

Brett Waytuck, University Librarian
Dr. John Archer University Library and Archives
Major Accomplishments, July 2016 — January 2020

As part of the review and renewal process, I have been asked to provide a summary of accomplishments and achievements for the past 3.5 years at the Dr. John Archer University Library and Archives (Archer Library). As you will see, the list is considerable but I must categorically state that these are the collective initiatives, accomplishments, and achievements of the faculty and staff of the Archer Library.

When I came to the Archer Library, I recognized the talent, skills, and significant experience held by both faculty and staff. Archer Library employees did not need someone to direct them or “tell” them what to do — they needed a University Librarian and leader who would foster and support the continuing culture of innovation and service that already existed within the library. I have worked to insure that even in a time of reduced funding, staff and faculty have financial and operational opportunities and supports to explore new ideas, services, programs, collections, and resources. I have been committed to expanding a culture of open educational resources (publishing, digitization, data) within the Library, across the campus, and throughout Saskatchewan — with the result that the Archer Library has one of the highest investments in open activities and services within the Canadian Association of Research Libraries community. I have clearly outlined that the Archer Library is a service point, dedicated to enhancing teaching, learning, and research at the University of Regina and that our space and our services exist to support both students and faculty in these endeavours. I have strived to maintain the culture of collegiality and cooperation that has long been a part of the Archer Library; working to ensure that there is transparency in decision making and improving communication. Informed employees are empowered employees. And finally, I have worked hard to engage in regional and national academic library decision making bodies. I came to the position of University Librarian from outside academia, and recognized that the quickest way to learn about the culture, initiatives, and opportunities was to engage fully in the inter-provincial and national associations and coalitions that the Archer Library was already part of. This work has also allowed me to highlight the strengths and accomplishments of the Archer Library to our colleagues at the provincial, regional and national levels.

I will also point out that while some Archer Library employees have been identified by name in this report, every employee (whether named or not) has contributed to my success, the success of the Archer Library, and the success of the campus community — everyone at the Archer Library is integral to the development and success of the outlined programs and services.

This summary is aligned to the three pillars of *peyak aski kikawinaw (Together We Are Stronger)*: Student Success; Research Impact; and, Commitment to Our Communities.

Student Success has been a primary focus of the work that the Archer Library has undertaken over the past 3.5 years. We are arguably the most popular student facility on campus, and staff and faculty take seriously our responsibilities to all our students throughout the province. The Archer Library is critical to the ongoing success of our researchers. Through our collections, our services, and our programs our faculty and staff have contributed to the success of new and established researchers whether they are working on campus or in locations throughout the province, the country or the world. The Archer Library has a distinguished history as a key contributor to local, provincial, regional, and national communities. I am pleased to report that not only has this important work continued, it has also expanded over the past 3.5 years.

Academic Unit Review (Community Commitment / Research Impact / Student Success)

- The Academic Unit Review (AUR) required a significant investment of time from faculty and staff across the Archer Library. Our thoughtful and professional review team (Gwen Bird, Kathleen DeLong, Normand Charbonneau, and Dr. Ian Germani) spent two days interviewing employees and stakeholders. While not all of the 26 recommendations were ultimately acted upon, the report provided an opportunity for me, as the new University Librarian, to reflect on the Archer Library's strengths, challenges and opportunities and to work with the Library Leadership Team, Librarians' and Archivists' Council, and the campus community to engage in service and collections refinements, improvements, and innovations in a more structured and strategic manner than might otherwise have been possible.

Campus Partnerships (Community Commitment / Research Impact / Student Success)

- The Archer Library was honoured to partner with the Faculty of MAP in co-sponsoring the 2018 Michele Sereda Artist in Residence, Joely BigEagle-Kequahtoway. Joely's project, *Bringing Back the Buffalo*, involved the preparation and painting of a buffalo hide and focused on issues related to Residential Schools, intergenerational trauma, colonialism, and reconciliation.
- The Archer Library was the first academic unit to partner with Communications and IS to move webpage material to UR Source (the University Intranet). As part of that transition, we were able to identify possible sticking points for other academic units, and work with IS and Communications to improve the functionality and accessibility of UR Source.
- After several discussions with the AVP, International the Archer Library hosted an information session for all UR International staff. This has led to further supports for international students, the most important of which is the inclusion of the library as part of the international student orientation.
- The Archer Library has long prized its relationships with the Federated College libraries. We have worked to move these relationships from higher level administrative liaison work to mutually beneficial operational supports. During the implementation of ALMA/Primo we actively included the Federated College libraries in our implementation and troubleshooting work. This led to the embedding of the Luther College, Campion College and First Nations University librarians in the liaison librarian meetings where we are able to share ideas and explore ways to align services across the four libraries.
- With the arrival of the Regina based Statistics Canada Research Data Centre (RDC), we recognized a significant opportunity existed both on campus and with the provincial government. The Government of Saskatchewan is providing ongoing financial support to the RDC — in part to insure that government employees can access the data to support and inform the development of public policy. In the fall of 2019 we approached Doug Moen, Executive Director, about developing a data information and management course for public officials, focusing on the resources of RDC. This course has been approved, is in development, and will be delivered later in 2020.
- The Archer Library has partnered with the ta-tawâw Student Centre on two important initiatives. The first was the Personal Librarian Program proposed by Student Success Librarian, Brad Doerksen. This program pairs first year Indigenous students through email with individual faculty members at the Archer Library, providing a personal point of contact. The email contact system was generously supported by Student Affairs, and while many students did not ultimately reach out for additional supports from their librarian, the Archer Library's initiative was more successful than programs in other academic libraries in making initial contact. Through analysis, we discovered that the student group most likely

to seek additional supports were distance students, so in the second year the program was expanded to include all distance students at the University of Regina.

- The second initiative was personally very important to me as University Librarian. The CBC highlighted a book of self-published poetry by Joshua Jordan G. H., a local Indigenous teen who documented his life leading up to the death of his mother, and his subsequent years in foster care. The Archer Library was able to partner with the Saskatchewan Library Association and the ta-tawâw Student Centre to host a public reading by Joshua Jordan G. H. and his foster-mother as the inaugural event of the 2019 Saskatchewan Library Week. We were also pleased to have The Honourable Tina Beaudry-Mellor, Minister of Advanced Education, provide greetings at the event.

Collection Access (Community Commitment / Research Impact / Student Success)

- There is a widely held perception that the use of library materials is declining. What is actually happening is that usage is shifting. Over the past ten years, overall usage of our physical and digital collections has doubled (from 305,000 to 609,000 'circulations'). The shift to digital resources (which now account for 96% of purchases) has allowed students, faculty and researchers to access a wider variety of materials onsite and remotely.
- To better represent the entirety of the Archer Library collections, and to provide seamless access for all users, the Library had licensed a new Library Management System (ALMA/Primo) prior to my appointment. Much work had been done to prepare for the transition to ALMA/Primo, and the system was launched shortly after I arrived at the University. We (and our user community) soon discovered that there were significant issues with the implementation -- both with the vendor and with our implementation. In order to quickly address these issues, and maintain confidence in the system, I convened the ALMA/Primo Working Group which met weekly to identify, research, and address issues with public access, cataloguing, circulation, and database integration. As part of this process we partnered with the federated colleges to ensure that all library service points at the University of Regina were equally prepared to support our users. This group (now chaired by the AUL: Content Management and Discovery) continues to provide oversight to this powerful discovery system and ensure that the Archer Library is making the most of this significant investment in order to better serve the needs of every student and faculty member at the University.
- The Archer Library has a distinguished history in partnering with regional peers to expand access to resources and support the development of strong western and national academic library network. The Archer Library was a founding member of the Council of Prairie and Pacific University Libraries (COPPUL) Shared Print Archive Network (SPAN). Academic libraries in Western Canada working together have committed to the collective retention of critical but little used library materials. This has allowed us to reduce the footprint of our physical collection while ensuring ongoing and timely access to these critical materials for our students and faculty.
- Shared access to critical resources is not solely limited to physical materials. In 2016, the Archer Library became a founding member of the COPPUL digital preservation network now known as Westvault. Not only are University of Regina digital materials being preserved through this distributed network, but we are key support within the network. Partnering with IS, the Archer Library is a Westvault node, which allows smaller institutions to deposit digital records in a world-class preservation system without having to build their own cost- and personnel- intensive infrastructure.
- Library Systems and Library Collections have partnered to provide access for University of Regina Alumni to certain electronic resources. This access is embedded within our licenses, and could be expanded with additional licensing fees (which are not currently available

within the scope of our acquisitions budget). Our partnership with Gale and the University of Saskatchewan (see below) also provided us with a lever to expand access to Gale products licensed through the provincial Multitype Database Licensing Program (MDLP). We have, unfortunately, had little success in working with the Alumni Office to promote this service so uptake remains relatively limited.

- Research libraries in the provinces of Manitoba, Alberta, and British Columbia have entered into a partnership with Gale (a major library vendor) to provide unrestricted access to the Gale digital archival collections. During my first visit with Gale representatives, I broached the idea of a similar program in Saskatchewan. Although we were not able to provide access to the full range of Gale resources (the costs were beyond the fiscal capacity of both the University of Regina and the University of Saskatchewan), we were able to provide a smaller collection comprised of jointly held resources. These collections are now available to all citizens in Saskatchewan through their library or directly through the Explore History portal.
- Since my appointment, we have also held formal in-person meetings with the senior leadership of the University of Saskatchewan Library. This has led to joint projects (the APEGs donations and Explore History portal), as well as alignment of some services.
- With the adoption of the cloud-based ALMA/Primo system, our Consortia of Academic and Special Libraries in Saskatchewan (CASLS) partners were provided for the first time ever the ability to administer their own installations and interfaces of the library catalogue. This has fundamentally changed working relationships within the consortia, but the Archer Library continues to be both a leader and a support for the smaller CASLS members.
- In 2018, it was discovered that the University of Regina Press had removed access to the *Encyclopedia of Saskatchewan* from its website. While some of the information included in the *Encyclopedia* was dated, many people within Saskatchewan and throughout the world relied on the *Encyclopedia* and linked to it online. The Archer Library subsequently deposited the *Encyclopedia* in oURSpace, and made it permanently and freely accessible.

Collection Management (Community Commitment / Research Impact / Student Success)

- The Archer Library is the designated repository for institutional records at the University of Regina. Even though this work is in its infancy, the response has been overwhelming — with the result that there are significant pressures on our Archival and Records Management storage spaces. Through our work with the Space Planning Committee, we were able to secure additional space in the basement bunker located in the Archer Library building which has allowed us to slightly expand our storage capacity without negatively affecting student, study and research space.
- The AUR identified the need for rationalization of the Archer Library physical collection. Library employees are engaged in a review and ongoing consolidation of the collection, which has allowed us to reduce its footprint while maintaining access to key resources.
- The Archer Library has also initiated a review of the government documents collection. This review is intended to physically preserve those items critical to the teaching, learning and research of the University while expanding overall digital access to these unique resources.

Copyright (Community Commitment / Research Impact / Student Success)

- In 2016, the University of Regina successfully transitioned away from our Access Copyright license. Joining with the larger academic community in Canada, we moved to a more research and creator focused approach to Copyright. This commitment has extended throughout the time I have been at the University of Regina, and in January 2020 we implemented the next stage in Copyright control through the introduction of our “Reading List” service supported by the newly licensed Leganto module of ALMA/Primo. This module

will make the development of, and access to, course reading lists seamless for faculty and students, and allow us to more effectively manage copyright permissions, controls and payments.

Data Visualization Team (Research Impact)

- One of the fundamentals of evidence-based librarianship is analyzing data to drive informed decision making. While individuals across the library have utilized evidence-based practice for several years to develop and improve specific programs and services, little had been done at the administrative level to guide the overall financial, collections, and service directions of the Archer Library. With the creation of the Data Visualization Team, we have moved closer to embedding a culture of assessment throughout all the work of the Archer Library.

Employee Engagement (Community Commitment)

- Before I arrived, enormous work had occurred within the Archer Library to ensure collegial and positive working relationships across all areas and levels of service. Building on that work, I instituted weekly huddles open to all employees. These huddles are a chance for Library Leadership and all employees to communicate information for the benefit of everyone at the Archer Library.
- We have hosted three all-employee days. The first day was a partnership with UR S.T.A.R.S. to host the Blanket Exercise. This also led to a commitment to read all the TRC Calls to Action at our weekly huddles. The second was in response to the Academic Unit Review, and focused on how the Library could better tell its story internally and externally. Our most recent all-employee day looked at the Library's strategic directions over the next two years as the University develops the new institutional strategic plan.
- Colleen Murphy, Associate University Librarian: Teaching, Learning and Research, led the liaison librarian group through a review process, looking at the objectives, deliverables, and future of this critical service. This process has allowed for innovation (e.g., the creation of liaison teams), closer alignment with User Services, and refinement of the service within the Archer Library. Liaison work will continue to be the foundation upon which all library services rest, and our faculty have renewed their commitment to this fundamental practice.
- I am pleased to say that during my initial three years at the Archer Library no study leave request or formal sabbatical application has been denied. It is critical that, as a library, we support the expansion of our own profession's research as well as that of the campus community at large.

Extended Hours (Student Success)

- As already stated, the Archer Library is a hub of student discovery. We provide space for individual study and research, as well as collaborative and group work. When I first arrived at the Library, I was approached by both employees and student representatives to discuss hours of operation. This led to a student survey, where a strong preference for extended hours during exam periods was identified. Working with Student Affairs and Campus Security we were able to initiate a pilot program (which has now become a permanent service) to allow students to study on the main floor of the Archer Library until 2 a.m. throughout exam periods. We initially thought the expanded hours would be of most use to students in residence, but has proved to be most popular among students living off campus. Every exam period we have over 3,000 students who make use of the extended hours.

Financial Stability (Research Impact / Student Success)

- During the first year of my appointment, the Archer Library was subjected to a significant budget cut (the latest in a long string of cuts to both collections and operations). While difficult, we were able to maintain core services and collections. Since that time we have been able to successfully avoid further cuts to the operating budget, and see modest increases to the acquisitions budget. We were also able to successfully argue for the removal of the Archer Library's revenue target, which helped bring some relief to the operations budget. Our only source of revenue is student fines and late fees. By removing the revenue target, we have been able to rationalize our fines and fee structure, and concentrate on making it less economically viable for students to disadvantage their peers by increasing replacement and late fees for in-demand items.

Library Advancement (Community Commitment / Research Impact)

- The Archer Library has struggled over the past 10-15 years to maintain historical levels of financial and physical donations. Over the past three years, however, there have been some notable contributions to the Archer Library.
- In 2019, the Archer Library was approached by David Lemon, a noted art collector in Vancouver. Mr. Lemon had previously acquired almost the entire artistic output of artist Mary Filer on paper. Mr. Lemon was committed to finding a permanent home for this collection in its entirety. After review by myself and Mark Vacjner, the collection was acquired by the University Archives. Mary Filer began her formal art career in Regina, and this donation represents one of the largest single donations to the Archer Library, and certainly the most significant donation of a woman artist in the history of the Archives.
- The Association of Engineers and Geoscientists of Saskatchewan (APEGGS) has had a long-standing and significant donor relationship with the Archer Library. Since my appointment, we have further cultivated this relationship and expanded our partnerships with APEGGS. As a result of this intensive work, APEGGS not only renewed but increased their funding commitment to the Archer Library.
- While progress has been slow, Michelle Oussoren (our Community Engagement Coordinator) was able to successfully work with University Advancement to embed a library donation button on the main Advancement page late in 2019. This button has already attracted new donors to the Archer Library.

Library Promotion (Community Commitment / Research Impact)

- I was approached by an employee in September, 2017 indicating that the 50th anniversary of the opening of the Archer Library would happen in one month. With such little forewarning, it was impossible to plan a major celebration for the official anniversary date. Instead, we opted to hold a yearlong celebration. The 50th Anniversary Celebrations Committee planned and delivered an event each month for a year, culminating in a final celebration of the 21st century learning, teaching, and research work that faculty and staff of the Archer Library are engaged in. It was also gratifying to have so many of our previous University Librarians attend different events and be recognized for their contributions to the University and the Archer Library.
During our 50th Anniversary year, we were also pleased to host the semi-annual meetings of the Council of Prairie and Pacific Libraries and the Canadian Association of Research Libraries. The hard work and dedication of Karen Wiome, Gina Swan, and Shannon Kuntz led to two very successful meetings that were well-received, and highly praised, by all involved.
- The annual University of Regina Author Recognition Event has become a permanent feature of the outreach activities of the Archer Library. Spearheaded by Christina Winter, Michael Shires, and Robert Thomas this increasingly popular event allows the campus community to

meet and celebrate the accomplishments of researchers across the University who have successfully published books and media.

- I was pleased to revive the tradition of the Archer Library *Annual Report*, outlining our people, our accomplishments, and our innovations. Besides increasing transparency regarding Archer Library activities, the *Annual Report* also supports the campus and community communication goals that were identified by the Archer Library employees and the AUR.

Library Restructuring (Community Commitment / Research Impact / Student Success)

- The faculty complement of the Archer Library has not increased in the past several years. Retirements and the personal interests of faculty members has, however, allowed the Library to adapt, change, and meet shifting user expectations. Over the past three years we have been able to realign the service areas of the Library under two Associate University Librarian positions (Teaching, Learning and Research / Content Management and Discovery). We have also been able to add functional responsibilities to existing librarian positions in creating the Student Success Librarian, Research & Scholarship Librarian, Digital Services Librarian, Strategic Initiatives Coordinator, and Copyright & Scholarly Communications librarian.
- Recognizing a lack of institutional support and commitment to Archer Library advancement activities, we also took the opportunity to fill a vacant shadow faculty position with an APT Community Engagement Coordinator position. This position will run until October, 2020 at which time it will revert to a faculty librarian position.

Open Education/Publishing/Research (Community Commitment / Research Impact / Student Success)

- Recognizing the growing importance of open educational resources, the Archer Library has committed 7.16% of our total budget to supporting the development, publication and dissemination of open materials. Despite the fact that we rank 15/15 in both library operations and acquisitions budgets among Canada's comprehensive universities, our overall investment is impressive and puts us in the top quartile of all CARL libraries. Given that the size of our acquisitions budget does not allow for an expanded, direct investment in open publishing, the vast majority of this investment is in our people. This does mean, however, that we are well positioned to support the important work of the AVP Academic, the AVP Research, and other academic units in developing, promoting and integrating open educational resources in teaching, learning, and research throughout the university.

PACA (Community Commitment)

- The functional responsibility for the President's Art Collection and the associated Advisory Committee have been affiliated with the Library for several years. We have successfully made the case to make the Curator / Preparator position permanent to better care for this significant and valuable collection managed by PACA on behalf of the President.
- Ali King, working with partners within the Library and across the campus, was able to build a virtual tour of the publicly accessible art on campus. This virtual tour was unveiled in time for the 2018 Congress of the Humanities and Social Sciences.
- Working with the President's Office, PACA has developed an Indigenous Art Purchasing Program. Housed at the rebuilt College Avenue Campus, the President's Office has agreed to provide funding for a work of art created by a living Saskatchewan Indigenous artist every year. This program has several goals, not least of which is recognizing that the University of Regina sits on treaty territory, and that we are committed to active reconciliation by supporting artistic voices that may have been ignored or silenced in the past.

- The Shumiatcher family donation represents one of the most significant physical gifts to the University of Regina. Ali King has ensured that the donation and display of the hundreds of pieces of art has been managed professionally, always ensuring that Dr. Shumiatcher has been well informed and maintaining excellent relations with Dr. Shumiatcher and her caregivers.

Research Data Management (Community Commitment / Research Impact)

- Over the past three years, research data management has emerged as an area of considerable focus for academic libraries. The Archer Library was among the first libraries in Western Canada to establish an enterprise-wide data repository, in conjunction with Scholars' Portal. The U of R Dataverse is intended to provide secure, ongoing storage for datasets and allow for researchers to make this data open if they choose.
- The Archer Library partnered with the Office of the VP Research to provide the funds for the ORCID-CA consortium. This partnership, intended to be managed by the Research Office, allows all U of R researchers to easily obtain an ORCID ID through which the researcher, the Archer Library, the University, and the community at large can easily identify and track their publishing output.
- I was invited to sit as a member of the CARL (Canadian Association of Research Libraries) Directors' Portage Steering Committee. In this role, I have participated in the development of the national Portage initiative, as well as the lobbying that ultimately led to the investment of over \$500M for research data infrastructure, computing, and management by the Government of Canada.

Student Space (Student Success)

- As previously mentioned, the Archer Library is a campus hub of student research, learning and activity. All areas of the Library have worked diligently to maintain and improve student spaces.
- Gillian van der Ven spearheaded the development of the Archway Gallery. Gillian and her team conceived and built a space to display student artwork from across the campus and beyond. Their vision transformed what had been an institutional-looking study and collaboration space into a welcoming and visually appealing corner of the Archer Library.
- We also identified that the former photocopy room was dead space, not used for any value-add purposes. Students had identified through a variety of channels that they wanted a space where they could take a break from studying. Discussions with Student Affairs regarding a full-service coffee shop have not led anywhere, but we did determine that the former photocopy room could be repurposed as a stop-gap relaxation space. A dedicated committee came up with the concept, identified furnishings, and worked diligently to make it an attractive space. A student contest led to the naming of the Archer Alcove, which continues to be heavily used (and sometimes abused).
- The Academic Review Team identified that the Archer Library has some of the most spectacular, publicly accessible views on campus but the windows were blocked by book stacks. We have subsequently removed a single book stack in front of each of the windows on the north and south sides of the 4th and 5th floors, and replaced them with a variety of power adjacent, comfortable reading chairs (chosen by the students themselves).
- When I arrived at the Archer Library, we had a fairly restrictive food and drink policy in place but we were not resourced to, or particularly interested in, enforcing this policy. Following internal library discussions, and with the support of User Services, we have relaxed the policy to create a more welcoming environment for students, while still stressing the importance of respect for the building, the collections, and other users of the Library.

Textbooks for All (Student Success)

- This has been a game-changing initiative for our students. The Archer Library was initially approached by URSU to explore the possibility of providing equitable access to textbooks for all students. Working with Deans' Council we were able to implement a pilot program to purchase copies of all required textbooks costing over \$100. Analysis of the program led to refinements, and we now purchase any required textbook at the request of any student. This has proven to be one of our most popular collection services, and has moved into a permanent service even as outside funding sources have dried up. Most recently we decided to re-invest student library fine revenue in Textbooks for All to ensure the sustainability of this program.

Website Renewal (Community Commitment / Research Impact / Student Success)

- The University of Regina has identified that its current enterprise web platform is antiquated, and does not fulfill the institution's goals related to recruitment and retention. The Archer Library website has also been hampered by the same limitations as the university's website. Dale Storie, Trevor Kiel and the Library Web Team, working in partnership with the liaison librarians and User Services staff, have begun the process of modernizing the look, feel, and searchability of the Library's website.

Professional Service (Selected)

University of Regina

- Academic Advisory Committee on Copyright (Chair)
- Administrative Advisory Committee on Copyright (Chair)
- Congress 2018 (Volunteer)
- Centre for Teaching and Learning Steering Committee
- Data Governance Council
- Dean's Council
- Department of Music Academic Unit Review (Internal Reviewer)
- Executive of Council
- Joint Appeal Committee (Out-of-scope representative)
- Librarians' and Archivists' Council
- Library Leadership Team (Chair)
- President's Advisory Committee on Art (Chair)
- Truth and Reconciliation Working Group
- University Information Technology Steering Committee
- University Leadership Team
- University Leadership Team Retreat Planning Committee
- University of Regina Information Management Committee (Chair)
- University of Regina Senate

Consortium of Academic and Special Libraries of Saskatchewan

- CASLS Board of Directors (Treasurer)

Saskatchewan Library Conference

- Program Committee

Council of Prairie and Pacific University Libraries

- COPPUL Board of Directors (Member-at-large / Vice-Chair)
- COPPUL Digital Preservation Network Working Group
- COPPUL Fees Working Group

Canadian Association of Research Libraries

- CARL Core Competencies Working Group
- CARL Directors' Portage Steering Committee
- CARL Practicing Librarian Grant Jury
- CARL Strengthening Capacity Committee (Chair)
- CARL Student Grant Jury