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Dr. John Archer University Library and Archives  
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As part of the review and renewal process, I have been asked to provide a vision for the Archer Library for the upcoming six years. As my Accomplishments document demonstrates, the Archer Library has made many significant advances in all aspects of services, programs, and collections over the past 3.5 years. As we move into the next six, we know that academic libraries will be presented with both challenges and opportunities unlike anything that we have experienced before. But even with the potential of significant changes to how we do business, the primary reason for our business will remain unchanged — to insure that library services, programs, instruction, and collections are embedded seamlessly in all aspects of learning, teaching, research, and discovery within the university and throughout our communities.

My fundamental approach to leadership will not change over the upcoming five years. It is critical that the management and collegial ecologies that supported and grew our many successes and accomplishments continue. I remain committed to transparency, open communication, constructive dialogue, and input from all stakeholders.

We will also capitalize on the successes we have had. We will refine, expand, and continuously evaluate our programs, services, and collections to ensure that they are aligned with both the University's strategic plan and the teaching, learning, and research needs of our students and faculty.

I realize that this particular document would normally be aligned to the University's strategic plan. As we have not yet released the successor to *peyak aski kikawinaw (Together We Are Stronger)*, I cannot provide those direct linkages for the next five years. I have every confidence, however, that the work we will do will be not only aligned to the strategic directions of the University, but critical to their success.

### **Positioning Library Advancement**

As mentioned in my accomplishments document, the Archer Library has struggled to attract meaningful financial and physical donations for the past several years. Dependent on the resources provided by the University as a whole (either through University Advancement or new positions in the Library), the Archer Library will increase its donor profile and seek significant donors in all categories. At other universities in Canada, the library is seen as a centerpiece of individual and corporate donations, acting as a magnet for larger commitments to the University as a whole. While we cannot accomplish that on our own, we will work with the resources we have to continue the long standing tradition of the Archer Library as a worthwhile recipient of archival, general collection, and financial philanthropy.

### **A Culture of Assessment**

Prior to my arrival, the Archer Library used assessment and analytics in decision making. This fundamental practice has continued through since my appointment. In the next five years, we will work to insure that evidence-based decision making is embedded throughout all of our work. We will continue to actively solicit input from students, staff, and faculty before, during, and after the implementation of new services, programs, and collections. With no relief in sight for the fiscal restraints that we have faced for over 10 years, it is critical that we align our work to meet the most

pressing needs of our primary user communities. The only way we will be able to insure that we are successful will be to evaluate and assess our work, and to this end assessment will be recognized as a priority throughout the Archer Library.

### **Digitizing oURselves**

The Archer Library is home to varied and unique archival and special collections. Working with campus and community partners, we will expand the Archer Library digital footprint and promote these collections on campus and beyond. We will develop a campus digital portal that will facilitate access to our local and licensed digital archival collections.

We will explore the possibilities inherent in controlled digital lending (CDL), bringing new life to under-utilized resources while ensuring compliance with all relevant copyright legislation. CDL will require us to maintain a copy of the physical item in storage, but allow us to make a digital copy available for use by the campus community.

### **Employee Engagement**

The staff and faculty of the Archer Library are feeling strained and over-extended. During the time that our student population has grown by 20%, we have seen an equivalent reduction in overall staffing at the Archer Library. While we can hope to make the case for small increases in our employee complement, I know that the total reductions will not (and cannot) be reversed in the current funding climate. It will, therefore, be critical that I, the Library Administrator, and the Associate University Librarians consistently review, and reassign where appropriate, any open positions (faculty and staff) to insure that we are supporting those parts of the Archer Library that are under the greatest pressure. We, as a library, also need to insure that we maintain core traditional services while remaining open and flexible enough to meet new opportunities and support students, faculty, and researchers as they invent and explore new methods of discovery.

### **Lifelong Learning Supports**

During the past three and half years, we have worked to extend access to our collections to the University of Regina alumni family. The Archer Library will commit to expanding this access, and providing a greater number of electronic resources to our graduates within Saskatchewan and across the world. Working with Information Services, we will promote this expanded access directly to alumni, and ensure that the utilization of these resources will be barrier free. Through this initiative, we will hope to build an ongoing commitment and pride among our alumni that will benefit the entire University community.

### **A Continuing Commitment to “Open”**

As outlined in the my accomplishments document, the Archer Library has made significant investments in the development, support, and promotion of open educational materials across the spectrum of learning, teaching, and research. This commitment has been both within the Archer Library and external to it (through partnerships with the Office of the Vice President Research, the Research Office, the Office of the Vice President Academic, and regional and national partners). We understand that the push to develop viable, sustainable, and authoritative open resources will only increase over the next five years. The Archer Library will be seen as a campus leader in this area, and will work with our regional and national consortia to shift our acquisitions budget from a model of licensing content to a model of supporting open publishing and open access.

The Archer Library will also partner with the University Executive Team, Student Affairs, URSU, and individual faculties to support no-cost (to students) course materials. Through a combination of library licensed and open access resources, we will work with our partners to ensure barrier free access to learning, teaching, and research for all students and members of our community.

### **Expanded Partnerships**

As anyone who has spent even the briefest of moments in the Archer Library knows, 21<sup>st</sup> century libraries are hubs of discovery, collaboration, and knowledge transformation. This is only possible through the individual and institutional partnerships we foster and maintain across the campus and the community.

Over the next five years, we will work to better support students, staff, and faculty through our strategic partnerships. We will work with the Federated Colleges to institute a physical delivery service that will allow any member of the campus community to make a request for an item and have it delivered to whichever campus library is most convenient to them.

We will also forge a partnership with the Regina Public Library to make the full collection of the public library available to the campus community. We will become both a pick-up and drop-off location for public library materials, so as to become a one-stop shop for information and reading. We will commit to providing additional supports to UR International both on campus and in their recruitment activities. As more materials are made accessible through open publishing, the specialized collections of the Archer Library will form a key part in student and researcher recruitment and retention. The Archer Library will continue to be part of what makes the university unique.

### **Renewed Discovery Spaces**

As previously mentioned, the Archer Library is a campus hub of student research, learning and activity. The Archer Library will continue to evaluate space throughout the building to insure both access to our physical collections and access to new spaces devoted to collaboration, learning, and research. In the short term, we will evaluate the feasibility of creating a Digital Research/Scholarship Commons. There is interest across the campus in developing such a space, and building on the work done in places such as the University of Victoria, the Archer Library will look to establish a space responsive to the graduate program and research needs of the University of Regina.

While we recognize the fiscal realities of the University, we also recognize that we have an obligation to the significant donors and collections that we are entrusted with. Archives, Special Collections, and the Records Management program all require expanded and improved spaces in order for us to meet our various obligations. We will work with the University Executive Team, Facilities Management, and the Space Planning Committee to improve conditions where we can and safeguard these unique and irreplaceable resources. (I would like to say we will have a new showpiece building for Archives and Special Collections, but even I cannot promise that; I can, however, dream.)

### **Truth and Reconciliation**

Sitting at the core of a university, libraries reflect (for better and for worse) the traditions, cultures, and practices of their larger institutions. Canada and its peoples have committed to the ongoing process of truth, reconciliation, anti-oppressive practices, and decolonization. The Archer Library will continue to work within the frameworks established by the University of Regina, and our provincial, regional, and national partners to advance and promote this work. We will review and

adjust our cataloguing and meta-data practices to better reflect First Nation, Inuit, and Métis ways of knowing and understanding. We will also incorporate Indigenous place names in our cataloguing and meta-data. We will work with the Mackenzie Art Gallery to review and identify any materials that should either be repatriated or removed from exhibition. We will work to insure that our archival and general collections reflect anti-colonial and anti-oppressive viewpoints, and that the voices of Saskatchewan's Indigenous peoples are represented and heard. Most importantly, we will listen, learn, and act only when directed by Elders, communities, and nations.

This list is only a partial reflection of what I and the Archer Library may accomplish over the next six years. While the programs, services and advances in collections outlined here may seem ambitious, I have no question that I, along with the dedicated and professional faculty and staff of the Archer Library, will see these and other initiatives realized.