215
2/10/2016	PSCI100	Intro to Political Science	J Farney	45	37	CL126
3/4/2016	IS100	Intro to International Studies	S Granovsky-Larsen	60	20	LY107.32

3/14/2016	IS100	Intro to International Studies	D Simpson	45	7	CL232
3/15/2016	IB HIST	Campbell IB Program Visit	T Pon	45	21	LY612
4/1/2016	ENIN440	Systems Engineering	L Dai	30	30	CK185
5/12/2016	URI	UR International	N/A	60	8	LY612
9/6/2016	SSC	Intro to Mature Students	N/A	5	79	RI119
9/27/2016	URI	Visiting Scholars Program	L Nguyen	60	12	LY612
9/29/2016	RLST300	Theory & Methodology of Religion	W Arnal	15	16	CL345
9/29/2016	RLST290AS	Ghosts, Monsters & Demons	W Arnal	30	60	ED106.1
10/3/2016	JRN800	Research Methods in Journalism	G Chernov	45	7	AH105
10/11/2016	JRN303	Research Techniques for Journalists	M Fiddler	45	13	AH105
10/12/2016	SOC100	Intro to Sociology	A Culham	45	25	CL408
10/12/2016	SOST203	Intro to Social Research Methods	R Jurdi	45	30	LB235
10/14/2016	SOC100	Intro to Sociology	A Culham	45	18	CL232
10/18/2016	HIST367	Women in Medieval Europe	M Vittorelli	45	14	C105
10/19/2016	IS200	Feeding the World and Cooling the Planet	N Beingessner	45	19	RC050
10/20/2016	IS220	International Development and Poverty	S Granovsky-Larsen	45	24	LY612
10/28/2016	SOC100	Intro to Sociology	J Mills	45	24	LY612
10/28/2016	SOC100	Intro to Sociology	J Mills	45	26	LY612
11/7/2016	PSCI100	Intro to Political Science	D Simpson	45	34	CL130

University Service

University Service:

- **University Parking Committee (2011-Present)**
- **Campus Discipline Committee (2013-2016)**

Library Service (sample):

- **Librarians' and Archivists Council**
Member: 2009-Present
Chair: 2016-Present
- **External Promotions Committee**
Chair: 2014-Present
- **Peer Review Committee**
Member: 2015-2017

Community Service:

- **Regina Lakeview (Partisan) Constituency Association (2012-Present)**
 - **Vice-President and President**
- **Regina Wascana (Partisan) Electoral District Association (2016-Present)**



- Registered Financial Agent / Treasurer
- **Grace Korean Presbyterian Church (Regina) (2010-2015)**
 - English Teacher

Scholarly Research

Thomas, Robert G. (2012). "The advantages of association involvement for library professionals." *The Partnership*, 7(2). Available online: <https://journal.lib.uoguelph.ca/index.php/perj/article/view/2054/2616>

Thomas, Robert G. (2015). *Academic Freedom Clauses at Canadian Universities*. Available online: <http://www.safs.ca/SAFS%20Academic%20Freedom%20Thomas.pdf>

Mark Vajčner

University Archivist

mark.vajcner@uregina.ca, (306) 585-5314

Education and Professional Development

MA, Archives, University of Manitoba and University of Winnipeg, 1998

MA, History, University of Manitoba, 1994

BA (Hons), History and Political Studies, University of Manitoba, 1992

Employment History

University Archivist, University of Regina, 1999-present

Position Responsibilities

The University Archivist has primary responsibility for the acquisition and management of private records received from University and non-University sources. This includes maintaining and developing donor relationships and overseeing the transfer, processing, promotion, and reference to private records collections. The University Archivist is also responsible for development and coordination of a digitization program for archival materials and contributing to archival outreach initiatives developed for the University and broader communities.

More generally, the University Archivist works collaboratively with Library and other University of Regina colleagues on a range of issues including, but not limited to, instruction, emerging technologies, policy formulation, and implementation of the Library's Strategic Plan.

Scholarship, Research, and Creative or Equivalent Professional Activities

Mark has published several articles and has spoken at archival conferences and events in Canada, the United States, and Australia.

Mark takes a keen interest in the impact of digitization on heritage institutions. While researchers are dependent on the soundness of archival records, most archival research is not based on a method that considers provenance, origins, and context carefully. Researchers may not be aware of the loss of context that is rampant with digitized archival materials and the corresponding loss of evidential and research value. Mark is interested in the components necessary in building a digitization project model that is both true to archival principles and that is also an effective resource for archival users.

Service

Mark is a past-president of the Saskatchewan Council for Archives and Archivists (SCAA), an organization he helped to establish, and he has contributed to the success of this and various other archival professional associations. He is a founding member of the Saskatchewan Digital Alliance, and has served on the publications board of the former Canadian Plains Research Center (now the University of Regina Press), the Multitype Library Board, and the Board of Trustees of the MacKenzie Art Gallery.



Gillian van der Ven

Liaison Librarian

gillian.vanderven@uregina.ca, (306) 337-2434,

Education and Professional Development

University of Regina

PhD Curriculum and Instruction

Regina, SK

On hold

- Dr. Leslie E.C. Graduate Student Entrance Scholarship (2015)
- Dr. Mary Cronin Literacy Scholarship (2016)

University of Regina

Master of Adult Education

Regina, SK

December 2014

- Saskatchewan Innovation Scholarship (2013 & 2014)

Dalhousie University

Master of Library and Information Studies (MLIS)

Halifax, NS

April 2010

Sir Wilfrid Laurier University

Bachelor of Music (Honours)

Waterloo, ON

April 2008

- Piano Major
- Dean's Honour Roll in fourth year of study

Employment History

2011, January - Hired as Librarian 2

2013, July - Merit granted

2013, September - Tenure-Track granted

2014, July - Merit granted

2015, July - Merit granted

2016, July - Promotion to Librarian 3

Position Responsibilities

- Provide liaison services in the following assigned subject areas: Education (selected program areas), Music. This involves serving as the primary point of contact between the Library and these academic faculties/departments, working with the faculty members and students in the faculty/department to ensure that their library needs are met, and fostering a close relationship between the academic faculty/department and the Library.
- Programming and Communications Developer for the Centre for Teaching and Learning (50% assignment, effective September, 2015 – ended July 30, 2016). Coordinating workshops, developing new awards and adjudicating, assisting with Teaching Development Days and organizing and presenting at the Teaching Assistant sessions.

- Develop and deliver specialized library instruction in the assigned subject areas, and develop information literacy strategies and approaches in these areas in coordination with the overall instructional efforts of Library Research Services.
- Deliver online instruction supported by new technologies including URCourses/Moodle, Adobe Connect, Camtasia, LibGuides, etc.
- Provide specialized reference service and research consultations for faculty and students by appointment.
- Develop ongoing Library collections in assigned subject areas, ensuring the availability of resources that support the assigned faculty/department's needs.
- Work collaboratively with Library colleagues on committees and working groups that advance all aspects of library planning, policy formulation, and service delivery.
- Contribute to institutional planning as a member of library and university councils and committees.
- Maintain a current awareness of emerging trends and best practices in instructional delivery, collections, and new and relevant technologies and social media.

Scholarship, Research, and Creative or Equivalent Professional Activities

PUBLICATIONS

- van der Ven, G. (2016). Moderating stress during exam periods: one academic library's experience. *Informed Librarian Online*, February 2016.
<https://www.informedlibrarian.com/archives.cfm?Type=forum>
- Nowlan, G (2015). Implementing 3D printing services in an academic library. *Library Hi Tech*, 33(4), 472-479: doi: 10.1108/LHT-05-2015-0049
- Nowlan, G. (2015). Web v native application: best practices and considerations in the development and design of web applications. In G. Needham & M. Ally (Eds.), *M-Libraries 5: from devices to people* (pp. 73-78) London: Facet Publishing.
- Nowlan, G. (2013). Not playing second fiddle: a librarian as adjunct professor for a university music department. *CAML Review*
- Nowlan, G. (2013). Going mobile: Creating a mobile presence for your library. *New Library World*, 114(3/4).
- Nowlan, G., Hanson, K. & Winter, C. (2012). Pinterest as a tool: Applications in academic libraries and higher education. *Partnership : The Canadian Journal of Library and Information Practice and Research*, 7(2).
- Nowlan, G. (2011). Hot topics in music librarianship. *CAML Review*, 39(2).

AWARDS/SCHOLARSHIPS

- Canadian Library Association - Emerging Leader Award, 2012
 - Inaugural recipient of the CLA Emerging Leader award. This award is in recognition of a new librarian who has shown significant contributions to the library community
- Saskatchewan Innovation Scholarship, 2013
 - Awarded to part-time graduate students
- Saskatchewan Innovation Scholarship, 2014
 - Awarded to part-time graduate students

- Dr. Leslie E.C. Graduate Student Entrance Scholarship, 2015
- Dr. Mary Cronin Literacy Scholarship, 2016

CONFERENCE PRESENTATIONS

Saskatchewan Library Association session “CTL’s in Academic Libraries” - **van der Ven, G.** and Cushon, K. Saskatoon, SK. May 6 2016

Ontario Library Association poster session “Faculty Perceptions of Open Educational Resources” - **van der Ven, G.**, Winter, C., vanGinken, M. Toronto, Ontario. January 28, 2016.

International Federation of Library Associations Conference poster session “Pop-Up Librarian” - Nowlan, G. Was not able to attend. August 18th, 2015

Saskatchewan Library Association session "Making Pinterest Work for your Library" -Nowlan, G. MooseJaw May 3rd, 2014

Saskatchewan Library Association session "Using BrowZine to Promote Electronic Journals" - **Nowlan, G.** & Nelke, B. MooseJaw May 3rd, 2014

M-Libraries Conference session "Web vs. Native Applications: Best Practices and Considerations in the Development and Design of Web Applications" - Nowlan, G. Hong Kong, China May 27th, 2014

International Federation of Library Associations Conference poster "Not Playing Second Fiddle: Being an Adjunct Professor in a Canadian University" - Nowlan, G. Lyon, France August 19th , 2014.

International Federation of Library Associations Conference panel session “Social media strategy in academic libraries” - Nowlan, G. Singapore, Singapore August 17th, 2013

International Federation of Library Associations Conference session “Developing and launching effective and engaging videos without breaking the bank” - Cushon, K. & **Nowlan, G** Singapore, Singapore August 18th, 2013

Evidence Based Library and Information Practice 7 poster session (proposed selected by a double blind, peer-review committee) “OER and academic libraries: working with faculty to help promote, support, and distribute OER” - Nowlan, G. Saskatoon, Saskatchewan July 17th, 2013

Atlantic Provinces Library Association Conference poster session “Making pinterest work for your library: a free, low-resource way to highlight local collections” - Nowlan, G. Charlottetown, Prince Edward Island May 14th, 2013

Saskatchewan Library Association Conference Session “Open educational resources in libraries and higher education: an introduction” - Hanson, K. & **Nowlan, G.** Saskatoon, Saskatchewan May 3rd, 2013

American Library Association Conference poster session “Going mobile: creating a mobile presence for

your library” - Nowlan, G. Anaheim, California June 24, 2012

Saskatchewan Library Association Conference session “Next generation search interfaces” - Nelke, B., Cushon, K. & **Nowlan, G.** Regina, Saskatchewan May 4th, 2012

PROFESSIONAL PRESENTATIONS

Centre for Teaching and Learning “Best practice of screen casting” - Nowlan, G. University of Regina, January 17th 2013

Center for Teaching and Learning “Using social media in the classroom” - Nowlan, G. University of Regina, February 14th 2013

Communications Plus Workshop “Using social media in the classroom” - Nowlan, G. University of Regina, October 23rd, 2012

Centre for Teaching and Learning “Screencasting instruction session #1” - Nowlan, G. University of Regina, January 30th, 2014

Center for Teaching and Learning “Using social media in the classroom” - Nowlan, G. University of Regina, January 7th, 2014

Centre for Teaching and Learning “Teaching Development Days - Technology in the classroom” - Nowlan, G. University of Regina, March 11th, 2014

ITESM (Tec De Monterrey) “Social media in the classroom/Prezi” -Nowlan, G. June 17th, 2014

Archer Library “NVivo training” x5 - Nowlan, G. & Bradley, C. Between September - November 2014

Education Institute Presentation “Marketing Collections Through Pinterest” Nowlan, G. March 10, 2015

Education Institute Presentation “Implementing 3D Printing Services” Nowlan, G. October 20, 2015

Service

Instruction

- Plan and facilitate library sessions in the assigned subject areas (music, education) as requested by faculty members
- Update and create research guides for specific subject areas and classes
- Create online instructional tutorials and videos for a variety of topics and subject areas using Camtasia software
- Help develop FA001 required course for Fine Arts students
- Adjunct Professor for the Department of Music, delivering information literacy sessions, creating and evaluating assignments, offering one-on-one student assistance for classes in music history since Sept 2012
 - MUHI 202 Music History, Post-1750 to Modern Period

- MUHI 494AA Introduction to Music Graduate Research and Bibliography

Reference Services

- Provide a variety of reference services to students and faculty on a daily basis
- Developed Pop-Up Librarian services

Collection Development

- Assess the needs of courses, students and faculty to develop a comprehensive collection in assigned subject areas
- Meet with faculty on a regular basis to determine if the library collection is meeting their needs
- Order materials for all assigned subject areas
- Assess new courses and programs in assigned subject areas to determine if the library collection can support them

Working Groups

- Member, External Communications & Promotions Team. Provide marketing and promotional strategies for library services, resources and events. March 2011 - June 2013.
- Member, Collections & Assessment Team. September 2011 -present.
- Chair, Librarians' and Archivists' Council. August 2011 - June 2013.
- Member, Ebooks Working Group. Research and develop ebook reader lending program and policy for the Archer Library. November 2011 - present.
- Member, RSS Feeds Working Group. Research ways to create RSS feeds for new Library materials in the catalogue. April 2012 - present.
- Member, Film Collection Working Group. January 2013 - present.
- Member, Open Access Team. June 2013 - present.
- Member, Digital Curation Team. September 2013 - present
- Chair, @Archer Newsletter Team. August 2014 - present
- Member, Open Educational Resource Group. April 2014 - present
- Chair, De-stressing Working Group November 2015 - present

Other

- Create and upkeep social media sites for the Archer Library (Twitter, Facebook, Pinterest)
- Developer and editor of the Library newsletter [@Archer](#)
- Helped create and keep the Library's [mobile site](#) up-to-date
- Co-Chair, Saskatchewan Library Association 2012 Conference Planning Committee
- Chair, Saskatchewan Library Association Website and Social Media Committee. June 2012 - present
- Member, University of Regina Social Media University Group. January 2011 - present
- Chair, Regina Musical Club Website and Social Media Group. September 2013 - present
- Developed Pop-Up Librarian service to help provide library access to students
- Planned, researched, and purchased a 3D printer for the Library
- Helped to develop and implement the #yoURLibrary campaign to gather feedback from students on library spaces
- Implented 3D printing at the library
- Help develop Archer Library Student Art Gallery



- Programming and Communication Developer for the Centre for Teaching and Learning
- Implement MakerSpace in the Teaching Preparation Centre
- Create and develop Archway Exhibition Space for students

Christina Winter

Copyright Officer
Christina.Winter@uregina.ca, (306) 585-4642

Education and Professional Development

University of Western Ontario, London, ON, MLIS, 2007
University of Saskatchewan, Saskatoon, SK, BA (honours) in History, 2005

Employment History

Copyright Officer, University of Regina Library, Regina, SK, 2011 to the present
Librarian III, tenure-track (December 2011-June 2015), tenure, July 2015
Communications Librarian, Borden Ladner Gervais LLP, Toronto, ON, 2007-2011

Position Responsibilities

Provides university-wide leadership on matters related to copyright and manages the Ares reserves copyright service (jointly with the Associate Copyright Officer since June 2016). Coordinates all aspects of the University's copyright program, including policy development and administration, copyright management and compliance, education, alternative resource identification and ongoing communications. Provides individual and group copyright consultations to faculty, students and staff.

Coordinates the Library's annual Canadian Association of Research Libraries (CARL) and Saskatchewan Universities Funding Model (SUFM) statistics.

Scholarship, Research, and Creative or Equivalent Professional Activities

Publications

Peer Reviewed Articles

Hansen, K., Nowlan, G., & Winter, C. (2012). Pinterest as a Tool: Applications in Academic Libraries and Higher Education. *Partnership: The Canadian Journal of Library and Information Practice and Research*, 7(2).

Other Publications

Cheng, S. & Winter, C. (2014). Copyright Skills in Academic Libraries. *Feliciter*, 60 (2).

Book Reviews

Winter, C. (2015). Book Review: Managing Copyright in Higher Education: A Guidebook. *Partnership: The Canadian Journal of Library and Information Practice and Research*, 10(1).

Winter, C. (2009). Book Review: Enforcing Human Rights in Ontario. *Canadian Law Library Review*, 34(5): 255.

Conference Presentations, Papers and Posters

Graham, R. and Winter, C. (2016, May). *Copyright Practices and Approaches at Canadian Universities*. Presentation at the 2016 ABC Copyright Conference, Halifax, NS.

Van der Ven, G., Van Ginneken, M. and Winter, C. (2016, January). *Faculty Perceptions of Open Textbooks*. Poster prepared by all three authors and presented by G. Van der Ven at the 2016 Ontario Library Association Super Conference, Toronto, ON.

Graham, R. and Winter, C., (2015, June). *Copyright Practices and Approaches at Canadian Universities – A Preliminary Update*. Paper prepared by both authors and presented by R. Graham at the 43rd Annual Conference of the Canadian Association of Information Science, University of Ottawa, Ottawa, ON.

Winter, C. (2014, May). Panelist. *Open Access Goes Mainstream: Supporting the Federal Research Agencies' Harmonized OA Policy*. Presentation at the Canadian Library Association 2014 National Conference and Trade Show, Victoria, BC.

Argáez, D., Bilodieau, G., Buckland, A., Burpee, J., Glushko, B., Kehoe, I., Koufogiannakis, D., Moore, P., Philipps, J., Winter, C., Yates, E., & Ward, M. (2014, May). *Empowering Partnerships in the Open Access Era*. Poster session presented on behalf of the CARL Open Access Working Group at the Canadian Library Association 2014 National Conference and Trade Show, Victoria, BC.

Cushon, K. & Winter, C. (2013, October). *Copyright and MOOCs*. Paper prepared by both authors and presented by K. Cushon at the COHERE 2013 Conference: Open Resources, Open Courses: Their Impact on Blended and Online Learning, Vancouver, BC.

Winter, C. (2013, May). Panelist. *Digital Locks and Canadian Research Libraries: So What?* Presentation at the Canadian Library Association 2013 National Conference and Trade Show, Winnipeg, MB.

Winter, C. (2013, May). *Can I Use This Picture?* Poster presented at the Canadian Health Libraries Association/Association des bibliothèques de la santé du Canada 2013 Conference, Saskatoon, SK.

Grants and Awards

Canadian Library Association (CLA) Library Research & Development Grant (2015), "Copyright Practices and Approaches in Canadian Universities: A National Survey" Graham, R. and Winter, C.

Toronto Association of Law Libraries, James D. Lang Professional Development Award (2010)

Service

University of Regina Library Service: Library Internal Peer Review Committee (2016), Staff Training and Professional Development Committee (2016), Unit Review Working Group (2014), Dr. John Archer Library Award Judging Panel (2014), In-Scope Librarian and Archivist Recruitment Procedures Working Group (2013), Library Open Access Team (2013-present), Library Copyright Team (2012-2015), Unit Renaming Working Group (2012), Copyright Liaison Librarian Recruitment Committee (2012), Programming and Information Management Archivist Recruitment Committee (2012)

University of Regina Service: Academic Advisory Committee on Copyright (2011-present),

Administrative Advisory Committee on Copyright (2011-present), Open Textbook Working Group (2014-2015), Executive of Council (2012-2014)

Service to the Library Profession: Canadian Federation of Library Associations (CFLA) / Fédération canadienne des associations de bibliothèques (FCAB) Copyright Committee (2016-present), Council of Prairie and Pacific University Libraries (COPPUL) Scholarly Communications Working Group (2014-2015), Canadian Association of Research Libraries (CARL) Open Access Working Group (2013-2015), Toronto Association of Law Libraries (TALL) Education Committee (2009-2011), Toronto Association of Law Libraries (TALL) Salary Survey Committee (2008)

Kate Cushon

Librarian

kate.cushon@uregina.ca, (306) 337-3233

Education and Professional Development

Education:

- McGill University, MLIS: 2010
- University of Saskatchewan, Ph.D. ABD in English literature
- University of Western Ontario, Master of Arts in English: 2003
- University of Regina, Bachelor of Arts, with Honours, in English: 2002

Recent Professional Development:

- Collective Bargaining Training, Canadian Association of University Teachers (December 8-9 2016)
- Collective Bargaining Training, CAUT Librarians' and Archivists' Conference (October 21-22 2016)

Employment History

Liaison Librarian, Dr. John Archer Library, University of Regina, January 2011 – present

- Rank/promotion: Librarian II (January 2011 – present); term (January 2011 – April 2011), tenure-track (April 2011 – March 2014), tenured (March 2014 – present)

Student Librarian, Vanier Library, Concordia University, January 2009 – May 2010

Position Responsibilities

Liaison Librarian, Dr. John Archer Library, University of Regina, January 2011 – present:

- Providing liaison services to the Faculty of Business Administration (2011 – present), the Department of English (2011 – present), the Johnson-Shoyama School of Public Policy (2011 – 2013, 2015 – present), the Department of Film (2015 – present), the Department of Theatre (2015 – present), the Faculty of Social Work (2011 – 2013), the Department of Economics (2011 – 2013); including instruction, collections development, teaching support, outreach to faculty and students, managing LibGuides.
- Providing reference services and research support to students and faculty, in person, by phone, through teleconference and/or online meeting rooms, and through email.
- Sitting on committees and working groups in the Library and in the wider University community

Instructor, English 499/830, Bibliography and Research methods, September 2013 – present:

- 3 credit-hour course, cross-listed for Honours and graduate students
- Developing, assessing, and re-designing course content
- All aspects of delivery, including instruction, marking, evaluation, etc.

Communications and Programming Developer, Centre for Teaching and Learning, University of Regina, September 2012 – 2015:

- Developing and implementing communication and marketing strategies for the services and

programs of the CTL

- Seeking out opportunities for workshops and sessions to be offered through CTL
- Serving on committees in the wider University community.
- Supervision of graduate student(s) working in CTL

Student Librarian, Vanier Library, Concordia University, January 2009 – May 2010:

- Conducted reference interviews with Concordia students and faculty in all disciplines.
- Provided reference services in person, by phone, through online chat, and email.
- Supported library faculty in various projects.

○

Scholarship, Research, and Creative or Equivalent Professional Activities

Peer-reviewed publication:

Cushon, K. (2013). An Education in privacy: Best practices for academic libraries in the age of social media. In M. Ally & G. Needham (eds.) *M-Libraries 4* (pp. 91-100). London, UK: Facet Publishing.

Recent Conference presentations:

Cushon, K. & van der Ven, G. (2016). Libraries and CTLs. *Saskatchewan Libraries Association 2016 Conference*, May 5-7 2016, Saskatoon SK.

Cushon, K. (2016) "Using Prezi for Doctoral Defence." *3rd Canadian Doctoral Nursing Conference*, 8-10 June 2016, Regina SK.

Cushon, K. (2015) "Using Prezi for Doctoral Defence." *2nd Canadian Doctoral Nursing Conference*, 11-12 June 2015, Regina SK.

Cushon, K. (2014) "Librarians and Academic Faculty Co-Teaching." *CLA 2014 Conference and Trade Show*. Victoria, BC: 29 May 2014.

Cushon, K. (2013). Web 2.0 on the Campus: Lessons from the Library. *Life in the Infosphere Colloquium*, March 4 2013, Winnipeg AB.

Cushon, K. (2013). Blended Learning for Sustainability. *Society for Teaching and Learning in Higher Education 2013 Conference*, June 19-22 2013, Sydney NS.

Cushon, K., & van der Ven, G. (2013). Developing and launching effective and engaging videos without breaking the bank. *International Federation of Library Associations World Library and Information Congress 2013*, August 17-23 2013, Singapore.

Cushon, K., & Winter, C. (2013). Copyright and MOOCs in Canada. *Collaboration for Online Higher Education and Research 2013 Conference*, October 24-25 2013, Vancouver BC.

Service

Recent Service on Library Committees:

- Internal Peer Review Committee
 - member (November 2015 – present: reviewing fellow faculty for career progress and performance review, assisting in making recommendations)
- @Archer Editorial Group
 - member (September 2015 – present: consulting on content for the @Archer newsletter; writing and editing content when needed)
- Journal Club
 - co-leader (October 2015 – present: scheduling meetings of the Library Journal Club,

promoting the Journal Club, helping to select articles, helping to facilitate discussion)

Recent Service on University Committees:

- University of Regina Strategic Planning Facilitation Team:
 - appointed member (January 2014 – present): attending meetings; assisting in Town Halls and other outreach activities; facilitating at extensive consultation sessions with University stakeholder groups, including faculty, staff, students, and external stakeholders; assisting in drafting the University of Regina Strategic Plan 2015-2020)
- Distance and Distributed Learning Committee:
 - member (September 2012 – present): assist in the adjudication of funds granted to worthy online course proposals for new or converted courses)
- Centre for Continuing Education Committee:
 - Library Representative (September 2012-July 2014: attending meetings; reporting on Library and CTL activities to CCE, and reporting on CCE activities to Library and CTL)
- Faculty of Business Administration Council:
 - Library Representative (January 2011-present: attending Business Administration Faculty Council Meetings and handling communication between Faculty and Library)
- University of Regina Faculty Association:
 - Executive, Member-At-Large, Academic (May 2016 – present: representing the Council of Representatives' Academic members)
 - Council of Representatives, Library Representative (May 2016 – present: representing the University of Regina Archives)
 - Collective Bargaining Committee, Academic (September 2016 – present: serving on the negotiating team for the Academic Bargaining Unit Collective Agreement)
 - Status of Women Committee Representative LAC Representative (May 2014 – March 2015: attending executive meetings and retreats, reporting on the activities of the Status of Women Committee)

Recent Service on External Committees:

- International Federation of Library Associations – Academic and Research Libraries Section committee:
- Member (May 2013 – August 2016): Assisting with Section Committee activities throughout the year, including the IFLA travel award, which is given to individuals who might not otherwise have the means to attend an IFLA conference) COHERE Board of Directors:
 - Director (July 2013-November 2014: Sitting on the Board of Directors, assisting in planning COHERE activities, including annual conferences and research activities)
 - Alternate director (November 2014-August 2015: Attending COHERE Board of Directors meetings when the University of Regina Director is not available).

University of Regina Library and First Nations University of Canada Library

Collaboration and Opportunity

William D. Sgrazzutti

University of Regina Library

January 25, 2016

REVISED: LLT March 17, 2016

PRESENTED TO LAC: April 21, 2016

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Abstract

The University of Regina Library (Library) and First Nations University of Canada (FNUniv) Library have built a strong collaborative relationship over many years. There is a desire for clarification as to the extent of services the Library currently provides to FNUniv and whether these services fall within the scope of core infrastructure support. This is necessary in order for the University of Regina (University) to demonstrate how it is using the money it receives from the Provincial Government to provide infrastructure services to FNUniv. The research for this report was informed by in-person and phone interviews during November and December 2015, with follow up e-mail communication as necessary. 27 participants from various University departments and FNUniv were interviewed. The report provides an overview of the services the Library currently provides. Core infrastructure services are highlighted. Opportunities for further collaboration are identified. There are 26 recommendations for the Library and FNUniv Library to consider.

University of Regina Library and First Nations University of Canada Library**Collaboration and Opportunity**

The Library and the Federated College libraries have built a strong collaborative relationship over many years. The information on file in the Archives confirms the existence of this relationship as far back as the early 1970s. (University of Regina Archives & Special Collections, 1976-1989)

Current information on the services the Library provides to the Federated Colleges is held at the department and unit level. The lack of a central repository for information that is up to date creates challenges for the Library to effectively plan, budget and allocate resources, and to clarify the nature and scope of services provided.

The library environment has become increasingly complex, and in ways that were never contemplated when the *Infrastructure Services Agreement (ISA)* (University of Regina, 2006) among the University, Campion College and Luther College was implemented, and when the payments the University receives from the Provincial Government for the provision of infrastructure services to FNUUniv were initiated in 2006. There is a desire for clarification as to the extent of library services that would potentially fall within the scope of these agreements in order for the Library and the Federated College libraries to reach a common understanding, necessary to inform planning for future collaborative ventures and resource parameters. Clarification is also necessary in order for the University to demonstrate how it is using the money it receives to provide infrastructure services. The Office of Resource Planning (ORP) requests periodic updates from the Library for this purpose.

In recent years, FNUUniv Library has been proactive in seeking opportunities to collaborate and to develop policy and processes that are more closely aligned with those of the Library. In so doing, there is a greater potential for consistency in service delivery to library users. During 2015, the FNUUniv Librarian requested a meeting with the Library Leadership Team (LLT) to begin the process of drafting a

memorandum of understanding (MOU) that would articulate the core infrastructure services that the Library will provide to FNUniv Library. The MOU has not been finalized.

From the FNUniv perspective, the relationship with the Library is essential as they do not have sufficient staff resources to stand on their own. As of January 2016, FNUniv Library system comprises one Librarian and three Library Technicians, with student workers providing additional assistance on a casual basis.

The purpose of this report is to:

- Describe the various services, support systems and activities the Library currently engages in with FNUniv Library
- Identify the services the Library currently provides that may be considered to be core infrastructure services
- Identify opportunities for further collaboration between the Library and FNUniv Library
- Revisit the draft MOU prepared by FNUniv Library
- Provide recommendations for the Library and FNUniv Library to consider

Method

The research for this report was informed by interviews, in person and phone, with follow up e-mail communication as necessary. Participants were asked if they would be willing to be interviewed. The interviews took place during the months of November and December 2015. A total of twenty-seven participants from the following areas were interviewed:

- Centre for Teaching and Learning (CTL)
- Library
- Human Resources
- Information Services

- Office of Resource Planning
- Registrar's Office
- FNUniv

A review of information on file in the Archer Administrative Office and in the Archives provided background information on the relationship between the libraries.

This report is intended for internal purposes in order to inform discussions between the libraries regarding operations, services and areas for potential collaboration. Therefore, the research for this project is out of the scope of Research Ethics Board review.

Results

Administrative Services

The University Librarian (UL), the Associate University Librarian (AUL), Planning and Assessment, and the Library Administrator engage with FNUniv Library in a variety of administrative and policy related matters. Key examples are highlighted below.

Initial reviewer. The UL or designate will serve as the initial reviewer for the FNUniv Librarian performance review. This arrangement was initiated in 2013 by the FNUniv Vice-President (VP) Academic in consultation with the UL. "The arrangements around using U of R personnel...as initial reviewers for our librarians have been made with URFA through MOAs supplemental to the CBA." (L. Wells, personal communication, December 16, 2015)

As there is currently one librarian at FNUniv, there is no other librarian to serve as the initial reviewer.

Performance review criteria. The Library's 2013 *Performance Review Criteria for Librarians and Archivists* (Criteria Document) is modified and adopted for the FNUniv context. The UL will advise

the VP Academic (FNUniv) of any changes to the Criteria Document. The VP Academic, in consultation with the FNUniv Librarian and URFA, will recommend revisions to the *First Nations University of Canada Performance Review Criteria for Librarians and Archivists* (2015), as necessary.

Employee recruitment. The UL will provide advice to the FNUniv Librarian regarding library employee recruitment related issues. In 2012, at the request of the VP Academic (FNUniv), the UL served on a librarian hiring committee. In 2015, the AUL (Planning and Assessment) served on the hiring committee for the FNUniv Teaching and Learning Librarian.

Policy development. The AUL (Planning and Assessment) will advise on FNUniv Library policy development, and will participate on FNUniv Library related committees. This arrangement was initiated in 2014 at the request of the FNUniv Librarian.

Beginning 2014, the AUL (Planning and Assessment) serves as the Library representative on FNUniv Library Services Committee, and will provide input into FNUniv Library policy development.

Key examples include:

- Donation of Library Materials
- Library Borrowing Privileges
- Library Collection Development
- Library – De-Accessioning (Weeding) Policy
- Library (Regina Campus) Special Collections Guidelines and Regulations

During 2015, the AUL (Planning and Assessment) participated in several discussions regarding plans to reconfigure FNUniv Library (Regina Campus) space.

Library statistics. The Library is a member of the Canadian Association of Research Libraries (CARL) and participates in the annual CARL Statistical Survey of Canadian University Libraries (Survey). The Survey results, starting with the 1976-1977 reporting year, are published on the CARL

“Statistics/Measures” (2015c) web page. Data from the Federated Colleges, including personnel and salary related information, are included with the Library’s submission, starting with the 2009-2010 reporting year. However, there is evidence that the Federated Colleges had been included in the total volume count through the late 1980s. (University of Regina Archives & Special Collections, 1976-1989)

The Library has implemented a distributed model for collecting data for the Survey. The model is described in detail in the document *University of Regina Library: Process for Submitting Annual Statistical Submissions to the Statistical Survey of Canadian Academic and Research Libraries and the Saskatchewan Universities Funding Model* (see Appendix A). An accurate assessment of the larger picture is needed to inform higher level planning activities and to anticipate requests for library data from other university departments such as ORP.

In the current model, the Library Administrator is tasked with compiling and submitting data for the personnel and salaries sections of the CARL Statistical Survey as this information is confidential and may potentially be of a sensitive nature. The Library Administrator will advise on the structure of the previous year’s submission in these areas in order to ensure accuracy and consistency in reporting from year to year. The Library Administrator enters this information directly into the appropriate fields in the online Survey questionnaire.

The cost for the Library’s CARL membership for 2016 is \$22,027.

Administrative advisory services. Library employees may from time to time provide administrative advisory services to FNUniv Library. Activities that fall within the scope of the *Advisory Services Agreement* (University of Regina, 2014, April 1) must be reported to ORP on a regular basis. The UL receives monthly requests from ORP to report the time spent by Library employees on these activities. ORP asks that the time be broken out by individual as opposed to reporting the total amount of time spent on advisory services by the unit as a whole. The Associate Vice-President (Resource Planning) is the University contact person for information regarding the Advisory Services Agreement.

Opportunity: library assessment. In keeping with the Library's plan to consider a coordinated approach to library assessment, the AUL (Planning and Assessment) has identified the potential for expertise in this area, including survey software and data analysis, to be contracted out to FNUUniv Library. Budget considerations and availability of staff resources will affect project scope.

Archives and Special Collections

The University Archivist advises FNUUniv Library on archives related matters on an as needed basis. There are four main areas for potential collaboration:

- Digitization
- oURspace
- Online Journal Systems (OJS)
- Archives

There is the potential to increase collaborative activities in the areas of digitization, oURspace and OJS. The focus of future archives collaborative projects will be on existing FNUUniv collections. New initiatives will be considered on a project-by-project basis. Space requirements, budget and availability of staff resources will affect project scope.

Recent examples of digitization, oURspace, OJS and archives projects are described below. Collaborative opportunities are highlighted.

Digitization. A brief summary of *The Indian History Film Project* (Project), and the partial collection of transcript synopsis of the Elders' oral interviews, recorded for the Project, are available on oURspace (University of Regina, n.d.). The digitization of these documents was an early oURspace initiative undertaken by the University Archivist and the FNUUniv Librarian in consultation with the Head, Library Systems and Implementation. The Library's Digital Collections Administrator digitized the

transcripts, outlined the metadata needed for the project, and identified the keywords to be used. The University's Copyright Officer was consulted as necessary.

Opportunity: digitization. There is a desire to digitize the audio recordings of the oral interviews. If not properly archived, the oral interviews may be lost. The audio recording collection is more extensive than the transcript synopsis currently available on oURspace. The audio recordings are in cassette tape and CD format, and are located at FNUniv Library (Regina Campus).

There is also a desire to digitize a large collection of VHS films that were produced by smaller, "one-off" production companies. Many are First Nations films that were released in the late 1970s to early 1980s. These films are no longer accessible. There are no replacement copies available in newer formats, including streaming versions. There are also questions around copyright ownership that need to be addressed.

The size of these collections and any adverse effects that audio and video streaming may have on the University campus network must be taken into consideration. Additional charges may be incurred by the Library if the limits set out in the service agreement between the Library and Information Services are exceeded. Copies of service agreements are on file in the Archer Administrative Office.

oURspace. CARL defines an institutional repository as:

...a digital collection of an organization's intellectual output. Institutional repositories centralize, preserve, and make accessible the knowledge generated by academic institutions...

Institutional repositories benefit both the institution and its scholars by raising the institutional profile while also bringing broader dissemination, increased use, and enhanced professional visibility of scholarly research. (CARL "Institutional Repositories", 2015b)

With respect to adoptive repositories, CARL describes the following scenario:

Most institution-based OA repositories are managed by the university libraries. Some researchers, however, work at institutions that do not currently have a local institutional repository to which copies of articles may be submitted.

To rectify this problem, eight university libraries across the country welcome articles from researchers in their province or region whose home institution does not currently maintain an institutional repository. (CARL “Adoptive repositories”, 2015a)

Opportunity: oURspace as “adoptive” repository. While the University is not at present one of the eight adoptive repositories identified by CARL, there is the potential to open oURspace to FNUUniv and to other Saskatchewan post-secondary institutions. During 2015, the University Archivist attended a meeting of the FNUUniv Academic Council to promote oURspace as a repository for their research in view of the recently implemented *Tri-Agency Open Access Policy on Publications* (Policy). Information on the Policy is available on the Government of Canada “Tri-Agency Open Access Policy on Publications” (2015) web page.

OJS. Information on OJS is available on the “PKP Open Journal Systems” (Simon Fraser University, n.d.) web page.

FNUUniv recently expressed a desire to launch a new Open Access (OA) publication entitled *International Journal of Indigenous Research*, supported by OJS. The Library is able to provide the technical support needed to host the journal. FNUUniv faculty would be responsible for content management and editorial board related activities. The technical support for the FNUUniv journal project would be provided by the Manager, Instructional Technologies (Centre for Teaching and Learning) and the Library’s Digital Collection Administrator. This arrangement would be similar to the Library’s previous collaboration with the Faculty of Education on the peer-reviewed OA journal *in Education*.

This project is currently on hold due to budgetary constraints.

Archives. The University Archivist has viewed the archival materials at FNUUniv Library (Regina Campus). Specialized knowledge of archival principles and practices is needed in order to appropriately manage this small collection. FNUUniv Library has proposed a loan arrangement whereby the Archives would provide the expertise and custodial care for materials in the existing FNUUniv archival collections. However, the materials would remain the property of FNUUniv. This arrangement would not apply to new

additions to the FNUniv archival collection, nor is there the expectation that the Archives would assume custodial responsibilities for FNUniv administrative records.

Opportunity: archives. The Edgar C. Rossie photographs of Saskatchewan First Nations Chiefs is one example of such a custodial arrangement. The collection of negatives was originally purchased by FNUniv in the early 1990s and was stored in a binder for many years. Although the 100 year old negatives are now in non-acid archival sleeves, many are deteriorating and require freezer archiving. There is no record of the individuals in the photographs. Between 60 and 70 photographs, or approximately three-quarters of the collection, were recently digitized for Saskatchewan History Online (SHO). SHO was a collaborative venture among the University, FNUniv and the University of Saskatchewan, and provided the opportunity to make these unique materials widely accessible through the “Sask History Online” (Saskatchewan Libraries, n.d.) website.

Records and Information Management (RIM)

“The University of Regina is a local authority governed by The Local Authority Freedom of Information and Protection of Privacy Act (LAFOIPOP).” (University Secretariat, n.d., para. 1)

University Legal Counsel provides the following explanation of LAFOIPOP as it relates to the University and the Federated Colleges:

Campion and Luther are both included as local authorities under LAFOIPOP, and therefore are bound by it. FNUniv is not included under the Act...

[T]he Federated Colleges are each responsible for their own record retention and management other than to the extent that the U of R may have agreed to provide these services pursuant to any agreements with the Federated Colleges...

[A]ssuming the U of R has not contracted to provide records retention and management services to the Federated Colleges...it would only be the ‘cross-over’ College – University records that are bound by the U of R policy and schedules. This would include the U of R’s copy of any record that might relate to or come from the Colleges. The Colleges would then be responsible for managing and retaining their own records. (E. Kleisinger, personal communication, June 26, 2012)

The Associate-Vice President, Resource Planning summarizes the relationship between the U of R and the Federated Colleges specific to RIM as follows:

Under the federation agreements, the colleges are academically integrated but administratively independent. The infrastructure services agreement (ISA) with Luther and Campion, and the payment by the provincial government to the University for services delivered to First Nations University, recognize that a portion of the University's administrative services directly benefit the colleges and augment or substitute for their services. However, Board policy... applies only to the activities of the University unless the colleges and the University explicitly agree. Failing such an agreement, the dormancy period of the RIM activity (to 2007) and the colleges expressed aversion to paying for new administrative programs in the recent renewal of the ISA means that the colleges are not contributing financially to U of R RIM. (B. Christie, personal communication, July 13, 2012)

The University Records and Information Management Archivist (Archivist) will meet as requested with FNUniv to discuss the University's RIM program but will neither advise FNUniv regarding the management of their university records, nor provide legal advice specific to RIM.

Outreach. Examples of RIM outreach initiatives are highlighted below.

During 2012, the Archivist gave presentations on the University RIM program to the Federated Colleges, and together with the Associate Registrar (Class Schedule and Registration Services), met with the staff in the FNUniv Registrar's Office.

In November 2012, the UL, the Archivist and the incoming Acting University Records and Information Management Archivist (Acting Archivist) met with the FNUniv Vice-President (VP) Academic. During 2013, the Acting Archivist met with the Executive Administrator to the FNUniv President, the Senior Analyst, and Project Management Consultant.

In November 2015, the Assistant Professor and Department Head of the Department of Indigenous Education, Health, and Social Work at FNUniv "requested advice on the management of medical records in their care". (C. Bradley, personal communication, December 11, 2015) The Archivist does not provide legal advice regarding these matters.

...As these records contain personal health information, if they were U of R records, we would follow record requirements of *The Health Information and Protection of Privacy Act*... You may want to check with First Nations' University lawyer re First Nations University's relationship to HIPPA as I am not well versed on the structure/mandate of First Nations University to provide health care to its students or any legislative requirements that may apply.

While the U of R Archives is listed as a designated Archives in the HIPPA Regulations, we are not prepared to accept health records for various reasons (which we understand is an acceptable position in accordance with 4(2) of the Act). As the Archives' awareness of the HIPPA requirements evolves, it is clear that the Archives does not have sufficient resources or space to acquire and maintain personal health records. (C. Bradley, personal communication, December 11, 2015)

Library Systems Development and Implementation

The relationship between the Library and FNUniv Library in this area is well established, dating back to 1988 when the NOTIS Integrated Library System (ILS) was implemented. Plans for the NOTIS implementation included the potential to add all bibliographic records into one database. The UL, with the support of the Systems Librarian, promoted this option to the Federated Colleges. They supported the idea and participated in the Retrospective Conversion Project starting in 1987, leading to system implementation. The Federated Colleges were invoiced for the costs associated with the Project. They were not invoiced for systems maintenance fees. (University of Regina Archives & Special Collections, 1976-1989)

With all bibliographic records merged into one database, the Federated College libraries were initially given access to the NOTIS circulation module, and were later given access to add holdings information to existing bibliographic records. The Federated College libraries currently have viewing access to Acquisitions and are able to add copies to Reserves.

The Federated Colleges do not directly contribute to the Voyager ILS annual maintenance fees or the staff time required for training-related activities. These have historically been provided as core infrastructure services. As of 2015, the Voyager database is estimated to contain more than 100,000 FNUniv bibliographic records. Based on the Library's current relationship with Ex Libris, the vendor for the Voyager ILS, the annual fee for a database of comparable size would potentially be in the range of

\$30,000 to \$40,000. The annual maintenance fees are paid in U.S. Dollars. Currency exchange rates apply.

Training and support. Members of the Systems Development and Implementation (SDI) team provide training and support as needed. SDI staff members will load Voyager Clients on FNUniv Library (Regina Campus) workstations. While this service is not provided for FNUniv Library, Prince Albert Campus and Saskatoon Campus, the Head, SDI will provide instruction, supported by documentation that has been prepared, in order for the library and systems staff members at these locations to load the Voyager Clients.

SDI will field systems related questions that are referred by FNUniv Library staff members. Questions range from the straightforward to the complex. For example, the University and FNUniv do not use the same wireless network. This often causes problems for FNUniv when attempting to access Voyager using laptops.

The Head, SDI has done a great deal of troubleshooting over the years, advising FNUniv Library on a wide range of systems issues, including report generation for assessment purposes. Reports generated on a regular basis include shelf lists and reports for lost or missing items, reports of duplicate items held at FNUniv Library (Saskatoon Campus) to inform weeding decisions, and duplicate library holdings between FNUniv Library (Regina Campus and Prince Albert Campus).

To provide FNUniv Library with the level of Voyager access they need, FNUniv should advise SDI of any staff changes. Re-using former staff member IDs to access Voyager is not recommended. Formal training on the Voyager ILS is encouraged. There is a need for ongoing training to ensure that the appropriate coding is used when updating holdings records, adding item records and barcodes. The Library, including User Services, Technical Services, and SDI will coordinate training opportunities for FNUniv Library.

Opportunity: next generation library system. The Library will transition to a next generation library system and a new discovery layer in the next year or so. Although the Federated Colleges did not participate in the RFP and evaluation process, they were invited to attend the vendor demos that took place at the Dr. John Archer Library in December 2015. For those unable to attend the on-site vendor demos, other options were made available in order to reach as many staff members as possible. FNUniv Library staff members will participate in training on the new system, including attendance at WebEX meetings and access to online documentation. When the new system is fully operational, a “train-the-trainer” model will be implemented on a go forward basis.

The Federated College libraries will be engaged in the database cleanup that is needed in order to migrate to the new system. FNUniv Library may be impacted most in this regard as their database is not clean due to inconsistencies in coding when information was entered into the system. This issue has been addressed through increased training for library staff members at the Prince Albert Campus and Saskatoon Campus. Workflows will change with a new system. There will be the option for the Federated Colleges to go direct to the vendor with questions. However, for logistical reasons this may not be the most efficient approach. A decision will need to be made as to what information will be streamed through the Head, SDI to ensure a coordinated approach to information sharing. FNUniv Library will need to have some knowledge of how Access reports work with relational databases. This information will be shared once the Library develops the reports.

Spatial and numeric data services (SANDS). SANDS is open to collaboration. From the Library’s “Spatial and Numeric Data Services (SANDS)” web page:

Spatial and Numeric Data Services (SANDS) provides access to quantitative computer-readable research data and digital spatial data from various disciplines. SANDS staff provides assistance with identifying, locating and retrieving data files in the collection. Similarly, assistance in acquiring and locating data from other collections is also provided. Data files are restricted to use by current University of Regina students, faculty and staff. (University of Regina, 2016g)

Library Technical Services and Collections

The initial focus of the relationship between the Library and the Federated College libraries was on technical services related activities, with the Library providing acquisitions, cataloguing and final processing services for the Federated College libraries. There is evidence that this relationship existed as far back as 1975. (University of Regina Archives & Special Collections, 1976-1989)

The Federated Colleges were invoiced for these services until November 2001. This practice was discontinued because it was believed not to be cost effective.

Technical Services support for the Federated College libraries predates the automation of library services and is considered to be a core infrastructure service. However, the complexity and costs associated with providing these services has significantly increased since then. The Library pays for subscriptions to products and services that are essential in order to manage and provide seamless access to its electronic resources, including:

- MARC Records for cataloguing electronic journals (2002 -)
- MARC Records for cataloguing electronic books (2003 -)
- Serials Solutions Resource Manager (2008 -)
- Serials Solutions 360 Counter (2008 -)
- Summon (Discovery) Service (2011 -)
- Serials Solutions 306 Link Resolver (2012 -).

The annual maintenance fees for these services are paid in U.S. Dollars. Currency exchange rates apply. The total cost to the Library for these services during the 2015 – 2016 budget year will be approximately \$99,000.00. The Library also subscribes to the OCLC Catalogue Order Service at a cost of approximately \$45,000 per year.

The next generation library systems are designed for today's library environment. It is anticipated that these systems will provide the necessary support for managing electronic resources. Subscriptions to the various products and services listed above may no longer be necessary once the Library implements a next generation library system in the next year or so.

Acquisitions. Technical Services and Collections will process all monograph orders for FNUniv Library with the exception of serials publications. As of 2014, various acquisitions processes were changed, depending on the material type. Current acquisitions procedures for FNUniv Library monographs are described in the document "FNUniv Monograph Ordering" (see Appendix B). The ordering and final processing procedures for DVDs are described in "First Nations University Library DVD Purchases" (see Appendix C). Issues regarding video streaming have not been resolved. There is no secure streaming option available at this time, negatively impacting on the level of access to many DVDs that have been purchased in recent years. The Library will continue to advocate for a video streaming solution.

All new FNUniv Library titles are processed by the Library and are reflected in the catalogue in order to avoid duplicate items among the Library's and the Federated College libraries' collections. Information on where items are in the order process is also reflected in the catalogue. There are different fund codes for FNUniv Library locations.

FNUniv Library acquisitions budget for 2015 – 2016 is approximately \$90,000. FNUniv Library will pay for subscriptions to specialized databases that support FNUniv courses and programs. Recent examples include:

- American Indian Histories and Cultures (Adam Matthews Digital), 2013 -
- Bibliography of Native North Americans (EBSCOhost Research Databases), 2006 –
- Canada in Context (Gale), 2015 -
- Indigenous Peoples: North America (Gale), 2014 -

- Informit Indigenous Collection (Informit), 2014 -

Access to these databases is not limited to FNUniv faculty, staff and students.

The Head, Library Technical Services and Collections is the liaison for all database vendors. Database trials for FNUniv Library are arranged by the Library. The Library will sign all database licenses on behalf of FNUniv Library. Some databases may be available through the Library's membership with the Council of Prairie and Pacific University Libraries (COPPUL). The COPPUL membership fee for 2016 is \$9,600.

Technical Services will troubleshoot with vendors on behalf of FNUniv Library. FNUniv Library electronic resources will be linked to the Serials Solutions knowledge base. Technical Services will provide database usage statistics as needed.

Purchasing materials from local publishers is discouraged as there is no potential cost savings. The major vendors used by the Library - Yankee Book Peddler (YBP) and Coutts Information Services (Coutts), offer discounts based on the volume of orders placed each year by the Library. This savings is of benefit to the Library and the Federated College libraries. The FNUniv Librarian is invited to attend book vendor meetings that are organized by the Library.

FNUniv Library collection of indigenous literature is larger than the Library's collection in this area. Access to FNUniv Library's indigenous literature collections support research and teaching at FNUniv and the University.

Cataloguing. The Library is responsible for cataloguing new titles for FNUniv Library. All materials are treated the same regardless of the final location. FNUniv Library purchases multiple copies of items for their collections and is responsible for adding copies to existing records.

For retrospective conversion (RECON) projects at the Prince Albert Campus and Saskatoon Campus locations, photocopies of the publication information for items to be added to the catalogue will

be sent to the Head, Library Technical Services and Collections. This is also the case for donations made on site at these locations.

Collection Development. The Collection Development Librarian will assist in setting up FNUniv Library selection profiles for the YBP Global Online Bibliographic Information (GOBI) interface and the Online Acquisitions and Selection Information System (OASIS) library platform for e-books. FNUniv Library does not have an account with Coutts. However, they may set their own parameters for viewing Canadiana publications. Ordering duplicate items between library systems on campus is not recommended unless, for example, the item supports specialized continuing courses such as the Survey of Canadian Indigenous Literature. FNUniv Library seeks clarification regarding the potential to:

- Process orders for items that are flagged in publisher catalogues
- Stream direct to publisher orders through Technical Services rather than the FNUniv Librarian.

Opportunity: space planning. There is a desire to reconfigure FNUniv Library (Regina Campus) to create a “Learning Commons” that would include storytelling, study and meeting spaces. In order to free up space, the collection will need to be downsized in some way, either through de-selection, or moving less frequently used materials to a storage space at FNUniv, or a combination of both options. There is space planning expertise in the Library that may be contracted out for a project of this nature.

The Library engages in consortium driven collections projects that may be of interest to the Federated College libraries. Beginning in 2016, the Library will be participating in the COPPUL Shared Print Archive Network (SPAN) Monograph Project. “This project will look at usage and holdings of print monographs across participating COPPUL libraries, with an eye to identifying and preserving infrequently-held books, along with other activities.” (COPPUL “Shared Print Archive Network (SPAN) Monograph Project”, 2014, para. 1) The focus of this project will be on the Library’s holdings only.

Interlibrary loan. Interlibrary Loan (ILL) services are available to FNUniv students and employees, and fall within the scope of core infrastructure services provided by the Library. The systems

related costs associated with ILL have historically been paid by the Library. The annual OCLC Interlibrary Loan (ILL) charges are approximately \$10,000 per year and the cost for the Relais ILL software license is approximately \$6,000 per year.

As of 2014, the Library's ILL Unit was aligned within Technical Services and Collections following an organizational restructuring. The ILL Unit and the Library's User Services Unit work together in responding to ILL requests. Specific ILL processing related questions are referred to the ILL Unit as necessary.

Training. Technical Services will provide training for new FNUniv Library staff members. It is recommended that new staff members receive their training on site at the Library. Training may take up to two days in order to cover Technical Services, User Services and Library Systems related activities. Phone and e-mail follow up support is available.

The Head, Library Technical Services and Collections will field questions regarding subscriptions to products and services that support the full range of Technical Services and ILL activities, including report generation for assessment purposes on an as needed basis.

User Services

User Services as it is currently configured is a relatively recent entity following a LEAN process review, completed in 2014. The review led to the implementation of an integrated services model with the amalgamation of library service units and service points. User Services comprises the following services:

- Reference
- Borrowing (Circulation)
- Reserve Materials
- UREAD (Education at a Distance)

User Services also fields questions pertaining to ILL.

Borrowing and reserve services. FNUniv Library is aligning its policies and procedures more closely with the Library's in order to deliver a consistent level of service to "like" user groups.

Significant progress has been made in this regard.

Borrowing privileges for Library materials are set out on the "Circulation/Borrowing" (University of Regina, 2016d) web page. The borrowing privileges for the FNUniv Library are detailed in the policy statement "Library Borrowing Privileges" (First Nations University of Canada, 2014).

Information on Library course reserves is available on the "Course Reserves" (University of Regina, 2016e) web page.

Training. The Manager, Library User Services will coordinate circulation and course reserve training for new FNUniv Library staff members upon request. However, it is not clear as to whether there is an individual at FNUniv Library responsible for ensuring staff members are kept up to date on the Voyager ILS specific to circulation and reserve materials processes. Previously, inconsistencies that appeared in the system pointed to the need for a more structured approach to training at the FNUniv Library Prince Albert and Saskatoon locations. The appropriate process for creating new patron records was not always followed.

There is a User Services training manual that covers basic circulation functions. A copy of the manual will be available to FNUniv Library as an interim guide until the next generation library system is implemented. The Manager, Library User Services will advise on matters of a more complex nature.

User Services will field questions from all FNUniv Library locations, and will at times field the same question from more than one FNUniv Library location. It is not clear as to whether there is a mechanism in place at FNUniv Library to track and distribute answers to frequently asked questions.

The Manager, User Services will invite representation from the Federated College libraries to attend User Services staff meetings when agenda items are relevant to all libraries.

Reference and instruction. Reference and instructional service delivery in the FNUniv context is highly specialized and requires:

“...recognizing bias in current library practices; bringing the library to the students and students to the library by continuous outreach; creating and maintaining a dialogue through class instruction, social media, on-going consultation and community outreach; implementing a set of best practices of Indigenous Peoples and libraries and archives; relationship-building with the Indigenous community.” (Callison, n.d., p. 4)

If contacted directly, Library employees will answer reference questions for FNUniv students and faculty.

User Services seeks clarification as to whether questions that require more intensive research assistance should be referred to the Liaison Librarian for Indigenous Studies or to the FNUniv Librarian. This issue needs to be resolved both within the Library and with FNUniv Library in order to achieve consistency in service delivery and referrals.

User Services staff members frequently answer questions regarding the *Indian Act*, RSC 1985, c I-5. The idea to create a common space for LibGuides for frequently asked questions such as this has been suggested. The goal is to avoid duplication of effort between the libraries and to provide seamless access to information resources. However, the lack of regular communication between the Library and FNUniv Library on these matters impedes collaboration.

The question “Who does what?” is often voiced regarding library instruction for courses with indigenous subject matter. There is a desire to more clearly delineate responsibilities between the Library and FNUniv Library in this area. The CASPUR (Computerized Administrative System & Processes at the University of Regina) Reports may serve as a starting point to address this issue. The CASPUR Report *Student Enrolment by College and Course* provides course information for all semesters and course locations. University course sequences are numerical. The sequences for Federated College

courses start with a “C” (Campion), “L” (Luther), or “S” (FNUniv). There are, at present, approximately 270 courses with core sections with the “S” code.

FNUniv Library is responsible for delivering library instruction for courses with the S code, both in person and through distance education delivery. FNUniv Library has in the past reached out to the Library for assistance when additional support was needed. The Liaison Librarian for Indigenous Studies (Liaison Librarian) has at times provided library instruction for FNUniv courses. UREAD staff members have on occasion provided library instruction for courses taught at the Prince Albert Campus and the Saskatoon Campus. The sessions were delivered either online or in person during site visits to these locations. FNUniv Library acknowledges the additional support provided by the Library, and values the diverse skills that are shared through collaboration in this area.

The Library has been given access to generate the Student Enrolment by College and Course CASPUR Report in order to identify courses offered by the University and the Federated Colleges.

Training. FNUniv Library provides a range of reference and instructional services that support FNUniv courses and programs. The FNUniv Librarian is responsible for training FNUniv Library reference staff.

“An understanding of Indigenous peoples’ sense of history or worldview, the importance and validity of a dynamic culture of oral traditions, and issues of decolonization and re-empowerment are extremely crucial in collecting and preserving Indigenous knowledge in the academic library setting...New and innovative methods can be implemented to overcome barriers, provide access, and meet the unique needs of the Indigenous students and faculty, thereby strengthening relationships with diverse groups and creating a culture of inclusion.” (Callison, n.d., p. 4)

FNUniv Library reference staff members are invited to reference and library instruction related training events that are initiated by the Library’s Staff Training and Professional Development Team.

Opportunity: staff exchange. User Services and FNUniv Library have expressed an interest in implementing an exchange program. Formal secondment and staff exchange arrangements between the University and FNUniv are possible and have been struck in the past for employees in the APT and

faculty groups. In some cases, exchange arrangements have been for a portion of an employee's time (e.g., 40%). There is also the potential to implement exchange opportunities for CUPE employees. Normally staff exchanges are four to eight months in duration, and are always less than one year.

Staff members will receive the same salary and benefits from their home institution while on exchange. For example, one staff member would remain a University employee and one would remain a FNUniv employee. However, there may be sensitivities around the salary differential between University and FNUniv employee groups.

The benefit to staff would be additional background and experience, with a view to continuous improvement and a deeper understanding of service provision in either library context. A staff exchange opportunity would neither displace nor add supplementary positions at either institution. There is no transfer of money between institutions. This collaborative opportunity would provide staff with a range of experience necessary in order to relate to each other's library users.

A letter of understanding between the University and the FNUniv CUPE bargaining units is required. The University's Human Resources (HR) Department advises that sufficient lead time of no less than one month is necessary for CUPE to consider this type of arrangement. Consultation with HR contact persons is integral to the planning process and implementation.

This developmental opportunity for staff aligns with the University's Indigenization initiatives and would further the collaborative work between the Library and FNUniv Library.

Interlibrary loan and UREAD (education at a distance). UREAD services are essential to supporting FNUniv students and faculty at the Prince Albert Campus and the Saskatoon Campus. Although the relationship between UREAD and FNUniv Library is longstanding, it is apparent that the appropriate procedures have not consistently been followed and it is past time for this to be corrected. This lack of consistency has created confusion between User Services and FNUniv Library and points to

the need for greater communication both within User Services, and between User Services and FNUniv Library in this area.

Information on the Library's ILL service is available on the "Can't find what you want at the UR Library?" (University of Regina, 2016b) web page. Information on UREAD is available on the "UREAD (Education at a Distance)" (University of Regina, 2016h) web page. There are links to this information from the FNUniv "Library Services" (First Nations University of Canada, n.d.) web page.

From the Library's perspective, it appears that not all FNUniv faculty and students understand the difference between ILL and UREAD services. There has been an increase to the number of requests for UREAD services by FNUniv students not currently registered in off-campus courses. UREAD services are available to registered students only. UREAD will issue COPPUL Reciprocal Borrowing Cards (COPPUL Cards) to students registered in courses at the Prince Albert and Saskatoon locations in order for them to access resources at the University of Saskatchewan Libraries. Some students request COPPUL Cards directly from UREAD, while several appear to be asking FNUniv Library to request these, and other UREAD services on their behalf. At times, the Prince Albert and Saskatoon locations have requested materials from the Library collection through UREAD as opposed to ILL. UREAD has periodically fielded reference referrals that should have been referred to Library reference staff.

The FNUniv Librarian met with Technical Services and Collections and User Services in December 2015. The purpose of the meeting was to document current UREAD and ILL processes in order to advise FNUniv faculty, staff and students. There is a need to ensure this information is widely communicated.

Library Liaison

The importance of a building a strong library liaison relationship with FNUniv Library is not new. As far back as 1977, a librarian from the Library's Reference Department was assigned as liaison to the Saskatchewan Indian Federated College (SIFC). (University of Regina Archives & Special

Collections, 1976-1989) Since then, the library liaison relationship between the libraries has not been consistent. However, starting in 2012, FNUniv Library has taken a proactive approach to seeking opportunities to collaborate with the Library in this area.

Reference consultations and library instruction. The role of Liaison Librarian is broad in scope and cuts across several subject areas. When there is a significant indigenous component to a University course (e.g., Linguistics, and International Languages), the Liaison Librarian will collaborate with Library colleagues on the delivery of instructional and in-depth reference services to FNUniv students either by appointment, or on a drop-in basis.

The Liaison Librarian has delivered library instruction sessions for FNUniv courses when the demand was too great for the FNUniv Librarian. For example, the Liaison Librarian delivered instruction for the Introduction to Indigenous Studies (INDG-S02) course, of which there were 13 sections during Winter Semester 2014. The content for these instruction sessions was prepared by the Liaison Librarian in consultation with FNUniv faculty and lecturers. While collaboration and ongoing communication with FNUniv Library in this area is important, the delivery of library instruction for FNUniv courses is at the discretion of the Liaison Librarian and is not considered to be a core infrastructure service.

Outreach. The Liaison Librarian and Library User Services Assistants collaborate with the University's Aboriginal Student Centre (ASC). The Liaison Librarian plays an integral role in alerting the FNUniv Librarian to ASC events that focus on library services. The relationship with the ASC and FNUniv affords the Liaison Librarian the opportunity to learn more about indigenous culture, and facilitates project planning specific to library collections. The Liaison Librarian will serve as the Library representative on a planning committee for an Indigenous Research Day in 2016, sponsored by the University's Indigenous Advisory Circle.

The Liaison Librarian actively seeks out opportunities to collaborate with the FNUniv Librarian through attendance at specialized workshops, including the Library Services for Saskatchewan Aboriginal

Peoples (LSSAP), and the COPPUL Directors Plus One Workshop on Indigenous Initiatives. In 2014, the Liaison Librarian was consulted during the review of FNUniv Library.

Libguides. The Library provides LibGuide support for FNUniv Library. The Library's annual subscription fee for LibGuides is currently \$1,349.00. There is no upper limit to the number of LibGuides that may be added to the Library's site.

The FNUniv Librarian is responsible for ensuring that LibGuide content is copyright compliant and may consult the University's Copyright Officer as necessary.

The FNUniv Librarian may contact any of the Library's LibGuide administrators to request new accounts, transfer accounts, and to create an editor or co-owner of a LibGuide. The administrators will advise the FNUniv Librarian regarding LibGuide related questions, including training. In addition to the FNUniv Librarian, there are one or two other accounts for FNUniv Library. The FNUniv Librarian is responsible for overseeing and advising FNUniv Library staff members regarding the content for any LibGuides they create.

LibGuide Administrators and account owners will generate LibGuide usage statistics for assessment purposes. SDI is responsible for LibGuide software upgrades and will provide technical support.

Adobe Connect. The Library will provide advice regarding best practices for distance education delivery, including online tools such as Adobe Connect web conferencing software.

Opportunities: liaison. The Liaison Librarian has identified the following opportunities:

- Highlight indigenous materials from the collections for display purposes at the the Library and FNUniv Library.
- Collaborate on a project to identify the missing source citations for the audio recordings of the Elder's oral interviews for The Indian History Film Project.

- Work with the FNUniv Librarian to identify special collections materials in FNUniv Library that need to be digitized and catalogued.
- Collaborate with FNUniv Library in planning, developing and delivering programs such as Aboriginal Storytelling Month, potentially in 2017.

Copyright

The administrative responsibility for the University's copyright portfolio was assigned to the Library in 2011.

The Federated Colleges are included under the umbrella of the University's license agreement with The Canadian Copyright Licensing Agency (Access Copyright) through August 31, 2016. The cost to the University is \$18 per student Full-Load Equivalent (FLE). The decision to either extend or terminate the relationship with Access Copyright rests with the University.

There is representation from the Federated Colleges on both the Academic Advisory Committee on Copyright and the Administrative Advisory Committee on Copyright. The FNUniv Librarian is a member of the Administrative Advisory Committee on Copyright. "The primary purpose of the Academic Advisory Committee on Copyright is to facilitate two-way communication between the University and its staff regarding copyright awareness and compliance." (Winter & Sgrazzutti, 2012, "Purpose" para.1)

The University's Copyright Officer will collaborate with library colleagues at the Federated Colleges. This is a core infrastructure service provided by the University.

In a specialized enterprise role like copyright officer, the goal is to not only provide assistance to all employees across the university community, but also to increase the capacity of the university library system as a whole. As such, it is appropriate for the copyright officer to work with librarians at the federated colleges in the same way as with the liaison librarians at the university library to ensure they are able to respond to basic questions about copyright and have a good understanding of the primary rights and responsibilities around copyright. One way to accomplish this is to keep library employees in the copyright conversation between the end user

and the copyright officer when an inquiry is initially directed to someone other than the copyright officer. (B. Doerksen, personal communication, November 13, 2015)

Specific to the FNUniv context, there is a need to “[r]espect the First Nations, Metis and Inuit cultural concept of copyright with regard to Aboriginal history or heritage, which is often located in but not limited to oral traditions, songs, dance, storytelling, anecdotes, place names, hereditary names and other forms of indigenous knowledges”. (Callison, n.d., p. 13)

Centre for Teaching and Learning (CTL)

The Centre for Teaching and Learning (CTL) is currently under the Library’s administrative umbrella. FNUniv is invited to participate in CTL programs and services. A description of CTL programs and services is available on the “Centre for Teaching and Learning (CTL)” (University of Regina, 2016c) web page.

Enterprise Academic Software

The Library plays a key role in coordinating enterprise academic software licenses and support systems for the University community. FNUniv students and faculty are able to access to these resources. Details regarding academic software, including training support, are set out on the Library’s “Academic Software” (University of Regina, 2016a).

President’s Advisory Committee on Art (PACA)

Activities related to the President’s Art Collection are coordinated by the Library. PACA is not currently engaged in collaborative activities with FNUniv. Information on PACA is available on the “President’s Advisory Committee on Art” (University of Regina, 2016f) web page.

Memorandum of Understanding (MOU)

Academic guidelines among the University and Campion College and Luther College are described in the document *Guidelines for a Working Academic Relationship between Campion College*

and Luther College, as Federated Colleges, and the University of Regina (2010). Section 12 of the Academic Guidelines describes at a high level the relationship between the libraries, and served as the template for the draft MOU *Guidelines for a Working Relationship between the University of Regina Library and First Nations University of Canada Libraries* (see Appendix D), prepared by the FNUniv Librarian. There are not, at present, full academic guidelines for the University and FNUniv.

Section 12 of the Academic Guidelines does not describe the full range of services that the Library currently provides, nor does it include information on the Archives. If the draft MOU is adopted as presented, Section 12 of the Academic Guidelines will need to be revised for consistency.

Communication

The draft MOU states that “FNUniv libraries staff work closely and meet regularly with Archer library staff to ensure coordination and cooperation among the libraries, and to develop partnerships in areas of shared interest (e.g., archives, digitization, records information management, etc.)”. The Library has noted a significant improvement in communication from FNUniv Library in recent years, and a desire to more closely align FNUniv Library policies and procedures with those of the Library for consistency in service provision.

The Library has implemented various mechanisms to manage questions regarding established operations and services. However, it may not be clearly evident from the outside as to what they are, and how best to connect with various Library departments and units. There is a need bring this information together in one place in order to facilitate communication. For example, all Technical Services queries are streamed through generic e-mail addresses in order to expedite turnaround time. However, this information is not currently available on the Library website. In-person meetings are preferred for staff training and when there is a need to discuss higher level issues such as policy development, changes to procedures, and special project initiatives.

There is not at present a formal meeting structure that brings together representatives from the Library and all the Federated College libraries on a regular basis. The next generation library system project will require increased communication among the libraries. For example, there may be a need to reinstate regularly scheduled meetings of the circulation supervisors from the Library and Federated College libraries during system implementation. Depending on the focus of the meeting, it has been suggested that special meetings of either LLT or LAC may be options to consider for broader discussions regarding library operations, policy development and professional issues. There is a Library representative on FNUniv Library Services Committee.

FNUniv Library staff members are invited to attend all staff training and professional development opportunities that are organized by the Library's Staff Training and Professional Development Team. Access to archived courses is available. The Library's Promotions and External Communications Team encourages FNUniv to participate in the *Beyond the Book* lecture series and other lectures. A recent example was "Examining the Role of Indigenous Feminism in Deconstructing 'Legislated Identity' – A Process of Reclamation", delivered by Dr. Carrie Bourassa (Professor of Indigenous Health Studies at First Nations University of Canada and the Special Advisory to the President, Research) in February 2015. (R. Thomas, personal communication, November 16, 2015)

Increased communication is needed between User Services and the Liaison Librarian, and with FNUniv Library. A staff exchange would potentially improve communication between the libraries for consistency in approach to referrals, reference and instructional services, and to gain a better understanding of service delivery in either library setting.

Library staff members from the Federated Colleges are invited to social events hosted by the Library.

Conclusion

Administrative Services

Administrative Services is not a core infrastructure service provided to FNUniv Library. However, there is a desire to collaborate and share administrative expertise in this area. There is a need to create a central repository of information regarding the current status of the relationship between the Library and FNUniv Library in order to respond to requests for information from University departments (e.g., ORP) and external reporting agencies in a timely manner. While the historical information on the relationship between the libraries is available in the Archives, it will be necessary to ensure that a record of the current relationship with FNUniv Library is not lost.

The desire to more closely align FNUniv Library policies and procedures with those of the Library has been demonstrated in various ways. The FNUniv initiative to create a Library Committee and to include representation from the Library is one example. With upcoming changes to leadership in the Library, a new representative will need to be identified for the FNUniv Library Committee. The distributed model for data collection for external reporting is challenging from the perspective of consistency in year to year reporting. A review of the current model is past due.

Archives and Special Collections

Archives and Special Collections is not a core infrastructure service provided by the Library. However, there has been a great deal of activity between the libraries in this area with many examples of collaboration on digitization, oURspace, OJS and archives projects. These projects demonstrate a sharing of expertise in order to increase access to many rare collections and materials at FNUniv Library. Space requirements, budget and availability of staff resources will be taken into consideration when planning future collaborative projects.

University Records and Information Management (RIM)

The focus of RIM related activities is on University records only. FNUniv will be responsible for managing its university records. The Archivist will provide information regarding the University RIM program but will not advise FNUniv regarding the management of their university records, nor provide legal advice specific to RIM related queries.

Systems Development and Implementation

Library Systems Development and Implementation provides core infrastructure service support to FNUniv Library. Historically, the Federated Colleges have not directly contributed to annual systems maintenance fees. This arrangement is not anticipated to change with the next generation library system. System implementation will require a planned approach to communication and training on a go forward basis. FNUniv Library staff members must complete an inventory of their collection prior to the database cleanup needed for system migration.

Technical Services and Collections, and ILL

Technical Services and Collections provide core infrastructure service support to FNUniv Library. The FNUniv Library staff complement comprises 4 staff members only. The essential services that Technical Services and Collections provides make it possible for FNUniv Library staff to focus more on front-line service delivery activities, including reference, library instruction and library liaison. The Library covers the additional costs associated with the various products and services needed to effectively manage electronic collections.

There is still some work to be done with respect to aligning FNUniv Library policies with the Library's for greater efficiency and consistency in service provision. Two examples identified include the replacement fees for lost and missing items, and streamlining direct to publisher order requests.

The Library is actively engaged in consortia related projects that may be of potential interest to the Federated College libraries. The COPPUL SPAN Monograph Project is a recent example. A desired outcome of the project will be freed up space in the stack collections. Stack space is also a priority for FNUniv Library. There is a desire to convert the FNUniv Library (Regina Campus) into a Learning Commons. The FNUniv Library collection may need to be downsized or moved off site, or any combination thereof. There may be an opportunity for the libraries to work together more closely on space issues in order to find a common solution.

User Services

UREAD (Education at a Distance) services are available to students registered in courses taught outside of Regina, including the Prince Albert and Saskatoon FNUniv locations. However, there is evidence that the appropriate use of the UREAD service is not consistently followed. This also applies to ILL services. Greater communication between the libraries is needed for consistency in policy interpretation, process review, and service delivery. At present, there are no regularly scheduled meetings of the circulation supervisors from the Library and the Federated College libraries. The implementation of a next generation library system may serve as a catalyst to re-instate meetings of this group.

It is not clear as to whether there is an individual at FNUniv Library assigned to keep staff members up to date on circulation and reserve services policies and procedures. The lack of a designated FNUniv liaison in this regard may complicate the transfer of information between the libraries regarding circulation and reserve services policies and procedures.

The Library places FNUniv Library materials on reserve at the Dr. John Archer Library to support University courses with indigenous subject matter. Greater communication is needed regarding weeding projects that may significantly reduce access to specialized materials.

Reference and instruction. There is a desire to collaborate on the creation of reference and instructional tools that may be shared between the libraries, eliminating duplication of effort, and

providing seamless access to information on frequently asked questions. There is the potential to build on the work that has been done in this area, and to engage FNUUniv Library staff members in the creation of shared LibGuides.

The need to clarify the referral process between the Library and FNUUniv Library is past due. User Services seeks clarification as to when in-depth questions should be referred to the Liaison Librarian as opposed to the FNUUniv Librarian. User Services seeks clarification regarding the delivery of library instruction for courses with indigenous subject matter. Some of these questions point to a need for greater communication between Library Liaison and User Services, and FNUUniv Library. User Services staff seek clarification regarding general orientation sessions and library instruction for courses with indigenous subject content. The FNUUniv Librarian is responsible for delivering instruction for course sequences identified with an S code.

There is the opportunity to implement a staff exchange between the Library and FNUUniv Library. The benefit to staff would be additional background and experience, with a view to continuous improvement and a deeper understanding of service provision in either library context.

ILL and UREAD. UREAD is receiving requests that signal a need to clarify the scope of UREAD and ILL services, specifically as they related to the FNUUniv Prince Albert and Saskatoon locations. Greater communication between the libraries is needed in order to avoid confusion and to promote consistency in service delivery. There is a need to revise UREAD policies and procedures in view of the increase to the number of requests for UREAD services from students registered in online courses while living in Regina.

Library Liaison

Library Liaison is not a core infrastructure service that the Library provides to FNUUniv Library. However, the FNUUniv Librarian and Liaison Librarian have in the past collaborated in this area. There is a desire to seek new collaborative opportunities. Collaborative initiatives are at discretion of the FNUUniv

Librarian and the Liaison Librarian. For example, the Liaison Librarian has delivered library instruction for FNUniv courses when the demand was too great for the FNUniv Librarian. However, this is not a core infrastructure service the Library provides.

The Liaison Librarian actively engages in a variety of outreach activities that foster collaboration between the FNUniv Librarian and the ASC. The Liaison Librarian has identified several possibilities for further collaboration with FNUniv Library. FNUniv Library staff members are able to access LibGuides and may request usage statistics for assessment purposes. The Library will provide advice regarding best practices for distance education delivery, including online support such as Adobe Connect web conferencing software.

Copyright

The Federated Colleges are included under the umbrella of the University Premium License Agreement with Access Copyright through August 31, 2016. There is representation from FNUniv on both the Academic Advisory Committee on Copyright and on the Administrative Advisory Committee on Copyright. The University's Copyright Officer will collaborate with library colleagues at the Federated Colleges, provide advice on copyright related matters, and field referrals. Ongoing collaboration in this area will be necessary whether or not the University continues its relationship with Access Copyright. There will be the need to promote copyright awareness to faculty, staff and students registered in online courses and courses taught at the Prince Albert and Saskatoon FNUniv locations.

CTL

The CTL is not currently engaged in collaborative activities specific to FNUniv. CTL programs and services are available to all faculty members at the University and the Federated Colleges.

Enterprise Academic Software

FNUniv faculty, students and employees are able to access the University's enterprise academic software.

PACA

PACA is not currently engaged in collaborative activities with FNUniv.

Memorandum of Understanding (MOU)

The draft MOU prepared by the FNUniv Librarian includes information specific to the Archives. If the Library signs off on the MOU as presented, corresponding references to libraries in the Academic Guidelines among the University, Champion College and Luther College will need to be revised for consistency.

Communication

The importance of regular communication among the libraries is highlighted in the Academic Guidelines and the draft MOU. While the Library has implemented various mechanisms to manage questions regarding established operations and services it may not be clearly evident from the outside as to what they are, and how best to connect with various Library departments and units. The lack of a clear path to access Library departments and units is not efficient and impacts day-to-day operations from the FNUniv Library perspective.

The next generation library system project will require increased communication among the libraries.

There is not at present a formal meeting structure that brings together representatives from the Library and all the Federated College libraries on a regular basis. Special meetings of either LLT or LAC

may be options to consider for higher level discussions regarding library operations, policy development and professional issues. This may be an issue to discuss with the new leadership in the Library.

There is a Library representative on FNUniv Library Services Committee. With upcoming staff changes, the Library will need to identify another representative to serve on the Committee. As the focus of the Committee is on higher level planning activities that may impact on the Library, this must be given careful consideration when identifying the Library representative.

The Library will invite staff members from the Federated Colleges to all staff training and professional development opportunities that are organized by the Library's Staff Training and Professional Development Team. Events initiated by the Library's Promotions and External Communications Team are widely advertised.

There are two areas in particular that would benefit from greater communication – User Services and Library Liaison, both within the Library and with FNUniv Library. A staff exchange program would potentially improve communication between the libraries.

In conclusion, the Library provides extensive services and support to FNUniv Library. Not all services fall within the scope of core infrastructure service support. However, there is a desire to explore new opportunities to collaborate on a go forward basis.

There is the potential for a similar review specific to the relationship between the Library and the Champion College and Luther College libraries. Information regarding the relationship between the Library and the Federated College libraries may be included with documentation prepared for the upcoming Library Unit Review.

Recommendations

Administrative Services

It is recommended that the Library:

1. Create a central repository for up to date information on the various services provided to the Federated College libraries, including any resource sharing agreements, advisory services contracts and MOUs. A copy of all MOUs will be sent to the Office of the Associate Vice-President (Academic & Research).
2. Identify a representative to FNUniv Library Committee effective July 1, 2016.
3. Initiate a review of the current distributed model for statistical and data collection with a view to streamlining for greater efficiency and ensuring consistency in reporting from year to year between the Library and the Federated Colleges; Consider re-instating an executive lead whose position allows access to confidential budget and personnel information, and who would be tasked with developing a comprehensive understanding of the data sets required, and how the figures in each field are calculated.

Systems Development and Implementation

It is recommended that FNUniv Library:

1. Advise the Head, SDI of any staff changes to ensure staff members are given the level of access to the system that they need in order to do their work.
2. Contact the Head, SDI regarding any systems training needs they may identify.
3. Initiate and complete an inventory of collections to prepare for migration to the next generation library system.
4. Discuss with the Head, SDI any reports they will need to access through the next generation library system in order to support assessment related activities.

5. Participate in training on the next generation library system through a variety of means including attendance at WebEX meetings and reviewing online documentation.

Library Technical Services and Collections

It is recommended that:

1. FNUniv Library purchase the educational rights for classroom use as opposed to institutional or individual license agreement options when purchasing the viewing rights for DVDs.
2. The Head, Library Technical Services and Collections and the FNUniv Librarian discuss ways to streamline acquisitions processes specific to publisher catalogue selection tools and “direct to publisher” order requests.
3. FNUniv implement the same fee as the University for replacing lost library items. The current Library policy regarding fees for replacing lost items is \$200.00.
4. The Library consider including the Federated College libraries in CARL and COPPUL project opportunities that may provide a common solution to challenges shared by all libraries.

Library User Services

It is recommended that:

1. User Services re-instate regularly scheduled meetings of the circulation supervisors from the Library and the Federated College libraries to facilitate communication throughout the next generation library system implementation process.
2. User Services provide the Federated College libraries with up to date documentation on circulation and reserve services policies and procedures. Increased communication among the libraries is needed for consistency in policy interpretation, process review, and service delivery.
3. FNUniv Library consider assigning an individual to serve as the primary liaison with User Services to facilitate ongoing training specific to circulation and reserve services.

4. FNUniv Library apprise the Manager, Library User Services of any weeding projects that may significantly reduce or eliminate multiple copies of high demand items that would potentially be placed on reserve in the Library.

Reference and instruction. It is recommended that:

1. User Services and FNUniv Library collaborate on creating LibGuides that respond to requests for information on popular topics that may be fielded by reference staff at either library.
2. The Library access the CASPUR Report “Student Enrolment by College and Course” prior to each semester and make this information available to the Liaison Librarians and User Services to assist with library instruction planning, including the creation of reference and instructional tools.
3. The Library and FNUniv Library consider the potential to implement a staff exchange program as a developmental opportunity for staff members who provide reference and instructional services.
4. The FNUniv Librarian, the Liaison Librarian and User Services periodically meet as a group to discuss issues related to reference and library instruction for consistency and to enhance service provision.

ILL and UREAD.

It is recommended that:

1. ILL and UREAD processes will be communicated to User Services, and FNUniv faculty, students and staff to promote greater consistency in service delivery between the libraries.
2. The Library review the scope of the UREAD services in view of the significant increase to the number of requests for UREAD services from students enrolled in on-line courses while living in Regina.

Library Liaison

It is recommended that:

1. The Library invite the FNUniv Librarian to attend Liaison Librarian meetings in order to share specialized expertise and to foster greater collaboration in this area.

Memorandum of Understanding (MOU)

It is recommended that:

1. The Library Leadership Team, in consultation with the Federated Colleges, review and update as appropriate the draft MOU prepared by the FNUniv Librarian, and the Academic Guidelines among the University, Champion College and Luther College to more accurately reflect the extent of services and support that the Library currently provides; Determine whether a separate MOU is needed to describe the services provided by the Archives and Special Collections.

Communication

It is recommended that:

1. The Library to consider inviting representatives from the Federated College libraries to special meetings of LLT and LAC for information sharing and focused discussions on issues impacting across all libraries on campus.
2. FNUniv Library, in collaboration with the Library, develop a mechanism for tracking and recording answers to frequently asked questions; FNUniv Library to implement a system for staff members at all FNUniv Library locations to access this information.
3. Information on how best to connect with Library departments and units be made available on the Library website in order to facilitate communication among the Library and the Federated College libraries regarding day-to-day operations and services.

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Appendix A

University of Regina Library Process for Submitting Annual Statistical Submissions to the Statistical Survey of Canadian Academic and Research Libraries and the Saskatchewan Universities Funding Model

Introduction

The University of Regina Library has sent submissions to the Canadian Association of Research Libraries (CARL) Annual Statistical Survey of Canadian Academic and Research Libraries and the Saskatchewan Universities Funding Model (SUFM) for many years. In 2011 the Office of the President requested that statistics in CARL's annual survey include the three federated colleges: Campion College, Luther College, and First Nations University of Canada (Regina, Saskatoon, and Prince Albert campuses). Incorporating the federated colleges had not been done regularly in the past. The practice would be consistent with their inclusion in the annual SUFM submission. Different librarians have been responsible for co-ordinating collecting and submitting figures. This document provides an outline of these processes.

CARL Statistical Survey of Canadian Academic and Research Libraries

Contacts

Submitting the annual CARL Statistical Survey of Canadian Academic and Research Libraries and viewing the archives on the CARL site (<http://www.carl-abrc.ca/statistics.html>) are done through login credentials of the Associate University Librarian for Planning and Assessment. The login has been shared with the Copyright Officer, Collection Development Librarian, and the Administrative Office's Library Administrator. Prior to 2011, the Associate University Librarian for Planning and Assessment had been the primary contact to CARL for co-ordinating collecting and submitting a majority of statistics in the annual survey. From 2011 to 2013 the Collection Development Librarian was the primary contact and the Associate University Librarian for Planning and Assessment was the alternate contact. Beginning in 2014 the primary contact was the Copyright Officer and the Collection Development Librarian was the alternate contact. Institutional contact information is required in the annual survey and all three aforementioned individuals receive regular notifications from CARL to submit the annual survey before the deadline.

Collecting Statistics

CARL emails the primary contact in November indicating the December deadline for submitting institutional statistics from the previous fiscal year. The person is responsible for contacting key individuals at the University and the three federated colleges (Appendix 1). With the exception of two survey areas dealing with salaries, wages, and personnel (sections II.3-4 & III.5 in Appendix 1), statistics from all questions are sent to the primary contact. The primary contact is also responsible for ensuring accuracy by comparing figures from the previous year. The spreadsheet is an internal document and was drafted in 2011 to assist with deconstructing all survey questions in order to make it easier to identify all staff who are involved in the statistical collection and submission process.

Submitting and Publishing Statistics

The primary contact is responsible for ensuring that all figures (except from sections II.3-4 & III.5 in Appendix 1) are uploaded to the online survey template before CARL's deadline. Figures from the University Library and the federated colleges are separated out on the internal survey template (Appendix 1) and footnotes are made for any clarification. All statistics are added when they are uploaded to the

CARL online survey form. The primary contact is also responsible for archiving surveys on the Library Staff Zone <http://www.uregina.ca/library/libstaff/services/assessment/carl-reports.html>.

Saskatchewan Universities Funding Model

Contacts

A research analyst for institutional research at the University's Office of Resource Planning (ORP) emails the library's primary contact requesting SUFM statistics from the previous fiscal year. Prior to 2011, the Associate University Librarian for Planning and Assessment was the primary contact to ORP for co-ordinating collecting and submitting a majority of statistics in the annual survey. From 2011 to 2013 the Collection Development Librarian was the primary contact and the Associate University Librarian for Planning and Assessment was the alternate contact to ORP. Beginning in 2014 the primary contact was the Copyright Officer and the Collection Development Librarian was the alternate contact. ORP's initial request is usually made in November with a mid December deadline.

Collecting Statistics

The primary contact is responsible for requesting statistics from the Library's Head of Technical Services and Collections. The Head tabulates data from her source, inserts it into the SUFM Library Submission template (Appendix 2), and then sends it to the primary contact.

Submitting and Publishing Statistics

The primary contact is responsible for ensuring that all figures in the spreadsheet are correct by comparing with the previous year and that the embedded COU ratio formulas are functioning. Statistics from the federated colleges are sent alongside the University Library's. The primary contact then sends the spread sheet (Appendix 2) to ORP. The primary contact is also responsible for archiving spread sheets on the staff zone <http://www.uregina.ca/library/libstaff/services/assessment/sufm-reports.html>.

Michael Shires
Collection Development and Liaison Librarian

December 16, 2015

CARL Survey Questions	Archer	Campion	Luther	FNUNIV	Grand Total	Contacts & Notes
I. Expenditures, Establishment and Collections						Michael/Christina initiate requests with all individuals listed below in red & submit all figures online except sections II.3-4 & III.5
1. Titles held (all formats)						Barbara Nelke
II. Expenditures						
2. Library materials						Barbara Nelke, Elaina St. Onge (Campion), Carla Flengeris (Luther), Paula Daigle (FNUniv)
2.1 One time resoure purchases						
2.2 Ongoing resource purchases						
2.3 Collection support						
2.4 Total library materials						add lines 2.1 to 2.3
3. Salaries and Wages						Daria Snow
3.1 Professional staff						
3.2 Support staff						
3.3 Casual staff						
3.4 Total staffing expenditures						add lines 3.1 to 3.3
4. Other						Daria Snow
4.1 Fringe benefits						
4.2 Other operating expenditures						
4.3 Total library expenditures						add lines 2.4, 3.4, 4.1 & 4.2
III. Personnel						Daria Snow

CARL Survey Questions	Archer	Campion	Luther	FNUNIV	Grand Total	Contacts & Notes
5. FTE						Murray Westerlund (FNUniv), Mark Duke (Luther College) and James Gustafson (Campion College). They in turn send figures to Daria.
5.1 Librarians FTE						
5.2 Other professionals FTE						
5.3 Total professionals FTE						Add lines 5.1 and 5.2
5.4 Support staff FTE						
5.5 Casual staff FTE						
5.6 Total staff FTE						Add lines 5.3, 5.4, and 5.5
IV. Local characteristics						
6. Fringe benefits are included in expenditures for salaries and wages.						Daria Snow
7. Law Library statistics are included						Christina/Michael
8. Medical Library statistics are included						Christina/Michael

CARL Survey Questions	Archer	Campion	Luther	FNUNIV	Grand Total	Contacts & Notes
9. List all libraries included					University of Regina Library Campion College Library Luther College Library First Nations University of Canada Library (Regina campus, Saskatoon campus and Prince Albert campus)	Christina/Michael
10. Enrollment						Miranda Pearson (ORP)
10.1 Number of undergraduate FTE						Statistics also at http://www.uregina.ca/orp/statistics/student-headcount.html
10.2 Number of graduate FTE						
10.3 Total enrolment FTE						
10.1-10.3 These numbers are from the 2014 Fall term, as of the end of the fourth week of classes, as reported to AUCC National Fall Count. This uses the standard FTE definition of: FT + (PT/3.5).						
Emerging Trends						

CARL Survey Questions	Archer	Campion	Luther	FNUNIV	Grand Total	Contacts & Notes
I. Research Services						
1. Archives and Sepcial Collections						Mark Vajcner, Elaina St. Onge (Campion), Carla Flengeris (Luther), Paula Daigle (FNUniv)
1.2 Manuscripts and Archives (linear metre)						
1.2.1 Are university records included in the collections recorded at 1.2 (yes/no)						
1.3 Expenditure related to these collections						Daria Snow
2. Digital Collections						Mark Vajcner
2.1 Total number of digital objects						
2.2 Size of digital files (TB)						
2.3 # of items in the Institutional Repository						
2.3.1 # of articles						
2.3.2 # of Theses and dissertations						
2.3.3 # of other items						
3. E-Publishing						
3.1 Does your library store faculty research data						Mark Vajcner
3.2 Does your library manage an Author's Fees fund (Yes/No)						Peter Resch
3.2.1 # of Grants awarded Numeric						Peter Resch
3.2.2 Total number of						Peter Resch

CARL Survey Questions	Archer	Campion	Luther	FNUNIV	Grand Total	Contacts & Notes
funds awarded						
3.2.3 % of funds dedicated to open access publishing						Peter Resch
Use, Facilities and Services						Barbara Nelke Source: 360 Counter
1. Electronic Resources						Business Intelligence Tools
1.1 Number of sessions (logins) to databases or services						
1.2 Number of searches (queries) in databases or services						
1.3 Number of successful full-text article requests.						
2. Collections Use						Cecilia Gallardo
2.1 Number of initial loans						Source: Global Circulation Statistics: Total Charges All Locations. This includes Campion, Luther, FNUniv
3. Library instruction and facilities						
3.1 Number of library presentations to groups						Cecilia Gallardo, Carla Flengeris (Luther), Elaina St. Onge (Campion), Paula Daigle (FNUniv), Yvonne Jones (CTL)
3.2 Number of total participants in group presentations						Cecilia: 4375; Yvonne: CTL

CARL Survey Questions	Archer	Campion	Luther	FNUNIV	Grand Total	Contacts & Notes
3.3 Total number of reference transactions						Luther College and Campion Library are not included.
3.4 Turnstile count						Cecilia Gallardo - Source: Gate Count
3.5 Number of seats						
4. Document Delivery Traffic						Barbara Nelke -numbers include Campion, Luther and FNUniv
4.1.1 Total number of requests received (filled and unfilled)						
4.1.2. Total number of requests received from other institutions filled						
4.1.3 Number of originals sent						
4.1.4 Number of copie sent						
4.2.1. Total number of requests sent (filled and unfilled)						
4.2.2. Total number of requests filled by other institutions						
4.2.3. Number of originals received						
4.2.4. Number of copies received						
Footnotes:						

ARCHER					
Material	Total	Unit of Measure	<u>COU Ratio*</u>	Conversion Factor	Equivalent Volumes
Monograph Volumes		# volumes	160/160	1	0
Reference		# volumes	160/90	1.78	0
Documents and Technical Reports		# reports	160/830	0.19	0
Archival Materials		linear metres	160/6.4	25	0
Serials volumes bound and unbound		paper copy	160/110	1.45	0
Maps		# sheets	160/500	0.32	0
Microfilm		# reels	160/320	0.5	0
Microfiche		# items	160/70000	0.002	0.00
Audio-Visual Holdings		# titles	160/400	0.4	0
Slides		# slides	160/6450	0.02	0
Printed Music		# scores	160/350	0.74	0
TOTAL					0
CAMPION					
Material	Total	Unit of Measure	<u>COU Ratio*</u>		Equivalent Volumes
Monograph Volumes		# volumes	160/160	1	0
Reference		# volumes	160/90	1.78	0
Documents and Technical Reports		# reports	160/830	0.19	0
Archival Materials		linear metres	160/6.4	25	0
Serials volumes bound and unbound		paper copy	160/110	1.45	0
Maps		# sheets	160/500	0.32	0
Microfilm		# reels	160/320	0.5	0
Microfiche		# items	160/70000	0.002	0.00
Audio-Visual Holdings		# titles	160/400	0.4	0
Slides		# slides	160/6450	0.02	0
Printed Music		# scores	160/350	0.74	0
TOTAL					0

Appendix B

FNUniv Monograph Ordering: Process Overview

FNUniv Library will process orders in Voyager to better track their titles. A provisional allocation will be entered into each fund in Voyager for monograph orders and invoices. Payment will be processed only on Voyager. FNUniv will pay the vendors directly, except in the case of ebook purchases and one electronic subscription.

There will be two main streams of monograph orders from FNUniv:

- GOBI (YBP) – YBPFN/YLCFN
- OASIS (PROQUEST)- PROQUCF

Other vendors include:

- PROQUEST INFORMATION AND LEARNING - PROINF

GOBI Orders

- FNUniv Staff will place orders in GOBI in the same manner as other Selectors
- Acquisitions Staff will export orders, *see Gobi Ordering and Exporting*
- Finance Coordinator or Acquisitions Supervisor will transmit orders, *see EDI*
- FNUniv staff will mark a note in GOBI if an item is a duplicate, duplicate titles will have a purchase order created and sent via EDI, *see Creating a Purchase Order*
- If multiple copies of a new item are being requested FNUniv Staff will email the order to tsorders@uregina.ca and the order will be sent via EDI by Acquisitions Staff
- Ensure to use Vendor code:
 - YBPFN (US orders) and Account 8050-20
 - YLCFN (British orders) Account 8050-70
 - YBPMPF(Marketplace) Account 8050-04
- Ensure to use correct fund and location codes
- If the correct fund and account is not entered the titles will default to Archer orders and taxes will be charged

Oasis Orders

- FNUniv Staff will place orders in OASIS in the same manner as other Selectors
- Acquisitions staff will create PO's and submit the order in OASIS
- If the item is a duplicate FNUniv staff will mark a note in OASIS
- If multiple copies of a new item are being requested FNUniv Staff will email the order to tsorders@uregina.ca and Acquisitions staff will create a purchase order as well as submit the order in OASIS
- Ensure to use Vendor code:
 - PROQUCF and account 7670A09
- Ensure to use correct fund and location codes
- If the correct location and fund is not entered the titles will default to Archer orders and taxes will be charged

Other Monograph Purchases

- If an item is purchased outside of GOBI or OASIS FNUniv staff will place the order on their end, they will immediately send an email to tsorders@uregina.ca with all of the ordering information, including the invoice if possible
- Acquisitions staff will create a Purchase Order
- If the invoice is not available at the time of purchase it will be emailed to library.receiving@uregina.ca once received by FNUniv

Receipt and Clearance

- **All shipments will be delivered to FNUniv Library to ensure the GST exemption is applied**
- FNUniv Library staff will verify the shipment contents to the vendor invoice, and then re-label the shipment to the following address:
 - Dr. John Archer Library**
 - Technical Services**
 - Receipt & Clearance**
- FNUniv mailroom staff will deliver the shipments to Archer Library
- Technical services staff will open these shipments and place on Receipt & Clearance trucks as with other vendor shipments
- Receipt & Clearance staff will receive the items and process payment on Voyager following established procedures
- *Note that all invoices will be GST exempt and will not require self-assessment of tax*

Invoice and Shipment Problems

- If there is a problem with the shipment, (missing book, etc.) contact FNUniv Librarian
- IF FNUniv staff notice an issue with an item they will mail the item to Receipt and Clearance and notify via email to library.receiving@uregina.ca the issues with the item
- Receipt & Clearance will contact the vendor if there is a problem with defective titles
- Replacement copies should be sent to FNUniv Library and then be forwarded to Archer Library
- All correspondence regarding problems of this nature will also be forwarded to the FNUniv Librarian for information purposes
- Any problems with vendor invoices will be discussed with the Finance Coordinator who will contact the vendor and/or FNUniv Library, as necessary
- If GST is charged on an invoice by YBP or PROQUEST the Financial Coordinator will contact the vendor, all other vendors will be handled by FNUniv

Invoice Approval

- Forward the invoices to the Finance Coordinator for approval on Voyager
- The invoices will be kept in a file in Technical Services for future reference
- Invoices are not coded, voucher number is written on the invoice

Cataloguing

- Regular cataloguing procedures will be used unless otherwise indicated by the FNUniv Librarian, *see Cataloguing Supervisor*

Appendix C

First Nations University Library DVD Purchases: Order Process

There are two different types of orders that will be sent to Acquisitions by the FNUUniv Librarian for DVDs.

- Emails sent to the vendor directly will be copied to the generic Acquisitions email tsorders@uregina.ca and will include the full vendor name in the subject line and the location for which the DVD is being ordered (Regina, Saskatoon, or Prince Albert) and the price of the title.
- Paper orders will be scanned and forwarded to the email noted above with the same subject line information.

Acquisitions Process

- Review vendor information in Voyager Acquisitions and use established vendor information. Where there is no matching vendor in the database, contact the FNUUniv Librarian for full vendor name and address information. Enter this information and save to the database.
- Load the appropriate record for the DVD into the system.
- Create a monographic purchase order and apply the purchase to the allocated fund in Voyager to match the location provided in the original order information.

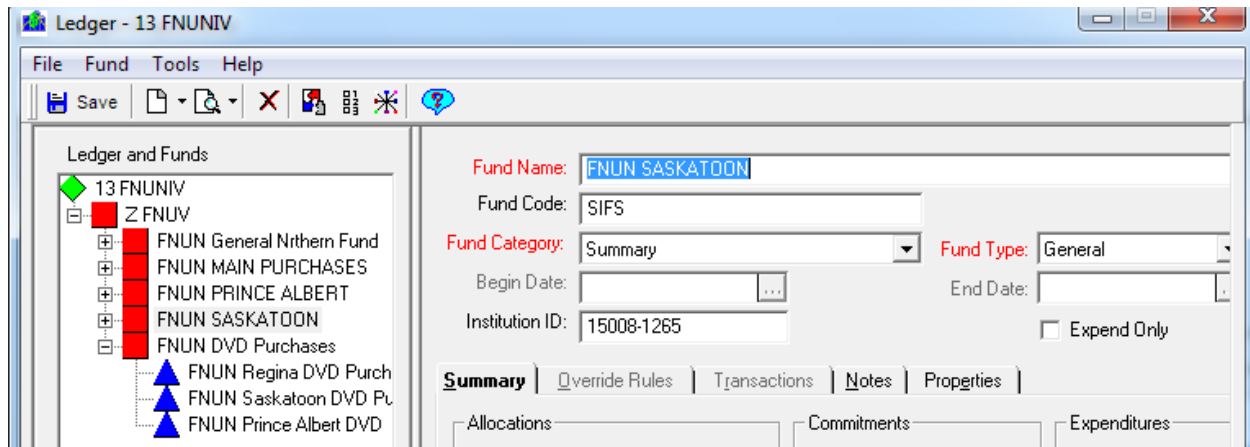


Figure 1: Funds in Voyager Acquisitions

- Enter the value of the title into the purchase order.
- Save and approve the order.

No printed copies of the purchase order will be forwarded to the vendor. That information will be forwarded directly from FNUUniv.

Payment Process

All DVDs are shipped to FNUniv Library to ensure that the GST exemption, as set out by Canada Revenue Agency for reserve purchases, is applicable.

The purchases will not be opened and the FNUniv Librarian will re-label the packages and forward to Archer Library Technical Services for receipt and clearance. Invoices for these shipments mailed directly to FNUniv will be scanned and forwarded to the Receipt and Clearance email:

Library.Receiving@uregina.ca

Once received in the Archer Library, the shipments will be opened and added to receipt and clearance book truck for processing.

Invoices may be shipped directly to Acquisitions with the DVD. If this happens, ensure that the invoice is scanned and emailed to the FNUniv Librarian as soon as possible to expedite the payment process.

Receipt & Clearance Process

- Create invoice using established procedures.
- Attach the appropriate line item to the invoice and process the invoice using the invoice value of the title to the fund indicated on the purchase order.
- **If there are any problems with the shipment (damaged DVD, shipment error, etc.) contact the vendor at their email address and forward a copy of the email correspondence to the FNUniv Librarian. Do this immediately upon discovering the problem and do not process the invoice in Voyager until the issue is resolved.**
- Forward the DVD to the Cataloging Supervisor for cataloging.
- Forward the invoices to the Finance Co-ordinator for approval.

The Finance Co-ordinator will maintain a file for DVD purchase invoices for FNUniv Library for future reference.

Final DVD Processing

The cataloging supervisor will forward to the materials processing clerk for end processing.

- Add barcode for the item.
- Produce DVD label and spine label.
- Place in FNUniv mail box in mailroom to forward.

FNUniv Library staff will stamp and add tattle tape to the DVD.

Appendix D

Guidelines for a Working Relationship between the University of Regina Library and First Nations University of Canada Libraries

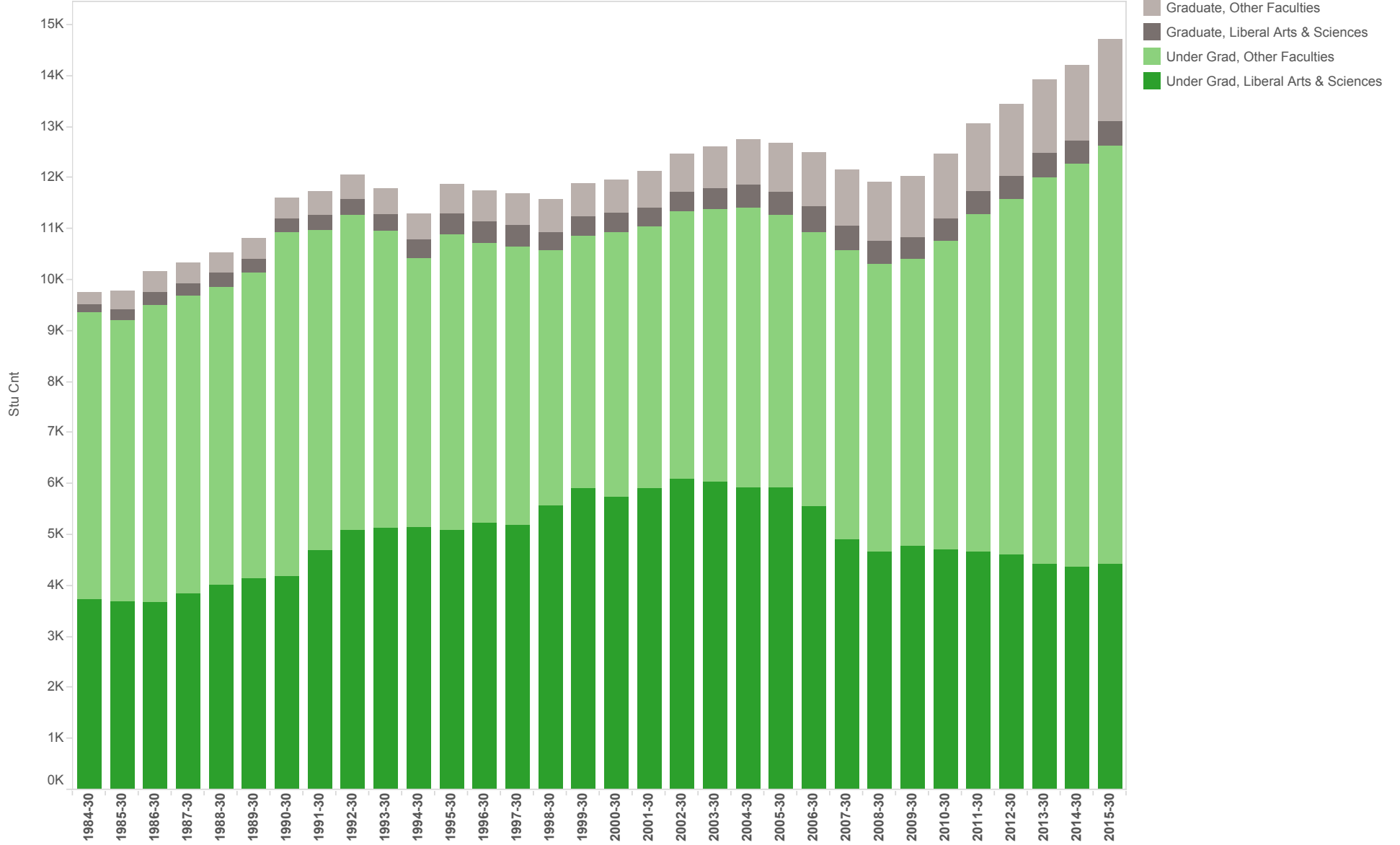
Principles: The University of Regina and First Nations University of Canada libraries help to serve the teaching and research needs of the U of R and FNUUniv communities by acquiring and providing holdings that support these activities, by providing study space for students, by providing space and technology for student research, and also by providing specialized collections to fulfill the institutions' unique missions.

Practices:

- a. The U of R and FNUUniv each provide base funding for their own libraries.
- b. In the absence of an Infrastructure Services Agreement between the U of R and FNUUniv, the Government of Saskatchewan includes in the University of Regina's annual operating grant an amount to compensate the U of R for providing services to FNUUniv, which includes some of the operating costs of the libraries associated with subscriptions for electronic databases, ebooks, and electronic journals.
- c. The FNUUniv libraries' holdings are catalogued with those of the University of Regina Library.
- d. FNUUniv libraries staff work closely and meet regularly with Archer library staff to ensure coordination and cooperation among the libraries, and to develop partnerships in areas of shared interest (e.g. archives, digitization, records information management, etc.)
- e. Specialized functions (e.g. cataloguing) are performed by the Archer Library.
- f. The FNUUniv libraries adhere to the lending regulations of the University of Regina Library.

All_StuG1 - FactBook Students, Fall Term Headcounts by Level and Liberal Arts & Sciences

V Term



Sum of Stu Cnt for each V Term. Color shows details about Faculty Type & Level. The data is filtered on V Semester and Level Desc. The V Semester filter keeps 30. The Level Desc filter keeps Graduate and Under Grad.

All_Stu2 - FactBook Students, Fall Term Headcounts

			V Term																
Levl De..	Instr Facult..	Instr Faculty	1984-30	1985-30	1986-30	1987-30	1988-30	1989-30	1990-30	1991-30	1992-30	1993-30	1994-30	1995-30	1996-30	1997-30	1998-30	1999-30	
Graduate	Liberal Arts & Sciences	Arts	89	120	148	127	133	128	127	139	150	167	188	223	239	232	201	190	
		Media, Art, & Performance	2	9	12	12	14	13	10	8	14	13	13	13	10	15	16	17	
		Science	59	84	98	111	124	120	125	133	147	161	163	169	173	175	159	169	
	Other Faculties	Business Administration	28	51	64	59	59	61	53	64	70	71	73	78	75	74	65	68	
		Education	99	177	291	286	276	289	305	304	299	292	297	319	351	349	362	375	
		Engineering & Applied Science					2	2	3	4	2	19	59	83	87	93	99	103	
		Graduate Studies	103	124	28	23	31	37	44	52	80	83	28	18	10	8	1	1	
		JSGS Public Policy																	
		Kinesiology & Health Studies												2	3	7	14	14	17
		Nursing																	
Social Work	19	23	25	24	20	14	22	30	38	39	44	58	68	73	90	90			
Total			399	588	666	642	659	664	689	734	800	845	867	964	1,020	1,033	1,007	1,030	
Under Grad	Liberal Arts & Sciences	Arts	2,376	2,328	2,383	2,630	2,880	3,016	2,757	3,061	3,400	3,405	3,316	3,271	3,397	3,313	3,704	3,943	
		La Cite																	
		Media, Art, & Performance						1	268	330	340	378	425	444	447	483	490	499	
		Science	1,344	1,346	1,291	1,216	1,145	1,113	1,156	1,308	1,352	1,358	1,396	1,377	1,392	1,393	1,380	1,465	
	Other Faculties	Business Administration	768	782	759	742	740	766	776	737	748	710	684	675	730	734	808	903	
		Continuing Education	1,057	1,048	1,193	1,187	1,230	1,221	1,437	1,290	1,321	1,199	884	891	626	654	592	594	
		Education	1,593	1,556	1,617	1,773	1,687	1,761	1,951	1,709	1,519	1,414	1,199	1,372	1,352	1,276	1,233	1,298	
		Engineering & Applied Science	391	397	373	347	334	368	414	443	502	542	559	577	609	644	671	681	
		First Nations U	909	724	755	699	715	780	915	679	649	599	584	744	588	609	427	184	
		Kinesiology & Health Studies	55	125	159	182	190	182	171	180	228	238	241	269	277	275	291	278	
		non-Degree	28	12	7	4	5	6	3	79	56	23	40	47	47	28	19	40	
		Nursing																	
		Social Work	428	460	550	556	562	611	700	778	800	780	807	900	923	933	683	684	
Special	414	428	413	349	378	314	376	384	348	310	294	327	327	312	266	290			
Total			9,363	9,206	9,500	9,685	9,866	10,139	10,924	10,978	11,263	10,956	10,429	10,894	10,715	10,654	10,564	10,859	
Grand Total			9,762	9,794	10,166	10,327	10,525	10,803	11,613	11,712	12,063	11,801	11,296	11,858	11,735	11,687	11,571	11,889	

Sum of Stu Cnt broken down by V Term vs. Levl Desc, Instr Faculty Type and Instr Faculty. The data is filtered on V Semester, which keeps 30. The view is filtered on Levl Desc, which keeps Graduate and Under Grad.

All_Stu2 - FactBook Students, Fall Term Headcounts

			V Term																
Levl De..	Instr Facult..	Instr Faculty	2000-30	2001-30	2002-30	2003-30	2004-30	2005-30	2006-30	2007-30	2008-30	2009-30	2010-30	2011-30	2012-30	2013-30	2014-30	2015-30	
Graduate	Liberal Arts & Sciences	Arts	194	199	185	219	239	239	260	244	249	232	219	236	236	228	203	202	
		Media, Art, & Performance	18	20	21	25	28	29	36	28	27	32	32	35	32	34	36	39	
		Science	164	153	167	167	185	188	203	206	182	175	189	190	195	215	230	236	
	Other Faculties	Business Administration	75	85	94	129	158	98	122	171	204	193	226	239	276	274	251	227	
		Education	331	375	369	378	343	389	410	419	438	438	441	432	483	490	470	498	
		Engineering & Applied Science	112	129	154	206	260	270	264	232	224	229	248	294	318	323	351	349	
		Graduate Studies		1				12	10	19	24	29	28	52	15	27	20	42	
		JSGS Public Policy						69	121	151	173	184	185	165	167	174	216	281	
		Kinesiology & Health Studies	16	23	24	21	27	27	32	35	33	43	38	42	46	46	45	39	
		Nursing															1	21	44
Social Work	98	104	95	83	86	76	82	72	65	86	97	94	100	105	117	125			
Total			1,008	1,089	1,109	1,228	1,326	1,397	1,540	1,577	1,619	1,641	1,703	1,779	1,868	1,917	1,960	2,082	
Under Grad	Liberal Arts & Sciences	Arts	3,861	4,000	4,157	4,164	4,122	4,167	3,885	3,321	3,135	3,157	3,073	2,966	2,872	2,692	2,613	2,540	
		La Cite																	19
		Media, Art, & Performance	487	515	505	505	485	508	476	484	466	502	497	481	439	369	354	354	
		Science	1,404	1,383	1,427	1,350	1,318	1,256	1,185	1,087	1,075	1,115	1,153	1,212	1,306	1,376	1,403	1,511	
	Other Faculties	Business Administration	993	959	913	1,082	1,154	1,142	1,202	1,544	1,514	1,534	1,524	1,587	1,554	1,569	1,523	1,545	
		Continuing Education	569	519	659	605	518	506	438	402	390	363	508	459	509	464	427	546	
		Education	1,377	1,422	1,444	1,406	1,378	1,307	1,323	1,363	1,404	1,421	1,557	1,560	1,471	1,541	1,484	1,450	
		Engineering & Applied Science	685	702	696	684	660	656	678	704	713	724	763	820	827	1,056	1,260	1,336	
		First Nations U	186	107	88	99	71	1						1					
		Kinesiology & Health Studies	281	297	330	395	440	476	478	427	394	377	460	553	597	650	653	710	
		non-Degree	40			19	16								3	3	3	2	
		Nursing												349	676	978	1,209	1,265	
		Social Work	709	739	742	725	834	1,015	1,025	935	913	972	1,077	1,145	1,181	1,161	1,139	1,184	
Special	351	399	387	353	426	239	249	303	300	238	143	157	133	152	192	173			
Total			10,943	11,042	11,348	11,387	11,422	11,273	10,939	10,570	10,304	10,403	10,755	11,290	11,568	12,011	12,260	12,635	
Grand Total			11,951	12,131	12,457	12,615	12,748	12,670	12,479	12,147	11,923	12,044	12,458	13,069	13,436	13,928	14,220	14,717	

Sum of Stu Cnt broken down by V Term vs. Levl Desc, Instr Faculty Type and Instr Faculty. The data is filtered on V Semester, which keeps 30. The view is filtered on Levl Desc, which keeps Graduate and Under Grad.

University of Regina Library

Strategic Plan 2015 - 2020

Vision

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

Mission

The Library:

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

Values

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 and information resources
- Information literacy
- Open access to scholarly information
- Intellectual freedom and the right to privacy
- An innovative and engaging workplace

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.

Objectives

1. Maintain and expand the scope of collections to support teaching and learning, recognizing the importance of non-traditional materials.

Indicators of Success:

- Collections at the Library that go beyond books and electronic data bases.
- Recognition is given to the importance of non-traditional library materials.
- The Library hosts and displays inter-disciplinary cross-faculty collections as well as other materials that are unique to the province or to the research being done on campus.

Based on ideas:

- Gathering and display of indigenous arts/objects
- Collections for teaching and learning such as biological specimens and cadavers
- Display research posters in Library to promote learning
- Raise awareness. Ensure individuals are comfortable with incorporating initiatives>>Support staff indigenization initiatives. Follow University's plan

2. Provide smart collaborative spaces, both physical and virtual, to enhance the teaching and learning experience.

Indicators of Success:

- There will be smart multi-purpose spaces for students to do study groups, work on course projects, and interact with instructors.
- There will be flexible (smart) spaces designed to hold collections such as Indigenous arts, items unique to Saskatchewan, and other non-traditional items.
- The space will be a hub of teaching and learning activity.
- Students will find learning support services at the Library.
- There will be user-centered spaces and services to promote informal learning, study and reflection, collaboration and dialogue.

Based on ideas:

- To make the Library the gathering space for students, student support services will be offered in the Library
- Indigenization workshops for students, faculty, and staff will take place in the Library
- The Library will provide space for students and faculty to do study groups

University of Regina Library

- Having the Library as the center point of learning and teaching can potentially allow the University to operate more efficiently
- Training and support for students, faculty, and staff will take place in the Library
- "Our physical and digital spaces will inspire learning and knowledge creation, and enhance the University as a learning community."
- 24/7 study/leisure space in old micro materials area or repurpose gov. pubs. Area. Have door @ south end
- Create spaces that support creative, collaborative and personal learning
- Provide spaces that are versatile (group, single, leisure reading)
- Investigate closer partnerships with Student Services Centre (e.g., writing workshop has research session. Can we provide space and services? Who teaches at SSC?)
- Provide customized specific library sessions for indigenous students in a safe environment
- Offer spontaneous instruction to small groups in meeting rooms (students who have booked a room)

3. Educate students, faculty and staff about the teaching and learning services, supports and training offered by the Library, CTL, and Archives.

Indicators of Success:

- Students, faculty and staff will know that the Library is an important destination for teaching and learning.
- All students will leave the University able to discover, assess and utilize information effectively in an information-intensive world.

Based on ideas:

- Grow awareness/use of Library/Archives/RIM/copyright services by University Staff
- Increased/increasingly responsive Library/Archival instruction that responds to the diversity of the student body and various learning styles
- Increased/increasingly responsive Library/Archival course integration that responds to the diversity of student body and various learning styles
- Add people
- Explore providing other awards for students, maybe one for graduate students now
- Plan and develop and deliver sustainable administrative and staff support @ CTL to enhance faculty development
- "We will ensure that our students leave the University able to discover, assess, and utilize information effectively in an info-intensive world."
- Foster/ensure lifelong learning capacity (work towards)
- Develop/implement information literacy strategy/plan
- Expand information literacy of all international students>>support critical inquiry
- Increased/responsive instruction

University of Regina Library

- Increase instruction sessions in number and in content
- Guest lecturers for instruction on topics of interest. Poll students and librarians to determine topics
- Student awareness of diversity of resources

4. Adopt technology to enhance students' learning experience and faculty teaching success.

Indicators of Success:

- Existing and new technologies will be adapted to enhance programs, services and supports provided by the Library, CTL, and the Archives.
- A Next Generation Library System will be implemented.

Based on ideas:

- Monitor response time of services
- Collect feedback from users on a regular basis
- More online learning objects for information literacy
- Provide technology that is up-to-date to enhance teaching and learning
- Video tutorials that would reduce need for repetitive instruction
- Enhanced digital tools (better computer labs, equipment, software, etc.)
- Computer availability map/system
- Provide timely support at the point of need to students, faculty, and staff
- Access to all resources - single source for discovery

5. Collaborate with departments, faculties and Federated Colleges to deliver effective courses, programs, services and supports.

Indicators of Success:

- The Library will take the lead in a few inter-disciplinary projects to engage students, faculty and staff across campus.
- Actively partner with faculty in curriculum design, teaching critical thinking, digital literacy and information fluency.
- Develop and integrate library teaching programs more fully within the curriculum.
- Ensure all our students leave the University able to discover, assess and utilize information effectively in an information-intensive world.
- Expand support for Aboriginal students and encourage all students to learn about Aboriginal issues and perspectives.

Based on ideas:

- Fine Arts 001 idea with all willing faculties, & helped in Info. Lit. areas by user services staff
- Collaborate in information literacy with First Nations University other than just via the Indigenous Studies Librarian (Michael)
- Add people

University of Regina Library

- Explore providing other awards for students, maybe one for graduate students now
- Plan and develop and deliver sustainable administrative and staff support @ CTL to enhance faculty development
- "Actively partner with faculty in curriculum design, teaching critical thinking, digital literacy and information fluency"
- One credit research class for undergrads required, covering plagiarism, types of research
- Develop and support sustainable synergies between CTL, TLC, flex learning, etc.
- Investigate closer partnerships with Student Services Centre (e.g., writing workshop has research session. Can we provide space and services? Who teaches at SSC?)
- Required 3 credit INDG 100 require for all undergrads has library session in Arts.
- Collaborate with FNUNIV to develop library supports
- Partner with other units and institutions to support and actively promote indigenizing our teaching
- Mary's nursing example
- Embedded liaison and teaching program connected strongly with faculty and department goals and programs
- Offer instruction programs similar to FA001 One class in each program dedicated to information literacy
- Reach out to groups on campus and provide them with info literacy instruction
- Library as centre of multidisciplinary collaboration and learning
- Meeting faculty, students, and staff where they are through anticipation of needs and outreach initiatives
- Multidisciplinary discussion of ideas will bring groups together. Example: indigenization discussion

6. Develop and promote services based on assessment and user feedback.

Indicators of Success:

- Response times for service delivery will be known.
- Feedback from users will be collected on a regular basis and used to develop services.
- There will be a formal mechanism for student input.

Based on ideas:

- Monitor response time of services
- Collect feedback from users on a regular basis
- Add people
- Library Student Advisory Committee>>formal mechanism for student input. LAC - student rep?
- Respond to the results from #yoUR Library campaign

7. Provide lifelong learning tools and skill development to ensure all graduates are capable of assessing and utilizing information effectively.

University of Regina Library

Indicators of Success:

- Ensure all students leave the University able to discover, assess and utilize information effectively in an information-intensive world.

Based on ideas:

- Increased/increasingly responsive Library/Archival instruction that responds to the diversity of the student body and various learning styles
- Increased/increasingly responsive Library/Archival course integration that responds to the diversity of student body and various learning styles
- Fine Arts 001 idea with all willing faculties, & helped in Info. Lit. areas by user services staff
- "We will ensure that our students leave the University able to discover, assess, and utilize information effectively in an info-intensive world."
- Foster/ensure lifelong learning capacity (work towards)
- One credit research class for undergrads required, covering plagiarism, types of research
- Develop/implement information literacy strategy/plan
- Required 3 credit INDG 100 require for all undergrads has library session in Arts.
- Mary's nursing example
- Increased/responsive instruction
- Increase instruction sessions in number and in content
- Embedded liaison and teaching program connected strongly with faculty and department goals and programs
- Offer instruction programs similar to FA001 One class in each program dedicated to information literacy
- Reach out to groups on campus and provide them with info literacy instruction

Sustainability/Indigenization: Objectives 2, 4-7 contribute to the sustainability of Library activities. Objectives 1 - 3 and 5 are based on ideas that contribute towards indigenization.

Short/Medium/Long Term: All objectives are seen as being long term.

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.

Objectives

1. Improve the evaluation, discovery of, and access to Library resources by securing a “next generation” library system and leveraging its expanded capabilities.

Indicators of Success:

- Acquisition and implementation of "next generation" library system.
- Routine use of system features related to assessment, discovery, and access of library resources.

Based on ideas:

- Build collections to support research work
- Acquire discovery tools to promote access to local/non-local collections
- Enhance easy access and retrieval to our collection to support research
- More responsive collection management practices to meet research & teaching & learning

2. Increase and strengthen the Library's initiatives to digitize, curate, disseminate, and preserve University research, records, data, and collections.

Indicators of Success:

- Creation of new and digital collections.
- Increased numbers of deposits and use of digital objects.
- Development and implementation of a digital preservation plan(s).
- Creation of new record schedules for University records.
- Increased support for these initiatives.

Based on ideas:

- Publication and curation of scholarly content (oURSpace, OJS...)
- Curation - digital preservation to ensure continuing access
- Build on digitization program
- Advance digitization to facilitate easier/wider access to research and scholarship material
- The Library will provide physical space for students and faculty to preserve their creations
- Inform/participate campus data curation
- Have a series of Beyond the Books on indigenous forms of research
- Publication and curation of all forms of scholarly content (oURSpace, OJS, etc.)
- Post research posters of students and faculty in Library

University of Regina Library

- The Library will offer digital and physical space for students, faculty, and staff to publish and display their work
- The Library will provide digital and physical space for students and faculty to meet and discuss their work
- "Switzerland of the University"
- Digital preservation to ensure endurance of investment made in born/made digital collections
- The Library will digitalize work done by students and faculty; long-term storage facility for collections
- Participate in/support communication of student research (oURSpace, poster sessions, presentations, etc.)
- Showcasing excellence in published research by University community; "Author Recognition Program"
- "We will build capacity to house digitized and born-digital collections to enable use of those collections to support emerging forms of digital scholarship" (borrowed from U of T strategic plan)

3. Educate the campus community about open access, research dissemination, and copyright issues.

Indicators of Success:

- Greater awareness on campus of copyright compliance measures and the changing landscape of copyright in Canada.
- Continued support of the campus community as open access mandates and research dissemination issues become more prevalent.

Based on ideas:

- Publication and curation of scholarly content (oURSpace, OJS...)
- Continue to provide an open access fund and provide ongoing support for those who need guidance
- Support for the development, revision, organization, and adoption of open textbooks and other OERs
- Ask for government funding for open texts (BC campus example). Bring back Sask Campus
- Continued focus and support of open Access resources, e.g., Open Access initiatives
- Make a real push to educate faculty in open access and invite them to post their research on oURSpace
- Explore/adapt open access; seek out appropriate partners (Bookstore and other units) on campus in this area
- Support/promote FNUUniv's open access journal on indigenous research
- Realign Copyright+OA+Data Teams and others to create Research Enterprise and Scholarly Communication Team/Unit
- "Advocate for open access initiatives and provide leadership and support for new directions in scholarly communications," increasing impact of U of R research

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4. Support the research endeavours of the University by providing and fostering the integration of Library faculty expertise in all stages of the research process.

Indicators of Success:

- Provision of various forms of librarian and archivist research support to faculty, staff, and students.

Based on ideas:

- Increase promotion of the use of oURSpace
- Promote an annual meeting of every faculty member with a liaison librarian
- More training for liaison librarians on data resources and other quantitative measures
- Increase promotion of RefWorks and instruction in its use
- Journal reading club for librarians and other interested faculty
- Building a culture of library research - SHARE THIS
- Encourage, support, and promote research and scholarship by librarians and archivists.
- Participation of librarians in systematic reviews of research
- Do (limited time) literature reviews for faculty in our areas of liaison and be acknowledged for such in papers they write
- Strengthen use/awareness of all kinds of library/archives resources by faculty/staff/students
- Customized marketing of resources
- Statistics/information sharing: most used journal database, most downloaded article
- Scholarship librarian position with publishers information service (open access and all)
- Involve librarians more fully as partners in the research process...applying expertise to support campus research endeavours
- Support faculty innovation by providing programs in CTL to support research
- Partner more closely with Office of Research to support faculty
- Increase student awareness of research materials and services
- Investigate Library impact on faculty grant proposals, research process, and outputs, including publication
- Increase librarian involvement in the grant application process
- Increased information [on] literacy outcomes in all U of R publications
- Annual Library "Top Ten List" (students. Carillon, degrees, social/public display)
- Increase faculty awareness of research materials and services
- Expand outreach and customized support for graduate students
- Develop, deliver, and promote a plan for indigenizing our collections and research services

University of Regina Library

5. Continue to acquire and promote a diverse and responsive array of research resources in all formats.

Indicators of Success:

- An acquisitions budget capable of supporting a diverse research environment.
- Promotion of resources through various channels.

Based on ideas:

- Continue to acquire diverse types of resources
- Continued and renewed focus on multidisciplinary electronic resources (e.g., Toronto Star (ProQuest))
- Continue to acquire/adequately process diverse archival resources from University and private sources to support scholarship
- Build collections to support research work
- Promote the PACA art collection as a research resource
- More responsive collection management practices to meet research & teaching & learning
- Annual Library "Top Ten List" (students, Carillon, degrees, social/public display)
- Increase faculty awareness of research materials and services
- Expand outreach and customized support for graduate students
- Develop, deliver, and promote a plan for indigenizing our collections and research services

Sustainability/Indigenization: All objectives contribute to the sustainability of Library activities. Some of the ideas that underlie the objectives specifically support indigenization.

Short/Medium/Long Term: All objectives are seen as being long term.

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.

Objectives

- 1. Broaden partnerships and collaboration with external libraries through implementation of a common next generation library system and discovery interface which can be used to support cooperative endeavors, expanding access to our respective collections and services.**

Indicators of Success:

- Lower cost of ownership of state of the art system.
- Technology infrastructure enhanced to accommodate emerging technologies.
- More productive staff and efficient workflows.
- Quick and easy access to all partner library collections and unique materials.
- Increased collaboration through shared activities within the new system.

Based on ideas:

- Share our programs, services and collections with our partners; establish new partnerships
- Collaborate on solutions for electronic records preservation (I.S., CS Dept., COPPUL, U of S, SDA, SAB, etc.)
- Display our collections online and physically to engage people to participate at the U. of R.
- Expand partnerships to showcase U of R library/archives materials
- Expand partnerships to acquire external funding/realize mutual benefits of collaboration
- RPL travelling collection
- Shared offsite storage
- Build collaborations/partnerships with external libraries. Next generation library system
- Create a common discovery interface to all academic libraries in Saskatchewan
- Collaboration with Mackenzie Art Gallery to promote university art collections
- Expand partnerships to showcase unique materials
- Partner with RPL to share collections via ILL or borrowing chunks of collections for TPC
- Strengthen connections with consortial partners and look for other avenues of collaboration
- Partner with other libraries and share collections & promote in ILS and physically

University of Regina Library

- 2. Participate in or partner with appropriate campus entities or external communities to ensure that collections are showcased, preserved, and highly visible to students, faculty, staff, and the external community.**

Indicators of Success:

- Library profile raised to a degree that we are a sought-after participant in University-wide initiatives.
- Increased awareness of library's collections.
- Public use of the library for displays, cultural events, presentations.
- Increased contacts and relationships with University staff and external organizations.
- Strengthened relationships with many stakeholders locally and regionally.

Based on ideas:

- Create a "treasure room" for the Regina community
- Encourage faculty, staff, alumni to donate their collections to the Library
- Display our indigenous collections to the public
- Liaison librarians collaborating with "our" faculty on teaching and learning scholarship
- Expand/enhance RIM program development and implementation to support UR objective to "focus on institutional transparency"
- Expand partnerships to showcase unique materials
- Collaborate on electronic records preservation
- Partner with RPL to share collections via ILL or borrowing chunks of collections for TPC
- Continue building relationships within the community to build local collections, esp. in health care, public policy and core areas
- Community relationships with indigenous groups for building collections
- External funding/grants
- University goal of transparency - RIM program
- Sustainability - effective records control in units
- Do joint presentations (or joint planning) with SIAST librarians
- Reach out to student organizations
- Partner with local and regional institutions to house hardcopy collections off-site and last copy programs
- Expand support for students and faculty in their community-based teaching/learning activities
- Partner with academic and administrative units to support and promote wellness, e.g., U Alberta's "Unwind Your Mind" during Mental Health Week
- Extend newcomer services to international students and partner with UR International
- Increase promotion of the excellent teaching done at the U of R to local and national communities

University of Regina Library

3. Engage with other libraries, universities, and organizations to optimize librarian services and strengthen connections and explore common opportunities.

Indicators of Success:

- Increased contacts and new relationships with University departments, faculties, and Federated Colleges.
- Strengthened relationships with various stakeholders at regional, national, and international levels.

Based on ideas:

- Strengthen global connection with other libraries, national and international
- Increase, document, promote, and celebrate librarian involvement with IFLA, international universities, and Canadian universities
- Optimize librarian services by collaborating with other libraries (federated, college, provincial, national)
- Partner with local and regional institutions to house hardcopy collections off-site and last copy programs
- Increase the Library's involvement with local First Nations, Aboriginal, Métis, New Canadian, and Fransaskois groups
- Explore opportunities for COOP/internships
- Increase promotion of the excellent teaching done at the U of R to local and national communities
- Continue to host lectures, exhibitions, and other public events to facilitate community engagement with campus people and resources
- Build on existing networks, e.g., alumni, etc.
- Build relationship with alumni to build a culture of philanthropy to provide services that are of high quality. We have received moneys from staff and University alumni

4. Develop expertise that contributes to student success and explore collaborative opportunities with internal and external communities.

Indicators of Success:

- More student centered supports that contribute to student success.
- Faculty awareness of library staff expertise they can call upon.
- Increased collaboration with external communities.

Based on ideas:

- Librarians from U of R collaborating/exchanging with international partners' librarians
- Offer services and workshops for all residents of Regina and South Saskatchewan
- Students
- Internship programs
- Internship program for a first nations high school student (grade 11 summer)
- External funding/grants

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- Continue supporting conference and scholarly society participation. Highlight best practices
- Use University contacts in UR International to explore further opportunities for international collaboration
- Do joint presentations (or joint planning) with SIAST librarians
- Participate in off-campus events like "Chicken & Wine"
- Reach out to student organizations
- Reaching out to high schools to offer information literacy section (students, teachers, other)
- Partner with Sask Polytechnic to offer lecture series
- Collaborate more with other institutions on projects like open text books, 3D printing, etc.
- Extend newcomer services to international students and partner with UR International

Sustainability/Indigenization: All objectives contribute to the sustainability of Library activities. Objective two is based, in part, on a number of ideas that support indigenization.

Short/Medium/Long Term: All objectives are seen as being long term.

July 8, 2015

University of Regina Library

Strategic Plan 2015 - 2020

Vision

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

Mission

The Library:

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

Values

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:

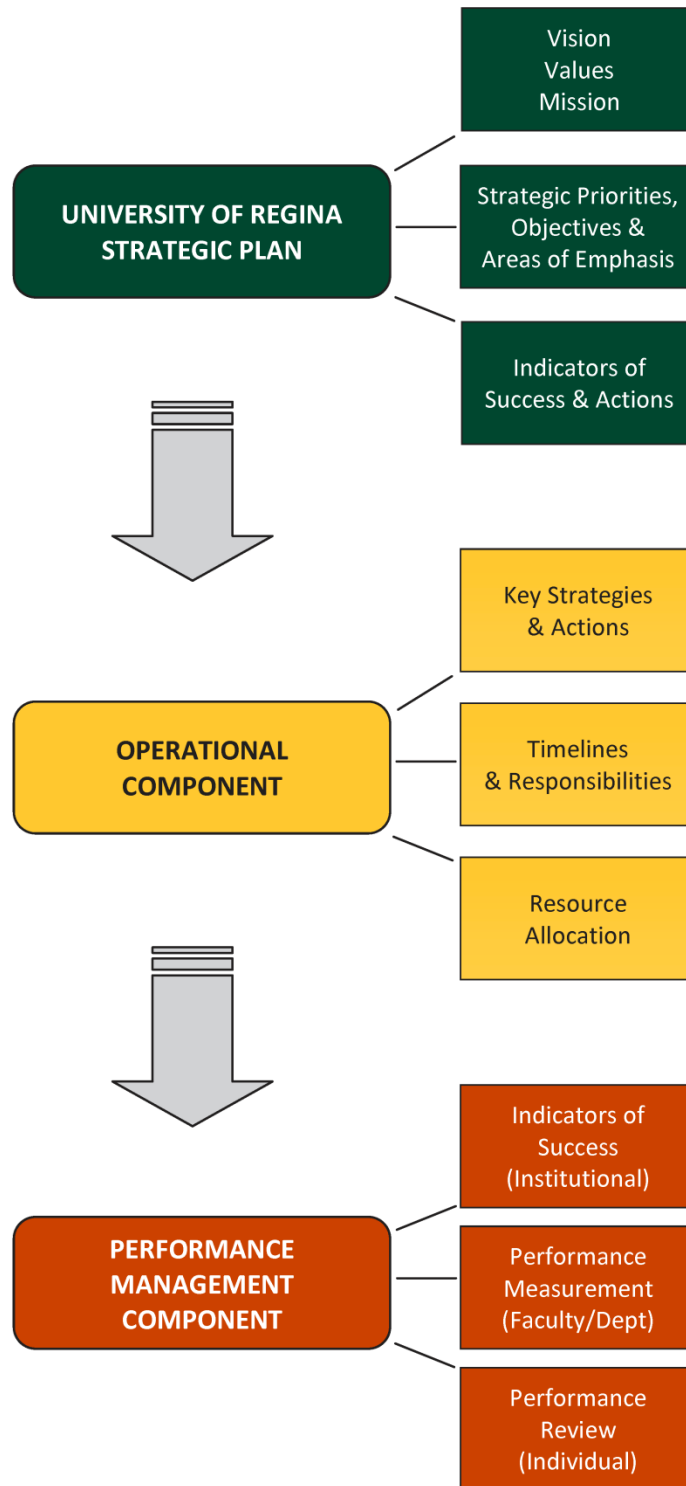
- Service excellence
- Responsible stewardship of collections and information resources
- Information literacy
- Open access to scholarly information
- Intellectual freedom and the right to privacy
- An innovative and engaging workplace

University of Regina Library

Note: The “Operational Component” is based on the University’s Strategic Plan:

Figure 1

Implementation Framework Components & Associated Elements



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.

Objectives

1. Maintain and expand the scope of collections to support teaching and learning, recognizing the importance of non-traditional materials.

Indicators of Success:

- Collections at the Library that go beyond books and electronic data bases.
- Recognition is given to the importance of non-traditional library materials.
- The Library hosts and displays inter-disciplinary cross-faculty collections as well as other materials that are unique to the province or to the research being done on campus.

Based on ideas:

- Gathering and display of indigenous arts/objects
- Collections for teaching and learning such as biological specimens and cadavers
- Display research posters in Library to promote learning
- Raise awareness. Ensure individuals are comfortable with incorporating initiatives>>Support staff indigenization initiatives. Follow University's plan

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Collections	Have collections policies in place that address non-traditional and aboriginal materials where possible.	Collections policies	CAT/Liaison librarians; ongoing	None beyond the time needed by Liaison librarians
Archives	Continue to acquire and make available a broad range of collections in all media that support teaching and learning. This includes a refined/re-aligned Archives' collecting mandate to reflect the changing teaching strengths of the University.	Diverse archival holdings reflect the changed teaching strengths of the University.	Ongoing/Archives Faculty & Staff	Space, staffing, funds

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Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Strengthen the Archives' capacity to preserve and make available materials recorded on non-traditional media.	Specialized position and associated technology in Archives to preserve electronic records.	ASAP/Archivists & LLT to acquire position/technology; Specialized position to implement preservation model	Space, staffing, funds
Liaison	<ul style="list-style-type: none"> - Maintain open communication with faculty with their needs. -Keep up to date on what is available to ensure alignment with courses and programs. - Seek out low cost and free resources that can be leveraged. -Capitalize on non-traditional means of acquiring resources (donations, internally created guides, instructional materials, et - Participation in national/regional groups working on collections issues (CRKN and COPPUL Collections Committees, etc.) 	Comparison with peer institutions (COPPUL, et; faculty& student feedback	Ongoing	Liaison librarian time and expertise; allocation of central funds to the library for purchase and maintenance of resources.
Systems	Publicize the PACA Collection Policy to encourage potential donors to donate to the President's Art Collection	Greater awareness of PACA Collection Policy on campus and beyond; b.)More art donations to the President's Art Collection	PACA Chair; 2016 -	None beyond the time needed by PACA Chair and PACA members
Systems	Re-purpose part of the Periodical Reading Room to display PACA art	Greater awareness of the teaching and learning importance of campus art b.) Proposals of art donations from the community	PACA Chair ; 2016-	PACA Chair in liaison with LLT and Facilities Management

University of Regina Library

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Systems	Periodically display art from the President's Art Collection in the Library display cabinet	Greater awareness of the teaching and learning importance of campus art b.) Art objects safely displayed for users enjoyment	Curator/Preparator and Promotions Committee; ongoing	staff time; purchase of art supplies to enhance displays
Systems	Incorporate campus art in the College Avenue Renewal Project	Greater community awareness of the teaching and learning importance of campus art b.) Display space specifically designed to display art	PACA; ongoing	PACA in collaboration with Facilities Management & other campus units
CTL	Provide physical and virtual space to engage students to do study group and other activities	Measure the usage of space	Ongoing	Depends on demand for space.
Archives	In addition to being used for research and private study, Archives & Special Collections will continue to seek out collaborative uses for the space (special lectures, art installations, special exhibits, classes, etc.)	Reading Room is open during regular Library hours. Increased amount of collaborative uses.	Ongoing. Archivists, Librarians and other University users.	None
User	Provide input into design and equipping of library instructional and student study spaces	Spaces that are functional for library instruction and student study	Ongoing	User Services staff time and expertise
Liaison	Provide input into design and equipping of library instructional spaces	Spaces that are functional for library instruction	Ongoing	Liaison librarian time and expertise

University of Regina Library

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Systems	Upgrade and maintain labs and group study rooms with sustainable easy to use technology	Easier to use technology for instructors and student	ongoing; Systems staff	Systems staff time

2. Provide smart collaborative spaces, both physical and virtual, to enhance the teaching and learning experience.

Indicators of Success:

- There will be smart multi-purpose spaces for students to do study groups, work on course projects, and interact with instructors.
- There will be flexible (smart) spaces designed to hold collections such as Indigenous arts, items unique to Saskatchewan, and other non-traditional items.
- The space will be a hub of teaching and learning activity.
- Students will find learning support services at the Library.
- There will be user-centered spaces and services to promote informal learning, study and reflection, collaboration and dialogue.

Based on ideas:

- To make the Library the gathering space for students, student support services will be offered in the Library
- Indigenization workshops for students, faculty, and staff will take place in the Library
- The Library will provide space for students and faculty to do study groups
- Having the Library as the center point of learning and teaching can potentially allow the University to operate more efficiently
- Training and support for students, faculty, and staff will take place in the Library
- "Our physical and digital spaces will inspire learning and knowledge creation, and enhance the University as a learning community."
- 24/7 study/leisure space in old micro materials area or repurpose gov. pubs. Area. Have door @ south end
- Create spaces that support creative, collaborative and personal learning
- Provide spaces that are versatile (group, single, leisure reading)
- Investigate closer partnerships with Student Services Centre (e.g., writing workshop has research session. Can we provide space and services? Who teaches at SSC?)
- Provide customized specific library sessions for indigenous students in a safe environment

University of Regina Library

- Offer spontaneous instruction to small groups in meeting rooms (students who have booked a room)

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
CTL	Provide physical and virtual space to engage students to do study group and other activities	Measure the usage of space	Ongoing	Depends on demand for space.
Archives	In addition to being used for research and private study, Archives & Special Collections will continue to seek out collaborative uses for the space (special lectures, art installations, special exhibits, classes, etc.)	Reading Room is open during regular Library hours. Increased amount of collaborative uses.	Ongoing. Archivists, Librarians and other University users.	None
User	Provide input into design and equipping of library instructional and student study spaces	Spaces that are functional for library instruction and student study	Ongoing	User Services staff time and expertise
Liaison	Provide input into design and equipping of library instructional spaces	Spaces that are functional for library instruction	Ongoing	Liaison librarian time and expertise
Systems	Upgrade and maintain labs and group study rooms with sustainable easy to use technology	Easier to use technology for instructors and student	Ongoing; Systems staff	Systems staff time

University of Regina Library

3. Educate students, faculty and staff about the teaching and learning services, supports and training offered by the Library, CTL, and Archives.

Indicators of Success:

- Students, faculty and staff will know that the Library is an important destination for teaching and learning.
- All students will leave the University able to discover, assess and utilize information effectively in an information-intensive world.

Based on ideas:

- Grow awareness/use of Library/Archives/RIM/copyright services by University Staff
- Increased/increasingly responsive Library/Archival instruction that responds to the diversity of the student body and various learning styles
- Increased/increasingly responsive Library/Archival course integration that responds to the diversity of student body and various learning styles
- Add people
- Explore providing other awards for students, maybe one for graduate students now
- Plan and develop and deliver sustainable administrative and staff support @ CTL to enhance faculty development
- "We will ensure that our students leave the University able to discover, assess, and utilize information effectively in an info-intensive world."
- Foster/ensure lifelong learning capacity (work towards)
- Develop/implement information literacy strategy/plan
- Expand information literacy of all international students>>support critical inquiry
- Increased/responsive instruction
- Increase instruction sessions in number and in content
- Guest lecturers for instruction on topics of interest. Poll students and librarians to determine topics
- Student awareness of diversity of resources

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
CTL	Promote all the services and training provided by the Library, CTL and Archives	Use Qualtrics to survey the awareness and effectiveness.	Ongoing	Time to do the survey

University of Regina Library

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Continued archival and records management instruction. Exhibitions (physical and virtual) of archival materials. Continued promotion through Library channels (newsletter articles, archival content in Library exhibits, team teaching with liaison librarians, etc.)	Increased awareness of archives and records management collections and services.	Ongoing/Archives Faculty and Staff	Time
User	Treat every patron encounter as an opportunity to educate about our resources and services	Faculty and staff feedback; statistical data	Ongoing	User Services staff time and expertise
Liaison	Maximize all liaison mechanisms to communicate with faculty and students about library services, supports, and training (attending meetings, email communication, web presence, on-site, pop-up, et.	Faculty & staff feedback; explore quantitative and qualitative means for measuring faculty/student engagement.	Ongoing	Liaison librarian time and expertise; TBD-assessment program
Systems	In each web site provide descriptions of new services and links to tutorials for software adopted for teaching and learning objectives	Greater awareness of new services and technologies; User self sufficiency	Systems staff in liaison with Library & CTL staff; ongoing	Time of Systems and other staff; Availability of new web site design features in the campus web sites with resulting privileges to use

4. Adopt technology to enhance students' learning experience and faculty teaching success.

Indicators of Success:

- Existing and new technologies will be adapted to enhance programs, services and supports provided by the Library, CTL, and the Archives.
- A Next Generation Library System will be implemented.

Based on ideas:

- Monitor response time of services
- Collect feedback from users on a regular basis

University of Regina Library

- More online learning objects for information literacy
- Provide technology that is up-to-date to enhance teaching and learning
- Video tutorials that would reduce need for repetitive instruction
- Enhanced digital tools (better computer labs, equipment, software, etc.)
- Computer availability map/system
- Provide timely support at the point of need to students, faculty, and staff
- Access to all resources - single source for discovery

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Copyright	A/V learning objects for copyright website	Availability of objects	Copyright Officer; ongoing	Time of Copyright Officer
User	Explore instructional technologies to help faculty and students in teaching and learning	Inventory of instructional technologies as well as their usage.	Ongoing	Time of IT staff
Liaison	<ul style="list-style-type: none"> -Cooperate with IS to provide educational technology -Monitoring technology use in other academic libraries - Internal sharing of experiences with new technology among librarians/library staff - Liaison librarians as members of campus ed tech groups to facilitate two-way communication 	Librarian/student/faculty satisfaction with educational technology available in the library - Librarian membership on campus ed tech groups - Librarian/library staff awareness of current technology trends in academic libraries	Ongoing	<ul style="list-style-type: none"> -Liaison librarians/IS/Systems/CTL time and expertise -Allocation of central and library-specific funds as appropriate to acquire and maintain educational technology
Systems	Test new technologies which can enhance learning and teaching success; Adopt technologies which can be sustained and learned	Adoption of new technologies by faculty and students User self sufficiency	Systems staff ; ongoing Liaison librarians to develop training materials & instruction courses	Time of staff cost of software and hardware

University of Regina Library

5. Collaborate with departments, faculties and Federated Colleges to deliver effective courses, programs, services and supports.

Indicators of Success:

- The Library will take the lead in a few inter-disciplinary projects to engage students, faculty and staff across campus.
- Actively partner with faculty in curriculum design, teaching critical thinking, digital literacy and information fluency.
- Develop and integrate library teaching programs more fully within the curriculum.
- Ensure all our students leave the University able to discover, assess and utilize information effectively in an information-intensive world.
- Expand support for Aboriginal students and encourage all students to learn about Aboriginal issues and perspectives.

Based on ideas:

- Fine Arts 001 idea with all willing faculties, & helped in Info. Lit. areas by user services staff
- Collaborate in information literacy with First Nations University other than just via the Indigenous Studies Librarian (Michael)
- Add people
- Explore providing other awards for students, maybe one for graduate students now
- Plan and develop and deliver sustainable administrative and staff support @ CTL to enhance faculty development
- "Actively partner with faculty in curriculum design, teaching critical thinking, digital literacy and information fluency"
- One credit research class for undergrads required, covering plagiarism, types of research
- Develop and support sustainable synergies between CTL, TLC, flex learning, etc.
- Investigate closer partnerships with Student Services Centre (e.g., writing workshop has research session. Can we provide space and services? Who teaches at SSC?
- Required 3 credit INDG 100 require for all undergrads has library session in Arts.
- Collaborate with FNUNIV to develop library supports
- Partner with other units and institutions to support and actively promote indigenizing our teaching
- Mary's nursing example
- Embedded liaison and teaching program connected strongly with faculty and department goals and programs
- Offer instruction programs similar to FA001 One class in each program dedicated to information literacy
- Reach out to groups on campus and provide them with info literacy instruction
- Library as centre of multidisciplinary collaboration and learning
- Meeting faculty, students, and staff where they are through anticipation of needs and outreach initiatives

University of Regina Library

- Multidisciplinary discussion of ideas will bring groups together. Example: indigenization discussion

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
CTL	CTL will partner with departments, faculties, and federated colleges to offer inter-disciplinary courses/programs	Creation of new courses/programs	CTL; Ongoing	
Archives	Continue to expand current archival services (i.e. acquisition, reference, records management, oURspace, digitization, outreach).	Increased awareness and use of all archival services.	Ongoing/Archives Faculty and Staff	Time and funding
Archives	Strategic and coordinated approach to digital preservation, drawing on expertise and resources of various stakeholders.	Stable and authentic electronic records	Library Leadership Team, Other Units (i.e. Information Services)	Time and funding
User	Support liaison librarians in collaborative activity with depts., faculties, and Fed Colleges	Feedback and program success	Ongoing	User Services staff time and expertise
Liaison	Building on current activities in this area, maintain regular communication with departments, faculties, and Federated Colleges to identify opportunities for collaboration.	Continued engagement in library activities by these groups	Ongoing	-Liaison librarian time and expertise -Expertise, time and commitment from campus partners (Federated Colleges, faculty members)
Systems	Ensure Federated College staff are included in training programs and services related to the next generation library system	Federated College staff trained to effectively deliver same services; FNUniv staff on external campuses provide more consistent service	Library staff; ongoing	none except staff time

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6. Develop and promote services based on assessment and user feedback.

Indicators of Success:

- Response times for service delivery will be known.
- Feedback from users will be collected on a regular basis and used to develop services.
- There will be a formal mechanism for student input.

Based on ideas:

- Monitor response time of services
- Collect feedback from users on a regular basis
- Add people
- Library Student Advisory Committee>>formal mechanism for student input. LAC - student rep?
- Respond to the results from #yoUR Library campaign

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Collaborate with Library initiatives to conduct assessment and gather feedback as appropriate.	Determined by Library	Determined by Library/Archivists and Librarians	Determined by Library
User	Solicit feedback from faculty and students, but full realization of this objective is dependent on implementation of assessment program	TBD	TBD	User Services staff time and expertise; leadership by User Services manager
Liaison	Solicit feedback from faculty and students, but full realization of this objective is dependent on implementation of assessment program	TBD	TBD	TBD—assessment program

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Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Systems	Evaluate staff requests for new software and hardware and recommend alternate technologies if they are more sustainable and provide similar or better outcomes	Sustainability assured; staff adoption of new technology to provide better service; technology introduced or discontinued based on user feedback more reliable technology infrastructure	Systems staff; ongoing	Systems staff time to learn, implement and support; Library staff to learn, promote, and provide instructional materials for, and to evaluate user experience;

7. Provide lifelong learning tools and skill development to ensure all graduates are capable of assessing and utilizing information effectively.

Indicators of Success:

- Ensure all students leave the University able to discover, assess and utilize information effectively in an information-intensive world.

Based on ideas:

- Increased/increasingly responsive Library/Archival instruction that responds to the diversity of the student body and various learning styles
- Increased/increasingly responsive Library/Archival course integration that responds to the diversity of student body and various learning styles
- Fine Arts 001 idea with all willing faculties, & helped in Info. Lit. areas by user services staff
- "We will ensure that our students leave the University able to discover, assess, and utilize information effectively in an info-intensive world."
- Foster/ensure lifelong learning capacity (work towards)
- One credit research class for undergrads required, covering plagiarism, types of research
- Develop/implement information literacy strategy/plan
- Required 3 credit INDG 100 require for all undergrads has library session in Arts.
- Mary's nursing example
- Increased/responsive instruction
- Increase instruction sessions in number and in content
- Embedded liaison and teaching program connected strongly with faculty and department goals and programs
- Offer instruction programs similar to FA001 One class in each program dedicated to information literacy
- Reach out to groups on campus and provide them with info literacy instruction

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Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Explore possible points of collaboration with the Library Liaison group.	Increased understanding of roles and potential cross-overs between liaison librarians and archivists.	Ongoing/Archivists with Liaison Group	Time
User	Provide library research skills workshops; support liaison librarians in instructional program development	Workshop attendance; increased demand; student and faculty feedback	Ongoing	User Services staff time and expertise
Liaison	<ul style="list-style-type: none"> -Expose all undergraduates to at least one information literacy session. - Where faculty collaboration permits, develop increasing information literacy throughout the length of a student's program. -Continue to identify/create/maintain resources that facilitate develop lifelong IL skills. 	<ul style="list-style-type: none"> - Student participation in information literacy sessions. -Where faculty are committed to collaboration, students undertake laddered IL instruction throughout their program. -Availability of resources to support lifelong IL skill development. 	Ongoing	<ul style="list-style-type: none"> -Liaison librarian time and expertise - Expertise, time and commitment from faculty members

Sustainability/Indigenization: Objectives 2, 4-7 contribute to the sustainability of Library activities. Objectives 1 - 3 and 5 are based on ideas that contribute towards indigenization.

Short/Medium/Long Term: All objectives are seen as being long term.

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.

Objectives

- 1. Improve the evaluation, discovery of, and access to Library resources by securing a “next generation” library system and leveraging its expanded capabilities.**

Indicators of Success:

- Acquisition and implementation of "next generation" library system.
- Routine use of system features related to assessment, discovery, and access of library resources.

Based on ideas:

- Build collections to support research work
- Acquire discovery tools to promote access to local/non-local collections
- Enhance easy access and retrieval to our collection to support research
- More responsive collection management practices to meet research & teaching & learning

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Leverage capacity of new system to improve discovery of/access to Archives' digital collections	Current software is phased out; functionality is replaced by Next Generation System.	Dependent upon implementation of new system/Systems, Digital Collections Administrator, other Library support as required	Time
User	Provide input from the User Services perspective on the next generation system.	An effective system	2015-2017	User Services staff time and expertise
Liaison	Provide input from the liaison librarians' perspective on the next generation system.	An effective system	2015-2017	Liaison librarian time and expertise

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Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Systems	Evaluate vendor responses to RFP and select system; contract negotiations with successful vendor	New system selected by January, 2016; contracts negotiated and agreed to by all consortium members ; Implementation timeline developed	January, 2016 for system selection; March 2016 for contract finalization; Project Manager (Head, Sys. Dev. & Impl.) in collaboration RFP Evaluation Teams, consortium directors & successful vendor	Project Manager (Head, Sys. Dev. & Impl.); Next Gen Library System budget already set aside for purchase
Systems	Develop migration plan and work with vendor to test new system and finalize " go live" date	Data migrated successfully for all consortium libraries; staff training completed; system tested and "go live" date agreed to; users of member libraries learn new system & develop new workflows local collections exposed in single interface	2016; Project Manager (Head, Sys. Dev. & Impl.) in collaboration with consortium partner libraries and vendor	Project Manager (Head, Sys. Dev. & Impl.) and time of staff in consortium partner libraries; staff training time and learning curve to achieve workflow changes & efficiencies
Systems	Develop APIs and interoperability between library system and campus systems (Banner, Ezproxy, URcourses) and external systems (Relais, Dspace, Contentdm)	APIs programmed, adopted and integrated into regular batch jobs between systems; Greater exposure of local collections in one user search interface; integration tools applied to allow integration between Relais, Dspace, and CONTENTdm	Ongoing 2016-; Head, Sys.Dev. & Impl.in collaboration with IS staff and vendors	Time of Project Manager (Head, Sys. Dev. & Impl.) and Information Services staff

2. Increase and strengthen the Library's initiatives to digitize, curate, disseminate, and preserve University research, records, data, and collections.

Indicators of Success:

- Creation of new and digital collections.
- Increased numbers of deposits and use of digital objects.

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- Development and implementation of a digital preservation plan(s).
- Creation of new record schedules for University records.
- Increased support for these initiatives.

Based on ideas:

- Publication and curation of scholarly content (oURSpace, OJS...)
- Curation - digital preservation to ensure continuing access
- Build on digitization program
- Advance digitization to facilitate easier/wider access to research and scholarship material
- The Library will provide physical space for students and faculty to preserve their creations
- Inform/participate campus data curation
- Have a series of Beyond the Books on indigenous forms of research
- Publication and curation of all forms of scholarly content (oURSpace, OJS, etc.)
- Post research posters of students and faculty in Library
- The Library will offer digital and physical space for students, faculty, and staff to publish and display their work
- The Library will provide digital and physical space for students and faculty to meet and discuss their work
- "Switzerland of the University"
- Digital preservation to ensure endurance of investment made in born/made digital collections
- The Library will digitalize work done by students and faculty; long-term storage facility for collections
- Participate in/support communication of student research (oURSpace, poster sessions, presentations, etc.)
- Showcasing excellence in published research by University community; "Author Recognition Program"
- "We will build capacity to house digitized and born-digital collections to enable use of those collections to support emerging forms of digital scholarship" (borrowed from U of T strategic plan)

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Identify and undertake digitization of additional archival collections	Make more archival materials available digitally	Ongoing/University Archivist and staff	Sustained contributions/commitment to appropriate software tools, staffing and time

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Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Develop a coordinated approach using established Library promotional tools.	Enhanced process in place to allow knowledge of archival materials to be disseminated through the Library's liaison and promotional channels.	Ongoing/Archivists	None
Archives	Strategic and coordinated approach to digital preservation, drawing on expertise and resources of various stakeholders.	Stable and authentic electronic records	Immediate/Archives Faculty, Library Leadership Team, Other Units (i.e. Information Services)	Time and funding
Liaison	Identify appropriate resources to add to the digital collection	Expanding digitized collections and their use	Ongoing	Liaison librarian/archivist time and expertise

3. Educate the campus community about open access, research dissemination, and copyright issues.

Indicators of Success:

- Greater awareness on campus of copyright compliance measures and the changing landscape of copyright in Canada.
- Continued support of the campus community as open access mandates and research dissemination issues become more prevalent.

Based on ideas:

- Publication and curation of scholarly content (oURSpace, OJS...)
- Continue to provide an open access fund and provide ongoing support for those who need guidance
- Support for the development, revision, organization, and adoption of open textbooks and other OERs
- Ask for government funding for open texts (BC campus example). Bring back Sask Campus
- Continued focus and support of open Access resources, e.g., Open Access initiatives
- Make a real push to educate faculty in open access and invite them to post their research on oURSpace

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- Explore/adapt open access; seek out appropriate partners (Bookstore and other units) on campus in this area
- Support/promote FNUniv's open access journal on indigenous research
- Realign Copyright+OA+Data Teams and others to create Research Enterprise and Scholarly Communication Team/Unit
- "Advocate for open access initiatives and provide leadership and support for new directions in scholarly communications," increasing impact of U of R research

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Open Access/Copyright	Provide educational opportunities for Library users on OA and copyright.	Delivery of lectures, webinars etc.	OA Team, Copyright Officer; ongoing	Time of individuals involved.
Archives	Ensure institutional repository is represented in the educational activities relating to open access, research dissemination and copyright issues	oURspace is part of educational activities relating to open access, research dissemination and copyright issues	Ongoing/University Archivist and appropriate Library working groups	None
User	Ensure that patrons are aware of copyright limitations and open access when appropriate during reference/reserve transactions	Compliance with copyright regulations; student and faculty feedback; feedback from the Copyright Officer	Ongoing	User Services time and expertise

4. Support the research endeavours of the University by providing and fostering the integration of Library faculty expertise in all stages of the research process.

Indicators of Success:

- Provision of various forms of librarian and archivist research support to faculty, staff, and students.

Based on ideas:

- Increase promotion of the use of oURSpace
- Promote an annual meeting of every faculty member with a liaison librarian
- More training for liaison librarians on data resources and other quantitative measures

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- Increase promotion of RefWorks and instruction in its use
- Journal reading club for librarians and other interested faculty
- Building a culture of library research - SHARE THIS
- Encourage, support, and promote research and scholarship by librarians and archivists.
- Participation of librarians in systematic reviews of research
- Do (limited time) literature reviews for faculty in our areas of liaison and be acknowledged for such in papers they write
- Strengthen use/awareness of all kinds of library/archives resources by faculty/staff/students
- Customized marketing of resources
- Statistics/information sharing: most used journal database, most downloaded article
- Scholarship librarian position with publishers information service (open access and all)
- Involve librarians more fully as partners in the research process...applying expertise to support campus research endeavours
- Support faculty innovation by providing programs in CTL to support research
- Partner more closely with Office of Research to support faculty
- Increase student awareness of research materials and services
- Investigate Library impact on faculty grant proposals, research process, and outputs, including publication
- Increase librarian involvement in the grant application process
- Increased information [on] literacy outcomes in all U of R publications
- Annual Library "Top Ten List" (students. Carillon, degrees, social/public display)
- Increase faculty awareness of research materials and services
- Expand outreach and customized support for graduate students
- Develop, deliver, and promote a plan for indigenizing our collections and research services

Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Provide support to researchers where their research endeavours align with archival collections.	Increased knowledge of archival collections by University researchers	Archives faculty and staff and liaison librarians	None
Archives	Assist faculty in depositing research products in the institutional repository.	Greater faculty awareness and use of oURspace.	University Archivist/Digital Collections Administrator/Liaison Librarians	None

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Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Liaison	<ul style="list-style-type: none"> - Keep up on research by faculty members so that collections/services support research needs -Liaison librarian to the Research Office -Active representation on faculty/campus research committees and participation in relevant events 	<ul style="list-style-type: none"> -Responsive collections and services that support/align with faculty research interests - Research Office liaison librarian participation in Research Office workshops, meetings, etc. -Liaison librarians active participants in campus research events and meetings 	Ongoing	Liaison librarian time and expertise

5. Continue to acquire and promote a diverse and responsive array of research resources in all formats.

Indicators of Success:

- An acquisitions budget capable of supporting a diverse research environment.
- Promotion of resources through various channels.

Based on ideas:

- Continue to acquire diverse types of resources
- Continued and renewed focus on multidisciplinary electronic resources (e.g., Toronto Star (ProQuest))
- Continue to acquire/adequately process diverse archival resources from University and private sources to support scholarship
- Build collections to support research work
- Promote the PACA art collection as a research resource
- More responsive collection management practices to meet research & teaching & learning
- Annual Library "Top Ten List" (students, Carillon, degrees, social/public display)
- Increase faculty awareness of research materials and services
- Expand outreach and customized support for graduate students
- Develop, deliver, and promote a plan for indigenizing our collections and research services

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Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Collections	Continue to acquire these materials through existing procedures and agreements.	Acquisitions budget maintained at existing level or strengthened; user satisfaction	CAT and Library Administration; ongoing	CAT determines internal allocation of acquisitions budget
Archives	Maintain and expand acquisition and availability of a broad range of collections in all media that support teaching and learning. This includes a refined/re-aligned Archives' collecting mandate to reflect the changing teaching strengths of the University.	Diverse archival holdings reflect the changed teaching strengths of the University.	Ongoing/Archives Faculty & Staff	Space, staffing, funds
Liaison	<ul style="list-style-type: none"> -Maintain open communication with faculty regarding their needs. -Keep up to date on what is available to ensure alignment with research interests. - Seek out low cost and free resources that can be leveraged. -Capitalize on non-traditional means of acquiring resources (donations, internally created guides, instructional materials, et - Participation in national/regional groups working on collections issues (CRKN and COPPUL Collections Committees, etc.) 	<ul style="list-style-type: none"> -Comparison with peer institutions (COPPUL, et - Faculty& student feedback 	Ongoing	<ul style="list-style-type: none"> -Liaison librarian time and expertise - Allocation of central funds to the library for purchase and maintenance of resources.

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Sustainability/Indigenization: All objectives contribute to the sustainability of Library activities. Some of the ideas that underlie the objectives specifically support indigenization.

Short/Medium/Long Term: All objectives are seen as being long term.

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.

Objectives

- 1. Broaden partnerships and collaboration with external libraries through implementation of a common next generation library system and discovery interface which can be used to support cooperative endeavors, expanding access to our respective collections and services.**

Indicators of Success:

- Lower cost of ownership of state of the art system.
- Technology infrastructure enhanced to accommodate emerging technologies.
- More productive staff and efficient workflows.
- Quick and easy access to all partner library collections and unique materials.
- Increased collaboration through shared activities within the new system.

Based on ideas:

- Share our programs, services and collections with our partners; establish new partnerships
- Collaborate on solutions for electronic records preservation (I.S., CS Dept., COPPUL, U of S, SDA, SAB, etc.)
- Display our collections online and physically to engage people to participate at the U. of R.
- Expand partnerships to showcase U of R library/archives materials
- Expand partnerships to acquire external funding/realize mutual benefits of collaboration
- RPL travelling collection
- Shared offsite storage
- Build collaborations/partnerships with external libraries. Next generation library system
- Create a common discovery interface to all academic libraries in Saskatchewan
- Collaboration with Mackenzie Art Gallery to promote university art collections
- Expand partnerships to showcase unique materials
- Partner with RPL to share collections via ILL or borrowing chunks of collections for TPC
- Strengthen connections with consortial partners and look for other avenues of collaboration
- Partner with other libraries and share collections & promote in ILS and physically

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Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Systems	Select and implement next generation library system to meet needs of a common discovery interface ; configure discovery interface to meet needs of all consortium partners	Common discovery interface selected for all consortium libraries which meets Sask. Government's requirement for academic libraries to cooperate more	2016 for basic system implementation; Head, Sys.Dev. & Impl. In collaboration with reference staff from consortium partner libraries	Time of Head Sys. Dev. & Imp and reference staff from consortium partners
Systems	Collaborate with partner libraries and staff to design & program a common user interface	Common discovery interface adapted by partner libraries; Expanded access to consortium collections by all users	2016 for adoption of common discovery interface design;	Time of Head Sys. Dev. & Imp. and consortium libraries reference staff to achieve consensus on interface design and configure interface
Systems	Develop training materials to be shared across consortium; change links and references to current discovery interface in all training materials	Training materials prepared and shared among consortium libraries New training materials developed and adopted by staff who do instruction; web sites, Libguides, and other systems changed to reflect new training materials and links	Library reference staff and Systems staff; 2017 -	Time of staff; Reference staff participate in writing training materials
Systems	d.)Develop cooperative projects based on the system	Cooperative projects are approved by consortium directors and project teams set up	2017- ongoing. Cross-institutional project teams 2017 for cooperative projects identification	Time of Head, Sys. Dev. & Imp. and project teams in each library; LLT approval

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- 2. Participate in or partner with appropriate campus entities or external communities to ensure that collections are showcased, preserved, and highly visible to students, faculty, staff, and the external community.**

Indicators of Success:

- Library profile raised to a degree that we are a sought-after participant in University-wide initiatives.
- Increased awareness of library's collections.
- Public use of the library for displays, cultural events, presentations.
- Increased contacts and relationships with University staff and external organizations.
- Strengthened relationships with many stakeholders locally and regionally.

Based on ideas:

- Create a "treasure room" for the Regina community
- Encourage faculty, staff, alumni to donate their collections to the Library
- Display our indigenous collections to the public
- Liaison librarians collaborating with "our" faculty on teaching and learning scholarship
- Expand/enhance RIM program development and implementation to support UR objective to "focus on institutional transparency"
- Expand partnerships to showcase unique materials
- Collaborate on electronic records preservation
- Partner with RPL to share collections via ILL or borrowing chunks of collections for TPC
- Continue building relationships within the community to build local collections, esp. in health care, public policy and core areas
- Community relationships with indigenous groups for building collections
- External funding/grants
- University goal of transparency - RIM program
- Sustainability - effective records control in units
- Do joint presentations (or joint planning) with SIAST librarians
- Reach out to student organizations
- Partner with local and regional institutions to house hardcopy collections off-site and last copy programs
- Expand support for students and faculty in their community-based teaching/learning activities
- Partner with academic and administrative units to support and promote wellness, e.g., U Alberta's "Unwind Your Mind" during Mental Health Week
- Extend newcomer services to international students and partner with UR International
- Increase promotion of the excellent teaching done at the U of R to local and national communities

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Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Archives	Continue to place priority on partnerships with campus entities and external communities.	Extension of archival materials to diverse audiences	Archives faculty and staff	None
Liaison	<ul style="list-style-type: none"> -Actively promote and represent collections to our assigned faculties. - Capitalize on technology in order to showcase collections -Provide patrons with access to other libraries' collections, when feasible 	-campus awareness of and engagement with our collections strengths and unique attributes.	Ongoing	<ul style="list-style-type: none"> -Liaison librarian time and expertise -Sufficient hardware/software to effectively showcase collections - Time and expertise of partner libraries and organizations
Systems	Partner with Regina art galleries to display art from PACA	Exhibitions attended at Mackenzie Art Gallery; articles in local media about exhibitions	PACA and Curator/Preparator; ongoing	Time of Curator/Preparator, Chair PACA and co-operating art gallery staff; costs of art preparation and research on art provenance
Systems	COPPUL Shared Print Monograph Project (SPAN); develop export profiles & extract records which meet project objectives & send to SCS ; provide usage counts for records submitted	Records analyzed by SCS and compared to collections in other COPPUL; Unique items identified and circulation patterns compared to other COPPUL libraries	Head, Systems Dev. & Imp; January, 2016	Time of Head, Sys. Dev. & Imp. ; SCS ability to compare records from several COPPUL libraries

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Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Systems	COPPUL SPAN Project collection evaluation phase	Unique or scarcely-held titles identified for retention and preservation regional strategy evolved for print book collections, securing of scarcely held titles in COPPUL more shelf space for current materials once widely held materials weeded	Collections librarians; ongoing 2016-	Time of staff to collaborate with COPPUL counterparts to develop an effective and sustainable strategy; staff learning time on Greenglass visualization and modeling tool; time of staff to weed collections

3. Engage with other libraries, universities, and organizations to optimize librarian services and strengthen connections and explore common opportunities.

Indicators of Success:

- Increased contacts and new relationships with University departments, faculties, and Federated Colleges.
- Strengthened relationships with various stakeholders at regional, national, and international levels.

Based on ideas:

- Strengthen global connection with other libraries, national and international
- Increase, document, promote, and celebrate librarian involvement with IFLA, international universities, and Canadian universities
- Optimize librarian services by collaborating with other libraries (federated, college, provincial, national)
- Partner with local and regional institutions to house hardcopy collections off-site and last copy programs
- Increase the Library's involvement with local First Nations, Aboriginal, Métis, New Canadian, and Fransaskois groups
- Explore opportunities for COOP/internships
- Increase promotion of the excellent teaching done at the U of R to local and national communities
- Continue to host lectures, exhibitions, and other public events to facilitate community engagement with campus people and resources
- Build on existing networks, e.g., alumni, etc.
- Build relationship with alumni to build a culture of philanthropy to provide services that are of high quality. We have received moneys from staff and University alumni

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Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Collections	Continue to partner with other libraries and consortia to maximize purchasing power.	Memberships in consortia and collaboration with other libraries.	LLT; ongoing.	Consortial membership fees; staff participation time.
Liaison	-Liaison librarians are active members of organizations/associations relevant to their responsibilities.	-Liaison librarian membership and participation in relevant organizations and associations	Ongoing	-Liaison librarian time and expertise - Funds to pay memberships and travel to attend meetings
Copyright	Initiate new cooperative ventures between post-secondary copyright offices in Saskatchewan	Cooperative projects undertaken and networks strengthened.	Copyright Officer; ongoing.	Time of Copyright Officer.
Archives	Continue to partner with other archives, universities, professional associations and external organizations to share expertise, build capacity and promote knowledge of archives and records management.	Strengthened relationships with other institutions and organizations allows for quicker identification and implementation of opportunities	Archives faculty and staff	Time. Additional funding, depending on nature of partnership. In some instances, it may be possible to pool resources.
User	Ongoing collaboration with Federated college libraries to ensure uniform services	Consistent services; student/faculty feedback; Fed college library feedback	Ongoing	User Services manager time and expertise

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Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
Systems	Identify cooperative projects with expanded RegLIN Consortium members (ex. Repositories, digital management; off-site storage)	Cooperative projects approved by consortium directors and staff; more cooperation demonstrated to Government of Saskatchewan	LLT; ongoing.	Consortial cost sharing; time of Head, Sys. Dev. & Impl. and other staff working on specific projects
Systems	Initiate new projects between consortium members	Cooperative projects undertaken and common services strengthened.	Consortium project teams; ongoing.	Time of staff members involved

4. Develop expertise that contributes to student success and explore collaborative opportunities with internal and external communities.

Indicators of Success:

- More student centered supports that contribute to student success.
- Faculty awareness of library staff expertise they can call upon.
- Increased collaboration with external communities.

Based on ideas:

- Librarians from U of R collaborating/exchanging with international partners' librarians
- Offer services and workshops for all residents of Regina and South Saskatchewan
- Students
- Internship programs
- Internship program for a first nations high school student (grade 11 summer)
- External funding/grants
- Continue supporting conference and scholarly society participation. Highlight best practices
- Use University contacts in UR International to explore further opportunities for international collaboration
- Do joint presentations (or joint planning) with SIAST librarians
- Participate in off-campus events like "Chicken & Wine"
- Reach out to student organizations
- Reaching out to high schools to offer information literacy section (students, teachers, other)
- Partner with Sask Polytechnic to offer lecture series
- Collaborate more with other institutions on projects like open text books, 3D printing, etc.
- Extend newcomer services to international students and partner with UR International

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Operational Component:

Group	Key Strategies & Actions	Measurement	Timelines & Responsibilities	Resource Allocation
User	Identify and participate in training activities to further skill development	Participation in training activities	Ongoing	User Services staff time; teaching and learning librarian time; staff training and professional development; team time and resources
Liaison	<ul style="list-style-type: none"> -Participate in relevant professional development opportunities -Identify and capitalize on opportunities for collaboration with other groups on campus 	<ul style="list-style-type: none"> -Attendance at relevant Staff Training & Professional Development Workshops -Conference and workshop attendance -Association membership - Collaboration with other campus groups 	Ongoing	<ul style="list-style-type: none"> -Liaison librarian time and expertise - funds to pay memberships and travel to attend meetings -Staff Training & Professional Development budget - time and expertise of campus groups
Archives	As above. All of these items contribute to teaching, learning and therefore, student success.			

Sustainability/Indigenization: All objectives contribute to the sustainability of Library activities.

Objective two is based, in part, on a number of ideas that support indigenization.

Short/Medium/Long Term: All objectives are seen as being long term.

February 17, 2016

University of Regina Unit Budget Submissions for 2017-18

16 November 2016

Circulated to ULT for comment on 16 November; CCB agenda item on 28 November 2016

The provincial government is signaling a very tight 2017-18 budget, with potential reductions in the operating grants provided to third parties such as universities and colleges. As the grant makes up more than half of our operating expenditures, we anticipate a difficult budget year in 2017-18.

In the 2017-18 Operations Forecast prepared in July, we estimated that an operating grant increase of 3.3% and an average tuition increase of 3.8% would be needed to maintain current levels of operation into 2017-18. Given the province's worsening fiscal outlook, the likelihood of any increase to the grant is, realistically, nil. As noted above, a cut is more likely. Should a cut occur, each percent represents just over \$1 million in lost revenue for the University. A 4% cut to the grant would represent \$4.35 million in lost revenue.

Preliminary calculations suggest that, even with a 1% increase in enrolments, we face an operating shortfall of approximately \$3.78 million. This estimate does **not** include economic adjustments to existing salaries. We are also challenged to:

- Limit tuition and fee increases;
- Increase support for graduate students;
- Increase base funding to academic units where enrolments have continued to grow;
- Respond to emerging needs (such as improved mental health services for students).

It is therefore clear that we must be ready for hard decisions in the making of the 2017-18 budget.

Across-the-board cuts are not an option. The scenarios of -3% and -5% unit budget reductions (see next page) will allow all of us to understand how units would respond on a selective basis to a budget reduction, and what the resultant impact would be, not just on the units concerned, but on the University as a whole. The calculated reductions of -3% and -5% will be provided to each unit by Financial Services, and will be based on the unit's current revised operating budget as of 16 November 2016.

Budget submissions

- Submissions are to be sent in electronic format to the Office of Resource Planning (orp@uregina.ca) by **Monday 16 January 2017**.

Unit Budget Submissions for 2017-18

- Submissions should be a maximum of 2 pages in length and can be in point form or in a spreadsheet. In all cases, identify the FOAPAL for the reduction or investment. *All submissions will be made available to CCB and all ULT members.*
- Submissions should describe **two scenarios – permanent reductions of -3% and -5% to each unit’s net budget** -- in terms of **how** they could be accomplished and **their impact**.

A permanent reduction means a permanent reduction to the “POOL” discretionary amount or the sessional budget of a Faculty, or the elimination of a permanent budgeted position or group of positions.

- As in previous years, if a cut involves the elimination of a position, the unit will be credited for the full current salary and benefits of that position (with benefits at 17% of salary).
- Budget managers may include a very short list of **critical initiatives**. The discussion of each item should describe concisely its strategic impact (with specific reference to the “supporting actions” listed in the University’s strategic plan), enrolment and revenue impacts, and a risk assessment. These can involve either permanent budget increases or one-time (seed or start-up) funding for an initiative.
- If budget managers choose, short proposals may be included for the funding of critical new and/or replacement **equipment** for teaching and research purposes. Funds for these purposes are expected to be very limited.

Budget presentations

- Presentations will occur at the request of the budget manager or where the need is evident. Fellow budget managers and members of the Council Committee on Budget will be invited to observe the presentations.

Budget Principles

The following budget principles, approved by the Board of Governors, guide the development of the University of Regina’s annual budget (policy [GOV-090-005](#)):

1. The annual budget process will be committed to transparency and openness. It will be a consultative process, including consultation with the Board of Governors and its Finance and Facilities Committee.
2. Deans, associate vice-presidents, and directors will have meaningful opportunities to make their budgetary needs known early in the budget process and shall be given opportunities for input during the budget development process.
3. The University’s goals and objectives as outlined in the strategic plan and embodied in its academic mission of teaching, research and public service will underpin the budget process.
4. The operating budget shall be balanced.
5. Any change in the level of tuition fees shall conform to the tuition policy of the university.

Unit Budget Submissions for 2017-18

6. Total operating expenditures should be comparable to those at other universities of a similar size and with a similar range of programs and services, all things being equal.
7. Annualized, base-budget operating funding shall be allocated in respect of all permanent faculty and staff positions.
8. Actual operating revenue and expenditure amounts will be used to prepare the budget insofar as they are known. Where it is necessary to estimate, the practice will be to underestimate revenues and overestimate expenditures, with the degree of under- or over-estimation to depend on the amount of uncertainty inherent in a given estimate.
9. The operating budget shall comprise, insofar as possible, all of the operating revenues and expenses of the University. Any restructuring required to achieve and maintain this state will occur as quickly as incremental funding will allow.
10. The operating budget will recognize incremental revenues and expenditures as they arise and not defer such recognition to future budgets.
11. The budget process shall promote long-term institutional sustainability, curricular and program innovation, and the teaching and research reputation of the University.
12. Budget decisions shall rely on a careful balance of evidence and informed judgment.

Budget Decision Criteria

The following decision criteria will be employed in the development of the budget for 2017-18:

1. The budget decision-making process will be grounded in the goals and objectives of the University's strategic plan.
2. The process will promote long-term institutional sustainability in terms of an appropriate program array to meet current and projected student demand, strategic enrolment management, and reputational improvement based on fine teaching and research.
3. The process will be premised on the fact that all campus units support, and indeed make possible, the University's mission of teaching, research, and public service.
4. Budget allocations will therefore speak to the future of all units, including aspects such as recruitment and enrolment of students in current or planned new programs, retention and student success strategies, research productivity, appropriateness of unit administrative structures and employee complement, and efficient use of resources across all units in support of the University's core mission of teaching, research, and public service.
5. Budget allocations for academic units will be based *in part* on enrolments and credit hours taught, on relative program costs, and on other financial resources available to the unit currently and in recent years. Estimated revenues to be earned by faculties from partnering with CCE, for example, will be included in each faculty's budget submission, and such revenues shall be used in a manner that meets the budget principles outlined here.
6. In authorizing faculty recruitment, first priority will be given to areas in which productivity in research, scholarship and artistic work is high, and where this productivity is engaging and retaining students.
7. Targeted recruitment of qualified Aboriginal faculty and staff will be a high priority across all units.
8. The decision-making process will look carefully for efficiencies and economies of scale in all campus units.

Library Acquisitions Fund Allocations including Carryforward and Transfer Totals
2008-2015 Fiscal Years
25 August 2015

Fund	Fiscal Year							
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Audio Visual	40,000.00	39,000.00	41,000.00	26,000.00	54,000.00	31,500.00	21,000.00	14,300.00
Courier	5,000.00	1,800.00	1,100.00	1,000.00	1,600.00	950.00	325.00	330.00
Electronic Resources	2,000,000.00	2,167,848.00	2,227,467.00	2,257,299.81	2,205,000.00	2,353,230.30	2,282,000.00	2,493,795.00
Monographs Other	15,500.00	9,757.00	8,504.00	35,384.00	31,908.00	29,651.00	26,905.00	13,444.00
Monographs Paper	611,415.00	315,475.00	476,353.42	477,600.00	471,122.00	378,874.61	346,255.00	173,129.00
Other Professional Fees	8,500.00	9,400.00	8,700.00	8,400.00	13,275.00	11,750.00	6,100.00	6,000.00
Pending Distribution	100,000.00	-	-	110,210.00	-	-	-	-
Periodicals Other	75,000.00	53,000.00	39,000.00	26,000.00	21,500.00	21,500.00	16,750.00	16,900.00
Periodicals Paper	220,000.00	258,000.00	234,000.00	102,000.00	51,750.00	33,800.00	33,000.00	29,500.00
Postage and Handling	35,000.00	26,000.00	20,500.00	18,000.00	19,900.00	16,000.00	14,750.00	10,300.00
Standing Orders Paper	100,000.00	102,000.00	103,500.00	81,000.00	79,900.00	74,750.00	63,250.00	60,000.00
Standing Orders Other	100,000.00	136,500.00	121,500.00	105,000.00	98,600.00	97,500.00	101,500.00	112,900.00
Total in Voyager	3,310,415.00	3,118,780.00	3,281,624.42	3,247,893.81	3,048,555.00	3,049,505.91	2,911,835.00	2,930,598.00
Also included in Budget:								
Carryforward	84,495.00	67,027.00	103,059.00	21,131.00	(2,145.00)	(707.00)	(18,763.00)	(230,090.00)
Transfers Library Operating	100,000.00		129,444.00	177,509.81		92,730.30		230,090.00
Transfer to Deposit Account	(5,833.00)		(2,631.58)	(2,500.00)	(1,053.00)	(2,717.39)		
Library Acquisitions Budget Total from FAST	3,131,753.00	3,051,753.00	3,051,753.00	3,051,753.00	3,051,753.00	2,960,200.00	2,930,598.00	2,930,598.00
% Decrease in Budget		3.00%	0.00%	0.00%	0.00%	3.00%	1.00%	0.00%