

UBC LIBRARY

**81ST YEAR**

**REPORT OF  
THE UNIVERSITY  
LIBRARIAN  
TO THE SENATE**

**1995/96**

## FAREWELL MESSAGE FROM THE UNIVERSITY LIBRARIAN

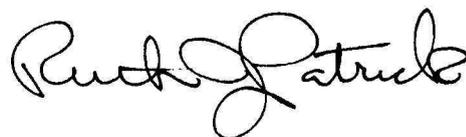
Was it only seven years ago that I wrote my "*Glad to Be Here*" message? What a privilege it has been to work with so many outstanding people—librarians, library staff, faculty, students and administrators at all levels—on the never ending task of creating a great library.

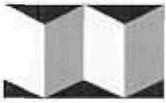
Much was accomplished by us all during these seven years. This was possible only because of the foundations built by those who went before. I hope that what we have built together in my time here will effectively position the Library to progress even faster with the guidance of those coming after.

This Annual Report highlights two of the major strategic initiatives I set out to accomplish: addressing urgent space needs by building a functional and beautiful new library, and the transition from our old computer system to a new system positioning the Library to benefit by new technological developments. I'm happy that plans are coming into place for other urgent library space needs: the continuing process of clearing less-used Main Library material into a library research material centre; Phase II for Fine Arts, Special Collections, Archives, Maps, Music, and the rest of the humanities and social sciences collection; a free-standing Science and Engineering Library.

We have also accomplished: ongoing support for a collections acquisitions formula; \$1 million in new funds to move us faster to the digital library; a decentralized fund-raising plan for the Library with over \$2 million raised since 1994; increased funds for user instruction, user and staff computer terminals, technology infrastructure, and staff development; increased consultation with faculty, students, other users, and with Library staff on major decisions; and collaboration with colleagues towards a vision and strategic plan—provincially, regionally and nationally—for the scholarly communication system of the future.

Ultimately, the Library must help students and faculty achieve their academic objectives, and discover and create knowledge. I say goodbye, happy for our accomplishments but sad to part from such colleagues, knowing that the mission is in good hands.



## **LIBRARY EXTERNAL REVIEW**

The University's review of the Library continued during the spring and summer of 1995. The Review Committee, chaired by Dean of Law Lynn Smith, included Bill Dobie, Alma Mater Society (to May 1995); David Dolphin, Faculty of Science; Gail Edwards, Graduate Student Society; Gerald Gorn, Faculty of Commerce and Business Administration; Peter Joliffe, Faculty of Agricultural Science; Jo-Ann McEachern, Faculty of Arts; Khalil Shariff, Alma Mater Society (from June 1995); Veronica Strong-Boag, Faculty of Graduate Studies/Faculty of Education; Mark Vessey, Faculty of Arts; and Byron Hender (Secretary), Student and Academic Services.

In June, the Library was visited by the five external members of the Committee: Carol Moore, Chief Librarian, University of Toronto; Paul Wiens, Chief Librarian, Queen's University; Betty Bengtson, Director, University of Washington Libraries; Scott Bennett, University Librarian, Yale University; and Nancy Eaton, Dean of Library Services, Iowa State University. After a series of meetings with Library administrators, librarians, staff, faculty, and University administrators, they submitted a written report, which forms an appendix to the Committee's final report. The latter, released in November 1995, made seventy-one recommendations relating to the Library's operations.

The report recognizes the richness of the Library's collections and their importance to research,

and calls for extraordinary measures to protect the Library's collections budget. Both the internal and external reviewers expressed concern about the Library's ability to maintain the strength of its research collections without increased financial support from the University. In addition to spiralling price increases, the collections budget has been strained by the increase in new electronic formats and the expansion of academic programs. The report recommends that the annual inflation adjustment to the collections budget be based on a price index specific to library materials, that fund-raising efforts for collections be strengthened, and that the faculties consult with the Library before creating and advertising positions in new subject areas.

The report contains several recommendations for increased faculty involvement in developing the Library's collections policies and for improved collections management, including reinstating the position of a full-time Assistant University Librarian for Collections. Other issues raised in the report concern accounting for and allocating collections funds, resource sharing and interlibrary loan, and special collections.

The reviewers support the Library's decision to purchase vendor-provided automated systems rather than continue with increasingly expensive in-house development. Their recommendation that the University assist the Library by providing one-time funds to cover approximately half the cost of the new computer system has been implemented by the University.



The report also endorses the Library's Restructuring Plan (*see Appendix D*) to support technological change and development.

The report discusses the central role of the Library in providing access to electronic information for the University community as well as in providing the extensive training required for the use of these new resources. The reviewers also comment on the critical importance of addressing the issues of scholarly publishing and copyright within the context of electronic publishing.

The reviewers welcome the construction of Phase I of the new Koerner Library, although they note that the Main Library will still be heavily used as it will continue to house up to forty percent of the humanities and social sciences collections, the Fine Arts Library, Map Library, Science and Engineering Division, and the Special Collections and University Archives Division. The reviewers urge the University to proceed with Phase II of the Koerner Library, develop a Science and Engineering Library, and complete a master space plan for the Library. A significant recommendation is that the Main Library be decommissioned as soon as possible. The report notes that the Main Library building has pervasive, serious, and fundamental problems. This view is reflected in comments by the External Review Committee that the Main Library building is "appalling" and "inadequate and totally dysfunctional."

The high quality and vital contribution of the Library's staff is

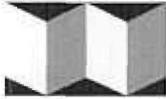
another central theme in the report. However, the reviewers express concern about staff morale, staff renewal, and the ability of staff to continue to do more with less. They recommend that the Library develop a plan for replacing key staff and take steps to improve morale.

Maintaining its reputation for service excellence is a challenge in the face of ongoing financial restraint and the Library has had to make painful choices about which services to protect and which ones to reduce or even eliminate. Recent budget forecasts indicate that this difficult decision making will continue. The report identifies service priorities for six broad areas: access, information services and orientation, space and facilities, user fees, undergraduate use of the Library, and systems.



The report recognizes that the Library is a key provincial resource used by organizations and individuals outside the University community. The reviewers strongly urge the Library and the University to pursue official recognition of this role from the province and to continue to act as a leader in strengthening resource sharing among post-secondary libraries, both provincially and nationally.

The report has been widely distributed on campus. For the Library's specific response to each of the recommendations, developed through a process of internal and external consultation, see Appendix E.



## MAJOR INITIATIVES AND RESTRUCTURING

The planning and consultation process which the Library began in December 1994 was completed in July 1995 and a final version of the Restructuring Plan (*see Appendix D*) was distributed to the University community. In addition, the Library focused its resources and the energy of its staff on working towards completing a manageable set of major initiatives as well as on maintaining its normal services. These initiatives, listed below, represent priorities identified by the Library's self-study, the external review, and the restructuring planning process.

### 1. Technology

- ◆ acquire and implement a new system

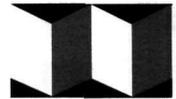
### 2. Space

- ◆ preparation for the move to Phase I of the Koerner Library
- ◆ weed, shelfread, and insert theft-detection strips in materials
- ◆ retrospective conversion of bibliographic records for materials being moved
- ◆ select materials to be moved from Main to Phase I
- ◆ design organizational structure for Phase I
- ◆ work with Campus Planning & Development to produce a master plan for Library space needs

### 3. Re-engineering/restructuring

- ◆ establish five task groups
- ◆ Asian Library Integration Task Group
- ◆ Levels of Cataloguing Task Group
- ◆ Ordering and Payment Processing Task Group
- ◆ Phase I Planning Task Group
- ◆ Document Delivery/Interlibrary Loan Re-engineering Task Group
- ◆ continue with move towards the Electronic Library
- ◆ develop performance indicators and benchmarks

Progress on some of these initiatives is described in the following sections of this *Report*, while the completion of others will be reviewed in the *1996/97 Annual Report*.



## STRATEGY: SERVICES

Patterns for accessing, evaluating and integrating information are shifting as print resources are being enhanced and extended through electronic technology. Changes in how information is made available require that the Library continually evaluate and change services in order to meet the evolving needs and expectations of its users. At the same time, the traditional services required to support the print collections must be maintained.

The UBC Library continues to focus on development and delivery of innovative teaching programs, provision of access to information on site and remotely through cooperation with other libraries and consortia, and through continued and improved dialogue with the Library's user communities.

### Library Instruction

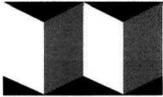
In the current environment of shrinking budgets and expanding electronic resources, a program of library instruction is critical to the support of research, teaching and learning. Instruction must go far beyond simply pointing to where information resides. It must teach the tools and techniques needed to access and retrieve information, to evaluate its scholarly authority and to organize a logical scheme for its management.

The UBC Library, with support from the Teaching and Learning Enhancement Fund, is making substantial progress in developing innovative teaching programs.

These are being planned by librarians in consultation with faculty and students, and delivered by students on a regular schedule to students in almost all disciplines. The "Research skills and information technology program" provided more than 1,700 hours of Graduate Academic Assistant time to support the Library's system-wide program of tutorials, workshops and individual assistance helping students to learn information retrieval skills. In addition the "Libraries into the classroom" program in the life sciences will take library skills training programs into lecture halls via laptop computers.

The Teaching and Learning Enhancement Fund also funds development of an interactive, self-paced library instruction program delivered via the World Wide Web (Web). This program designed primarily for undergraduates, teaches them how to select appropriate files from the Library's databases and to search effectively for books and journals. Other innovative programs include electronic text resources and skills for English, historical photograph imaging, intellectual property skills and resources, online access to Canadian social sciences data through the Web, self-directed information retrieval and literacy for chemical information, skills development for electronic geographical information and the provision of materials and support for students learning to speak English. Information skills programs for First Nations students and a disability awareness program for students working in the Library were also presented.





In partnership with the Faculty of Graduate Studies, the Library is also developing a graduate thesis advisory service to assist graduate students to identify, assess, retrieve and manage research-related data from electronic sources. In partnership with the Faculties of Law and Commerce, the Library will introduce an instruction and assistance program to support research using *Lexis/Nexis*. SLAIS and the Science and Engineering Library are collaborating to make multimedia programs available for science students.

More than 15,000 students, faculty and staff participated in library instruction programs during the year—approximately 25% more people than in the preceding year. As the complexity of the information environment increases more instruction will be required to support research and learning.

#### **Netinfo**

Registered users of Netinfo reached 21,400 by March 1996, an increase of 53% over the preceding year. Students access e-mail and electronic information resources from campus and remotely through Netinfo. Increasing numbers of users and levels of use are requiring the Library and the University to add workstations on campus and to increase the number of dial-in lines available.

#### **Dialogue with Users**

Building effective new library services for the UBC community can only be done with a thorough understanding of the needs of that community. In 1995, the Library held focus groups to identify

concerns and priorities. In response to those concerns, the Library increased hours in large sites, improved photocopy services, shelf-read the Main Library collection, increased the number of workstations throughout all libraries, increased the number and diversity of teaching programs to develop information skills and improved interlibrary loan services. The Library will continue to implement changes suggested by the focus groups as resources and opportunities become available, and will continue to consult with such focus groups in order to identify concerns and priorities.

A traffic and reference survey aimed at tracking changes in library use was conducted to compare with data gathered in 1992. The results showed that the overall use of the UBC Library system increased by 16% while use by non-UBC patrons dropped by 20% compared to 1992 figures. Five libraries, Main, Sedgewick, Woodward, Education, and Lam, now account for more patron visits than the entire system of 15 libraries recorded in 1992. Reference use by non-UBC patrons declined significantly, in part due to improvements in remote request services to SFU.

The “*YOUR UBC*” forum on the Library, chaired by Maria Klawe, Vice-President for Student and Academic Services provided an opportunity for students to raise concerns and suggestions about Library services, study space and related matters. The discussion identified several themes: social and eating space is valued in or near



study areas, soundproofed group study space and improved computing facilities are needed, evening/weekend library hours need improvement, and the collections need more protection from theft and mutilation. Reference services got strong positive support and students requested more workshops on how to find and use information resources.

Faculty Library Advisory Committees continued to assist with development of service policies and collections. Library staff continue to attend Faculty and Departmental meetings and to participate on curriculum committees throughout the University.

#### **Crane Library**

After 26 years as a branch of the Library system, the Charles Crane Memorial Library officially became the Crane Resource Centre, a unit within UBC's Disability Resource Centre. The integration of Crane into the DRC follows recommendations from the *Hickling Report on the Crane Memorial Library* and the *Report of the Committee to Review Services to Persons With Disabilities (1995)*. The change realigns and consolidates existing services, which in Crane's case extend well beyond the usual library role.

#### **First Nations House of Learning Xwi7xwa Library**

The Xwi7xwa Library holds a small but valuable collection of documents. The collection is growing and is of interest to many students and scholars on campus. Funding from the Vice-President

Academic permitted the appointment of a Head in September 1995, reporting to the University Librarian in consultation with the FNHL Director. The Head is responsible for developing the collection and providing services.

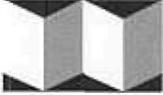
#### **Resource Sharing and Cooperative Access**

The Task Group on Resource Sharing and Interlibrary Lending continued to redesign services to improve access for UBC users and to eliminate the GPOF subsidy for interlibrary loans by March 31, 1996. End users in Science and Engineering, Life Sciences, Agriculture and Forestry are now able to order documents directly and are pleased with the service.

The self-serve document delivery request system, first developed for UBC users in 1994 and later customized for SFU, won second place in the Canadian Association of University Business Officers' annual Quality and Productivity Awards. This service will be made available to other British Columbia universities and colleges.

The UBC Library continued to work as a member of the Council of Prairie and Pacific University Libraries and the Electronic Library Network to develop the Western Canada Virtual Library. A program to issue complimentary COPPUL library cards for visiting faculty and graduate students has been introduced and a number of databases have been made available throughout the region.





### **Goals and Objectives**

Relocate collections and services while Sedgewick Library is renovated and integrated into the new Koerner Library.

2. Relocate science, engineering, life sciences, and fine arts undergraduate collections and services from the Sedgewick Undergraduate Library to the appropriate subject division.
3. Move Humanities and Social Sciences, Government Publications and Data Library staff and collections into the Koerner Library and integrate them with the Sedgewick staff and collections.
4. Implement the new organization and service models planned for Koerner Library and for the Main Library.
5. Review and improve library service models to support distributed learning.
6. Continue to improve communications with the staff and users.



## STRATEGY: COLLECTIONS

### Collections

The recommendations of the Review Committee (*see Appendix D*) for the Library included a substantial number relating to collections, dealing with issues of funding levels, funding allocation, collections administration, and collections assessment. One of the most significant events of the year with respect to collections management in the Library was the wide-ranging discussion these recommendations received in the Library, the Collections Management Council, the Faculty Library Advisory Committees, and the Senate Library Committee.

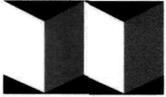
Several recommendations involved serials, as serials costs continue to play an important role in collections management. One recommendation called for examining the earlier Senate Library Committee guideline on the serial to monograph expenditure ratio of 65:35. After reviewing this, the Senate Library Committee recommended to Senate that a Library-wide ratio be rescinded, and that each branch library and its faculty advisory committee monitor its own ratio to make sure that it is an appropriate one. Another recommendation suggested biennial rather than annual serials cancellations. The Library cancelled 1,650 subscriptions for 1996 resulting in an annual saving of nearly \$475,000 but will be able to forego cancelling any 1997 subscriptions, thanks to a stronger Canadian dollar during the 1996 renewal period as compared to the fall of 1995.

Other recommendations asked for more cooperation with other libraries. Developments in the past year included cooperation with the Electronic Library Network (ELN) to obtain *KIOSK*, a full-text version of *Canadian Business and Current Affairs (CBCA)*, cooperation with several libraries in ELN to obtain the full-text of *ABI Inform*, the CANSIM initiative, the first full year of cooperation with CISTI for document delivery of scientific journal articles from electronic requests initiated directly by users, discussions with the three largest B.C. universities to cooperate on networked SilverPlatter databases, and discussions with the COPPOL libraries regarding a group subscription to the Academic Press journals in electronic form.

The Library has continued to expand its holdings of electronic resources. Noteworthy this year has been *SilverNet*, the networking of nine SilverPlatter databases, funded for the first year by Innovation Funds. The Library's other main platform, OVID, acquired *BIOSIS*. Thanks to additional support from the Vice-President for Student and Academic Services, funding for Netinfo, through which the Library provides electronic access for all UBC students, was increased to \$700,000.

The Library continues to receive donations of money and gifts-in-kind, and the Collection Enrichment Endowment Fund has grown to \$524,000, more than half-way to its goal of \$1 million. Especially notable this year was an anonymous gift of \$80,000 for more microfilm units of works





listed in the *Eighteenth Century Short Title Catalogue*. This was supplemented by an additional gift of \$10,000 for the same purpose from the Ernest T. Rogers Fund. A unique resource in microform, the *Iranian Oral History Collection*, was donated to the Library. As part of the final round of SSHRC grants for collections development, the Library received \$20,000 over two years for historic children's literature.

#### **University Archives**

During the reporting period the University Archives continued its efforts to introduce more systematic management of the institution's recorded information. Working with the University Archives and Records Management Advisory Committee, Archives' staff drafted two new policies on "Records Retention and Disposition" and "University Archives" both of which were passed by the UBC Board of Governors in March 1996. In conjunction with an earlier policy pertaining to records management, these University policies mandate the University Archives to coordinate the institutional records management program; recognize the stewardship role of the University Archives in serving as the official repository of the University's permanently valuable records; formally assign the University Archivist responsibility for identifying, preserving and making these corporate resources available; and stipulate that University records must be managed in accordance with records schedules approved by the University Records Disposition Committee. In addition, the staff of the University Archives also drafted a complete set of schedules for the

University's administrative records. These schedules identify each class or series of records commonly produced by offices across campus and designates the length of time each should be retained in the unit and also stipulates the office responsible for retaining information that might be duplicated in a number of University offices.

#### **Preservation**

Fiscal year 1995/96 began on a high note as the Library's Preservation Microfilming Special Projects Program was awarded the 1995 CACUL Innovation Achievement Award at the Canadian Library Association's annual convention. The award recognized the Library's success in preserving fragile and scarce materials onto high-quality microfilm and its unique approach in meeting the high costs of preservation microfilming through subscription sales to libraries throughout the province and around the world.

Key projects this year included filming the *B.C. Directories* for 1900 through 1919. These fragile volumes are subject to heavy use in public and academic libraries—by historians, engineers performing site analyses, social scientists, genealogists and the general public. Having sets of directories widely available on microfilm ensures that the information in them will not be lost through damage to the few remaining paper copies. Some of the volumes filmed in the project are perhaps the last surviving complete specimens, and the Library is grateful to the institutions



which lent these items from their collections: BCARS, Vancouver Public Library, and the Greater Victoria Public Library.

Another project this year was the filming of an archival collection, the *William Michael Rossetti Diaries*, part of the famous *Angeli-Dennis Collection* of Pre-Raphaelite materials in the Library's Special Collections and University Archives Division. In addition, a complete Shakespeare, once owned (and annotated) by novelist Malcolm Lowry was filmed in partnership with the University of Victoria's McPherson Library.

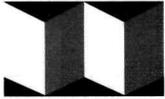
Ongoing projects are becoming an increasingly important part of the program. By filming regular additions to some of the previous projects undertaken, their currency is maintained and their usefulness improved. For example, this year two more years of the *B.C. Provincial and Scholarship Examinations* were filmed for the Education Library, bringing the set up to 1994. Similarly, nine more reels of *UBC Theses on B.C. History and Related Subjects* were filmed, bringing the set up to 1936.

The Library is proud of the diversity and quality of its preservation microfilming projects managed within the constraints of cost recovery. Future plans include the continuation of the *Directories* and other ongoing projects. Towards the end of the reporting year, negotiations began with the National Diet Library of Japan for the filming of several Japanese-Canadian archival collections held at UBC.

The Library's Mending continues to give professional-level treatment to damaged papers and bindings from a wide range of Library collections. Highlights included the restoration and rebacking of Thomas Salmon's *Compleat Collection of State-Tryals, 1696-1709* (1719), and Thomas Oughton's *Ordo Judicorum* (1728) for the Law Library's Special Collection, and of J.C. Krafft's *Recueil d'Architecture Civil* (1829) for the Fine Arts Library. Ongoing training sessions have continued with a well-known private conservator in Vancouver.



Acetate microfilm collections continue to be monitored for signs of chemical instability. Efforts also continue in working toward acceptable storage for all of the Library's collections. Preservation staff continue to monitor the development of digitization technology, participating by invitation in the Research Libraries Group workshop on digital imaging held in Palo Alto. In September, the Library hosted the 12th international meeting of the ISO TC171 (International Organization for Standardization Technical Committee 171—Document Imaging Applications), with delegates from around the world.



## Goals and Objectives

### Collections

To manage the collection in an effective manner during the coming year of changes in the Library's structure.

2. To continue discussions on resource sharing and cooperative collections with other libraries and consortia.
3. To monitor serials expenditures, the overall serial/monograph ratio, and the ratios for each branch library.
4. To evaluate developments regarding networking electronic resources.

### University Archives

Work with the University Records Disposition Committee and participate in campus consultation which will result in the formal approval of the retention schedules for administrative records developed by University Archives staff.

2. Secure additional resources to help the University Archives fulfill its mandate. This will include continuing to provide records management services to campus units as well as soliciting funds from external granting agencies.
3. Seek out and participate actively in University initiatives involving the management of its recorded information.

### Preservation

1. To continue to produce preservation microfilms in order to make them available at reasonable cost to local and international library communities and to economically enlarge the Library's own microfilm sets.
2. To foster observance of the standards and procedures of preservation microfilming in the wider library and archives community, and to encourage cooperative microfilming projects among government, academic, public and special libraries.
3. To continue to provide through the Mending appropriate conservation advice and services to all Library divisions, to ensure that rare and valuable bibliographic artifacts receive appropriate treatment and storage, and to continue to work toward acceptable storage for the Library's collections.
4. To continue to monitor the condition of the acetate microfilm collections and the development of digitization projects for print materials.

## STRATEGY: ACCESS

### Circulation

Circulation activity increased to 4,671,595 loans from 3,720,490 in 1994/95—a 25% increase in one year and a 65% increase over two years. Self-serve checkout and renewal services have facilitated the borrowing process, and the latter in particular has contributed to the increase in circulation activity. Journals throughout most of the Library system now do not circulate and unrecorded use of the collection is estimated to be more than the recorded use of material. A loan policy which requires that in general material be returned after two weeks ensures that books are available for users.

### Technical Services

The unit structure within the Catalogue Division was replaced by centralized administrative and workflow control at the divisional level as of May 1995. Seven LA 3's were given enhanced cataloguing assignments and reclassified to LA 4 in June 1995. This reclassification also prepared the way for pending changes in cataloguing policy.

The plan to integrate all processing functions within the Asian Library was completed. Once space in Asian Library is renovated, up to eleven staff members in the Catalogue Division will move to the Asian Library, as well as three Order Division staff. Work has begun within the Order Division to create an order unit for the Asian Library. The intention is to have a trained core of order staff ready for the move when the renovations are completed.

Significant reallocation of professional time was made to public services and collections by the Catalogue Division. The European languages cataloguer is now assigned 50% time to cataloguing and 50% time to Humanities/Social Sciences reference and Spanish collections development responsibilities. The Japanese language specialist is now assigned 50% time to cataloguing and 50% time to Humanities/Social Sciences reference and English-language Asian material collections development responsibilities.

Staff in the Order Division assisted in some of the preparations in Main Library for the move to the Koerner Library and also spent 786 hours preparing 393 trucks of books sent from Main Library for storage in the Library Processing Centre.

Work to rationalize monograph and serial binding processes continued. This will permit the reallocation of some staff time to other areas which have been affected by continuing staff reductions resulting from attrition.

Upgrade of equipment continues to be a high priority. Gradual replacement of terminals with intelligent workstations has been progressing, especially during this reporting year, and is expected to be completed by the end of the next reporting year.





## **Goals and Objectives**

### **Circulation**

To review and adjust circulation service policies in preparation for the new library system.

2. To realign staff and services between the Main Library and the new Koerner Library.
3. To integrate document lending to other libraries into the Circulation Division.
4. To complete the installation of detection strips into Main Library materials.

### **Technical Services**

To complete the first round of upgrading equipment by replacing all remaining terminals with workstations.

2. To prepare for the new DRA automated system: conversion, training, implementation.
3. To help complete the installation of detection strips into Main Library materials.
4. To review and revise processing workflows where required as DRA and cataloguing policy changes are implemented.
5. To integrate music cataloguing functions into the Music Library and order and cataloguing functions for Asian-language materials into the Asian Library.
6. To continue retrospective conversion of card catalogue records into electronic form.



## STRATEGY: PLACE

### Automation and Technology

Significant progress was achieved on the Library's two major technology initiatives: to commence the transition from local development to purchase of commercially available systems, especially for support of library processing work; and to secure ongoing funding and budget flexibility for technology and the information infrastructure.

The UBC Library completed its Request for Proposals (RFP) project for an automated library system and services. DRA was selected as the most suitable vendor and contract negotiations were successfully concluded in mid-1996. In the coming year, the Library expects to complete data conversion and implementation work for the new system. This is a major project and will also involve changes to many local processing procedures and associated workflows. Staff from all parts of the Library will be active participants in this project.

More than \$300,000 was reallocated to the systems infrastructure budget during the past year. In addition, one time funding of more than \$600,000 was secured from various internal budget savings and special funding from the University Administration for the purchase of the new DRA system.

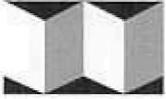
Provincial Innovation funding was used to acquire and implement the SilverPlatter ERL system which provides network access to databases previously available only on

standalone CD-ROM workstations at various library locations. Nine databases were loaded initially and plans are underway to add more databases in the coming year. Shared data base licenses and SilverPlatter ERL access are also being explored with the SFU and University of Victoria Libraries.

The construction of the new Koerner Library had a major information technology focus. Systems Division and other Library staff worked closely to ensure that the new facility contained the appropriate communications infrastructure to support the Library's automation activities for the foreseeable future. The building has been wired extensively to support staff and public use workstations, labs and instructional classrooms, plus several hundred carrels with LAN drops.

World Wide Web activity continued to increase throughout the Library. It also became apparent that Web-based interfaces will play a major role in providing access to the UBC Library's multiple local systems and numerous remote Internet based services. Planning and design work on a Web-based interface to online public services commenced in earnest.





## **Library Space and Equipment**

### **Master Space Plan**

A committee to work with a space consultant and develop a Master Space Plan for the Library was formed in November 1995, co-chaired by Dr. Ruth Patrick, University Librarian and Kathleen Beaumont, Associate Director, Capital Programs, Campus Planning & Development. The plan, which is crucial to the future development of the Library, was to be completed by September 1996, and will be reviewed in next year's annual report.

### **Koerner Library**

The new "tower" section of the Walter C. Koerner Library (Central Library—Phase I) was completed by the summer of 1996. At that time, the Sedgewick Library was emptied and the staff and collections moved into the new section, so that demolition and renovation could begin to integrate Sedgewick space into the Koerner Library. In addition, the Library Administration moved from the Main Library to new space in Koerner. Although occurring after the reporting period, the renovation of Sedgewick was completed on schedule to allow the final and major stage of the move of staff and collections from the Main Library to the Koerner Library in December 1996.

In order to make the transition from Sedgewick to Koerner as easy as possible for everyone concerned, periodic staff tours of the new building were organized, an electronic bulletin board devoted to questions about the Koerner Library was initiated, and a regular column

in the staff newsletter kept staff informed about the progress of the construction. Throughout the construction period, both the contractors and the Library staff members in Sedgewick have worked together very well. Foundation Building West Inc. has been sensitive to the Library's needs, and Library staff and patrons alike have put up with considerable disruption with patience and good humor.

### **Main Library**

Security in the Main Library continued to be a concern. After some thefts from the mail room, a locked cage was constructed to house valuable items awaiting delivery.

Campus Planning & Development is working with the Library to design a single entrance to the Main Library. This would result in cost savings by eliminating the need to staff turnstiles in several locations within the building.

### **Library Processing Centre**

The Library Processing Centre experienced many ventilation problems over the summer of 1995, requiring a great deal of effort on the part of both the Library and the University's Department of Plant Operations. The situation now seems to have been resolved to everyone's satisfaction.

### **Storage**

The Library's need for storage continued to be acute. Installing compact shelving in the Asian Library proved to be prohibitively expensive and that project had to be abandoned. Compact shelving for the Law Library and for the



Woodward Biomedical Library are next on the list of priorities when funding becomes available. To date there are no plans for a campus-wide facility for less-frequently used research materials.

#### **Maintenance and Repairs**

A new elevator to replace the existing one in the north wing of the Main Library was installed in the summer of 1996. The old elevator has been a constant source of problems for staff in the Main Library, especially for those in the School of Library, Archival and Information Studies for whom this elevator is the only means of access to the School for people with disabilities.

A new device to record the temperature and relative humidity in the vault in the Special Collections and University Archives Division was installed in March 1996. The failing climate control equipment which regulates the temperature and relative humidity in the vault is due to be replaced before the summer of 1996. If possible, at this time the manuscripts room in Special Collections will be added to the new HVAC system.

#### **Emergencies**

A break in a large water line under the Library in January 1996 caused major flooding in the south wing mechanical room of the Main Library. Fortunately no collections were damaged.

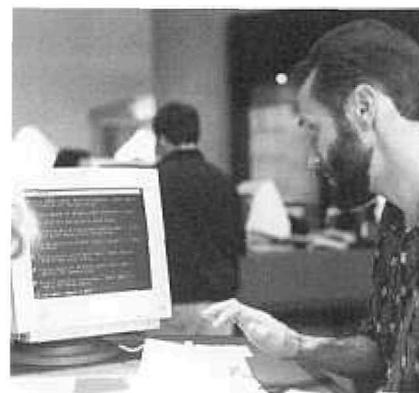
## **Goals and Objectives**

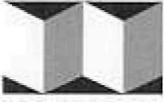
### **Automation and Technology**

To implement the DRA system by May 1997 and decommission the LDMS/MTSL system. This will include the migration of Acquisitions/Accounting, Cataloguing/Authority Control, Circulation, and Serials Management. There will be major data conversion activities associated with this.

2. To implement a Web-based public interface to all of the Library's major local systems: DRA, Ovid, SilverPlatter, and UBCLIB.
3. To implement a new ILL/document delivery system by May 1997, preferably as part of a co-development partnership with DRA.
4. To continue with the reallocation and fund-raising for the new information and technology budget.
5. To continue with the addition of new workstations, and the replacement of old equipment, for both staff and public use.
6. To increase the Library's profile in campus wide IT activities through participation in groups such as ACIT, the Campus Connectivity Project Steering Committee, and the Netinfo Steering Committee.

To complete the systems and infrastructure support required for the new Koerner Library.





**Space**

- 1 To complete the construction of the Walter C. Koerner Library.
- 2 To complete the Master Space Plan for the Library.
- 3 To install additional compact shelving wherever possible in the Library system.
- 4 To work with Campus Planning & Development to achieve the quality and quantity of storage space the Library needs to alleviate our severe space shortage.
- 5 To replace the ailing HVAC system in the Special Collections and University Archives vault.
- 6 To improve the security in the Main Library.



## STRATEGY: PEOPLE

### Staff

The accomplishments of the Library are in large part the result of the expertise and dedication of the Library's staff, whose contributions and assistance continue to be highly rated by students, faculty, and other users of the Library. An active training and development program supports staff members as they manage and use new information technologies, accommodate changing work responsibilities, deal with financial restraints, and cope with the need to reorganize and develop new services. Although the number of staff positions continues to decline, the Library has made special efforts to recruit new staff members with the skills and abilities needed to ensure that the Library continues to fulfill its mission of supporting teaching and research at the University. While an increasing number of retirements and early retirements has permitted some staff renewal, the need to fund new technology and to meet other financial exigencies has meant that the confirmed appointment track renewal rate for librarians has been below the University average of 4% for tenure track faculty renewal.

A revised *Agreement on Conditions of Appointment for Librarians* was approved by the University and the Faculty Association and ratified by librarians. It provides for a longer probationary appointment period, and for confirmed appointments funded wholly or in part by grants. Librarians now play a much larger role in the selection and confirmation processes, as these

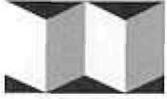
have changed from purely administrative functions to collegial ones modelled after analogous procedures used for faculty selection and tenure decisions. The *Agreement* also provides that the majority of members of the President's Librarians' Appointments Committee, which makes recommendations on confirmed appointments to the President, will be librarians holding confirmed appointments.

Library staff and other former colleagues were saddened to hear of the death of Graham Elliston on May 17, 1995. Graham became ill shortly after taking early retirement in June 1994. He had worked at the Library for more than thirty-three years, as a cataloguer, serials bibliographer, and Head of the former Gifts & Exchanges Division.

Three librarians with more than 77 years of combined service retired during 1995. Hans Burndorfer, Head, Music Library, Fine Arts Library, Special Collections & University Archives Division, and Map Library (probably the longest title in the Library!) retired after more than 31 years of service. Les Karpinski, Western European Languages Bibliographer, took early retirement after more than 26 years at the Library. Raman Venkataraman retired after more than 20 years as Reference Librarian in the Science & Engineering Division.

Mary Beth Clark resigned in October 1995 as Asian Studies and Economics Reference Librarian to accept a position at the International University of Japan.





Lesley Ashford, part-time Development Officer for the Library, left the University in January 1996. Johann van Reenen, Head, Life Sciences Libraries, resigned in February 1996 to become Head of the Science and Engineering Library at the University of New Mexico.

New permanent and temporary appointments included Joy Kirchner, Reference Librarian, Science & Engineering Division; Marcel Fortin, Reference Librarian, Humanities/Social Sciences Division; Gene Joseph, Head, Xwi7xwa (First Nations House of Learning) Library; Sarah Sleight, Circulation Librarian; Larry Campbell, Information Librarian, Sedgewick Library; Kathy Hornby, Reference Librarian, Woodward Library; David Winter, Circulation Librarian, Sedgewick Library; Christina Sylka, Reference Librarian, David Lam Library; and Kerry Hutcheon, Facilities Planning Librarian, Administration. Nadine Baldwin's appointment as Assistant University Librarian, Technical Services was extended for another two years; Margaret Price was appointed Acting Head, Life Sciences Libraries; Chris Hives was appointed Acting Head, Special Collections & University Archives, Fine Arts Library and Map Library; and Kirsten Walsh served as Acting Head, Music Library.

The University has recognized the Association of Administrative and Professional Staff as the representative of Management & Professional (M&P) staff, and negotiations have begun for a first agreement on conditions of

employment. This will affect M&P staff in the Asian Library, the Data Library, Graphics, and the Systems Division. A five-year collective agreement covering the period April 1, 1994 to March 31, 1999 was signed with CUPE 2950, the union representing the Library's support staff. Several issues relating to the placement rights of laid-off employees, training, and tuition waiver were left to the special mediator, Don Munroe, for final resolution. As part of the settlement, support staff chose to receive three days paid leave between Boxing Day and New Year's Day beginning in 1996 in lieu of a salary increase during that year.

#### **Training and Development**

In its fourth year of programming, the Library's Staff Training and Development program supported 279 sessions or courses for 1,414 participants. Special emphasis was placed on training and development in the subjects of information technology and managing change and transition.

Individualized training was provided to 218 participants in such specialties as World Wide Web and Internet access, accounting, archives, electronic texts, desktop publishing, word processing, project management, geographical information systems, media librarianship, interlibrary loan/document delivery, spreadsheets, human resource management, medical librarianship, effective presentations, manager as coach, effective meetings, decision making, risk taking, and negotiation skills.



Three programs were customized for library staff: *Managing Personal Change and Transition* with trainer Judy Clarke was attended by 89 library staff members, 70 staff members attended specially designed Windows courses, and 23 staff members received training in setting up home pages on the World Wide Web.

Non-routine training methods included a workshop on the Web, conducted entirely by electronic mail, and a self-directed training program involving correspondence and a series of exams for local area network programming.

In addition to funding from the Staff Training and Development budget (\$60,000), the Librarians' Travel Grants Committee allocated \$10,625 to 22 individuals to partially fund attendance at conferences and meetings of scholarly or professional societies, while \$51,621 from administrative travel permitted another 22 individuals to attend 53 meetings or conference sessions as representatives of the Library.

#### **Safety and Security**

In February 1996, the hours of monitors working in the Main Library were extended. They now work Monday-Friday 2:00 pm until closing, Saturday 10:00 am until closing, and Sunday noon until closing. The monitors were provided with identifiable T-shirts and cell phones to increase visibility and improve communication.

The Security Bus service was greatly improved with the addition of a fixed bus route running on a regular schedule. This provides additional security for users of the Main Library, especially those who use this building in the evenings.

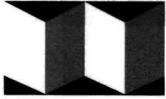
#### **Staff Complement**

The Library's staff complement (including core budget and non-core budget positions) now totals 328.51 full-time equivalent (FTE) positions, including 86.75 librarians, 9.17 management & professional (M&P) staff, and 232.59 support staff. This compares to a total of 342.84 FTE positions in 1995, and represents a net decrease of 4%. The effect on core budget positions was somewhat larger, as these decreased from 328.04 FTE to 306.63 FTE, a reduction of 6%. Non-core budget positions (fee-for-service or grant-funded) grew from 14.8 to 21.88 FTE, an increase of 47%. Such positions now represent 6% of the Library's staff complement.

Eliminated positions were used during the 1995/96 fiscal year to fund negotiated staff salary increases, to supplement allocations for technology, supplies, equipment and other operating expenses, and to provide the resources for new services. The Library has worked hard to deal with fiscal restraint through normal attrition, retirement, early retirement, reduced appointments, and an increased use of non-core budget positions, and to date has not had to resort to layoffs.

The actual working staff complement is less than the figure





listed above. As of the writing of this report, two positions have been left vacant for financial reasons, and six positions are blocked by early termination or early retirement incentive agreements. In addition, wherever possible, short-term vacancies resulting from leaves have not been refilled.

### **Goals and Objectives**

#### **Staff**

Attain and maintain an average annual renewal rate of 5% of librarian positions.

#### **Training and Development**

Continue supporting training needs identified by staff and supervisors with the most suitable training activities available.

2. Plan for training all staff on DRA, the Library's new automated system.
3. Plan for training all staff on the basics of electronic mail and provide regular sessions on Internet applications at the intermediate and advanced levels.
4. Plan for training the DRA trainers.
5. Identify and support training programs that assist staff in dealing with change, workflow disruptions, organizational changes.
6. Build a training and development budget of at least 1% of the salary budget.

#### **Safety and Security**

1. Continue to monitor security and safety related issues.

## STRATEGY: PARTNER

### In Memoriam

Walter C. Koerner, a longtime friend and benefactor of the Library, passed away on his 97th birthday on July 21, 1995. Dr. Koerner's personal advocacy and financial support on behalf of the Library's collections and buildings spanned more than forty years. His generosity helped build the Slavonic Studies collection, and enabled the Library to obtain materials in the humanities, social sciences, and Asian studies, including originals or facsimiles of rare works that would otherwise have never come to UBC.

He was a founding member in 1956 of the Friends of the Library, and continued as a member for many years. Two years later, he contributed the start-up funds, later supplemented by federal and provincial grants, which resulted in the addition of the south wing to the Main Library. During the *World of Opportunity* campaign in 1993, one of the most generous pledges received for a new humanities and social sciences research library was from Dr. Koerner.

His generosity was not just limited to the Library. As Chairman of the Board of Governors (1968-1972) he initiated the process which led to the construction of the Museum of Anthropology, and the Koerner family's collection of Northwest Indian art remains a highlight of the Museum's holdings. A later contribution led to the opening of the Koerner Ceramics Gallery in 1990.

For these and many other reasons, it is most fitting that in 1994 the Library and the University agreed that the new humanities and social sciences research library would be named the Walter C. Koerner Library. Sir Christopher Wren's epitaph applies equally well to Walter Koerner:

*Si monumentum requiris,  
circumspice.*

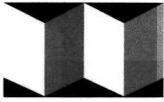
If you seek a monument,  
look about you.

### Development and Community Support

Thanks to the many supporters of the UBC Library, a total of \$514,000 was donated in 1995/96. The Walter C. Koerner Library *Leave Your Mark* campaign was extremely successful and completed the funding for the new Koerner Library. Alumni, faculty, staff, parents and Wesbrook members generously donated over \$145,000 towards the Library through the Annual Fund appeals and many gifts-in-kind were donated to the Library.

Fundraising for a \$1 million UBC Library Collections Endowment Fund continues to be a priority. Over \$235,000 was donated in 1995/96. Through the Parent's Program, 555 parents donated to this fund through the UBC Annual Fund. Donors also include many Wesbrook and Chancellor's Circle members and alumni. All gifts were matched by the President's Fund to bring the total raised to \$524,000, half-way to the goal of \$1 million. The endowment will generate over \$60,000 a year once the goal has been reached.





Mr. Haig deB. Farris (BA 1960), President of Fractal Capital Corp., is the Chair of the \$1.5 million UBC Library Technology Endowment campaign. This endowment will ensure that students, faculty, staff and members of the community have ready access to state-of-the-art equipment and information in the future. The income from the endowment will complement the \$1 million already spent by the Library towards technology through internal reallocation. By the end of March 1996 more than \$150,000 had been committed to the Fund, including generous donations by Haig Farris and MacDonald Dettwiler. All gifts are matched by the President's Fund up to \$500,000.

Of special note is the establishment of the **George Woodcock Endowment Fund** in memory of Mr. George Woodcock who died in January 1996. George Woodcock was one of Canada's most notable and prestigious writers, winning a Governor General's award and achieving international recognition for his work. Settling in British Columbia after World War II, he co-founded at UBC *Canadian Literature*, the first periodical to be devoted entirely to Canadian writing, which he edited from 1959 to 1977. Mrs. Ingeborg Woodcock and the West Coast Book Prize Society members donated \$30,000 which was matched by the President's Fund.

#### **Gifts in Kind**

Thanks to the generosity of many donors, the Library has received a total of 127 gifts-in-kind valued at \$84,456. UBC's Special Collections and University Archives are often referred to as the University's "Treasure House". Recent estimates value the collection at \$80 million, although most of the contents are irreplaceable. For research purposes, however, the value of the collection is inestimable. Thank-you to all the gifts-in-kind donors in 1995/96 including the following whose gifts were \$1,000 or more:

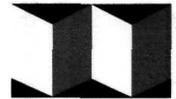
Ivan Avakumovic  
Michael H. Bullock  
James O. Caswell  
Max & Moira Cynader  
Guy G. S. & Marise E. Dutton  
Joseph & Joyce Gardner  
Barbara Heldt  
Ronald A. Jobe  
Robert W. Kennedy  
H. Rocke Robertson  
Gunther F. Schrack  
J. Harry G. Smith  
Philip & Hilda Thomas

#### **Donations**

The UBC Library gratefully acknowledges all donors who contribute to the Library. The Library wishes to take this opportunity to thank all supporters who contributed donations in 1995/96, and to especially recognize those individuals or organizations who contributed \$1,000 or more.

**Dr. Stanley Z. Pech Book Fund**  
Vera Pech

**Friends of MacMillan Library**  
Joseph & Joyce Gardner

**Friends of Special Collections–****Howay-Reid Fund**

Diamond Whaun

**Friends of the Library Fund**

Bryce Waters

**George Woodcock Canadian****Literature Fund**

West Coast Book Prize Society

Ingeborg Woodcock

**Mary and David Macaree****Endowment Fund**

Mary &amp; David Macaree

**UBC Library Collection****Enrichment Fund**

Elsa Alsgard

Anonymous Donors

John &amp; D. Cheryl Banfield

Estate of Helen R. Boutilier

Albert A. &amp; Edna Brown

W. Thomas Brown

Chung Cheung

David Chi Wai Chung

Co-Steel Incorporated

E. M. Derworiz

Earl &amp; Suzanne Dodson

Mary C. Dvorak

Dragon Seed Connection

D. Ross &amp; Linda Fitzpatrick

Norman R. Hacking

Sandra L. M. Hodgins

Ladner Downs

William Kaye Lamb

Mildred Olson

Noel A. S. Owens

Ruth Patrick &amp; John Aubry

Robert &amp; Patricia Pipars

Clayton L. N. Robinson

Donald Rogers

Robert S. Rothwell

D. E. Ryder

P. R. Sandwell

John E. R. Stainer

Morris J. Wosk, CM, OBC

**UBC Library Technology Endowment**

Haig &amp; Mary E. deB. Farris

MacDonald Dettwiler

**Walter C. Koerner Library Fund**

Anonymous Donors

Professor &amp; Mrs D. P. Chong

Earl &amp; Suzanne Dodson

David J. Elkins &amp; Nicole

Parton Elkins

Charles J. S. &amp; A. Emelyn

Farrand

Estate of Elizabeth Wilson Grant

Letitia A. Hay

Donna Hinds

Anne M. Kaplan

BeeGall (B. G.) Lam

Vanessa Tung Li

Ruth Patrick &amp; John Aubry

Marion L. Pearson

Agnes Redmond

W. Thomas Brown

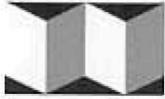
Janis Hamilton

Elmer Lyle Menzie



The Library is pleased to welcome Pamela J. Miles as its new Development Officer. Ms. Miles has worked with the University since 1989 in the same capacity on a variety of fund-raising projects across campus. She looks forward to getting to know the many supporters of the Library. Please contact Ms. Miles at (604) 822-8926 (tel), (604) 822-3893 (fax) or through e-mail <pam.miles@ubc.ca> for more information on ways of giving to the Library.

Every effort has been made to ensure accuracy of this listing of donations and gifts received between April 1, 1995 and March 31, 1996. Please notify Pam Miles of any errors or omissions.



## STRATEGY: FUNDING

### Operating Budget (GPOF)

In the 1995/96 fiscal year the University separated its General Purpose Operating Fund (GPOF) into "core" and "non-core" segments on the basis of their revenue sources. The "core" segment is funded from the traditional GPOF sources, primarily the annual operating grant from the province and tuition fees for credit courses. The "non-core" revenues derive from such things as sales of products and fees-for-service. The Library and other units on campus with significant fees-for-service set up special "non-core" operating accounts and budgets to manage these funds.

The Library's total operating budget for 1995/96 was \$26.56 million, of which the "core" portion was \$24.6 million (92.66%). The "non-core" operating budget was \$1.95 million (7.34%), funded primarily from fees-for-service and library fines. Both the "core" and "non-core" segments of the operating budget have continued to increase every year, the "core" portion funded centrally by the University by 23% since 1991/92 and the "non-core" portion deriving from the Library's own entrepreneurial efforts by 34%. Continuing increases in both segments are essential to maintain Library collections and services in the face of continually increasing costs.

### Salaries & Wages

Compensation for library staff and student workers remains the largest draw on the Library's operating budget, although its

proportion of the budget has been declining steadily. In 1995/96 it fell from 55.89% to 53.33% of the Library's total spending from the GPOF. The salary budgets for nearly 17 FTE vacant positions were reallocated, approximately half to fund salary settlements for continuing members of both the librarian and support staff bargaining units and the remainder to provide realistic continuing budgetary support for current Library technology. It remains an objective to establish a permanent budget of \$1 million for replacement and upgrading of the computing and telecommunications equipment on a five-year cycle. The University provided continuing funding for a new Head Librarian position for the Xwi7xwa Library in the First Nations House of Learning.

### Collections

Spending on collections increased, both in real dollars (up 7% to \$9 million) and in its percentage of the Library's operating budget (up marginally to 34.8%). The University added \$408,650 to the continuing budget for collections on the basis of the Collections Formula: 1.5% for new materials, 3.2% to offset the effects of foreign exchange fluctuations, and 0.2% to counteract inflation. Actual inflation on UBC's print serials subscriptions amounted to approximately 13% in 1995/96. A reallocation of funds from University Computing Services (UCS) contributed another \$300,000 in continuing funding to support the rapid growth of the Netinfo service for students. A total of \$1 million has been reallocated



from UCS to the Library for electronic resources since 1993/94.

#### **Supplies, Services & Equipment**

Computer purchases and other technology-related expenditures in preparation for the new DRA library system to be installed in 1996/97 accounted for much of the 31% increase in this area, up nearly \$683,000 over 1994/95. With contributions from the University administration amounting to half the cost of the system, we hope to be able to finance its purchase without resorting to borrowing. Ongoing maintenance of the DRA system is expected to involve some reallocation of salary budget in addition to the budget for existing library systems. Over 50 new booktrucks were purchased for the new Walter C. Koerner Library (Phase I), ready for the collections to be moved in during 1996/97. As with the salary increases, any spending increases in this "other" portion of the budget must normally be funded from within the Library's existing budget, either temporarily from "soft money" salary savings or permanently by reallocation. A combination of these methods was used to cover the 1995/96 increases: reallocation of \$359,541 in continuing salary budget to fund ongoing technology costs and the balance from temporary savings.

#### **Grant Funding**

With increasing costs in all budgetary sectors, grants are playing an increasingly important role in funding services and projects that would otherwise be beyond the Library's means. They have been particularly helpful in meeting the tremendous demand for library instruction in the new technology,

which involves both staff resources and equipment to access the new media. Benefits from successful applications during 1995/96 include:

##### **B.C. Ministry of Employment and Investment**

\$113,900 for continued and expanded support of the PATSCAN service.

##### **B.C. Ministry of Employment and Investment. Networks of Centres of Excellence Information Infrastructure**

\$25,000 to support electronic library services to the health sciences.

##### **Canadian Association of College and University Libraries**

\$1,500 Innovation Achievement Award for the Preservation Microfilming Project.

##### **Canadian Council of Archives**

\$1,619 for the Historical Photograph Scanning Project in the Special Collections and University Archives Division.

##### **National Library of Canada**

\$58,000 for continued support of the Cataloguing in Publication Program.

##### **Social Sciences and Humanities**

##### **Research Council of Canada**

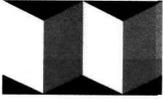
\$20,000 over two years in support of the Arkley Collection of Rare and Early Children's Books.

##### **University of B.C. Academic**

##### **Equipment Fund**

\$40,000 to equip a computer lab for students in the Education Library.





**University of B.C. Class Act Science Students of 1994/95**

\$30,435 pledged over 3 years for periodicals in the sciences.

**University of B.C. Disabled Employee Assistance Fund**

\$7,220 to fund 50% of the cost of a photocopy station in the Sedgewick Library for users in wheelchairs, and 4 adjustable height tables for public computer workstations in Main Library, Fine Arts Library, and Woodward Library.

**University of B.C. Graduating Class of 1994/95 Gift**

\$3,000 for a CD-ROM workstation in the Humanities & Social Sciences Division.

**University of B.C. Health Sciences Students Association**

\$3,000 for a computer workstation for student use in the Woodward Library.

**University of B.C. Minor Capital Fund**

\$100,000 for Library space planning and other projects.

**University of B.C. Teaching & Learning Enhancement Fund**

\$30,500 for continuation and expansion of the Research Skills for the Electronic Library Program.

\$9,000 for the Mosaic Workstation Program in the Fine Arts Library.

\$15,635 for Skills Development for Electronic Text in Classics.

\$18,500 for the Talking Book Narration Project.

\$13,640 for the Graduate Advisory Service for the Electronic Library, in cooperation with the Faculty of Graduate Studies.

### Goals & Objectives

To implement the financing plan developed for the new library system.

2. To continue revising the Library's accounts and budget allocations as required to reflect changes arising from the move to the new Walter C. Koerner Library in 1996/97.
3. To examine the inflation component of the Library's Collections Budget Increase Formula to identify alternative indices that are more representative of the inflation for library materials than the Canadian CPI.
4. To begin implementation of the Library's decision to reallocate \$1 million from the salary budget to establish a permanent budget for the replacement and upgrading of library technology on a 5-year cycle.
5. To continue working toward the objective of restoring the Library to its former position as one of the top 20 research libraries in North America.
6. To continue training library managers to use and interpret financial data.



## APPENDICES CONTENTS

A	Library Statistical Summary	30
B	Growth of Collections	31
C	Library Expenditures	32
D	Library Restructuring Plan	33-37
E	The Library's Response to the Recommendations of the Review Committee	38-48



## Appendix A LIBRARY STATISTICAL SUMMARY

<b>COLLECTIONS</b>	<b>1995/96</b>
Total Volumes <sup>1</sup>	3,593,822
Volumes Added, Net	88,382
Total Titles Catalogued	61,594
Current Subscriptions <sup>2</sup>	21,456
Number of monographs purchased	60,188

<sup>1</sup>Includes net volumes added

<sup>2</sup>Includes 16,116 paid subscriptions and 5,340 received as gifts or exchanges

<b>SERVICES</b>	<b>1995/96</b>
Total Recorded Use of Library Resources	4,612,283
Document Delivery - Copies <sup>3</sup>	36,916
Document Delivery - Books <sup>3</sup>	2,620
Interlibrary Loan - Loaned <sup>3</sup>	47,685
Interlibrary Loan - Borrowed <sup>3</sup>	18,150
Instructional Sessions/Tours	1,835
Number of Participants	16,745
Total Questions Answered	369,983
Research Questions	36,042
Reference Questions	238,666
Directional Questions	95,275

<sup>3</sup>Included in Total Recorded Use of Library Resources

<b>STAFF (FTE)</b>	<b>1995/96</b>
Librarians	86.75
Professional (M&P)	9.17
Staff	232.59
Students	57.0
Total FTE <sup>4</sup>	385.51

<sup>4</sup>Includes 21.88 cost-recovery or grant funded positions

<b>EXPENDITURES</b>	<b>1995/96</b>	<b>%</b>
Collections	\$8,978,367	34.80%
Salaries & Wages	\$13,758,042	53.33%
Binding	\$194,749	0.75%
Other Operating Expenditures	\$2,866,274	11.11%
Total Gross Expenditures	\$25,797,432	
Cost Recoveries	(\$1,711,736)	
Total Net Expenditures	\$22,734,566	



## Appendix B

### GROWTH OF COLLECTIONS

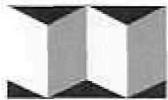
	MARCH 31, 1995	NET GROWTH	MARCH 31, 1996
Air Photos	1,045	0	1,045
Aperture Cards	2,589	0	2,589
Archives (metres) <sup>2</sup>	2,972	83	3,055
CD-ROM Databases	161	155	316
CD-ROM Discs	973	648	1,621
Data Bases Online <sup>3</sup>	67	95	162
Electronic Journals (Internet)	0	33	33
Films	920	1	921
Filmstrips	2,854	0	2,854
Flashcards	0	908	908
Government Publications (unbound)	823,302	(14,887)	808,415
Interactive Computer Files	0	1	1
Magnetic Tapes	900	0	900
Maps	195,793 <sup>1</sup>	2,488	198,281
Microcards (cards)	111,680	0	111,680
Microcomputer Disks	1,055 <sup>1</sup>	167	1,222
Microfiche (sheets)	3,034,130 <sup>1</sup>	97,172	3,131,302
Microfilms (reels)	106,078	3,600	109,678
Microprint (sheets)	1,087,670	0	1,087,670
Motion Pictures	0	1	1
Photographs	326,093	200	326,293
Pictures	66,568	400	66,968
Serial Subscriptions <sup>4</sup>	23,041	(1,585)	21,456
Slides (sets)	31,962	152	32,114
Slide/Tape Shows	112	0	112
Sound Recordings-Cassettes	5,179	280	5,459
Sound Recordings-CD's	12,955	544	13,499
Sound Recordings-LP's	52,199	5	52,204
Transparencies (sets)	1,482	16	1,498
Videodiscs	12	0	12
Videotapes	5,819	691	6,510
Volumes-Catalogued	3,505,440	88,382	3,593,822

<sup>1</sup> The March 31, 1995 totals have been adjusted as the Crane Library is no longer part of the UBC Library.

<sup>2</sup> Thickness of files in metres.

<sup>3</sup> 1994/95 figure revised.

<sup>4</sup> Includes periodical subscriptions, monographic series and sets. These statistics are generated from the Serials File.



## Appendix C LIBRARY EXPENDITURES

### OPERATING EXPENDITURES

	SALARIES		COLLECTIONS		BINDING		OTHER		GROSS EXPENDITURES
	AMOUNT	%	AMOUNT	%	AMOUNT	%	AMOUNT	%	AMOUNT
1991/92	12,730,853	60.73%	6,247,674	29.80%	267,970	1.28%	1,716,095	8.19%	20,962,592
1992/93	13,502,655	58.45%	6,735,336	29.16%	258,481	1.12%	2,604,148	11.27%	23,100,620
1993/94	13,726,868	57.80%	7,541,116	31.76%	235,432	0.99%	2,244,024	9.45%	23,747,440
1994/95	13,663,492	55.89%	8,389,284	34.32%	210,068	0.86%	2,183,458	8.93%	24,446,302
1995/96	13,758,042	53.33%	8,978,367	34.80%	194,749	0.75%	2,866,274	11.11%	25,797,432

- ◆ As in previous years, only expenditures from the Library's own GPOF budget are included in the above. Excluded are:
  - Faculty of Commerce expenditures in support of the David Lam Library.
  - Expenditures for library materials by other campus units, for example for departmental reading rooms.
  - Expenditures from library grant and trust funds. (Collections expenditures from library grant and trust funds in 1995/96 amounted to \$301,000.)
- ◆ Collections expenditures for 1991/92 are restated as gross expenditures rather than net of fines revenues as published in the *Report* for that year.
- ◆ Other expenditures include non-recurring equipment acquisitions which vary considerably from year to year.
- ◆ The Library's GPOF expenditures for 1995/96 were 6.15% of the University GPOF expenditures.

### SOURCES OF LIBRARY OPERATING FUNDS

	GPOF CORE BUDGET				GPOF NON-CORE BUDGET				TOTAL FUNDING
			FEES FOR SERVICE		LIBRARY FINES		TOTAL NON-CORE		AMOUNT
	AMOUNT	%	AMOUNT	%	AMOUNT	%	AMOUNT	%	
1991/92	19,985,503	94.53%	1,019,300	4.82%	136,251	0.64%	1,156,552	5.47%	21,141,055
1992/93	21,783,348	94.38%	1,162,904	5.04%	133,211	0.58%	1,296,117	5.62%	23,079,465
1993/94	22,371,900	94.09%	1,210,961	5.09%	193,741	0.81%	1,404,708	5.91%	23,776,608
1994/95	23,286,079	93.15%	1,333,955	5.34%	377,781	1.51%	1,711,736	6.85%	24,997,815
1995/96	24,610,477	92.66%	1,485,115	5.59%	465,661	1.75%	1,956,775	7.34%	26,561,252



## Appendix D

# LIBRARY RESTRUCTURING PLAN

## INTRODUCTION

The UBC Library faces the following issues and challenges:

- ◆ static or diminishing funding for higher education
- ◆ rapid technological development
- ◆ changing University priorities and programs
- ◆ increasing prices for information resources and infrastructure
- ◆ salary increases that must be absorbed at the departmental level
- ◆ changing information needs and expectations of our clients
- ◆ delivery of new services and reduction/elimination of old, unwanted services
- ◆ need to introduce operating efficiencies

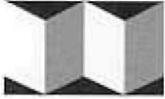
If we are to retain our role as the chief information provider on campus, we must restructure to address the above and to avoid the following to the greatest extent possible:

- ◆ reduced hours of service
- ◆ reduced levels of service
- ◆ computer systems that are unreliable
- ◆ insufficient equipment for our primary clientele to access the Library's information resources
- ◆ insufficient equipment for our staff to function effectively
- ◆ reduction of library instructional and teaching programs

## PRINCIPLES

The Restructuring Plan will be developed and implemented in accordance with the following principles:

1. Continue working within the framework of the University's strategic plan and mission, the Library's Strategic Plan (mission, values, strategies, assumptions), and University restructuring initiatives and changes in priorities.
2. Be open and honest.
3. Question everything. Nothing is sacred.
4. Make basic services to all primary UBC client groups a priority (a list of basic services/procedures is being developed).
5. Be sensitive to needs of faculty, students, other client groups, and our staff.
6. Recognize and accept that the number of staff positions funded from the operating budget will decrease.
  - ◆ We will pursue other sources of funding for staff-endowed positions, grant-funded positions, fee-for-service positions.
  - ◆ We will continue to try to avoid layoffs by using:
    - ◆ attrition and non-replacement (resignations, transfers to other departments, normal retirements, other severances, delays in filling vacancies)
    - ◆ voluntary measures (early retirement and early termination, new assignments/reassignments, shared appointments, changes to part-time or sessional appointments, voluntary leaves without pay)
    - ◆ involuntary methods (reassignments/new assignments, re-allocation)
  - ◆ Staff will be trained for new responsibilities.
7. Continue to use the project and change management strategies that have been successfully employed during the past few years to develop and implement specific restructuring projects. These strategies include:
  - ◆ identify objectives and desired outcomes and focus on them
  - ◆ involve clients, staff, and other stakeholders
  - ◆ provide opportunities for consultation and information
  - ◆ use a clearly defined process that identifies tasks, responsibilities, and timelines
  - ◆ monitor and evaluate progress continuously; revise plans when necessary
  - ◆ "sign-off" at completion; this includes an explicit acknowledgement of completion, plus an evaluation of overall success



## LIBRARY RESTRUCTURING PLAN (CONT'D)

8. Publicize the plan and its rationale to our clients and staff; encourage and respond to feedback.
9. Our decision-making process for restructuring will ensure wide consultation with faculty, students, other client groups, Library Advisory Committees, and the Library's staff. All library managers (including Branch and Division Heads) will play a key role in seeing the Library through its restructuring. They will have input to the decisions that, ultimately, have to be made by the Library Administration. They will act as process assisters by providing information and feedback both to their staff and to the Library Administration.

### PRIORITIES

In developing its Restructuring Plan, the Library will maintain a balance between services and collections, ownership and access, and print and electronic formats which meets the needs of our primary clientele. Restructuring options should address both the short and long term, according to the following priority:

1. Support basic services to UBC faculty, staff, and students (the primary clientele) as a first priority by:
  - ◆ Ensuring access to library facilities (maintaining/improving hours) and local online information resources
  - ◆ Keeping library material shelved in good order
  - ◆ Providing basic circulation and photocopying services
  - ◆ Ensuring access to information through the provision of consultation and teaching programs
  - ◆ Providing needed print and electronic resources, access to them, and appropriate subject and media specialists
  - ◆ Ensuring adequate support services to provide these basic client services
  - ◆ Consider all other services as secondary, and where necessary, reallocate their resources to support basic services to the primary clientele
3. Consider services to non-UBC clients (the secondary clientele as a lower priority. In some instances, such services may only be provided on a full fee-for-service basis.

### STRATEGIES

Our overall strategy is to maintain or improve priority services as much as possible while budgeting for the information infrastructure and for innovation by restructuring the Library organization. It is clear that we must work primarily with what we have—existing staff and budgets. However, we will also pursue all other possible and appropriate resource and funding options such as increased or special funding from the University, fund-raising and cost recovery/revenue generation from new and value-added services.

#### 1. STAFFING

The rationale here is to retain staff skills, but fill vacancies from within the Library as much as possible to achieve budget savings for reallocation to first priorities.

- ◆ Focus our staff resources on client services
- ◆ Use reassignment of staff to fill vacancies that must be filled
- ◆ Be aware of our various bargaining unit contract provisions; maintain a balance between the various bargaining units when staff transfers or reductions are necessary
- ◆ Continue to encourage voluntary staff reductions

Ensure staff renewal options under the above restraints.

#### 2. BUDGET

Reallocate budget savings to critical Library needs, such as:

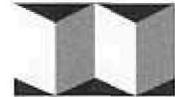
- ◆ The information infrastructure
- ◆ Innovative services
- ◆ Staff development and renewal

Show progress toward budget goals by reallocating to the various budget sectors as we make savings.

- ◆ Realistically fund our budget sectors—both the existing ones and any new ones
- ◆ Explicitly assign either all or a portion of staff vacancies which we plan to give up to specific budget sectors
- ◆ Increase fee-for-service revenue

#### 3. RATIONALIZE SERVICE POINTS

This includes rationalizing their priorities, work assignments, and staffing. We need space to group staff and services. In order to get space, we need to move more books to storage. There are currently a large number of internal support service points (cataloguing, systems, administration, etc.) and client service points (branch libraries, circulation, reference services, etc.). The aim is to move within two to three years to a much smaller number of integrated service points which include both client and support services. Build in self-service options at



every opportunity. Refer to attached Service Point Table for a rough outline of current service points and their 1993/94 rough costs.

**4. COMMUNICATION AND CONSULTATION**

Consult with Library staff and the University community as well as the broader community.

**5. MAXIMIZE SELF-SERVICE OPPORTUNITIES**

**6. MAXIMIZE REVENUES**

## PROCEDURES FOR REALLOCATION

Every vacant position is reviewed by the Library Administration in the context of the priorities established in Section B, and one (or more) of the following options is selected:

- a) do not fill the position at all
- b) do not fill the position for a specified period
- c) fill the position by reassignment of other library staff
- d) fill the position by distribution of duties to other library positions (within the unit or to other units)
- e) fill the position by posting
- f) combination of two or more of the above options

**OPTION A - DO NOT FILL THE POSITION AT ALL**

1. The unit is informed of the decision, and asked to implement temporary measures (if necessary) to cover the vacancy.
2. Library Administration reallocates budget savings to one or more of the critical library areas identified in Section B.

**OPTION B - DO NOT FILL THE POSITION FOR A SPECIFIED PERIOD**

1. The unit is informed of the decision, and asked to implement temporary measures (if necessary) to cover the vacancy.
2. Upon expiration of the specified period, the position is reviewed again by the Library Administration.

**OPTION C - FILL THE POSITION BY REASSIGNMENT OF OTHER LIBRARY STAFF**

1. Duties of the vacant position are analyzed by the Library Administration and the affected unit head to determine the best reassignment strategy. For example: Can some duties be stopped or eliminated? Can duties be grouped in a way that makes reassignment easier? Can more than one staff member, including staff from different units, be reassigned in order to cover the duties? Can one staff member cover responsibilities in more than one unit?
2. Library Administration in consultation with relevant unit heads identifies the most appropriate unit(s) which can provide staff for reassignment.
3. Head(s) of prospective "source" units are asked to select staff for reassignment by meeting with appropriate staff in their unit to explain the situation and ask for volunteers. If there are no volunteers, staff members will be selected by the "source" unit head for reassignment. (This step will involve consultation with the appropriate AULs and sensitivity to the requirements of relevant collective agreements.)
4. There will be a meeting with the selected staff members, the "source" unit head, the new unit head, a bargaining unit representative, and the AUL for Administrative Services to review the terms of the reassignment, answer questions, etc. and arrange implementation.
5. Library Administration reallocates budget savings to one or more of the critical library areas identified Section B.

**OPTION D - FILL THE POSITION BY DISTRIBUTION OF DUTIES TO OTHER LIBRARY POSITIONS**

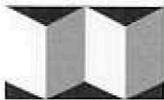
1. The duties of the vacant position are analyzed by the Library Administration and the affected unit head to determine the best distribution strategy. For example: Can duties be grouped in a way that makes distribution easier? Can some duties just be stopped/reduced? Can they be distributed within the unit and/or to other units?
2. If other units need to be involved, the Library Administration and the relevant unit heads identify the most appropriate unit(s) as targets for distributing duties.
3. Head(s) of possible "target" units are asked to prepare an implementation plan for incorporating the new duties in their area. (This step will involve consultation with the appropriate AULs and sensitivity to the requirements of relevant collective agreements.)
4. The implementation plan is reviewed and approved by the Library Administration. There will be a meeting with the staff members affected, the unit head, a bargaining unit representative, and the AUL for Administrative Services to review the distribution of duties, answer questions, etc. and arrange implementation.
5. Distribution of duties is implemented. (This will involve meetings, possibly the development of a basic "project plan", depending on the extent of change, and training.)
6. Library Administration reallocates budget savings to one or more of the critical library areas identified in Section B.

**OPTION E - FILL THE POSITION BY POSTING FOR APPLICANTS**

1. Established procedures for advertising and filling vacancies are followed.

**OPTION F - COMBINATION OF TWO OR MORE OF THE ABOVE OPTIONS**

1. Combine various options and their associated procedures in the most appropriate manner.
2. Library Administration reallocates budget savings to one or more of the critical library areas identified in Section B.



## LIBRARY RESTRUCTURING PLAN (CONT'D)

### SERVICE POINT REORGANIZATION

The medium term organization for the UBC Library would see the following units or clusters. The clusters would include integration in logical groupings of support services such as cataloguing, ILL, ordering, collections development, etc.

1. HSSD, Sedgewick, Gov Pubs, HSSD Periodicals, Data
2. Fine Arts, Special Collections, Archives, Maps, Music, Wilson
3. Sciences and Engineering, Math, Life Sciences, MacMillan
4. Education
5. Lam
6. Law
7. Asian

Task Groups are already underway for the re-engineering of Interlibrary Loan, and for the organization of the Koerner building and the units remaining in the Main Library after the move. The next phase will consist of a review of the following possibilities:

1. HSSD, Gov Pubs, HSSD Periodicals, Sedgewick and Data would be integrated into Koerner along with the units that support them.
2. Special Collections, Archives and Maps, Fine Arts would be integrated into the Main Library building along with the support units required to support them.
3. Math would be integrated into Science and Engineering and services reorganized.
4. Music/Wilson would be integrated and services reorganized.
5. MacMillan/Woodward would be integrated and services reorganized.
6. Each unit would be staffed to provide an integrated package—selection, ordering, serials, cataloguing, ILL, circulation, document delivery, reference and instruction, liaison or would draft these services from another of the units listed above, for example processing for Education and/or Lam may be done in Koerner or Main. Each of the above is decentralized to some extent.
7. Coordination would be required across the Library system for circulation, serials, orders, cataloguing, electronic services, undergraduate services, publications and instruction, interlibrary loans.
8. Main and Koerner Libraries would each have a single circulation service point.
9. Self-service checkout will be introduced in Sedgewick, Education and Woodward in the fall of 1995; in Main as soon as possible; and in Koerner at opening.
10. Asian Library would be the first location for integration of public services with a full spectrum of processing services.
11. The Library will lobby for an overhead walkway between LPC and Woodward so that a combined service unit for life/physical and applied sciences could be developed without incurring the additional costs of a separate service unit in LPC.

### POSSIBLE OPERATIONAL CHANGES FOR CONSIDERATION

1. Use more approval plans with the deliberate intent to reduce the amount of time spent on collection building.
2. Stop/reduce preorder searching throughout the Library system.
3. Continue the objective to eliminate the backlog and free time for RECON and tattletaping by:
  - ◆ Accepting catalogue copy as is and use systems innovations available to let material flow from receiving to marking to shelves
  - ◆ Review the backlog and develop methods to reduce original cataloguing: accept different levels of MARC copy and not catalogue certain materials (misc or discard it)
4. Do serials cancellations biennially rather than annually.
5. Reduce maintenance costs of our files by:
  - ◆ standardizing work procedures (new system)
  - ◆ completing RECON
  - ◆ linking the circulation item file to our bibliographic records
6. Stop/reduce cataloguing for one to two years and redirect the time to completing RECON, weeding and tattletaping the collection in Main to facilitate introduction of self-service checkout.
7. Implement an ordering/receiving vacation for 2-3 months each year to provide staff for reassignment to address basic service requirements such as shelving and circulation.



## PROCEDURES FOR ELIMINATING SERVICES AND TASKS

These procedures are to be applied to any service or task that is a candidate for elimination or reduction. They should be used in the larger context of the UBC Library's Restructuring Plan, especially the sections that describe service priorities and service point reorganization. Services or tasks for review will typically arise from two main sources—**suggestions** and **reviews of vacant positions**.

These potential candidates for elimination or reduction will fall into one of two major categories—**internal** and **external**. A description and procedural explanation for each major category is described below.

### INTERNAL

This includes services or tasks specific to a branch or division that would have no impact on other UBC Library branches and divisions, or implications for system-wide service policies if they were changed, reduced or eliminated.

Some examples are:

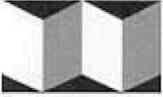
- ◆ desk/staffing schedules
  - ◆ workflow adjustments such as eliminating specific steps or tasks
  - ◆ branch-specific services or tasks such as BIBliography or MISCellaneous file collections
1. Head undertakes preliminary review of proposal and, if necessary, obtains further information/clarification from originator.
  2. Head consults with affected staff/area and obtains/confirms information.
  3. If proposal is feasible, Head identifies savings (time, resources and dollars) and prepares implementation plan.
  4. Head notifies appropriate AUL and provides them with copy of implementation.
  5. Head implements using project/change management strategies described in the UBC Library's Restructuring Plan Principle No. 7.

### EXTERNAL

This includes services or tasks performed in a branch or division that would have an impact on other UBC Library branches and divisions, or implications for system-wide service policies if they were changed, reduced or eliminated in a specific branch or division.

Some examples are:

- ◆ reduced hours of service (e.g. closed on weekends)
  - ◆ temporarily reduced service/task (e.g. cataloguing time assigned to RECON, tattletaping, etc.; no orders during certain times of the year)
  - ◆ transfer of services/tasks to other areas of the UBC Library (e.g. serials check-in, ILL processing, G & E)
  - ◆ changes to services/tasks provided to other areas of the UBC Library (e.g. cataloguing, document requesting)
1. Head undertakes preliminary review of proposal and, if necessary, obtains further information/clarification from originator.
  2. Head consults with affected staff/area in their branch or division and obtains/confirms information.
  3. Head also consults with some affected staff/areas at other UBC Library locations and obtains/confirms information.
  4. If proposal is feasible, Head identifies savings (time, resources and dollars) and prepares implementation plan.
  5. Head forwards proposal and implementation plan to Library Administration (One alternative to Library Administration would be the establishment of a "Heads" Committee that would coordinate review and implementation activity. This would get key staff from major operational areas more involved in the restructuring process.)
  6. Library Administration (or "Heads" Committee) reviews proposal and proceeds with further consultation (if necessary) and/or assigns implementation responsibility using project/change management strategies described in the UBC Library's Restructuring Plan Principle No. 7.



## Appendix E

### THE LIBRARY'S RESPONSE TO THE RECOMMENDATIONS OF THE REVIEW COMMITTEE

#### Collections

*1. That the annual adjustment of the Library acquisitions budget for inflation be based henceforth on a price index specific to library materials rather than, as at present, on the general Consumer Price Index.*

Referred to the University Administration. The Library strongly supports this recommendation, as inflationary price increases for library materials substantially exceed the increase in the Canadian Consumer Price Index. The Library has been providing information about increases in the prices of library materials in its annual budget request in accordance with the recommendations of the 1988 Library Review Committee. In effect, an increase to the acquisitions budget benefits all faculties. The Library has asked Library Advisory Committee members to support this recommendation and to persuade their colleagues, Department Heads, and Deans to assist in safeguarding the purchasing power of the acquisitions budget.

*2. That the Library and the Development Office step up their plans to raise an endowment for collections.*

The Library strongly supports this recommendation. It appreciates the support it has received from the University, which has earmarked \$1 million from the Hampton Place Fund to match funds which the Library raises for a Collections Endowment Fund. The Library is working actively to raise funds for this endowment, and requests that the Vice-President, Student and Academic Services (VPSAS), assist in the fund-raising process by meeting with key donors.

*3. That the position of fund-raiser for the Library be made full-time.*

The Library will continue with a half-time Development Officer. A source of funding for a full-time position would need to be identified. Division/Branch Heads will explore the possibility of Library collaboration in the development activities of Faculties.

*4. That consideration be given to the targeting of fund-raising activity at particular areas of the collections, including some of those most dependent on traditional publishing formats and therefore likely to appeal to a different group of donors from that attracted to the Technology Fund (e.g. Special Collections, Fine Arts).*

The Library agrees with this recommendation in the context of increased fund-raising activities. As well as funding for collections, however, fund-raising may also be required for Phase II of the Koerner Library to provide better space for Fine Arts and Special Collections. The Library's Special Collections have traditionally attracted strong donor support, and the Library has encouraged this. However, present inadequate facilities and the poor quality of current storage space may discourage the donation of rare and valuable materials which require special housing. In addition to support for arts and humanities collections, the Library will also seek support for science collections. In particular, due to extraordinary price increases, the Library is asking for additional funding for science journals.

*5. That, in the interests of clearer public accounting, the allocation for Netinfo no longer appear as part of the Library's acquisitions budget.*

Increasingly the acquisitions budget supports access to electronic information as well as the purchase of traditional print, microform, music, and audio-visual materials. The Library sees Netinfo as a key and expanding part of its mandate to provide information access services for students, and has recently signed an agreement to continue Netinfo for another three years. Within that period, the Library's catalogue will become available via the Web. The Library Administration believes that the Netinfo allocation is an appropriate part of the acquisitions budget. Within that budget, the Netinfo allocation is separately identified.

*6. That clear distinctions be made in the Library's expenditure statements between moneys spent respectively on serials subscriptions, other types of standing orders, and one-time purchases.*

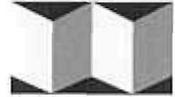
The Library can make this distinction, as it has this information and considers it in allocating its acquisitions budget. It will make it more widely available.

*7. That these expenditures be further distinguished according to whether the product acquired was in a "conventional" or electronic format/medium.*

See response to #6.

*8. That the figures be broken down by Library division and, where appropriate, by major disciplinary areas within each division.*

The Library does have collections expenditure information for each division, and used to present this information to the Senate Library Committee. It can do so again if this level of detail is desired. However, it is difficult to relate expenditures to disciplinary areas within divisions, as the use of much material is interdisciplinary. A rough breakdown could be provided for journals, as such a linkage has been made for cancellation purposes, but not for monographs, as such detail is not part of the database. The Library's new automated system should be



able to provide a more extensive range of collections management reports.

*9. That the Senate Library Committee review its guidelines on the ratio of serials vs. monographs spending in the light of the information thus presented.*

Referred to the Senate Library Committee. A revision of the guidelines is needed in light of changing publication patterns, growth of electronic resources, and differing desirable ratios for different subject areas.

*10. That the Library reinstate forthwith the position of full-time Assistant University Librarian for Collections, the holder of this office to serve as a member of the Library's senior executive group and to coordinate the work of all librarians with collections responsibilities; and that the search committee for this appointment include Faculty representatives.*

The Library will review this recommendation in the light of its restructuring initiatives. Collections management responsibility has been carried out during the past two years by a half-time Coordinator of Collections. In addition, a half-time position for Coordinator of Electronic Information Services was established for two years to develop procedures for the acquisition of electronic materials and to allocate and expend an additional infusion of \$600,000 for these materials. When the previous AUL for Collections, who also served as AUL for Technical Services and Head of Collections Division (which included humanities and social sciences bibliographers) retired, division/branch heads took on more collections management responsibilities. Coordination and communication among staff with collections responsibilities are accomplished through the Library's Collections Management Council, which is chaired by the Coordinator of Collections. The search committee for the present Coordinator of Collections did include faculty representation.

*11. That the Assistant University Librarian for Collections chair a Collections Management Council composed of librarians and representatives of the Faculties, its membership to be decided initially by the University Librarian and the AUL for Collections in consultation with the Senate Library Committee.*

The Library will consider this recommendation as another method of ensuring appropriate faculty involvement in collections development, along with recommendation #56. It should be noted that the Senate Library Committee, Library Advisory Committees, and Faculty and Departmental committees already provide advice on collections policy and development. The joint meetings of the Library Advisory Committees sponsored by the Senate Library Committee bring together a broad base of faculty expertise and can consider collections concerns which affect the whole University. This group could be considered as the foundation for such an expanded Collections Management Council.

*12. That the Assistant University Librarian for Collections, on appointment, immediately proceed to develop a comprehensive Collections Policy for the UBC Library.*

The Library submitted a written collections policy to the Senate Library Committee in April 1995. It can be considered for revision and enhancement.

*13. That (in pursuit of the goal stated immediately above) the Collections Policy documents drafted since the 1988 Library Review be taken as the basis for a comprehensive collections assessment, to be conducted jointly by librarians and representatives of the Faculties; that this process be designed to culminate in a clear set of priorities and principles for collections development over the next 5-10 years; that the priorities and principles thus established be formally approved by the Faculties, Senate and the Administration; and that they be made public in an official document on UBC Library Collections Policy (to be updated at intervals thereafter).*

Clarification has been sought from the Review Committee as to what it means by "comprehensive collection assessment." Some collections assessment has already been done, and the Library supports such assessment. However, it needs more information from the Faculties about academic priorities and programs. It is crucial to relate collections policy to clearly defined academic priorities and planning if collections funding is to be spent wisely.

*14. That (in the event of the appointment of an AUL for Collections being delayed beyond September 1996) the Senate Library Committee, after consultation with the University Librarian and Library Advisory Committees, strike a sub-committee to review the arrangements for collections coordination in the Library, with particular reference to the humanities and any other areas where the Senate Library Committee may feel there are grounds for concern; the recommendations of this sub-committee to be presented to Senate early in 1997.*

Referred to the Senate Library Committee. A description of the present structure of collections development coordination in the humanities will be presented to the Faculty of Arts Library Advisory Committee for review.

*15. That current procedures for assessing the impact on the Library of changes in academic programs be strengthened by requiring Faculties to consult with the Library before creating new professorial chairs or advertising faculty positions in new areas of curriculum and research; that where new*



*funding is not available for necessary additional library materials, the Faculty be asked to specify other areas of the collection for downgrading.*

The Library is in agreement, and refers this recommendation to the Senate Library Committee for forwarding to Senate. Procedures already exist to deal with new courses and programs, and similar procedures should be established to deal with new research centres and chairs.

*16. That serials cancellations programs henceforth be undertaken at intervals of every two years, rather than annually as has recently been the case, in order to allow librarians and others to give fuller attention to other aspects of collections management.*

Assuming the present fiscal pressures continue, implementation of this recommendation would create difficulties for the management of the serials expenditure budget, as it could result in cancellations in the order of \$1 million. Costs would have to be estimated several years into the future. It would also lead to large overexpenditures during the years when no cancellations took place. The Library will reduce the frequency of serials cancellations if financial conditions permit.

*17. That the Library continue to pursue opportunities for shared collections-building with other libraries and professional institutions in western Canada and the north-western United States, ensuring so far as possible that material from collections maintained by partner institutions is available to UBC researchers at no extra cost to the end-user; and that the responsibility for coordinating these arrangements with local collections management rest with the Assistant University Librarian for Collections.*

See also response to #63. Shared collections building of electronic resources has been particularly successful within the province, and is being expanded to include the rest of western Canada. For shared collections building of print materials to be successful, it needs to be related to more cooperative program development among B.C. universities and to more efficient resource-sharing procedures. The Library has to be able to identify appropriate partners, and there is some risk that these partners, who are also subject to financial pressure, may cancel subscriptions or not purchase the materials the Library depends on. As well, publishers are placing more and more limits on the abilities of libraries to interlend or provide access to materials, especially for journals and electronic information resources. In addition, ILL service is expensive, and at a certain level becomes more expensive than purchase of material. In selected cases, shared collections building and resource sharing may be appropriate. In other instances, access may be provided more effectively from established suppliers such as CISTI or the Center for Research Libraries, or from vendors. The Library will endeavor to ensure effective and efficient access to the materials required by the University community.

*18. That the Library establish clear rationales for no-charge and (partly or wholly) cost-recovered services in the provision of access to library and other information resources; and that these rationales take account (a) of the academic priorities set out in future statements of Library Collections Policy and (b) of the needs and financial means of each group within the user community.*

The Library will develop such proposals based on the University's academic priorities and in keeping with its mission to provide equitable access to information to all sectors of the University community.

*19. That, for a limited period, the University make available grants (e.g. for travel to other libraries, document delivery, etc.) for UBC researchers (faculty and graduate students) who can show that they have been disadvantaged by recent cutbacks in local collections development in their areas of proven specialization.*

This recommendation is referred to the University Administration, although the Library has some concerns. Such funding could be better used to sustain collections or to fund document delivery. Grant funding already exists for such purposes.

*20. That the Library review its present arrangements for the management and development of Special Collections, giving particular attention to its procedures for inviting and obtaining donations of materials; that planning for Special Collections be fully integrated in the Library's general Collections Policy (see above); and that the Library and the Development Office give Special Collections a clear profile in their fund-raising efforts for collections enrichment.*

The Library has now filled the position of Head, Special Collections, University Archives, Fine Arts, and Maps. A priority for the new Head will be to review fund-raising and donor solicitation activities. As has been mentioned, lack of adequate space to house rare materials or to provide the facilities which donors often insist upon has been a deterrent to growth. While the funding needs of the Library's Special Collections must be balanced with other Library funding needs such as serials subscriptions and the provision of reference services, efforts have been made to secure outside funding such as SSHRC grants for specialized collections and to produce finding tools, such as S. Egoff's catalogue of the children's literature collection and the Archives publications, *Guide to the Holdings of the UBC Archives*, and *Guide to the Archival Research Collections* in the Special Collections and University Archives Division.

*21. That the Library and University planners make the provision of proper environmental conditions for the long-term preservation of the collections a central feature of library space planning.*



The Library agrees, and refers this recommendation to the Master Space Planning Committee. Proper environmental conditions for collections were an important consideration in the planning for the new Koerner Library, although it was not possible to accommodate all special requirements. For example, while storage conditions for microform materials will be much better, an isolated and controlled environment for these materials could not be provided.

*22. That the Library institute a collections conservation program, to keep the ordinary circulating collection in sound condition.*

The Library has a conservation program which educates library staff in the proper handling and care of materials. Library staff perform minor repairs and mending. The Library will review the state of the ordinary circulating collection and determine cost-effective methods for maintaining it in sound condition. It periodically requests additional funding for preservation, and will continue to do so.

## Technology

*23. That the University Administration provide a one-time sum representing approximately one half of the cost of the new library computer system. While we realize that all segments of the University are under great fiscal strains we note that there is ample precedent for such a one time sum of money. We are pleased to note that the Administration has recently provided some of this one-time money.*

Referred to the University Administration and to the Library Advisory Committees for their support. It appears that this recommendation is close to being implemented, as almost one-half of the cost of the new system has been provided or promised.

*24. That providing these moneys should not deflect the Library from its restructuring plan and that the restructuring plan should allocate approximately 5% of the present budget towards technology.*

The Library fully intends to continue with its restructuring plan and the reallocation of 5% of the budget towards technology. It may not be possible, however, to maintain this level of reallocation if there are major budget reductions which affect the whole library.

*25. That appropriate wiring of the campus, especially the north end, be made a priority of the University Administration, in order that access to digital information be campus-wide.*

The Library supports this recommendation and refers it to the University Administration.

*26. That the Library, the School of Library, Archival and Information Studies and the Faculties jointly develop digital self-help tutorials to aid in training those who will use the Library's new computer system and other areas of the electronic library.*

The Library agrees with this recommendation. With the aid of a Teaching and Learning Enhancement Fund grant, the Library will be hiring graduate students to assist a librarian in developing an online Web-based interactive tutorial to provide basic interactive self-paced instruction in the use of the Library's online catalogue. This project will also provide a framework and model for a system of writing and delivering other library instruction and information research skills electronically. The Library sees electronic tutorials as an important component of a complete information literacy program. The Library has been using SLAIS and other graduate students who have specialized technical skills to provide tutorials and training assistance for users. Considerable use has been made of Teaching and Learning Fund initiatives for this purpose. The Library encourages further support and funding from Faculties in this area.

*27. That the two committees recommended by the Sub-Committee of the Senate Library Committee consider the questions of scholarly publication and copyright within the context of electronic publishing on a priority basis.*

Referred to the VPSAS. The two committees have been established, and the Library supports this focus on the problems of scholarly publication and copyright, in particular as it affects electronic reserve.



## Space

*28. That the Main Library building be decommissioned as soon as possible. In the meantime, the population using the building should be minimized. A very high priority should be placed on the removal to appropriate space of the Special Collections and collections in Fine Arts presently housed in the Main Library.*

The Library strongly supports this recommendation, and refers it to the University Administration and the Master Space Planning Committee. It urges this Committee to review the engineering report that analyzed the deficiencies of the Main Library. Priorities for new space are expected to be determined during the next six months. It is important to note, however, that the Main Library will have to continue in use for both staff and collections until alternate space becomes available, and that there will be a substantial staff and user population in the building. The Library's ability to minimize this population is severely limited by space constraints.

*29. That low-cost storage space be provided for approximately one-third of the collection. This should be economical, contiguous space for storage of low-use materials, with adequate environmental control, rapid access, and requiring a minimum staff involvement. Provision of storage space should ease problems of overcrowding and allow flexibility for the Library system to adjust during a time of rapid and comprehensive change.*

The Library strongly supports this recommendation, and refers it to the University Administration and the Master Space Planning Committee.

*30. That the University proceed with Phase II of the Walter C. Koerner Library, which will allow further withdrawal of personnel and materials from the Main Library building, including the Map Library, Special Collections, Fine Arts, and remaining holdings in the humanities.*

The Library strongly agrees and refers this recommendation to the University Administration and the Master Space Planning Committee. Phase II would also include the University Archives, the Music Library, and the Wilson Recordings Collection. In the interim, additional space is required both for the present collection as well as for the growth in the collection which will occur during the next five to ten years. Phase II will also address the need for additional study space. The *Review Report* states that Koerner (Phase I) will provide 900 study spaces and group study rooms (p. 31), which is a slight decrease from the current 1,150 seats in Sedgewick. However, many of the new study spaces in Koerner will be wired and networked. There will also be a new student computer lab with 20 workstations and an electronic classroom with 35 workstations.

*31. That the University develop a library to house materials for Science and Engineering. The existing Library Processing Centre could be considered as a possible focus for this development, with the possibility of a physical connection between it and the Woodward Biomedical Library.*

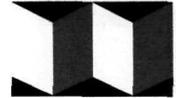
The Library strongly supports this recommendation. The Master Space Planning Committee will consider using the Library Processing Centre for such a purpose.

*32. That where possible the functions now performed in the Library Processing Centre be moved to the branches in order to be located closer to the users.*

The Library strongly supports this recommendation, and in part, this is already underway. Some functions will be transferred to the Koerner Library.

*33. That a Master [Space] Plan for the Library be completed on a priority basis.*

The Library strongly supports this recommendation. Funding has been received for a Master Space Plan, and an advisory committee has been established, co-chaired by the University Librarian and Campus Planning and Development's Manager for Space Administration and Planning. Jim Sumi, of Process Four Design, has been appointed as a consultant.



## Staff

*34. That the Library develop a long-term plan to overcome its limited ability to replace key staff, occasioned by ongoing budget constraints.*

The Library will continue to work towards implementing this recommendation. The continuing climate of fiscal restraint and requirements for budget reduction and reallocation make replacement planning difficult. Restructuring and integration of service points are designed to make better use of existing staff resources, but the Library must operate within University guidelines and within the terms of applicable collective agreements. Expanded use is being made of grants and fees-for-service to provide funds for positions. Resources have been allocated for staff training and development to undertake new and changed responsibilities.

*35. That the Library Administration take steps to foster a sense of shared community and purpose among diverse groups of library staff, and between library staff and persons in other parts of the University.*

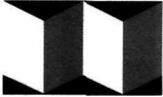
The Library continues to work towards these goals. Re-integration of library processing staff will bring them closer to colleagues and users. The Library has tried to mitigate the effect of difficult financial times by using attrition rather than layoffs to reduce the number of staff. Staff training and development has included training in interpersonal skills, coping skills, valuing diversity, and service to users. Social activities have been encouraged to provide opportunities for staff from different units to meet and get to know each other. The University Librarian periodically attends individual branch and divisional staff meetings to discuss problems and answer questions. The frequency of publication of the *Library Bulletin* (the staff newsletter) will be increased. Library staff maintain liaison and professional contacts with faculty colleagues through Library Advisory Committees and by participation in departmental meetings. Librarians have participated in providing TAG workshops for faculty and MOST workshops for staff. Many librarians participate on University committees and one librarian is elected by the librarians to Senate.

*36. That the Library Administration take steps to improve staff morale and provide appropriate opportunities to recognize and reward service.*

The Library recognizes and acknowledges the contributions and service of its staff. Staff accomplishments are recognized in the *Library Bulletin* and by letters of commendation from the University Librarian. For librarians, merit increases have recognized additional contributions to the Library. In general, the ability to provide rewards is governed by the appropriate collective agreements as negotiated by the University. Although it is difficult to improve or even maintain morale in times of financial cutbacks which may affect job security, the Library recognizes the problem and the need to address it. Efforts will be made to discover the causes, and to make meaningful improvements.

*37. That issues of physical safety for staff (as well as library users) be directly and substantially addressed in any planning which is undertaken.*

The Library understands the importance of providing physical facilities and policies which contribute to the safety and security of both staff and users. The Library has a Disaster Plan in place. Earthquake preparedness training has been provided to staff and regular fire drills are held. Survival first aid training has been provided. The Koerner Library and the Sedgewick upgrade ensure that these facilities will meet current building code standards. Clustering of service units should contribute to greater staff security. Library monitors are employed to ensure acceptable behavior within the Library. Staff are advised to notify the University Patrol and the RCMP promptly in case of threatening situations. During the past year, in response to user concerns about personal safety, the Library successfully lobbied to have the Security Bus stop returned to the front entrance of the Main Library.



## Services

*38. That the Library should review the need for full service during all hours that it is open and set aside designated days when service will be available during off-peak hours to accommodate the variety of student and faculty users. These days should be widely advertised on a timely basis.*

Full services are not currently provided during all hours that the Library is open. The Library will review its schedule of services, and use focus groups to help determine levels of service which meet the needs of its users, including evening and summer session students. The Library periodically measures occupancy during its open hours. Limited services are provided during non-peak hours, although the Library provides extended evening hours during summer session and has expanded Saturday hours by adding 10 am to 12 noon to the schedule. Online and self-service facilities have also been expanded. The Library's ability to maintain reference and other services with a steadily decreasing staff complement is limited, and more and more this restricts the provision of full services to peak hours. As the University moves to a de facto trimester system and as the enrolment of non-traditional students continues to increase, users will require longer hours and extended services from the Library.

*39. That access hours should be reviewed with a view to accommodating the needs of all students and faculty on campus throughout the year, including the summer sessions. This will require greater coordination between the faculty and the Library with regards to matching course offerings at various times of the year with the expected need for library services.*

See response to #38. The Library supports such a review, and will discuss the effect of changes in registration patterns with the Registrar. It will discuss with the Senate Library Committee and Faculty Advisory Committees a coordinated approach to services to match course offerings.

*40. That, as per the External Review recommendations, the Library quickly implement growth strategies for Netinfo and engage in discussions with other parts of the University community to investigate how funding for this might be shared.*

The Library is in agreement, and undertakes to implement this recommendation. While the Library's budget supports basic Netinfo resources for students, expansion of the service would require additional funds. The Advisory Committee on Information Technology, which reports to the VPSAS, has recommended that Slip/PPP service be extended to students and that basic e-mail and Internet access be provided to faculty and staff at no charge. This represents a commitment of approximately \$360,000 by the University, and will provide a significant cash saving to departments and individuals.

*41. That existing programs aimed at training users to harness effectively the various resources available at the Library be extended and that new ones be established. Further, that the Library explore avenues for involving students from the School of Library, Archival, and Information Studies in ways that both enrich their educational program and benefit the Library and its users.*

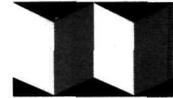
The Library is in agreement with this recommendation. The Library continues to develop and expand user training with support from the Teaching and Learning Enhancement Fund. The new Koerner Library will have an electronic classroom with 35 workstations to facilitate new instructional programs. The Library has also applied for Innovation Funds to develop a structured information literacy program including both foundation and specialized classes, as well as modules to deliver instruction online to both local and remote users. As already mentioned, the Library employs many SLAIS and other graduate students as Graduate Academic Assistants to assist in instruction and reference services.

*42. That the Library seek to formally orient all new students to the Library and its services as well as establish programs in cooperation with faculty that would train and orient students entering a majors program to subject-specific resources.*

The Library supports this recommendation in principle. The role of Library staff in providing formal instruction is developing in some faculties such as Law and Commerce, and will be discussed with other faculties. While Teaching and Learning Fund initiatives have been used for instruction, a more formal and permanent program, such as mandatory library instruction courses for all students, would require additional resources. See also response to #41.

*43. That the University ensure prompt response to maintenance needs at Main Library.*

The Library's Facilities and Preservation Manager refers Main Library maintenance needs to Plant Operations, and ensures that necessary work is completed. Often this requires persistence and repeated communication. For example, a problem elevator will finally be replaced during the summer of 1996. The Library notes that prompt response to maintenance needs is equally important in its other buildings, and is concerned that the general level of maintenance of its high-occupancy buildings is often not adequate. Insofar as this may be a reflection of Plant Operation's workload, this recommendation is also referred to the University administration.



*44. That efforts be made to increase access to the Library online catalogue.*

The Library supports such increased access, and is devoting additional resources to improving its technological infrastructure, including the provision of more user workstations. There will be additional workstations available for users in the new Koerner Library. The Library is gratified that the VPSAS has placed a high priority on improved access for the University community.

*45. That CD-ROM machines be made more accessible through networking, longer hours of access, and/or increasing the number available.*

See response to #44. The Library is providing online access to an increasing number of databases which were previously only available as standalone CD-ROM systems. The wider networking of many CD-ROM products has licensing and cost implications which bear on the collections budget. Another alternative may be to circulate those CD-ROMs which are monographs. Such an approach has already been taken in the Education Library.

*46. That photocopiers be made widely available at all library sites and that staff place a high priority on ensuring that they remain in good working order.*

Additional copiers will be available in the Koerner Library. Through the borrowing of funds within the University, the Library has replaced older copiers and has purchased additional ones. Space and power limitations within the Main Library have prevented greater clustering of copiers, which would facilitate resupply and maintenance. Staff check copiers on a regular basis, and breakdowns are dealt with promptly. Additional staff resources will be devoted to this service in 1996.

*47. That UBC users be given priority in the delivery of library services, while respecting the needs of external patrons.*

The Library agrees, and this recommendation has been incorporated in the Library's new service policy.

*48. That any proposals to implement user fees-for-services, especially to UBC users, be carefully thought through and discussed widely before implementation, with consideration of the often differentiated impact that general decisions such as the imposition of user fees have on particular groups of users.*

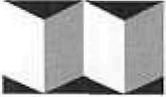
Any proposal to implement user fees, especially to UBC users, would involve thorough discussion and consultation with the Library Advisory Committees, the Senate Library Committee, the University Administration, students and faculty, and the University community in general. The Library remains committed to equitable access to information resources, and realizes that the imposition of user fees would pose considerable hardship on the University community.

*49. That the Library recognize the role that Sedgewick Library has played in drawing undergraduate students from all disciplines to the Library and seek ways to make Koerner Library welcoming and accessible for these students.*

There will continue to be a special focus on undergraduate student services in the Koerner Library. As well as providing better access for undergraduate students, the Koerner Library will provide much improved teaching space and study facilities, including a student lab, although as the response to #30 indicates, there continues to be a need for additional study space. The position of Undergraduate Services Coordinator will continue to be an important part of the Koerner Library staff establishment, and will have responsibility for development of programs throughout the Library system.

*50. That greater attention be paid to reshelving books and other items as promptly as possible.*

The Library has made special efforts to improve reshelving of library materials. Additional shelving staff have been hired, and additional book trucks purchased. An active program of weeding and removal to storage is in progress to relieve crowded conditions. During the summer, a Main Library shelfreading program took place in which most library staff members participated. It ensured materials were shelved in proper order, and improved access to materials for users. The Koerner Library will provide additional space which will facilitate reshelving and shelfreading. In addition, the Library will study shelving re-engineering efforts at other ARL libraries.



## Organizational Leadership

*51. That the University Librarian report only to the Vice-President, Student and Academic Services with the Senate Library Committee serving in an advisory capacity.*

Referred to the VPSAS. The reporting relationship has been clarified with the Senate Library Committee. The University Librarian reports to the VPSAS, while the Senate Library Committee, under the terms of the University Act, makes recommendations to Senate with respect to “rules for the management and conduct of the Library.”

*52. That the Vice-President, Student and Academic Services take a more active role in the meetings of the Senate Library Committee. This will enable a greater sharing of perspectives between the Vice-President, Student and Academic Services, the Senate Library Committee and the University Librarian during this period of transformation in the Library.*

Referred to the VPSAS. The VPSAS attends the meetings of the Senate Library Committee. The University Librarian will meet with the Chair of the Senate Library Committee to ensure that a good information flow is maintained.

*53. That as part of its current effort at organizational restructuring, the Library clarify decision-making responsibilities of individuals/units/committees and also its internal reporting structure. The Committee suggests that while the Library has improved its organizational structure in recent years and has plans for further improvement, it look into the possibility of hiring a management consultant to assist in the process.*

Organizational restructuring will continue to be a high priority for the Library. The Library Administration is committed to effective decision-making and a clear reporting structure. It will initiate discussions with the Library Planning and Management Council and the librarians to elucidate problems and develop new approaches. The Library will consider an appropriate role for a management consultant, who may provide an impartial view of the Library’s organization and decision-making process.

## Internal Relations

*54. That library staff continue to be employed to teach courses for SLAIS, and that their release time be appropriately acknowledged in the budgets of the two units.*

The Library supports this recommendation. The University Librarian will meet with the Director of SLAIS to discuss this recommendation, and to ensure the maintenance of good communications between the two units.

*55. That the Library continue to offer employment to student librarians which will advance their education as fully as possible.*

The Library will continue to employ SLAIS students as Graduate Academic Assistants in roles which enhance their education and professional training.

*56. That to strengthen the relationship between the Senate Library Committee and the various Faculty/Departmental Library Advisory Committees and facilitate more interaction among them, a meeting be held among all of the Chairs and the Chair of the Senate Library Committee, at least once a term. The Committee recommends that all Faculty/Departmental Advisory Committees have both a representative of undergraduate students and a representative of graduate students. One-on-one meetings between each chair and the Senate Library Committee Chair are also encouraged.*

Referred to the Senate Library Committee. The Library supports these recommendations.

*57. That the Library make funds available to catalogue University-owned materials in reading rooms.*

When the Library’s responsibilities for departmental reading rooms ended fifteen years ago, centralized reading room funding was transferred to individual academic departments. The Library manages subscriptions renewal for some reading rooms, and some reading rooms use the Library’s cataloguing records to catalogue their own holdings. Some reading room collections are accessible through UBCLIB.

*58. That those responsible for reading rooms maintain close contact with Library Advisory Committees and with librarians, and that they keep the Library informed about their holdings and acquisitions.*

See response to #57. The Library supports liaison and communication, and refers this recommendation to the Senate Library Committee and the Library Advisory Committees. Many reading room collections are restricted to faculty and graduate students within specific departments.



The Library is reluctant to include information for such materials in its catalogue, as these materials are not accessible to the University community in general.

## External Relations

*59. That the University Administration and the Library jointly place a high priority on the development of a formal definition of the provincial role of the Library.*

This recommendation is referred to the University Administration. A clear decision is required as to whether the Library should seek such a role. The Library's primary mandate is to serve the needs of University faculty and students. An expanded role may place a strain on already heavily used collections and decreasing human resources.

*60. That the University Administration and the Library jointly seek the support from other institutions and organizations for recognition of the role of the Library as the "library of last resort."*

See response to #59. In many ways, the concept of a "library of last resort" at the provincial level is out-of-date. Expanding electronic information networks provide access to resources around the world. The UBC Library is not able to fulfill locally all the information needs of its own users, much less those of users at other institutions. Nor is it likely that other provincial post-secondary institutions will show much enthusiasm for devoting a portion of their own inadequate funding to supporting an expanded role for the UBC Library.

*61. That the University Administration and the Library jointly seek the official recognition of the provincial role of the Library by the relevant provincial bodies, and actively pursue special funding by the provincial government in recognition of the services provided by the Library to the wider community as a "library of last resort."*

See response to #60. Even if such funding were provided, it is probable that it would be insufficient to cover all of the Library's costs in fulfilling such a role. Provincial enthusiasm for central funding of library services seems to be waning. As the Library's collections and human resources diminish, it may have to consider additional charges for the services it provides to the community beyond the campus.

*62. That the Library place a high priority on developing a sound business plan that identifies and clarifies the appropriate roles for both subsidized and cost-recovered services to external users, and provides a cost-benefit analysis of fees-for-service to those users.*

The development of the Library's financial plan is currently in progress, but must be done in the context of the University's plans and policies.

*63. That the Library Administration work with the University Administration and the Ministry of Skills, Labour and Training to facilitate and encourage provincial cooperative planning of research programs and appropriate library research collections within post-secondary institutions.*

The Library strongly urges the rationalization of academic and research programs among the province's post-secondary institutions as this will facilitate the cooperative development of research collections within the province. The proposed Provincial Learning Network may be an appropriate mechanism to accomplish this.

*64. That the Library Administration take a leadership role in the development of inter-institutional collection development agreements and collaborative purchasing agreements between post-secondary institutions within the province.*

The Library must work with institutions beyond the province as often the unique materials the Library needs to acquire will not be acquired by other provincial institutions. The Library participates in cooperative ventures with the Electronic Library Network, the Council of Prairie and Pacific University Libraries, the Canadian Association of Research Libraries, and with the Universities of Washington and Oregon. Such agreements require that different subject areas are targeted for collections development by different institutions. In some instances, however, borrowing costs are higher than the purchase price of the material. See also response to #65.

*65. That the Library network with other post-secondary institution libraries when instituting further serials cancellations to ensure that unique subscriptions are identified and the impact of cancellations on the wider academic community is considered.*

The Library is primarily concerned with the needs of its own users, but does consider the holdings of other post-secondary libraries and the Vancouver Public Library when considering cancellations. Often, however, the Library's subscription is the only one in the province. It is difficult to justify retention of a journal subscription to benefit potential users at other institutions if the journal is not considered to be of



high priority by UBC faculty. For example, the Library had agreed to maintain subscriptions to certain titles as part of a COPPUL cooperative agreement. During the last round of cancellations, faculty insisted that some of these titles should be cancelled as they did not closely match UBC teaching and research interests, thus rendering the shared collection agreement ineffective.

*66. That the Library work with other post-secondary institute libraries, particularly the community college libraries, to ensure that information on the appropriate use of the Library by non-UBC students is disseminated to faculty and instructors.*

The Library will continue to provide and distribute such information to college libraries, faculty and instructors.

*67. That the Library develop simple self-instruction guides and maps for the use of non-UBC visitors to the Library, and that directional signage be improved in libraries to minimize the need for staff intervention.*

The provision of such information not only to non-UBC visitors but also to UBC users is an on-going priority for the Library. As the Library introduces more electronic resources, there are increasingly complex and complicated interfaces which require the production of additional self-help tools for the Library's users. Directional signage in the Koerner Library will be designed to facilitate self-help and reduce the need for staff intervention. The Library continues to review signage throughout its facilities and implement improvements.

*68. That the University Administration reexamine the requirement that interlibrary loans be singled out as a full cost recovery library service.*

Referred to the University Administration.

*69. That the Library Administration continue to pursue the equitable sharing of costs between net borrowers and net lenders within existing network agreements.*

The Library currently pursues such cost-sharing arrangements.

*70. That the Library continue to pursue opportunities to reduce the cost of borrowing materials through increased end-user searching and self-service programs.*

The Library continues to pursue such opportunities. The Library is adding networked databases with full-text options. Project Pegasus has made self-service interlibrary loans available to faculty and graduate students in science, engineering, forestry, agriculture, and medicine. It delivers documents from CISTI to researchers within two or three days. The Library expects to introduce a similar service for the social sciences within the next six months.

*71. That if fees-for-service become essential to the continued provision of interlibrary loan services to UBC faculty and students that every attempt be made to ensure continued equitable access to information through scaled fees or a yearly user fee incorporated into tuition.*

See also response to #48. If such fees become necessary, the Library will work with the Senate Library Committee and Library Advisory Committees to develop and implement proposals which will provide equitable access to information to all segments of the University community, including faculty and students.