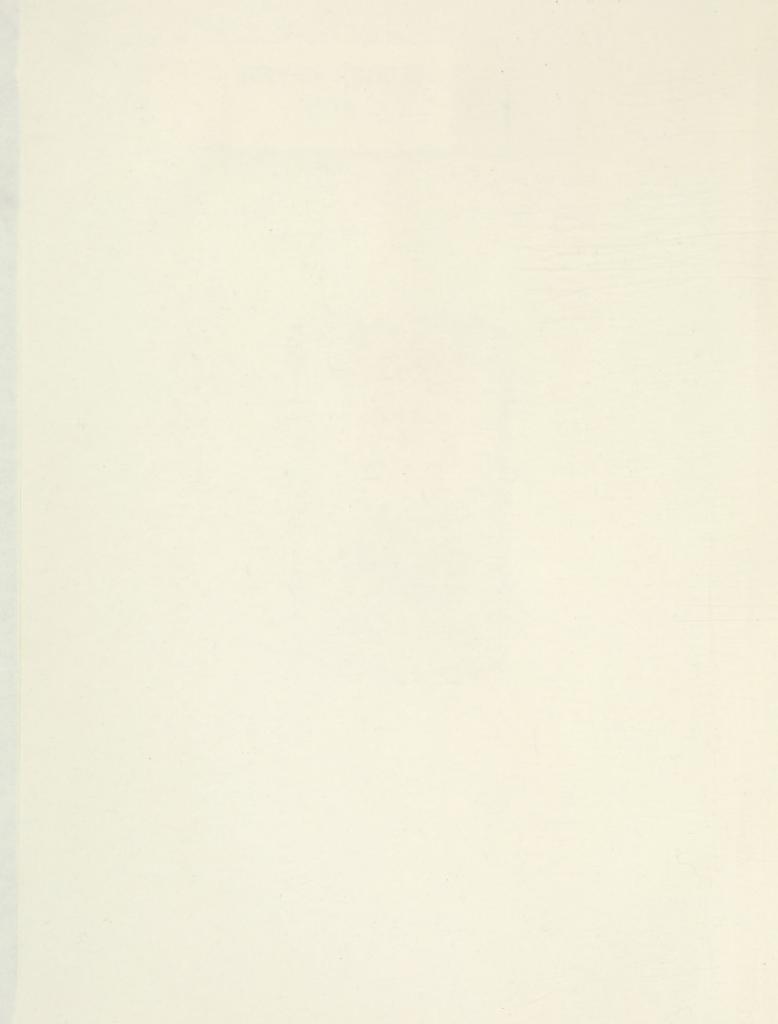


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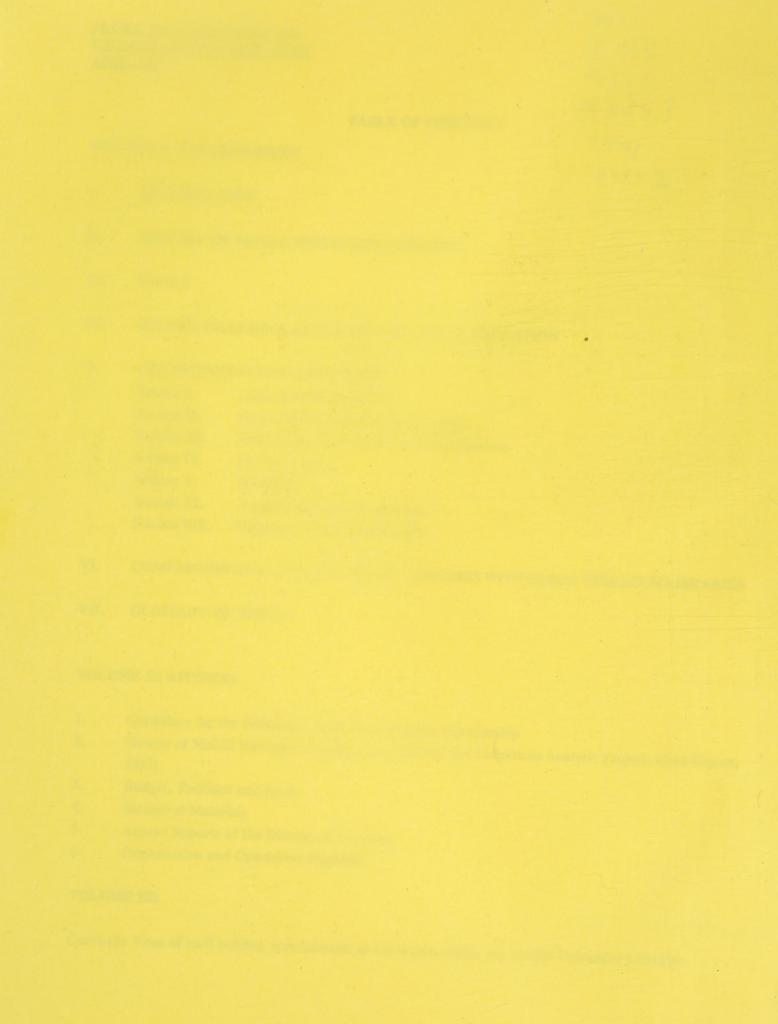
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#### I. INTRODUCTION

The McGill University Libraries are participating for the first time in a Cyclical Review. The method used to conduct this Self-Study has been developed to assure maximum staff involvement and commitment to this process. At the same time, the Self-Study guidelines follow the general guidelines for reviews in the University with minor modifications: for example, the section on graduate students has been eliminated. An extensive statistical compilation was prepared and is included in the Appendix. It may help in answering statistical questions raised during the deliberation of the Cyclical Review Committee.

In any group effort, views of participants are likely to differ. This was the case in the Self-Study Group. In many instances, compromises were reached through discussing drafts of the text. In other instances, recommendations for change or future action do not represent the consensus of all Self-Study participants. This is as it should be. Issues relating to governance are complex and frequently tempered by the role played by an individual within the Library, the University and the profession.

The results of the Self-Study phase of the Cyclical Review of Libraries appear in three volumes. Volume I includes the information required by the University in the conduct of the Cyclical Review. The method used to complete this work was designed to involve key library staff in a meaningful way, allowing the Libraries to improve in planning through the extensive work undertaken to complete the Self-Study. Volume II is a supplement, containing materials used by the six Study Groups in completing their work. It brings together supplementary materials of possible use to the Cyclical Review Committee and also of future value as the Libraries continue to improve through planning. Volume III contains the curricula vitae of librarians employed in McGill University Libraries.

The Self-Study involved 31 participants: 26 librarians, 4 library assistants and one staff officer meeting intensely from January through March 1991. It also relied heavily upon other staff as resource persons, and document editors. The members of the Self-Study are listed below:

#### COLLECTION DEVELOPMENT

Elizabeth Silvester - Chair Martin Cohen Hanna Waluzyniec Bruce Whiteman

# PRESERVING AND HOUSING THE COLLECTION

Calvin Evans - Chair Cynthia Lieve Linda Ordogh June Schacter

# INFORMATION SYSTEMS AND TECHNICAL SERVICES

Joyce Garnett - Chair Joanna Andrews Angella Lambrou Diane Philip Sharon Rankin

#### THE STAFF

Maggie Monks - Chair Halyna Carpenter Robert Clarke Donna Duncan Carole Renahan

INTRODUCTION

#### SERVICE TO USERS

Mary Mason - Chair David Crawford-Co-Chair Deanna Cowan Elizabeth Gibb Jane Jackel Irena Murray

#### ORGANIZATION AND MANAGEMENT

Anastassia Khouri-St.Pierre - Chair Theo Lawrence Eleanor MacLean Michael Renshawe Patricia Young

Frances Groen
Coordinator, Self-Study Report
Cyclical Review of Libraries

Louisa Piatti



## II. HISTORY OF MCGILL UNIVERSITY LIBRARIES AND RELATIONSHIP TO ACADEMIC UNITS

The McGill University Libraries whose holdings encompass more that two and one half million volumes and staff number 283 have contributed to the teaching and research programs of the University since its founding in 1829. The 170 year history of the University is reflected in the history of its libraries, in particular in the decentralized governance model, emphasis on collegiality, and pursuit of excellence in collection development. As the academic programs and strengths developed, so have the libraries, although this development has not always been systematic. More than one Director of Libraries has shared the view of Mr. Keith Crouch, Director of Libraries, 1967-72, that "all too often radically new programs in areas not previously studied have been approved without consideration of their implication for the library which is expected, as if by magic, to supply the wide variety of study and research materials required."

The history of McGill Libraries may be divided into four phases:

- 1) early years till 1893
- 2) years of growth and development of individual libraries, 1893-1964
- 3) years of coordination and the emergence of the McGill library system, 1964-1972
- 4) the implementation of the Area Library System, 1972-

The early years were characterized by individual faculty libraries, beginning in 1829 with the library of the Montreal Medical Institution which was the first McGill library. The origins of a general library are less specific, and the library seems to have moved about until 1862 when it occupied quarters in the West Wing of the Arts Building; by 1891, the Molson Hall quarters were totally unsatisfactory and plans began, in the finest of McGill traditions, for a new library building built with funds by Peter Redpath. The beauty of this building is retained today in Redpath Hall. It is interesting to note that the first University Librarian, Charles H. Gould, was "bothered by centralization, and, although he was constantly justifying the existence of departmental libraries, made it obvious that he disliked them."<sup>2</sup>

This issue of centralization has been a lietmotiv throughout the history of McGill Libraries and has emerged as a major concern in the report of the *Task Force on Priorities* and in the work of the groups that form the basis of this Self-Study. The problem of space appears to have been a compelling issue as well, as the Redpath Library continued its growth under Gerhard R. Lomer (1920-1947) and parts of the collections were dispersed to departmental sites.

It must have been tempting for library administrators to view questions of centralization and space as perennial problems within the McGill Libraries, and to surrender to a system of individual units determined by the faculty

<sup>1</sup> Report of the Director of Libraries of McGill University, 1967-68. p.19

<sup>2</sup> Encyclopedia of Library and Information Science, vol. 17, McNally, Peter, p. 311-320

#### HISTORY OF MCGILL

and discipline served. But by the 1960's, the complexity and costs of research libraries and the development of a knowledge base in library administration had combined to create a new governance structure within the McGill Libraries. In 1964 the position of Director of Libraries, including responsibility for a global library budget and the coordination of all McGill Libraries, was created.

The 1960's also saw the opening of three major new library facilities: the Medical Library in the McIntyre Medical Sciences Building in 1965, the Law Library in 1967 and the McLennan Library in 1969. Attention to "bricks and mortar" did not, however, create an acceptable governance model for libraries at McGill, and in 1971, the Report of the McGill University Libraries Commission, appointed by the University Senate, gave the libraries its current organizational structure in the form of the area library system. The history of McGill Libraries to 1981 has been thoroughly described in detail in the *Interim Report of the Collections Analysis Project* and is included as an appendix to this self-study document.

#### **Present Configuration of McGill University Libraries**

The Report of the Task Force on Priorities 1990 states that, "prior to 1971, McGill had over 60 different libraries. Following a decision in that year, the number was reduced to 24; it now stands at 18." (p. 37). This reduction did not result from the massive elimination of libraries or their absorption into larger units, but rather from a new definition of libraries that comprised the McGill Library System and therefore, were supported by the Library global budget. This new definition excluded collections in departmental libraries supported by departmental resources, rather than by the University Libraries global budget. The Report of the Area Libraries Task Force to the Senate Committee on Libraries on the Administrative Implications of an Area Library Organization (May 3, 1972) recognizes a number of "associated collections". These units could not be integrated at the time, and according to the Report, the University Library System could not afford to undertake the costs of incorporating them. Some remained, funded by deans and departmental chairs, as a convenience to a particular user group. The essential point is that they continued to exist in a gradually diminishing state outside the McGill University Libraries.

The present libraries that form the McGill Library System are

- I. Humanities and Social Sciences Area
  - a) Blackader Lauterman Library (Architecture and Arts)\*
  - b) Education Library \*
  - c) Howard Ross Library (Management)
  - d) Islamic Studies Library \*
  - e) Library and Information Studies Library \*
  - f) McLennan Library (Humanities and Social Sciences) \*
  - g) Marvin Duchow Music Library \*
  - h) Physical Education

#### HISTORY OF MCGILL

i) Religious Studies Library \*

#### II. Life Sciences Area

- a) Blacker-Wood Library (Botany, Genetics, Zoology and Ornithology) \*
- b) Macdonald College Library (Agriculture
- c) Health Sciences (includes Dentistry)
- d) Nursing/Social Work Library (to be merged 1991)
- e) Osler Library (History of Medicine) \*

#### III. Physical Sciences & Engineering Area

- a) Physical Sciences & Engineering Library
- b) Hitschfeld Environmental Earth Sciences Library
- c) Rosenthall Mathematics & Statistics Library

IV. Law Area \*

(Libraries with Rare Book Collections housed on site are asterisked \*)

McGill University Libraries provide an academic service to the University through the provision of collections and services to support the teaching and research of the faculty. However, their mission extends beyond the support of current programs to an archival responsibility, reflected in the depth of collections such as those in the history of medicine, natural history and architecture, to name only a few examples. As a matter of policy most libraries have attempted to maintain a balanced collection, reflecting all facets of a discipline, representing all significant schools of thought, at least at a basic level. As resources diminish, they are less able to do so.

Staff look to the University to provide direction and to set academic priorities. The need for guidance from the University has become especially evident in recent years, years during which resources have been stretched so very thinly. Welcome clarification has been given to the Libraries by the Task Force on Priorities through its comments on libraries. By devoting a section of its Report to the Libraries, the Task Force has provided a clearer sense of direction and purpose to the library staff. It has enabled the Self-Study Phase of this Cyclical Review to address specific questions of the University Administration and has encouraged staff to look at the Libraries within the broader context of the University as a whole. The benefits of this broader view will enable the Libraries to integrate more closely with the University's academic goals, creating a synergism that will allow the Libraries to use available resources in a way that more closely reflects general planning and priorities within the University.

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#### III. GOALS

#### **Overview**

It has already been noted that the McGill University Libraries provide an academic service to the University through the provision of collections and services to support the teaching and research of the faculty. In collecting in many facets of intellectual inquiry, the Libraries play an active role beyond current academic interest. The age and breadth McGill Libraries create a special responsibility for preserving the past, without which the Libraries would be measured merely in volumes added and gate counts. Although this burden of history is welcomed by most library staff, it has also provoked tension and heated debate as the money available to Libraries diminished. Should the librarian consider accepting the offer of a gift collection, no matter how prestigious, which will consume human resources and space, if that collection does not relate directly to a current academic program? Should the Libraries continue to collect broadly the current literature simply because the library owns a strong historical collection in the field? These are unresolved questions, more difficult even than the question of the merging of libraries, as they address the essence of a university research library collection. And for many users the library is defined uniquely by its collections.

Another unanswered question is whether the Library is focused upon providing access to information, either through ownership or resource sharing, or the collection ownership. The library literature refers to this as the access or ownership question. Although not really a dichotomy, the library needs to state its general direction in its goals, recognizing that comprehensive coverage of most subjects is not a viable option in today's economic climate. Ownership clearly is more convenient and prestigious, whereas an emphasis on access indicates a reliance on resource sharing, networking and human resources. Emphasis on collection represents a traditional approach, whereas access suggests the networked library of the late twentieth century. The contemporary university library must be involved in both ownership and access; the question is what are the benefits and limitations of both these approaches.

The identification of these unanswered questions provides the context for reviewing two sets of goals of the McGill University Libraries. These statements from 1975 and 1988 quoted below show clearly the emphasis the McGill University Libraries have continued to place on collections and their ownership in the last thirteen years. The 1988 goals reflect a growing concern and questioning of the organizational structure of the libraries, a willingness to open "new avenues of decision-making" and to redefine the governance structure of the libraries.

The 1988 interim goals are silent on the important role played by library staff, suggesting an emphasis on product rather than process. It is for this reason that these goals are entitled "INTERIM", since it has been recognized that the human component is the foundation for the realization of the library goals and objectives. In addition, recent University planning has placed first the process and then the planning, stressing the importance of the planning process. It seems appropriate for the Libraries to give attention to process as well in formulating goals for the 1990's.

In its review of the goals of the McGill University Libraries, the Self-Study group chose to address the question

of goals as expeditiously as possible. It would have been tempting to develop a new mission, goals and objectives statement for the Libraries for the Self-Study. However, the collective judgment of all Self-Study participants was to defer this review until the completion of the Cyclical Review of Libraries. This decision is based on the desire of the Self-Study Group for the Cyclical Review to develop a strategic plan for McGill University Libraries, following the completion of the Cyclical Review. This plan will improve the integration of the Libraries with the University's academic goals.

#### **INTERIM GOALS, 1988**

The following goals are a first attempt to define the library's short term goals and are intended for discussion. Please note that they are not necessarily in priority order.

To build the Library's research collections in a constant and coherent manner and to provide the most effective array of services to provide support and access to those collections.

#### Corollaries:

- a. Determination of an appropriate administrative structure for optimal collection development;
- b. Formulation of a collection development policy;
- Determination of a viable serials policy to enable us better to address such questions as pricing, record-keeping, etc.;
- d. Development of a policy and program of preservation and conservation.
- To create and ensure continuing sources of outside support for the Library.

#### Corollaries:

- The determination of specific, realistic and commonly accepted priorities for support within the Library and University;
- b. The creation of structures to generate support (e.g., a "Friends" group);
- c. Coordination of activities within the Library in a collaborative and cooperative fashion (e.g., coordination of exhibitions, publications, etc.).

GOALS

--- To automate the Library's operations fully.

#### Corollaries:

- a. Provision of new services (e.g., CD-ROM, Fax, dial-up access, etc.);
- b. Emphasis on Library-wide functions, rather than territories;
- c. Redefinition of our user groups.
- --- To determine and put in place the most effective and flexible administrative structure for the Libraries.

#### Corollaries:

- a. Creation of new avenues of decision-making and communication;
- b. Long-term consensual planning efforts, where practicable;
- c. Redefinition of current structures, e.g., committee structures;
- d. Review of present configuration of locations and services.

\*\*\*\*\*\*\*\*\*\*\*

McGill University Libraries - Collection Analysis Project, Interim Report 1981

Chapter III

Appendix 1

Collections Objectives and Policies

McGILL UNIVERSITY LIBRARIES SYSTEM

**ROLE AND OBJECTIVES, 1975** 

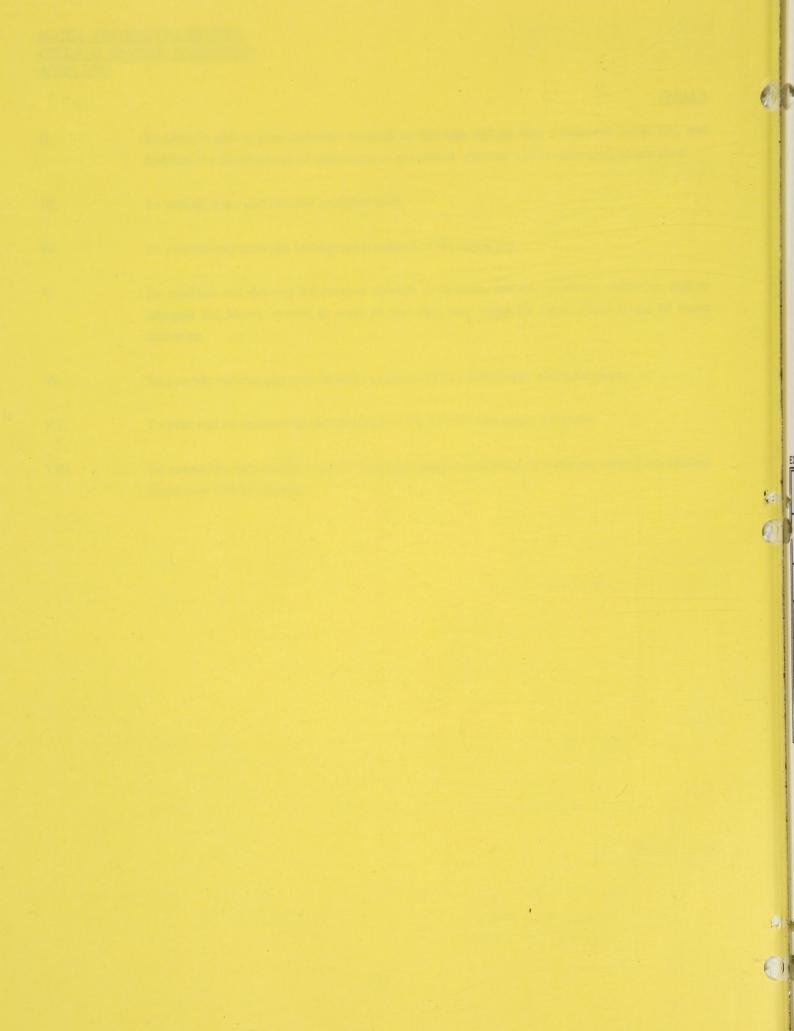
#### ROLE:

The McGill University Libraries exist as a major educational and cultural resource of the University. The role of the Libraries System is to provide information resources and services to support the teaching and research of the University and to maintain the quality of collections of provincial, national and international importance.

#### **OBJECTIVES:**

I. To identify and acquire or otherwise make available through cooperation with other libraries, research centres and information networks, the information required to support teaching and research at McGill University.

To identify and acquire materials required to maintain and develop a balanced collection, and II. continue the development of collections of provincial, national and international importance. To recruit, train and develop qualified staff. III. To provide and maintain bibliographic control of the collection. IV. To establish and develop information services to facilitate the use of library resources, and to V. interpret the library system to users so that they may make the most effective use of those resources. To provide suitable physical facilities and security for collections, staff and users. VI. To plan and co-ordinate the development of the McGill University Libraries. VII. To ensure the most effective use of budgetary resources in order to fulfil the role of the McGill VIII. University Library System.



#### IV. BUDGET OF THE McGILL UNIVERSITY LIBRARIES

The McGill University Libraries expenditures and other statistical information are provided in detail in chapter VI, "Comparison of McGill University Libraries with other University Libraries." The expenditures are those figures reported to the Association of Research Libraries, provided in the appendix to the Self-Study. A summary table is reproduced here.

	McGILL UN	IVERSITY L	IBRARIES ST.	ATISTICAL S	UMMARY		
	ASSOCIATION OF RESEARCH LIBRARIES						
		CA	ANADIAN DOLLARS	3			
	1979/80	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90
(PENDITURES (CAN \$)							
MONOGRAPHS	719,435	1,694,163	1,173,560	1,322,742	2,036,001	1,730,224	1,793,848
CURRENT SERIALS (INCL	1,040,755	1,585,497	2,458,657	2,533,393	2,247,470	2,404,184	2,474,649
BINDING	133,769	177,384	185,600	172,800	169,800	182,000	178,406
TOTAL SALARIES AND WAGES	6,059,421	7,660,909	7,954,661	8,632,482	9,091,819	9,648,721	10,146,112
AUTOMATION (UTLAS, NOTIS, RL, ETC.) AND MISCELLANEOUS	358,227	715,314	1,048,436	2,277,469	1,443,620	1,379,710	1,478,859
TOTAL EXPENDITURES	8,311,607	11,833,267	12,820,917	14,938,886	14,988,710	15,344,841	16,071,874

In the decade beginning 1979/80 and ending 1989/90, total library expenditures increased from \$8,311,607 to \$16,071,874, an increase of 93%; expenditures on serials by 138%; on automation by 313%, and on salaries and wages by 67%. During the same decade, the total number of permanent library staff decreased by 15%, from 326 in 1979/80 to 283 in 1989/90. McGill's total expenditures on Libraries in 1989/90 were the fourth highest of ARL reporting institutions in Canada.

#### ALLOCATION OF FUNDING AS A PERCENTAGE

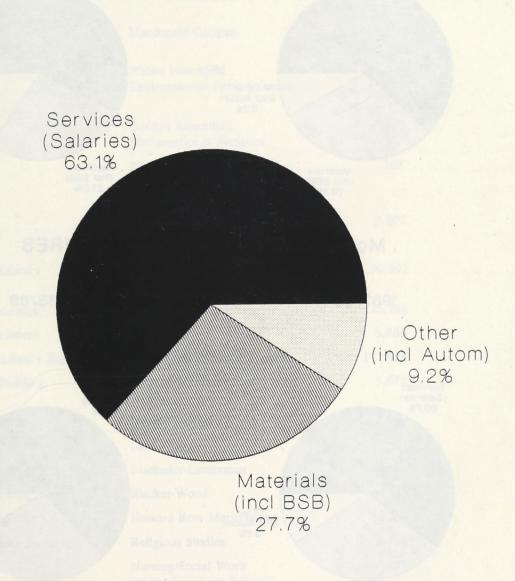
OF TOTAL LIBRARY BUDGET: SELECTED CANADIAN COMPARISONS 1989/90

#### CANADIAN DOLLARS

UNIVERSITY	SERVICES (INCL. ALL SALARIES & WAGES)		MATERIALS (INCL. BOOKS, SERIALS & BINDING)		OTHER (INCL. AUTOMATION)		TOTAL LIBRARY BUDGET
	\$	%		%	\$	%	\$
ALBERTA	11,326,400	65 %	4,962,091	28 %	1,163,468	7 %	17,451,958
BRITISH COLUMBIA	11,851,214	59 %	6,087,825	30 %	2,192,471	11 %	20,131,510
LAVAL	7,525,629	67 %	2,666,196	24 %	1,054,443	9 %	11,246,268
McGILL	10,146,112	63 %	4,446,903	28	1,478,859	9 %	16,071,874
QUEEN'S	5,634,019	54 %	4,194,956	40 %	577,420	6 %	10,406,395
TORONTO	20,520,646	64 %	8,993,196	28 %	2,398,500	8 %	31,912,342
WESTERN ONTARIO	7,374,381	54 %	5,191,313	38 %	1,024,854	8 %	13,590,548

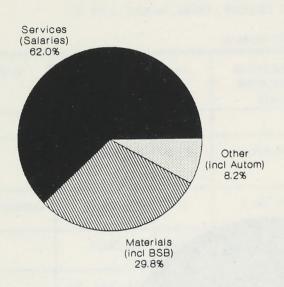
University administrators are most interested in the percentage of library budget spent on services, the human resources component, and on materials, the collections component. The goals appear to be to increase the percentage spent on collections by reducing that allocated to staffing. In realizing this objective, it is often forgotten that services such as convenient branch libraries, online searching, extended library hours, shelving, interlibrary loan and reference work are part of the services component. Table IV compares these percentages in selected Canadian libraries. Comparisons with research libraries in the United States are complicated by different working conditions, including fewer holidays and vacation periods and longer work weeks.

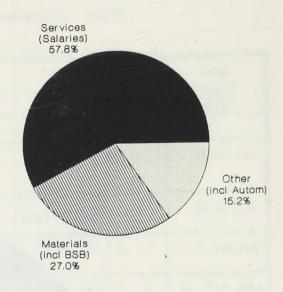
# McGILL LIBRARIES EXPENDITURES 1989/90



1985/86

1986/87

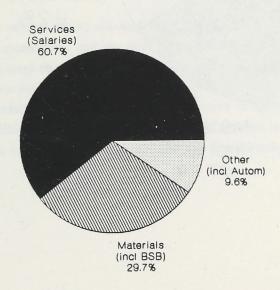


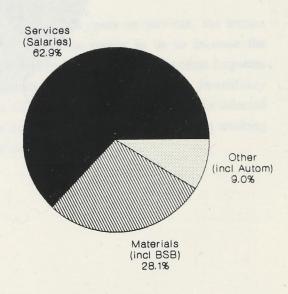


# McGILL LIBRARIES EXPENDITURES

1987/88

1988/89





#### **Physical Facilities**

McGill University Libraries are situated in 13 different locations on the McGill campus plus an additional library building on the Macdonald Campus. They occupy the following sites:

BUILDING	LIBRARY	NET SQUARE FEET		
Barton Building	Macdonald Campus	16,054		
Burnside Hall	Walter Hitschfeld Environmental Earth Sciences	4,937		
Burnside Hall	Edward Rosenthall Mathematics & Statistics	4,000		
Currie Gymnasium	Physical Education Reading Room	708		
Education Building	Education	9,802		
Macdonald Stewart Library	Physical Sciences & Engineering	30,892		
McIntyre Medical Sciences	Health Sciences	35,168		
McIntyre Medical Sciences	Osler	6,960		
McLennan/Redpath Library Building	Humanities & Social Sciences	177,926		
McLennan Library Building	Library & Information Studies	5,572		
Morrice Hall	Islamic Studies	8,121		
New Chancellor Day Hall	Law	18,520		
Redpath Library Building	Blackader-Lauterman	8,654		
Redpath Library Building	Blacker-Wood	31,715		
Samuel Bronfman Building	Howard Ross Management	12,170		
William & Henry Birks Building	Religious Studies	6,598		
Wilson Hall	Nursing/Social Work (to be phased out July/91)	9,853		
550 Sherbrooke Street (Rented)	Marvin Duchow Music	15,600		

BUDGET

In three instances, McLennan Library Building, Macdonald Stewart Library Building and the Barton Building, the Building Director is the Librarian. In other instances, the Building Director is a member of the Faculty which the Library serves. Requests for space allocations are now coordinated through the Director of Libraries who establishes priorities for capital alterations in all library premises. This recently revised procedure has greatly improved efforts to coordinate library physical developments and improve long range planning. When a Library ceases to occupy any space, the reallocation of this space is under the jurisdiction of the Senate Committee on Physical Development. The Director of Libraries is an *ex-officio* member of this Committee.

#### **COMPUTER FACILITIES**

During the past six years, McGill University Libraries have installed some 259 McGill/NOTIS terminals as part of the library automation project. In addition, microcomputers have been added for clerical and managerial functions, not presently part of NOTIS/McGill. The number of individual CD-ROM workstations is approximately 20, and this number is growing almost monthly. There is no provision for replacement and maintenance costs in these units which are frequently funded through faculty support. A partial inventory of equipment is provided in the Appendix 3.1.

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#### V. ORGANIZATION AND OPERATION OF MCGILL UNIVERSITY LIBRARIES

#### Introduction to the Six Sections:

The McGill University Libraries have been scrutinized comprehensively and selectively over the past decade. On an individual basis, consistent and formal reviews of individual libraries have been conducted during the accreditation of a number of professional programs. Collections consultants and library administrators from other universities have also been invited to prepare reports on particular facets of library operations and collections. Reviews of library collections also take place during a Cyclical Review of a teaching department, and the examination of the library's role in the department has been treated at times briefly, at other, extensively.

These earlier reviews of McGill University Libraries have been useful, but have lacked cohesion. There has been an increasing recognition of the need to examine overall library functioning and resources allocation. This Cyclical Review of the Libraries provides the opportunity to examine operations in an integrated fashion. The Chapter is organized in six broad topics covering all aspects of library functions: collection development, preserving and housing the collections, information systems and technical services, service to users, the staff, and the organization and management of libraries (including governance and decision making). The specific topics included in each chapter are listed in the terms of reference (Appendix 1. Guidelines 1). In drafting these terms of reference, the priorities identified by the Task Force on Priorities were relied upon and members of the Self-Study were asked to consider specific issues of concern identified in the Report of the Task Force on Priorities.

Organizing this review from a functional approach rather than one based upon discipline or individual library has enabled the Self-Study Group to view the Libraries as an integrated organizational unit. It begins a process of moving away from the competition between libraries and units. There are areas of overlap between the chapters, although the Study Group attempted to allocate topics to particular chapters. For this reason, it is important to view the six sections that follow as a whole, and to view this Self-Study as an attempt to formulate a unified vision of the McGill University Libraries.

As the work of the Study Group progressed, strong values were attached to fundamental issues in library governance emerged. This is particularly evident in the concept of centralization. In this respect, the Libraries mirror the university and its academic units. Emotion and commitment colour much of the argumentation in support of both sides of this question; the Self-Study views these polarities as extremes on a continuum. Resources may be decentralized, and at the same time, decision making may be centralized. Henry Mintzberg has captured this issue of centralization and decentralization:

"Which is more centralized: a library called 'centralized' because it is in one place, although most of the decision-making power is dispersed to its department heads; or a 'decentralized' library system, consisting of widely scattered satellite libraries, where the chief librarian of each guards all the power, sharing it with none of the other employees?" (p. 97)

and

<sup>&</sup>quot;... the term decentralization is used to refer to the physical dispersal of services. Libraries, copying

## ORGANIZATION AND OPERATION..INTRODUCTION

machines, and police forces are 'centralized' in single locations or 'decentralized' to many to be close to users. But this 'decentralization' has nothing per se to do with power over decision making (the satellite library, like the copying machine, may not make the decisions that must effect it.) Thus this ... use of the term only serves to confuse the issue ....<sup>3</sup>

This combination of centralization and decentralization is the only realistic governance structure for an effective library system. This does not, however, imply a laissez-faire approach to library management. Central control and feedback mechanisms in the management of all library moneys, including special funding sources, are important to guarantee that library resources are devoted to university and library priorities. In the absence of clearly understood and accepted priorities, precious resources, both fiscal and human, are diluted and, in some cases, wasted. The setting of priorities must be an iterative process with strong leadership from the Director of Libraries and full commitment at the departmental level. The development of a successful governance model for McGill University Libraries rests upon the transparency of the process. Planning for the libraries, including resource allocation and the development of priorities must be open and ongoing.

A clear need for the McGill University Libraries to improve performance in planning and communication has emerged from this Self-Study Phase of the Cyclical Review. The energy that was released through the work of the Self-Study Groups is the most reliable resource the Libraries can draw upon in improving performance. For this reason, the following recommendation is made:

BEGINNING IN THE 1991/92 ACADEMIC YEAR, FOLLOWING COMPLETION OF THE CYCLICAL REVIEW AND INCORPORATING ITS CONCLUSIONS, THE LIBRARIES SHOULD DEVELOP A STRATEGIC PLAN FOR THE 1990'S. THIS PLAN SHOULD FOLLOW THE RECOMMENDATIONS OF REPORT OF THE TASK FORCE ON PRIORITIES (CHAPTER 5) REGARDING THE PLANNING AND BUDGETING PROCESS

The McGill University Libraries are in an excellent position, despite financial exigences, to integrate planning and budgeting both within the libraries and within the University priorities. The opportunity provided in completing a Cyclical Review of Libraries at this particular time cannot be overestimated. More importantly, it cannot be lost.

Amongst the most difficult issues identified by the Task Force on Priorities and addressed by the Self-Study Group is the question of striking an appropriate balance between collections and services. McGill University has always placed the highest priority upon its collections, a logical outcome of the age of the University, its many prestigious, specialized collections and the quality of research produced by its faculty.

In the last twenty years, librarians have developed a stronger technological basis for resource sharing, and have made interuniversity library cooperation and resource sharing more feasible and effective. Networking for resource sharing is a humanly intensive program which requires personnel. At the same time, the costs of library materials, particularly of scientific journals, have created a situation in which libraries have had to become more inter-reliant, and the ability to support strong current research collections has been eroded by escalating costs.

<sup>3</sup> Mintzberg, Henry. Structure in Fives: Designing Effective Organizations.

<u>McGILL UNIVERSITY LIBRARIES</u> <u>CYCLICAL REVIEW: SELF-STUDY</u> APRIL 1991

#### ORGANIZATION AND OPERATION..INTRODUCTION

The issue of "access or ownership", as it is frequently referred to in the library literature has created a false dichotomy, suggesting that libraries must be bastions of self-sufficient collections or electronic switching circuits of information. Different information needs require different library strategies. The sections on service to users and on information technology address this question of the appropriate balance between services and collections, but they do not suggest a single equation to solve this problem. However, one guiding principle is that excellence in teaching and research at the faculty and departmental level must be paralleled by excellence in library holdings. Where this is not the case, corrective measures, based upon university recognition of priorities, must be taken.

The Service to Users Section contains 24 recommendations directed to the improvement of user services and integration of library and academic programs. The Task Force on Priorities had directed the McGill University Libraries to review the provision of fee-based service, as a possible source of net revenue for the University. In the course of discussion, the issue became not one of net income, but rather of cost recovery of services given freely to users outside McGill. Reciprocal agreements and the requirements placed on depository libraries for government documents complicated this issue for the Study Group. At the present moment, it is cost-sharing, rather than income generation that will provide the financial base for new initiatives. This is most appropriately implemented at the faculty level where new programs in can be jointly funded, through support from the faculty and private sector.

The Section on the staff deals with working conditions for both librarians and library assistants. The criteria for promotion and tenure for librarians, as members of the academic sector, include superior practice of librarianship, research and service. Librarians as a group are concerned to meet the service and research standards for promotion and tenure, while at the same time maintaining a high level of practice in their profession. There is a growing sense of fragmentation as the effort to achieve becomes more difficult in the face of an ever increasing mandate. It appears that we are on the brink of change, where old ways and needs give place to new, but we have not quite reached that point. Library staff continue old patterns of services while providing new services, and as a result, constantly feel the pressure of time. The amount of change, both in organizational structure and technology developments that can be absorbed by staff as a whole is reaching a threshold. The recommendations contained in the section on the staff address the question of the provision of meaningful development of library staff, as expressed in the Task Force on Priorities.

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The Self-Study Group developed a large number of recommendations for future action as they prepared this report. It appeared both useful and forward looking to include these proposed activities as a guide to future action for the McGill University Libraries. Some of these recommendations are straightforward, internal improvements for which the recommendation will serve as a reminder; others involve policy and administrative changes that must be endorsed by library administration before implementation; some recommendations require further dialogue within the university community; and finally, others require action with library networks and provincial agencies to achieve results. The following six sections are the essence of this report. Recommendations form part of the text of this report. They are also summarized at the end of the six major sections.



## SECTION I: COLLECTION DEVELOPMENT

#### Introduction

This chapter reviews the salient issues facing library collection development today and makes recommendations to improve the Libraries' performance in meeting the needs of students and faculty for scholarly, scientific and professional literature. It begins with a definition of collection development work and a discussion of collection development policies and practices. The links between academic policy making and the development and evolution of collection policies are described and commented on. The system-wide co-ordination of collections development activities through the appointment of a collections development officer is recommended. A general review of collections funding follows. Finally, it calls attention to the serials crisis and proposes strategies for dealing with it.

"Collection development" superseded "book selection" a decade ago as a broader and more apt description of the range of processes involved in building and maintaining library collections. Collection Development includes as its principal activities the identification and sometimes the procurement of materials; budget allocation among different subjects and formats; collection management, analysis and evaluation; liaison with library users; planning and implementation of resource sharing and related programs; and the determination and co-ordination of policies governing these functions.

In the definition of collection development above (taken almost verbatim from the 1989 edition of the American Library Association's Guidelines for Written Collection Policies), the reference to "procurement" does not refer to the regular purchasing of materials which is an infrastructural activity, hence a technical service, but rather to special situations that arise with gifts and exchanges. Acquisitions issues are dealt with in the chapter on Systems and Technical Services. Collection management, the processes connected with the formulation and implementation of decisions to keep, repair, replace, conserve, relegate to storage, or weed, is dealt with in the chapter on Preservation and Housing.

## Collection Development Policies and Practices

McGill needs library collection policies which provide a "comprehensive and fundamentally coherent overall effect" rather than a cluster of independent policies. It needs collections which encompass not only the diversity of disciplines supported by the University, but also consider the need of interdisciplinary teams whose work ranges far beyond the traditional confines of their "home" departments. Coordination of collection development exists on an autonomous basis within each Area Library. Coordination between Area Libraries is minimal, because of the centrifugal effect of the Area Library configuration.

Area libraries have been making great efforts to update, and where necessary rewrite collection policies in order

<sup>&</sup>lt;sup>4</sup> "A great university will by its very nature encompass and even encourage apparent conflicts, for even these differences contribute to a comprehensive and fundamentally coherent overall effect." McGill University. Report of the Task Force on Priorities, Montreal, 1990, p.7.

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to ensure that current policies are in accord with academic priorities and economic realities. In the last ten years the buying power of the McGill Libraries has deteriorated seriously due to inflation, unfavourable exchange rates and escalating subscription costs for serials. At the same time there has been an extraordinary growth of research activity in this University, manifested by increased research funding and the development of new research centres.

To deal with this diminution of buying power, and to provide support for new and expanding fields, the Libraries have steadily cut back on purchases in areas where faculty interest has diminished substantially, e.g. ophthalmology, operations engineering, crystallography, ornithology, West Africa and Australia. Further trimming has practically eliminated the purchase of foreign language publications in Medicine, Science and Engineering. Foreign language purchases are now largely confined to supporting the language and literature departments and to occasional titles in History and Philosophy. Consultation with faculty concerning priority areas for trimming as well as priority areas for development is especially vital at this time in the institution's history.

It is generally understood by McGill and by other universities in this province that each university is responsible for providing a core collection of fundamental reference materials and support for undergraduate teaching. Beyond this essential core, many choices may be made concerning the level and scope of library collections. Literature requirements of different fields vary, and collection librarians are sensitive to the pattern of publication in different fields and disciplines. The importance of the journal literature varies from one field to another as does the need for maps, music and audio-visual publications. Choices in building library collections are not just choices between topics or between media. There are basic issues to be grappled with. For example, it is necessary to weigh the needs of future research against the needs of present research (e.g. archival journals or newsletters and hardbacks or paperbacks). Other options are historical collections or current interests, prestige acquisitions or bread-and-butter purchases, professional literature or research literature, quantity or quality (Elseviers or Penguins). Although the options outlined are stated as dichotomies, they should be seen as end points of continua, along which decision points must be established.

Collection policies provide guidelines discipline by discipline for these decisions and at the same time, provide for a coordination of policies so that cognate areas receive suitable coverage. Thus the purpose of collection policies covers the need to respond to faculty needs and to assist communication between collections librarians. Beyond the need for coordination amongst the McGill Libraries, it is essential that documenting current collection policies be given high priority is so that it can be a basis for collaboration with other research libraries in the region. It has been calculated that a major research library can afford to collect 5-7% of the output of the world's presses (currently over 100,000 periodicals and 700,000 books annually). Comprehensiveness in collections, except in a few very specialized areas, is even less a realistic goal in the 1990s than it was in the past. "Comprehensive access to knowledge" is considered a more meaningful goal these days. The trend is for libraries to collaborate with each other to extend the range of materials available to their users. Thus the policy concerns of collection development are not confined to the intellectual decisions concerning purchases, but must consider alternatives to purchase such as rental, cooperative purchase through a library consortium, interlibrary loan and other forms of document delivery.

The Director of Libraries represents McGill in the major library consortia: the Association of Research Libraries (US & Canada), the Canadian Association of Research Libraries, The Center for Research Libraries, and the CREPUQ Libraries Sub-Committee. Through these organizations the Director is politically active in matters which

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concern the provision of information to the members of this University; matters such as copyright law and regulation, the taxation of books and journals, the serials cost crisis, and the co-ordination of collection development and management activities, regionally, nationally and internationally. When necessary members of the Library staff are delegated to serve on various consortium subcommittees. Currently, about a dozen librarians serve on various regional coordinative groups.

## Collection Development Policies and Academic Priorities

The Director of Libraries interprets the University's policies and bases library goals and objectives on them. Within the institution he has a role comparable to that of the dean of a faculty. The Director of Libraries sits on Senate and Academic Policy and Planning Committee (APPC) ex officio, and is well placed to contribute information concerning the library implications of new programs as well as to make recommendations concerning the library component of cyclical and accreditation reviews. At the Faculty level a one-page form regarding library implications for new programs must be filled out, but in practice it does not seem to have any effect on the approval or the funding, largely because by the time a formal proposal is made the program is usually well established. At McGill, new programs, almost without exception develop organically from existing programs. The incentives for such programs are normally external to the university and relate to scholarly and professional priorities and the potential for obtaining funding from government and research foundations.

The Libraries find it difficult to change collection practices to accommodate new priorities. For example, a significant number of new appointments of East Asian specialists have been made in recent years, without due consideration by the University for their very costly library requirements. Other fields, not previously emphasized in the curriculum or in research, such as aerospace engineering, quantitative economics, and criminology now require support. McGill's recent success in the nation-wide competition for federally sponsored networks of centres of excellence has library implications which were not fully explored or allowed for in the grant applications. Environmental studies, women's studies, robotics, biomedicine, biotechnology, AIDS, neurobiology, bioethics (and indeed applied ethics of all sorts and kinds) are all examples of growth areas with rapidly expanding literatures which have attracted established as well new staff and require support.

Knowledge of student and faculty needs comes to collections librarians from professors, and from direct contact with students and faculty at reference desks, and from round-table discussions in bibliographic seminars. Regular review of reserves lists and interlibrary loan requests helps the collections librarians ascertain what is needed. Keyword searching of MUSE, the on-line catalogue now makes it relatively easy to ascertain the quantity and quality of current coverage of specific subjects. This not only serves library users well, but it also helps librarians in their selection decisions. The automated circulation system already tells us about heavily circulating titles, so the library can consider putting them on short loan and/or ordering extra copies; it has the potential (given some programming) to provide information about circulation patterns, by subject, and by library. Collections librarians are frequently invited to speak on library issues at department meetings, and many interdisciplinary coordinating committees have discovered the usefulness of adding a librarian to their number. In general faculty understand that the libraries can not be expected to support in depth all possible fields of intellectual endeavour and are content if we provide them with the most essential materials in their specialities. Many accept that it is necessary to travel to specialized collections from time to time. Graduate students, on the other hand find it more difficult to work in fields where

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the library does not have the material they require. Supervisory committees for graduate students should take into account the availability of appropriate literature resources to support the thesis topic. If the critical mass of publications is not available locally or in the national collections in Ottawa, alternatives such as travel support should be considered. Interlibrary loan should be seen as a way of supplementing local resources, not as a substitute for them.

The relationship between teaching, research, and the library collections of an academic institution is complex. Not the least thorny issue involved is the conflicting expectations of the communities served. The libraries are expected to respond to new trends, new subjects, and new faculty interests on the one hand, and to continue to support existing and historic collections as well. When money is relatively plentiful the libraries are able to develop rapidly in new areas of teaching and research. When it is not the libraries must still respond, but it is obvious that Peter will be robbed to pay for Paul's new interests. This is particularly true for subjects which require extensive retrospective collection development and expensive journal subscriptions.

It is highly desirable that McGill collection policies be clarified before embarking on any collaborative collections agreements on a city-wide or province-wide basis. While we should be ready to grasp the opportunities offered by regional coordination of collection development\_as a way of extending the resources available to readers we need to stay with policies which are consonant with the interests of our own institution.

In order to further this work of coordinating collection policies at both the local McGill and at the regional (CREPUQ) level there is a need to mandate a senior librarian to coordinate collection development on a system-wide basis. The position should be a staff position providing information and advice. It is also recommended that both collections and public services continue reporting to the same Associate Director since it is essential that collections development continue be seen as a "front room" public service in direct contact with the library's users rather than as part of the library's infrastructure.

#### Recommendations:

- A system-wide collection development philosophy should to be articulated.
- A senior librarian should be mandated to coordinate collection development on a system-wide basis.
- Coordinated collection policy statements for all disciplines and major interdisciplinary fields should be a goal.
- The effects of new programs on the Libraries' collecting should be made manifest in a detailed and costed way.
- Supervisory committees for graduate students should take into account the availability of appropriate library resources to support the thesis topic.

#### Collection Funding and Allocations

Collection development policy and collection funding are inextricably intertwined since implementation of the one is dependent on the other. While it is important for the library to be very well informed about the literature needs of the university community, it has to translate these into workable policies on an ongoing basis. It must ensure the

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judicious acquisition of books, journals, audio-visual publications (maps, music, microfilms etc.) as well as the new electronically recorded media (census tapes, bibliographic data bases, electronic formats, etc.)

Funding for collections in recent years has been a problem for McGill as for other academic libraries. Apart from an extraordinary rise in the cost of books and serials there has been a steady increase in the amount of material published. Purchasing power has shrunk substantially relative to the amount of literature available. The operating budget tells only part of the story since endowment funds, gifts, grants, soft money and ex-gratia are important factors in the overall picture. Examination of expenditures bring us considerably closer to reality. These are recorded simply in the ARL statistics with books, serials and binding nicely segregated one from the other, and with no distinction made between books funded in the various possible ways (operating funds, capital funds, interest on endowments and one-time gifts and grants).

To begin with a basic comparison: in the fiscal year 1979/80, McGill spent \$1,893,959 on library materials. By 1984/85, that had risen to \$3,457,044; in the last complete fiscal year, 1989/90, the expenditure was \$4,446,903. Spending thus appears to have increased 83% over the first five years of the decade, 29% over the latter five years.

Between 1979/80 and 1984/85 the average unit cost for McGill serial subscriptions (not including free titles) increased by 83% and from 1984/85 to 1989/90 60%. As a matter of interest, the average increase in the cost of a serial subscription over the ten year period has been 145%. This is considerably higher than the 117% figure published by ARL. The increase would have been higher than 145% had there not been cancellations of expensive titles, especially expensive duplicate subscriptions in recent years.

The "monographs (volumes added)" (books, maps, records etc.) numbers in the ARL statistics are based on cataloguing statistics which tend to throw a veil over the true picture of acquisitions costs for these publications since significant quantities of upgraded records and gifts are included in the cataloguing statistics. Book trade statistics show that book prices follow much the same pattern as serials, with Medicine, Science, Engineering, Agriculture and Law book prices very high. Art, Music, and Linguistics run equally high average prices as well. Reference books (in the narrow sense of the term - dictionaries, encyclopedias, directories, bibliographies etc.) almost regardless of field are very expensive. Published figures indicate that as a class they have increased in price more than any other type of book. The importance of exchange rates in determining costs for books and serials

<sup>&</sup>lt;sup>5</sup> Lynden, Frederick C. "The Impact of the Rising Costs of Books and Journals on the Overall Library Budget", *Journal of Library Administration*, v.10, no.1, 1989, p.81-98.

<sup>&</sup>lt;sup>6</sup> Not all library endowed funds were reported to ARL at the time, indeed it is believed that the Director of Libraries was not necessarily aware of all library endowed funds at that time.

<sup>&</sup>lt;sup>7</sup> Hamaker, Charles, "Journal Prices in Perspective" ARL: a Bimonthly Newsletter of Research Library Issues and Action, no. 153 (November 7, 1990) p.1-3. See also the Association of Research Libraries Report of the ARL Serials Prices Project, Washington, ARL, 1989 which includes two important studies commissioned by the ARL on serials prices. Of particular interest are charts 9-13: field specific price per page trends (1973-1987) for Biology, Earth Sciences, Medical, Physical Sciences, and Technology serials.

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should not be underestimated since the large majority of publications purchased come from the United States and the United Kingdom.

Impressions gained from the annual reports of the Area Librarians and that of the Director of Libraries seem to indicate that, in order to live up to the university's existing research aspirations, a doubling of the book and serial budgets would be required at the very least. Without doubt a major increase in doctoral work conducted at this university, as projected by the recent report of the Task Force on Priorities will have a major impact on expectations of library performance by the university's research community.

The Libraries' record over the past seven years in obtaining SSHRC grants for purchasing library materials is the best in Canada and rests on good cooperation between individual subject bibliographers and faculty members and painstaking evaluations of existing collections. We have also done well in attracting gifts, both in money and of the private libraries of scholars. Scholarly activity within the libraries is not only bringing us kudos from within the academic community, but also is bringing us to the attention of donors and potential donors. The recent establishment of a Friends of the Library organization, as well as the appointment of a fund-raising officer have improved potential for attracting external support and have been productive. However it must be appreciated that such efforts are investments of present resources for future gains. In the meantime there should be "a substantial increase in the portion of annual giving directed to the collections budget" 8

It is generally agreed that improvements in the system allocating book and serial funds are needed. The allocation of book and serial funds should more visibly take into account such matters as the size and nature of the programs served, the relative cost and mix of publications (books/serials/audio-visual etc.) needed by each discipline, special needs of new programs, as well as the desirability of the maintenance of some historic collection strengths. In order to improve the allocation system it is necessary that priority be given to the Systems Office undertaking the necessary programming to glean the necessary statistical data from the automated systems. For all the libraries served by Central Technical Services there is no detailed cost data by subject or book fund for purchases in recent years. Serious consideration should be given to deferring important policy decisions (for example further departures from the historic division of book funds) until reliable data for decision making is available.

Financial analysis is not only needed for the judicious allocation of book funds, but also for collection evaluations connected with new program proposals, cyclical and accreditation reviews including the inevitable comparisons with collections serving similar programs elsewhere.

There are fundamentally three ways to deal with diminishing buying power for books and serials. The principal way is to increase resources for acquisitions. Some further savings can be squeezed out of the existing budget by refining existing subject priorities. Moving resources into providing for networked access to resources through coordinated collection development and the use of document delivery systems (resource sharing) is another strategy which while not saving money can protect and even extend the range of literature available to the community.

<sup>&</sup>lt;sup>8</sup> McGill University. Report of the Task Force on Priorities. Montreal, 1990, p.36.

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Consideration should be given to assigning a portion of the university's research funding overheads should to the libraries. Millions are coming to McGill for new research centres and programs in which the libraries do not share, yet they are expected to provide support. Provision by the University for "indexing" library book and serial funds for inflation and currency fluctuations as is done by the University of Toronto (for technical details see Appendix 6.V. Section I) recommends itself as a way of bolstering sagging buying power.

Improved administration of "soft" funding provided to the Libraries would be another way. The Libraries would prefer that such soft funding in the future be termed "program development" or "program improvement", carrying the message that the business in hand is the building of resources for present and future research, rather than rattrapage, which has an unfortunate connotation of being restricted to retrospective purchases. Such money should be available both to support existing programs and for new programs on a competitive basis.

#### Recommendations:

- Increased funding for collections should continue to be a University priority.
- Soft funding should be made available to support existing and new programs on a competitive basis.
- The Libraries' administration should give high priority to the improvement of statistical and financial data concerning library acquisitions and holdings.
- Fund allocation should be more visibly tied to policy and to objective data concerning costs.

#### The Serials Cost Crisis

The number of serial titles published has continued to grow and so have the size and cost of existing journals. Electronic formats are attractive, especially where complex manipulation of data is desirable as with bibliographic or numerical data bases. In some cases the information is no longer fully available in printed form, (e.g. the Canadian census), for others such as the *Science Citation Index* on CD-ROM the publisher has fixed the pricing so that cancellation of the paper version is hardly worthwhile. Even if the publishers did not make it unattractive to cancel by charging almost the same amount for the CD alone it would not be practical to rely on the CD in disciplines where we have a large user population. The really difficult issue is to decide which data bases to make available locally and how access should be provided and on what basis, for the costs (including leases, royalties, and hardware) are substantial.<sup>9</sup>

Steps taken in recent years to contain the run-away cost of journals have included eliminating duplicate subscriptions, increasing the proportion of current collections funds allocated to serials, and massive reviews (in consultation with faculty) of existing subscriptions. Attempts to persuade faculty to support the cancellation of unique copies of expensive serials have not been successful since pertinence and quality outweigh cost considerations in the academic mind. Resistance to the cancellation of duplicate serials has been far from negligible, since convenience is an important criterion for individuals who value their time and that of their students. Faculty have

<sup>&</sup>lt;sup>9</sup> Reed-Scott, Jutta. Information Technologies and Collection Development, *Collection Building*, v.9, no.3-4, 1989, p.47-51.

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fiercely resisted cancellations justified by availability in another Montreal library collection or in the national collections in Ottawa. Similarly attempts to persuade faculty here or elsewhere to boycott publishers responsible for the most blatant increases in serial prices (Elsevier, Pergamon, Springer, Plenum and their subsidiaries) have not shown any results. The trend to contracting out the publication of the journals of learned and professional associations to commercial publishers is unlikely to be reversed by concern over its effect on the economics of research libraries.<sup>10</sup>

In recent years journal cancellation programs have overall managed to allow for essential new subscriptions. Most McGill libraries (some at the expense of others) have been maintaining a steady number of serial subscriptions, although not of expenditures. Since monograph funds had already been cut severely to fund subscriptions the only solution was for the university to cover the deficits. It is important to appreciate that compared to other North American academic research libraries in the matter of serials expenditures we stand in the middle ranks, not an accustomed place for our institution. On the Canadian scene we stand in 6th position for serials expenditures. It stands to reason that further mass cancellations of serials are being resisted by both faculty and librarians.

A technological solution to the serials cost crisis is not likely in the very near future, largely because the real issues are social and economic rather than technological, having more to do with the prevailing systems for evaluation and reward in the academic world and their economic exploitation by a relatively small number of international publishers than with the technologies employed for production and transmission. In truth, the technological advances that were promoted as techniques for containing the costs of disseminating research information have extended the range of scholarly communication, rather than superseding the conventional journal article or book.

If the increase in subscription costs this year amount to the 25-30% predicted, it seems likely that there will be a renewed call for cancellations, and with it admonitions for the coordination of cancellations on a city-wide basis.

Recent studies of holdings of Chemistry, Philosophy and Art and Architecture journals undertaken by sectorial collections analysis committees under the auspices of the CREPUQ libraries sub-committee not surprisingly show that there is a considerable overlap between the university libraries, duplication to a large extent, but not exclusively for the "core" titles for these disciplines. In chemistry some 333 of the 1000 most cited titles are not available in the province. Uncoordinated cancellations are a partial explanation for this extraordinary finding. Needless to say many important specialized titles are not in the list, especially titles central to local research interests. McGill

Probably the best general analysis of the serials crisis is to be found in an article by Sheila Dowd, Assistant Director, Collection Development at Berkeley with the unpromising title of "Fee, Fie, Foe, Fum: Will the Serials Giant Eat Us?" in the *Journal of Library Administration*, v. 10, no.1, 1989, pp. 17-38.

The amalgamation of the Undergraduate Library led to the cancellation of slightly more than \$9,000 of serial subscriptions. The savings from Nursing-Social Work are expected to amount to approximately \$5,000. Further cancellation of duplicates in campus libraries will not produce significant savings. The only financially significant duplication of serials at present remaining in the McGill library system is at Macdonald College, where it amounts to almost \$82,000.

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researchers need both the citation classics and the latest news from the specialist journals and newsletters serving the leading edge. It is essential that convenient access to a wide range of journal literature be provided.

Most of the essential preconditions for the rationalization of subscriptions between the four universities in this city do not exist at present. It would be most desirable if at a minimum some coordination take place in order to avoid inadvertent cancellation of the last copy of titles in the immediate region.

#### Recommendations:

- A mechanism for McGill-wide coordination of serial subscriptions should be established before negotiations on a city-wide basis take place.
- Priority should be given to establishing the necessary conditions for the coordination of serials cancellations between the Montreal universities.
- Efforts to provide reliable information concerning serials subscriptions and holdings for all Quebec university library locations and the national collections in Ottawa should be pursued vigorously..
- More effective document delivery (loans and photocopies of materials not held locally) is essential.

It is understood that these suggestions will cost money, in university staff time, as well as the necessary hardware and software. The literature concerning resource sharing tells us that previous attempts at rationalizing serials subscriptions elsewhere have mostly foundered on the twin shoals of excessive administrative costs and faculty power. Absorbing some of the document delivery costs (be it interlibrary loan or purchase from a clearinghouse) for McGill patrons might assure researchers that the goal remains to supply them with the literature they require for their work and introduce a very concrete factor into the calculation of decisions to buy, or not to buy. However the absorption of such costs would runs the risk of substituting labour costs for material costs, and would require careful consideration.

<sup>&</sup>lt;sup>12</sup> Two useful articles on cooperative collection development (resource sharing) are: Maass, Barbara "The New Mythology, Co-operative Collection Development". Canadian Library Journal, v.46, 1989, p. 23-29 and Mosher, Paul H. "Cooperative Collection Development Equals Collaborative Interdependence". *Collection Building*, v. 9, no.3-4, 1989, pp.29-32.

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#### SECTION II. PRESERVING AND HOUSING THE COLLECTION

## INTRODUCTION

Most of McGill Libraries provide inadequate space for collections and users. Space for collections growth is finite yet collections continue to grow. In order to find space for normal growth in libraries which are almost full, major moves of collections are routinely necessary. Solutions to this dilemma require compact storage for low use material as well as off-site storage facilities. Special efforts to preserve fragile items in a rapidly deteriorating collection is a major, unaddressed problem. Increases in the number and quality of user space is a further requirement.

### Collections Space / Compact Storage

The Senate Committee on Physical Development set up a library space study group in 1983 to review library space needs for the following 5 to 10 year period. The report was presented in March 1984, covering all libraries except Religious Studies, Osler, Islamic and Macdonald. Based on a definition of a library being "functionally full" when 90% of its shelving capacity is in use, the report concluded that the following libraries had 0-5 years before they would be functionally full: Music, Law, Dentistry, Oceanography and Rutherford Physics, Education, Map and Air Photo. The following libraries were judged to have 6-10 years before they would be functionally full: McLennan, Botany-Genetics, Medical, Nursing/Social Work, Physical Sciences and Engineering.

In 1988 this survey was updated for Humanities and Social Sciences Libraries only. Of the 7 branch libraries, 1 reading room, and 3 departments surveyed, 3 were more than 90% full, 5 were more than 80% full and 3 were between 65% to 78% full. The Health Sciences Library showed about 3 years of growth space remaining and the Law Library had already reached its capacity.

Renovations, the addition of more additional shelving, creation of a new branch library (Hitschfeld), moving to new space (Marvin Duchow Music Library) and of compact shelving have increased overall shelving capacity. But the merger of smaller libraries into the larger libraries (e.g. Dentistry, Botany, Oceanography, Nursing/Social Work) and normal collections growth continue to strain existing space to the limit. Since 1984 library space has also been lost to other units (e.g. to Continuing Education in Redpath Library and to MEDCOR/MEDNET in the McIntyre Medical Building). In such a climate, collections shifts to accommodate new materials have become a labour-intensive activity.

Few McGill libraries have satisfactory capacity for growth over the next 5 to 10 years. When libraries merge and the space presently occupied by that library is lost, some extraordinary measures may need to be taken to recoup space for collections growth. Non-library units which occupy library space should be moved to other university space including rental space. This includes offices, seminar rooms used for classroom teaching, as well as specific units which have been assigned space in library buildings contiguous to library functions, e.g. the Burney Project, Printing Services, Continuing Education, MEDCOR and Humanities and Social Studies in Medicine. (See Appendix 6.V. Section II) It should also be noted that specific library functions such as the Director of Libraries' Office, the Systems Office, and Central Technical Services do not need to reside in a library. In the present climate of online catalogues and distant databases, Central Technical Services could move from McLennan Library and that space

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could be reclaimed to fulfil the original intention of stack and user space. Better use of existing space needs to be articulated so that the libraries' credibility is maintained in terms of responsible use of what we now have.

Recommendation: The Libraries should make a careful assessment of all space presently allocated to them with the aid of a professional who has good spatial conceptualization skills in order to identify suitable additional areas for expansion of stacks

Recommendation: The Libraries should identify all the non-library units which occupy space in library buildings with a view to persuading the University administration to relocate these units to suitable space outside the libraries.

Due to the steady growth of the McGill Libraries' collections, most Libraries need some type of storage facility. Several scenarios are possible including on-campus basement locations (to assure adequate load-bearing capacity), off-campus rental, commercial storage and/or participation in a Montréal or Québec university storage consortium.

At present, there is a compact storage facility in the basement of the Redpath Library in which items are stored from Humanities and Social Sciences Libraries and Law Libraries. Macdonald Campus Library has a storage area for low-use material. One or two other libraries have small storage rooms which do not provide satisfactory ways to resolve major storage needs.

Important issues to consider in planning for storage facilities are:

- 1. Evaluation of short and long term space needs.
- 2. Environmental requirements including load-bearing floors, air humidity and temperature, and lighting.
- Services, delivery and transportation, maintenance and user access.
- 4. Staffing needs and staff qualifications.
- 5. Organization of materials.
- 6. Equipment needs including stacks, photocopy and fax machines, etc.
- 7. Interlibrary loan facilities.

If the McGill Libraries were to consider storage as part of a consortium of universities or with a commercial company specializing in archival materials, there are additional issues to consider:

- 1. Modes of collection storage.
- 2. Collection integrity and ownership.
- 3. Classification, organization and the possible need for an automated union list of holdings.

CREPUQ has recently established a working group to consider the possibilities of a central storage area for Québec universities in association with the Bibliothèque nationale du Québec. The BNQ, in consideration of storage needs in its planned new building, is asking other CREPUQ members for an indication of whether they would be interested in sharing a centralized storage area.

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Since there appears to be little prospect of major library building expansion at McGill and many existing libraries are already functionally full, the libraries need to begin now to plan for suitable storage space for burgeoning collections. Off-campus rental space as close as possible to the downtown campus appears to be the most sensible option. The Québec government appears to be sympathetic to this type of initiative and has already financed such initiatives for other Montreal universities. An encouraging recent development is the recommendation of McGill's Space Allocations Sub-Committee to the Senate Committee on Physical Development that the University should rent suitable space for all McGill libraries by Summer 1992. It cannot be stressed too forcefully that this is a matter of the greatest urgency. If such space were available within one year, the libraries could begin to move low-use material into that facility and thus save the frustration of major collections shifts in order to accommodate normal growth.

Recommendation: The Libraries should find suitable large basement space on campus for compact storage.

Recommendation: The Libraries should encourage the Senate Committee on Physical Development to rent suitable off-campus storage space near the downtown campus and this should be available for use no later than Summer 1992.

#### **User Space**

Perhaps the primary issue relating to the provision of user space is: whose responsibility is it to provide seating space for users - the Library or the University? The issue is still being debated at McGill as it is at other universities. While the differing needs and perspectives of faculties are taken into account, it is obvious that students prefer study space which is close to the collections. This preference is recognized by library staff and confirmed by the existence of the Québec space norms.

Few McGill Libraries, if any, contain adequate seating capacity for users. Based on the Québec space norms which require that libraries provide seating space for at least 25% of FTE students, the libraries look reasonably healthy on paper. For example, for 1988/89 the total students numbered 20,635 FTE. The Planning Office adjusts this figure downward by 15% in order to calculate the "adjusted" student figure for purposes of meeting the Québec space norms. On the basis of 17,540 "adjusted" students, the libraries should provide 4,385 seating spaces. If the 20,635 FTE figure is used, the libraries should provide 5,159 user spaces. In fact, the Libraries have 5,289 spaces. While this looks to be adequate on the surface, it is clear that McGill scholars are very heavy users and require a variety of user space which includes private study space, large tables where work can be spread out, and group study rooms for work of a project nature. Students in law, for example, tend to use many materials for long periods of time. Students in engineering and management often favour group studies or study space where they can discuss projects. Students in art and library science consult many materials in order to find specific illustrations or to trace concepts.

The present Québec space norms are inadequate for the kind of use which McGill students require. The Law Library, for example, would like to move towards the goal of providing 100 per cent seating for its students, an objective set by all Canadian law libraries. The perceptions of library staff is that study spaces are heavily used

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throughout the term and that attempts should be made to increase both the number of study spaces and the quality of study space. Adding privacy dividers to some existing tables would enhance the quality of user space.

Yet another means of enhancing the quality of user space is to deal more creatively with user resistance to microforms. In many cases, e.g. newspapers, this is the only format in which materials are available. Attention must be given and resources deployed towards creating a more inviting user environment with the best of reading and printing equipment, properly maintained.

The quality of user space should be assured through the maintenance of appropriate and stable temperatures and good air quality in library buildings. Unfortunately, the best temperature for people is not usually the best temperature for books. (7° Centigrade for books).

McGill students prefer study space in close proximity to the collections. The "study hall" concept would not work at McGill. This perception of students in general was confirmed by a 3-year study at the University of Alberta, 1979-1982. Attempts to encourage study outside the library premises did not succeed and the administration supported the students' demand for increased study space in the libraries.

Another factor which must be recognized is that public libraries in Montreal are inadequate and this contributes to heavier use of McGill libraries by the general public. A recent survey in the McGill Libraries indicated that 24 percent of users were non-McGill persons. This puts additional strain on already heavily used space.

Recommendation: The Libraries should continue to exceed the Québec space norms in providing numbers of seating spaces and should enhance the quality of user space for learning, study and research.

Recommendation: The Libraries should provide a more suitable environment for the use of microforms and assure that reading/printing equipment is state-of-the-art, works well, and is properly and promptly maintained.

# Retention / Relegation / Weeding Policies

The approach which seems to hold the most promise for resolving issues relating to retention policies and practices is the development of collections policies by subject discipline or faculty. Significant progress is being made at McGill in this respect and several policies are now in or close to final form. The ability to access almost 90% of McGill's catalogued collections via MUSE makes decisions on whether or not to duplicate items much faster and easier. It must be remembered, however, that about 200,000 items in the collection have not yet been RECONNED and several thousand additional items which are already in the collection lack cataloguing records and are thus not accessible.

A program needs to be developed by collections librarians and bibliographers to identify low use material for relegation to storage with turnaround time of 24 to 48 hours, depending on the subject; to determine the number of copies which should be retained in active collections; and weed excess copies for permanent withdrawal.

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With an automated system, it should now be possible for the Systems Office to produce lists of items held in more than one location; bibliographers would then make decisions on withdrawal of extra copies or consolidation of broken sets; technical services staff would then be directed to do the actual withdrawals.

Presently, librarians weed because of space crises or in response to RECON projects being mounted in their particular library. There is no systematic approach, and there appears to be little time to develop such a program. Weeding has to be considered in the context of an obligation to build historical research collections. The Osler Library is a case in point as it has assumed the role of national resource library in the history of medicine. This affects both it and the Health Sciences Library, as there is a continuum between these two collections and the latter continues to add primary material published in the 1920s to the 1970s. Another case in point is the humanities collection primarily located in the McLennan Library.

**Recommendation:** The Libraries should immediately identify low use material for relegation to storage by Summer 1992 and with an expectation of 24 to 48 hour turnaround.

Recommendation: The Libraries should identify multiple copies held in more than one location and to make decisions on transfer to storage or withdrawal from the collection.

## Conservation/Preservation

The preservation and conservation needs of the McGill Libraries were defined in a Report written by the Director of Library's Task Force on Conservation/Preservation in February 1989. This Report summarized the background of previous initiatives, beginning with the *Collections Analysis Project Final Report* which, already in 1982, had included seven recommendations on preservation, ranging from temperature and humidity controls to the appointment of a full-time "collections/ maintenance specialist with adequate support." Positive results of the CAP Report included the creation of the Director's Task Force in November 1987, and of the position of Preservation and Collections Librarian in 1988.

Several initiatives have been undertaken in conjunction with the recommendations made by the 1989 Task Force. A group of libraries including McGill, Toronto, Laval, Alberta and British Columbia as well as the National Library of Canada received a major grant from the Andrew W. Mellon Foundation in June 1990 to support the establishment of a Canadian register of microform masters to replace brittle books. McGill will be involved in test microfilming, perhaps as early as summer 1991. At least four McGill librarians are involved in cooperative efforts in external organizations relating to preservation and conservation.

Another initiative arising out of the Task Force's recommendations was a random survey of the McLennan general collections, carried out by a professional consultant in 1989 to determine the extent of deterioration of the collection.

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Two committees presently exist (the Director's Task Force and a committee to advise the Director on a preservation and conservation laboratory) but both are inactive at the moment.

One of the recommendations of the Director's Task Force in 1989 was "to convince the University that the environment in which its libraries operate must be stabilized." The physical environment continues to be a major source of anxiety in all areas of the library system. This anxiety focuses on the radical fluctuations of temperature and humidity levels to which the collections (and people) are subjected, and in several cases these have been documented. Excessive humidity alternates with excessive dryness and the effects are visually observable on books even over short time spans. When the University Safety Officer carried out an air quality study in McLennan-Redpath in 1990, it was discovered amongst other things that no established guidelines exist for acceptable levels of fungal spores. Air quality studies in the Physical Sciences and Engineering Library and in the Law Library appeared to be similarly inconclusive about air flow rates of the ventilation system. In the McLennan Rare Book Department, a black soot is regularly spewed forth from the vents and just as regularly reported. The same situation occurs in the McIntyre Medical Building as well as water through the roof of the Osler Library and fumes of unknown composition throughout the building. Emergency procedures need to be reviewed and rationalized since it is felt that some recent emergencies might have been averted by regular inspection and maintenance.

There are various mending/repair initiatives being pursued in McGill libraries. These are mostly ad hoc by nature and related to basic repairs of heavily-used books in Reserve units and the circulating collections. McLennan Library has a full-time book mender and the incumbent has trained several persons from subject libraries and departments in mending/repair. There are no specific funds for restoration of deteriorating collections, but limited funds are used to purchase cotton tape to tie material that is falling apart, acid-free containers for fragile material, plastic to cover maps and items with an exposed title page, and in one case a MATCH volunteer oils leather bindings.

Superior photocopy machines exist which are capable of copying a variety of sizes and which do not require the book to be opened and pressed flat. This would save wear and tear on materials and extend their life by many years.

Recommendation: The Libraries should maintain even temperatures which provide a balance between the greatest comfort to users (including staff) and the least damage to books and other library materials.

Recommendation: The Director of Libraries should seek funds for the institution of a conservation/preservation laboratory and should assure that the necessary staff positions are found to support this activity.

Recommendation: The Libraries, perhaps in conjunction with University Archives, should develop suitable inhouse microfilming capabilities for the production of microform masters in a major preservation effort.

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**Recommendation:** The Director of Libraries should seek funds to purchase state-of-the-art photocopy machines which are designed to reduce damage to books and produce high-quality copy.

Recommendation: The Libraries should control access to its collections in such a way, and particularly outside normal hours (i.e. 9:00 a.m. to 5:00 p.m.), that the collection is protected from theft and from damage other than that caused by normal use.

#### Conclusion

While taking all possible measures to preserve and house the growing library collections, the library staff should be increasingly aware of the need to provide adequate, quality space for users and a physical environment that is conducive to excellent staff productivity. The balance between adequate collections space and user space can only be maintained through relegating low use material to an off-campus storage facility. Major efforts must continue in order to conserve and preserve a rapidly deteriorating collection.

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#### SECTION III: INFORMATION SYSTEMS AND TECHNICAL SERVICES

#### INTRODUCTION

Libraries traditionally have been divided into two areas: public services, including circulation, interlibrary loans, reference, user education and collection development; and technical services, including acquisitions, cataloguing, binding and processing. In technical services, the catalogue is created with entries for items in the library's collection; in public services, staff help users locate relevant items through the catalogue. The catalogue, therefore, is the keystone that links technical and public services. In an automated environment with an online catalogue, technical services creates the content (the bibliographic record describing the item) and information systems provides the framework to make it available (the database structure and access software).

Automation began in the McGill University Libraries in the early 1970s, reflecting developments in the North American library community at large. In public services, the Health Sciences Library began to offer library users online searching on the MEDLINE database; and technical services began to use the UTLAS cooperative cataloguing utility to streamline cataloguing operations. In the two decades since, technical and public services have developed a dependence on information systems.

Information systems covers all aspects of automation found in McGill University Libraries, including mainframe and microcomputer applications in technical and public services environments; technical services includes the procurement, organization and processing of materials for library collections.

#### AUTOMATION STATUS AT MCGILL

Information technology developments in McGill Libraries have followed two streams that parallel the general University experience. One stream is the NOTIS/McGill project - mainframe-based, structured, system-wide with top-down support; the other stream is individual initiatives - PC-based, unstructured, unevenly distributed with local support. Outside of NOTIS there has been no global focus on the automation needs of the library system. Integrating technology and its products into McGill's traditional library functions has been an enormous challenge since the transition has necessitated a reexamination of time-honoured traditions and services. While there is an awareness of the benefits to be gained from the use of new technologies, McGill Libraries have no formal mechanism to implement these technologies throughout the Libraries. The impetus for introducing services and programs associated with new technology has been primarily at the local level rather than system-wide.

A recent development recognizes the need for a system-wide focus for future developments. In late 1989, the Director of Libraries appointed the New Technologies Committee to identify new technologies which could provide enhanced services to the McGill community, and to investigate and advise on possible applications within McGill Libraries.

1986 was the watershed year for automation in the Libraries, marking the start of implementation of NOTIS, the integrated software package selected by the Libraries after extensive evaluation and consultation with library staff and users. The first NOTIS product was an online database, MUSE, currently accessible from library, office and home, which provides bibliographic access to monographs, periodical titles, audio-visual materials, and some maps

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and microforms. As of May 1990, the database contained 1,018,612 records of which 431,888 (35 percent) were the result of a massive RECON (retrospective conversion) project; the other records, already in machine-readable format, were transferred from UTLAS. See Appendix 6.V. Section III for a chart of the composition of the database. In 1989/90, close to 3 million MUSE searches were done; a chart of the distribution of these searches by library within the McGill system is found in Appendix 6.V. Section III. Twelve libraries and collections have been barcoded in preparation for automated circulation, and eight are operational. NOTIS acquisitions and cataloguing have been implemented in technical services; serials check-in is underway. Keyword searching and boolean logic in MUSE, introduced in March 1991, facilitates retrieval and makes the collection more accessible to users. See Appendix 6.V. Section III for a chronology of automation milestones from 1973 to 1991.

NOTIS is the first truly system-wide development in the history of McGill Libraries and has had significant impact on the Libraries' image and operation. The impact is positive and has set the stage for future developments by raising the credibility of the Libraries and consequently users' expectations for information access and document delivery. MUSE has changed the Libraries' relationship with its users. Awareness and use of McGill collections have increased because of a central database of library holdings. With on-order, circulation and binding status displaying in MUSE, users can make specific requests from a broader information base, with the expectation of timely document delivery service in keeping with the excellent response time of MUSE. Differences in levels of service between libraries become apparent with automated operations, and users are demanding consistent policies and equitable treatment across the library system. The NOTIS/McGill system has changed the relationship between library departments. Departments must now think of themselves as components of a system and can no longer work in isolation from each other. The centralization of the database allows information to be shared between departments in a way that was never possible before.

One attribute common to the individual automation initiatives is uneven development across the Libraries. Online search services, librarian-mediated searching of external (remote) databases, began in 1973. This type of searching involves a librarian conducting a search on behalf of a faculty member or student. The range and choice for online searching now available include hundreds of databases for dial-up online searching; 2300 searches are done per year by librarians for faculty and students, which is a relatively small number compared to other research libraries. The largest percentage of online searches are conducted by the Health Sciences Library (60 percent). A number of factors have contributed to the low level of online searching in other libraries, including lack of equipment, staff resources and management commitment to the provision of this service. Searches are charged back to the user on a partial cost-recovery basis (connect time and royalty charges, but not staff time); because of the associated costs, online searches are available only to those who can afford to pay. Without a commitment across the system to provide this service in a uniform, easily accessible and reasonably-priced manner, many users will never make use of a valuable and efficient information retrieval service.

Similar uneven development of the most recent technology, CD-ROM (Compact Disk Read Only Memory), has occurred. In an effort to provide access to databases at a lower cost to users, libraries have purchased databases on CD-ROM. Microcomputer work stations for CD-ROM applications began appearing in library reference departments in 1987. CD-ROM has been a resounding success with both faculty and students; library users have found searching CD-ROM databases relatively simple and preferable to manually paging through printed indexes and abstracts. The CD-ROM databases purchased to date represent widely-used indexes such as ABI/INFORM, COMPENDEX, ERIC and MEDLINE. New databases are appearing monthly, many of them derived from print

publications or databases available online and McGill librarians, responding to user demand, are requesting more CD-ROM work stations and databases; there are now multiple work stations in 11 libraries providing a system total of 25 CD-ROM databases. See Appendix 6.V. Section III for the current listing of CD-ROM databases and their locations. Networks and gateways are accessed, albeit on a limited basis and again with uneven distribution within the Libraries, to support collections, reference, interlibrary loan and cataloguing activities.

Given the Libraries' commitment to information technology with NOTIS and other developments under discussion, it seems short-sighted that there is no separate automation operating budget. Library operating budgets at McGill have traditionally been divided into staff, collections and other (supplies); the sole automation component has covered UTLAS cataloguing charges. NOTIS implementation has been funded from capital campaign funds; CD-ROMs have been purchased from collection budgets or through support from individual Faculties; equipment has been purchased with limited capital equipment funds or from discretionary funds, also limited; online searching has been offered on a charge-back cost recovery basis.

The Libraries' commitment to NOTIS cannot end with the completion of the implementation phase, since NOTIS has now become the very heart of the Libraries. Current funds are inadequate to provide existing services in a satisfactory way, especially as many traditional functions of the library are still demanded in tandem with automated library resources. It is important that the Libraries provide access to information in all forms, and that the staff and equipment follow. To do otherwise is to provide less than optimal service to the University. New programs and services require greater financial support. This need comes at a critical time when financial resources are shrinking. Information resources, proliferating in both volume and format, can no longer be accommodated effectively by the traditional budgeting approach.

Only three of the seven positions in the Systems Office are funded by the operating budget; the others are on soft funds. RECON, a major project essential to the goal of creating a comprehensive centralized database, was undertaken with primarily casual staff. Three of the Area Libraries have recycled positions to create a Computer Services Librarian, but the Law Library has not yet been able to do so, leaving it behind in information technology. In some libraries, sessional librarians (those hired on soft funds) are providing online searching and automation-related training. Without adequate staffing levels, McGill Libraries' efforts to maintain and develop automated services for faculty and students will be compromised.

There is no System-wide standardization for the acquisition of hardware or software, although some coordination efforts have been made within individual Areas. Sources consulted by library staff prior to purchase decisions vary (colleagues, informal users group, Computing Centre) as do vendors used. Standardization in the choice of hardware and software appears desirable for greater compatibility, reduced training requirements, use of site licenses, group discounts on purchases, potential for recycling equipment among the departments, and compliance with copyright regulations, but should allow flexibility to accommodate individual needs.

Training needs related to automation have not been met on a system-wide basis except for NOTIS implementation training provided by the Systems Office, which was successful in promoting staff acceptance and the integration of new technologies. NOTIS training was coordinated with the need, in conjunction with the installation of equipment or implementation of an application. Standardization of hardware and software choices should make training coordination easier. Staff should be encouraged to attend the training sessions available through the Computing

Centre. "Experts" within the Libraries should be encouraged to share their expertise with their colleagues through library sponsored workshops.

The Libraries should exploit the public relations opportunities in automation developments. Milestones in NOTIS/McGill implementation, e.g., dialup access, loading of CIHM tapes, keyword searching, and other significant events in information delivery, e.g., CD-ROMs, full-text searching, should be celebrated. A strong, forward-looking image would gain support for future initiatives. There has been no coordination of releases of information on NOTIS enhancements, e.g. MUSE access from outside McGill arrived by default when the Computing Centre released the Internet address; this announcement should have been the initiative of the Libraries. News should be shared with staff and users. The scope of existing publications, e.g. From the Librarian, The McGill Reporter and Library Gazette, could be expanded to include information systems developments and highlights.

The protocol for MUSE access should be made public to the Montreal library community. This access should reduce telephone reference enquiries about McGill holdings. Access to MUSE could be promoted as a community service, and also has the potential for revenue generation from document delivery, reference services and by-products of the database (e.g., serials lists, subject bibliographies). The number of dial-in ports available (10) should not be a problem; to put this number in perspective, at the peak time for the National Library of Medicine, the maximum number of simultaneous users is 25-30. See Appendix 6.V. Section III for MUSE access procedures from locations outside McGill.

Recommendation: The Libraries should organize future automation developments with a System-wide approach to planning and coordination. To support this system-wide approach, the Libraries should do the following:

- articulate System-wide goals, so that each new development can be assessed for its contribution to these goals;
- establish a centralized automation budget to plan, implement and maintain automation across the libraries;
- further standardize hardware and software, taking into consideration University policy;
- include provision in the base budget for the staff required for the ongoing maintenance and development of information technologies;
- make a commitment to training in information technology, whereby staff members are supported in their job-related automation education;
- communicate developments in information technology to library staff, the McGill and non-McGill communities.

#### THE FUTURE OF NOTIS/McGILL

Maintenance and development of the NOTIS/McGill system must be given top priority. Even were McGill Libraries to freeze automation at its current level, a high degree of support would still be required for: immediate response to terminal problems and downtime; loading of new releases; coordination with the Computing Centre; production of operation reports; publication of NOTIS/McGill reference manuals; design of help screens and systems messages; training for new modules and releases. There are still aspects of the NOTIS/McGill system which can be

implemented or locally developed to provide users with improved services and greater accessibility to collections, either directly or through increased staff effectiveness. The most urgent are described below.

MUSE replaced the useful but not popular microfiche catalogue introduced in 1982, which in itself was a great step forward from the days when each library has its local card catalogue and McLennan Library was the sole location housing the MUC (McGill Union Catalogue) with all campus holdings. Without doubt, access to a bibliographically centralized library catalogue is the best option for users, providing "one stop shopping" for information on library collections. A word of caution - MUSE contains over 1,000,000 records but it is not complete. Approximately 25 percent of McGill holdings - collections in Government Documents, Islamic Studies, Music, Osler and Rare Books, and special formats such as maps and audio-visuals - have manual catalogue records only or no records at all and are inaccessible online. Gifts and material in cataloguing backlogs are also missing from MUSE. Because of the appeal of using an online system and the excellent response time of MUSE, library users and staff tend to overlook the continued need for consulting card catalogues. MUSE should include the records for these collections; this will require additional cataloguing and RECON efforts. Methodology and cost studies are currently underway for the RECON portion of this project. Local indexing exists for some specialized collections (e.g., Music sound recordings); these should be integrated into MUSE.

Multiple shelving sequences (LC, Cutter, Dewey) complicate retrieval for the user. Consideration should be given to reclassifying the remaining non-LC material (approximately 70,000 items) to reduce the number of shelving locations for a particular subject. Related questions are whether another classification (CODOC) for government documents should be deliberately introduced now that the impact of multiple schemes is known, and the importance of correcting historical errors introduced by major projects such as RECON where records of dubious quality were accepted due to limited funds.

The NOTIS system provides programs that permit the loading of commercially available databases into the online catalogue, if these databases are in MARC format (an international standard for the record structure for automated cataloguing developed by the Library of Congress and used by all North American research libraries). The Libraries' first venture in this area was the loading of 59,000 bibliographic records for the microfiche collection of pre-1900 Canadiana imprints from the Canadian Institute for Historical Microreproductions (CIHM). There are other microform sets in the Libraries with corresponding records on tape which should be purchased and added to MUSE, e.g. The Eighteenth Century Short Title Catalog, and Landmarks of Science. A logical next step would be to include tapes of the holdings of the Center for Research Libraries (which can be seen as a remote storage location for McGill Libraries), followed by holdings for non-library collections at McGill (e.g., Archives, ICC, McCord Museum, Pulp and Paper Research Centre, Redpath Museum), followed in turn by relevant Montreal area collections of research interest (e.g., CCA, CACTUS).

Besides its missing collections, the MUSE database's greatest deficiency is the number of inconsistencies in the way names and subjects have been entered into the records. Most libraries send their database out to a commercial company for this complicated cleanup or authority control (known as a database walk). The database returns to the library and the local system (NOTIS/McGill) is used to keep the headings consistent. This cleanup has yet to be done to the MUSE database and is currently in the planning stages.

The circulation module needs some attention. The reserves function is still partially manual; printed listings must be consulted to request and retrieve reserve items; the ability to do a MUSE search by course number, professor or item would benefit students, faculty and staff. Self-service circulation requires investigation and, if compatible with the Tattletape security system, would release circulation staff to provide improved services elsewhere.

At present, the Libraries' database is subdivided into three "processing units" corresponding to the three technical services departments. Each processing unit creates a separate bibliographic record for duplicate items held by another processing unit. The MUSE database therefore contains multiple entries for the same item which creates confusion for users; in the interests of users, these multiple entries should be eliminated. The level of duplication across the system is unknown but must be determined before arriving at a solution.

Major improvements needed for the acquisitions function are the provision of automatic currency conversion by the NOTIS system and an online interface between NOTIS and McGill central accounting. Both of these developments would release staff time to be applied to the provision of online information records for gifts and other material received outside the ordering process.

Bibliographers should be able to interface with the NOTIS acquisitions module electronically rather than submit paper requisitions with original signatures. Faculty have often expressed a need for an acquisitions list; a separate file should be created on MUSE of recent material that could be searched by author, title, keyword, call number and location.

NOTIS management reports for various operations would help librarians analyze activities and collection use, and plan for future developments and services. Reports requested by librarians include analyses of library collections, price patterns for specific subjects, circulation by category of material and borrower, and use of material for consultation within the library. SAS programming is required to generate these reports; the Systems Office should address this need.

Recommendation: The full potential of NOTIS/McGill should be exploited, with particular reference to the following broad areas of application:

- maintain the current high level of support for NOTIS/McGill for all staff and users;
- enhance NOTIS/McGill to provide improved services and greater accessibility to collections for users;
- enhance NOTIS/McGill to increase staff effectiveness in the interests of library users;
- explore opportunities for revenue generation based on products derived from NOTIS/McGill.

#### McGILL'S RESPONSE TO DEVELOPMENTS IN INFORMATION TECHNOLOGY

The implementation of NOTIS in the Libraries has laid the foundation for future developments. McGill Libraries will need to do more than maintain NOTIS' current level. To remain vital partners in research and scholarship with users and to support a range of academic needs, McGill Libraries will need to provide new access mechanisms and services based on current and future technologies. Numerous North American libraries have taken the online catalogue beyond providing access to library holdings to creating a library information system based on

developments in computer and telecommunications technologies. On these campuses, the research library has become the focal point for information service for the university. See Appendix 6.V. Section III for a graphic representation of NOTIS Systems Inc's vision of a library information system. Whether the Libraries follow the developments in other institutions or take the lead in a direction of particular relevance to McGill remains for senior library administrators to decide. The following narrative highlights some of the directions in information technology that McGill Libraries can choose. A new generation of library automation systems intended for direct use by library users is emerging. In the words of one author:

"The library as we know it is not "dead", but it will be transformed. Traditional library collections and services as well as existing automation systems will provide a firm foundation for building public-access computer systems. In the near future, the library is unlikely to abandon print and metamorphose completely into a sophisticated system for providing electronic information and computer-based systems. However, public-access computer systems will play an increasingly important role in libraries, and they will change the nature of the library in fundamental ways. Although the library as a physical entity will not disappear in the foreseeable future, the need for the user to walk through its doors will diminish over time, and increasingly its resources and services will be available in remote locations around the clock. Except in a small number of well-funded, innovative libraries, this change is likely to be incremental rather than swift and dramatic." <sup>13</sup>

Research has shown that the library catalogue, be it on cards or online, reflects only 2 percent of the works in a library collection. The remaining 98 percent must be accessed separately. This hidden collection includes articles in journals, conference papers, government publications and individual papers in collections. Users interested in accessing these types of material must consult abstracting and indexing services that are separate from the catalogue. These services may be in traditional print form, may be provided through mediated fee-based searches of commercial databases or made available locally in the form of CD-ROM databases. The latter two services are preferred by users because multiple concepts can be searched for fast and efficient retrieval. They are not, however, readily available in all McGill libraries. Only 8 of the libraries offer mediated online search service and 11 offer some CD-ROM databases. Therefore users must often rely on manually paging through printed indexes when seeking information, a time-consuming and tedious process. Collections budgets must be stretched to continue purchase of the printed versions while also paying for CD-ROM subscriptions. Students and researchers have come to realize that electronic versions of the indexes provide an information advantage not available in print.

CD-ROMs have broadened access to databases by eliminating the cost barrier for users common to most online search systems. However, a major disadvantage of CD-ROM systems at McGill is that they are stand-alone systems that are available to only one user at a time. Given the limited number of work stations available in libraries,

<sup>&</sup>lt;sup>13</sup> Charles W. Bailey, Jr. 'Public-access computer systems: the next generation of library automation systems.' *Information Technology and Libraries*, June 1989, p. 183-184. This article is part of a special issue devoted to information access developments in U.S. research libraries.

<sup>&</sup>lt;sup>14</sup> David Tyckoson. 'The 98% solution: the failure of the catalog and the role of electronic databases.' *Technicalities*, February 1989, p. 8-12.

several databases are usually loaded on a single machine. Consequently, while one database is in use, all other databases on that machine are unavailable. Local area networks (LANs), preferably connected to the campus backbone, are a solution to the restricted access. Librarians should profit from the knowledge base that exists at the University regarding networks to establish access to the portable CD-ROM databases. For a promising initiative, look to the Howard Ross Library which is working on a link to the Faculty of Management's network in the Bronfman Building that will bring its CD-ROM databases to faculty offices.

While a number of university libraries have been successful in networking CD-ROMs, this environment is not without its problems. Proprietary software limitations and numerous mechanical problems in the disk drives lead to frequent system crashes. Because the network consists of so many different hardware and software components, all of which have to work together, problems become difficult to isolate and resolve. There is already ample evidence from the library system's current experience with CD-ROMs that the difficulty is not so much with understanding what is wrong but of having adequate and well-trained staff to solve the frequent problems. A CD-ROM network has a finite number of users who can search a database simultaneously. Studies have shown that as many as eight people can connect to a network with no crashes, but if three or more attempt to access the same CD-ROM disk, then delays would be noticeable. Another major concern with CD-ROM databases is the lack of a standard search interface. Users searching several databases need to learn a number of different search protocols that essentially perform the same functions, namely locate information, display information and capture information.

Improvements in telecommunications and networking, the wide availability of microcomputers, as well as electronic databases and the ever-increasing demand for machine-readable information have made it feasible for academic libraries to consider implementing local database access systems (LDAS), whereby bibliographic, full-text or numeric databases are mounted on a local mainframe. User demand, the need to improve productivity and the value of electronic information to both faculty and student are the forces driving the installation of such systems. With the constantly evolving nature of information, faculty and student need ever more sophisticated information tools. LDAS would democratize access to information for all users by removing cost and access barriers currently associated with mediated online searching. They encourage interdisciplinary research and bring a wealth of information to a central source where access is available to all within the university community. These systems provide a single searching language for information retrieval, unifying search commands across all databases.

LDAS at McGill University would address all of the concerns raised above about online search systems and CD-ROMs. With the system running on the mainframe, operational support is available from the Computing Centre and the Library Systems Office; problems can be handled in the same efficient way used for MUSE. The issue of simultaneous users accessing any database is not a problem because the LDAS software is running on the mainframe which can support a very large number of users. Local database systems make it possible to return to the comprehensive single source library catalogues that existed in research libraries in the last century, whereby every intellectual work in a collection was indexed. The New Technologies Committee evaluated local database access systems, outlined the benefits and functional requirements of such a project, and made recommendations for future action.<sup>15</sup>

<sup>&</sup>lt;sup>15</sup> McGill University Libraries New Technologies Committee. Report on Local Database Access at McGill University, August 1990.

Perhaps the single most important reason for giving this type of system serious consideration is that the library catalogue becomes the focal point for information and both faculty and students are able to use the library at all hours of the day or night from their offices, laboratories, homes, dormitories or classrooms. In libraries where such systems have been installed, librarians report that users are finding and using library resources that they did not even know existed. More time is spent reading books, periodicals, conference proceedings or technical reports simply because references to these sources are now easy to find.

Initially, widely-used bibliographic databases can be considered for leasing. As a second stage, libraries can investigate the feasibility of mounting the full text of journal articles "behind" the citation files that have already been made available. This will make it possible for the user to secure not only a list of references but an electronic copy of the document. Local library or other campus files such as class lists, laboratory manuals or a campus directory could also be made available using the same search software. The initial goal of a fully integrated online system to support internal library operations can now evolve into the broader aim of a library information system supporting a range of academic needs. The implementation of a local database access system will not eliminate the necessity for CD-ROM networks and mediated online searching. In libraries that have made the transition to this next stage of information service, the three formats are complementary. The local system contains up to three years of data, but is free to users; the commercial, remote version is available to researchers who need to cover the entire file and need the assistance of an experienced librarian searcher; the CD-ROM version is an excellent teaching tool.

The library system also needs to consider the acquisition of other machine readable, non-bibliographic data, especially numeric, to complement the bibliographic and full text resources. Clear policies and guidelines as to the type and quality of service the libraries will provide for a collection of non-bibliographic data files must be formulated. Currently, the libraries acquire and catalogue some data files (Canadian Census tapes), but do not provide support service for the source, leaving the responsibility to the Computing Centre. The main problem is that few, if any, librarians currently working in the Libraries have the programming or statistical skills necessary to offer full service on these files. The library system needs to decide whether one individual with the requisite skills should be made responsible for managing and providing service on these files or whether all public services librarians should be trained to shoulder this responsibility or whether the status quo should prevail, whereby the Computing Centre provides instruction.

Today, a new generation of computer networks provides greater potential for the electronic library. These powerful networks are designed to support communication such as electronic mail (e-mail) and file transfer and can integrate access to information resources more conveniently into the user's routine activities. Numerous electronic services exist. McGill Libraries use ENVOY 100 to transmit interlibrary loan requests electronically as well as to communicate with colleagues. The university network allows connection to all leading national and international networks such as NetNorth and the Internet. Staff and students can communicate not only with one another but also with the rest of the world with easy access to network mail, bulletin boards, file storage and data sharing. Not all librarians have e-mail codes or access to all the MUSIC facilities and of those who do, many use this type of communication selectively.

Librarians and users should take advantage of electronic means of communication, preferably via MUSE rather than having to use another avenue. The single largest barrier to effective communication between the libraries and the university community at large is the lack of an open access network. Access to services such as ENVOY and MAIL

are limited to those who have accounts. The Libraries, together with the staff of the Computing Centre, must develop easy-to-use network linkages for the creation of the library information system. This system could provide not only vital information about libraries such as hours, policies, services offered and general announcements but also act as an e-mail service for library staff and users. For example, this type of development may facilitate the interlibrary loan process by combining catalogue searching and an interlibrary loan request screen. Reference questions, requests for new books, holds for books on loan, student suggestions, and responses to these and other messages could be transmitted quickly and easily. Such a system should be developed as an extension of MUSE so there will be no need for users to log onto another systems to ask questions or submit requests.

The instructional role of the library staff is emphasized during the implementation of any new technology. Student and faculty, particularly those with little or no microcomputer experience, will require instruction and some guidance. Instructional services now range from one-on-one consultations to large group instruction. Instruction sessions are offered routinely on the use of indexes, resources in specific subjects or tailored to course requirements. Current efforts concentrate on training in the use of MUSE and CD-ROM indexes. Instructional seminars must be augmented to accommodate the introduction of new products and services. These can include downloading from the online catalogue, MUSE; accessing and downloading records from other online catalogues through the Internet; training end users to search online search systems; training users to search CD-ROMs and LDAS; training users to manage information that has been collected from a variety of sources. Such relatively sophisticated information retrieval instruction would require facilities with work stations; these could also be used for the automation-related staff training mentioned earlier in this chapter. While some instruction can be handled in a system-wide manner, serious consideration must be given to providing services that are tailored to specialized needs. Librarians must design flexible library instruction to accommodate all users, aimed at different levels and specific user groups. For example, the Law Library needs to design end-user training seminars to teach law students how to access information from commercial online vendors such as QL or CANLAW as well as other full text services.

Librarians handle four basic categories of questions: directional, instructional, factual and research. Problems develop when the volume of directional and instructional questions hinders the level and depth of service that reference librarians can provide. McGill Libraries should strive to employ new technologies to assist in the provision of library orientation and bibliographic instruction. Expert systems and authoring tools such as Hypercard for the Macintosh have become increasingly popular in computer-assisted instruction (CAI) programs. Automated approaches may prove attractive not only to library staff but also to users since these programs can provide an interesting introduction to the library and its services when a librarian is not available. In terms of directional assistance, programs can be developed to orient the user to the physical space of the library with floor plans indicating the location of materials. A selection of library services can also be displayed, together with brief descriptions of each of the services. Modules can be developed to teach students the bibliographic research process, from formulating a topic, researching it in the library and finally writing the paper. One part of this module would consist of tutorials on the use of basic reference aids such as indexes, handbooks, etc. The development of such programs should be given high priority as they will help free the public services staff to assist users seeking indepth assistance.

Academic libraries in Quebec participate, through CREPUQ, in both formal and informal networks. A cooperative project, in the form of a telecommunications network which would allow regional access to other academic online catalogues, should be considered. Such a network should be organized by a governmental body such as CREPUQ

to ensure consistency of participation and continuing resources to support it. Sharing a common cataloguing system or the same software is not necessary, as long as access to local catalogues is provided via a network; in Quebec, RISQ (Réseau interordinateurs scientifique québécois), a network that connects Quebec universities and research institutions, has potential, as does the Internet. A significant limiting factor is the dearth of online catalogues in Quebec university libraries. Ironically, McGill Libraries can access the library catalogues in universities in California and Oxford, but not down the road or over the mountain. Another avenue for cooperation among university libraries is the formation of a consortium to acquire and share the local database access systems discussed earlier in the chapter, providing enhanced information access for McGill researchers and students at somewhat reduced cost. This cooperation could be done on a Montreal, Quebec or wider geographic basis; for example, both York University and Queen's University are NOTIS sites and thus a certain level of compatibility already exists.

Recommendation: McGill Libraries must develop a long range plan to respond to developments in information technology. Elements to be incorporated:

- decision about the Libraries' information service philosophy vis-à-vis its relative leader or follower
  position and the balance of needs and resources;
- emphasis on developments that enhance access to collections and services for library users;
- emphasis on the role of librarian as educator and consultant to provide staff and end-user training for new access, communications and retrieval technologies;
- integration with the University network and cooperation with the Computing Centre, while keeping NOTIS/McGill as focal point of the Libraries information system;
- cooperation with other institutions for shared access to resources.

# MEASURES OF EFFECTIVENESS - TECHNICAL SERVICES

Measures of effectiveness for service departments should be based on the needs of their user communities. Effectiveness for technical services departments is gauged by a combination of measures - timeliness of provision of material, responsiveness to special requests, quality of bibliographic description and access points, and quantity of material made available to users; or more succinctly, by a combination of quality and quantity. Producers (technical services staff) and consumers (public services staff and users) are likely to have different priorities and must find common ground. Issues to be addressed in establishing priorities and performance measures include: funding available for technical services activities; variation in levels of cataloguing, e.g., the use of briefer bibliographic records for certain types of material, such as older backlog items, science or professional subject areas; the relative importance of access points, i.e., can fewer access points be assigned and more material catalogued, are some access points less used than others (NOTIS has the potential to provide this management data, but special programming is required); degree of participation by collections staff in the prioritization of acquisitions and cataloguing activities; the impact of new research and teaching programs which require material that is more difficult and expensive than average to acquire and catalogue.

In evaluating the recent performance of technical services, it is important to differentiate between NOTIS implementation and ongoing activities. Output of the last few years was affected by NOTIS implementation and related projects (RECON, barcoding, collection transfers). For example, fallout from barcoding meant that over

100,000 records needed revision, about 10 percent of the database. The impact of automation on technical services includes additional staff training needs, adjustment of work flow and procedures, striving for smooth transitions from manual to automated functions (or from one version of automated function to another) so that the best service can be maintained for users and staff.

Three technical services departments exist. The department based in the Health Sciences Library reports to the Life Sciences Area Librarian and provides services for the Health Sciences, Nursing/Social Work and Osler Libraries (only in part for Osler - Health Sciences handles current imprints; rare materials are done by Osler staff). The Law Area Library is responsible for its own technical services. Central Technical Services (CTS), located in McLennan Library, supports all other libraries. Serials control forms the major exception to this division of responsibility with serials acquisitions and check-in, binding and handling of special formats done by some individual libraries. As a result of a recent study, serials check-in will be decentralized to the local library level. <sup>16</sup>

Cataloguing is performed by using copies of cataloguing records created by other institutions (copy cataloguing), or by creating a new record when no such existing record is found (original cataloguing). It is estimated that copy cataloguing is one third as expensive as original, mostly because of lower staff costs. Records for copy cataloguing are available online from bibliographic utilities such as UTLAS or OCLC, or from CD-ROM products. Online sources have records for more titles but prices are high due to maintenance of such large databases and long distance communications; CD-ROM is potentially cheaper but has fewer records. McGill currently purchases copy from UTLAS and an evaluation of three CD-ROM products is underway to determine what cost savings could be made if some of the copy was taken from CD-ROM. Plans also include subscribing to OCLC because they have a larger database than UTLAS. It is expected that the best configuration will be a CD-ROM product backed up by both utilities. Searching for some highly specialized material is also being done directly in other library catalogues through the Internet.

Timeliness is seen by librarians and users across all subject disciplines as one of the major criteria for evaluating technical service performance. Looking at this criterion (time from original request to book on shelf) for the three technical services units, current delivery times are two to three months in Health Sciences, three to four months in Law, and an average of five months in Central Technical Services with a range from two and one-half months to one year. Blacker-Wood, Macdonald and Physical Sciences & Engineering Libraries, whose monograph acquisitions and cataloguing are done by Central Technical Services, find that given the short life span of published material in many of the sciences, a delivery time of up to one year for material is unacceptable.

The Health Sciences Technical Services department has no backlog for current material in either acquisitions or cataloguing. A coordinated approach to technical services has been developed with the cooperation of all staff involved whereby the collection, acquisitions and cataloguing operations are organized to meet the interdependent goals of no backlog and items on the shelf as quickly as possible, with a three month maximum for the total process. Customized cataloguing is done only for the Osler collection; these changes concentrate on revisions to subject headings and classification. Efficiency could be improved if the department had an alternative to UTLAS for copy cataloguing. Health Sciences' record demonstrates the benefits of a small unit: ability to shift staff to

<sup>&</sup>lt;sup>16</sup> Report of the Working Group to Evaluate Serials Control on NOTIS/McGill, November 1990.

potential backlog areas to handle problems immediately; greater sensitivity to user demands; simpler work flow; and more cooperation among staff and greater mutual understanding of policies and procedures.

Law Technical Services has a small backlog in its cataloguing department of original monograph sets and audiovisual materials. The NOTIS online transfer software (GTO) has allowed the staff to clear up a much larger backlog over the past year. Again, staff feel that new sources of cataloguing copy records would help speed up processing of items. New monographs and serials are moving quickly through the department to the shelves and the department is very responsive to user requests for in-process material. Complications to the work flow arise from the incomplete state of automation, but these should be resolved when the loading of the remaining Law records is complete (Summer 1991), and circulation is operational (September 1991).

Central Technical Services has a performance problem in the view of its client libraries. Its acquisitions department has a substantial backlog of approximately 1800 items in entering orders into MUSE; some November 1990 orders were being entered in February 1991. It is crucial that orders be entered online for the benefit of users and to allow collection development librarians to track their decisions. The head of the acquisitions department attributes the backlog to staff changes and retraining, a deluge of requests from the collection librarians and very slow response time when searching UTLAS for records. Action is required to clear the backlog and ensure future orders can be entered without delays. Improvements that could be made to ensure that backlogs do not reappear: set production goals for support staff, reassign work among staff so the work load is evenly distributed, add new source files so that more copy is found, introduce book-in-hand approval plans and consider a quota system by fund with collections librarians so that the number of orders received by acquisitions is distributed evenly throughout the budget year (to emulate the model in place in Health Sciences). Long range plans would have collections librarians create selection records online so that paper selection slips are not used and load approval plan records of new publications directly into NOTIS/McGill, again reducing paper handling. Deficiencies of the NOTIS acquisitions module compromise the efficiency of acquisitions work; a substantial quantity of manual work still remains after implementation, often done in parallel with the online tasks, making it difficult to handle the increasing volume of work.

In Central Technical Services material for cataloguing is received in two main streams. Current orders received from collections staff account for about 60 percent; gifts, government documents and material from the existing cataloguing backlog account for the other 40 percent. The material in these two categories differs considerably in nature. Good cataloguing copy is available for most of the currently ordered items and the total handling time from order to shelf is three to five months. The other category of material is generally older, more difficult to catalogue and less likely to have copy or complete copy. Items in both categories for which copy is not available at the time of receipt are held for future searching (unless there is a rush or priority request) so as copy becomes available it can be taken advantage of. This holding policy explains why some material takes a year or longer to process. On the other hand it is estimated that such a policy provides for handling of about twenty per cent more material for the same staff dollars because substantially less original cataloguing is necessary. The benefits and disadvantages of this policy should be examined through discussion with area librarians, and client libraries/departments.

In response to increased demand from users for material received but not yet catalogued that they have located on MUSE, the Central Technical Services has streamlined its handling of RUSH requests; user requests thus help to prioritize the cataloguing work flow. Libraries and users are satisfied with the department's ability to track a

received item, catalogue and process it in a timely manner. Both client libraries and technical services staff note that this option could be improved further by having a library delivery service rather than relying on campus mail.

The CTS cataloguing department has a current backlog of 18,000 uncatalogued items containing a high percentage of difficult material with little copy or incomplete copy because most items with complete copy have been previously finished. Backlog items are re-searched from time to time so as to process material for which copy becomes available. Large gifts of specialized material such as recent Japanese, Chinese and Polish donations add to the backlog, cataloguing costs and increases in the time required to process material because money for staffing does not usually accompany them. Backlogs lead to extra technical services, public services and interlibrary loan work, poorer service to users and collections staff, and to local indexing efforts. It is hoped that as extra sources of copy become available more of this backlog can be catalogued and where copy is lacking, brief records created in the database. The items will need to be re-selected by collections librarians so only material still considered valuable to McGill will be handled. This project cannot be completed without additional staffing. Lack of cataloguing copy indicates that material may be unique to McGill and in many cases represents primary research resources to which there is no access. There is consensus among librarians that it is important to get these records into MUSE.

There is a general feeling among staff who do not work in Central Technical Services that they have little understanding of work flow procedures, goals and standards of service. Improved communication with client libraries and departments could be achieved through: meetings with unit heads, supervisors and collections librarians for briefings on changes in policy and procedures; resurrection of the CTS newsletter, with articles in non-cataloguing jargon; and development of a written policy statement detailing expected level of service, representing a shared view reached by agreement between CTS and its user community. A lack of communication also exists within the department; for example, procedures that are only followed by editors, not by original cataloguers. An improvement in communication with outside departments should improve inside communication as well.

A Coordinator of Technical Services position was established, but system-wide coordination of technical services functions is difficult because of local Area autonomy. System-wide committees that address technical services issues include the Cataloguing Operations Committee and a technical services liaison representative on the Reader Services Operations Committee. The mandates and future roles of these committees are under review. User committees of client libraries (analogous to faculty advisory groups) are needed to set priorities and arrive at a shared view of standards, performance measures and delivery time.

Recommendation: Measures of effectiveness and priorities for technical services that meet the needs of both producers and consumers should be established jointly by public services, technical services and collections staff.

Recommendation: Technical services units should improve communication with one another, other parts of the library system and library users. To accomplish this, the following must be done:

- review the mandate of the Coordinator of Technical Services and establish mechanisms for assuring systemwide coordination;
- update and communicate unit service goals;
- establish an advisory group for technical services to provide a forum for input and feedback from public services and collection staff, who represent the interests of faculty and students.

### **MEASURES OF EFFECTIVENESS - SYSTEMS**

Staff perceptions of the effectiveness of the Systems Office are generally positive, with a feeling that the department has successfully accomplished its goal of implementing NOTIS for McGill Libraries. Appreciation of the staff's accomplishments, their level of competence, dedication to their work and responsiveness is high. During implementation, the numerous staff meetings (called Resource Groups) which were chaired by Systems staff were perceived as productive and necessary. The training programs offered for the various modules were praised. Documentation supplied by the Systems office was rated highly and much appreciated by the staff.

Negative perceptions are related to communication and support staff issues. Formal communication of the implementation schedule and information about the setting of priorities in the department are poor. The newsletter to all staff was discontinued and the department does not contribute regularly to the Director's Office Library Gazette. Confusion exists about individual staff responsibilities. Support is needed earlier in the mornings and on weekends for terminal and system problems. The department's high standards and tendency to perfectionism appear to hold back aspects of the system implementation. More flexibility is desirable about individual initiatives in other parts of the library system.

Various communication vehicles exist for systems developments. During implementation, the resource groups associated with each NOTIS/McGill application, including MUSE, acquisitions and circulation, were successful in creating a strong and effective communication link between the Systems Office and its user groups. Currently, there is the New Technologies Committee, essentially a "think tank" of librarians specialized in automation applications providing input to the Director of Libraries, and the Automation Planning Group, a committee of ten senior library staff who address automation priorities and decisions. However, communication between these two bodies and with the library system appears ineffective.

**Recommendation:** Systems should improve communication with other parts of the library system and with library users. Areas for consideration:

- review the mandates, roles and communication processes of the New Technologies Committee and the Automation Planning Group;
- establish an advisory group of library staff to provide input on automation-related developments and to improve communications between the Systems Office and its extended user community.

The level of staffing in the Systems office requires attention. Currently the department is headed by the Systems Librarian, and includes a Senior Systems Analyst on loan to the Libraries from Management Systems, two librarians with tenure (Training Coordinator and Database Coordinator), a sessional librarian (Circulation Implementation Coordinator) and a library assistant (operational support) on contract. The continuation of support services and implementation work will be drastically affected when the contracts of the sessional librarian and the library assistant end in May 1991. Many library staff are alarmed at this impending loss. The library assistant position has been a recently-created and welcome addition to operational support. The perception of library staff is that more staff, not less staff, are required in the Systems Office, especially at the programming level to help speed up the department's response to user requests for system changes and products which require programming.

## INFORMATION SYSTEMS AND TECHNICAL SERVICES

Recommendation: Staffing levels for the Systems Office should be evaluated so that the goals articulated earlier in this chapter can be achieved.

## ORGANIZATIONAL ISSUES - TECHNICAL SERVICES

The advantages and disadvantages of decentralization and centralization of technical services have been long debated. The 1971 Report of the McGill University Libraries Commission advocated that each Area Library should have its own technical services department to handle monograph and serial acquisitions and cataloguing (a decentralized approach). Advantages of this arrangement were seen to be greater proximity to users, and greater efficiency of operation through the creation of "friendly competition" among the various area technical services departments. A 1984 task force on technical services recommended the appointment of a Technical Services Coordinator to facilitate communication and to standardize norms and practices. The current organization for technical services is a blend of centralized and decentralized operations. Refer to Appendix 6.V. Section III for a chart illustrating the current configuration.

Decentralization or centralization of technical services can be viewed from various perspectives - bibliographic, administrative and physical. Also to be considered are the various operations that can be centralized or decentralized -monograph acquisitions, serials acquisitions, monograph cataloguing, serials cataloguing, gifts, serials check-in, processing. Bibliographic centralization providing access to the collections in all McGill libraries has existed at McGill since the introduction of the microcatalogue in 1983 and was enhanced with the implementation of the online catalogue MUSE in 1986.

Centralization is best for consistency of standards, priorities and practices, and is generally regarded as being more efficient because of economies of scale resulting in reduced costs for staff supervision and support tools. Additional advantages of centralized units also include greater ease of transferring material and information within and beyond McGill; capability to adjust individual workloads on a day to day basis; more effective and efficient training and supervision of staff; appropriate levels of staff handle appropriate levels of work; staff absences are less traumatic because other trained staff can share the workload and training of replacements; greater experience in dealing with automation issues, vendors and challenging accounting problems; less duplication of equipment and bibliographic tools; quantity purchases and larger discounts can be negotiated.

Decentralization is best for the interests of library users and is generally regarded as being more effective because of greater sensitivity to user needs. Additional advantages of decentralized units include responsiveness to local needs, personalized service, easier prioritization of work, greater knowledge of subject, simpler work flow because fewer persons handle each order or item, more interesting jobs. Multiple smaller centres do increase communication requirements, but provide greater autonomy for on-the-spot decision making. In a decentralized environment, technical services could be structured into mid-size units organized along area lines, which is essentially four broad

<sup>&</sup>lt;sup>17</sup> The Association of Research Libraries (ARL) has published several relevant documents, including Automation and Reorganization of Technical and Public Services, March 1985, Technical Services Cost Studies in ARL Libraries, June 1986, and Integration of Public and Technical Services Functions, November 1986.

subject groupings, or by other categories, e.g., the Arts, the Sciences, professional schools; decentralization to the level of individual libraries is not advocated.

As a concept, centralization has appeal in these financially straitened times, but presumably Central Technical Services (CTS) as the largest department (80 percent of the acquisitions and cataloguing output for the library system) would absorb the other two departments in Health Sciences and Law as well as the local efforts described earlier. Based on feedback from client libraries, CTS' track record is poor. Many possible reasons exist for this perceived poor performance: staff who are overburdened or undermotivated or inefficiently deployed; impact of NOTIS implementation on regular production with staff diverted to support RECON and barcoding detracting from ongoing operations; retention of manual methods in a machine age; distance from user community with resulting insensitivity to user needs.

No indepth statistical analysis has been done, but judging from the figures in the statistical summary found in Appendix 6.V. Section III, the staff and workload of the three technical services units appear roughly proportional. However, the perceived effectiveness of Central Technical Services is poorer than that of Health Sciences Technical Services and Law Technical Services. Before further decentralization or centralization is considered, a systems analysis and cost-benefit study of present technical services operations should be conducted. This was not done prior to the implementation of NOTIS, which may explain its uneven integration into technical services work-flow.

Recommendation: An external consultant should be engaged to complete a comprehensive systems analysis and cost-effectiveness study of technical services operations throughout the Libraries, including the three established units and any local activities.

For more effective response to user needs, teams of librarians and support staff could be organized with well-defined subject responsibility. Cataloguers, editors and clerical staff could be grouped for a certain number of libraries, preferably with related subjects, and with groups having equitable workloads; these teams would handle bibliographic checking, acquisitions, cataloguing, processing; librarians would be responsible for management, planning, setting standards, difficult original cataloguing, integrating technology, liaison with clients, and have reference or collection responsibilities; library assistants would be responsible for copy and some original cataloguing, and have some reference desk assignments. Sharing of public and technical service responsibilities is a valuable mechanism for creating a service approach, but must take into account individual talents and inclinations.

Using technicians rather than librarians for original cataloguing, as is done in Health Sciences and to some extent in CTS, would cut salary costs and increase job enrichment, but training remains involved and time-consuming, and specialized languages and subject knowledge are still required. To make the team scenario possible, several conditions must be met: that the category of library technician with the requisite education and experience is established, that additional sources of cataloguing copy are available and that an understanding is reached of the distribution of responsibilities between librarians and support staff.

Recommendation: Discussion of the organization for technical services should be deferred until the report is received from the external consultant recommended earlier in this chapter. Organizational models discussed should consider the following principles:

- integrate technology into work flow and procedures, and use technology to centralize resources and policy;
- use a team approach to technical services with groupings along subject lines;
- involve technical services librarians and senior library assistants in reference or collection activities to maintain contact with library users.

#### **ORGANIZATIONAL ISSUES - SYSTEMS**

Systems has been synonymous with the NOTIS/McGill project. The place of a systems department in the organization depends on its role after the implementation phase. Library staff are in general agreement that the mandate of the Systems Office should be expanded beyond NOTIS implementation and operations to include system-wide coordination of microcomputers and networks. Systems staff are needed for a range of automation-related activities discussed earlier in this chapter, including: the support, upgrade and enhancement of NOTIS; ongoing systems development; database management with its system-wide mandate; equipment and microcomputer support; examination of new technologies, local area networks and interface with the campus backbone; creation and support of data libraries; coordination with other universities; training users. The Systems Office should assume the leadership and coordination role for this expanded mandate and should be assigned sufficient staff resources with the necessary expertise.

Historically, technical services departments were the major consumers of large mainframe-based computer applications, focused primarily on improving the efficiency of library functions invisible to the user. Consequently, technical services and systems are linked administratively in the minds of many librarians. Now, the advent of the online catalogue and integrated systems is bringing library automation to the user, into the public services arena. As described earlier, libraries are using computer and communications technologies to create a comprehensive library information system for enhanced access and services for users. In those institutions, a distinct, autonomous systems department has been established to plan and implement new technologies for the benefit of library staff and users.

Both systems and technical services can be seen as support services to the public services staff who interface with library users. But a systems department must support technical services, collections and administrative staff as well as public services. Systems can thus be seen as another level of support services, providing the infrastructure for all operations. Given this broader span of responsibilities, it would create an imbalance to align systems with technical services, only one of its several client groups. Systems should report to the place in organizational structure appropriate to its expanded mandate and new role as the core of all library operations.

**Recommendation:** Systems should be a staff function, responsible for the system-wide approach to automation recommended earlier, and therefore the following action should be taken:

- expand the mandate of Systems from the current NOTIS/McGill focus to incorporate the responsibilities outlined in the first recommendation in this chapter, that of system-wide planning and coordination of automation;
- continue recognize the Systems Office as an autonomous unit, separate from technical services;
- determine the reporting structure for Systems appropriate to its new role.



#### SECTION IV. SERVICE TO USERS

#### LIBRARY SERVICES TO THE McGILL COMMUNITY

Library services are the essential link between the user and library resources. There must be a balance between collections and services; both could easily consume any imaginable budget and neither can stand alone. One of the challenges is to identify and deliver the services required by primary clientele - the McGill faculty, researchers and students. This is not straightforward, since different groups of users place emphasis on different types of services. Primary users have the opportunity to contribute to the establishment of library priorities through advisory committees for each Area of the Library System, and many faculty have been very active in this respect. Other ways of identifying users' needs and concerns are by conducting surveys of library users. The McGill Libraries have not conducted a comprehensive user survey to examine the expectations or satisfaction of all users, although surveys of faculty have been conducted. Specific information about students' perception of the adequacy of the service offered is needed. However, judged by comparative figures, it seems clear that library resources and services are very heavily used.<sup>18</sup> This can be taken as an indication that we are managing to provide the services which users need, but it cannot alone be considered as an indication of what future priorities should be.

In 1988, Professor Jamshid Beheshti of the Graduate School of Library and Information Studies conducted a survey of full-time McGill faculty, which investigated their information-seeking habits; faculty were also asked about library services they would like to see provided. This survey made it abundantly clear that faculty do not all want the same services from the library, nor does the library fill the same role in their research. Faculty in the humanities and social sciences appear to make more frequent use of the library than do their colleagues in the sciences; they also laid considerably more emphasis on ease of browsing and easy photocopying. A higher percentage of the faculty in science and medicine listed their own resources or their colleagues as their principal source of information; they made greater use of electronic sources of information in general, and emphasized the need for enhanced services, such as document delivery and remote access to MUSE and other databases.

The principal concern of experienced researchers is rapid access to research materials. Graduate and undergraduate students on the other hand, are likely to need advice and training in order to explore the relevant sources; graduate students usually making greater demands on both collections and services. However, there are many more variations in the primary concerns of users than this simplification implies.

The student population at McGill has both increased over the last ten years and changed in character: there is a higher proportion of graduate students, and the suggested trend is to lay increased emphasis on doctoral programs. More students are francophone; the number of students who work part or full-time has increased dramatically over the last five years. Many research centres have been established and their work frequently crosses the boundaries of traditional disciplines and library tools. All these changes have implications for both collections and services.

<sup>18</sup> CREPUQ Annual Statistics, 1989/90.

## Technological developments and services to users

New technological developments present new opportunities and challenges in the provision of public services. A recent statement by a respected library commentator can be quoted:

The technological transformation we now envision will result in a break with past traditions. Computers and mass storage devices linked into telecommunications networks are already beginning to alter, in fundamental ways, how faculty seek, obtain, and use information. At the heart of the transformation will be a fundamental change in what is expected of libraries. Researchers will attach more importance to locating and obtaining information and less importance to where the information was obtained.....To succeed... research libraries will become more access oriented and less [collection] size oriented....<sup>19</sup>

Libraries and their users have been steadily moving from reliance on printed catalogues, bibliographies, indexes, abstracts and directories towards using these and other resources electronically, to identify and locate the documents they want, whether or not their needs are met by McGill collections. The use of electronic tools is the most cost-effective means by which libraries overcome the inevitable limitations of their own library collections and catalogues.

Librarians are still predominantly acting as the intermediaries between the researcher and the electronic databases, which are replacing and augmenting traditional periodical indexes and catalogues. For almost twenty years, librarians have searched commercial online database systems such as Dialog or BRS to access subject databases. Library staff now also search an increasing number of bibliographic utilities such as UTLAS, RLIN, and OCLC and consult other library catalogues via the Internet. In addition, the public services staff must be able to interpret the NOTIS system 'staff mode' files for users, and this involves a knowledge of several modules including acquisitions and cataloguing.

The necessity for staff to act as intermediaries between the user and the information is changing: many commercial databases offer 'user-friendly' searching capabilities (for example, BRS After Dark), and many faculty members, particularly in science and medicine, use these databases themselves. University library catalogues on the Internet are already accessible through the McGill mainframe and will soon be available through MUSE terminals. The Library System already has some 20 CD-ROM work stations, and 18 CD-ROM databases, which are accessed directly by users who require abstracting and indexing information. The proliferation of mutually incompatible database-searching software has placed a heavy load of self- and user- instruction on staff. Connecting CD-ROM work stations on LANS and loading databases with a common search protocol onto the mainframe alongside MUSE will ameliorate this situation. Helping library users to be as self-sufficient as possible in their information-gathering habits should be a fundamental principle of library service.

Building on the popularity of CD-ROM databases (both indexes/abstracts and full-text), the prospect of loading databases onto the campus mainframe is an attractive one. MUSE would become the means of accessing information in the journal collection as well as in monographs. However, the databases loaded must be chosen with care.

<sup>&</sup>lt;sup>19</sup> Richard M Dougherty. 'Needed: user-responsive research libraries.' Library Journal, January 1991, p. 59.

**RECOMMENDATION:** The criterion for the selection of a database to be loaded on the mainframe should be its interest to as large and as multi-disciplinary a group of users as possible. The degree to which the database serves as an index to the collection, and the impact on interlibrary loan activity should also be carefully considered.

Ironically, while improving the access to information about other library collections and to the periodical literature through CD-ROM databases, librarians have not managed to make MUSE the single access to our own collections, which was a fundamental goal of the automation project begun in 1985. There are many situations in which it is extremely difficult for users and library staff to find documents which are, in fact, owned by McGill.

**RECOMMENDATION:** To assure effective access to collections, the Library should complete the RECON project and make MUSE the single access catalogue for all McGill collections.

Access to other library catalogues through MUSE terminals, shortly to be available, will be a significant improvement in service to users. However, users need to have more information about other nearby research collections, especially those in Montreal universities. At present, information concerning these collections is only accessible through library staff as it involves searching on several different systems as well as telephoning those institutions (Concordia and Université de Montréal) whose catalogues are still not easily available electronically. McGill should work with its CREPUQ partners to encourage all CREPUQ libraries to make their library catalogues available through electronic networks as soon as possible; if this access method is impossible in the short run, CREPUQ should create a regularly updated CD-ROM catalogue of all local research collections.

**RECOMMENDATION:** CREPUQ should encourage the development of an effective electronic library network in Quebec to make collections information readily available.

There is a great deal of enthusiasm for the new opportunities and additional services which are available to users as a result of recent computer and database developments. However, the speed and scale of technological innovations affect staff who have to change procedures and learn and teach a wide range of new skills. These new demands are added to their more traditional responsibilities, which must still be met. The stress is compounded, as users rightly demand increased and enhanced services but the present economic climate requires that staff costs be kept low; it is difficult to reconcile these two requirements.

**RECOMMENDATION**: A new service should be introduced only when there are adequate staff resources for its implementation.

### Service Issues

Despite the introduction of automation and electronic information transfer, many of the old service priorities continue to be the linchpin of good and effective service. These basic services are listed in Table 1. A survey of services offered in all the McGill libraries is summarized in Appendix 6.V. Section IV. This survey highlights some problematic disparities in the services presently offered. While complete uniformity is neither desirable nor possible, a consistent level of basic services should exist. At present many service points provide basic services such as shelving with 'casual' staff (at a cost of \$240,000 per year); as a result, service points are too often staffed

by temporary employees who have insufficient motivation and knowledge to master the complex systems which are a crucial part of the provision of basic information and circulation service. In addition, permanent staff must spend a great deal of time hiring, training and supervising temporary employees, and doing so within the constraints of the University's casual policy.

### TABLE 1: BASIC SERVICES TO PRIMARY USERS

Bibliographic information.	MUSE (and INTERNET) available 24 hours per day both on and off campus.
Availability of material.	Libraries open to users. Library hours should not and need not be completely uniform but they must be better coordinated. Access and services should normally be available 7 days a week, including evenings and only a small group of very specialised collections should have restricted hours.
Circulation of material	Circulation services available during most, or all, opening hours.
Reserve circulation.	Reserve circulation available during most opening hours. It is recommended that reserve service be concentrated in libraries offering extended hours of opening, even if this means that reserves must be handled in a different location to regular loans.
Shelving of material	All libraries should ensure that stack items are reshelved within 24 hours, reserve material and current journals should be reshelved faster.
Photocopying	Self service photocopiers should be available in all libraries during library opening hours. Debit cards should be easily available in or near all libraries.
Basic information	A library should provide basic library information during all opening hours.  Basic information includes directional, bibliographic and location service.
Reference service.	Full reference service, including bibliographic instruction, CD-ROM assistance and mediated online searches should, ideally, be available during all opening hours but the study group accepts that this is not presently financially possible. Reference service should be available in major libraries during weekend and evening hours to meet the needs of part-time students and students, Residents and faculty not based on the campus.
Inter-library loan service	All libraries should be able to direct users to Montreal resources during all opening hours (see above). Inter-library loan service itself should be available

Mail.

only in larger units and requests should be able to be sent to these units by E-

**RECOMMENDATION:** The Library System should adopt clear service principles and priorities and allocate sufficient and appropriately trained staff to maintain the quality of basic user services.

A primary goal of any library should be to make its use straight-forward. At present, as a result of a lack of coordination, there are unnecessary differences in services and regulations from one library to another. This contributes to a sense of frustration and difficulty in making use of library resources across the university.

**RECOMMENDATION:** Basic library procedures, hours and regulations should be better coordinated, so that they are as consistent as possible throughout the Library System.

Automation and electronic messaging introduce possibilities of improved services and improved transmission of information, which could significantly add to the convenience of library users; while some improvements would involve special programming to the NOTIS system, other changes would be merely procedural and cost little. Users would appreciate being able to; return books to any campus library, borrow and renew books themselves, search reserve lists by course number on MUSE, scan new acquisitions by keyword, (in the place of a printed acquisitions list) and print records from MUSE.

As well as making book returns easier, libraries could send material directly to campus offices, after receiving an E-mail or faxed request. This type of service has been requested, but it would be expensive in staff time. Due to financial pressures, a cost-recovery service is the only way to provide this service. (Existing special arrangements for the transmission of documents to and from Macdonald Campus Library should continue.) Automated current awareness services could be better promoted and could be linked to document delivery from McGill and external collections.

RECOMMENDATION: The fundamental principle of fast and convenient access to collections and services should be a priority; extension of services through remote access to MUSE, and exploitation of the possibilities of electronic messaging and campus networks should be investigated to achieve this goal.

**RECOMMENDATION**: A campus document delivery service, offered on a cost-recovery basis, should be investigated; implementation of this or other enhanced services should not be given the same priority as the improvement of basic services.

### Access to collections outside McGill

As users find citations which are pertinent to their research through improved access to other library catalogues and electronic databases, demand for material not owned by the Library increases. The inter-library loan borrowing service is obtains documents from other library collections. Whether a publication is purchased or borrowed, is a collection development decision based on anticipated need and the funds available. An example of this is the Library System's membership in the Center for Research Libraries. This membership, which costs \$27,000 annually, ensures access to a large collection of documents whose anticipated use would not warrant purchase at McGill.

**RECOMMENDATION:** The Library System should bear the costs of inter-library loan borrowing for primary users (other than photocopy costs). An adequate budget should be established to cover the costs of borrowing materials. This service should be offered without regard to the income generated by ILL lending.

ILL borrowing is given high priority. The majority of ILL requests are sent electronically within at most two days of their submission. However, many delays can occur at the supplying library or in transit; McGill Libraries have recently become a selective OCLC member, and this has helped to improve this service. Requesting that material be delivered by fax or courier would also improve delivery time, but, as this involves additional staff time, such an express service must continue to be offered for an additional fee.

Most ILL borrowing is for publications needed by graduate students or faculty, since ILL is not usually convenient for undergraduate students, due to the inevitable delays in receiving materials. Nevertheless, in the humanities and social sciences, roughly 10% of total borrowing is for undergraduate students. Continuing Education students, an increasing proportion of the total student body, have never been eligible for this service, and this is an anomalous situation. While it is not likely that Continuing Education students enrolled in diploma or certificate programs would have a great need for material from other libraries, this service should include students enrolled in Continuing Education programs.

RECOMMENDATION: The Library System should extend ILL borrowing services to Continuing Education students enrolled in diploma or certificate programs.

Because of the reciprocal CREPUQ agreement and physical proximity, users are encouraged to consult or borrow material directly from other Montreal university libraries, rather than relying on ILL service. Borrowing from other CREPUQ libraries should be simplified; at present special CREPUQ cards are needed, obtainable only from the Director of Libraries' office during regular office hours. Few of those eligible for a card bother to obtain one. It would be much easier for library users if their existing university ID card was sufficient proof of their status in another CREPUQ library. It is suggested that the CREPUQ 'logo' be added to all McGill graduate student and faculty ID cards.

RECOMMENDATION: The Library should publicize the CREPUQ reciprocal arrangement more widely and work with CREPUQ to make it unnecessary, or much easier to obtain CREPUQ cards.

The McGill community must accept that all university library collections in Montreal constitute the basic collection resource available for their use. As well as encouraging McGill users to go to other Montreal university collections, efficient ILL access to these collections must continue, CREPUQ partners should adhere to the 5-day turnaround time that is a crucial part of the reciprocal agreement. If this were done, real savings could be made through greater resource sharing.

## Library Orientation and Bibliographic Instruction

Library users should become as self-sufficient as possible, without the need for a great deal of orientation. A number of basic principles have already been enunciated, which are closely connected to this issue: there should be better coordination of hours of service, procedures and regulations so users can more easily become familiar with the library system. In addition, basic orientation to the Library System should be made available through a system-wide library handbook, through MUSE help/information screens and possibly through new technology such as Hypercard. Users should be able to find much of the information they need without the intervention of a staff member.

Library orientation is coordinated system-wide, this is necessary in a physically dispersed system. Increasingly the orientation which is needed will include instruction in the use of MUSE, local database access, library catalogues available through INTERNET and so on. At present training for library staff and orientation of library users is quite separate. Greater coordination of these two kinds of training should be investigated.

**RECOMMENDATION:** A Library Orientation Coordinator should replace the present Instructional Services Coordinator. Orientation should include user instruction in all system-wide automated systems, and the coordinator should report to the Associate Director (Collections and Public Services.)

**RECOMMENDATION:** An adequate budget should be established for the production of library information brochures, handbooks, publicity, signs etc.

Bibliographic instruction should be offered quite separately, on a subject basis by subject specialist reference librarians, who introduce students (and new faculty members) to the resources in their own field. This is already the way in which the bulk of all bibliographic instruction is carried out, and it is generally agreed that it is more effective when it is scheduled in close association with course requirements.

**RECOMMENDATION:** Closer and more systematic relations should be established with faculty in order to incorporate bibliographic instruction as an integral part of course instruction.

In order to teach the concepts of online systems, hands-on experience must be provided. Better facilities are needed to introduce users to a variety of online systems. The Library should explore the possibility of using existing university computer facilities, or setting up teaching facilities within the libraries. In addition librarians should take advantage of the services offered by the Centre for University Teaching and Learning to help improve teaching skills.

**RECOMMENDATION:** Ways must be found to improve the facilities and methods of providing library instruction.

## The Impact of Library Amalgamation on Services to Users

Initially the small libraries in the system were seen as 'branches' of the 'area library'; in fact they have become subject libraries, most of which provide collections and services for groups of subject disciplines. Over the last decade, the borders between subject fields and disciplines have become less distinct and the intellectual justification for separate collections to serve single disciplines correspondingly dubious. Libraries no longer build their collections solely to support the work of a particular faculty or research centre. The reasons for this change of approach and for the consolidation of collections can usefully be outlined here.

Until the introduction of MUSE in 1987, it was very difficult and cumbersome to find out what documents were owned by the McGill libraries. It is now straightforward to search MUSE from any computer terminal, and find out most of what the Library owns. However, as was mentioned above, the RECON project still must be completed. Access to information about resources rather than ownership is the crucial component of good library service.

Budgetary constraints result in curtailed service hours and often reduced services in the libraries which serve a small primary clientele, since limited financial resources must be directed towards the libraries which serve the needs of more users.

Since the primary goal of the Library System is to provide collections and services effectively as well as efficiently, the argument for grouping subject resources together in larger units has intellectual and organizational validity. Still, the benefits of more comprehensive collections only partially offset the loss of convenience which faculty and students experience when a library is moved and becomes less physically accessible. Some fears of reduced services as a result of amalgamation are not justified, others are. The most heartfelt arguments for the continued existence of what are wrongly perceived as faculty or departmental libraries are the loss of personalized services such as document retrieval for faculty and manual current awareness. These services are demanding of staff time and are not among the basic services provided to all faculty, much less all users. There are ways in which the Library System could offer equivalent services to users, albeit using electronic tools, and probably for an extra charge.

It should be noted that library closure is not the only way to make some funds available for reallocation; there are alternative models which could be adopted. An example is the consolidation of circulation and reserves services for the collections 'nested' within the McLennan-Redpath building complex which has already been proposed. In addition, further economies and better control would result from consolidation of the numerous rare book collections, which require special security, climatic control and services.

There have been criticisms made of the way in which the Library Administration has approached the issue of library closure. The existing apparent unevenness in the level of staff support for services offered by the smaller libraries

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weakens the Administration's case for library closures. AMUL identified the crux of the problem in its response to the preliminary report of the Principal's Task Force on Priorities:

"...prior to implementation of library closure, a review mechanism [should] be established to assess and evaluate the impact on academic programs and to ensure that libraries are not seen as being arbitrarily closed without proper consultation with those affected."<sup>20</sup>

Criteria must be developed before further significant rationalization of collections and services is considered or planned. These must take account of the size of the primary clientele; convenience of the proposed location; the impact of the move on academic programs; the size and special characteristics of the collection; the level of service activity in the library and the ability of the proposed recipient library staff to maintain appropriate services. In addition, the Library Administration must analyze staffing needs and costs within the library system as a whole. Without such information it is very difficult to convince users of the accuracy of the assertion that library closures will lead to financial savings or redistribution of money from service personnel to library collections. These criteria should be applied to those libraries identified as candidates for closure. (Library Science, Religious Studies, Mathematics and Physical Education)

**RECOMMENDATION:** Clear criteria should be established and applied consistently in the analysis of the organization of the Library System and in planning any future library closures.

**RECOMMENDATION**: Following consultation and discussion, the Library should develop a plan for the future organization of the Library System and the chronology of any projected changes. This plan should be approved by Senate well in advance of the implementation of library closures.

# SERVICES TO AND RELATIONSHIPS WITH THE NON-McGILL COMMUNITY

#### Inter-university library relations

McGill University Libraries have entered into a number of reciprocal arrangements with other libraries to ensure efficient access to other resources. The primary relationship is between all Quebec university and research libraries who are members of CREPUQ. In addition, there are special arrangements with Ontario university libraries (through OCUL) and with members of the Canadian Association of Research Libraries (CARL). The CREPUQ - OCUL agreement also provides direct borrowing for faculty and graduate students from the library collections of the cosignatories of the agreement and lower IIL charges. Since 1990 McGill Libraries have been a selective member of OCLC, the largest library consortium in North America, thereby dramatically improving the speed of obtaining

<sup>&</sup>lt;sup>20</sup> AMUL Response to the Preliminary Report of the Task Force on Priorities, McGill University. Montreal, July 1990, p. 5.

<sup>&</sup>lt;sup>21</sup> Basic criteria for the existence of 'branch libraries' were developed by the Libraries Commission in 1971 and more recent guidelines have been developed by the Association of College and Research Libraries. *College & Research Libraries News.* v. 51:3, March 1991. pp. 171-174

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documents through ILL. McGill University Libraries also have special resource sharing arrangements with other Montreal libraries, the most developed of which is with the McGill teaching hospital libraries; here, the main participant is the Health Sciences Library, and the arrangement helps to ensure that McGill faculty, students and residents receive adequate library services.

Most of these arrangements work well and provide enhanced library access to McGill users. Though not the only net lender within the CREPUQ network McGill does lend three times as much as it borrows from other CREPUQ libraries (5,465 items against 1,942 in 1989/90). It has become evident that the reciprocity and approximate balance which should be the underpinning of agreements is not always present within CREPUQ members. The agreement specifies that photocopies are to be supplied free to CREPUQ libraries but sold to users (so that costs can be recouped) and that a 5-day turnaround be maintained. It would be helpful if the Conference des Recteurs et Principaux des universités du Québec, le sous-comité, assure that appropriate charges and service levels were implemented with equity by all participating members.

**RECOMMENDATION**: That the University press for the CREPUQ library agreement to be examined with the aim of ensuring easier library access, speedy ILL service and some compensation for net lenders.

In 1989/90, 42% of the total ILL lending was to public or private sector organisations not covered by one of the agreements mentioned above. These libraries are charged higher fees, on a level with those charged by other research libraries and CISTI, which, nevertheless, probably do not fully recover the cost of the service. At present, such ILL requests tend to be allocated a lower priority than requests from our reciprocal institutions.

**RECOMMENDATION:** The McGill University Libraries should develop better costing models for services provided. Services provided to non-McGill users and libraries not covered by reciprocal agreements should be charged for on a full cost recovery basis. This could take the form of higher unit charges or membership fees.

## Use of the McGill Libraries by the Montreal community

The main McGill campus is situated in the downtown core of the city and its libraries are thus very convenient for anyone in Montreal who wants information. In the absence of a well-established public library system, McGill libraries have acquired the reputation of being in effect the most accessible library in the city and one that is supported by public funds. Although most libraries at McGill have consciously tried to limit the service they give to non-primary users, by such ruses as curtailing telephone service, still a recent survey indicated that overall almost 24% of information and reference service is being provided to users who are not affiliated with McGill.

In most of the libraries the majority of these unaffiliated users are from CREPUQ universities, the numbers being roughly equally divided between faculty and graduate students who can borrow directly from McGill libraries, and

other CREPUQ libraries themselves; no way of knowing whether the flow is roughly equal in both directions is available.

Another large group of outside users are the professional practitioners in the city, who use McGill library resources and reference assistance to satisfy their professional needs. These users are particularly noticeable in the Law Library, where a total of 37% of the reference service is to non-McGill users, of whom approximately three-quarters are professional lawyers, and in the Management Library where businessmen and consultants make significant demands on the information services provided. In the Management Library almost half of the CD-ROM and online searching is also done by or for non-McGill users.

While use of the McGill collections is generally provided free to anyone who comes into the libraries, unaffiliated users may obtain a borrowing card by purchasing a 'membership'. Membership fees are \$30 per annum for McGill alumni, \$90 per annum for other individuals and \$250 per annum for corporate organizations. In 1990/91, there were roughly 800 paid memberships. However, individual libraries have also established special arrangements with particular professional groups, whereby individuals can borrow at no charge. For example, all health professionals can borrow from the Health Sciences Library and clergymen from the Religious Studies Library; the numbers involved in these special arrangements are not great, (only 138 physicians have such cards in the Health Sciences Library). The Blackader-Lauterman Library of Architecture and Art levies a charge for consultation of the Canadian Architecture Collection by commercial firms.

**RECOMMENDATION**: All non-McGill users not covered by reciprocal agreements should be charged for library borrowing cards. Cards should be available for the whole system or for individual libraries; in the latter case the revenue should be reserved for the library concerned.

**RECOMMENDATION**: The level of fees being charged for library borrowing privileges should be examined and the existing Library System membership fee raised significantly.

Since very few memberships are issued, though they are either free or inexpensive, increased charges will not bring in much revenue. As long as unaffiliated users can enter libraries and make use of services and collections without hindrance, significant costs will not be recovered. If there is to be an emphasis on generating revenue (as indicated in the report of the Principal's Task Force on Priorities), then greater control of access must be considered and 'consultation only' memberships sold. However, the probability of negative public relations and of problems associated with the location of the Government Documents Department, must be considered. Several university buildings which house libraries can only be entered on weekends by showing a McGill card. It is obvious that greater control of this kind would also help those libraries which already have security and seating problems.

**RECOMMENDATION:** The feasibility and desirability of restricting library access to McGill users, library members and users covered by reciprocal arrangements, should be examined.

It has been suggested that we should charge anyone who accesses the MUSE catalogue by dial-up. MUSE, like many other library catalogues in America and Europe, including the great research collections at Yale, Cornell, Princeton and Cambridge, is accessible free through INTERNET. Direct access helps reference staff who otherwise will have to answer telephone queries for catalogue information.

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**RECOMMENDATION**: Electronic access to MUSE should be offered free of charge through networks such as INTERNET and through direct dial-up.

Other types of revenue generation have been considered, such as establishing a document delivery service or information brokerage service; there are examples of these being offered by academic libraries in the United States and the United Kingdom. Such services operate quite separately from regular library services, with separate staff and accounting systems. It is not at all clear that there would be a large clientele interested in such a service from McGill, since commercial databases and document delivery services are already available at very competitive prices. It should be noted that the services already in existence elsewhere have not proved able to generate substantial revenues.

RECOMMENDATION: The McGill University Libraries should concentrate on recovering more of its existing ILL and service costs from unaffiliated users, private sector organizations and libraries, through increased charges or membership fees, rather than establishing special fee-based services for external clients.



#### SECTION V: THE STAFF

#### INTRODUCTION

This chapter examines the situation of the library staff in terms of career and professional development, staffing levels and deployment, and employment policies and procedures, including staff relations and working conditions.

The staff of the library system basically has two components: professional librarians and support staff. Professional librarians have Master of Library Science or equivalent degrees, as well as a subject degree in another field, at the Bachelor, Masters or Doctoral level. Like their counterparts at the majority of universities throughout North America, librarians at McGill are part of the academic sector. Since 1974, they have been accorded academic status, analogous with, but not identical to, the status of the teaching faculty. Chapter 2 of the Regulations, Policies and Guidelines: A Handbook for Academic Staff outlines the unique features of policies pertaining to librarians. The most salient feature is that superior work performance in the context of librarians' position is of paramount importance for purposes of promotion and tenure. Service to the university and contribution to librarianship and/or scholarship via teaching, research, publication or service to professional organizations are also required. There are three tenure track ranks, Assistant Librarian, Associate Librarian, and Librarian; and one limited term, non-tenure track rank, Sessional Librarian.

The differences in academic and faculty status reflect the differing work situations of academic librarians and teaching faculty. Academic librarians enjoy far less discretion in the use of their time than do teaching faculty. There are different constraints such as the need to keep library units operating year-round with a full range of services during a set number of hours, while meeting goals and standards. They work co-operatively with both academic and support staff; theirs is more often a team effort than an individual contribution. Librarians function as subject or functional specialists (as reference librarians, cataloguers, specialists in the literature of history or chemistry, etc) and/or as administrators. Of necessity, they work in a more hierarchical structure than do teaching faculty. They play an important role in the educational mission of the university, as teachers in both classroom and library settings. One-on-one instruction is common in the library, with librarians often acting in an advisory capacity on student research papers. As research projects become more complex and demanding, as classes become larger, and as more instruction is undertaken by teaching assistants, this advisory role grows. A number of McGill librarians give lectures and courses in the postgraduate library and information studies programs at McGill and Université de Montréal, in the Library Studies program at Concordia, or in the CEGEP library technician programs, and some give lectures and courses in academic disciplines as well. Subject bibliographic seminars in support of particular courses are also presented, as are bibliography courses at faculty request (for which recompense to the Libraries may or may not be forthcoming). Librarians often work with teaching faculty in preparing grant proposals, evaluating library support for academic programs, and in editorial and bibliographic work.

Library support staff vary in their qualifications and functions, from secretarial staff to shelvers to systems analysts. Many support staff have undergraduate or advanced subject degrees, or specialized library technician degrees, as well as considerable expertise acquired on the job. Most library support staff are described and classified as Library Assistants, (LAs), with some office staff now being classified as Clericals (Cs), and with the Area Personnel Officer, the Administrative Officer, and the Senior Systems Analyst being classified as Managers (Ms).

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As elsewhere in the University, the academic staff and the administrative and support staff of the libraries work under different regulations and conditions. They also work in close concert; and the support staff, who constitute more than two-thirds of the total library work force, are absolutely essential to the functioning of the libraries. Increasing pressure on academic librarians to develop and maintain subject and technological expertise in an expanding number of areas is being channelled downward onto support staff, of whom increasing demands are also being made. However the interdependence of academic and support staff in the libraries is viewed, as a realistic realignment or as a blurring of roles, it must be taken into account in any discussion of staff. Therefore, while many sections of the following report will necessarily distinguish between librarians and support staff, an attempt will be made to address the needs of both.

### PROFESSIONAL AND CAREER DEVELOPMENT

The Report of the Task Force on Priorities places emphasis on the need for meaningful professional and staff development policies within the university as a whole and the libraries in particular. The rapidity of technological change now affecting libraries means that keeping staff up to date is imperative to effective operations. The increasing demand for "specialist" librarians who assume responsibility for collecting and providing access to the literature of a particular field also implies a need to keep abreast of academic disciplines. Various aspects of staff development needs and ways of addressing them will be considered below.

Creth <sup>22</sup> provides a useful summary of staff development and continuing education. Staff development is " the broad range of activities designed to provide staff with knowledge and skills that are directly related to their role and responsibilities in the organization", while continuing education is undertaken by staff to "update their knowledge, broaden their scope or gain a more in-depth understanding of some aspect of their profession". Continuing education is the responsibility of the individual; staff development is the responsibility of the organization, and an increasingly essential one in the massively changing library environment.

Elements of a successful staff development program are 1) orientation to the department, the library and the institution, 2) training in the operational or technical skills and techniques necessary for job performance 3) developmental activities of a broader nature, such as management or supervisory training, problem-solving, statistics, time management, etc. Training will necessarily occur with or without a planned program, but a management-supported program should result in decreased training time, higher performance standards, greater efficiency, decreased supervision, decreased resistance to change, better morale and fewer staff problems. An example of the effective use of training in the library system has been the Systems Office's NOTIS training sessions. Training can also provide opportunities for more effective evaluation, especially during the probationary period. It should be job-centred, and provide opportunity for immediate practice of new skills.

A needs assessment, based on input from all levels of staff, should be the first step in designing a staff development program. Information to be gathered for analysis should include a list of all job titles, numbers of employees and job requirements for each, identification of skills most often lacking in new staff, turnover rates and patterns by job title and department, and performance problems revealed by evaluation processes. This information would also be

<sup>&</sup>lt;sup>22</sup> Sheila Creth and Frederick Duda. *Personnel Administration in Libraries*. New York, Neal-Schuman, 1981. pp. 189-225.

useful for assessing staffing deployment and levels, and for determining personnel policies. Goal setting, identification of resources within and without the library or institution, planning and implementation, and evaluation are the other steps in a successful training program. A co-ordinated library staff development program which includes orientation, skills training, and developmental activities should be instituted by the Area Personnel Officer, under the direction of an experienced librarian using resources both within the library system, and in the university and community at large.

Although continuing education fulfils individual aims, the organization has a role to play in establishing an environment congenial to the continued growth and development of staff members. Factors needing consideration are 1) guidelines for participation, release time, reporting and evaluation 2) funding priorities and procedures and 3) recognition and reward for participation.

Librarians' need for release time and funding for research and teaching, and other scholarly and professional activities is often presented as a continuing education issue, but it is really one of workload and remuneration. Such activity is part of an academic librarian's job requirements, and it is incumbent upon the employer to ensure these are not unrealistic in light of other job pressures. That release time is an issue not only at McGill but elsewhere is evident from recent CAUT Librarians' Committee discussions of this topic.<sup>23</sup>

Librarians with six years credited service at McGill have access to, and make good use of, sabbatic leave for purposes of research, scholarship and professional development. However, because academic librarians, unlike teaching faculty, generally must be replaced while on sabbatical (in order that library units can continue to provide a full range of services during a set number of hours) sabbaticals become costly to the system, and staffing difficulties may cause postponement of leave. The Director of Libraries, like other Deans, may apply for replacement monies when leaves are approved. At times no additional funds have been made available and librarians have assumed the duties of the colleague on leave. At other times, partial funding is provided, and temporary staff at a more junior level are hired and duties redistributed. Services and library programs have not been interrupted as the result of sabbatical leaves, and librarians who have had leave from regular duties have greatly benefited from the academic renewal.

Since the 1985/86 academic year, 14 sabbatical leaves have been approved; the subjects of these leaves reflect the breadth and variety of librarians' professional interests. Topics for which leaves have been approved include:

- a primary and secondary annotated bibliography of the works of the Italian author, Italo Calvino
- a definitive map bibliography (supplemented by historical textual material and illustrations) of Canada's early topographic map series.
- a study of information services for patients and their families with the aim of establishing a demonstration model at the Royal Victoria Hospital.
- a handbook of library collection development.
- a comparative study of medical and hospital libraries in Northern Ireland and in Shenyang, China.
- a bibliography of Canadian agricultural economics publications.

<sup>&</sup>lt;sup>23</sup> Jim Brett and Brian Moore. 'Release time provisions for academic librarians.' CAUT Bulletin, March 1991, p.2

- research into the history of publishing of North American guide books with a view to the compilation of a union list of Montreal area libraries' holdings of guide books with significant Canadian or Quebec content.
- a bibliography on the rhetorical, formal and functional inter-relationships operating within the realm of early medieval architecture.
- to revise and expand upon previously published articles about the Sistani dialect, illustrated by a selection of 37 quatrains.
- to study the textbooks authorized for use in Quebec public schools and compile a bibliography of the authorized lists of textbooks.
- a scholarly translation, with commentary, of a series of essays on architecture written by the Czech theorist and critic Karel Teige (1900-1951)
- a lexicon, or thesaurus, which leads library users from English language civil law terms to the appropriate Library of Congress subject headings.
- to complete work on a Lexicon of Classical Arabic Philosophical Terms.
- to research the role of technology in the academic library.

Also in place is a Study/Professional Development Leave Policy for Full-Time Librarians (See Appendix 6. V. Section V), which provides for leaves of from one to twelve months duration for the pursuit of scholarship and academic renewal or professional development.

Newer staff members who for promotional purposes must make a contribution to the profession or scholarship within a given time frame need a very flexible, short-term release time policy to allow them to work on pure or applied research projects (possibly directly related to problem-solving in the work environment). Timing and duration of leave and replacement staffing would need to be looked at. Memorial University (See Appendix 6.V. Section V.) has a workload provision for release time which could be used in reformulating current provisions.

Many Canadian and American institutions, as part of their collective agreements, provide a set amount per annum to their academic staff for purposes of professional development. These funds may be variously used to travel to conferences, pay for professional memberships, purchase books or computers, or for anything else which would advance their professional development. McGill academic staff have access to some Faculty of Graduate Studies and Research funding for conference attendance, under the quite restrictive "Graduate Faculty Travel Grants" program (See Appendix 6.V. Section V). Librarians may apply for these funds, if it is determined that they are presenting at a "scholarly" as opposed to a "library" conference. Otherwise, they are referred to the Director of Libraries for funding under the terms of the "Grant Fund for Professional and Scholarly Contributions" of March, 1987 (See Appendix 6.V. Section V). Librarians' concern over the criteria for and adequacy of funding, and over the lack of recognition of professional development needs, led the Association of McGill University Librarians (AMUL) to draft a position paper in April 1990, "Draft Policy on Funding for Professional Development" (See Appendix 6.V. Section V).

Support staff have strongly expressed the desire for a renewal leave similar to the sabbatic leave enjoyed by librarians. A self-funded leave plan can provide such an opportunity. Under these plans, an agreed-upon part of an employee's salary may be set aside for a period of time in an interest-bearing trust. At the end of this time, the

employee uses the banked salary and interest for support for a leave of absence. The employee's regular salary is then made available for hiring a replacement. An example of such a plan is in effect at Queen's University (See Appendix 6.V. Section V).

The rich academic environment in which library staff work affords many opportunities for taking courses potentially useful both for individual development and for improved job performance. A "matching" program of one-to-one employee-employer hours devoted to coursework could encourage more use of these offerings, as could a supportive attitude on the part of library administration and improved tuition support. Sessions geared to library technicians are becoming common at professional conferences as the required skill level of library support staff increases. The need for conference and workshop funding for support staff is apparent, and should be budgeted for.

Job rotation and cross-training serves both individual and system needs. Individuals benefit from a change of scene, learning new procedures and skills, and learning more about the total library system. The system benefits by having a cross-trained, flexible staff who are able to fill in for others on vacation, sick leave, etc. Some cross-training of both academic and support staff for different functions is already being done in the Library System, although support staff's restrictive job descriptions and classifications sometimes hamper these efforts. The staff survey indicated considerable interest in voluntary job rotation within the library system, particularly amongst support staff. A job exchange scheme would require system-wide thinking, agreement by all parties concerned, a set duration for the exchange, an understanding that individual would retain his or her salary even where this didn't match that attached to the new temporary duties, and a guarantee that the staff member would return to his or her job at the end of the exchange. Successful librarian exchanges have already occurred and more ambitious schemes for both academic and support staff are also possible, between the libraries and other McGill departments, schools or faculties, or between McGill and other universities.

Recommendation: That a comprehensive, system-wide staff development program under the direction of an experienced librarian be instituted as a high priority, with particular reference to the following areas:

- the revision of current short-term development leave policies for librarians to provide a flexible release time policy allowing librarians to address adequately all requirements for promotion and tenure;
- the revision of current funding programs for librarians' professional and scholarly participation to broaden their application, and increase the available funding;
- the encouragement of a university self-funded leave plan for support staff;
- the encouragement of a university employer/employee timesharing scheme in order to facilitate support staff enrolment in courses offered by McGill and other academic institutions;
- the development of a voluntary job rotation scheme within the library system;
- the evaluation of the library personnel operation in light of an expanded mandate for staff training and development.

#### STAFFING ISSUES

McGill enjoys a stable, experienced and committed library staff. Public service librarians have anecdotal evidence, backed up by CREPUQ statistics, that McGill collections are very heavily used (due to a variety of factors outlined in the Chapter on "Services to Users"), and that McGill staff provide superior help to the users of these collections.

However, increasing pressures on the libraries and their staff are beginning to erode the capacity to perform to previously established standards and to have an effect on morale. There is a sense of losing ground, as we struggle to add new activities and services while suffering reductions in staff numbers. A recent staff survey (See Appendix 6.V. Section V) revealed widespread concern that understaffing, underfunding and a loss of vision of our mission were undermining the library system. A top-heavy administrative structure, an imbalance of power and workload between areas and departments, a lack of direction and planning, and a lack of understanding of operational constraints on the part of management were also perceived by staff as problems. Whether or not these perceptions have any validity, it is obvious that morale is suffering under current budgetary constraints.

Figures reported to ARL confirm job loss over the past ten years, with 7 fewer professional and 36 fewer nonprofessional staff reported in 1989/90 than in 1979/80. During the same time period, the full-time-equivalent (FTE) student load per staff member increased from 212 per librarian to 268, and from 77 per library assistant to 109 system-wide, with some libraries, such as Management and Education, showing student/staff ratios well above this. Continuing education numbers, particularly for Management, soared. Attendance, circulation, shelving and other usage figures all show heavy demands on most McGill libraries.

Because each year brings a shifting of mandates, personnel and materials in the library system, historical comparisons of staffing levels in units become difficult. Unevenness in collecting and reporting of staffing statistics compounds the problem, but some trends over the past ten years are evident. As suggested by the interim goals of 1988, collections received greater funding, attention and staff involvement. The Systems department was created (albeit with some positions on soft funds and without an ongoing operational budget) and branch technical services were absorbed into Central Technical Services. Many functions were automated (the automation highlights chronology in the Appendix 6.V. Section III gives a good idea of the scope of innovation) and office work was transformed with the introduction of personal computers for word processing, spread sheets and database management. Special projects such as RECON and barcoding were undertaken, and although they received additional staffing, regular staff were necessarily much involved. New layers of administration were added, and positions with ambiguous mandates were created in an ad-hoc manner.

Since 1979/80, there has been a pattern of libraries closing and merging into larger collections (the footnotes in the statistical summary of individual libraries and work units section give an idea of the extent of the mergers), with each move creating a great deal of work in the process. As small units closed, some positions were lost (and the freed funds used elsewhere, usually for collections), while other staff were redeployed, and some positions were converted into different ones used elsewhere. Many unit heads perceive staff cuts which globally reported staffing figures do not support. Remaining small units have a sense of being starved out of existence, and are often hard-pressed to maintain adequate hours or levels of service; larger units, although better staffed, have greater demands placed on them, in terms of new subjects with which to become conversant, new users needing orientation to an unfamiliar setting, and sheer pressure of numbers. The most basic of services, such as shelving, are not being

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adequately answered in every unit, and student societies, departments or faculties are in some cases contributing funds to extend library opening hours because the library budget cannot cover increased demands for service.

Casual staff are often seen as an inexpensive solution to temporary or cyclical peaks in workload such as the libraries experience. However, heavy use of casuals (currently estimated to be equivalent to 22 full-time positions in public service areas) causes permanent staff to spend a great deal time training and supervising a constant stream of inexperienced novices who do not always perform to standards. The automated environment, rather than reducing the need for staff, means that circulation desk assistants, for instance, require much more training than before. Inflexible employment guidelines and projected legislated pay increases are further factors calling into question the wisdom of depending on casual staff to perform ongoing basic activities, such as desk assistant or shelver. It should also be noted that when the casual policy came into effect, administrators were asked to submit requests for new permanent positions for tasks formerly covered by casual staff; as yet, these suggested new positions have not been created. The cost-effectiveness of casual versus full-time, part-time, sessional or job-sharing permanent staff should be examined.

Master of Library and Information Studies students can and do provide potentially superior casual staff in some units, especially for skilled tasks such as providing evening and weekend reference service. However, the Libraries rates of pay have not recognized these skills and have not been competitive, even within the university. A Graduate School of Library and Information Studies Summer Employment Survey for 1990 showed that only the McGill Libraries paid less than \$7.75 per hour. Most other institutions paid over \$10.00 per hour; even other McGill departments outside of the library system pay between \$9.00 and \$11.00 per hour for casual employees. Impending government legislation may correct these anomalies, but unless funding is increased, the likely result is reduced service.

Standards of staffing levels in the university library setting are very difficult to develop and to apply, when there are so many variables to be taken into account: collection size, collection growth, circulation, in-house collection use, attendance, hours of opening, numbers of undergraduates, graduate students, faculty and outside users, numbers of programs, amount of bibliographic instruction, and so on. Several attempts have nonetheless been made to establish standards, ranging from very complicated task analyses <sup>24</sup> to very simple formulas <sup>25</sup>. Suggested non-professional/professional staff ratios (ACRL: at least 66% to 33%; Art Libraries: 75% to 25%) are met overall by the current 72% to 28% ratio, despite some obvious anomalies such as Blackader-Lauterman Library. However, these standards may be inappropriate to research libraries, since ARL statistics show McGill ranking 25th out of 107 in non-professional staff numbers, and only 45th out of 107 in professional staff numbers. In other words, many other large research libraries in North America have a higher proportion of professional staff than does McGill.

<sup>&</sup>lt;sup>24</sup> see Barbara I. Dewey. 'A practical methodology for the study of job components and staffing needs.' College & Research Libraries, March 1990, p.107-112 or Betty Jo Mitchell. ALMS: A Budget Based Library Management System. Greenwich, Conn., JAI Press, 1984.

<sup>&</sup>lt;sup>25</sup> see Jacquelyn M. Morris. 'Standards for college libraries.' College & Research Libraries News, March 1986, p. 194-195 or Art Libraries Society of North America. Standards for Art Libraries and Fine Arts Slide Collections. 1983. (Occasional Papers No.2)

Better management statistics are obviously needed before we can begin to address the question of the adequacy of staffing levels. Also needed is a clear statement of the Libraries priorities; we must first define what it is we want to do, and then decide on the level of staff support necessary to achieve those goals. No new initiatives should be undertaken without an assessment of staffing implications.

Comments received during interviews and the staff survey revealed that many McGill library support staff, like paraprofessionals elsewhere, <sup>26</sup> resent librarians' academic status. There is a perception of privilege and of distancing; of neglect of primary function and service to the library user for the sake of self-service; of downward shift of work onto the library assistants who receive neither recompense nor recognition for their assumption of responsibility while librarians are engaged in their academic duties of governance or scholarly or professional activities. Some tasks formerly felt to be the exclusive domain of professional librarians, such as original cataloguing, are now being performed by library assistants. When these increased responsibilities replace more routine tasks they are welcome; when they are added on, they are seen as burdensome.

Conversely, many librarians experience a degree of role conflict in trying to keep their units functioning optimally while fulfilling all promotion and tenure requirements. Libraries, unlike academic departments, are staffed only "to do the job", not generously enough to allow time for scholarly and professional pursuits. Non-tenure track Sessional Librarians hired on multi-year appointments could provide relief staffing (in addition to the current replacement staffing) if more certain funding were available. Support staff cuts, and university personnel policies such as Summer Fridays or the casual policy, lead to lost personhours and mean that many librarians are doing jobs which less skilled and less expensive staff could perform.

**Recommendation:** That a system-wide needs analysis of staffing strength, deployment and workload allocation be conducted in order to determine if current staffing levels are sufficient to achieve university and library goals. The following elements should be addressed:

- role definition for paraprofessionals;
- identification of staffing shortfalls and provision of supplementary financing to meet library and university priorities;
- examination of various options for the use of part-time staff.

## EMPLOYMENT POLICIES AND PRACTICES

The handling of personnel matters in the Library System is seen as less than optimal. Since the loss of a personnel position in 1986, remaining staff find their time taken up with routine paperwork, rather than with needed planning and training. Because there is no librarian mandated to deal with personnel matters pertaining to academic librarian staff, the work has devolved to some degree on the Area Personnel Officer. Both better funding and greater direction are needed.

<sup>&</sup>lt;sup>26</sup> Larry R. Oberg. 'Paraprofessionals: shaping the new reality.' College & Research Libraries. January 1991, p. 3-4

The matching of librarians' qualifications, rank, and remuneration with the needs of the library system and the demands of particular functions can be problematic. Librarians' duties or job requirements as set out in the Academic Handbook are necessarily very vague as they pertain to work performance, since most librarians are functional as well as subject specialists, and one size does not fit all. Librarians have at present no written mandate beyond the description outlined in the notices of job vacancy for which they applied and were hired, although in many cases, the advertised duties vary considerably from those actually undertaken once on staff. Both the individual and the library system need to know the scope of duties undertaken by and expected of each librarian staff member, especially since evaluation of work performance is a major component of the promotion and tenure process. Written mandates should be prepared by individual librarians, and reviewed each year in conjunction with annual appraisals.

A librarian is appointed to the McGill Libraries, rather than to any particular position such as Health Sciences cataloguer. Although this gives both the administration and the staff member needed flexibility, difficulties can arise from reassignment, reorganization, or job redesign. If there is no productive new role for the individual, the individual is demoralized, the rest of the staff resentful and the library system is less effective than it could be.

Lack of specific guidelines also create difficulties at the point of advertising and hiring. All librarian positions should be posted system-wide, all librarian hires should be interviewed by selection committees, and guidelines should be established for fair assessment of experience for establishing librarian salary level and rank. All positions carrying a certain level of administrative load (to be determined by a functional and qualitative analysis) should be term appointments, subject to selection by committee and to review by committee, and should reward administrative load in accordance with university practice.

**Recommendation:** That a senior librarian be mandated to develop, implement and communicate academic librarian staff personnel policies, guidelines and practices.

**Recommendation:** That all administrative positions in the library system be for a predetermined term, and subject to selection and review by committee, and that all rewards for administrative load be in accordance with university policy.

The present Library Assistant Classification scheme, based on 1976 benchmarks, is now out of date. Supervision is too heavily weighted in comparison with technical skills. Although many supervisory or functional support staff positions really require university level of education for optimal performance, especially as tasks drift downwards from librarians to support staff, it cannot be required under the present scheme. The scholarly and educational environment in which the library operates means that appropriate undergraduate or advanced degrees are very helpful in the performance of duties at most levels. Paraprofessional degrees have also come into existence, in the form of library technician courses at the CEGEP or university level. Since there is an increasing demand for these specialized degrees and the technical skills attendant on them, the upper limit on educational requirements for library support staff should be dropped.

Automation of functions has brought the need for a system-wide job audit. New performance standards should be established, and job descriptions which are based on an objective assessment of tasks performed should be revised to fit these standards. Instead, in the libraries' static or shrinking employment environment, there is a perceived

tendency to rewrite support staff job descriptions either up or down to suit the capabilities and qualifications of the incumbent, or to provide for a form of advancement. The classification process needs to be better understood, more transparent, more efficient, faster to respond to new initiatives and needs, and more cognizant of specialized technical skills.

Recommendation: That the Library Assistant Classification scheme be reviewed in conjunction with a library system job audit and a university-wide review of all support staff classification schemes, in order to determine the following:

- whether it should be retained or folded into the extant C, T and M schedules;
- whether Library Technician posts requiring paraprofessional degrees should be established;
- whether Library Associate or Specialist posts requiring subject degrees and/or foreign language skills should be established.

## WORKING CONDITIONS

Physical factors in the workplace such as air quality, safety, temperature control, comfort, noise, lighting, radiation, and equipment quality and condition can have a great influence on job satisfaction and productivity. As libraries become increasingly automated, various problems with the man/machine interface are arising. These are partly physical and partly the result of adjusting to technological, procedural and organizational change. Although research has not conclusively proven the harmful effects of lengthy exposure to ELF (extremely low frequency) electric and magnetic fields, and standards have not been drawn up, known undesirable side effects of using Video Display Terminals (VDTs) include upper body discomforts such as eye strain, headaches, backaches, and tendonitis in the hands. Technical services and office staff who work continuously on VDTs experience all the problems mentioned above; as public service areas automate, these staff are beginning to notice the same problems. Jobs should be designed so as allow task variety, movement and change of posture, and to prevent constant close work on VDTs.

Practical suggestions to alleviate problems include providing fully adjustable chairs, and work stations designed for VDTs. When VDTs are accessories stuck on desks, the working surface is 30" rather than the recommended 26", and equipment configuration is far from ideal. Compatible ambient lighting rather than fluorescent lights can prevent glare and reflection, as can the use of antiglare screen coating, black mesh screen coverings and VDT shields. It should be noted that lead aprons, partitions, walls, and most shields do not stop magnetic field emissions.

The staff survey and telephone interviews highlighted staff concern with air quality ("sick building syndrome"). Little faith is placed in the spot testing done in some buildings, especially due to lack of follow-up. Problems of air quality and temperature control persist, and the perception is that the Administration has been unable to mobilize the resources necessary to truly rectify the situation.

Another voiced concern was with inequitable distribution of office space and equipment. Some units have an insufficiency of proper working space. Some librarians and supervisors lack quiet, private office space for

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interviewing, scheduling, planning, writing and other tasks requiring concentration. The provision of personal computers to each academic staff member recommended by the Task Force on Priorities is far from being met in the libraries, despite the demonstrated need for computer access for electronic writing and messaging, data-base searching, bibliographic record creation and the like.

Personal safety and security for all staff and users is also a issue. An increase in the occurrence of theft and attempted assault in the libraries coupled with decreased security leaves staff with a sense of vulnerability, particularly in the evenings and weekends, when they may be working alone. Some of the buildings have proved difficult to evacuate in emergencies such as power failures, and emergency procedures need to be reviewed from a viewpoint of safety.

Recommendation: That all ergonomic, environmental, safety and physical security matters be examined with a view to their improvement, and that the financial and physical resources necessary to address problems be made available.



# SECTION VI: ORGANIZATION AND MANAGEMENT

### INTRODUCTION

The mission of the McGill University Libraries is to provide the resources needed to support University teaching and research. It is taken as a given that efficient, effective organization, management and planning, by the University, and by the Libraries, would enhance the ability of the Libraries to fulfil their mission.

### **ORGANIZATION**

The McGill University Libraries are organized as an "Area System" headed by a Director of Libraries reporting to the Vice-Principal Academic. The Area System is a model mandated by the University Libraries Commission in 1971. In submitting its report to Senate, the Commission noted *inter alia*, that "small libraries and collections have proliferated," and that the Libraries had "suffered a loss of efficiency and... fallen behind in... collections as a result of rapidly increasing demands." The Commission identified 24 official libraries (staff paid from the global Libraries' budget), 19 additional significant collections, 54 other small collections, and made 42 recommendations for reorganization. The goal of the Area System was to counteract the inefficiencies and costs associated with having too many libraries and collections. The chosen remedy was to group collections and libraries around five broad subject areas with reasonably defined subject boundaries, while avoiding the disadvantage of creating one "impersonalized super library." It was hoped that the Area System would achieve many of the advantages of decentralization, in keeping with University tradition, while avoiding the expensive duplication of materials and services associated with dispersed departmental and faculty libraries. It was recognized that one library was not sufficient, while forty or more, often duplicating titles and services, were clearly too many.

The major component of the System was (see appendix 6. V. Section VI) the creation of Area Libraries representing broad subject collections and headed by Area Librarians. Each Area was to have its own technical services, an Advisory Committee of Faculty and Students, and would incorporate certain already existing collections (with the exception of Law).

A Director would be appointed who would have an unambiguous role and clear policy-making powers. A Deputy Director, reporting to the Director, and "through" whom Area Librarians would be responsible to the Director, was also to be appointed. The Commission quoted the 1963 McCarthy & Logsdon Report that the position of "Associate

<sup>&</sup>lt;sup>27</sup> Report of the McGill University Libraries Commission, 1971, p. 1.

<sup>28</sup> *Ibid.*, p. iii.

<sup>29</sup> Ibid., p. 38.

or Deputy Librarian... had been needed for a number of years... if the librarian is to have the time required for overall planning of the library program...".<sup>30</sup>

Nineteen "branch libraries", actually distinct subject collections for the most part rather than branches, were assigned to be "under the administration of" one of the Area Libraries (Law and Undergraduate would have no branches). University operating funds were not to be used for libraries or collections outside the system.

Additional staff officers, with system-wide responsibilities, also reporting through the Deputy Director, were to be appointed.

The Commission understood that "branch" libraries, while convenient to some, were essentially costly replications of collections and services, and warned that "the proliferation of branch libraries is an expensive luxury... to be strictly controlled," and that "whenever possible a branch library or collection should be absorbed into the appropriate Area Library." "Allowing departments and schools 'to run their own show' and to shape the library system according to their preference failed to satisfy significant groups of library users." Guidelines were given for establishing and eliminating branch libraries.

The reorganization was partially implemented. Area Libraries were created, but some collections to be "incorporated" actually became libraries, while other proposed libraries never materialized. In total, twenty-four libraries including the five areas, were recognized as units of the system (Appendix 6.V. Section VI).

Area Librarians were appointed, a Deputy Director and additional staff officers were not.

The Area System was intended to be a compromise between centralization and decentralization, where a balance could be struck between users and librarians over control of policy. Area Librarians were to be responsive to their users, and were to have a high degree of autonomy in management, collection development and rationalization. Staff officers including the deputy were to insure that University priorities and policies were met, and to provide needed coordination, support and direction for the System.

Area Libraries did develop great autonomy, but the coordination anticipated from additional staff officers never happened because the additional staff officers were never appointed. Predictably, the parts became stronger than the whole. It should not have been surprising that a system designed to meet certain objectives, failed to meet those objectives when implemented differently than had been originally intended. The organization as implemented did not deliver the coordination, support and direction needed in order for the system to develop as a cohesive whole. As a result, consistent and fairly distributed services, and coordinated and rational resource building suffered.

<sup>30</sup> Ibid., p. 52.

<sup>31</sup> *Ibid.*, p. 1.

<sup>&</sup>lt;sup>32</sup> *Ibid.*, p. 31.

Only in the mid-eighties did further structural change begin to take place. A Systems Librarian and a Technical Services Coordinator with system-wide responsibilities were appointed. An amalgamated Technical Services operation became an independent unit reporting to the Technical Services Coordinator. Area Libraries were reduced from five to four and attempts were made to incorporate smaller collections into the Area Libraries. Recently two deputies (Associate Directors) were appointed to strengthen System development, coordination and planning (Appendix 6.V. Section VI). In addition, the development of a campus-wide automated catalogue made collection rationalization easier by pinpointing duplications as they appeared in the centralized database, while at the same time enhance the system's potential for providing decentralized yet fairly distributed and standardized services. But by the time these changes were made, the damage had been done. The "Area System" as an organizational model had been judged to be inefficient and unmanageable, and had been virtually discarded.

Nevertheless, the current tactics of strengthening the System by balancing function-oriented administration with subject-oriented administration, of eliminating unnecessary duplication of holdings and services, and of incorporating smaller collections into larger collections whenever feasible, are the appropriate ones. Therefore, the present organizational configuration is essentially sound. And while fine-tuning of this configuration is desirable, the mistakes of the past should not be repeated. Maintaining the momentum noted above should be the goal, and further organizational changes should be made only if they enhance that goal. Several variations of the present configuration, depicted as alternative organizational charts with brief statements providing the underlying principles behind each, are attached for discussion. (see Appendix 6.V. Section VI). However, because the "Area System" has lost credibility, it and associated nomenclatures like "Area Library" and "Area Librarian" must be replaced with new, less historically painful descriptors.

**RECOMMENDATION:** The goal of the organizational structure of the Libraries should be to strengthen the System by balancing function oriented administration with subject oriented administration, thus maintaining the momentum achieved over the last few years.

**RECOMMENDATION:** The organizational name "Area System," and nomenclatures associated with the "Area System" should be replaced.

### MANAGEMENT

In 1971, the Commission found that "the place of the library system within the university organization is vague...

The Director's role is not well defined."<sup>33</sup>

In 1991 the place of the Libraries and their Director within the academic sector of the University is clear. Senate has the ultimate responsibility for academic policy. The Director is a member of Senate and other academic bodies including the Senate Committee on Libraries. The Senate Committee provides "advice and consent on matters of broad policy brought before it by the Director including... annual allocations... to the Area Libraries... and the

<sup>&</sup>lt;sup>33</sup> *Ibid.*, p. 33.

opening, closing, moving or merger of branch libraries."<sup>34</sup> The Director plays an increasingly important role in fund raising, is responsible for planning, policy-making, coordination and management of the Libraries, and represents the University vis-a-vis the outside community. The Director also represents the librarians as a faculty within the academic sector of the University, and as members of the professional community.

Administratively, the Director reports to the Vice-Principal Academic, the only academic director within the University to do so. Other academic directors report to deans.

**RECOMMENDATION:** The title of Director of Libraries should be changed to Dean of Libraries to accurately reflect the level and responsibilities of the position within the University, and the direction being taken by many North American university libraries.

University administrative policies are set by the Principal and Vice-Principals, subject to the authority of the Board of Governors.

The Director must insure that the Libraries fulfil their mission within the context of University policies, as well as budgetary and other constraints. Occasionally, University decisions impose serious impediments to the Libraries' mission. While the Director may be consulted during the decision-making process, at least perfunctorily, and in turn, seek the advice of senior staff, there is little opportunity for consultation with other staff, and little room for discretion or flexibility once a decision is made, and the policy is imposed. Two examples are the casual staffing policy, and the "summer Fridays off" policy. Both have damaged the Libraries by making the provision of basic services like shelving, and maintaining operating hours, difficult and more costly.

Another area in which the McGill University Libraries may be subjected to decisions or policies effectively beyond its control, that may be counterproductive to its mission, is in its participation with external bodies such as CREPUQ. Co-operation and resource sharing between sister institutions is desirable, but may lead to policies that limit local autonomy over policy.

Internally, while policy decisions are made in a variety of ways, there are few formal, systematic mechanisms for encouraging consultation and collegiality on a broad basis. In matters affecting the system, the Director has the ultimate responsibility. The Director chooses whether to consult, and if so, with whom. This process has been facilitated with the appointment of deputies because it reduces the number of key administrators with whom a Director might normally consult to two, but does not negate the responsibility for communicating with all staff. Communication is a dynamic, two-way process and is essential to good management. It requires a commitment not only from those at the highest levels of the organization, but from staff at every level. The newly appointed Associate Directors, for example, have an obligation to put into place mechanisms for sharing information and consulting with staff, and for encouraging effective communication and collegiality at all levels.

<sup>&</sup>lt;sup>34</sup> Senate Handbook 1990-91, p. 37.

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# ORGANIZATION AND MANAGEMENT

**RECOMMENDATION:** That the Director and Associate Directors make effective communication, consultation and information sharing a system priority, create the necessary mechanisms in order to accomplish this goal, and encourage participation by all staff in the process.

At present consultation forums vary from the formal Automation Planning Group, responsible for setting automation priorities, to the Director's Staff Meeting (DSM). Included in this spectrum are operating, ad hoc, advisory committees, working groups and task forces. These are perceived to be ineffective. There are too many committees, too much overlap, and too little definition of mandates, roles, responsibilities or purposes. Staff have developed a healthy scepticism, even cynicism, about participating. Staff are frustrated with the confusion, and especially frustrated with the lack of result and follow up. "Spinning wheels," and "a waste of time and effort" are two commonly voiced complaints about committee participation.

**RECOMMENDATION:** That mandates and responsibilities for existing consultative bodies like operating committees be made clear, and that attention be paid to the deliberative results of such bodies. If the bodies are found to serve no relevant or useful purpose, they should be terminated forthwith.

Communication on a system-wide basis is problematic, as it often is in large, partly decentralized organizations. This is particularly true for non-academic staff, who often feel "left out" of the official information chain. The staff survey cited in Section V: The Staff revealed that support staff are significantly less happy with the level of communication than are librarians.

Information may not be filtering down to all levels of staff, and opportunity for bottom-up communication is limited and not formalized. Library Council, which had elected representatives from various constituencies, initially provided a joint forum where support staff and librarians could meet to discuss issues of common concern with the library administration. In latter years it lost a sense of direction and ceased to exist under the current administration. Librarians' Forums have continued to be regularly called at the initiative of the Director, but support staff forums are much less frequently held. The staff associations (MUNASA for support staff; AMUL and MAUT for librarians) negotiate separately with the library and university administrations, and are sometimes at odds with each other, as over the casual policy. All the above factors point up the need for re-establishment of some kind of joint forum for librarians and support staff.

Communication on a horizontal level, especially within individual units, is less troublesome than communication from top to bottom, or bottom to top. The revived *Library Gazette* helps, but more attention to communication and information sharing at all levels, especially by administrators and supervisors, and with special regard for support staff, is required. In one case, a result of frustration, circulation supervisors created, at their initiative a support staff forum for discussion and information sharing. Staff, especially at the lower levels of the hierarchy, cannot be expected to be motivated or even positive unless they feel a part of the information flow, and understand the "big picture."

**RECOMMENDATION:** That the joint assembly for library staff be established with a view to improving staff relations, participation, communication and morale.

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# ORGANIZATION AND MANAGEMENT

**RECOMMENDATION:** That the Director go to each library in the System on an annual basis to informally (no agenda) visit with staff, and that the schedule for these annual visits be announced a year in advance.

There is a need for better communication flowing from the Libraries to their users, although there has been great improvement in this regard over the last few years. The Director's newsletter to faculty (From the Librarian) is intended to reach, and therefore be of interest to the 2,000+ McGill faculty members, alumni, interested friends, and supporters from within and without the immediate McGill community. It is a mechanism enabling the Director to communicate on a broad front, to a wide audience, in order to encourage gifts, acknowledge major accomplishments, donations and grants, solicit support, and promote the professional and scholarly image of the Libraries and staff. In addition, there are a number of other effective newsletters (from Osler, Rare Books, PSE, Health Sciences, Macdonald) published by specific libraries or Areas that provide timely information and news to primary users and supporters of those collections. There is also an increasingly active Friends of the Library group promoting collection development and library events and exhibitions, Fontanus, a scholarly journal focusing on collections, a newly appointed Fund-raising Coordinator within the Director's Office, and a new and successful Library Lecture Series wherein librarian's share their research interests and results with colleagues and the community.

**RECOMMENDATION:** That outward methods of communication (library newsletters, lectures, exhibitions and the like) be encouraged because they are effective and garner support for the Libraries.

Operational policy decisions tend to be made at the Area or local level. This works well on the whole, as decisions are made within the context of specific needs and resources available, and in consultation with primary users. Unhappily, if left uncoordinated, this can on occasion breed disfunction and unevenness because of a resulting lack of uniformity within the system. The setting of "library hours" is an example. MUSE, interdisciplinary studies, and improved collection coordination promote the use of more than one library. Yet because timetables are generally set at the local level, and vary accordingly, users are presented with a bewildering array of operating hours requiring the aid of a four-page schedule to decipher. While this is essentially a "service" problem, it is also a communications problem.

## **PLANNING**

"We have already alluded to the need there will be, once the University's priorities are agreed upon, for each unit in the University to articulate its own set of priorities. Clearly, there is also a need for a process, put in place... that will ensure that these priorities are consistent with and supportive of the broader and agreed-upon commitments of the University. Once developed and accepted, these priorities will form the basis for a continuing process that integrates planning, budgeting, operating, monitoring and evaluating each faculty and unit." <sup>35</sup>

<sup>35</sup> Report of the Task Force on Priorities, December 1990, p. 14.

Academic libraries, because they serve their respective institutions, generally try to follow their institution's lead with respect to setting priorities. Because operating an academic library today is a multi-million dollar enterprise, and because costs and demands sharply increase, resources are never sufficient. Those libraries without a lead to follow are in real danger of floundering, trying to meet every need, an impossible task.

Fortunately, as noted above, McGill appears to have taken planning and priority setting to heart, and the Libraries should do no less. Indeed, the first step has already been taken by participating in the Cyclical Review process.

The process used to set system priorities, or what those priorities are, is not clearly understood by staff or users. This is because of a lack of a shared, commonly understood and framework of objectives and goals. Historically local priorities have been more clearly defined and taken precedence over system priorities. Priorities are too often determined in reaction to some immediate external factor such as budget cuts, or skilled lobbying by a particular user group. It is also a consequence of the almost complete lack of a strategic planning process within the Libraries. The one happy exception has been the implementation of automation.

For the Libraries planning is imperative. Without strategically oriented priorities, openly debated and understood by staff at every level, and users, staff and users will lack incentive in promoting the common good, progress cannot be measured, and resources will be squandered. "The ultimate aim of the planning process should be... to identify objectives consistent with the agreed-upon goals, principles, and basic priorities of the University... (and) to obtain from the University an undertaking to provide the resources necessary to fulfil these objectives... The process of planning... must be carried out openly and with proper regard for collegiality."<sup>36</sup>

**RECOMMENDATION:** That the Libraries create a consultative strategic planning process designed to identify and define goals and priorities in support of those identified by the University and its other academic units, and that the process be integrated into the periodic cyclical reviews of the Libraries.

In order properly to determine priorities, and measure progress, the Libraries must have accurate and reliable data concerning its activities and finances. This data is not available at present.

**RECOMMENDATION:** That the Libraries develop the ability to collect accurate and relevant data needed for proper strategic planning.

### RESOURCE ALLOCATION

Allocation of resources, human and financial, is always controversial, and the McGill University Libraries process is no exception. The allocation of book funds among competing interests in particular, has for many years been an issue of concern to faculty and to the Libraries. It has also been a process little understood by faculty or librarians.

<sup>&</sup>lt;sup>36</sup> *Ibid.*, p. 16.

The proportion of the University budget (base budget) allocated to the McGill University Libraries is historically determined. There are no formulas. The Budget Planning Group (BPG), after receiving documentation and hearing a presentation from the Director, notifies the Director annually what the base budget will be. Like other academic heads, the Director then participates in a second round of presentations to determine how much discretionary funding, allocated in addition to base funding, the Libraries will receive. There is virtually no flexibility regarding the allocation of base funding, including salaries, but the Director can and must make the case for receiving discretionary funding, primarily for collection development and maintenance. The amount received depends very much on the presentation and documentation offered to support the case, the effectiveness of other competing needs and presentations, and the global amount available.

Internal allocation, from the Director to the Areas, is also historically based, and not formula based. The Director, in consultation with Area Librarians who represent users, determines the allocation of both base funding and discretionary funding to the Areas. Over the last few years, because of the pressures of increased costs combined with budgetary restraint, the prevailing philosophy has been to determine where cuts can most readily be absorbed, rather than evaluating shifts in costs and priorities. Even so, due to the continuing serials crisis the Libraries have been accumulating a substantial deficit, and in several Areas diverting monograph funding into serial expenditures.

The allocation of funding from areas to smaller libraries is also historically based, and reflects the same pressures and patterns of distribution found in the allocation of base funding to Areas. Area Librarians do have the authority to transfer allocations between serials, monographs and binding. But as noted above, the serials crisis has resulted more and more, in several Areas, in the shifting of monies into serial expenditures at the expense of monograph purchases and binding.

Over the last decade, as budgetary pressures and costs have increased, the purchasing power of University allocations have decreased considerably. As a result, funds obtained from non-University sources and gifts in kind are playing an increasingly important role in collection building and provision of services, and the securing of such funding and gifts is receiving increasing attention from librarians.

Outside funding is of three kinds: grants for collection development, services provided on a cost recovery basis, and direct giving and endowment building received from alumni, Friends and other supporters. The success of the Libraries in obtaining these kinds of resources to augment base budgets, especially competitive grants, is comparable to the ability of other successful academic units in obtaining research funding. Unlike other academic units however, the Libraries have only begun to learn how to use their success to political advantage, both within and without the University. The creation of a Research and Development Librarian and the assignment of a Martlett House "nester" to the Libraries, have improved the Libraries' success rate in attracting these funds.

The Libraries are also successful in attracting gifts in kind, and all librarians, including the Director, are actively seeking these important assets in building collections.

**RECOMMENDATION:** That the internal allocation of fiscal resources be coordinated, and that allocations be based on substantive factors, and not just precedent.

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The allocation of human resources is another story entirely. Perhaps in no other arena do the Libraries exercise so little flexibility and authority. Personnel policies are set by the University, generally in consultation with staff associations, and not by the Libraries. The result is an imposed inflexibility and constraint that impede the ability of the Libraries to provide consistent and essential services throughout the system. It is difficult, for example, to transfer personnel from library to library, or even from unit to unit, when needs require. Vacations, holidays and sabbaticals require casual replacement, yet funding and casual restrictions impede the maintenance of even essential services in an organization where essential services must be provided day in and day out, twelve months a year. There is concern, shared by many across the System, with being overworked, understaffed, and frustration with personnel policies that inhibit initiative and the provision of service.

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# COLLECTION DEVELOPMENT RECOMMENDATIONS

### **RECOMMENDATION I.1:**

- A system-wide collection development philosophy should be articulated.
- A senior librarian should be mandated to coordinate collection development on a system-wide basis.
- Coordinated collection policy statements for all disciplines and major interdisciplinary fields should be a goal.
- The effects of new programs on the Libraries' collecting should be made manifest in a detailed and costed way.
- Supervisory committees for graduate students should take into account the availability of appropriate library resources to support the thesis topic.

### **RECOMMENDATION I.2:**

- Increased funding for collections should continue to be a University priority.
- Soft funding should be made available to support existing and new programs on a competitive basis.
- The Libraries' administration should give high priority to the improvement of statistical and financial data concerning library acquisitions and holdings.
- Fund allocation should be more visibly tied to policy and to objective data concerning costs.

### **RECOMMENDATION I. 3:**

- A mechanism for McGill-wide coordination of serial subscriptions should be established before negotiations on a city-wide basis take place.
- Priority should be given to establishing the necessary conditions for the coordination of serials cancellations between the Montreal universities.
- Efforts to provide reliable information concerning serials subscriptions and holdings for all Quebec university library locations and the national collections in Ottawa should be pursued vigorously..
- More effective document delivery (loans and photocopies of materials not held locally) is essential.

# PRESERVING AND HOUSING THE COLLECTION RECOMMENDATIONS

### RECOMMENDATION II.1:

The Libraries should make a careful assessment of all space presently allocated to them with the aid of a professional who has good spatial conceptualization skills in order to identify suitable additional areas for expansion of stacks:

### **RECOMMENDATION II.2:**

The Libraries should identify all the non-library units which occupy space in library buildings with a view to persuading the University administration to relocate these units to suitable space outside the libraries.

### **RECOMMENDATION II.3:**

The Libraries should find suitable large basement space on campus for compact storage.

### **RECOMMENDATION II.4:**

The Libraries should encourage the Senate Committee on Physical Development to rent suitable off-campus storage space near the downtown campus and this should be available for use no later than Summer 1992.

### **RECOMMENDATION II.5:**

The Libraries should continue to exceed the Québec space norms in providing numbers of seating spaces and should enhance the quality of user space for learning, study and research.

### **RECOMMENDATION II.6:**

The Libraries should provide a more suitable environment for the use of microforms and assure that reading/printing equipment is state-of-the-art, works well, and is properly and promptly maintained.

### **RECOMMENDATION II.7:**

The Libraries should immediately identify low use material for relegation to storage by Summer 1992 and with an expectation of 24 to 48 hour turnaround.

#### **RECOMMENDATION II.8:**

The Libraries should identify multiple copies held in more than one location and to make decisions on transfer to storage or withdrawal from the collection.

### **RECOMMENDATION II.9:**

The Libraries should maintain even temperatures which provide a balance between the greatest comfort to users (including staff) and the least damage to books and other library materials.

### **RECOMMENDATION II.10:**

The Director of Libraries should seek funds for the institution of a conservation/preservation laboratory and should assure that the necessary staff positions are found to support this activity.

# **RECOMMENDATION II.11:**

The Libraries, perhaps in conjunction with University Archives, should develop suitable in-house microfilming capabilities for the production of microform masters in a major preservation effort.

# **RECOMMENDATION II.12:**

The Director of Libraries should seek funds to purchase state-of-the-art photocopy machines which are designed to reduce damage to books and produce high-quality copy.

# **RECOMMENDATION II.13:**

The Libraries should control access to its collections in such a way, and particularly outside normal hours (i.e. 9:00 a.m. to 5:00 p.m.), that the collection is protected from theft and from damage other than that caused by normal use.

# INFORMATION SYSTEMS AND TECHNICAL SERVICES RECOMMENDATIONS

### **AUTOMATION STATUS IN McGILL LIBRARIES**

### **RECOMMENDATION III.1:**

The Libraries should organize future automation developments with a System-wide approach to planning and coordination. To support this System-wide approach, the Libraries should do the following:

- articulate System-wide goals, so that each new development can be assessed for its contribution to these goals;
- establish a centralized automation budget to plan, implement and maintain automation across the libraries;
- further standardize hardware and software, taking into consideration University policy;
- include provision in the base budget for the staff required for the ongoing maintenance and development of information technologies;
- make a commitment to training in information technology, whereby staff members are supported in their job-related automation education;
- communicate developments in information technology to library staff, the McGill and non-McGill communities.

# THE FUTURE OF NOTIS/McGILL

### **RECOMMENDATION III.2:**

The full potential of NOTIS/McGill should be exploited, with particular reference to the following broad areas of application:

- maintain the current high level of support for NOTIS/McGill for all staff and users;
- enhance NOTIS/McGill to provide improved services and greater accessibility to collections for users;
- enhance NOTIS/McGill to increase staff effectiveness in the interests of library users;
- explore opportunities for revenue generation based on products derived from NOTIS/McGill.

# McGILL'S RESPONSE TO DEVELOPMENTS IN INFORMATION TECHNOLOGY

# **RECOMMENDATION III.3:**

McGill Libraries must develop a long range plan to respond to developments in information technology. Elements to be incorporated:

- decision about the Libraries' information service philosophy vis-à-vis its relative leader or follower position and the balance of needs and resources;
- emphasis on developments that enhance access to collections and services for users;
- emphasis on the role of librarian as educator and consultant to provide staff and end-user training for new access, communications and retrieval technologies;

- integration with the University network and cooperation with the Computing Centre, while keeping NOTIS/McGill as focal point of the Libraries' information system;
- cooperation with other institutions for shared access to resources.

# MEASURES OF EFFECTIVENESS - TECHNICAL SERVICES

### **RECOMMENDATION III.4:**

Measures of effectiveness and priorities for technical services that meet the needs of both producers and consumers should be established jointly by public services, technical services and collections staff.

### **RECOMMENDATION III.5:**

Technical services units should improve communication with one another, other parts of the library system and library users. To accomplish this, the following must be done:

- review the mandate of the Coordinator of Technical Services and establish mechanisms for assuring systemwide coordination:
- update and communicate unit service goals;
- establish an advisory group for technical services to provide a forum for input and feedback from public services and collection staff, who represent the interests of faculty and students.

# **MEASURES OF EFFECTIVENESS - SYSTEMS**

# **RECOMMENDATION III.6:**

Systems should improve communication with other parts of the library system and with library users. Areas for consideration:

- review the mandates, roles and communication processes of the New Technologies Committee and the Automation Planning Group;
- establish an advisory group of library staff to provide input on automation-related developments and to improve communication between the Systems Office and its extended user community.

### **RECOMMENDATION III.7:**

Staffing levels for the Systems Office should be evaluated so that the goals articulated earlier in this chapter can be achieved.

# ORGANIZATIONAL ISSUES - TECHNICAL SERVICES

### **RECOMMENDATION III.8:**

An external consultant should be engaged to complete a comprehensive systems analysis and cost-effectiveness study of technical services operations throughout the Libraries, including the three established units and any local activities.

### **RECOMMENDATION III.9:**

Discussion of the organization for technical services should be deferred until the report is received from the external consultant recommended earlier in this chapter. Organizational models discussed should consider the following principles:

- integrate technology into workflow and procedures, and use technology to centralize resources and policy;
- use a team approach to technical services with groupings along subject lines;
- involve technical services librarians and senior library assistants in reference or collection activities to maintain contact with users.

# **ORGANIZATIONAL ISSUES - SYSTEMS**

# **RECOMMENDATION III.10:**

Systems should be a staff function, responsible for the system-wide approach to automation recommended earlier, and therefore the following action should be taken:

- expand the mandate of Systems from the current NOTIS/McGill focus to incorporate the responsibilities
  outlined in the first recommendation in this chapter, that of system-wide planning and coordination of
  automation;
- continue to recognize the Systems Office as an autonomous unit, separate from technical services;
- determine the reporting structure for Systems appropriate to its new role.

### SERVICE TO USERS RECOMMENDATIONS

### **RECOMMENDATION IV.1:**

The criterion for the selection of a database to be loaded on the mainframe should be its interest to as large and as multi-disciplinary a group of users as possible. The degree to which the database serves as an index to McGill Libraries collection, and the impact on interlibrary loan activity should also be carefully considered.

### **RECOMMENDATION IV.2:**

To assure effective access to collections, the Library should complete the RECON project and make MUSE the single access catalogue for all McGill collections.

### **RECOMMENDATION IV.3:**

CREPUQ should encourage the development of an effective electronic library network in Quebec to make collections information readily available.

### **RECOMMENDATION IV.4:**

A new service should be introduced only when there are adequate staff resources for its implementation.

### **RECOMMENDATION IV.5:**

The McGill University Libraries should adopt clear service principles and priorities and allocate sufficient and appropriately trained staff to maintain the quality of basic user services.

### **RECOMMENDATION IV.6:**

Basic library procedures, hours and regulations should be better coordinated, so that they are as consistent as possible throughout the Library System.

### **RECOMMENDATION IV.7:**

The fundamental principle of fast and convenient access to collections and services should be a priority; extension of services through remote access to MUSE, and exploitation of the possibilities of electronic messaging and campus networks should be investigated to achieve this goal.

### **RECOMMENDATION IV.8:**

A campus document delivery service offered on a cost-recovery basis should be investigated, implementation of this and other enhanced service should not be given the same priority as the improvement of basic services.

### **RECOMMENDATION IV.9:**

The McGill University Libraries should bear the costs of inter-library loan borrowing for users (other than photocopy costs). An adequate budget should be established to cover the costs of borrowing materials. This service should be offered without regard to the income generated by ILL lending.

### **RECOMMENDATION IV.10:**

The McGill University Libraries should extend ILL borrowing services to Continuing Education students enrolled in diploma or certificate programs.

# **RECOMMENDATION IV.11:**

The McGill University Libraries should publicize the CREPUQ reciprocal arrangement more widely and work with CREPUQ to make it unnecessary, or much easier to obtain CREPUQ cards.

# **RECOMMENDATION IV.12:**

A Library Orientation Coordinator should replace the present Instructional Services Coordinator. Orientation should include user instruction in all system-wide automated systems, and the coordinator should report to the Associate Director (Collections and Public Services.)

### **RECOMMENDATION IV.13:**

An adequate budget should be established for the production of library information brochures, handbooks, publicity, signs etc.

### **RECOMMENDATION IV.14:**

Closer and more systematic relations should be established with faculty in order to incorporate bibliographic instruction as an integral part of course instruction.

# **RECOMMENDATION IV.15:**

Ways should be found to improve the facilities for and methods of providing library instruction.

### **RECOMMENDATION IV.16:**

Clear criteria should be established and applied consistently in the analysis of the organization of the Library System and in planning of any future projected library closures.

# **RECOMMENDATION IV.17:**

Following consultation and discussion, the Library should develop a plan for the future organization of the Library System and the chronology of any projected changes. This plan should be approved by Senate well in advance of the implementation of library closures.

# **RECOMMENDATION IV.18:**

That the University press for the CREPUQ library agreement to be examined with the aim of ensuring easier library access, speedy ILL service and some compensation for net lenders.

# **RECOMMENDATION IV.19:**

The McGill University Libraries should develop better costing models for services provided. Services provided to non-McGill users and libraries not covered by reciprocal agreements should be charged for on a full cost recovery basis. This could take the form of higher unit charges or membership fees.

### **RECOMMENDATION IV.20:**

All non-McGill users not covered by reciprocal agreements should be charged for library borrowing cards. Cards should be available for the whole Library System or for individual libraries; in this case the revenue should be reserved for the library concerned.

### **RECOMMENDATION IV.21:**

The level of fees to be charged for library borrowing privileges should be examined and the existing McGill University Libraries membership fee raised significantly.

### **RECOMMENDATION IV.22:**

The feasibility and desirability of restricting library access to McGill users, Library members and users covered by reciprocal arrangements, should be examined.

### **RECOMMENDATION IV.23:**

Electronic access to MUSE should continue to be offered free of charge through networks such as INTERNET and through direct dial-up.

### **RECOMMENDATION IV.24:**

The McGill University Libraries should concentrate on recovering more of its existing ILL and service costs from unaffiliated users, private sector organizations and libraries through increased charges or membership fees, rather than establishing special fee-based services for external clients.

# STAFF RECOMMENDATIONS

### **RECOMMENDATION V.1:**

That a comprehensive, system-wide staff development program under the direction of an experienced librarian be instituted as a high priority, with particular reference to the following areas:

- the revision of current short-term development leave policies to provide flexible release time for librarians to address adequately all requirements for promotion and tenure;
- the revision of current funding programs for librarians' professional and scholarly participation to broaden their application, and increase the available funding;
- the encouragement of a university self-funded leave plan for support staff;
- the encouragement of a university employer/employee timesharing scheme in order to facilitate support staff enrolment in courses offered by McGill and other academic institutions;
- the development of a voluntary job rotation scheme within the library system;
- the evaluation of the library personnel operation in light of an expanded mandate for staff training and development.

### **RECOMMENDATION V.2:**

That a system-wide needs analysis of staffing strength, deployment and workload allocation be conducted in order to determine if current staffing levels are sufficient to achieve university and library goals. The following elements should be addressed:

- role definition for paraprofessionals;
- the identification of staffing shortfalls and the provision of supplementary financing to meet library and university priorities;
- the examination of various options for the use of part-time staff.

### **RECOMMENDATION V.3:**

That a senior librarian be mandated to develop, implement and communicate academic librarian staff personnel policies, guidelines and practices.

### **RECOMMENDATION V.4:**

That all administrative positions in the library system be for a predetermined term, and subject to selection and review by committee, and that all rewards for administrative load be in accordance with university policy.

### **RECOMMENDATION V.5:**

That the Library Assistant Classification scheme be reviewed in conjunction with a library system job audit and a university-wide review of all support staff classification schemes, in order to determine the following:

- whether it should be retained or folded into the extant C, T and M schedules;
- whether Library Technician posts requiring paraprofessional degrees should be established;
- whether Library Associate or Specialist posts requiring subject degrees and/or foreign language skills should be established.

### **RECOMMENDATION V.6:**

That all ergonomic, environmental, safety and physical security matters be examined with a view to their improvement, and that the financial and physical resources necessary to address problems be made available.

### SUMMARY OF ORGANIZATION AND MANAGEMENT RECOMMENDATIONS

### **RECOMMENDATION VI.1:**

The goal of the organizational structure of the Libraries should be to strengthen the System by balancing function oriented administration with subject oriented administration, thus maintaining the momentum achieved over the last few years.

### **RECOMMENDATION VI.2:**

The organizational name "Area System," and nomenclatures associated with the "Area System" should be replaced.

### **RECOMMENDATION VI.3:**

The title of Director of Libraries should be changed to Dean of Libraries to accurately reflect the level and responsibilities of the position within the University, and the direction being taken by many North American University libraries.

#### **RECOMMENDATION VI.4:**

That the director and associate directors make effective communication, consultation and information sharing a system priority, create the necessary mechanisms in order to accomplish this goal, and encourage participation by all staff in the process.

### **RECOMMENDATION VI.5:**

That mandates and responsibilities for existing consultative bodies like operating committees be made clear, and that attention be paid to the deliberative results of such bodies. If the bodies are found to serve no relevant or useful purpose, they should be terminated forthwith.

# **RECOMMENDATION VI.6:**

That a joint assembly for library staff be established with a view to improving staff relations, participation, communication and morale.

### **RECOMMENDATION VI.7:**

That the Director visit each library in the System on an annual basis to informally (no agenda) visit with staff, and that the schedule for these annual visits be announced a year in advance.

### **RECOMMENDATION VI.8:**

That outward methods of communication (library newsletters, lectures, exhibitions and the like) be encouraged because they are effective and garner support for the Libraries.

### **RECOMMENDATION VI.9:**

That the Libraries create a consultative strategic planning process designed to identify and define goals and priorities in support of those identified by the University and its other academic units, and that the process be integrated into the periodic cyclical reviews of the Libraries.

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# SUMMARY OF RECOMMENDATIONS

# **RECOMMENDATION VI.10:**

That the Libraries develop the ability to collect accurate and relevant data needed for proper strategic planning.

# **RECOMMENDATION VI.11:**

That the internal allocation of fiscal resources be coordinated, and that allocations be based on substantive factors, and not just precedent.

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# VI. COMPARISON OF MCGILL UNIVERSITY LIBRARIES WITH OTHER RESEARCH LIBRARIES

As an institutional member of the Association of Research Libraries (ARL), McGill University Libraries contribute data annually to the ARL Statistics. The latest available published data cover the 1989-90 statistical year. The commentary to the 1988-89 edition will be most familiar to readers of this report, "the economic trends of the past few years have continued to take their toll on research libraries...".

There are some factors that complicate the use of these data: not all Canadian academic libraries participate in this annual survey. TABLES I, II and III have been constructed for all Canadian Libraries reporting data. All dollars are Canadian but ARL figures are published in U.S. dollars. Problems arise in that some figures are both easier to obtain, as in the case of binding, while others, such as the "other" category, reflect an increasingly large percentage of the library's budget under a broad category.

The automation figure includes all expenditures for automation. It fails to distinguish between office automation expenses, small computer applications such as CD-ROM, the NOTIS/McGill project, and online bibliographic costs such as UTLAS. No attempt is made to estimate costs of space and facilities maintenance, without which a true cost analysis is impossible.

The statistics in these four tables do not show what percentage of the library budget is spent to support undergraduate education, graduate education and faculty scholarship and research. Neither do these figures indicate the costs of providing service to non-McGill users. A means of accounting for services to the non-McGill community, including but not limited to, costs of interlibrary lending and document delivery, needs to be implemented as the University moves towards greater coordination of fiscal resources and more cost recovery.

# How do the McGill University Libraries Compare?

To answer this question of McGill Libraries as they compare with other university libraries, comparison may be made at a provincial, national or North American level. The Task Force on Priorities Report considers McGill University in a North American context, and, if the University aspires to be one of the best in North America, its Libraries must do likewise. National comparisons are also inviting since they allow for comparison of institutions in a similar economic and political environment. All comparative data in tables I to III are taken from the Association of Research Libraries, Annual Statistics, 1989/90. Other sources of statistics on libraries exist; those compiled by the Canadian Association of Research Libraries provide data on many more libraries, some of which are not members of the Association of Research Libraries, either by choice or because they do not meet the necessary criteria. The Conférence des recteurs et principaux des universités du Québec and its sous-comité compile statistics on Québec libraries. The North American standard is set by the Association of Research Libraries, and it is their data, compiled and analysed by professional statisticians that has been used throughout this study.

Each year, the Chronicle of Higher Education publishes an overall rank ordering of libraries in the Association of Research Libraries. These tables are reproduced in the Statistical Appendix 4. A summary of McGill's rank of University Libraries over the past seven years:

1983/84	53 out of 105
1984/85	39 out of 106
1985/86	40 out of 101
1986/87	36 out of 101
1987/88	38 out of 105
1988/89	36 out of 104
1989/90	42 out of 107

This index takes into account the number of volumes held, the number of volumes added during the previous year, the number of current serials, total expenditures and size of staff. It does not consider quality or uniqueness in library holdings or ability to meet the needs of users.

The figures in Table I display information on all Canadian university libraries who report their statistics to the Association of Research Libraries. These figures provide insight into McGill Libraries' collections in terms of size and growth, relative to Canadian research libraries and to the North American mean for libraries. McGill is fourth in Canadian total volumes held, and above the mean for Canada. However, McGill is below the North American mean for all university libraries by over 300,000 volumes. When we consider volumes added (gross) McGill Libraries rank sixth in Canada, and below both the Canadian and North American mean. Regarding serials purchased, McGill Libraries rank fifth in Canada with 14,304 current serials purchased, a figure below the mean for Canadian libraries by more than 1,000 titles and below the North American mean by approximately 4,000 titles. This situation reflects the purchasing power of the Canadian dollar vis à vis the U.S. dollar on international markets. The fact that McGill Libraries have fallen below the mean in Canada as well as in the U.S. reflects particularly negatively on serial holdings. In a University in which science and medicine are highly prized and internationally recognized, the inability of the libraries to provide strong journal collections is disastrous because of the role of scientific and scholarly journals in the communication of ideas. Even at this level of purchasing, it must be noted that in 1989/90, the journal budget of McGill Libraries was overexpended by some \$600,000.

TABLE I: COLLECTIONS, 1989/90

UNIVERSITY	VOLUMES IN LIBRARY	VOLUMES ADDED (GROSS)	VOLUMES ADDED (NET)	MONOGRAPHS BOUGHT	CURRENT SERIALS PURCHASED	CURRENT SERIALS GIFTS	TOTAL MICRO- FORM UNITS
ALBERTA	2,956,553	99,331	87,913	57,962	17,068	1,755	2,859,701
BRITISH COLUMBIA	2,918,279	106,091	100,500	70,404	16,953	5,198	959,193
GUELPH	1,900,416	63,252	63,252	24,268	U/A	U/A	1,190,993
LAVAL	1,793,368	72,682	69,736	23,801	11,199	4,648	939,259
McGILL	2,509,979	64,930	30,818	41,657	14,304	3,212	1,039,889
McMASTER	1,377,237	47,111	38,705	30,462	10,890	659	421,374
MANITOBA	1,520,920	38,260	29,044	17,333	11,176	1,402	1,062,722
QUEENS	1,796,893	48,481	48,025	36,647	U/A	U/A	1,797,871
SASKATCHEWAN	1,404,391	60,519	29,450	25,448	9,855	834	2,165,813
TORONTO	5,951,752	174,598	130,007	U/A	29,758	8,305	1,171,147
WATERLOO	1,566,042	24,941	24,941	27,546	14,030	1,120	766,823
WESTERN ONTARIO	1,961,386	68,930	48,697	U/A	U/A	U/A	2,397,208
YORK	1,845,478	64,633	55,359	U/A	19,641	U/A	829,943
CANADIAN UNIVERSITY MEAN	2,269,438	71,828	58,188	35,553	15,487	3,015	1,353,995
ARL MEAN (ALL UNIVERSITY LIBRARIES)	2,855,369	80,043	70,447	34,902	18,352	5,819	2,561,081

TABLE II: EXPENDITURES A:- MATERIALS BUDGET

UNIVERSITY	MONOGRAPHS	CURRENT SERIALS	OTHER LIBRARY MATERIALS	MISC. MATERIALS EXPEND.	TOTAL LIBRARY MATERIALS	CONTRACT BINDING
ALBERTA	1,573,895	3,224,350	U/A	U/A	4,798,344	163,846
BRITISH COLUMBIA	2,905,322	2,967,215	U/A	U/A	5,872,537	215,288
GUELPH	924,546	1,376,200	543,281	U/A	2,844,027	121,185
LAVAL	927,052	1,657,280	113,613	107,198	2,805,143	81,864
MCGILL	1,793,848	2,474,649	U/A	536,495	4,804,992	178,406
MCMASTER	2,029,349	2,550,663	U/A	33,717	4,613,729	130,114
MANITOBA	894,130	2,039,061	U/A	U/A	2,933,191	166,474
QUEENS	1,476,031	2,565,235	23,736	U/A	4,065,002	153,690
SASKATCHEWAN	1,274,825	238,483	U/A	U/A	3,655,308	118,069
TORONTO	4,448,723	4,225,827	U/A	U/A	8,674,550	318,646
WATERLOO	1,782,264	1,813,468	U/A	U/A	3,595,732	83,536
WESTERN ONTARIO	2,123,543	2,877,190	U/A	U/A	5,000,733	190,580
YORK	U/A	U/A	U/A	48,876	3,592,229	234,605
CANADIAN UNIV. MEAN IN CAN. \$	1,846,127	2,334,135	226,877	181,572	4,404,271	165,869
CANADIAN UNIV. MEAN IN U.S. DOLLARS	1,569,969	1,984,977	192,939	154,411	3,745,447	141,057
ARL MEAN (ALL UNIV. LIBS.) IN U. S. DOLLARS	1,583,513	2,470,625	249,902	215,189	4,305,338	210,282

Table II displays library expenditures for collections. Dollars are Canadian and the mean for Canadian libraries is given in both Canadian and U.S. dollars to allow for comparison with the North American mean which is given in U.S. dollars. In reviewing total expenditures for collections (Total Library Materials), McGill is fourth in Canada with an annual expenditure in 1989/90 of \$4,804,992, and some \$400,000 above the Canadian mean. In expenditures on serials in the same time period, McGill's rank in Canada is seventh and in expenditures on monographs, fifth. In these expenditures, McGill is above the mean for Canada and below the North American mean.

TABLE III: EXPENDITURES B:- STAFF AND TOTAL BUDGET

UNIVERSITY	PROF. SALARIES	#	NON-PROF. SALARIES	#	STUDENT ASSISTS.	TOTAL SALARIES & WAGES	OTHER OPERAT. EXPEND.	TOTAL LIBRARY EXPEND.
ALBERTA	3,812,154	86	6,878,310	274	635,936	11,326,400	1,163,468	17,451,958
BRITISH COLUMBIA	4,754,515	100	6,033,792	259	1,062,907	11,851,214	2,192,471	20,131,510
GUELPH	1,646,118	31	2,247,122	115	143,049	4,216,279	411,060	7,592,551
LAVAL	3,090,704	70	4,287,846	192	147,079	7,525,629	833,632	11,246,268
MCGILL	4,065,024	80	5,539,543	203	541,545	10,146,112	942,364	16,071,874
MCMASTER	1,834,817	41	3,486,752	141	398,244	5,719,813	515,049	10,978,702
MANITOBA	2,539,685	58	3,275,198	144	557,765	6,372,558	1,275,757	10,747,980
QUEENS	U/A	48	U/A	151	265,649	5,634,019	553,684	10,406,395
SASKATCHEWAN	1,733,053	38	2,974,615	129	217,899	4,925,567	528,988	9,227,932
TORONTO	7,536,453	162	11,786,618	466	1,197,575	20,520,646	2,398,500	31,912,342
WATERLOO	2,297,356	48	2,993,789	145	295,966	5,587,111	655,340	9,921,719
WESTERN ONTARIO	U/A	54	U/A	191	766,112	7,374,381	1,024,854	13,590,548
YORK	2,761,797	52	3,748,946	148	742,202	7,252,945	1,132,596	12,212,375
CANADIAN UNIV. MEAN IN CAN. \$	3,279,243	67	4,841,139	197	536,302	8,342,513	1,048,289	13,960,935
CANADIAN UNIV. MEAN IN U.S. \$	2,788,709		4,116,965	e firth s	456,078	7,094,577	891,478	11,858,944
ARL MEAN (ALL UNIV. LIBS) U.S.\$	3,126,582	best	3,307,921	tive se	737,379	6,734,671	1,763,832	12,995,674

Table III reviews expenditures on human resources and total library expenditures. McGill Libraries budget in 1989/90 was the fourth highest among libraries in Canada; McGill ranks fourth as well in Canada on expenditures on salaries and wages. It is notable here that the mean in Canada for total salaries and wages is higher in Canada than in the United States, reflecting somewhat higher wages overall. However, the mean for professional salary expenditures in Canadian libraries is lower than in the United States, but higher for non-professional salaries.

Turning from the examination of the selected data presented in Tables I to III compiled from ARL Statistics, 1989/90, readers may review directly this compilation of statistics from 119 members (107 of which are University Libraries) of the Association of Research Libraries. The summary of McGill University Libraries rank order in specific measures follows in Table IV:

# TABLE IV: McGILL UNIVERSITY LIBRARIES: RANKED ON SELECTED VARIABLES

(Source: ARL Statistics, 1989/90)

# IV.I. Collection Measurement Rankings

•	Volumes in library:	41 out of 107	(2,509,979 volumes)
•	Gross volumes added:	51 out of 107	(64,930 volumes)
•	Total Current Serials:	78 out of 107	(17,516 titles)
•	Serial Titles Purchased:	45 out of 69	(14,304)
•	Monographs Purchased:	18 out of 78	(41,657)

# IV.II. Materials Expenses Rankings

(Expenses for books, serials and binding)

◆ Monograph	Expenses:	42 out of 106	(\$1,525,511	U.S.)
● ▶ Serials Expe	enses:	69 out of 106	(\$2,104,472	U.S.)
●► Materials E	xpenses:	46 out of 107	(\$4,086,225	U.S.)
(books, ser	ials, binding)			

### IV.III. Staffing Rankings

•	Professional Staff:	45 out of 107
•	Non-Professional Staff:	25 out of 107
	Total Staff:	42 out of 107

### IV.IV. Interlibrary Loan Activities Ranking

• >	Total Items loaned:	46 out of 107	(24,679)
•	Total Items borrowed:	69 out of 107	(8,514)

Although these figures are carefully compiled each year for this annual survey, there are certain cautions in their use. They are quantitative only, and do not reflect the quality of collections in which the University can take justifiable pride. More importantly, from the human perspective, these figures do not measure activities in libraries, with the single exception of interlibrary loan. No measure of orientation programs, reference questions, CD-ROM

training, hours of opening, circulation transactions or shelving statistics is provided. Although these activities are quantified in McGill University Libraries statistics, they are not ranked for purposes of North American comparisons, since the Association of Research Libraries does not compile this information. Some service measures such as reference questions, online searching and circulation are provided in the Statistical Appendix 4 which also includes statistics on individual libraries as well.

Measures of volumes per faculty member and per student provide an alternative approach to comparing McGill University Libraries. Again, no measure of quality is included and ratios are for all disciplines served by the libraries. Included in the table below are selected Canadian and U.S. academic research libraries. All figures are taken from the Association of Research Libraries Statistics, 1989/90.

# VOLUMES PER FACULTY MEMBER AND PER STUDENT IN SELECTED CANADIAN AND U.S. LIBRARIES

Volumes per # of Faculty	Volumes per # of Students
1,649	118
1,484	134
1,139	76
1,318	135
2,126	158
2,580	374
7,932	696
3,869	472
3,119	260
	1,649 1,484 1,139 1,318 2,126 2,580 7,932 3,869

The conclusions that may be drawn from these tables are not encouraging for a University aspiring to maintain international excellence. We appear to rank fourth or fifth amongst Canadian colleagues and average in selected variables in North America. Overall ranking for the past six years has been above the mid-point. Excellence, where it exists, is historically based, with the competitive size and quality of our collection due, in large measure, to the accumulation of materials over a 160 year library history. Clearly, we have failed to maintain adequacy in serials; the 52% serials expenditures increase from 1986 to 1990 in ARL libraries has not been mirrored in the McGill allocation to the serials budget. It is true that all university research libraries throughout North America are declining in their ability to maintain traditional levels of acquisitions, but McGill's decline is more precipitous.

The present crisis in libraries must be handled with realism. The University's fiscal dilemma may prevent the library operating budget situation from improving. If we cannot obtain additional funds, the University administrators and library staff must recognize that the library will need to make painful, unpopular decisions. Students will need to wait longer for service at the reserve desk, restrictions will have to be made on interlibrary loan, hours of opening will be cut, book processing time will be longer, and users will need to rely more heavily on collections elsewhere. Both services and collections will be negatively affected. In many cases, these activities are already occurring but they will increase. Valuable research time is lost when materials are not immediately available. Two streams of service may arise - a basic service, and an improved service for a fee.

IN SELECTION CANADIANCE IN SECURIS PROS.



### SECTION VII. GLOSSARY OF TERMS

ARL Association of Research Libraries

RRS Commercial online retrieval service

CACTUS Union list of serials in Québec University libraries

CAP Collections Analysis Project
CCA Canadian Centre for Architecture
CD-ROM Compact Disk - Read Only Memory

CIHM Canadian Institute for Historical Microreproductions
CISTI Canada Institute of Scientific and Technical Information

CODOC Classification Scheme for Government Documents

CREPUQ Conference des Recteurs et Principaux des universités du Québec

CRL Center for Research Libraries, Chicago

CTS Central Technical Services

DIALOG Same as BRS

ICC Instructional Communications Centre

ILL Interlibrary Loans

iNet Canadian network gateway

Internet Worldwide collection of computer networks

LAN Local Area Network
LC Library of Congress

LDAS Local Database Access System
MUC McGill Union Catalogue
MUL McGill University Libraries
MUSE McGill Online Catalogue

NOTIS Northwestern online Total Integrated System

OCLC Same as UTLAS

OCUL Ontario Council of University Libraries

OPAC Online Public Access Catalogue
PPRC Pulp and Paper Research Centre

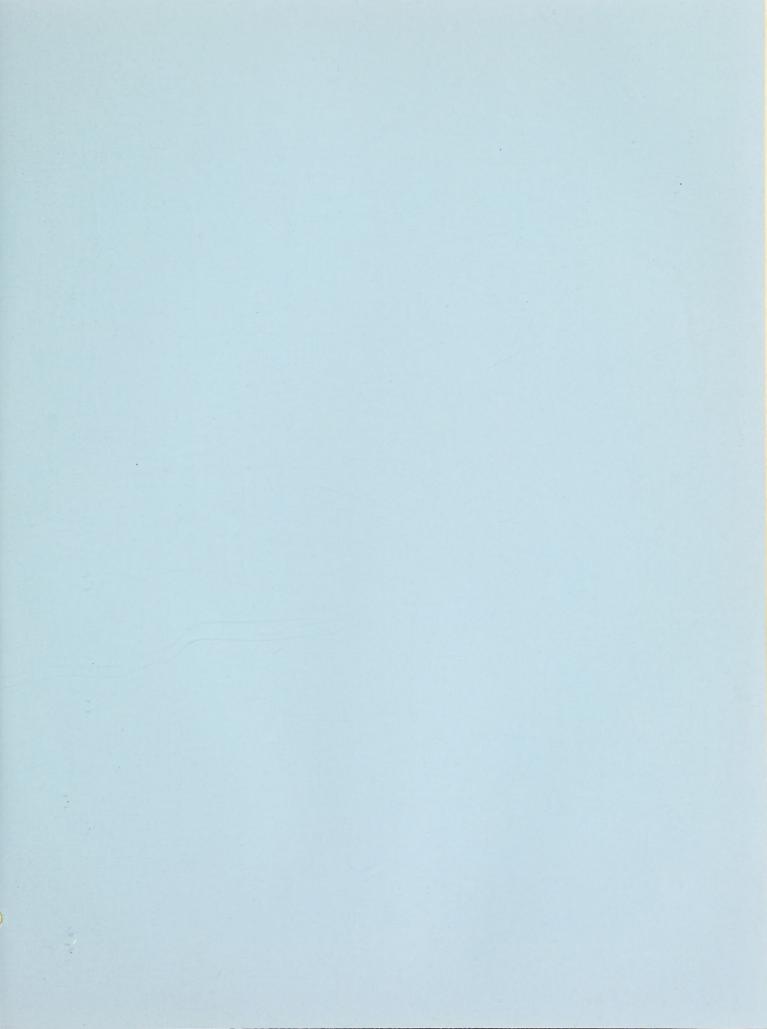
RECON Retrospective conversion

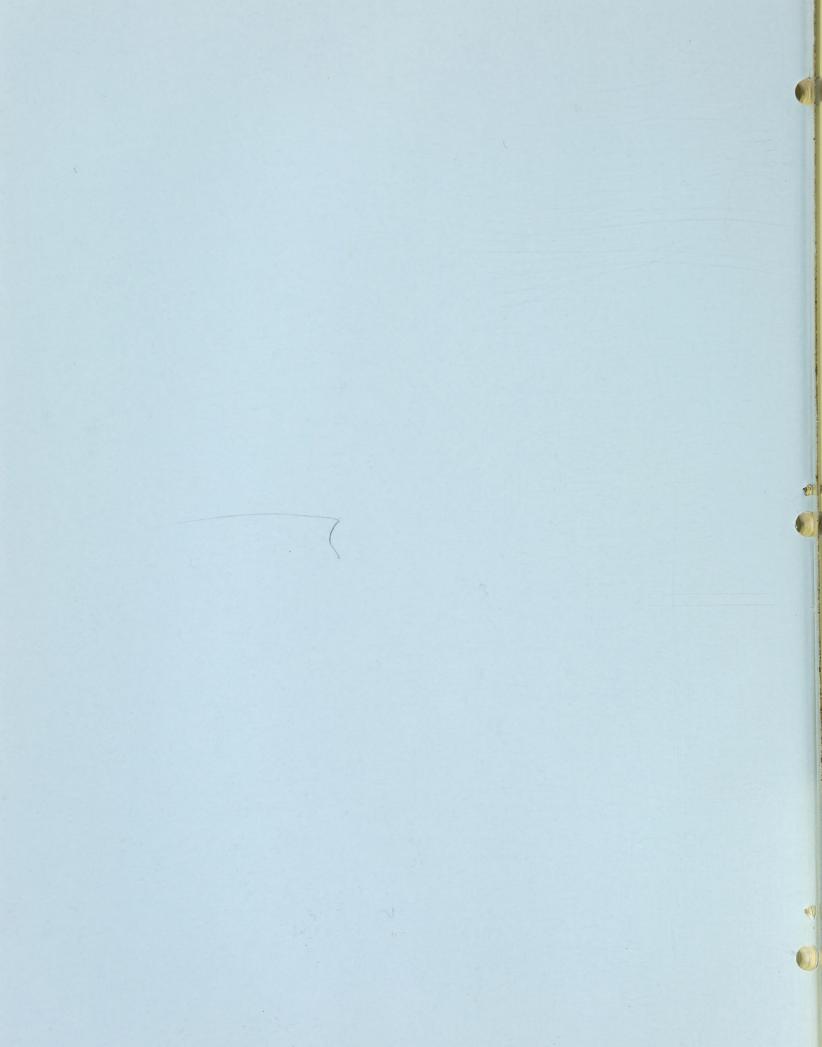
RLIN Research Libraries Information Network
SAS Statistical Analysis System (software program)

UNICAT/TELECAT (now UTLAS)

UTLAS Online cooperative cataloguing utility

SECTION VIL. CLOSSARY OF TERMS







# MCGILL UNIVERSITY LIBRARIES

**CYCLICAL REVIEW** 

SELF-STUDY, APRIL, 1991

**VOLUME 2: APPENDIX MATERIALS** 

SHOW AND THE SERVICE LINES OF

CYCLICAT SEVERY

SECTION APPLICATION

VOLUME 2: APPROVED MAINTENA

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- 2. History of McGill University Libraries:

  (Reprinted from the Interim Report of the Collections Analysis Project, 1980)
- 3. Budget, Facilities and Space
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  - ARL Statistics for McGill University Libraries
  - ARL Rankings from Chronicle of Higher Education 1983/84 to 1989/90
  - Summary of McGill Statistics (Individual libraries and units)
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### **APPENDIX**

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- 1. Hours of opening
- 2. On-line and CD-ROM searching
- 3. Reserve collections
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- 3. New Travel Grants Policy
- 4. Grant Fund for Professional and Scholarly Contributions Terms
- 5. Draft Policy on Funding for Professional Development AMUL
- 6. Queen's University Self-Funded Leave Plan
- 7. Survey Report

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- 1. McGill University Library Organization as recommended by the University Libraries Commission, December 10, 1970
- 2. McGill University Libraries, Organization Chart, December, 1983
- 3. McGill University Libraries, Organization Chart, November, 1990
- 4. McGill University Libraries, Proposed Options, April 1991
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# 1. GUIDELINES FOR THE SELF-STUDY

Terms of Reference

Membership

# **GUIDELINES FOR THE SELF-STUDY INFORMATION**

### TO BE SUPPLIED BY McGILL UNIVERSITY LIBRARIES

# DURING THE SELF-STUDY PHASE OF THE CYCLICAL REVIEW

This is the first review of the McGill University Libraries under the cyclical review program. The library self-study guidelines follow closely the general guidelines for reviews with minor modifications. The section on graduate students is eliminated; very few librarians supervise graduate students doing a thesis or dissertation. A statistical compilation will be used by the Self-Study Group and provided to the Cyclical Review members as part of the self-study report. It will contain selected Association of Research Libraries data, as reported for all McGill Libraries and financial and statistical summaries on the 19 individual McGill Libraries.

### **GENERAL GUIDELINES:**

**GENERAL** 

1. Concise description of the unit, including its history, scope of the teaching programs, and relationship with other academic units on campus.

BUDGET

2. Description of the university resources of the unit including a summary of McGill budget and comments on the physical facilities and space allocation.

ACADEMIC STAFF

- 3. CV's of academic staff, including publications, awards, honours, presentations at scholarly conference.
- 4. Ratio of tenured to untenured faculty.
- 5. Professional responsibilities and contributions and teaching duties, including direct and indirect contributions to teaching in other units both within and outside the university. Information on teaching effectiveness of staff based on teaching evaluations.
- 6. Description of major research in progress; correlation with research in other academic units, if applicable.

**GOALS** 

7. Statement of the goals of the unit and its plans for the future, including an indication of how these fit into the overall priorities of the University and additional resources which would be required to achieve same, if applicable.

ORGANIZATION AND 8. The Self-Study Report will be organized along functional lines emphasizing activities OPERATIONS in all McGill Libraries. The six areas of library performance to be examined are:

- 1. Collection Development
- 2. Service to Users
- 3. Information Systems and Technical Services
- 4. The Staff
- 5. Preserving and Housing the Collection
- 6. Organization and Management

**OTHER** 

- 9. Description of the governance of the unit. How are decisions made, and by which individuals/committees. Indicate whether individuals/committees are elected, nominated or appointed and length of service of members of committees.
- 10. Relevant documents not mentioned above, e.g. recent appraisals by other agencies, comparisons with similar units elsewhere, etc.

## SELF-STUDY GROUP

# **COLLECTION DEVELOPMENT**

Elizabeth Silvester - Chair

Martin Cohen Hanna Waluzyniec Bruce Whiteman

# INFORMATION SYSTEMS AND TECHNICAL SERVICES

Joyce Garnett - Chair Joanna Andrews Angella Lambrou Diane Philip Sharon Rankin

# **SERVICE TO USERS**

Mary Mason - Chair David Crawford-Co-Chair Deanna Cowan

Elizabeth Gibb Jane Jackel Irena Murray Louisa Piatti

# PRESERVING AND HOUSING THE COLLECTION

Calvin Evans - Chair Cynthia Lieve Linda Ordogh June Schacter

### THE STAFF

Maggie Monks - Chair Halyna Carpenter Robert Clarke Donna Duncan Carole Renahan

# ORGANIZATION AND MANAGEMENT

Anastassia Khouri-St.Pierre-Chair Theo Lawrence Eleanor MacLean Michael Renshawe Patricia Young

# 2. HISTORY OF McGILL UNIVERSITY LIBRARIES

1. History and Development of the McGill University Collections
(Reprinted from the Interim Report of the Collections Analysis Project, 1980)

HISTORY OF MCGILL....

APPENDIX

# McGILL UNIVERSITY LIBRARIES COLLECTION ANALYSIS PROJECT INTERIM REPORT APRIL 1981

Hélène Bertrand
Alison Cole
Berti Le Sieur
Hans Müller
Irena Murray
Frances Groen - Chair

# CHAPTER I: HISTORY AND DEVELOPMENT OF THE McGILL UNIVERSITY COLLECTIONS

# The Early Years to 1893

In 1813, James McGill, a prominent Montreal merchant, bequeathed his estate and the sum of 10,000 pounds sterling for the purpose of establishing a college in Montreal. With the granting of a Royal Charter in 1821, McGill College came into being. Financial problems and legal battles plagued the College for some years and it was not until 1829 that formal teaching began when the Montreal Medical Institution, formerly connected with the Montreal General Hospital, became the Faculty of Medicine. The first arts students were admitted in 1843. Financial problems continued but with the amendment to the Royal Charter in 1852, the resulting reorganization, and the appointment of Sir William Dawson as Principal in 1855, the University began to prosper. By the early 1900's, McGill was offering liberal arts courses at the undergraduate level, some graduate and professional programs, and had established an international reputation particulary in the sciences and in medicine.

The earliest record of a library collection at McGill is of one belonging to the Montreal Medical Institution. A library had been established in 1823, supported mainly by donations and fees from students and doctors. This became the Medical Library when the Institution joined the College as the Faculty of Medicine in 1829. The origins of the general library collection are less clear. References can be found to students being assessed 6s. 8d. for library costs in 1843 and faculty members being designated to act as librarian in addition to their teaching duties. In 1855, however, the Board of Governors set aside money for the purchase of books in classics, history, philosophy and science and provided for shelving to house the material. In 1862, the Library moved to new quarters in the west wing of the Arts Building and by 1869 the collection had grown to 6,000 volumes, in 1871, to 9,000 volumes and by 1879 to 16,500 volumes.

In 1855, Sir William Dawson was appointed Principal and under his guidance the University situation improved. Principal Dawson took a personal interest in the Library and constantly sought additional funds to expand the book collection. The growth of the collections, however, depended heavily on the generosity of donors, and support from alumni and friends remained an important factor in the development of McGill's rich collections for many years. The names of Peter Redpath, William Molson and the McLennan family figure prominently in gifts of books and funds.

At the same time as the general collection was expanding rapidly, the Medical Library continued to grow and the nucleus of the law collection was established within the main Library. Material on science and mathematics had to be housed in a room adjacent to the Library because of lack of space.

By 1891, however, it became evident that the Library could no longer be housed and operated satisfactorily in its quarters in Molson Hall. Peter Redpath, a long-time benefactor, offered to build a library which would house 150,000 volumes, and would provide reading and seminar rooms for users and more adequate working

space for staff. The building was opened in 1893 and named the Redpath Library. With extensions in 1900, 1922 and 1953, it remained the main University Library until its collections were transferred to the McLennan Library in 1969.

# Development and Expansion, 1893-1964

The opening of the Redpath Library in 1893 coincided with the appointment of McGill's first full-time librarian, Charles H. Gould. Though without formal library training, he spent a year studying libraries and the latest developments in librarianship before taking up his duties. During his tenure, the library collections grew from the 35,000 volumes which formed the original collection in the new Library to 146,800 volumes at the time of his death in 1919. He introduced a new classification scheme and expanded library services to meet the growing needs of the University. Nor were the needs of the community forgotten. The Redpath Library extended its services to some members of the public in Montreal and established the first travelling library system in Canada in 1901, providing books to isolated communities from British Columbia to Labrador.

As the quality, size and diversity of the library collections grew, so did the problem of control. Mr. Gould, although recognizing the value of some departmental collections, only tolerated them. Small collections in Botany, Chemistry, Engineering and Physics were growing but were largely under his control. The Law Library was given special facilities within the Redpath Library. The Medical Library, however, remained under the Faculty of Medicine. In 1899, with the establishment of the Royal Victoria College for women, a library was provided in the College for the use of all women students at McGill. In 1907, Macdonald College Library was established with agriculture, education, household science and general arts material to serve students on the Ste. Anne de Bellevue campus.

University support for the libraries had increased slightly but the growth of the collections in both quantity and quality still depended heavily on donations of money and books. In 1901, the main collection had reached 61,702, by 1910, 105,320 and by 1920, 152,503 volumes. The Rare Book Collection contained such important items as the folio edition of Audubon's Birds of America, the Redpath Tracts, an outstanding collection of historical political and religious tracts, valuable Canadiana material, and the Ribbeck Collection of pamphlets on Greek and Latin philology.

In 1920, Dr. Gerhard Lomer succeeded Mr. Gould as University Librarian. He inherited a well-organized library with a collection which had expanded over the previous decade to a point where for the first time purchases outstripped donations. The rapid expansion of courses and programs within the University was placing a severe strain on library facilities. The Board of Governors, realizing the need for additional library support, approved the extension of the Redpath Building in 1922 and increased the financial support for collections and staff. The establishment of a number of endowments provided additional funds for the purchase of books and allowed a dramatic increase in the material added to the collections. Donations of such special collections as the Blackader Library of Architecture, the Emma Shearer Wood Library of Ornithology and the Blacker Library of Zoology with their supporting endowments provided rich resources in their fields. The Gest Chinese Research Library, a notable collection, was acquired in 1926. Unfortunately, McGill was unable

to continue sufficient financial support and it was transferred to Princeton ten years later. By 1930, the Redpath Collection had reached 244,619 volumes.

Towards the end of the 1920's, however, University support for the libraries, which had increased steadily in the early part of the decade, now levelled off and serious problems again emerged. In 1930, a Committee was set up to make a survey of library conditions. Its report on the book collections expressed concern over the Library's inability to keep pace with expanding School of Graduate Studies programs, the lack of awareness of the need for library support when introducing such programs and the absence of adequate consultation. Concern was also expressed over the impossibility of providing adequate study space for graduate students and the general overcrowding in the Redpath Library. While it was felt that the Library could support some programs at the master's level, the introduction of doctoral programs would require additional rare and expensive material. With the depression of the 1930's, financial support decreased rather than increased. Book and serial funds were cut resulting in the cancellation of 400 serials in the Redpath collection alone and creating serious gaps in the collection which have been extremely difficult to fill. Despite these problems, the Redpath collection continued to grow, with additional assistance from donations and special funds. By 1940, the collection had reached 322,600 volumes and by 1947, with the retirement of Dr. Lomer, 361,300 volumes.

No attempt had been made, however, to enlarge the physical facilities of the Redpath Library, and the overcrowding resulted in the establishment or expansion of separate departmental collections: in 1920 the School for Graduate Nurses Library, in 1921, the Botany Library, in 1922, the Law Library, in 1923, the Baillie Library of Chemistry, in 1929, the Osler Library of the History of Medicine (bequeathed by Sir William Osler), in 1927, the Library School Collection, in 1933-34, the Carnegie Reading Room in the Arts Building, in 1942, the Commerce Library, in 1945, the School of Social Work Library.

With the end of World War II, McGill was faced with the influx of returning veterans. Library facilities, already overcrowded, were stretched to the limit. The Carnegie Reading Room collection serving freshmen in Arts and Science, was moved to Dawson College, a temporary campus outside Montreal, and was expanded to provide library material mainly for undergraduate courses in arts, science and engineering. This collection was later incorporated into the Undergraduate Library. The Redpath Library itself had to handle library requirements for large courses with too few books and staff, courses which continued throughout the summer on a trimester system.

In 1948, Richard Pennington was appointed University Librarian. He had a wide knowledge of books and he recognized immediately the need to build up the collections in areas which had been neglected. Selection was still largely in the hands of faculty members and some departments were more interested than others in building up library resources. By concentrating on one or two subjects a year, and utilizing whatever special funds or gifts were available, he strengthened the research collections to support graduate level teaching programs. By 1950, the collection reached 381,500 volumes and by 1953, 407,700 volumes.

Lack of space continued to be a severe handicap but it was not until 1953 that a major extension to the Redpath Library was completed. This new facility was

designed to provide additional stack space and expanded reading areas and incorporated an Undergraduate Library, modeled on the Lamont Library at Harvard. Originally conceived as an up-to-date, non-circulating collection, it opened with approximately 40,000 volumes and gradually expanded to around 100,000 volumes.

The research collections continued to grow despite limited support from university funds. By 1956, the Redpath collection had reached 408,300 volumes and by 1960, 453,500 volumes. The 1953 library extension, originally planned to serve 7,000 students was suddenly faced with a student body approaching 15,000. Again, space and collection resources were stretched beyond reason. In order to meet the collection needs of expanding programs, library budgets were severely strained and reserve material for large classes in existing programs was not always available.

For some time, there had been growing concern over the fragmentation of the collections and the consequent uneven development of the resources. Campus libraries and specialized collections were often able to obtain support from faculties or departments.

Although some attempts had been made to consolidate departmental collections (e.g. the Divinity Library, 1948, the Physical Sciences Library, 1950) other collections were established in separate quarters (e.g. Islamic Studies, 1951; Meteorology, 1960; Marine Sciences, 1963).

In a report to Senate in 1962, the University Library Committee, while acknowledging the advantages of separate collections serving specialized groups of users, recommended that a concept of a McGill Library service he considered and that "all Libraries on the McGill Campus be recognized as local manifestations of the ubiquitous University Library." (1)

In 1963, a Survey of McGill Libraries was carried out by Stephen McCarthy and Richard Logsdon. (2) In their Report, they pointed out that while for the period of 1956 to 1961, McGill was responsible for more than one quarter of all the doctorates granted in Canada, its support of libraries had failed to keep pace. In the mid-50's, McGill had become a member of the Association of Research Libraries. "Among its twenty-six peers it ranked 18th in amount spent for library materials and binding at the time of its admission...; in 1961-62, it ranked 25th in the group of twenty-seven institutions." (3) There were obviously serious gaps in the collections but no hope of closing the gaps without a substantial increase in the level of book funds and general library support. It was pointed out also that, while McGill should undoubtedly cooperate with other Canadian and American research libraries in developing research resources, "no amount of cooperation will serve as a substitute for a rich and diversified library collection at McGill itself..." (4) The Report recommended also "that the Administration and the Board of Governors set up funds as a special project, in addition to the regular annual increases in book funds..."

While this did not happen as recommended, the University did recognize the need for strengthening the collections. By increasing the book funds and allocating the income from a special endowment, the libraries were able to purchase books and serials. The University also accepted the concept of a more unified library system, and a global library budget.

# The Emergence of the McGill Library System, 1964 -

In 1964, John Archer was appointed the first Director of Libraries with a mandate to establish a global library budget, to develop an integrated library system and to assess the requirements for additional physical space. The development of the global budget was given first priority and in 1965-66, a budget was established by removing the library funds from faculty or departmental budgets and incorporating them into a library budget under the control of the Director.

In his Annual Report for 1964-65, Mr. Archer pointed out that library support still lags and that "a cool and reasonable assessment of needs would see the necessity for McGill to double the book budget within a very short period of time - and to double that total within a further short span of years." (5) Such massive amounts of money were unfortunately not forthcoming even though the annual allocations for books and serials increased steadily.

By May, 1965, the total library collections had reached 961,000 items and in 1966, passed the million mark. Planning commenced for the construction of a research library to house the main library collections, while the Redpath Library building would be renovated to accommodate the Undergraduate, Blacker, Wood, Blackader and Lauterman Collections. The Medical and Law Libraries moved into new quarters and the Dentistry and Music Libraries were established as separate units.

In 1967, John Archer resigned and Keith Crouch became Director of Libraries. He was faced with severely overcrowded conditions in Redpath and some of the campus libraries and a global library budget which still was inadequate to cope with the demands for materials and services needed to support expanding University programs. In his Annual Report in 1968, Mr. Crouch, while recognizing the severe financial problems facing the University at that time, pointed out the necessity for increased financial support for the libraries if the academic and research programs were to be successful. He continued, "All too often radically new programs in areas not previously studied have been approved without consideration of their implication for the library, which is expected, as if by magic, to supply the wide variety of study and research materials required."(6) Serious efforts were made, however, to protect the collection budgets and some assistance was obtained through special supplementary grants from the University, from special donations and from granting agencies. Thus the collections continued to grow and by 1969 had reached 1,232,531 items.

1969 saw the opening of the McLennan Library with the transfer of all operations and collections from the Redpath Library into the new building. With the completion of renovations in the Redpath Library in 1970, the Undergraduate, Blackader/Lauterman and Blacker/Wood Libraries were moved back.

In that same year, the University had set aside \$1,000,000 for the purchasing, cataloguing and processing of books and serials for the Undergraduate Library. The collection was able to expand to allow for the circulation of material and to support the basic undergraduate courses. The reference collection was enlarged, A/V material acquired and a reserves collection of some 20,000 volumes provided.

Despite the general turmoil engendered by library moves and external pressures on the Libraries, the collections had expanded to 1,563,548 items by 1973.

Dissatisfaction, however, continued to exist with the lack of adequate collections and services.

In 1969, on the recommendation of the University Libraries Committee, the University Senate set up a University Libraries Commission to "examine the McGill University Libraries Services with respect to its purpose and function within the whole University... and to make whatever recommendations it deems necessary."(7) In its report in 1971, the Commission recommended the reorganization of the Libraries into five subject areas and increased financial support for library collections and services. A further recommendation, perhaps the most important from the point of view of the collections, placed the responsibility for selecting material in the hands of librarians. The recommendations were accepted by Senate for implementation as feasible.

In 1972, Dr. Richard Farley was appointed Director with a mandate to carry out the recommendations of the Commission. In 1973, the Area Library Plan came into being, and in 1975, Miss Marianne Scott became Director and continued in the implementation of the Area Library Plan. Under the Area Library Plan, the Libraries have been grouped into the following subject areas:

## 1. Humanities and Social Sciences Area

Blackader - Lauterman Library (Architectue and Fine Arts)
Education Library
Howard Ross Library (Management)
Islamic Studies Library
Library Science Library
McLennan Library (Humanities, Social Sciences, Government
Documents, Rare Books)
Marvin Duchow Music Library
Religious Studies Library
Social Work Library

### 2. Life Sciences Area

Blacker - Wood Library (Zoology and Ornithology)
Botany/Genetics Library
Dentistry Library
Macdonald Library
Medical Library
Nursing Library
Osler Library

# 3. Physical Sciences and Engineering Area

Engineering Library
Map and Air Photo Library
Mathematics Library
Meteorology Library
Northern Studies Library
Physical Sciences Library
Rutherford Physics Library

- 4. Law Library
- 5. Undergraduate Library

# Campus and Departmental Libraries

The importance of the many specialized collections which comprise the McGill library resources today is, in many ways, immeasurable. Their growth, from the shelves of faculty offices into Departmental Collections, their varying status and even nomenclature are all woven into the fabric of the University's teaching history.

# The Beginnings

The earliest of these specialized collections was the Medical Library, established in 1823 with donations among which journals had played a major role. Senior by thirty odd years to Redpath, the Medical Library enjoyed a past of unencumbered generosity that reached its peak around the turn of the century. Prominent donations included a number of complete personal libraries in areas such as comparative medicine, pharmacology, otolaryngology, hygiene, public health, gynecology and surgery. In 1845, when the first subject catalogue came out, 884 volumes were recorded in the medical collection; by 1910, 30,000 had to be moved into the new quarters. The Library continued to enjoy support from amongst the medical graduates and faculty and witnessed much growth through gifts of scientific journals. (In 1902, 236 serial titles were being received, out of which only 29 were actually paid for. In 1980, with the tables very much reversed, 1,713 current subscriptions were purchased and 486 titles acquired by gifts and exchange.)

Between 1885-1895, the Law Faculty, dating back to 1848, made available to its professors and students a collection of law books in the old Burnside Hall. The growing collection of approximately 1,200 volumes, primarily bequests by several deceased members of the Bar who had been closely connected with the Law Faculty, was subsequently moved into the Redpath Library. Its contents focused on the civil law, civil procedure, and on Roman law, subjects connected with the practically oriented B.C.L. program. Because of the School's interest in public international law, relevant books were purchased in that area.

### 1900-1910

The first decade of the new century saw the birth of Macdonald College Library, which opened to the students in November of 1907. With the initial capacity of approximately 13,000 volumes, the main library housed a collection of books supporting the programs in agriculture and education offered at the Macdonald Campus. Due to the original Agriculture program requirements, the core collection included also material in the humanities, with the remainder still in evidence today.

The 1910's gracefully closed with a major donation, by Dr. Casey Wood, of 1,500 rare works on ophthalmology, much to the delight of the Medical Library and its users.

A pamphlet issued on the occasion of the formal opening of the Macdonald

Engineering and Physics Building in February 1893 testifies to two well appointed Faculty libraries, affiliated with the Department of Applied Science. Of the two, the Engineering Faculty Library was reported to have flourished by about 1904, with a subsequent history of gradual deterioration. Discrete book collections of the Departments of Chemistry, Physics, Geology and Mathematics as well as those of the Departments of Chemical, Mining and Metallurgical Engineering maintained an independent existence until about 1952, when the Physical Sciences Library came into being.

### 1910-1920

In 1912 the Joint Board for Academic Study formed by the Congregational, Wesleyan Methodist, Montreal Diocesan Theological and Presbyterian Colleges set beginnings to a collection of books and journals, the strength of which lay understandably in the traditional Protestant theological fields.

## 1920-1930

The 1920's brought about a new wave of extensions to McGill libraries and of great expansion to their collections. Sir William Osler's bequest of 8,000 volumes, representing the bulk of his personal library in the history of medicine, had brought McGill one of the most significant research collections in the field. Much organization and planning both for the Library and a "catalogue raisonné" had been done by Osler himself, to be painstakingly completed by the first Osler Librarian, Dr. William Francis and the co-editors of the Bibliotheca Osleriana. It took ten years before the Library was formally opened in May 1929 and the catalogue published by Clarendon Press. The Library was then located in the Strathcona Medical Building, and subsequently moved twice to accommodate what is now a collection of more than 25,000 volumes. The initial growth was relatively slow, based on an income from Lady Qsler's 10,000 pounds sterling grant endowment, with additional contributors. The Wellcome trust in 1957 awarded the library a generous grant spread over 25 years, resulting in a faster rate of growth and in strengthening of the collection.

Partly as a result of Sir William Osler's donation of his library, Dr. Casey Wood, a prominent ophthalmologist with Montreal connections, decided that McGill University would be a suitable location for his library of ornithology. Simultaneously, he succeeded in persuading his friend, a California businessman, Robert R. Blacker, to make a generous donation of \$40,000 towards the establishment of the Blacker Library of Zoology. A committee, composed of Dr. Wood, Dr. Lomer, the University Librarian and Dr. Wiley, Professor of Zoology, took dynamic charge of the acquisition program for both collections, making purchases in Britain and on the Continent, in the Far East and in Australia. The Emma Shearer Wood Library was opened to the public in 1923, in the newly built Redpath extension, and was later joined with the Blacker Library. The acquisition, in 1925, of the collection previously owned by the Montreal Natural History Society, further enriched the combined Blacker-Wood holdings. The contents of the Library were favourably compared to both Harvard and the British Museum Collections in the two areas of specialization.

In this heyday of generous giving, the University benefitted from another significant donation, that of Dr. and Mrs. A.D. Blackader, given in memory of their son, a McGill graduate who had died in 1916 of war injuries. The Gordon Home

Blacker Library of Architecture was founded to honour the young architect and to provide a "working collection of books on art and architecture for students and architects in the city". (8) A classified catalogue of 5,000 volumes was published in 1922 when the collection was installed in the new Redpath extension.

1922 also marked what amounted to the official opening of the Law Library. The collection moved in part back to the East Wing of the Arts Building. The Law Faculty, in the years 1919-1925, offered an L.L.B. degree and, to substantiate the courses, acquired a number of materials related to the study of common law. Although this effort proved to be short-lived and both the new program and its library backup came to a halt in the depression years, the twenties marked an increase in the use of the collection as the Faculty embarked upon the first full-time law course in the province.

Closely related to the curriculum of the Library School, a specialized reading room-type collection of materials on bibliography, history of books and printing, cataloguing, classification and other aspects of the profession came into being in 1927. Having subsequently evolved into an independent library, it has always remained heavily integrated into the School's teaching program.

The mid-twenties also saw the birth of the Botany Library, with an adjacent departmental reading room housing a rather haphazard collection of books and journals in the field of genetics. This uneven relationship persisted into the 1960's, after the move of both collections to the Stewart Biological Building. Also in the Life Sciences field, the Dental Faculty decided in 1929 to transfer their books and journals to the Medical Library, where the relatively small collection remained until the mid-sixties.

# 1930-1940

The bleak economic situation of the thirties arrested the growth of the campus collections and made this period one of attrition rather than of acquisition. In 1930, the collection of books and journals on religion moved into the William and Henry Birks Building and the Macdonald Campus witnessed an informal gathering of library materials in the departmental buildings of Biology, Chemistry and Agriculture. The Law Library at that time concentrated on building of materials for the study of constitutional history and law.

When the School of Nursing moved to 3480 University Street in 1930, the School's collection, the oldest in Canada, which had had to content itself for the previous decade with a small corner of a room allotted to print, was assigned a room of its own. The only major acquisition throughout this period were those of personal collections of former teaching staff.

## 1940-1950

On the heels of the forties came a new wave of expansion and change for the campus collections. In 1942, the Commerce Library was established in Purvis Hall, with the nucleus of its collection consisting of a couple of hundred books and a dozen periodical titles, derived from selected materials previously housed in Redpath Library. For twenty odd years, the collection remained heavily economics-oriented, in keeping with the School's curriculum. The first Commerce Librarian embarked upon an

acquisition drive in which government documents and back-runs of periodicals were solicited from business firms, government departments and other public and private sources, with notable results. Purvis Hall also became the new home of the Law Library, which finally saw a consolidation of the total law collection that until then had been packed and stored in various locations on campus.

One of the more colourful anecdotes from this period relates to the origins of the Social Work Library, whose initial collection was not relegated to a corner of a room as was the case with Nursing, but rather took shape in a bathtub on 3600 University Street. Having outgrown this "central" location, the Social Work Collection was then for many years accommodated in several vastly separated rooms until, in the late fifties, adjacent quarters were found for it.

Between 1946 and 1950, the Nursing Library was finally enjoying sunnier days in its new location in the solarium of Beatty Hall. With the help of a four year grant that the School of Graduate Nurses received from the W. K. Kellogg Foundation, "400 books, 500 pamphlets and a film projector were purchased over the four year period, at a total cost of \$2,343.38." (9) Not only that, but the School employed a full-time librarian to administer the growing resources.

The 1940's were a happy period for the Blackader Library as a generous bequest from Annie Lauterman made towards the establishment of a specialized art collection greatly enhanced the original Blackader holdings. An endowment of \$15,000 given in memory of Annie's sister, sculptress Dinah Lauterman, was destined for the purchase of books containing quality reproductions of the work of significant artists worldwide, rather than works in art history. This collection has remained a non-circulating entity within the Blackader/Lauterman Library.

### 1950-1960

The 1950's were inaugurated by yet another move of the Law Faculty and its library, this time to Chancellor Day Hall. The collection at this point consisted of approximately 16,000 volumes. Reflecting several major changes in the climate of legal education in Canada (Report on Legal Research of the Canadian Bar Association, increasing trend towards hiring of full-time faculty members and a closer relationship between the practicing Bar and the School), the collection expanded considerably during that time. The establishment, in 1951, of the Institute of International Air Law, also contributed to purchase of new materials.

The fifties were a difficult period for the Physical Sciences and Engineering Libraries. The Physical Science Centre (P.S.C.) Library came into being when the new building joining Chemistry and Physics was constructed and the respective departmental collections in chemistry, physics, geology, mathematics, chemical, mining and metallurgical engineering were brought together (even though housed in four separate sections) under its roof. The budget of the Engineering collection continued to be administered by the Redpath Library at that time.

When the Institute of Islamic Studies was established at McGill in 1952, "the Institute possessed a library of perhaps two hundred volumes, housed in the small room that served as lounge and common room." (10) Under Professor W. C. Smith, the first director, an outstanding research collection in Islamic religion and philosophy,

Islamic history, Islamic civilization and culture and on contemporary life of Muslims was built in a short period of time.

Immensely diverse in the languages represented, the collection, with an average growth of 2,000 volumes per year, soon developed a huge back-log of unprocessed material, a situation that necessitated a 1967 study which eventually led to a complete re-organization. The present collection of over 60,000 volumes was initially under the administration of the Islamic Studies Directorate, and, since 1968, has been part of the McGill Library System.

# 1960-1970

In 1960, the "floating" collection of the School of Social Work was finally organized and classified. At that time, the School still offered programs only at the graduate level. The Library budget for books which had remained at a steady \$650 from 1945 to 1955 increased somewhat in the early sixties, and more again when the new B.S.W./M.S.W. program was gradually introduced.

The mid-sixties were an eventful time for the McGill Libraries, not only because of the aftermath of the McCarthy/Logsdon Report, but also because of the many changes that had simultaneously occurred in the system.

In 1964 the long overdue transfer of several thousand volumes of music literature and sheet music from the shelves of the Redpath Library (and several bathroom locations) was accomplished. The collection was initially housed in an attic on Redpath Street, adjacent to the Faculty's Record Collection and went through an interim move before settling in the Strathcona Music Building in the early seventies. A dynamic acquisition program was initiated to strengthen the basic collection of both print and sound material and extend its research potential.

Much of what was happening among campus libraries in the sixties concerned the science collections - both in the area of Life and of Physical Sciences. So the mid-sixties were marked by several major moves that had anticipated further collection development. The Medical Library moved into its new quarters in the McIntyre Medical Sciences Building and so did the Osler Library. At the urging of the Faculty of Dentistry, the dental collection which until then had been incorporated as part of the Medical Library was retained in the Strathcona Building and the 3,000 volumes became the basis for the newly established Dental Library.

At about the same time, the Botany Library moved to the Stewart Building, with the Genetics Reading Room still a separate entity. The end of the decade saw a gradual centralization at the Macdonald Campus where the departmental libraries from the Biology, Chemistry and Agriculture Buildings were being amalgamated into the Main Collection.

Much reorganization was happening in the Physical Sciences Library, particularly in 1966-67 when the numerous book collections and catalogues, formerly divided into subjects were integrated. This made the cramped physical circumstances more visible and the P.S.C. Library, as Engineering did earlier, embarked upon a series of proposals towards increasing and remodelling of the available space. As the collection numbered over 36,000 volumes at the end of the sixties, this was not a minor

challenge to face.

The Law Library resolved the conflict between physical facilities and the growing collection by a timely move into New Chancellor Day Hall, a move that meant for the first time an open stack access to the legal resources. The move ran parallel to several important changes in the Faculty itself, not the least of which was the establishment of the Institute of Comparative and Foreign Law in 1966 and the inauguration, in 1968, of the national/L.L.B. program. The latter event carried with it a special university grant of approximately \$50,000 for library materials, while the former included funds from the Ford Foundation for acquisition of materials to support the comparative law program.

The Management Library experienced significant shift in the contents of their collections, which until the mid-sixties remained heavily economics-oriented. Closely related to the new curriculum and research needs of the Management Faculty, the collection development in the late sixties focused on a wide variety of topics, ranging from financial issues to industrial psychology, from marketing to computer programming and from consumer behaviour to management systems.

### 1970-1980

The seventies came in with yet another major relocation - that of the Education Library, which opened in September, 1970, bringing to the downtown campus about one third of the collection formerly housed at the Macdonald Campus. In addition to the Macdonald College holdings, the new Library also acquired the collections of St. Joseph Teacher's College which had been amalgamated with the McGill Faculty of Education. Adjacent to the new Library is the Curriculum Laboratory, the holdings of which were comprised of language-arts and audio-visual materials and from a collection of textbooks authorized for use in Quebec schools, all previously housed at Macdonald Campus.

The Physical Education Reading Room also came into existence at this time in the Currie Gym Building, incorporating books bought by the Department of Physical Education as well as related material from Macdonald College Library.

In 1970 the Botany/Genetics Library was formally established. The Music Library moved into its present quarters in 1971 and the Management Library finally left Purvis Hall in 1972 when the Bronfman Building was inaugurated.

The impact of the physical changes on the collection development was much in evidence, both in terms of growth and of a greater rationalization behind the collection building. The major overall change, of course, was the subject grouping of McGill libraries into the five-area system. The latest, though not the youngest, collections to join the Area scheme were the Northern Studies Library (PSEAL, 1979), and the Map and Air Photo, Marine Sciences, Meteorology and Rutherford Physics Libraries (PSEAL, 1980), the formal establishment of which owes much to the 1961 Dalphin report. (11)

Valuable collections which presently lie outside of the library system might eventually become member libraries. Others, such as the R.V.C. collection, had outlived their usefulness as independent units and had to be integrated into the

mainstream.

All of them have historically contributed to the diversity of McGill's combined affiliated library holdings as well as to the complexity of problems facing the future of collection development.

### Collections Evaluations

The McGill Libraries Collections have been dealt with to a varying extent in a number of external surveys in the past twenty years. In their Survey of the McGill University Libraries, (12) McCarthy and Logsdon included chapters on the acquisition of library materials and the development of library collections, briefly touching on issues such as the acquisiton policy, book funds, special collections and specialized campus libraries. This Survey also contained as one of the appendices an earlier report by George R. Dalphin of Dartmouth College, regarding the proposed McGill Map Collection Library. While the latter dealt in great detail with a particular segment of the University's research resources, the Survey as a whole could not provide an in-depth analysis of the state of the McGill collections at the time.

Edwin E. Williams from Harvard University conducted a survey of fourteen Canadian research libraries in an effort to assess their collections in the humanities and social sciences. Sponsored by the National Conference of Canadian Universities and Colleges, the Williams report (13) based its findings on several sources of information: in a questionnaire distributed prior to his visits, Williams had asked selected professors to note strong and weak points in the library's collection in each specialist's field and sought their opinion of the collection's adequacy for research at different levels; he had also solicited informed comparisons with similar collections in other libraries.

Within numerous limitations imposed upon this survey (e.g. Canadian history and literature were completely excluded), McGill was found to have had a "substantial lead" in the field of Islamic Studies, "appeared to be ahead" in psychology and it was noted as having reached "the advanced level" in philosophy, British history, geography, economics, sociology, political science and English literature. McGill journal holdings in these areas were also considered high.

Beatrice Simon's study, Library Support of Medical Education and Research in Canada, (14) included much valuable data on the McGill Medical Library: displayed and discussed here was statistical evidence on the size and the composition of the McGill medical collections in the early sixties. Figures on library expenditures, financial support, public services, resources sharing and acquisition policy were gleaned from a detailed questionnaire and corroborated through interviews and published research.

On the heels of the Simon Report, the Associate Committee on Scientific Information of the National Research Council commissioned a survey of Canadian library resources in science and technology. Medicine was excluded, having been adequately covered by the above study. George S. Bonn, Professor of Library Studies from the University of Hawaii devised his survey along the lines of the Williams Report, combining data from a set of checklists and questionnaires and personal visits. A selected list of science - technology journals has been drawn up also, to test the

holdings of approximately fifty institutions, half of them University Libraries. The Bonn Survey (15) encompassed a number of different aspects of library operations besides testing the adequacy of the collections surveyed. McGill collections were strong in the field of scientific journals, particularly in biological sciences, in which it was noted as having most journals per subject area. The collection of indexing and abstracting services also rated highly.

The Downs Report (16) brought forth a number of recommendations, based on a comprehensive investigation of academic libraries in Canada in four major areas: resources, particularly those supporting advanced study and research; library technology; service; and administration and finance. Once again, the combined methods of questionnaires and personal investigation were used for assembling information. The study included a mass of data collected through the above methods and a separate section on some specialized collections in Canadian libraries. Down's was a well documented survey and one frequently referred to in later efforts at assessment.

The first comprehensive Canadian study was published in the 1970's: Research Collections in Canadian Libraries, (17a) sponsored by the National Library of Canada, included in its section on University Libraries a separate volume utilizing data on seven Quebec universities, which had participated in the study. The study brought together statistical information on enrolment, fields of graduate study and the library collection and included extensive subject tables. This report, however, restricted to social sciences and humanities, focused only on the graduate part of curriculum and employed some arguable counting methods in its subject part. Professional collections were only included if they happened to be represented in the main shelflist from which measurements were taken.

Since 1973 certain McGill collections have been surveyed in connection with six special studies sponsored by the National Library. (17b) The published volumes covered, in chronological order, theatre resources, law library resources, Slavic and East European resources, official publications, fine arts library resources and music resources.

At the provincial level, a survey of current and projected strengths in the university collections in Quebec was initiated in 1977. This survey, summarized in a CREPUQ document (18) attempted a comparative evaluation of disciplines by LC Class. Six categories were designated to represent a level of each collection in the terms of its teaching and research potential.

Inasmuch as a published catalogue of a significant collection is used as a yardstick against which similar collections are measured, the G.K. Hall Dictionary Catalogue of the Blacker-Wood Library in Zoology and Ornithology (19) can be considered an evaluation tool. The same publisher also expressed interest in the Islamic Studies Collection.

Last but not least, internal test studies have been made to sample the state of the collections; subject enumerations in manuscript form, conducted in 1976 and 1980 respectively, are comprehensive in scope. Individual author and field samples have been taken periodically in relation to the new courses or programs being offered and in order to test holdings against published shelflists and catalogues.

#### The Present State of the Collections

The growth of the collections continued steadily throughout the 1970's but, by the end of the decade, the effects of rising costs and currency devaluation were becoming more apparent. In her Annual Report to the Principal in 1976, Marianne Scott, who had been appointed Director in 1975, voiced concern over the fact that the libraries "were able to maintain only the minimum level of acquisitions required to support active teaching programs" (20) and in the 1978-79 Report, she stated "a major challenge has been to stretch our acquisition funds to cover both continued development of existing collections and expansion into new fields to provide material for changing courses and programs." (21) Specialized groups of users, recommended that a concept of a McGill Library service be considered and that "¿!! Libraries on the McGill Campus be recognized as local manifestations of the ubiquitous University Library".

An additional problem faced by the libraries has been the rapid growth of interdisciplinary programs and courses. Students often require material in a number of libraries. Programs such as African Studies, East Asian Studies, Middle East Studies may cut across library or subject lines within an Area while programs such as Canadian Studies, Communication, Environmental Studies and the History of Science require material housed in several Areas. Joint programs between faculties (e.g. Arts and Management, Management and Law) require a varied pattern of collection use, making it difficult to predict the demands for material in any given library. Attempts have been made to define more clearly subjects to be collected in different libraries.

In 1971, the number of catalogued monograph and serial volumes in the collections stood at 1,286,893. By May 1980, this number had reached 1,995,899 (Table 1). In the same period, current serial titles, after an initial increase, began to show the effects of financial restraints and inflation (Table 2).

Microtexts, which have never played a major role in the McGill collections, are increasing presently at a more rapid rate. The major holdings have been in the McLennan and Education Libraries. McLennan has sizeable collections of serials, newspapers and government documents in microform while Education has important microfiche collections in related subject fields (Table 3).

Tables 4 and 5 describe in detail the monograph and serial holdings by Area and by Library.

Such statistics, however, can do little to describe the richness and diversity of the collections in the different libraries. Table 6 gives some indication of types of material handled by the libraries in support of the teaching and research programs.

In general, the collections provide good support for undergraduate courses. In fields of graduate study, the collections are considered to range from adequate to excellent.

Earlier sections of this chapter have outlined the development of the main library collection, housed originally in the Redpath Library and subsequently in the McLennan Library since 1969. The general stack collection has become the research

collection for the humanities and social sciences but has retained older material in a number of fields. Also, special collections have developed within the library to serve adequately changing and increased user demands both from the University and the wider community.

From the early 1900's, the Redpath Library had received, on a presentation basis, British Parliamentary Papers and Canadian and Quebec official publications. An official depository status for Canadian government material was established in 1921. This was followed by League of Nations, International Labour Office, United Nations, UNESCO, FAO and more recently European Communities material. In the early 1960's, it was decided to gather official documents into one collection. Efforts were made to expand the holdings of other provincial government material. The collection now contains some 765,274 items and is the main collection of official documents for the University.

The Redpath Library had been fortunate over the years in acquiring rare and valuable material and a number of special collections. This material was located in diverse locations throughout the building, with special collections tucked into corners or wherever they could be housed safely. In order to provide better control and to provide better access to it, the Rare Book and Special Collections Department was formed in 1965. It was not until 1969, however, with the move to the McLennan Library that the material could be brought together. It was then that the areas of concentration and strength had emerged more clearly and could be subsequently built upon. Rare Canadiana, enhanced through the more recent additions of the Lande Collection and the Lande-Arkin Collection of Western Canadiana is decidedly one of the strongest areas. Books, prints, manuscripts and maps are included in this valuable research repository.

The rich Manuscript Collection ranges from medieval material to a modern autograph letter collection and is representative of both oriental and occidental writings. The Hardinge and Noel Buxton family papers are important for historical research. The Map Collection contains antique sheet maps and atlases; although coverage is world-wide, emphasis is on regional and local materials. The Print Collection is comprised of both North American and European prints of subject interest. The Colgate Collection offers much valuable documentation on the history of printing as well as being instrumental, with other parts of the Rare Book Collections, in giving testimony to history of the printed book.

Manuscripts, definitive editions of works and critical writings have been acquired for noted authors (Blake, Kipling, Rilke, J.J. Rousseau) and other important personages and events.

As in the past, future collection growth will inevitably be influenced by changes in teaching patterns, the evolution of new programs and financial constraints. The present collections form a strong base on which to build.

## Significant Non-Budgetary Support for the Collections

The early development of McGill's Library collections owed much to the interest and support of donors. This support ranged from individual items to large collections. Some donors preferred to establish endowments for the purchase of books in a given field; others gathered valuable books to be presented as a distinct collection. As indicated earlier, it was not until the early 1920's that purchases outstripped gifts. Tables 7 and 8 attempt to show the importance of donations in building the collection (this does not include material purchased from special funds).

Non-budgetary support continues to play an important role in collection development. This support falls roughly into four categories: donations of material, ranging from individual volumes to large collections, funds from special endowments, grants from special University funds and grants from foundations or granting agencies. McGill graduates and friends have been generous in allocating donations to the libraries. Such additional support has provided much needed monograph funds in some libraries and has made possible limited retrospective purchases, so critical in maintaining the quality of the collections. During the last five years, donations of material (including depository government documents) have formed a substantial contribution to the collections.

It should be noted that, as a corollary to this important aspect of collection development, certain unevenness is inevitably perpetuated. As generous donors might favour a particular library and as the availability of special funds may vary greatly among disciplines, to achieve an even share of supplementary benefits is clearly an impossibility.

As funds become more limited, the importance of gifts and supplementary funding will increase but because of the fluctuating nature of this type of support, no library can rely too heavily on it.

#### Maintenance and Preservation of the Collections

Like many other universities in North America, McGill is facing the serious problem of maintaining and preserving its increasingly valuable library collections for future scholars and researchers. The money invested in acquiring and making available this material is very great but much of this investment may be lost in the next fifty years through deterioration of paper and inadequate physical storage conditions.

In the early development of the collections, a considerable concern of the Library Committees and the Librarians was directed towards binding. Journals were bound regularly and many monographs and sets purchased in England and France were bound before being shipped. For a number of years, McGill had its own bindery which handled materials for the libraries and for faculty members. This, however, proved too expensive to maintain and by the late '40's binding was being done by local commercial firms or in Europe.

Until the 1960's however, there was little awareness of the need for adequate light, temperature and humidity control or the damage that inadequate physical

storage conditions could cause. Although plans for the Rare Book and Special Collections Department in the new McLennan Library included special humidity and temperature controls, these were not implemented because of the cost.

The increased use of microforms and other non-print material presents additional problems of adequate storage and use. As they constitute a major investment, every effort must be made to preserve them.

With the high intensity of use of the collections in the 1960's and 1970's, their general deterioration has become a cause for serious concern. Theft and mutiliation too, have been serious problems and though most collections are now protected with an electronic security system, the problems, though diminished, remain.

### Footnotes to Chapter I

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- 2. McCarthy, Stephen A. and Richard H. Logsdon, Survey of the McGill University Libraries. (Montreal: McGill University, 1963), p. 41.
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- 4. Ibid., p. 44.
- 5. Report of the Director of University Libraries, McGill University, 1964-65, p. 9.
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- 14. Beatrice V. Simon, <u>Library Support of Medical Education and Research in</u> Canada. (Ottawa: Association of Canadian Medical Colleges, 1964).

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- 16. Robert B. Downs, Resources of Canadian Academic and Research Libraries. (Ottawa: Association of Universities and Colleges, 1967).
- 17a. Research Collections in Canadian Libraries I. Universities. 5. Quebec. (Ottawa: National Library of Canada, 1972).
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- 18. Les points forts des collections des bibliothèques des universités du Québec: réfevé comparatif. (Montreal: La Conférence des Recteurs et des Principaux des universités du Québec, 1977).
- 19. McGill University. Library. Dictionary Catalogue of the Blacker-Wood Library of Zoology and Ornithology. (Boston: G.K. Hall, 1966).
- 20. McGill University. Annual Report 1975-76, p. 38.
- 21. McGill University. Annual Report 1978-79, p. 40.

- 3. BUDGET, FACILITIES AND SPACE
  - 1. Provincial Space Norms for Libraries
  - 2. NOTIS/McGILL Related Computer Equipment, March 1991

McGILL UNIVERSITY LIBRARIES CYCLICAL REVIEW: SELF-STUDY APRIL 1991

APPENDIX: 3.1

PROVINCIAL SPACE NORMS FOR LIBRARIES

DOCUMENT DE TRAVAIL

DIFFUSION LIMITÉE

# RAPPORT DU COMITE CONJOINT MESS/CREPUQ SUR LA REVISION DES NORMES D'INVESTISSEMENTS

1 ière partie --- LES NORMES D'ESPACES

septembre 1987

## 4.5 BIBLIOTHEQUES

#### 4.5.1 définitions

La catégorie "bibliothèques" regroupe les espaces nécessaires à l'acquisition, l'entreposage, la circulation, la consultation et l'entretien des collections de ressources documentaires de différentes natures telles: les monographies, les microformes, les publications en série, les documents audio, visuels, audio-visuels, les collections spéciales, les manuscrits et les archives.

La catégorie "bibliothèque" est répartie en trois souscatégories: "espaces de consultation", "espaces de rayonnage", "espaces de services techniques".

## 4.5.2 éléments constituants de la normalisation

## a) sous-catégorie "espaces de consultation"

Les locaux de cette sous-catégorie sont utilisés par les usagers des services de la bibliothèque. L'évaluation et la projection des besoins de ce type d'espace sont fonction de la superficie unitaire moyenne d'une place-lecteur, du nombre et du type d'usagers ainsi que de leur dégré d'utilisation des espaces de consultation,(nombre de places-lecteur par catégorie d'usagers).

## b) sous-catégorie "espaces de rayonnage"

Les locaux de cette sous-catégorie sont requis pour ranger et entreposer les documents de la bibliothèque. L'évaluation et la projection des besoins de ce type d'espace sont fonction de la quantité de documents (inventoriés, prévus ou fixès), ainsi que de la superficie unitaire moyenne nécessaire pour le rangement d'un document. Cette superficie unitaire varie selon l'importance de la collection

NOTE \_ En l'absence de données statistiques vérifiables, il est retenu de fixer à 75 documents par usagers considérés, la quantité de documents à être rangés dans chacun des établissements universitaires.

## c) sous-catégorie "espaces de services techniques"

Les locaux de cette sous-catégorie logent principalement les services de traitement des volumes et les services de contrôle des prêts. L'évaluation et la projection des besoins de ce type d'espaces sont fonction des autres espaces à desservir, soient les espaces de consultation et de rayonnage.

Cette sous-catégorie ne comprend pas les espaces bureaux du personnel de la bibliothèque qui sont déjà considérés dans la catégorie espaces administratifs et bureaux.

#### 4.5.3 normes proposées

## a) sous-catégorie "espaces de consultation"

Trois bases normatives sont retenues:

- l'unité de l'ensemble des EETC du lier cycle,
- l'unité de l'ensemble des EETC du 2 ième et 3 ième cycle,
- l'unité de l'ensemble des personnels équivalents temps complet (PETC) des catégories suivantes:
  - les enseignants,
  - les chercheurs,
  - les chargés de cours.

Les personnels équivalents temps complet sont ceux établis annuellement par le système SIFU tandis que les EETC sont tirés du système RECU.

Trois normes différentes sont proposées basées sur les paramètres moyens suivants:

## 2,32 m.c./ place-lecteur

- 1 place-lecteur/ 5 EETC du lier cycle,
- place-lecteur/ 4 EETC du 2 ième et 3 ième cycle,
- place-lecteur/ 10 PETC enseignants, chargés de cours et chercheurs.

La superficie normée d'espaces de consultation par EETC du 1<sup>ier</sup> cycle est donc:

La superficie normée d'espaces de consultation par EETC du 2 ième et 3 ième cycle est donc:

La superficie normée d'espaces de consultation par PETC enseignant, chercheur et chargé de cours est donc:

## b) sous-catégorie "espaces de rayonnage"

La base normative est l'unité de l'ensemble des documents équivalents à être rangés. Il est retenu de fixer à 75 documents par usager considéré, ce nombre de documents.

Les personnes considérées comme usagers de la bibliothèque sont:

- les EETC de tous les cycles,
- les personnels équivalents temps complet (PETC) des catégories suivantes:
  - les enseignants,
  - les chercheurs,
  - les chargés de cours.

Les personnels équivalents temps complet sont ceux établis annuellement par le système SIFU tandis que les EETC sont tirés du système RECU.

Quatre facteurs de normalisation ou normes sont proposés basés sur les paramètres suivants:

- 10 % de la collection est placé en entrepôt, archivage, et/ou rangement compact;

250 documents/ m.c.;

0.004 m.c./document

- les 300 000 documents suivants sont placés en rangement de faible densité;

150 documents/ m.c.;

0,007 m.c./document

- les 300 000 documents suivants sont placés en rangement de moyenne densité;

175 documents/ m.c.; 0,006 m.c./document

- les autres documents sont placés en rangement de forte densité;

200 documents/ m.c.;

0,005 m.c./document

c) sous-catégorie "espaces de services techniques"

Compte tenu de la relation directe entre les espaces de cette sous-catégorie et les deux autres sous-catégories pertinentes aux espaces bibliothèque, il est proposé que les espaces de services techniques correspondent à 15% de la somme de espaces normés de consultation et de rayonnage.

## 4.5.4 travaux et recherches effectués

## 4.5.4.1 la normalisation antérieure

La normalisation antérieure est basée sur le nombre d'étudiants équivalents temps complet ajustés (EETC ajustés).

Pour chacun des EETC ajustés, le système accorde 1,236 m.c. . Ce facteur global d'espaces tient compte de trois souscatégories ou natures d'espaces reliés aux bibliothèques:

- les espaces de rayonnages	- 0,465 m.c.
- les espaces de consultation	- 0,585 m.c.
- les services techniques et aux usagers	- 0,186 m.c.

Le facteur d'espaces de rayonnage est basé sur une quantité de 75 volumes équivalents/étudiant et la capacité unitaire de rangement de 161,5 volumes/m.c. (15 volumes/pi. ca.).

Le facteur d'espaces de consultation (ou lecture) est basé sur un nombre de places-lecteur correspondant à 25% de la population étudiante et sur une superficie de 2,323 m.c./place (25 pi. ca./place). Cette dernière superficie tient compte évidemment des aires de circulation interne.

Le facteur d'espaces de services techniques veut tenir compte des aires de traitement des volumes avec 0,116 m.c./EETC. Ce facteur représente 17,7% de la somme des facteurs rayonnage (0,465 m.c.) et consultation (0,585 m.c.). Il représente par ailleurs 15% du facteur de l'ensemble de la catégorie.

Ce modèle diffère de la plupart de ceux identifiés dans les autres réseaux, à la sous-catégorie "rayonnage". Ils proposent en effet que les espaces rayonnages soient calculés en fonction de le quantité de volumes inventoriés tandis que le modèle du Québec pré-détermine cette quantité de volumes équivalents en fixant un nombre de 75 volumes par EETC. Cette méthode permet donc de calculer directement sur la base des étudiants, les espaces rayonnages.

#### 4.5.4.2 autres modèles de normalisation

- Tous les systèmes universitaires de normalisation étudiés décomposent la catégorie d'espaces biliothèque en trois sous-catégories mineures:
  - espace pour la documentation (rayonnage);
  - espace consultation;
  - espace service.

#### Le rayonnage

Les systèmes de normalisation du C.U.O., du réseau State University of New-York (SUNY), des universités d'Alberta et de Calgary, du Minnesota ainsi que celui proposé par Bareither & Schillinger déterminent l'espace rayonnage en fonction de l'inventaire des volumes, des périodiques, des manuscrits et autres documents destinés à être lus.

Bareither & Schillinger ont proposé une table pour convertir en volume équivalent divers documents à être conservés en bibliothèque, table que retiennent les systèmes de normalisation analysés. Selon cette table, un document microformé correspond à 0,25 volume tandis que les cartes, gravures, affiches disques correspondent à 0,1 volume.

Les systèmes analysés qui appuient la détermination des espaces rayonnage sur la quantité de volumes équivalents, préconisent des modèles de calcul qui prennent la forme suivante:

```
de "O" à "W" volumes - "w" m.c./volume
de "W" à "X" volumes - "x" m.c./volume
de "X" à "Y" volumes - "y" m.c./volume
Y volumes et plus - "z" m.c./volume
```

Généralement, les valeurs de w,x,y et z sont décroissantes.

Les récents travaux de révision du système du C.U.O. suggèrent que 10% des volumes équivalents en inventaire soient rangés en rayonnage compact et que soit utilisé le facteur 0,004 m.c./ volume équivalent pour établir l'espace normalisé de cette partie du rayonnage.

Pour le reste de la collection, il est suggéré:

pour les premiers 300 000 vol. équivalents; 0,007 m.c./vol.

pour les 300 000 volumes suivants;

0,006 m.c./vol.

pour les autres volumes;

0,005 m.c./vol.

## L'espace consultation

Retenant qu'une place lecteur demande 2,79 m.c. (30 pi. ca.),Bareither & Schillinger recommandent les standards suivants pour les espaces de consultation:

-0,697 m.c. par EETC du 1 ier cycle (1 place/4 EETC) -0,697 m.c. par EETC du 2ier cycle (1 place/4 EETC)

-0,697 m.c. par EETC du 3ier cycle, type 1 (1 place/4 EETC)

-1,394 m.c. par EETC du 3ier cycle, type 2 (1 place/2 EETC)

-1,394 m.c. par enseig et cherch, type 1 (1 place/10 PETC)

-0,279 m.c. par enseig. et cherch., type 2 (1 place/2 PETC)

Le type 1 correspond à des étudiants, des enseignants et des chercheurs impliqués dans des disciplines exigeant beaucoup de travaux de recherche en laboratoire tandis que le type 2 laboratoire et plus en implique moins de recherche en bibliothèque.

Le "Minnesota Facilities Model" retient les 2,79 m.c. par place-lecteur. Il prend en compte l'installation d'une placelecteur par 5 EETC du lier cycle (0,557 m.c./EETC), 1 place par 5 étudiants inscrits aux 2ième et 3ième cycles et non les EETC (0,557 m.c./étudiants) ainsi que 1 place par 10 enseignants et chercheurs (0,279 m.c./personnes). Ainsi, le modèle ne tient pas compte de l'importance des activités de recherche en laboratoire.

Le C.U.O. suggère pour sa part d'utiliser les facteurs déterminés comme suit:

Etudiants du 1 ier cycle général 1,858 m.c./4 EETC = 0,465 m.c./EETC

Etudiants des 2ième et 3ième cycles 1,858 m.c. / 2,5 EETC = 0,743 m.c. /EETC

Etudiants du lier cycle professionnel 2,787 m.c. / 2,5 EETC = 1,115 m.c./EETC

### Les espaces services

Les modèles du C.U.O. et SUNY comme celui de Bareither & Schillinger, préconisent que les espaces de cette sous-catégorie correspondent à 25% de la somme des espaces rayonnage et consultation. Ce pourcentage prend en compte les espaces bureaux pour le personnels de la bibliothèque.

Le modèle du Minnesota retient pour sa part un facteur de 20% des espaces rayonnage et consultation; il exclut les espaces bureaux.

## Au niveau collégial

Dans le secteur collégial, au Québec, l'expression des besoins en espace bibliothèque se décompose comme suit:

- 1) Espaces réservés à la documentation (rayonnage)
- 2) Espaces réservés aux usagers (consultation)
- 3) Espaces réservés à l'accès à la biblio- (services techniques) thèque et au contrôle des prêts de volumes
- 4) Espaces divers (services techniques)
- 5) Espaces réservés aux personnel pour le (services techniques) traitement des volumes
- 6) Espaces réservés au personnel de bureau (services techniques)

Le système collégial prévoit des espaces de rayonnage qui varient en fonction de la population étudiante selon la grille suivante:

nombre d'élèves	m.c. / élève
1 000 et moins	0,357
2 000	0,295
3 000	0,229
4 000	0,200
5 000	0,171

Les espaces réservés aux usagers correspondent à toutes fins pratiques, aux salles de lecture et de travail. La normalisation retient que le nombre de place-lecteurs est de 20% du nombre d'élèves du CEGEP avec une surface par lecteur de 2,323 m.c. (25 pi. ca.) Le facteur d'espaces par élève est donc 0,465 m.c.

Au chapitre des services techniques, la réception et le contrôle représente 0,037 m.c. par élève; le traitement des acquisitions et le cataloguage, 0,037 m.c. par élève et les autres services, 0,019 m.c. par élève. En somme, 0,093 m.c. sont calculés par élève pour l'ensemble des services techniques. Ce nombre correspond à 14,6% de la somme des espaces rayonnage et de consultation de la bibliothèque d'un CEGEP de 5 000 élèves.

## 4.5.4.3 les bases normatives

## a) sous-catégorie " espaces de consultation"

On a vu que la plupart des systèmes de normalisation considèrent comme usagers de la bibliothèque, l'ensemble de la population étudiante ainsi que les chercheurs et les enseignants.

Les sytèmes SIFU et RECU constituant des sources vérifiables de données sur le nombre de personnes équivalentes temps complet pour chacune des catégories spécifiques de personnels et d'étudiants, il est proposé d'utiliser cette base normative en retenant les personnes équivalentes suivantes:

- l'unité de l'ensemble des EETC du lier cycle,
- l'unité de l'ensemble des EETC du 2 ième et 3 ième cycle,
- l'unité de l'ensemble des personnels équivalents temps complet (PETC) des catégories suivantes:
  - les enseignants,
  - les chercheurs,
  - les chargés de cours.

## b) sous-catégorie " espaces de rayonnage"

La majorité des systèmes de normalisation appuient la détermination des espaces de rayonnage sur la quantité de volumes équivalents inventoriés.

En l'absence de méthodes et données stastistiques fiables et vérifiables, il est proposé de retenir un inventaire théorique de 75 documents équivalents par personne considérée usager des services bibliothèque soient:

- les EETC de tous les cycles,
- les PETC des catégories suivantes:
  - les enseignants,
  - les chercheurs,
  - les chargés de cours.

## c) sous-catégorie " espaces de services techniques"

Comme dans plusieurs autres systèmes, il est proposé de retenir la méthode de la proportion (%) des autres sous-catégories d'espaces bibliothèque pour déterminer les espaces de la sous-catégorie "espaces de services techniques".

## 4.5.4.4 les facteurs d'espaces

## a) sous-catégorie " espaces de consultation"

La superficie par place-lecteur utilisée dans le modèle antérieur est 2,32, m.c./place. Cette superficie unitaire est aussi celle utilisé par plusieurs des modèles identifiés.

Les taux de fréquentation des divers usagers sont des éléments utiles pour déterminer les nombres requis de place-lecteurs. L'analyse des divers modèles connus, les simulations effectuées et les comparaisons avec les inventaires incitent à retenir les taux de fréquentation suivants:

EETC du lier cycle, EETC du 2ieme et 3ième cycles PETC enseignants,chercheurs et chargés de cours	20% 25% 10%	ou ou ou	1 place/5 EETC 1 place/4 EETC 1 place/10 PETC
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## b) sous-catégorie " espaces de rayonnage"

L'analyse de plusieurs systèmes de normalisation permet de conclure qu'il existe un phénomène d'économie d'échelle pour les espaces de cette sous-catégorie selon l'ampleur de la collection de documents. Ce constat incite à formuler une proposition de normalisation s'apparentant à ces modèles, soit:

- 10% de la collection est placé en entreposage relativement compact avec une densité de 250 documents par m.c. ,
- les 300 000 documents suivants sont placés en rangement de faible densité, permettant le classement des nouveaux documents; densité de 150 documents par m.c.,
- les 300 000 documents suivants sont placés en rangement de moyenne densité; densité de 175 documents par m.c.,
- les autres documents suivants sont placés en rangement de forte; 200 documents par m.c. .

## c) sous-catégorie " espaces de services techniques"

lci encore, l'analyse des divers systèmes de normalisation, les simulations et comparaisons avec les inventaires amènent à proposer un facteur conservateur de 15%.

APPENDIX: 3.2

SUBJECT: NOTIS/McGill Related Computer Equipment as of March 1991

#### Terminals:

Utlas access terminals - IBM 3151 (ASCII) - 5

## PCs equipped with IRMA coaxial boards:

Samsung PCs - 10 staff Other PCs - 19 staff GTO PCs - 2 IBM PS/2s, 1 IBM AT

#### Printers:

- Either IBM Proprinters IIs or Raven PR9101s.
 - all in staff areas - Acquisitions, Cataloguing, processing, circulation.

## Barcode Reading Equipment:

Barcode Wedges - 81 Barcode Scanners - 25 Barcode Pens - 55 Portable Barcode Readers - 11

## Computing Centre Connecting Equipment:

7171 Control Unit #10723 Library owns 1/2 of the machine (32 ports)
7171 Control Unit #13338 Library owns whole machine (64 ports)
IBM 3174 Control Units - 8.5 to support IBM 3299 Multiplexors - 34

## Other Systems Office Equipment:

Systems Office PCs - 10 + 1 portable 1 Projection Panel 1 Laser Printer 5 Dot Matrix Printers 1 IBM 4224 System Printer c) sous-estavorie asparen de de linearen astrasación



#### 4. STATISTICAL MATERIALS

- 1. ARL Statistics for McGill University Libraries
- 2. ARL Rankings from Chronicle of Higher Education 1983/84 to 1989/90
- 3. Summary of McGill Statistics
  - Statistical and financial information for Individual McGill Libraries and units (in alphabetical order)

2,276

794,116

317,812

2,761

744,248

437,619

2,235

704,281

358,314

#### ARL STATISTICS..

## McGILL UNIVERSITY LIBRARIES 5 YEAR STATISTICAL SUMMARY ASSOCIATION OF RESEARCH LIBRARIES

	1979/80	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90
LLECTIONS							-
VOLUMES HELD	1,995,899	2,292,456	2,347,224	2,390,943	2,441,494	2,479,161	2,509,979
*VOLUMES ADDED	74,317	64,069	60,543	62,640	83,300	98,201	64,930
VOLUMES WITHDRAWN	17,812	8,821	7,107	18,921	32,747	62,407	34,112
NET VOLUMES ADDED	56,505	55,248	53,436	43,719	50,533	35,794	30,818
*MONOGRAPHS (VOLUMES ADDED)	55,697	41,654	40,465	37,834	53,464	57,804	41,657
TOTAL SERIALS - TITLES (PURCHASED)	14,715	12,265	14,555	14,754	14,250	14,163	14,304
TOTAL SERIALS REC'D (NOT PURCHASED)	4,559	2,857	3,458	3,508	3,259	3,284	3,212
TOTAL CURRENT SERIALS	15,729	14,660	18,013	18,262	17,509	17,447	17,516
PROPESSIONAL STAFE	87	73	78	78	80	80	80
PROFESSIONAL STAFF	87	73	78		The second	Caracta Caracta	203
NON PROFESSIONAL STAFF	239	209	209	207	199	196	43
STUDENT ASSISTANTS	38	34	36	39	42	42	1 43
XPENDITURES (CAN S)							ROYAR ME IN
MONOGRAPHS	719,435	1,694,163	1,173,560	1,322,742	2,036,001	1,730,224	1,793,848
CURRENT SERIALS (INCL A/V)	1,040,755	1,585,497	2,458,657	2,533,393	2,247,470	2,404,184	2,474,649
BINDING	133,769	177,384	185,600	172,800	169,800	182,000	178,400
TOTAL SALARIES AND WAGES	6,059,421	7,660,909	7,954,661	8,632,482	9,091,819	9,648,721	10,146,11
AUTOMATION (UTLAS, NOTIS, RL, ETC.) AND MISCELLANEOUS	358,227	715,314	1,048,436	2,277,469	1,443,620	1,379,710	1,478,85
TOTAL EXPENDITURES	8,311,607	11,833,267	12,820,917	14,938,886	14,988,710	15,344,841	16,071,87
Section 184 April 184 Apri						THE WAY	And the
ERVICES			1	To the same	Table 1	1	A STREET, STRE
INTERLIBRARY LOANS: ITEMS LOANED ITEMS BORROWED	36,595 7,068	31,508 8,401	35,455 9,552	31,662 7,571	26,339 7,363	26,535 7,740	24,679 8,514
REFERENCE: GENERAL INFO. REF. QUESTIONS	276,100 154,743	303,144 179,596	287,314 195,921	287,801 182,224	308,223 204,997	299,520 187,376	298,773 223,767
					ALC: THE RESERVE TO	I WALL WALL	

#### FACILITIES

NUMBER OF ONLINE SEARCHES

RESERVES

CIRCULATION: BOOKS, ETC.

STACK SPACE LIN. METERS	101,912	120,165	120,809	128,163	111,676.31	117,693.51	122,565.13
SEATING STACE DEVISION OF THE SEATING	5,162	4,369	4,280	4,604	4,499	4,511	4,794

1,914

735,419

456,828

2,073

710,875

432,406

2,187

682,722

388,728

2,258

810,534

363,259

<sup>\*</sup> Includes books and bound journals, both gifts and purchased, catalogued during year.

A8 • THE CHRONICLE OF HIGHER EDUCATION • March 20, 1991

APPENDIX: 4.2

Scholarshi

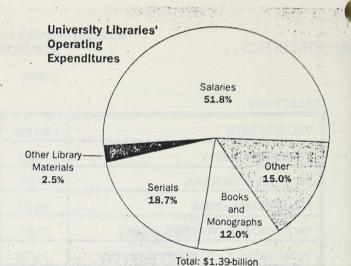
FACT FILE



Harvard's Widener Library

# Holdings of Research Libraries in U.S. and Canada, 1989-90

	Rank <sup>1</sup>	Volumes in library	Volumes	Current	Total	Total expenditures
Harvard U	1	11,874,148	261,846	103.075	1.095	\$45,703,359
U. of California at Los Angeles	2	6,156,761	246,737	96,676	686	32,653,41
U. of California at  Berkeley	3	7.540.234	202,202	92,978	788	
Yale U.	4	8,862,768	147,841	51,985	704	28,709,200
U. of Illinois at Urbana-Champaign	5				1111	
U. of Toronto	6	7.748.736 5.951.752	187,489 174,598	92,077 38,063	701	18,520,18 27,138,65
Stanford U	7	5,871,063	144.450	49.673	596	31,326.296
U. of Texas	8	6,265,236	202,338 148,872	50,506 59,044	608 644	19,191,606
U. of Michigan	10	6.369.490	141,606	69.937	583	23,417,989 22,394,006
Cornell U. 3	11	5,216,501 5,036,144	189,070 139,194	59,801 49,553	551 528	21,055,340
U. of Minnesota	13	4,651,111	105,357	47,491	484	21,836,149
U. of Washington	14	4.908.988	102,887	50.215	486	18,111,845
U. of Chicagondiana U.	15	5,191,998	132,437	48.925	370	
Rutgers U. 3	17	4,133,331 3,219,823	103.279	38,430	475 519	18,376,165 21,880,472
Princeton U	18	4,276,086	105,659	32,037	396	17,038,820
Ohio State U	19	4,430,132	101,714	32.870	473	16,813,196
Arizona State U. 3	21	3,751,660 2,599,701	123,899	39,998 34,844	405 388	14,402.816
J. of Florida	22	2.892,301	127,167	27,999	441	16,122,500
J. of Pennsylvania	23	3.665,786	98,659	31.887	372	16,495,798
J. of Arizona J. of Georgia 3	24	3,549,281	128.634	28,620	390	13,662,887
J. of British Columbia	26	2.889.108	101.285	55,954 22,151	351 407	12,883,133
Pennsylvania State U	27	3,095,863	64,286	31.846	472	17,243,989
J. of Virginia	28	3.193.260	106,577	26,268	370	15,921.187
Duke U	29	3.846.295 2,376,157	95,633 80.900	30,364	312	14,523,509
Northwestern U	31	3.474,423	80.900	36.696	335	16,203,556
J. of Alberta 3	32	2,956.553	99,331	18.823	396	14.841,362
New York U	33	3,092,620	73,877	23,474	408	17.045.841
Michigan State U	34	3.417.388 2.878.713	96,693	28,910	329	12,481,402
J. of California	27.50	Green St			1 1 13	I STATE OF
at San Diego	36	1,949,397	72.815	32,551	364	16,735.467
J. of Kansas <sup>3</sup> Johns Hopkins U	37 38	2.868.223 2.835,664	80.443 77,339	28,431 20,531	333	14,767,353
J. of Southern	100					
California J	39	2,626,271 3,104,621	54,528 91,083	33,805 24,176	273	14,892,419
J. of Maryland	41	2.055,403	67,348	23.018	345	15,121,610
McGill U,	42 .	2,509,979	64,930	17,516	326	13,667,722
State U. of New York at Butfalo	43	2,591,006	64,787	23,507	289	12.113.946
J. of Hawaii	44	2,385,601	74,381	32,265	232	9,754.608
J. of California	45	1 000 000	77 407	04.040	950	44 600 00
at Santa Barbara	45	1,996,662 2,374,831	77,487 66,286	21.242 24,173	250 238	11,680,964 11,457,301
Georgetown U	47 .	1.802,242	64,921	22,799	295	12.070.953
J. of Western Ontario	48	1,961,386	68.930	17.995	287	11.557.572
J. of Connecticut	49	2,271,849	79,837	17,620	230 267	11,968,917
J. of Laval	51	1,793,368	72.682 55.037	15,847 25,378	309	11,246,268
Boston U	52	1.761,954 2,277,203	58,075	29.540 18,387	274 258	10,054,921 11,403,738
Washington U			59,093			
landerbilt U	54	1,873,598	68.622 55.294	16,448 26,300	283	10.618,060
Massachusetts Institute		* 1			245	
of Technology	56 57	2.180.873 1.924.982	55.710 61.606	21,313 21,505	266	9.718.298
	58	1.872.313	59.399	16.623	264	11,969,589
Fmory U	59	1.845.478	64,633	19,641	250	10,385,556
J. of Illinois at Chicago .	60	1.656,307	52,924 56,303	17,652	298	11,365.86
J. of New Mexico Florida State U. 3	61	1,711.771 1,829.826	68.447	16,169	249	10,234,93
J. of Cincinnati	63	1,746,857	59,686	19,642	302	10.718,33
	64	2,332,676	50.126	18.044	267	9,457.42
Syracuse U	65	2,431,129 1,953,028	64.735 55,097	20,552	198	9,228,20
Syracuse U		1,903,028	55,392	13.510	277	10,603.30
Syracuse U	66	2,227,301	33,332			
Syracuse U	67				223	10,225.27
Syracuse U	68 69	2,286,736 2,460,219	60.149 52.689	15.588 19,573	223	8,263,71
Syracuse U  U. of South Carolina  J. of Delaware  Brown U  J. of Colorado	68	2,286,736	60,149	15.588		10,225,273 8,263,718 8,908,323 9,533,013



	Rank <sup>1</sup>	Volumes in library	Volumes	Current	Total	Total expenditures
U. of Notre Dame	73	1,996,606	76,518	17,513	191	\$7,183,272
U. of Missouri	74	2,486,014	43,872	17.766	235	8.388,702
U. of Tennessee	75	1,874,535	42.491	21.606	259	8,249,066
U. of Kentucky	76	2,154,837	39.591	19,819	250	8,908,340
U. of California at Irvine .	. 77	1.449.246	54,097	16,346	250	11,266,455
U. of Miami	78	1,697,581	48,714	16.717	249	9.628.243
Southern Illinois U	79	2,082,358	50.074	19,842	245	8,796,210
Queen's U. (Kingston)	80	1,796.893	48.481	15.982	227	8,849,728
U. of Nebraska	81	2,013,548	51,485	18.041	214	8,131,992
Institute and State U.	82	1.710,202	53,286	17.746	204	8,730,428
Temple U	83	2,071,461	44.852	15,474	226	8,396,512
Iowa State U	84	1,830,214	43,204	18,557	222	9,218.296
Dartmouth College	85	1.824,377	51,846	20,788	175	7,838,950
Washington State U	86	1.606,851	47,300	22.573	211	8.136,463
U. of Oregon	87	1,844,996	41.880	21,187	- 217	8.394,719
North Carolina State U	88	1.375.049	48,917	18,401	217	8,414,798
Tulane U. 3	89	1.802,910	47,767	17.091	187	7,585,533
at Stony Brook	90	1,701,101	47.355	11,239	220	9,800,376
U. of Utah	91	1.813,560	58.137	12,144	230	7,429,915
U. of Guelph	92	1,900,416	63,252	13,600	159	6.456.800
U. of Manitoba	93	1.520,920	38,260	12,578	228	9.140,214
McMaster U	94	1.377.237	47,111	11.549	203	9,336,427
U. of Alabama	95	1,814,178	48.149	17,603	178	7,070,586
U. of Oklahoma	96	2.297,087	39,412	17.783	185	7.082.575
U. of Saskatchewan	97	1,404,391	60,519	10.689	179	7.847.548
Kent State U. 3	98	2.041,567	35.321	10.692	238	9,278,896
U. of California at	99	1,568.042	24,941	15,150	206	8,437,553
Riverside	100	1,461,147	47,604	13,901	177	7.422.888
Georgia Institute		- F - F - F - F - F - F - F - F - F - F	Victoria de	e dell's	grantes	SET WARE
of Technology State U. of New York	101	1,648,178	52,015	23,438	113	5,196,995
at Albany	102	1,278,657	38,231	14.534	174	7,697,389
Case Western Reserve U.	103	1,584,782	31,990	13.033	175	7.305.047
U. of Houston	104	1,622,189	28,681	15,103	192	6.723,883
Oklahoma State U	105	1,543.356	31,284	11,482	177	6.942.329
Colorado State U	106	1,220,897	39,596	11,720	143	6.856,673
Rice U	107	1.441.470	39.034	12,413	145	5.098,528

	Volumes in library	Volumes added	Current	Total	Total expenditures
Boston Public Library	5,992,634	252,719	16,903	654	\$28,665,118
Ottawa, Ontario	2,251,914	57.143	31.854	223	22,021,924
ChicagoLibrary of Congress,	2,971,420	39.143	13.308	72	2,799,032
Washington	21,758,443	270.634	137.500	4,632	284,392,000
Linda Hall Library, Kansas City, Mo	647,400	15.600	12.900	60	2.741.000
National Agricultural Library, Beltsville, Md	2,066,731	37,409	22.000	213	16.016.605
National Library of Canada, Ottawa, Ontario	1,344,323	94,601	26,313	504	32,838,72
National Library of Medicine, Bethesda, Md	1.957,406	40,729	27,157	284	19,665.17
New York	6,511,005	198,189	154,202	806	37,140,91
New York State Library.  Albany, N.Y	2.149.985	40.993	21.121	215	9.635.98
Newberry Library, Chicago	1,433,034	6,184	1,010	99	5.589.00
Smithsonian Institution, Washington 3	1,101,023	25,544	14.751	123	4,952,78

Note: Institutions are asked to report figures for their main campuses only, unless a branch campus is indicated.

Based on an index developed by the Association of Research Libraries to measure the relative size of unversity libraries. The index takes into account the number of volumes added outing the previous fiscal year, number of current serials, total operating expenditures, and size of staff, excluding student assistants. It does not measure a library's services, the quality of its collections, or its success in

2 Figures for Cunadian libraries are expressed in U.S. dollars

SHURCE: ASSAUTATION OF RESEARCH LIBRARIES

## FACT FILE: 1988-89 Holdings of Research Libraries in U.S. and Canada

						Universi
	Rank <sup>1</sup>	Volumes In Horary	Volumes added	Current	Total staff	Total expenditures <sup>2</sup>
Harvard U	1	11,781,270	336,649	102,000	1.065	\$40,905,537
at Berkeley	2	7,366,672	195,076	103,944	773	29,480,699
at Los Angeles	3	5,976,588	188,733	93,549	728	29,349,137
Stanford U.3	5	5,753.147 8,718,619	320,601 188,616	56,343 52,496	610	28.674.297 26.896.746
U. of Illinois at						
Urbana-Champaign Columbia U	6 7	7,561,615 5,894,135	188,468 166,476	92.445 63.841	540 656	17.194.948 22.852.784
U. of Texas	8	6.066,136	181.571	78.446	589	17.925.133
U. of Toronto U. of Michigan	10	5,821,745 6,237,521	181.590 119.296	34.053 68.299	716 592	24,574,320 21,111,158
Comell U.3	11	5,144,830	126.812	61.369	527	19.487.745
U. of Washington	12	4.815.209	152,461	49,282	493	18,936,832
U. of Wisconsin U. of Minnesota	13	4,908,985 4,537,087	108,834 97,527	48.085 47.010	508 465	19.091,165 19.213,314
U. of Chicago	15	5.063.051	96,350	50.663	367	14,852,685
Rutgers U.3	16	3.129.861	113.110	28.433	525	21,860,812
U. of North Carolina	17	3.635,509	127,838	41,758	413	15,245,467
Princeton U Ohio State U	18	4,175,904 4,338,474	110.908 99.622	31,414 32,005	383 462	15.966,013 16.127,336
Pennsylvania State U	20	3.043.837	85,650	30.345	449	16,668,127
Indiana II	21	4,045,828	87,861	25,699	465	15.425.406
Arizona State U.3	22	2,466,274	133,883	34,001	381	13,877,587
U. of Georgia <sup>3</sup> U. of Pennsylvania	23	2,788,311 3,576,227	100.079 86,296	57,950 30,419	352 369	11,668,634 15,434,175
U. of California at Davis .	25	2,306.831	89,236	51.486	332	15,038,004
Duke U	26	3,757,814	96,563	30.018	319	13.758.604
U. of British Columbia	27	2.817,779	109,572	21,499	415	14,144,640
U. of Virginia U. of Arizona	27 27	3,091,445	102,040 99,861	25.693 28.808	366 386	15,257,838 13,232,559
New York U	30	3.031,621	74.628	29,499	382	16,424,012
U. of Florida	30 32	2,782,279 3,373,215	100.629 114,521	29.542 28.754	389 325	14.385,607 12,306,366
U. of Alberta <sup>3</sup> U. of Southern California <sup>3</sup>	33	2.844.697 2.580.183	83,889 55,566	19.426 37.297	402 371	13,371,072 14,338,464
U. of Pittsburgh	35	2,789,211	91,980	22,259	355	11,901.697
McGill U	36 36	2,784,642 2,477,288	65,648 98,201	20,327 17,447	324 318	14.217,404 12,759,722
U. of Iowa	38 38	3.018,599 2,793,134	93,259 71,272	24.119 27,857	266 316	10.553.903 11,446,035
at San Diego	40	1.888.207	65,414	30.225	339	13.457.087
U. of Maryland	41	1,993,077	68,531	22,526	342	12,115,457
Wayne State U	42	2,309,698 1,729,875	80,239 60,884	24,588 27,931	238 224	11,320,503 11,427,835
U. of Western Ontario	44	1,912,689	71,644	18,860	291	10.183.315
U. of Hawaii	45	2.312.229	70,287	32,257	236	8,712,084
at Santa Barbara	46	1,927,290	67,973	21,497	250	11.036.818
U. of Connecticut <sup>3</sup>	47	2,210,528	70.032	19,499	233	12.122.828
Georgetown U	47	1,737,381 1,723,632	71,282 72,012	21.241 15.184	296 271	10,765,556 10,574,873
Massachusetts Institute of Technology	50				and the	
/		2,141,174	52,288	21,019	258	9.916,248
Boston U	51 52	2.408.565 1.711.215	83,661 53,264	19.917 29.155	276 277	8.002,404 9.406,578
Vanderbilt U	52	1,810,919	60,993	19.348	303	9.827,362
U. of Illinois at Chicago	54	1.610.165	55,925	17.660	295	10.367,454
Washington U. (Mo.)	54	2,221,176	53,549	18,841	235	10,069,892
U. of South Carolina U. of Cincinnati	56 56	2.367.144	74,903	19.009	194	8.531,967
U. of Delaware	56	1.693,173	58,255 61,888	19.027 23.490	285 234	10.996.517 8,964,237
Emory U	56	1.820,956	58,526	16,733	257	10.741,274
U. of Massachusetts	60	2,345,974 1,867,691	72.624 60,029	16.655	204	9.192.395
Syracuse U	61	2,285,707	43,468	21.042 20,614	271 269	8.696,953 8.929,768
		The state of the s				

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	Rank <sup>1</sup>	In Horary	Volumes added	Current	Person	Total aspenditures <sup>2</sup>
U. of New Mexico	63	1.667.749	52,525	16.177	348	\$10,645,139
Texas A&M U	63	1.840.334	55.598	17.088	304	9.811.822
York U. (Ontario)	65	1.746.261	58,687	19.582	245	9,286,452
Brigham Young U	66	1.997.272	73.741	18.715	330	9.213.729
Brown U	67	2,172,889	50,664	13,464	265	9,406,004
U. of Rochester <sup>3</sup>	68	2,639,518	53,898	13,959	258	8,112,657
U. of Colorado	68	2.227.963	53.930	15.084	221	9.558.177
U. of Kentucky	70	2,118,822	43,917	19,123	278	7.892.099
U. of Tennessee	70	1.833.491	42.320	20.761	255	8.093.394
U. of Notre Dame	72	1,929,116	76,728	16,602	190	6,772,138
U. of Miami	72	1,656,659	52,333	15,478	255	9.095,200
U. of California at Irvine .	74	1,395,955	54.085	16,467	228	10,481,056
U. of Missouri	75	2.446.491	38.961	17,073	238	7,520,902
Southern Illinois U	76	2.039,345	46.037	21.275	250	7,851,734
Dartmouth College	77	1,774,175	53,544	20,533	173	7.982,175
U. of Utah Virginia Polytechnic	78	1,757,847	53,739	14,338	229	7,367,725
Institute and State U	79	1,673,005	46.367	18.412	221	8.051.309
Florida State U.3	80	1.764.116	49.714	18.656	231	7,468,986
U. of Nebraska	81	1,967,758	46,367	17.626	209	7,081,454
U. of Waterloo	82	1,630,870	52,492	14.598	206	7,637,308
Temple U.3	82	2,034,523	38,777	15.171	232	7,602,237
U. of Oregon	84	1.844.650	41.937	21.024	217	7,736,764
Iowa State U	84	1,792,018	43.218	18.627	218	7,508,324
Queen's U. at Kingston	84	1,748,868	36,848	15,747	218	7,999,497
State U. of New York		Name and Adding	10.0			
at Stony Brook	87	1,654,860	42.737	11.211	224	9,090,506
Washington State U	88	1.561.376	34.616	21.962	209	7,843,297
Tulane U.3	89	1,759,026	44,575	16.767	180	6,950,382
U. of Oklahoma	90	2,261,724	39.348	17.588	183	6,617,399
Kent State U.3	91	2.010.760	35.110	10.561	251	8,893,468
U. of Manitoba	91	1,491,876	35,260	12.368	232	8,197,539
Case Western Reserve U.	93	1,559,365	33,112	12,345	181	6,708,322
McMaster U	94	1,338,532	44,879	11,607	200	8,506,271
U. of Guelph	95	1.837.164	57.981	12.987	155	5,432,538
U. of Saskatchewan	95	1,372,707	52,592	10.748	179	7,358,922
U. of Alabama	97	1.772.934	42.959	17.441	176	6.137.694
North Carolina State U	98	1.263,969	34.343	13.349	220	8.341.223
U. of Houston	99	1,598,010	38.222	16,490	205	6,355,605
Oklahoma State U.3 U. of California	100	1,524,543	47,767	11,976	186	6,806,75
at Riverside	101	1,414,570	47,757	9.103	191	6,609,674
at Albany <sup>3</sup>	102	1,253,476	37,432	14.756	167	6,544,05
Georgia Institute						
of Technology	103	1.611,773	35,753	23,580	122	4,525,11
Colorado State U	104	1.182,764	45,006	11.284	141	6.373.166
	n/a	1,403,820	36,127	12.153	148	5,744,939
at Buffalo	n/a	2,534,391	60.888	23,264	293	11.008.54
Rice U		1,403,820	36,127	12.153	148	5.7

#### Non-University Libraries

	Volumes In library	Volumes added	Corrent	Total	Total opponditures 1
Boston Public Library	6.141,482	247,610	16,704	645	\$27,154,158
Ottawa, Ontario <sup>3</sup>	2,194,771	59.271	32.830	233	21,353,392
Center for Research Libraries,			02,000	200	44,555,552
Chicago	2,932,277	39,271	13.045	71	2,622,824
Library of Congress,				-	2,022,024
Washington	21,491,878	283,454	137,500	4,385	264,202,000
Linda Hall Library.					20-,202,000
Kansas City, Mo	631,756	18,500	13.200	62	3.068.093
National Agricultural Library,					-,,
Beltsville, Md	2.029,323	35,889	24,000	212	15,876,783
National Library of Canada,					20,010,700
Ottawa, Ontario	1,249,974	60,918	24.389	503	29.838.488
National Library of Medicine,				a de la companya de l	20,000,100
Bethesda, Md	1,916,769	43.960	26,385	267	18.204.000
Newberry Library, Chicago	1,426,879	6.853	6,200	103	5,936,700
New York Public Library,					0,550,100
New York	6,279,773	95,504	152.114	822	33.179,805
New York State Library.					00,113,003
Albany, N.Y.	2.109.165	45.829	22.076	212	9,307,180
Smithsonian Institution,					9,501,100
Washington <sup>3</sup>	1,078,935	28.803	15.077	123	4.937.087
			OUNCE: ASSOCIA		

APPENDIX: 4.2

Chronicle of Higher Education - vol.35 #26 FACT FILE: 1987-88 Holdings of Research Libraries in II S and Canada 

#### At the 1987 of the second of t University Libraries In Morary 1 11.496.908 313,922 102.000 1.049 \$37,196,490 U. of California at Los Angeles ..... 711 28,447,376 5.812.163 207,140 94,757 U. of California at Berkeley ..... 7,190,821 195.012 98,861 740 27,524,192 Yale U. U. of Iffinois at 25,783,700 8,538,156 156,767 56,046 Urbana-Champaign ... 16,337,061 7,377,051 189,222 92,530 5,740,162 618 26,692,650 U. of Toronto..... 21,268,687 166 792 37.426 830 5,698,275 U. of Texas..... 5.888.776 141.903 79.392 586 17,582,447 Columbia U. U. of Michigan Cornell U.3 21,910,292 20,472,160 140,135 130,358 141,067 6,133,171 67,530 595 15,756,741 U. of Washington ..... 4,764,341 162,688 55,080 483 U. of Wisconsin ..... 50.913 504 18.161.106 4,804,386 100,070 54,137 349 U. of Chicago ...... 13,953,804 Rutgers U.3 4,970,720 111,663 94,262 39,246 27,482 4,473,262 463 18.850.330 521 20,783,551 3.065.533 3.520,273 121,680 42,094 412 14,704,131 Princeton U. ..... 4.070,827 114,716 33,836 375 15,101,885 96,629 84,004 31,154 29,324 454 Ohio State U. 4.254.266 15 791 448 Pennsylvania State U.<sup>3</sup> 16,079,625 4 011 675 103,316 126,586 26 684 467 12 608 425 32,792 2,340,657 12,412,358 3,329,146 96,117 28,777 390 12,658,105 of Virginia..... 112,535 85,540 23,908 28,140 343 368 3,003,066 13,492,869 U. of Pennsylvania..... 3,499,741 13,777,762 105,778 403 12,953,975 U. of California at Davis 79 564 320 15.034,180 2,227,255 51,162 U. of Georgie<sup>3</sup> U. of British Columbia 320 354 3.668.935 29,484 56,624 12.177.792 90.060 2,688,433 2,719,586 83,832 92,451 88,466 21,655 33,226 13,193,111 419 em U. . . . . . . . **U. of Southern California** 2,533,850 61,762 37,124 14,158,385 Hew York U. Michigan State U. U. of Albertal Johns Hopkins U. U. of Pittsburgh 73,914 116,564 364 331 2,988,453 28,466 14,525,109 3.301,739 29,556 11,516,556 81,386 67,083 20,278 20,571 402 330 2,761,695 13,026,440 2,728,347 12,322,381 2,713,324 20,628 10,592,081 2,441,494 321 PMcGiff U..... 83,300 11,686,192 2.930.932 96,134 22.877 10,257,916 U. of California at San Diego ...... 41 1.846,761 63.674 29,237 331 11,957,000 U. of Maryland ...... U. of Western Ontario ... 1,928,272 76.396 22,747 11,711,637 81,640 81,131 306 231 1,872,247 18,534 9,190,255 U. of Hawaii ...... U. of Connecticut<sup>a</sup> ..... 2.244.118 43 32,980 7,793,828 20,871 9,731,105 at Buffalo ..... Howard U. .... 1,671,119 53.973 29.682 10.827,300 Messechusetts Institute 2.103.392 54.991 265 266 9.442.765 2,233,540 10,395,333 U. of Celifornia at Santa Barbera . . . . 1,862,167 60,302 21,784 250 10,496,462 226 287 278 9,498,919 10,416,426 U. of Massachusetts .... 2,275,822 78.274 16,670 60,872 57,964 21,607 29,375 1.669.036 Georgetown U,..... 1,665,753 67,294 64,854 18,204 22,267 295 283 1.563.615 9,418,851 2,327,869 7,961,873 Louisiana State U..... 289 268 294 309 230 1,761,379 59,798 18,862 9,945,471 Vanderbilt U..... 73,415 53,920 21,056 7,965,803 1 634 312 64,600 53,136 9.055,469 Texas ASM U..... Washington U. (Mo.).... 18,372 9.557.623 2,169,792 58,103 54,807 73,748 58,627 269 258 9 690 264 14.558 1,653,067 U. of Laval ..... 10,154,379 1,786,394 17,782 203 6,804,478 9,207,122 2,292,721 2,123,050

inte:	Institutions are asked to report figures for their main campuses only, unless a branch campus is indicated.
1	Record on an inview developed by the Association of Research Libraries to measure the relative size of university
	Uhrentee The inview teless into account the number of volumes held, number of volumes added during the previous
	flecal year, number of current serials, total expenditures, and size of staff. It does not measure a library's services,
	the quality of its collections, or its success in meeting the needs of users. Two institutions chose not to have their
	index figure calculated; they appear at the end of the list of university libraries.

Figures for Canadian libraries are expressed includes branches as well as the main institution not available.

Libraries		-				
	Rank <sup>1</sup>	Volumes in library	Volumes added	Current periots	Total Rate	Total expenditure
Syracuse U	64	2.247.176	37,305	20,994	272	\$8,285,71
U. of Delaware	65	1,837,158	58,243	22,543	220	7,655,0"
U. of Rochester <sup>3</sup>	66	2,590,720	51,153	13,684	231	8,400,0
York U. (Ontario)	67	1,697,238	55,144	18,637	238	8,450.0
U. of Missouri	68	2,410,569	47,506	17,065	235	7,421,9
Brigham Young U	68	1,926,477	65,964	18,291	325	8,371,4
U. of Tennessee	70	1,792,425	45,152	20,598	244	7,765,2
U. of Kentucky	71	2,086,428	45,738	18,688	263	7,265,37
Southern Illinois U	72	1,997,009	52.394	21,439	246	7,209.2
Temple U.3	72	1,999,792	48,025	16,842	227	7,607,3
U. of Nebraska	74	1,939,732	54,887	20,870	210	6,424,9
U. of Notre Dame	74	1,869,717	72,403	15,559	190	6,208,37
U. of Miami	74	1,615,442	50,961	15,570	241	8,368,4/
U. of California at Irvine	77	1,361,756	55,525	16,413	217	4 9,767,0
U. of Waterloo	78	1,578,378	71,170	14,113	205	6,650,77
Dartmouth College	79	1,722,398	60,432	20,379	184	6,556,37
Iowa State U	80	1,752,409	55,534	19,793	209	6,785,97
Institute and State U	81	1,632,883	45,907	18,182	220	7,853,20
U. of Utah	81	1,705,473	61,734	13,567	229	7,503,80
Florida State U.3	81	1,718,271	54,147	18,018	237	6,996,25
U. of Colorado	84	2,185,565	46,693	14,262	211	7,771,74
Queen's U. at Kingston .	85	1,712,140	40,553	15,599	215	7,879,39
Tulane U. <sup>3</sup>	86	1,715,893	49,791	16,496	181	7,435,07
at Stony Brook	87	1,614,088	48,486	11,803	221	8,180,81
U. of Oregon	88	1,804,926	39,362	21,081	215	7,169.3
Washington State U	89	1,527,932	36,280	21,240	206	7,438.7
North Carolina State U	90	1,239,528	45,927	15,053	224	8.142.
U. of Oklahoma U. of California	91	2,230,257	40,382	17,417	191	6,186,8
at Riverside	92	1,369,083	67,960	12,797	173	6,843,05
U. of Manitoba	93	1,461,076	34,071	12,138	229	7,148,20
U. of Guelph	94	1,779,183	72,945	9,595	154	4,889,61
McMaster U	95	1,297,180	43,816	10,652	195	7,421,27
U. of Houston	95	1,562,001	35,985	19,942	178	6,433,64
U. of Alabama	97	1,732.058	40,076	. 17,435	175	5,644,65
U. of Saskatchewan State U. of New York	98	1,360,380	50,674	9,689	177	6,416,00
at Albeny <sup>3</sup>	99	1,225,304	38,509	16,277	170	6,326,99
of Technology	100	1,576.452	44,926	19,796	112	4,473.27
Case Western Reserve U.	101	1,534,807	28,715	12,279	171	6,174,47
U. of New Mexico ]	102	1,299,782	30,204	10,722	251	6,791,25
Colorado State U	103	1,140,108	37,736	11,797	132	6,428,0
Kent State U	104	1,659,396	27,701	7,317	183	6,768,50
Oklahoma State U.3	105	1,483,703	28,810	10,911	185	5,692,99
Rice U	n/a	1,368,323	45,110	12,186	149	5,038,62

## Non-University Libraries

291

10,701,94

111.00	Volumes in library	Volumes added	- Current serials	Total staff	Total expenditure
Boston Public Library	6,003,396	257.137	16.436	665	\$26,319,23
Canada Institute for Scientific and Technical Information,	. •	- 10/1-2	100	ty.	020,0.0,20
Ottawa, Ontario <sup>3</sup>	2,135,500	62,000	32,400	236	19,164,19
Center for Research Libraries,	111111				
Chicago	2.893,008	31,823	12,616	68	3,119,83
Library of Congress,					
Washington	21,214,227	266,768	174,899	4,810	254,441,00
Linda Hall Library.					
Kansas City, Mo	613,290	18,460	13,120	59	3,014,39
National Agricultural Library,					-
Beltsville, Md ,	1,993,709	38,351	27,000	201	14,944,00
National Library of Canada,					
Ottawa, Ontario	1,192,188	61,459	21,736	521	26,092,637
National Library of Medicine,		and the latest	19		20,002,00
Bethesda, Md	1,873,403	46.885	25.884	272	17,525,000
Newberry Library, Chicago	1,420,027	7,954	6,600	110	5,192,72
New York Public Library,	1,120,021	1,001	0,000	110	3,132,12
New York	6.197.420	90,318	151,999	750	31,565,8
New York State Library,	0,187,420	50,310	131,859	750	31,505,0
	2.002.572	54.000	20 505		0.000.400
Alberry, N.Y	2,083,573	54,380	20,505	220	8,609,499
Smitheonian Institution,	4 000 444			Mary M.	
Washington <sup>3</sup>	1,052,414	30,721	16,930	119	5,152,344
			SOURCE: ASSOC	IATHON OF RE	PRARCH LIBRARY

APPENDIX: 4.2

enronicle of Higher Education - vol. 34 # 39 FACT FILE: 1986-87 Holdings of Research Libraries in U.S. and Canada

Acres 10 to 10		· ·	VIII.		A STATE OF THE STA	
	1					Universi
JA PAUDO						Table 1
	lamb1	in Shrary	distres	Current	Total	-
arverd U	1 1	11,284,170	232,559	102,000	1,030	\$34,792,739
of California at Los Angeles	2	5,625,521	257,027	93,467	730	29,428,949
of California at Berkeley	3	7,031,934	206,181	99,065	756	26,998,169
ale U.	4	8,391,707	160,953	56,412	679	21,855,300
of Illinois	5	7,190,443	193,407	93,913	547	15,346,678
tenford U.3	6	5,598,363	167,055	49,780	621	25,852,247 16,258,070
of Texas	7	5,753,629 5,563,396	179,838 186,408	79,772 38,922	727	20,374,225
of Toronto	8			58,722	532	17,517,507
ornell U.3	9	4,818,377 5,625,925	136,220 121,276	42,779	624	20,008,645
olumbia U	11	4,658,911	158,790	55,590	471	16.041,230
of Wisconsin	12	4,713,250	101,202	50,607	494	17,253,886
of Minnesota	13	4,382,698	112,850	38,630	428	17,881,544
of Chicago	14	4,865,137	113,277	53,214	336 409	13,424,913
of North Carolina	15	3,414,643	118,308	44,797 . 29,080	460	14,895,629
ennsylvania State U.3	16 16	4,169,610	145,074 109,546	31,762	455	15,397,844
hio State U	18	3.961,415	109,948	33,140	380	13,762,225
of Arizona	19	3,239,055	104,623	31,423	366	11,807,837
of Georgia <sup>3</sup>	19	2,604,601	93,871	56,149	383	10,609,060
netro 11	21	3,591,197	92,215	34,452	319	11,398,777 15,664,381
lutgers U.º	22	2,407,696	114,490 85,949	19,041 28,435	465 372	12,509,830
. of Pennsylvania	23	3,442,389			324	12,808,628
I. of California at Davis	24	2,159,570	86,492 72,755	50.004 32,493	367	13,978,558
lew York U	24 26	2,920,175	102,177	23,489	341	13,258,591
of Virginia	27	2,215,376	122,690	31,386	351	11,436,508
, of British Columbia	28	2,639,439	88,131	22,833	419	11,893,424
I. of Alberta'	29	2,658,752	93,512	21,422	401	11,785,086
orthwestern U	30	3,270,365	80,511	32,304	356	10,650,409
I. of Florida	31	2,805,801	79,610	29,512 33,071	404 385	12,885,858
J. of Southern Californie <sup>3</sup> Johns Hopkins U	32	2,484,152 2,670,600	57,372 78,204	20,177	369	10,831,473
		2,839,825	89,049	26,986	259	9,829,382
I. of lows.	34 35	2,620,805	70,925	25,745	292	10,197,931
J. of Kangas	36	2,390,943	62,840	18,262	324	10,962,950
Mighigan State U	36	2,431,942	86,578	19,175	320 321	10,307,545
J. of Maryland	36	1,856,510	83.642	21,756	321	10.30-2-1
J. of California	-	1,810,844	74,428	20,273	316	11,967,176
at San Diego	39 40	1,818,250	83,000	26,775	262	10,045,836
toward U	41	2,164,497	77,653	32,989	220	8,035,702
Massachusetts Institute	42	2,062,818	54,498	21,296	275	9,292,300
of Technology		2,179,686	61,745	23,774	255	9,868,000
Neyno State U. <sup>3</sup> Syracuse U	43	2,217,231	64,083	21,244	252	7,677,311
U. of Messachusetts	45	2,199,402	71,030	15,954	238	9,825,396
Boston U	46	1,822,336	54,674	29,177	278	8,980,000
Louisiana State U		2,270,617	61,895			
Tercas A&M U	48	1,723,660	69,746	17,661	311	9,022,614 7,563,76
U. of Western Ontario	48	1,895,089	60,069 66,530	19,375 21,035	285	9,149,46
Georgetown U U. of Cincinnati		1,581,754	55,650	19,588	297	10,519,08
U. of Connecticut <sup>3</sup>		2,074,443	65,403	21,349	225	8,701,22
Emory U		2,006,423	58,707	18,383	248	9,061,297
U. of Celifornia at Senta Berbera	. 54	1,806,039	62,203	15,600	239	10,378,86
U. of Kentucky	. 55	2,043,383	54,674	20,759	266 265	8,282,16 7,350,59
Purdue U		1,746,862	63,237	20,884		
U. of Lavel		1,595,553	57,785	14,142	270 228	8,466,61
Washington U. (Mo.)	. 57	2,120,974	49,487 56,965	17,884 18,098	256	8,588,06
Vanderbilt U		1,711,774	63,939	16,296	266	7,128,88
	. 50		53,129	17,407	249	6,441,17
Temple U. <sup>3</sup>		2,386,236	33,128			
U. of Missouri U. of California at Irvins	. 61	1,306,730	68,400 59,785	17,380 23,511	224 208	9,638,43

	traditutions are extend to report figures for their main compuses only, unless a branch compus is indicated.  Based on an index developed by the Association of Research Libraries to measure the relative size of university
	periods, traini comprofitures, and also of staff. Five institutions chose not to reserve when investigations chose not to reserve the reserve training to the periods and the reserve training t
	anner at the and of the list of university libraries.
2	Pleares for Consider libraries are expressed in U.S. dollars.

						-
	-	Volumes in Shrory	Valuence	Current	Total	Total capacitan
J. of South Carolina	64	2.225.572	58.435	19,163	198	\$ 6,152,35
Southern Iffinois U	64	1,960,400	57,135	21,283	246	7,158,77
J. of Delaware	64	1,778,915	55,450	21,637	207	7,362.96
Brown U	67	2,085,334	51,046	15,470	243	8,225.47
York U. (Ontario)3	67	1,846,482	57,499	18,598	241	7,552.CP
Brighem Young U	69	1,863,224	63,582	17,847	200	7,957,21
U. of Rochester <sup>3</sup>	69	2,549,057	47,245	13,878	222	7,772.47
U. cf Mami	71	1,578,580	53,251	16,487	243	7,921,17
U. of Colorado	72	2,146,136	58,140	13,755	204	7,181,17
Virginia Polytechnic Inatitute and State U	72	1,593,757	50,541	20,040	205	7,394,90
	74	1,708,592	55,895	20,244	204	6,449,77
lows State U	74	1,765,633	60,452	20,536	211	6,408.64
U. of Oregon	78	1,864,847	58,869	20,414	182	6,438.5A
U. of Waterloo <sup>3</sup>	77	1,533,271	64,747	15,000	206	5,925.70
U. of Utah	78	1,846,550	58,866	14,348	232	6,814,66
U. of Notre Dame	79	1,794,564	57,460	15,871	180	6,234,61
Tutane U.S	80	1,882,080	54,497	15,480	183	6,552.25
Florida State U.S	81	1,867,720	45,718	17,699	236	6,657,34
North Carolina State U	82	1,201,552	56,661	15,373	224	7,219,18
Queen's U. at Kingston .	82	1,672,271	40,470	15,580	223	6,164,61
Washington State U	84	1,492,864	38,511	21,098	207	6,773.07
State U. of New York at Stony Brook	85	1,586,698	45.382	12.331	216	7,265.90
U. of Oldshome	86	2,192,100	43,371	17,417	198	5,745.R4
Georgia Institute				28,805	112	4,154,15
of Technology	87	:- 1,532,193	68,582			
U. of Tennesses	87	1,587,838	39,653	14,372	232	5,909,11
U. of Houston	80	1,528,291	41,561	22,911	173	3,945,17
U. of California	-	1.303.872	55,394	13,615	179	6,629.94
*st Riverside	90	1,258,534	47,942	11,198	193	6,485,57
	91	1,431,307	34,692	12.020	237	8,241,50
U. of Manitoba	93	1,708,238	71,628	10,219	155	4,487,55
U. of Guelph U. of Alabama	94	1,693,117	40,867	17,380	178	5,244.0
State U. of New York		1,194,982	45,333	16.309	174	5,735,9
at Albany <sup>a</sup>	95			13.864	174	5,894,7
Case Western Reserve U.	96	1,512,133	35,812 48,877	10,092	174	5,619 6
U. of Sashatchewan	97	1,300,773	35,190	10,069	240	6,527 P
U. of New Mexico	96	1,838,383	30,133	7.349	183	6,377,4
Kent State U	100	1,103,752	34,281	12,018	139	4,950 4
	101	1,440,780	31,801	10,101	164	4,322,59
Oldehome State U	r/a	3,881,945	115,003	33,975	521	12,935.7
Indiana U	IV8	8,019,919	135.011	67,115	548	18,851,3
U. of Michigan U. of Pittaburgh	rva	2,741,834	82,078	23.098	332	11,152,1
Rice U	'n/a	1,323,470	47,935	11,721	145	4,826.9
State U. of New York			70.400	24.005	277	9,352.6
at Buffalo	n/a	2,438,454	72,120	24,085	211	ال عدمية

## Non-university libraries

	in Horay	publical	periods	Rote	-
Boston Public Library	5,808,895	239,516	16,049	655	\$24,191.50
Canada Institute for Scientific and Technical Information,			America.		42 042 44
Ottawa, Ontario <sup>3</sup>	2,074,181	90,717	31,250	223	17,657,64
Center for Research Libraries, Chicago	2,861,183	30,711	13,836	63	2,851,63
Library of Congress, Washingon	20,957,228	288,690	175.000	4,967	275,530,00
Linda Half Library, Kansas City, Mo	594,950	W.800	13,140	61	2,834,69
National Agricultural Library, Beltsville, Md. <sup>3</sup>	1,873,874	13,771	27,000	192	11,099,01
National Library of Canada, Ottawa, Ontario	1,131,821	51,595	20,824	530	24,729,61
National Library of Medicine,				-	17,819,51
Betheeds, Md	1,821,844	41,918	28.R37	273	
Newberry Library, Chicago	1,412,162	9,616	7,000	104	5,781.4
New York Public Library.					24,000.6*
New York	8,056,320	91,375	147,375	808	24,000,00
New York State Library,			**	198	7,408.00
Alberry, NLY	2,000,402	30,643	18,862	100	1,000,00
Smitheorien Institution, Washington <sup>3</sup>	1,018,165	21,240	16,814	117	6,179,82
		and the state of	-		MARTI LIBRARE

# FACT-FILE

1984-85 Holdings of Research Libraries in U.S., Canada

University Libraries

	Mahamas	Websers	Current	Protoc- planed planed	Spanding for materials	Spending lot
	in Rheary	- matted	Current			esterios
	0,929,899	131,470	103,000	310	\$8,871,754	\$16,109,429 9,760,560
₩ U	8,192,144	147,379	55,801 93,913	176	4,724,114	7,845,131
of Highois	6,808,048	192,498	83,913	122	4,724,114	7,0-0,101
of California	6.610,872	106.642	94.108	170	5,115,266	14,751,484
of Mohigan	5,805,748	123,079	63.947	142	4,734,897	8,266,966
olumbia U	5,459,972	82,966	61,958	133	4,260,392	9,195,626
of Texas	5,402,357	173,081	77,478	146	6,539,296	9,161,771
of California		400.000	00.004	190 ~	J 5,849,917	13,129,007
t Las Angeles	5,365,264	192,657 141,065	83.804 48.573	155	6,754,736	13.196.374
enterd U.3	5,318,153 5,178,677	173,836	39,981	153	4,292,215	11,977,770
omeli U	4,874,447	105,320	55,365	. 157	4,331,291	7,859,142
of Chicago	4,660,683	(133,421)9	47,796	77	2,979,870	5,947,326
		104,243	48,666	132	4,014,395	8.163.935
of Wisconsin	4,494,680 4,416,024	118,864	39,868	124	4,311,786	7,682,662
diens U	4,365,624	122,388	30,996	109	3,515,523	6,140,862
of Minnesota	4,229,107	94,876	44,714	109	3,570,053	7,947,433
hio State U	3,983,396	91,146	30,909	109	4,366,886	6,964,343
and the same of th	3,751,967	115,633	38.052	. 95	3,557,309	7,724,797
Inesten U	3,458,720	77,017	29,588		3,102,947	4,945,550
of Pennsylvania	3,282,105	89,090	29,825	7/101	2,510,010	5.767,447
of North Carolines	3,184,517	121,780	40,225	114	4,222,600	5,961,916
orthwestern U	3,124,611	79,886	25,474	104	2,946,886	5,511,422
Ichigan State U	3.062,867	69,963	22,808	74	2,681,414	4,782,299
of Artzona	3,049,172	111,989	33.616	91	4,256,069	5,131,403
per York U	2,879,338	63,961	31,009	108	3,413,364	6,490,290
of Virginia	2,713,404	90,435	22,227	89	4,345,772	5,317,721
of lows	2,661,728	83,669	32.815	79	3,406,656	3,838,812
of Pittsburgh	2,583,597	. 75,219	22,145	86	2,409,894	4,731,569
ennsylvania St. U.S	2,556,027	83,082	26.820	103	3,475,783	6,667,337
ohns Hopkins U	2,506,132	55,259	19,524	82	2,553,488	4,369,024 4,155,983
of Kanese	2,485,748	87,046	29,353	81 83	3,132,388 2,686,758	8,983,390
of Alberta	2,476,532	77,823	21,234			
of Florida	2,474,542	58,022	29,079	98	2,930,847	4,633,069
of Rochester	2,473,305	41,917	12,562	57	2,126,472	3,282,857 7,459,179
of British Columbia	2,465,584	115,483	35,299	104	2,815,287 2,993,179	4,809,760
of Southern Cal	2,441,102	80,388 99,174	37,926 51,925	76	3,473,008	3,905,394
of Georgia	2,415,673	30,174	31,523		4,1,0,000	-
tate U. of New York	2,310,828	60,602	23.302	90	2,588,461	4,461,923
et Buffalo39	2,292,456	55,248	14,860	73	2,449,701	5,722,221
of Missouri	2,254,750	48,646	20,445	50	2,146,421	3,004,588
utgers U.3	2,218,913	73,776	22,893	96	3,366,846	7,709,873
yracuse U	2,186,470	64,017	22,469	65	2,446,463	
of Utah	2,157,104	80,738	14,348	48	1,767,976	2,814,118
pulsiana State U	2,147,840	63,391	23,840	66	3,128,756	3,540,851
. of South Carolina	2,117,042	57,333 A	17,434	60	2,052,027	2,870,037 2,470,631
. of Oldahoma	2,108,369	46,000	14,528	45	1,894,874 2,445,405	3,952,217
layne State U	2,084,110	51,692	20,995		The same of the same of	
of Meseachusetts	2,088,005	65,545	13.555	55	1,810,616	3,730,377
of Colorado	2,051,953	42,257	22,486	45	2,127,094	3,397,997
behington U. (Mo.)	2,029,838	40,022	16,152	67 62	2,045,989	3,889,143
of Hawaii	2,013,146	62,351	33,889 27,803	66	3.401.502	3,806,930
rizone State U	2,000,762	88,621	21,000	90	0,101,000	
of California	1,995,437	85,063	47,874	67	3,703,014	5,848,301
at Devis	1,000,701					
of Technology	1,993,922	46,850	20,637	86	1,810,512	4,717,810
rown U	1,986,160	46,745	15,195	68	2,146,428	3,146,380
. of Kentucky	1,982,733	34,675	22,242	64	2,436,446	3,303,52
of Connecticut	1,960,607	95,471	18,634	61	2,398,835	3,904,812
mory U	1,886,061	54,142	17,549	56	2,625,957	3,223,140
secrole inst. of Tech.	1,862,788	72,780	28,340	49	1,309,460	1,848,64
couthern littinois U	1,844,548	44,472	21,000		2,015,648	3,502,03
emple U	1,839,707	52,577	15,027	69	1,797,813	3,501,870
I, of Nebrasia	1,773,097	59,490	23,485	54	2,579,098	2,705,57
Irighem Young U	1,744,081	63,813	16,722	75	2,349,046	3,721,08

Note: The libraries are listed eccording to number of volumes. Beginning this year, the Association of Research Libraries tellonger publishing its ranking of libraries based on an index that takes into account volumes held, expenditures, and oth quantitative measures. Specifications were salted to report figures for their main campus only, unless a branch campus inclinated.

1 Figures for Canadian Riveries are expressed in U.S. commit.

brokedes branch compuses as well as the main compus.

n/a Date not available.

	No.	Vehicles printed	Current	Produc- ploned part	Recording by protocols <sup>1</sup>	Specifical for materian'
J. of California at Senta Berbera	1,608,500	56,303	20.237	56	\$2,672,877	\$4,799.37*
J. of California			30,927	61	3.093.398	4,909,975
at San Diego	1,898,201	65,729	19,829	82	2 944 272	4,480.7
J. of Maryland	1,697,490	74,864 35,982	17,561	51	2.312.004	2,713,55
J. of Oregon	1,675,727	53.849	19.576	43	2,755,606 .	2,308.80
J. of Delewere	1,855,449	61,781	17,451	43	2,108,762	3,328.94
J. of Western Ontario	1.651,771	67.221	18,949	56	2,953,172	4,292.21
Florida State U.3	1.626,574	47,783	22,136	56	2.145,212	2,712.49
J. of Notre Dame	1,616,220	39,614	15,711	40	1.940,222	2,250,81
U. of Alabama	1,612,375	53,234	15.644	52	1,974,188	2,374 95
owe State U	1,609,802	55,972	20,652	48	2,603.083	3,089,86
/anderbilt U	1,608,105	40,886	16,672	. 65	2,184,547	3,150.M
Panderowt U	1,605,240	46,860	19,534	1 41	1,910,428	2,385 01
Texas A&M U	1,800,043	59,133	18,053	67	3.048,940	3,742.760
Queen's U	1,597,351	53,708	15,229	39	1,949,775	3,070 70
Tulane U	1,576,287	47,412	14,652	49	2.315.684	2,653.80
Kent State U	1,570,832	47,058	9,485	39	1,53,869	2,792.05
U. of Guelph	1,564,686	78,128	9,816	34	1,353,278	2,563 04
Boston U	1.546.525	50,781	27.074	64	2,500,588	3,483.00
York U.3	1,534,400	43,664	19,713	46	1,953,204	3.543.99
Georgetown U	1,533,577	68,133	20.042	68	2,558,310	4,070.29
U. of Tennessee	1,524,127	40,809	17,983	- 54	1,947,757	2.980.75
U. of New Mexico	1,514,077	48.072	17,871	70	2,208,927	4,053 9
U. of Mierni	1,508,447	33,685	20,477	60	2,155,494	3,219
Virginia Polytechnic	4 400 001	50,698	19,000	55	2.504.900	2.654 P
Institute and St. U	1,493,361	55,703	13.764	75	1,723,580	5,148 17
Lavel U	1,490,743	90,160	24,147	105	2.809.578	4,436 37
Howard U State U. of New York	1,474,318	30,100				
at Stony Brook	1,473,744	48,821	17,170	49	2,142,329	3,560 57
U. of Cincinneti	1,469,931	40,751	18,794	68	2,448,460	4,264,40
Case Western	1.469,190	22,590	11.974	72	1,553,098	2,775.15
Reserve U	1,446,036	44,192	17,390	43	1,415,294	2,732.3
Colorado State U	1,434,745	26,005	27,002	57	2,512,676	3,459.54
U. of Houston	1,418,725	34.652	38,947	40	1,994,194	3,085.4
Washington St. U U. of Waterloo	1,400,404	68,653	16,346	43	2,114,585	3.222.34
	1,398,221	28.057	14,617	- 411	1,652,902	1,678.2
Oklehome State U	1,394,824	. 42 492	14,450	39	2.556,493	2,928.9
McMester U U. of Manitoba	1,367,086	42,958	11,826	61	1,758,701	3,942.9
Rice U	1,234,034	45.019	10,723	. 38	1,647,554	1,909.9
U. of Saskstchewan	1,207,163	39.127	9,702	36	1,715,478	2,980.1
U. ed California	1,204,419	42.988	13,349	34	2.044,019	2,996.2
at Riverside	1,182,891	44,771	18,535	44		2,988.1.
North Carolina St U LL of California	1,102,001					-
at irvine	1,178,819	57,909	16,918	46	2,779,486	3,796.6
State U. of New York at Alberry	1,130,619	36,614	16,243	48	1,878,474	2,565.8

	Volumes In Shrary	Volumes added	de .	-	Speeding to for materials	Special les services and services are services and services and services and services are services and services and services are services and services are services and services and servic
ibrary of Congress "	20.389,914	282,848	150.000	2,890	\$6.753,617	8141,850
lew York Public Library	6.203.241	440,329	31,765	190	4,740,417	10,202
Soston Public Library Center for Research	5,380,464	191,875	15,040	190	4256,161	8,537,
Libraries	3,494,958	30,336	31,095	22	852,184	1,053
New York State Library Canada Institute for	1,943,297	32,787 •	20,003	77	1,720,419	3,541
Sajentific and Technical information	1,910,741	61,541	29,000	83	5,626,660	4,836
Library	1,849,085	20.450	28,500 %	85	1,500,000	4,070
of Medicine	1.745.215	38.662	23,087	212	2.098,540	10.63
Newberry Library	1,391,694	11,108	6,200	54	292,788	1,827
Canada	1,031,028	53,350	20,745	219	2.095,058	11,7
Smithsonian Institution	980,000	r/s	21,176	46	495.000	2.50
Linda Hall Library	567,960	16,856	16,862	23	1,029,372	97

BOURCE: AMEN'TATION OF BESTARCE LINE

## FACT-FILE

# 1985-86 Holdings of Research Libraries in U.S. and Canada

				0		
						Universit
	-	Wednesday.	Volumes added	Correct	Total	Total aspendence
lerverd U	1	11,136,002	217,757	102,000	1,044	830,988,429
L of California				80,546	AMA	27,829,037
at Los Angeles	2	8,400,965	298,300	88,040	-	21,520,001
, of California at Bertaday	3	8,845,732	264,231	97,971	780	25,114,849
₩ U	4	8,238,679	174,730	57,361	838	19,860,366 18,429,361
of Minols	5	7,000,170	198,837 188,961	92,913 78,189	556 . 585	17,316,732
of Terest	7	8,579,326 8,373,664	208,788	40,238	736	18,063,344
territord U		8,447,800	184,742	46,431	584	23,808,864
columbia U		5,561,730	121,000	63,430	507	18,031,190
omell U. <sup>9</sup>	10	4,870,570	129,755	58,504 55,098	552	16,464,418
of Washington	11	4,540,114	164,118	48,907	511	. 15,784,678
of Minnesota	13	4,286,431	116,479	44,550	417	14,966,761
of Chicago	14	4,756,076	101,139	47,665	367	12,805,029
of North Carolina	15	3,301,751	120,512	44,513	408	12,646,530
No State U	16	4,077,578	110,862	31,312 38,290	469 379	13,811,130
rinceton U ennsylvania State U. <sup>5</sup>	17	3,854,638	91,180	29,161	457	14,820,213
of Pennsylvania	19	3.376.901	108,152	30,511	373	12,468,646
sto U	20	3,510,645	92,093	35,969	317	11,073,961
of Artzona	21	3,139,481	102,612	31,892	365	11,228,817
of California at Davis	22	2,082,128 2,510,730	92,477 95,057	50,564 53,553	316 364	12,177,242 9,507,709
of Georgie <sup>3</sup>	23		97,837	23,521	425	11,078,600
of British Columbia	24 25	2,555,667	110,519	22,318	344	11,873,220
ow York U	26	2,932,055	74,656	29,789	368	12,801,816
rizona Stela U.S	27	2,108,370	118,615	34,648	326	10,608,833
. of Alberts <sup>3</sup>	28	2,555,758	92,345	22,608	402 343	10,814,718
orthwestern U	29	3,206,698	97,577 86,082	25.317 18,694	465	14,443,513
utgers U.*	30	2,300,292	66,058	31,463	377	10,479,608
of lows	32	2,754,851	99,184	37,297	259	8,668,791
of Florida	32	2,539,417	78,902	29,512	. 386	9,875,490
lichigen State U	34	3,129,802	81,521	24,859	325	9,723,470
of Kanees	35	2,571,998 2,821,732	87,045 70,111	29,686	294 368	9,263,467
ohns Hopkins U	36	2,021,732	70,111	20,024		-
at San Diego	37	1,780,614	85,407	19,475	300	11,586,121
of Maryland	38	1,780,065	87,563	20,656	318	9,932,703
assachusetts institute		100			280	8.719,174
of Technology	39 40	2,029,455	81,855 60,543	21,147 18,013	323	9,279,089
loGM U/	41	1.541.337	70,499	24,966	265	10,656,085
of Hawaii	42	2,089,178	77,913	33,869	223	8,420,637
pulsiana State U	43	2,210,758	2 65,291	22,840	272	8,008,843
oeton U	44	1,648,586	56,764	29,129	299 248	8,361,092 8,602,188
of Missouri	45	2,318,012	68,908 55,733	16,880 23,027	243	7,789,965
of Western Ontario	47	1,868,915	61,973	18,972	310	7,130,876
layne State U.5	48	2.129.392	54,781	23,336	231	8,682,030
mory U	49	1,951,101	66,931	17,969	230	8,340,072
of California				21.247	239	9,763,294
at Senta Berbara		1,745,803	49,381 65,104	20,485	273	9,161,123
eorgetown U			. 68,312	. 19,872	225	7,874,952
of Connecticut		2,013,043 1,527,60 <del>5</del>	61,434	19,652	283	8,771,800
TER ALM U		1,655,652	59,997	16,772	298	8,851,483
enderbill U	55	1,679,141	70,991	17,800	237	7,597,039 7,991,511
of Lavel		1,541,660	55,538	13,722		
of South Carolina		2,175,788	65,942	18,898	204 262	5,788,807 7,750,244
of New Mexico	58 58	1,580,054	53,197	23,755	207	5,941,275
outhern Imnois U		1,899,589	59,445	21,473	246	6,785,856
teshington U. (Mo.)	60	2,089,700	43,333	16,454	231	8,103,626
of Massachusetts		2,129,588	67,077	14,138	213	6,782,429
emple U. <sup>3</sup>		1,896,630	59,284	15.839	259	6,782,747

little: Institutions are saled to report figures for their main campuses only, unless a branch campus is indicated.

Based on an index developed by the Association of Research Libraries to measure the relate size of university Bearries. The index takes into account the number of volumes held, number of volumes added, number of current servals, tests expenditures, and size of staff. The institutions chose not to have their index figure calculated; they appear of the and of the list of university filterates.

Includes branches as well as the main irretitution.

Date not available.

					Trabad	Tested
	Rest!	in throng	- Dated	portole	10.00	-
J. of Mami	64	1,582,907	52,797	21,584 .	743	\$4,875,415
Brown U	64	2,015,400	50 888	15,550 .	35.0	7,487,394
Brigham Young U Virginia Polylachnic	. 67	1,802,197	85,298	17,222	294	7,778,495
Institute and State U.	66	1,861,733	84,744	19,814	197	8,583,358
J of Kentucky	00	1,902,400	44,393	15,077	291	7,395,019
owe State U	70	1,683,236	63,139	19,643	211	8,074,307
J. of Waterloos	71	1,498,824	A9,120	16,281	250	5,97R,879
J. of Oldahoma	72	2,492,364	80,838	17,370	187	5,805,954
J. of Rochester <sup>a</sup>	73	2,512,828	48 248	12,857	240	6,801,541
J. of Delewere	73	1,723,496	54,580	20,540	177	6,631,675
J. of Houston	75	1,485,704	52,513	22,581	777	8,757,3%
I. of Celtiornie at Invine	78	1,239,130	61,017	15,904	211	9,089,075
J. of Colorado	77	2,086,954	50,783	13,803	207	6,875,345
J. of Notre Dame	77	1,745,405	62,951	18,152	177	5,630,794
fork U. (Ontario) <sup>3</sup>	79	1,483,382	53,654	11,933	239	6,774,07
at Storry Brook	80	1,552,497	49,998	13,117	718	6,777,97
J. of Utah	80	1,588,466	56,818	14,349	. 224	5,810.80
Tulane U.3	80	1,830,587	56,836	14,716	188	5,908.53
Florida State U.S.	80	1,624,138	47,477	17,233	230	5,951,85
J. of ManHobs	84	1,403,940	45,277	12,433	275	8,499,40
Machington State U	85	1,456,181	39,594	20,181	200	8,535,74
J. of Oregon		1,706,612	44,737	18,268	200	5,825,80
J. of Tennesses	87	1,552,605	41,623	14,458	270	5,785,67
forth Carolina State U	88	1,153,720	47,290	15,439	213	7,215,35
Queen's U. at Kingston .	88	1,632,468	35,891	15,582	214	5,804,16
Dertmouth C	90	1,614,015	37,141	20,155	187	5,993,26
of Technology	91	1,488,638	. 49 695	28,557	111	4,308.38
J of Gustph	-	1,634,610	69.974	10.047	157	4,318,59
McMaster U		1,218.070	47,509	10.240	133	8,999,78
U. of Alabama U. of California		1,654,865	43,712	15,790	177	5,099,29
at Riverside	95	1,250,372	47,239	13,668	145	6,303,19
Case Western Reserve U		1,493,579	29.359	13,394	180	8,285,45
U. of Saskatchewan State U. of New York		1,253,984	47,900	10,118	171	5.241,18
at Alberry	98	1,154,578	36.853	13,300	158	5,389,24
Kent State U	55000	1,609,598	39,661	7,375	184	5,623,44
Oklahoma State U		1,420,618	30 313	10,350	157	4,699,81
Colorado State U	. 101	1,071,104	31,814	11,761	141	4,214,99
Indiana U		3,786,962	118,254	32,586	509	11,906,46
J. of Michigan		5,920,576	145,349	66,106	575	17,528.41
U. of Pittsburgh		2,661,196	85.417	26,328	333	8,893.94
Rice U		1,278,197	43.240	11,586	144	4,540,45
at Buffaio	. Na	2,371,181	66,169	23,703	272	8.752,55

#### Non aminerity libraries

Thon-university tionaries								
MARIE BUILDIE BUILD	Volumes In Shrony	Valumes added	Current	letoT Rete	Total oupercitores			
Boston Public Library	5,568,008	187,776	15,738	557	\$8,454,137			
Canada Institute for Scientific and Technical Information,					Market In U			
Ottawa, Ontario <sup>3</sup>	1,983,464	72,723	30,000	230	15.715.642			
Center for Research Libraries,	NOT 1				2 607 172			
Chicago	2,830,472	35,514	14,888	67	2,697,172			
Library of Congress,	20,677,803	302.077	175.000	4 824	247,797,724			
Washingon	20,611,603	302,017	113.000	4,02				
Linda Hell Library, Kansas City, Mo	584,950 :	17,000	13,100	63	2,460,863			
National Agricultural Library.			01.000	197	12,053,077			
Beltsville, Md	1,860,103	14,176	31,000	197	12,053,077			
National Library of Canada, Ottawa, Ontario	1,080,916	50,494	20,786	549	22,742,038			
National Library of Medicine,	1,782,238	39.425	27.410	. 401	27,795,198			
Betheeds, Md			6,200	105	2,829,337			
Newberry Library, Chicago	1,402,554	10,870	0.200	100	2,023,301			
New York Public Library.		453.574	140.000	494	32.052.857			
New York	6,203,240	453,574	140.000		32,002,007			
New York State Library,	1,978,860	35.613	17,770	192	7,058,627			
Albany, N.Y	1,870,000	55,015			.,			
Smithsonian Institution, \ Washington <sup>3</sup>	1,000,621	21,321	15,941	119	4,507,538			

SOURCE: ASSOCIATION OF SPREASON LIBRARY

## FACT-FILE

# 1983-84 Holdings of Research Libraries in U.S., Canada

	Comment of the Commen							
University Shrertes †	Overell rent \$	Volumes In Ribrary	Valumes added	Current	Spending for materials*	Spending for salaries*		
Herverd U	1	10,707,266	140,026	101,000	\$7,067,186	\$14,932,919		
U. of California at Los Angeles	2	5,150,678	181,341	80,507	5,210,844	10,793,321		
U. of California		0 504 220	167,929	99,582	4,920,758	12,668,406		
at Berkeley	3	6,504,230 8,044,765	164.740	66,309	4,387,200	9,829,300		
Yale U	5	5,177,088	136.017	47,316	5,351,514	12.182.214		
U. of Texas	6	5,209,536	151.887	67,371	6,468,425	8,904,523		
U. of Illinois	7	6,615,550	203.602	93,913	4,369,205	7,454,359		
U. of Toronto	8	5,040,357	183.607	43,205	4,491,332	12,125,112 8,632,528		
Columbia U	9	5.377,008	91,574	61,167	3,711,320 4,180,888	7,728,190		
U. of Michigen	10	5,661,789	91,005	62.296		7,134,332		
Cornell U	11	4,769,127	104,478	54,461	4,236,515	7,707,695		
U. of Wisconsin	12	4,390,437	108,6AA	48,275	4,061,696 3,246,484	7,178,541		
U. of Washington	13	4.296,319	127,270	39.619 45.946	3,663,283	7,381,432		
U. of Minnesota	14	4,127,798	90.394	28.594	4,172,343	6.567,337		
Ohio State U	15	3.892,249	112,430	39,361	3,296,773	6.354.252		
Princeton U	16	3.636.334	109,878	40,747	3,845:480	5,465,352		
U of North Carolina**	18	2,350,101	87.891	34.689	3,245,061	8,327,502		
U. of British Columbia	19	4,241,777	126,587	29,122	3,503,907	5.861,779		
Indiana U	20	2,530,401	127,463	25.870	3.205.349	6,204.596		
	1 (1)		83,476	32.892	3,639,771	4,519,463		
U. of Arizona	21	2,937,183 4,794,104	105.743	45,978	2.549.954	5,143,550		
U. of Chicago	22	4,754,104	105,740	10,0.0	-1-			
U. of California	23	1,910,374	83.224	48,115	3,482,744	5.063.549		
at Davis	24	3,193,015	72.039	29.716	2.501.022	5,439,185		
U. of Pennsylvenia	25 .	2.622.969	72,905	21,652	3,104,587	4,860,47		
U. of Virginia	26	2,140,698	57.388	22,196	3,054,407	6,958.89		
U. of Alberta	27	2.398,709	82.149	20.354	2.684.510	7.263.24		
Howard U	28	1.384,158	68.405	21,453	4,781,220	5.701,11		
New York U	29	2.815,357	58.887	29.454	3,060,203	5,703.95		
U. of Georgia	30	2,316,499	90.409	49,599	3,095,473	3,545,82		
	31	3.044.725	71,625	25,571	2,583,419	5,119.85		
Northwestern U	32	2,332,214	81.365	38,598	2,924,593	4,753,43		
U. of Southern Cal	33	2.992.904	94.206	20,121	2,431,985	4,426,53		
Michigan State U Duke U	34	3,381,760	81,068	30,103	3,157,168	4,622,46		
Arizona State U	35	1,912,141	81.812	23,007	2,852,184	3,784,40		
U. of Kansas	36	2,398,702	75.024	28,720	2,833,007	3,879,28		
State U. of New York	37	2.250.226	68.985	22,660	2,376,963	4,108,76		
at Buffalo	38	2.578,059	83.379	30.807	3,079,409	3,557,53		
U. of lows U. of Florida	39	2,416.520	67,047	24,056	2,276,279	3,880,19		
U. of Pittsburgh	40	2.552,031	73.900	-20.012	2,259,739	4,552,92		
U. of California					0 202 020	4,399.74		
at San Diego	41	1.632,472	64,238	29.852	2,727,372	3.696.25		
Texas ALM U	42	1,540,910	66,230	17,900	3,129,443 2,268,077	4,028.64		
Johns Hopkins U	43	2,432,253	38.681	17,267	2,887,651	3,180,41		
Louisiana State U	44	2,084,449	67,084	23,193	2,007,001	0,100,1		
U. of California					0.010.720	4,309,7		
at Santa Barbara	45	1,583,613	50,695	20,237	2,312,738 2,446,071	4,392.30		
U. of Maryland	46	1,622,626	45.448	19,357	2,005,032	3,776.5		
U. of Hawaii	47	1,950,795	35,949	33.889	2,131,135	3,172.8		
Syracuse U	48	2.122,453	56,580	21,616	HIA.			
of Technology	49	1.947.072	40,698	20,318	1,733,853	4,231.3		
U. of Houston	50	1,408,740	48.656	25,464	2,239,019	3,463,13		
U. of Kentucky	51	1,928,058	33,426	31.257	2,167,235	3,084,5		
Boston U	52	1,495,764	45.772	26,517	2,240,239			
McGM U	53	2,236,653	57,164	14,438	2,115.875	5.667.2		
J. of Western Ontario	54	1,541,178	79.537	18,473	2,495,359	4,413,0		
J. of Cincinnati	55	1,415,841	44,818	18,525	2,207,972	4,320.2		
Georgetown U	56	1,466,086	58.847	19,143	2,261,105	3,841,5		
Nayne State U	57	1,996,618	55,270	16,138	2,373,566	3,793.9		
Virginia Polytechnic					2240 600	2.489.6		
Institute and St. U	58	1,442,663	50,927	23.000	2,240,600	3,012.0		
Washington U. (Mo.) .	59	1,989,816	36,769 45,817	15,358 19,298	2,208.036 2,034,687	2,643,1		
	60							

trestrutions are asked to report figures for their main campus only, unless a branch compus is indicated.

Beand on an index developed by the Association of Research Libraries for quentitative comparations. The index takes intercolours for the comparation of t

Libraries in U.S., Canada									
versity Ebraries †	Overall rank \$	Volumes in Morery	Volumes added	Current	Sponting for motorials*	Sporefford for selector			
of Connecticut	61	1,865,136	63,925	17,166	\$2,025,615	\$3.552.67			
of Rochester	62	1,969,702	54,787	12,829	1,945,796	3,114,20			
k U.**	63	1,490,736	54,590	19,442	1,989,909	3,548,97			
ory U	64	1,833.919	44,524	17,239	2,322.809 1,930.878	3.205.5			
of Miami	65	1,474.762	30,180	20,030 19,977	1,905,635	3,402.27			
them Illinois U	66	1,800,076	43,709 37,464	32,778	1,960,750	2,903.6			
shington St. U	67	1,384.073	55,606	17,194	1,904,368	3,275,9			
due U	68 69	1,593,658 2,059,709	54,618	17,001	1,847,574	2,580.80			
of South Carolina .	70	1,553.830	55.551	20,309	2.427,101	2,742.7			
na State U	71	1,680.268	54.990	16.513	n/a	n/a			
wn U	72	1,919,415	45.970	14,708	1,988,542	2,901.87			
te U. of New York									
Stony Brook	73	1,424,923	50.823	17,996	2.020.032	3,059,07			
of California									
Irvine	74	1,120,910	52,547	15,729	2.495.468	3,300.20			
nderbilt U	75	1,567,217	50,179	16,029	1,882,801	2.897.50			
of Utah	76	2,076,366	30.569	14,335	1,911,763	2,616.1			
of Colorado	77	2,009.696	37,524	21,333	1,958,223	3,128.37			
mple U	78	1,787,130	44.535	14,401	1.558.746	3,481.6			
of Nebraska	79	1,573,923	50,793	19,136	1.751.679	2.170.64			
lane U	80	1,528.875	50.872	14.573	2.214,143	2,583.04			
of Manitoba	81	1,324,128	44,399	11,793	1.698,117	4.089.6			
rth Carolina St U	82	1,138,120	45,396	17,833	2.188.156	2,568.50			
of Oklahoma	83	2,039,620	59.067	16,621	1,856,568	2,519*			
orgia Inst. of Tech.	84	1,780,028	118.469	28.215	1 227.678	1,582 P			
of Tennessee	85	1,483.318	34 590	17,592	1.594.032	2.703.7			
of Massachusetts	86	2,002,460	63.627	13.507	1.618.871	3.285.7			
of Delaware	87	1,615,047	60.965	18,608	2 432,455	1,990.5			
sen's U	88	1,543,643	48.047	14.248	1 895,906	3.027.7			
Master U	89	1,352,332	55.367	14,181	2.351,990	2,970.9			
of Oregon	90	1,639,745	52.868	17,208	2.220.282	2.658.7			
rida State U	91	1,578,811	29.501	20,686	1.465.151	2,477,5			
of Waterloo	92	1,331,751	53.652	16,968	1.825,957	3,323.9			
rtmouth C	93	1,558.380	41,382	19,101	1,768,360	2,225.8			
of California	30	1,000,000	# 14 mm						
Riverside	94	1,161,431	39,919	13.201	1,726,632	2,641.3			
of Alabama	95	1,559,141	47,801	13.076	2.251,340	1,698.1			
te U. of New York									
Albany	96 •	<b>\$1,094.005</b>	31.510	16,108	1.643,821	2,290.5			
	97	1,170,411	44,364	9,687	1,609,539	2.366.7			
of New Mexico	98	1,401,844	44.894	16,079	1,527,806	2.372.3			
olorado State U	99	1,168.036	43.366	9.577	1,742,748	3,109.1			
of Saskatchewan	100	1,486.558	74.086	9,618	1.563,705	2,633.9			
of Guelph	101	1,576.606	32.654	12,703	1,441,330	1,964.0			
of Notre Dame		1,523,774	39.591	8.852	825.629	2,633			
nt State U	102	1,189.015	42.438	10,630	1.544,340	1,983.2			
ce U	103	1,370,164	23.286	14,702	1,197,704	1,604.			
dahoma State U	104	1,370,104	20.200						
ise Western leserve U	105	1,446,600	14,040	10,322	1.355,131	2,282.			
nuniversity libraries		Volumes In Rhrary	Volumes added	Current	Spending for materials*	Spendi for salar			
oston Public Library		5,188,589	141,910	14,557	\$1,703,131	\$8,095.			
nada Institute for Sci and Technical Informa									
Ottawa, Ontario		1,849,200	79.900	27,000	5.770.134	4,795			
chicagobrary of Congress,		3,464.622	19.355	30.540	874.882	1,047			
Vashington		20,107,066	218.000	150,000	7,505,129	139,000.			
Cansas City, Mo		588,900	24,800	16,444	974,793	840.			
ttional Agricultural Lifettsville, Md		1,828,615	32,221	26,000	1,200.000	4,700			
ational Library of Can Ottawa, Ontario		977,678	47,403	29,341	1.809.273	12,511			
itional Library of Med		1 700 553	38.976	23,111	2,165,000	10.337			
Setheada, Md		1,706,553		6,200	248.873	1,896			
ewberry Library, Chica		1,380.586	8,677	0.200	2-0,073	1,037			
- M- + P- 1 11 - 1 15	٧.								
ew York Public Librar		E 700 040	182 000		7 775 768	g gin			
New York		5,762.912	162.099	29,905	3.235,266	9,910			
ew York Public Librar New York State Library	,								
New York	',	5.762.912 1,910.510	162.099 30.095	19,133	1,648,900	3,458			

Figures for Canadian libraries are expressed in U.S. dollars.

n's Date not available.

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APPENDIX: 4.3

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SUMMARY OF McGILL STATISTICS

## **BLACKADER-LAUTERMAN - HUSSAL**

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90
Total Number of books and journals:	46,658	59,097	66,510	70,437	73,615
Number of books (vols.)	36,137	42,572	46,442	49,022	50,780
Number of journals (vols.)	10,521	16,525	20,068	21,415	22,835
Total Number of serial titles received:	254	293	316	326	343
Number received as gift/exchange	2	22	24	30	31
Number purchased	252	271	292	296	312
SERVICES & USE OF THE COLLECTION					
Attendance - gate count	68,791	79,261	82,483	93,729	65,458
Regular circulation	15,710	15,345	18,041	20,805	20,114
Reserve circulation	7,322	13,040	11,480	10,799	7,884
Shelving	78,208	102,244	119,819	136,012	128,095
User contacts - reference and info. questions	5,935	2,225	4,727	5,647	5,339
Number of online searches	0	0	5	4	22
Number of patrons requesting online searches	0	0	0	10	22
INTERLIBRARY LOAN					
LENDING:					
Requests received - Campus	0	0	Lending do	ne through McLen	nan since 1987/88
Requests received - Other	152	211			
BORROWING:					
Requests received - Campus	0	0	Borrowing do	ne through McLen	nan since 1987/88
Requests received - Other	0	1			
BUDGET					
Operating Budget:					
Books, Serials, Binding					\$ 36,442
Salaries					\$ 145,900
Materials & Supplies					\$ 2,955
Income: Endowments					\$ 6,761
One-time Gifts					\$ 2,568
STAFFING					
Librarians					2.5
Library Assistants					1
Casual (FTE)					1.5
PHYSICAL FACILITIES					
Stack Space - Linear Meters	3,072.00	3,080.00	3,100.00	3,724.00	3,833.00
User Seating (at tables & Carrels)	120	120	120	120	120

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## BLACKER-WOOD LIBRARY OF BIOLOGY - LSAL

COLLECTION SIZE	1979/80*	1984/85*	1987/88*	1988/89	1989/90
Total Number of books and journals:	92,271	100,769	106,980	111,260	112,978
Number of books (vols.)	48,747	53,830	57,638	60,706	61,787
Number of journals (vols.)	43,524	46,939	49,342	50,554	51,191
Total Number of serial titles received:	1,054	823	821	787	786
Number received as gift/exchange	264	238	228	222	227
Number purchased	790	585	593	565	559
SERVICES & USE OF THE COLLECTION					
Attendance - gate count	78,767	144,721	N/A	N/A	N/A
Regular circulation	13,420	13,431	12,700	11,085	12,172
Reserve circulation	17,932	31,291	18,505	9,426	11,463
Shelving	90,085	90,961	74,507	78,654	139,790
User contacts - reference and info. questions	9,486	8,030	6,587	6,074	6,875
Number of online searches	4	28	24	18	16
Number of patrons requesting online searches	2	32	20	16	50
INTERLIBRARY LOAN					RIBRARY
LENDING:		0.00	167	308	310
Requests received - Campus	177	268	167		
Requests received - Other	642	498	651	1,420	1,934
BORROWING:	100	442	245	207	351
Requests received - Campus	182	442	309	261	456
Requests received - Other	122	288	309	201	430
BUDGET					
Operating Budget:					\$ 179,608
Books, Serials, Binding					\$ 204,518
Salaries Materials & Supplies					\$ 3,081
202.5					0 4072
Income: Endowments					\$ 4,072 \$ 2,196
One-time Gifts					\$ 2,196
STAFFING					
Librarians					1
Library Assistants					4
Casual (FTE)					1.3
PHYSICAL FACILITIES					
Stack Space - Linear Meters	5,925.00			6,851.00	6,851.00 101
User Seating (at tables & Carrels)	204	194	187	101	101

<sup>\*</sup> combined Blacker-Wood Library and Botany/Genetics Library. Merged to form Blacker-Wood Library of Biology, 1987/88

## **EDUCATION LIBRARY - HuSSAL\***

COLLECTION SIZE	1979/80**	1984/85	1987/88	1988/89	1989/90	
Total Number of books and journals:	88,238	99,754	105,117	107,171	103,562	
Number of books (vols.)	78,338	87,022	91,318	92,846	88,794	
Number of journals (vols.)	9,900	12,732	13,799	14,325	14,768	
Number of Journals (vois.)	3,500	12,732	13,777	14,525	14,700	
Total Number of serial titles received:	791	766	767	763	753	
Number received as gift/exchange	106	127	134	136	137	
	685	639	633	627	616	
Number purchased	085	039	033	027	010	
SERVICES & USE OF THE COLLECTION	<u>v</u>					
NA NA NA	10000	400.000	1 40 450	140 450	160.000	
Attendance - gate count	180,644	139,932	148,473	140,472	162,823	
Regular circulation	89,226	81,223	68,310	64,981	69,113	
Reserve circulation	19,199	17,382	14,923	16,265	14,423	
Shelving	166,834	166,063	169,961	153,190	144,841	
User contacts - reference and info. questions	22,163	32,761	29,158	29,031	26,898	
Number of online searches	0	0	0	29	0	
Number of patrons requesting online search	es 0	0	0	19	0	
INTERLIBRARY LOAN						
I TUDAYA						
LENDING:	THE THE		20	gerrat) - bee	0.5	
Requests received - Campus	115	45	76	99	85	
Requests received - Other	622	996	1,287	1,261	1,148	
DODDOWING						
BORROWING:						
Requests received - Campus Requests received - Other		Borro	owing done through	McLennan		
BUDGET						
Operating Budget:						
					\$ 29,848	
Books, Serials, Binding Salaries					\$ 268,683	
Materials & Supplies					\$ 2,505	
Y 70 10 000040					A 1 777	
Income: Endowments					\$ 1,775	
One-time Gifts					\$ 8,023	
STAFFING						
TOTAL					Ishira A	
Librarians					2	
Library Assistants					5.75	
Casual (FTE)					1	
PHYSICAL FACILITIES				tolold' need		
187 101 101	0.511.00	0.000.00	2.040.50	0.040.70	0.040.70	
Stack Space - Linear Meters	2,711.00	2,505.00	3,040,58	3.040.58	3,040.58	
User Seating (at tables & Carrels)	297	217	248	241	241	

<sup>\*</sup> Combined Education Library and Physical Education Library
\*\* Includes Education Curriculum Library, merged with Education Library

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## HEALTH SCIENCES LIBRARY - LSAL

COLLECTION SIZE	1979/80*	1984/85*	1987/88*	1988/89	1989/90	
Total Number of books and journals:	170,949	187,924	203,008	207,957	213,312	
	54,301	68,672	74,284	77,041	78,648	
Number of books (vols.)		119,252	128,724	130,916	134,664	
Number of journals (vols.)	116,648	119,252	120,724	130,510	154,004	
Total Number of serial titles received:	2,457	2,405	2,281	2,310	2,323	
Number received as gift/exchange	603	583	513	522	529	
Number purchased	1,854	1,822	1,768	1,788	1,794	
SERVICES & USE OF THE COLLECTION						
	207 205	289,792	267,537	**240,552	324,172	
Attendance - gate count	307,385	49,413	47,387	37,542	39,091	
Regular circulation	36,701			19,746	23,634	
Reserve circulation	17,410	17,833	14,395			
Shelving	315,023	469,296	405,929	347,101	523,827	
User contacts - reference and info. questions	30,585	39,236	53,488	40,152	57,942	
Number of online searches	1,435	988	1,250	985	1,372	
Number of patrons requesting online searches	1,435	650	737	612	676	
INTERLIBRARY LOAN						
LENDING:						
Requests received - Campus	1,905	961	512	785	853	
Requests received - Other	14,992	17,421	13,117	12,005	10,973	
BORROWING:						
Requests received - Campus	207	266	65	43	95	
Requests received - Other	469	527	509	598	904	
DIDCET ***						
BUDGET ***						
Operating Budget:					\$ 636,579	
Books, Serials, Binding					\$ 924,088	
Salaries (includes Area Librarian & Asst. Area Librarian)						
Materials & Supplies					\$ 26,779	
Income: Endowments					\$ 123,031	
One-time Gifts					\$ 41,366	
STAFFING ***						
Librarians (includes Area Librarian & Asst. Area Librarian)					7.43	
					17.7	
Library Assistants Casual (FTE)					1.7	
A						
PHYSICAL FACILITIES						
Stack Space - Linear Meters		11,894.60	11,516.60			
User Seating (at tables & Carrels)	311	254	232	232	232	
William United United United						

Combined Medical Library and Dentistry Library. Merged to form Health Sciences Library 1987.
 includes staff of Health Sciences Technical Services

<sup>\*\*</sup> Gate Counter Malfunction

## HITSCHFELD ENVIRONMENTAL EARTH SCIENCES LIBRARY - PSEAL

COLLECTION SIZE	1979/80**	1984/85*	1987/88*	1988/89	1989/90	
Total Number of books and journals		4,299	4,165	4,288	10,045	
Number of books (vols.)		2,950	2,635	2,719	6,020	
Number of journals (vols.)		1,349	1,530	1,569	4,025	
rumber of Journals (vois.)		2,0 12	2,000	_,		
Total Number of serial titles received		40	47	47	212	
Number received as gift/exchange		1	8	8	8	
Number purchased		39	39	39	204	
rumber paremaseu						
SERVICES & USE OF THE COLLECTION						
Attendance - gate count		12,138	9,703	10,908	20,625	
Regular circulation		7,607	4,778	1,793	1,078	
Reserve circulation		3,731	731	***	***	
Shelving		16,273	7,687	27,159	16,870	
User contacts - reference and info. questions		3,642	2,953	4,847	2,443	
Number of online searches		0	0	0	0	
Number of patrons requesting online searches		0	0	0	0	
Number of patrons requesting online scarcines				THE LAND	A PROTEIN	
INTERLIBRARY LOAN						
LENDING:						
Requests received - Campus		18	12	0	0	
Requests received - Other		47	20	0	0	
BORROWING:						
Requests received - Campus		0	0	0	0	
Requests received - Other		7	10	0	0	
BUDGET						
Operating Budget:						
Books, Serials, Binding						
Salaries					\$ 107,805	
Materials & Supplies					\$ 2,505	
Tables 6						
Income: Endowments						
One-time Gifts						
STAFFING						
Librarians					1.6	
Library Assistants					1	
Casual (FTE)					0.7	
PHYSICAL FACILITIES				netotal person		
274 232 233		0.40.00	0.40.00	0.40.00	2.025.00	
Stack Space - Linear Meters		240.00	240.00	240.00	3,825.00	
User Seating (at tables & Carrels)		39	39	39	38	
the first washing of	Ain Dhota and Mateou	malagy Witschfald	created 1089/80			

<sup>\* 1984/85, 1987/88</sup> figures are composites of two predecessor libraries - Map & Air Photo and Meteorology. Hitschfeld created 1988/89.

\*\*No figures for 1979/80 since Map and Meteorology part of library system as of 1980/81 only.

\*\*\*Included in regular circulation

THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TO THE PERSON NAMED IN COLUMN THE PER

## **HOWARD ROSS LIBRARY OF MANAGEMENT - HuSSAL**

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90	
Total Number of healts and journals	52,798	63,058	70,685	71,695	73,604	
Total Number of books and journals:	28,010	33,879	38,498	38,817	40,070	
Number of books (vols.)	24,788	29,179	32,187	32,878	33,534	
Number of journals (vols.)	24,700	29,179	32,107	32,070	33,001	
Total Number of serial titles received:	706	641	648	645	652	
Number received as gift/exchange	288	150	160	164	165	
Number purchased	418	491	488	481	487	
SERVICES & USE OF THE COLLECTION		,				
				201.066	250.024	
Attendance - gate count	287,869	308,908	288,331	291,966	370,924	
Regular circulation	18,700	17,120	21,061	18,533	21,159	
Reserve circulation	17,426	30,918	25,880	30,718	31,753	
Shelving	125,193	106,664	129,415	128,133	141,498	
User contacts - reference and info. questions	23,362	27,755	33,155	31,080	30,065	
Number of online searches	164	50	49	46	22	
Number of patrons requesting online searches	73	19	29	24	12	
INTERLIBRARY LOAN						
I ENDING.						
LENDING:	15	27	85	49	103	
Requests received - Campus	547	584	761	671	705	
Requests received - Other	347	201		railtO - h		
BORROWING:						
Requests received - Campus	32	Re	orrowing done throu	gh McLennan sinc	e 1984/85	
	34		1119	energen Wis k		
Requests received - Other	23					
BUDGET						
Operating Budget:						
Books, Serials, Binding					\$ 32,297	
Salaries					\$ 233,254	
Materials & Supplies					\$ 3,909	
202.5					\$ 10,335	
Income: Endowments					\$ 2,989	
One-time Gifts					HAYOUTS.	
CTP A EIGING						
STAFFING						
Librarians					2	
Library Assistants					5	
Casual (FTE)					1.83	
Casuai (1 12)						
PHYSICAL FACILITIES						
Stack Space - Linear Meters	3,789.00	3,789.00	3,789.00	3,789.00	3,789.00	
User Seating (at tables & Carrels)	244	226	220	204	210	
User Seating (at tables & Carreis)	- 09.700			ar Meters	pace - Line	

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10

## ISLAMIC STUDIES LIBRARY - HuSSAL

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90	
Total Number of books and journals:	68,396	79,005	84,970	87,651	90,510	
Number of books (vols.)	60,121	69,026	74,112	76,411	78,472	
Number of journals (vols.)	8,275	9,979	10,858	11,240	12,038	
Journal (void)	0,2.0	-,				
Total Number of serial titles received:	308	292	336	387	415	
Number received as gift/exchange	54	54	58	64	69	
Number purchased	254	238	278	323	346	
SERVICES & USE OF THE COLLECTION	•					
Attendance gate count	21,325	35,683	52,865	58,598	54,707	
Attendance - gate count  Regular circulation	11,067	8,852	15,689	28,215	22,792	
Reserve circulation	6,628	4,441	4,261	3,781	3,569	
Shelving	14,686	64,636	64,568	66,311	43,073	
User contacts - reference and info. questions	7,205	6,655	7,792	10,440	14,037	
Number of online searches	0	0,033	0	0	0	
Number of patrons requesting online searches	0	0	0	0	0	
rumber of patrons requesting offine scarcines	v	v		WALL TWO	O A COUNT TOTAL	
INTERLIBRARY LOAN						
LENDING:						
Requests received - Campus	0	0	9	36	33	
Requests received - Other	129	125	170	250	188	
BORROWING:						
Requests received - Campus	0				004/05	
Requests received - Campus  Requests received - Other	65	Borr	owing done through	McLennan since 1	984/85	
Requests received - Other	05					
BUDGET						
Operating Budget:						
Books, Serials, Binding				Mostly Fur	nded by Institute	
Salaries					\$ 141,006	
Materials & Supplies					\$ 2,505	
Income: Endowments One-time Gifts					\$ 7,196	
STAFFING						
Librarians					1	
Library Assistants					2.5	
Casual (FTE)					1.5	
PHYSICAL FACILITIES				malaki speni		
276 220 204 230						
Stack Space - Linear Meters	2,907.00		3,384.00	3,384.00	3,386.80	
User Seating (at tables & Carrels)	65		99	99	. 99	

THE RESIDENCE OF THE PROPERTY OF THE PROPERTY

#### LAW LIBRARY

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90
Total Number of books and journals:	109,196	123,450	133,038	136,813	141,955
Number of books (vols.)	56,183	64,060	68,736	70,654	73,233
Number of journals (vols.)	53,013	59,390	64,302	66,159	68,722
Number of Journals (vois.)	55,015	57,570	01,502	00,20	
Total Number of serial titles received:	3,205	2,929	2,956	3,047	3,068
Number received as gift/exchange	910	760	692	700	696
Number purchased	2,295	2,169	2,264	2,347	2,372
SERVICES & USE OF THE COLLECTION					
		116006	1.10.000	1 40 201	142.246
Attendance - gate count	147,093	146,006	142,896	140,381	143,346
Regular circulation	18,235	16,947	21,057	22,875	26,628
Reserve circulation	38,522	47,977	44,537	45,138	32,478
Shelving	151,690	263,271	202,128	213,511	234,018
User contacts - reference and info. questions	29,258	41,411	25,156	23,692	22,325
Number of online searches	0	0	5	1	0
Number of patrons requesting online searches	0	0	12	0	3
INTERLIBRARY LOAN					
A EMPANO					
LENDING:	11	6	12	18	23
Requests received - Campus	436	454	395	534	671
Requests received - Other	430	434	373	334	0/1
BORROWING:					
Requests received - Campus	25	16	10	2	9
Requests received - Other	161	393	119	186	127
<b>a</b>					
BUDGET *					
Operating Budget:					¢ 256 054
Books, Serials, Binding					\$ 356,954
Salaries (includes Area Librarian)					\$ 604,144
Materials & Supplies					\$ 11,514
The state of the s					\$ 33,304
Income: Endowments					\$ 21,280
One-time Gifts					\$ 21,200
STAFFING *					
Librarians (includes Area Librarian)					5
					12.6
Library Assistants					1.1
Casual (FTE)					armatalana yva
PHYSICAL FACILITIES					
Stack Space - Linear Meters	5,892.00	5,892.00	7,365.00	7,365.00	7,365.00
User Seating (at tables & Carrels)	242	236	213	213	213
10/1006, 1 00.000, 1 00.000, I					

<sup>\*</sup> Includes Technical Services Staff

## **LIBRARY & INFORMATION STUDIES - HuSSAL**

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90
Total Number of books and journals:	36,051	40,118	41,673	42,090	37,543
Number of books (vols.)	30,886	34,363	35,626	36,130	31,983
Number of journals (vols.)	5,165	5,755	6,047	5,960	5,560
Total Number of serial titles received:	492	474	509	506	516
Number received as gift/exchange	154	157	166	166	166
Number purchased	338	317	343	340	350
SERVICES & USE OF THE COLLECTION					
Attendance - gate count	23,227	52,922	59,483	53,918	51,830
Regular circulation	5,116	4,163	4,510	4,151	4,571
Reserve circulation	7,064	8,587	7,163	4,273	5,953
Shelving	43,845	37,438	43,093	36,850	30,719
User contacts - reference and info. questions	1,575	2,362	2,352	2,068	3,376
Number of online searches	0	0	0	0	0
Number of patrons requesting online searches	0	0	0	0	0
INTERLIBRARY LOAN					
LENDING:					
Requests received - Campus	9	16	40	9	Lending done
Requests received - Other	277	348	427	125	by McLennan
BORROWING:			) RU		
Requests received - Campus	5	19	Borrow	ing done through M	IcLennan
Requests received - Other	0	6			
BUDGET					
Operating Budget:					
Books, Serials, Binding					\$ 15,316
Salaries					\$ 74,390
Materials & Supplies					\$ 1,441
Income: Endowments					
One-time Gifts					To Built
STAFFING					
Librarians					1
Library Assistants					1
Casual (FTE)	4 7				LAL PA
PHYSICAL FACILITIES	5,892.00 5				ki - eorge s
Stack Space - Linear Meters	1,515.00		1,660.00	1,660.00	1,660.00
User Seating (at tables & Carrels)	78		85	53	53

## MACDONALD COLLEGE LIBRARY - LSAL

	COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90	
	Total Number of books and journals:	78,958	86,099	84,500	83,112	82,611	
	Number of books (vols.)	48,079	50,678	47,545	45,644	44,454	
	Number of journals (vols.)	30,879	35,421	36,955	37,468	38,157	
	4,684 4,584 4,584	1.045	070	963	970	937	
	Total Number of serial titles received:	1,047 244	970 230	234	221	223	
	Number received as gift/exchange	803	740	729	749	714	
	Number purchased	803	740	12)	747	,,,,	
	SERVICES & USE OF THE COLLECTION						
	Attendance - gate count	163,695	177,010	163,569	164,276	152,805	
	Regular circulation	37,160	35,186	27,362	27,448	27,815	
	Reserve circulation	27,592	22,575	19,573	22,049	17,918	
	Shelving	173,619	160,588	158,828	152,671	137,118	
	User contacts - reference and info. questions	6,568	3,076	3,438	3,791	3,850	
	Number of online searches	253	228	217	191	191	
	Number of patrons requesting online searches	86	93	98	97	106	
	INTERLIBRARY LOAN						
	LENDING:			P I print du			
	Requests received - Campus	396	605	450	532	896	
	Requests received - Other	1,569	1,487	1,847	1,716	1,575	
,	169 337 195 137						
	BORROWING:					esta resolved	
	Requests received - Campus	702	693	772	949	946	
	Requests received - Other	782	635	600	730	560	
	BUDGET						
	BUDGET						
	Operating Budget:					A 100 110	
	Books, Serials, Binding					\$ 180,448	
	Salaries					\$ 357,123	
	Materials & Supplies					\$ 4,251	
	Income: Endowments					\$ 13,077	
	One-time Gifts					\$ 13,639	
	CONTROL OF					merchial :	
	STAFFING				Gifts come		
	Librarians					2	
	Library Assistants					7.5	
	Casual (FTE)					1.5	
	PHYSICAL FACILITIES						
		4 4 50 00	440000	4 441 00	4 450 33	4 450 22	
	Stack Space - Linear Meters	4,152.00	4,136.00	4,441.32	4,459.32	4,459.32	
8	User Seating (at tables & Carrels)	224	247	247	251	251	

## MCLENNAN-REDPATH LIBRARY - HuSSAL\*

COLLECTION SIZE	1979/80**	1984/85**	1987/88	1988/89	1989/90	
Total Number of books and journals:	986,831	1,113,029	1,173,350	1,170,191	1,185,771	
Number of books (vols.)	829,825	930,374	975,174	968,105	980,037	
Number of journals (vols.)	157,006	182,655	198,176	202,086	205,734	
Total Number of serial titles received:	4,775	4,684	4,634	4,454	4,459	
Number received as gift/exchange	494	457	433	447	444	
Number purchased	4,281	4,227	4,201	4,007	4,015	
Government Documents:	765,274	881,788	934,459	953,286	975,980	
SERVICES & USE OF THE COLLECTION						
Attendance - gate count	1,793,981	1,829,763	1,849,655	1,912,732	1,651,111	
Regular circulation	348,966	330,604	327,059	332,639	336,180	
Reserve circulation	146,614	177,675	128,065	133,330	128,809	
Shelving	1,530,278	1,400,432	1,403,137	1,317,098	1,370,868	
User contacts - reference and info. questions	239,176	215,375	254,406	227,842	203,001	
Number of online searches	66	441	387	331	293	
Number of patrons requesting online searches	36	211	236	184	163	
INTERLIBRARY LOAN (Includes Lending & Borrowing for	other HuSSAL Libra	aries)				
LENDING:						
Requests received - Campus	1,155	169	337	195	137	
Requests received - Other	13,258	12,792	12,986	11,834	11,880	
BORROWING:						
Requests received - Campus	45	883	353	157	219	
Requests received - Other	3,801	3,127	3,700	3,632	3,730	
BUDGET (excludes Central Tech. Serv. & Systems)						
Operating Budget:						
Books, Serials, Binding					1,062,762	
Salaries (includes Area Librarian)				5	\$ 2,868,023	
Materials & Supplies					\$ 70,918	
Income: Endowments					\$ 307,142	
One-time Gifts (includes \$99,000 Cultural Property C	Grant)				\$ 152,352	
STAFFING (excludes Central Tech. Serv. & Systems)						
Librarians (includes Area Librarian)					24	
Library Assistants					60.25	
Casual (FTE)					7.4	
PHYSICAL FACILITIES	182.00 4.1			near Meters tables & Co		
Stack Space - Linear Meters	52,288.00	53,847.00		53,095.00	53,621.82	
Hear Coating (at tables & Carrels)	2 728	2.053	2.062	2 191	2 464	

2,728

2,053

2,062

2,181

2,464

User Seating (at tables & Carrels)

Combined McLennan Library, Government Documents, Rare Books
 Includes Undergraduate Library, merged with McLennan Library 1988/89.

## MARVIN DUCHOW LIBRARY - HuSSAL

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90
Total Number of books and journals:	15,083	19,958	22,403	23,388	23,912
Number of books (vols.)	12,078	15,867	17,806	18,351	18,797
	3,005	4,091	4,597	5,037	5,115
Number of journals (vols.)	3,003	4,071	4,577	5,057	0,110
Total Number of serial titles received:	165	201	213	213	230
Number received as gift/exchange	0	0	0	0	0
Number purchased	165	201	213	213	230
- Tanger Parameter					
SERVICES & USE OF THE COLLECTION					
Attendance cote count	93,756	104,513	113,459	121,821	164,346
Attendance - gate count	29,066	37,062	31,175	39,021	44,383
Regular circulation	10,924	14,271	11,144	21,112	17,785
Reserve circulation	86,101	93,160	50,058	74,690	72,347
Shelving			9,503	18,849	18,963
User contacts - reference and info. questions	5,717	7,535	9,505	10,049	18
Number of online searches	0	0		3	109
Number of patrons requesting online searches	0	0	6		109
INTERLIBRARY LOAN					
LENDING:					
Requests received - Campus	0	2	7	1	0
Requests received - Other	137	152	178	120	209
DODDOWING.					
BORROWING:	0	D.	errowing done throu	ah Malannan sinc	a 1084/85
Requests received - Campus	15	В	arrowing done throu	ign McLennan sinc	C 1504100
Requests received - Other	13				
BUDGET					
Operating Budget:					o 55 435
Books, Serials, Binding					\$ 55,427
Salaries					\$ 171,704
Materials & Supplies					\$ 2,894
460.1 0 1 / 1 / 1 / 1 / 1 / 1 / 1 / 1 / 1 /					die is sien
Income: Endowments					\$ 11,819
One-time Gifts					\$ 11,017
STAFFING					
STAFFING					
Librarians					1
Library Assistants					4
Casual (FTE)					1.84
Casuai (F I E)					
PHYSICAL FACILITIES		2,395.00			
Stack Space - Linear Meters	610.00	1,038.00	1,038.26	1,083.26	1,731.26
User Seating (at tables & Carrels)	95	69	61	52	41
Josef Scaring (at tables & Out jets)	00.133,			State Na	

## **NURSING/SOCIAL WORK LIBRARY - LSAL**

COLLECTION SIZE	1979/80*	1984/85	1987/88	1988/89	1989/90
Total Number of books and journals:	31,377	37,549	38,151	39,168	40,225
Number of books (vols.)	23,817	28,463	29,215	29,815	30,559
Number of journals (vols.)	7,560	9,086	8,936	9,353	9,666
Transcr of Journals (vois.)	7,500	2,000	0,750	7,555	2,000
Total Number of serial titles received:	984	401	466	477	478
Number received as gift/exchange	561	41	45	45	41
Number purchased	423	360	421	432	437
SERVICES & USE OF THE COLLECTION					
Attendance - gate count	45,461	80,451	92,452	75,157	70,003
Regular circulation	21,219	18,986	15,817	17,676	19,476
Reserve circulation	18,768	20,019	15,677	15,467	14,995
Shelving	58,974	70,676	61,877	68,965	68,095
User contacts - reference and info. questions	4,391	8,258	10,176	10,521	11,426
Number of online searches	0	19	49	60	0
Number of patrons requesting online searches	0	56	23	37	17
INTERLIBRARY LOAN					RASBIGNAT
LENDING:					
Requests received - Campus	55	34	45	65	39
Requests received - Other	602	1,134	1,315	1,220	1,125
		2,20	-,0-20	7,000	AD VIEW BOOK
BORROWING:					
Requests received - Campus	93	96	75	67	46
Requests received - Other	69	130	150	0	0
BUDGET					
Operating Budget:					
Books, Serials, Binding					\$ 42,473
Salaries					\$ 153,480
Materials & Supplies					\$ 2,634
					a la la seme
Income: Endowments					\$ 1,160
One-time Gifts					\$ 5,044
CT A PEINC					
STAFFING					
Librarians					1
Library Assistants					4
Casual (FTE)					1.1
PHYSICAL FACILITIES					di sanga da
Stack Space - Linear Meters	1,224.00	839.57	839.57	839.57	839.57
User Seating (at tables & Carrels)	170	109	109	109	109
• 1979/80 Nursing & Social Work were separate libraries - Figures amalgamated					

## OSLER LIBRARY - LSAL

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90
TOTAL PROJECT TOTAL PROJECT	20.011	22.546	27 446	39,695	40,972
Total Number of books and journals:	29,911	33,746	37,446	37,652	38,929
Number of books (vols.)	28,374	31,894	35,468		2,043
Number of journals (vols.)	1,537	1,852	1,978	2,043	2,043
Total Number of serial titles received:	139	77	128	129	129
Number received as gift/exchange	16	17	32	33	33
Number purchased	123	60	96	96	96
SERVICES & USE OF THE COLLECTION					
Attendance - manual count	7,594	7,385	7,619	8,447	8,819
	2,360	3,778	2,179	1,967	2,284
Regular circulation	3	5	254	3	0
Reserve circulation	3,285	3,276	5,746	6,222	7,648
Shelving	2,002	964	1,600	1,301	1,464
User contacts - reference and info. questions	0	0	0	0	0
Number of online searches	0	0	0	0	0
Number of patrons requesting online searches	U	v	V	v	
INTERLIBRARY LOAN					
LENDING:					DING
Requests received - Campus	6	2	0	2	170
Requests received - Other	139	338	142	231	179
BORROWING:					BOMING:
Requests received - Campus	18	4	2	* 0	* 0
Requests received - Other	46	35	40	3	2
BUDGET					
Operating Budget:					othog Rudget
Books, Serials, Binding					\$ 6,270
Salaries					\$ 214,940
Materials & Supplies					\$ 3,244
Income: Endowments					\$ 28,351
One-time Gifts					\$ 62,433
One-time Onts					
STAFFING					
Librarians					2 2 5
Library Assistants					3.5
Casual (FTE)					1.7
PHYSICAL FACILITIES					
Stack Space - Linear Meters	2,151.00	2,382.00	2,382.00	2,382.00	2,382.00
User Seating (at tables & Carrels)	22	14	14	14	14
<ul> <li>Health Sciences Library responsible for most borrowing since 1988/89.</li> </ul>					

## PHYSICAL SCIENCES & ENGINEERING - PSEAL

COLLECTION SIZE	1979/80*	1984/85**	1987/88	1988/89	1989/90
Total Number of books and journals	118,990	167,890	190,412	201,642	195,653
Number of books (vols.)	69,794	90,703	105,478	113,024	105,335
Number of journals (vols.)	49,196	77,187	84,934	88,618	90,318
Total Number of serial titles received	2,308	2,213	2,010	1,985	1,818
Number received as gift/exchange	693	587	480	475	393
Number purchased	1,615	1,626	1,530	1,510	1,425
SERVICES & USE OF THE COLLECTION					
Attendance - gate count	354,637	343,252	376,010	477,679	541,023
Regular circulation	81,927	81,353	72,017	97,791	127,745
Reserve circulation	25,013	41,413	36,232	99,117	***
Shelving	214,993	217,931	288,383	456,678	590,540
User contacts - reference and info. questions	39,456	79,239	64,256	66,416	111,021
Number of online searches	336	160	249	381	342
Number of patrons requesting online searches	114	47	60	134	176
Number of patrons requesting online searches	114	4/	00	134	170
INTERLIBRARY LOAN					
LENDING:					
Requests received - Campus	636	753	332	301	287
Requests received - Other	4,487	4,215	4,399	3,889	2,248
BORROWING:					
Requests received - Campus	621	291	111	142	258
Requests received - Other	1,200	2,745	2,365	2,527	2,395
BUDGET					
Operating Budget:				:10	
Books, Serials, Binding					\$ 784,838
Salaries (includes Area Librarian)					\$ 716,454
Materials & Supplies					\$ 17,679
Income: Endowments					\$ 48,316
One-time Gifts					\$ 20,538
STAFFING					
Librarians (includes Area Librarian)					5.75
Library Assistants					14.5
Casual (FTE)					1.6
PHYSICAL FACILITIES					
SHYSICAL FACE CRESS AT ST.	ON SCL		April 1	THE STATE OF	tel spage to
Stack Space - Linear Meters	5,876.00	10,702.00	10,702.00	10,877.00	10,877.00
User Seating (at tables & Carrels)	274	521	479	518	524

<sup>\* 1979/80</sup> includes figures for Engineering and Physical Sciences (amalgamated to form PSE 1981/82) & for Northern Studies (merged with PSE 1983/84)

\*\* includes figures for Oceanography (merged with PSE 1986/87) and for Physics (merged with PSE 1987/88) Physics-only journal volumes merged. Physical facilities figures for Oceanography & Physics not included.

<sup>\*\*\*</sup> included with regular circulation

THE PARTY AND TH

#### RELIGIOUS STUDIES LIBRARY - Hussal

	COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90	
	Total Number of healts and journals:	62,746	66,524	69,069	70,567	71,544	
	Total Number of books and journals:			60,835	62,105	62,965	
	Number of books (vols.)	55,835	58,877		8,462	8,579	
	Number of journals (vols.)	6,911	7,647	8,234	0,402	0,377	
	Total Number of serial titles received:	191	166	164	158	154	
	Number received as gift/exchange	23	21	21	20	19	
	Number purchased	168	145	143	138	135	
	Number purchaseu	102					
	SERVICES & USE OF THE COLLECTION						
	Attendance - gate count	13,629	20,602	21,047	22,343	23,685	
	Regular circulation	9,497	14,349	15,139	17,726	19,515	
	Reserve circulation	2,842	5,670	5,494	6,395	7,148	
	Shelving	25,842	32,154	33,863	37,846	41,338	
	User contacts - reference and info. questions	1,322	2,528	2,875	2,705	2,884	
	Number of online searches	0	0	0	0	0	
	Number of patrons requesting online searches	0	0	0	0	0	
	Number of patrons requesting offine searches	0		eni snifno ;	griftanuper n		
	INTERLIBRARY LOAN						
	LENDING:						
	Requests received - Campus	8	4	48	23	18	
	Requests received - Other	122	190	197	277	246	
	BORROWING:						
	Requests received - Campus	7	1	48	65	111	
	Requests received - Other	48	120	143	Borrowing done the	rough McLennan	
	Requests received - Other	35					
	BUDGET						
	Operating Budgets						
	Operating Budget:					\$ 7,199	
	Books, Serials, Binding					\$ 134,415	
	Salaries					\$ 1,954	
	Materials & Supplies					Ψ 1,50.	
	Congress cataloguing					\$ 2,377	
	Income: Endowments					\$ 15,695	
	One-time Gifts					\$ 15,075	
	Proceeding						
	STAFFING						
	Librarians					1	
	Library Assistants					2.5	
*	Casual (FTE)					1200	
	Casual (F 12)						
1	PHYSICAL FACILITIES						
-	Stack Space - Linear Meters	2,551.00	2,551.18	2,551.18	2,551.18	2,551.18	
	User Seating (at tables & Carrels)	50	50	50	50	50	
	Osci Beating (at tables & Carreis)	Ob. Lat					

13

## ROSENTHALL MATHAMATICS & STATISTICS LIBRARY - PSEAL

COLLECTION SIZE	1979/80	1984/85	1987/88	1988/89	1989/90
Total Number of books and journals:	7,446	9,000	10,017	10,163	10,294
Number of books (vols.)	0	0	0	0	0
Number of journals (vols.)	7,446	9,000	10,017	10,163	10,294
Total Number of serial titles received:	247	243	250	243	243
Number received as gift/exchange	27	28	31	31	31
Number purchased	220	215	219	212	212
SERVICES & USE OF THE COLLECTION					
Attendance - gate count	23,330	23,316	19,206	18,719	7,398
Regular circulation	408	0	0	0	0
Reserve circulation	0	0	0	0	0
Shelving	5,571	6,666	6,830	7,096	2,702
User contacts - reference and info. questions	2,642	1,658	1,598	2,440	631
Number of online searches	0	0	0	0	0
Number of patrons requesting online searches	0	0	0	0	0
INTERLIBRARY LOAN					
LENDING:					
Requests received - Campus	1	7	4	17	0
Requests received - Other	97	65	28	17	0
BORROWING:					
Requests received - Campus	63	68	0	12	0
Requests received - Other	36	64	0	11	0

#### BUDGET

Operating Budget:
Books, Serials, Binding
Salaries
Materials & Supplies

Income: Endowments

**One-time Gifts** 

## **STAFFING**

Librarians Library Assistants Casual (FTE)

## PHYSICAL FACILITIES

Stack Space - Linear Meters	341.00	363.00	836.00	836.00	836.00
User Seating (at tables & Carrels)	38	36	34	34	34

## **HEALTH SCIENCES LIBRARY - TECHNICAL SERVICES**

<u>ACQUISITIONS</u>	1979/80	1984/85	1987/88	1988/89	1989/90
Monographs & Serials:	2 905	3,703	1,726	1,936	2,139
Orders sent out	2,895	3,703	1,720	1,750	2,107
CATALOGUING			•		100 022.00
Monographs & Serials (Titles):					
Original cataloguing	741	944	719	975	927
Copy cataloguing	5,098	3,640	2,053	2,822	2,208
Other cataloguing	307	132	5,557	333	437
Processing	6,891	8,843	12,789	7,683	5,462
Binding	1,769	4,076	4,836	2,539	4,997
STAFF					
STATE COL					
Librarians					1
Library Assistants					5.83
Casual (FTE)					0

#### BUDGET

Salaries (included in Health Sciences Total)

Cataloguing support (UTLAS, etc.) (included in Central Tech. Services)

## **LAW LIBRARY - TECHNICAL SERVICES**

ACQUISITIONS	1979/80	1984/85	1987/88	1988/89	1989/90
Monographs & Serials: Orders sent out	2,534	2,305	2,041	1,913	2,699
CATALOGUING					
Managed P. Coriola (Titles)					
Monographs & Serials (Titles):	1,531	1,290	1,522	965	379
Original cataloguing	0	0	0	811	1,920
Copy cataloguing Other cataloguing	557	103	186	282	203
Processing	16,004	7,914	6,855	6,217	5,816
Binding	1,031	854	1,181	434	1,327
billung	_,00_				nt contributed
STAFF					
I thursdays					0.7
Librarians Library Assistants					5.5
Casual (FTE)					0
Casual (FIE)					

#### **BUDGET**

Salaries (included in Law Library Total)
Cataloguing support (UTLAS, etc.) (included in Central Tech. Services)

\$ 274,094

\$ 394,303 \$ 28,059

## CENTRAL TECHNICAL SERVICES

<u>CE</u>	NTRAL 1	ECHNICA	L SERVICE	28			
		1979/80	1984/85	1987/88	1988/89	1989/90	
ACQUISITIONS		1777/00	1704/05	1707700	1700/07	1,0,1,0	
Monographs & Serials:							
Orders sent out		19,824	17,709	19,786	21,336	20,758	
CATALOGUTUG							
CATALOGUING							
Monographs & Serials (Titles):							
Original cataloguing		7,472	6,188	7,145	5,568	5,149	
Copy cataloguing		28,059	23,942	28,317	28,860	24,018	
Other cataloguing		2,334	3,172	5,923	1,676	1,162	
Processing		50,460	47,130	61,239	65,794	63,821	
Binding		12,863	11,811	10,828	12,587	10,985	
Reserve greekiles							
CTARE							
STAFF							
Librarians						14.7	
Library Assistants						42	
Casual (FTE)						4.2	
LENDING							
BUDGET (includes RECON & Barcoding)							
Salaries						2,183,767	
Cataloguing support (incl. Osler, Law catl. cards &	ITI AS for Healt	h Sciences & Law)			\$		
Other (materials, supplies)	CILAS IOI HEAD	in Sciences & Lawy			\$		
Books, Serials & Binding					\$		
,							
		~~~~~~~~~					
		<b>SYSTEMS</b>					
						1989/90	
						1707/70	
STAFF							
dia language de coa, o							
Librarians						4	
Library Assistants						2	
Casual (FTE)						1	
Library agraiants							
BUDGET							

Salaries

Equipment, Installation, Maintenance, Software Materials & Supplies

#### 5. ANNUAL REPORTS OF THE DIRECTOR OF LIBRARIES

- 1. 1988/89 Annual Report
- 2. 1989/90 Annual Report

APPENDIX: 5.1



McGILL UNIVERSITY LIBRARIES
Annual Report 1988/89

# McGILL UNIVERSITY LIBRARIES Annual Report 1988/89

Dr. Eric Ormsby Director of Libraries July, 1989

#### **Preface**

I have the honour to present the Annual Report for 1988/89 for the McGill University Libraries.

This is the third such report which it has been my privilege to present. Like its predecessors, this year's Report chronicles several important advances in the automation of the Libraries; also like its predecessors, the 1988/89 Report sounds an alarm with regard to the Libraries' collections.

In thinking about this contrast, which seems to be becoming endemic to the Libraries, it occurred to me that the problem may lie, at least in part, in librarians' use of the term "collections." After all, the McGill University Libraries boast holdings of over two million volumes and annually spend almost \$4 million to maintain and improve these collections. Why should there be alarm? The term "collections" conveys overtones of old-fashioned bibliophiles and antiquarians gloating over well-dusted shelves lined with volumes in exquisite bindings; there is some connotation of unbounded, and even indiscriminate, acquisitiveness, as though "collections" could, by definition, never really be complete. From this viewpoint, librarians' complaints about the deterioration or insufficiency of the Libraries' collections have a self-serving sound. Could any allocation ever satisfy such insatiable "collectors" as librarians seem to be?

For librarians, however, the term "collections" has a far more complex and nuanced meaning. Collections comprise not only precious books in exquisite bindings, but every source of scholarship and information in virtually every conceivable format. Collections thus will include books and journals, but also manuscripts and CD-ROMs, papyrus and videotapes, microfiches, computer software, cuneiform tablets, palm-leaf scrolls, films, cassettes, posters, architectural drawings, databases in all their myriad varieties, newspapers, documents, census tapes, glass negatives, wax cylinders, and indeed, whatever medium and instrument which human beings have employed from time immemorial until today to convey knowledge.

For librarians, moreover, the Libraries' collections are not passive and inert, but represent almost infinite possibilities of dynamic exchange. The services which Libraries offer are the interpretation and articulation of its collections for the world. The Libraries' collections remain mere dead letters unless vivified by the expert librarian, by the scholar, or by the curious student, or indeed, by all of these working in concert.

For too long now, the ability of the McGill University Libraries to develop and grow has been compromised by budgetary constraints. The Libraries have not received meaningful base budget increases for acquisitions for over a decade, even though the cost of materials has risen at a staggering rate. In 1988/89, overexpenditures for scientific journals, the indispensable resource for the research on which the hard-won glory of McGill University has always been based, once again reached \$600,000. The Libraries have no realistic choice at present but to acquire necessary journals and monographs and other research sources at current market prices. And yet, the Libraries cannot meet their minimum obligations at present levels of funding. In the coming year, it will be painfully necessary to decide whether the Libraries must cancel hundreds of thousands of dollars worth of scientific and research journals and thus drastically impair the ability of faculty and researchers to carry out their responsibilities, or face overexpenditures totalling nearly \$1 million in the following year.

Surely it is time, after all the painful budgetary compressions of the recent past, to allow the Libraries not only to meet their immediate obligations to students and faculties, but even, perhaps, to grow and to develop collections and services commensurate with the University's aspirations and mission. A base budget increase on the order of \$500,000 is immediately needed merely to maintain the status quo. This is not unreasonable if one considers that the Libraries have received no appreciable base budget increase for acquisitions in recent memory.

While 1988/89 has been a year of accomplishment in many respects, it has also been a difficult year for the Libraries. In my view, it is irresponsible to dwell

on accomplishments, substantial as they may be, without first calling attention to the dangerous situation in which the Libraries now stand. Through a remarkable and concerted effort, the McGill University Libraries displayed a dramatic improvement as a result of the recent MAP campaign. But such improvements, however welcome, cannot be sporadic; they must be sustained and built upon for the future.

The following Report lists a number of significant advances during the past year. Most conspicuous has been the successful implementation of the NOTIS circulation module in the Physical Sciences and Engineering Library, the first installation of an efficient and reliable automated circulation system at McGill. The implementation of automated acquisitions in the same month represents a less obvious, but equally important, achievement. The continuing automation of the complex system of libraries at McGill is the result of determination, hard work and vision by dozens of librarians, library assistants, and computing experts. The implementation of NOTIS at McGill has been a truly collaborative endeavour, and one for which the Libraries and and their staffs can justly be proud. Special commendation is due to Mrs. Anastassia Khouri St-Pierre and her Systems Office of dedicated professionals for guiding this major project.

Whatever the problems the McGill University Libraries must face, the Libraries and the University are extremely fortunate in having one of the most dedicated, enthusiastic, skilled and resourceful staffs anywhere in North America. It is a constant pleasure and an honour for a director of libraries to be able to work with such an exceptional staff; for myself, I can say in all sincerity that I feel truly privileged to have such colleagues.

Not all accomplishments in 1988/89 were technological, but came about as the result of plain old-fashioned discussion, negotiation and consultation. Thus, the formulation of the new regulations on promotions and tenure was finally concluded and the regulations approved by the Board of Governors. These regulations represent a genuine improvement. The Association of McGill University Librarians under the presidency of Ms. Lorraine Dubreuil deserves recognition for its important role in the crafting of this document. At the

Librarians' Forum on February 13, 1989, I presented an outline of the broad goals which seemed to me most important for the Library to pursue in the coming years. These goals included fundraising; development of the collections; automation of the Libraries; and a determination of the best organizational and administrative structure for the Libraries. These are, by their nature, goals that depend on concerted, cooperative action. By their nature, such goals are also probably not susceptible of final and definitive realization, but represent ideals toward which we may work. I hope that in the coming year we will work together and come somewhat closer to realizing them.

#### Collections

The collections of the McGill University Libraries represent its greatest and most important asset. The collections provide our raison-d'être. They are the basis on which all of our services are defined and provided. The Libraries' collections represent not only its necessary response to the University's teaching and research needs, but also its legacy to future generations of students, scholars and researchers. But while the collections represent the chief glory of the McGill University Libraries, they also represent the most challenging aspect of library administration. Book prices continue to climb; prices for scientific journals continue to rise above already exorbitant levels. There is, as well, a constant tension between the Libraries' need to collect extensively in a great number of disciplines and its obligation to provide comprehensive services to its users. McGill has an added burden in that it serves, often tacitly, as a research resource for numerous individuals and institutions not only within the Montreal community, but throughout the province. The strength of McGill's library collections is reflected in its continuing good standing in the Association of Research Libraries Index, whose last ranking rated McGill at 38th place.

Thanks to the second installment of a subvention from the Quebec government in the amount of \$628,000, skillfully negotiated by the University Administration, it was possible to forestall the effects of rising journal prices for yet another year. Nevertheless, the University Libraries continue to face an annual overexpenditure

for journals that is steadily increasing. If a satisfactory solution is not found, cancellations of important journals will once again be unavoidable in the coming year.

Several factors contribute to the escalation of journal prices. There is, first of all, an apparent increase in the number of journals and articles published annually. Secondly, a continuing relative weakness of our currency vis-à-vis certain European currencies has continued to diminish our buying power. Thirdly, and perhaps most distressingly, unfair pricing practices by a small group of unscrupulous publishers continue unabated and show no signs of lessening. In the view that only the last of these three factors is one over which we may have any influence, the Director of Libraries in 1988/89 began a series of meetings with faculty members from all areas of the library, but with particular emphasis on the scientific disciplines. The purpose of these discussions was to make faculty members and researchers aware of the gravity of the present situation and to enlist their support in devising ways to combat the unfair practices of certain publishers. By year's end, the Director had received a number of helpful suggestions and the promise of future cooperation. As a result of these meetings, a special task force will be assembled with representatives from certain key disciplines, not only in the sciences but in economics and law as well, with a mandate to determine ways in which librarians and faculty together can contest the unfair pricing practices of such publishers as Pergamon Press, Elsevier, Springer-Verlag, and Gordon and Breach. At the same time, the Association of Research Libraries has at long last received two detailed reports from independent consultants analysing the current crisis and making recommendations. For the first time, these reports place within the hands of librarians reliable and credible evidence for the profiteering of these dishonourable publishers. The Director of Libraries will distribute these reports through the special task force.

Whatever means may be devised to combat the situation, it seems likely, however, that inflated pricing of key journals will continue for the foreseeable future. If the subvention from the Quebec government continues, we will be able to weather the crisis for the next few years. It seems painfully clear that

some more durable solution must be found. Resource-sharing with other institutions, or the encouragement of new formats for publishing (such as online publishing) may offer some long-term hope.

In 1988/89, significant internal changes took place in the process of collection development, especially within the Humanities and Social Sciences Area. For several years now, selection has been carried out on a part-time basis by members of the McLennan Reference Department. This arrangement had certain conspicuous advantages. For example, it put those most actively involved in public service in contact with the immediate users of the material they were selecting. At the same time, however, it represented a considerable burden for reference librarians, who often could not find adequate time to carry out their selection duties.

In 1988/89, considerable discussion took place as to what might be the best configuration for selection in the Humanities and Social Sciences Area. There was a general sense that the earlier system, by which selection had been entrusted to a few bibliographers, was not suitable at McGill. At the same time, it seemed clear that reference librarians could not do justice to selecting if they were also to carry out their reference duties responsibly. No ideal solution to this problem was apparent since there was little possibility to increase professional staff. Nevertheless, early in 1989, Mr. Calvin Evans, Head of the Humanities and Social Sciences Area Library, in consultation with Mrs. June Schachter, Acting Head of Collections, devised a modified plan under which more time would be devoted to selection by certain selectors with a gradual increase in responsibilities for certain key areas. Simultaneously, Miss Kathleen Toomey assumed responsibility for selecting in the area of History. Miss Toomey also took on responsibility for certain allied and subsidiary areas such as Renaissance Studies. Under the old system, bibliographers had remained relatively isolated from the public which they ultimately served. Under the new arrangement, selectors will remain in regular contact with students and faculty. This seems essential to the success of any collection development at McGill.

In August 1988, the Director invited Dr. Orest L. Pelech, Slavic and Western

European Bibliographer at Duke University, to visit the McGill University Libraries and make recommendations on collection practices. Dr. Pelech made a three day visit on August 1-3, 1988, at which time he met with key members of the Library System staff and discussed the future of collections at McGill. His visit resulted in an extensive report which was, however, exceedingly controversial. Among other things, Dr. Pelech contended that McGill had fallen seriously behind in the acquisition of certain basic areas, which he identified largely by language. Specifically, he alleged that McGill had failed to collect assiduously in the areas of contemporary French, particularly scholarly monographs in historical studies in French. He also noted a decline in the acquisition of scholarly titles in such languages as German and Italian. Dr. Pelech recommended a system of full-time bibliographers for the building of collections. Because the Pelech Report was couched in a provocative style, and because certain of its findings were unpalatable, the Pelech Report generated a great deal of controversy and discussion not only among librarians, but within the Faculty of Arts, too. In this respect, it served a most helpful function. The charge that McGill had fallen behind in such essential areas as contemporary French scholarship prompted the Director to allocate monies to fill outstanding gaps in this discipline. During the subsequent year, it was ascertained that, indeed, McGill had been deficient in these areas, and particularly, French, German and Italian; as a result, with the assistance and cooperation of members of the Department of History, we began filling the gaps in our historical collections.

In 1988/89 considerable discussion occurred within the University about the nature and future of the Libraries' collections. This is a most heartening and encouraging development. The intensive interest and concern for the collections evinced by the faculty, and especially the Faculty of Arts, represents an extremely hopeful sign. The relative inadequacy of the Libraries' budget for acquisitions drew considerable comment from concerned professors. By the close of the year, the issue had been brought to the floor of the academic Senate. It is to be hoped that this issue will continue to attract the interest and support of faculty, since no other issue regarding the Library System affects them so directly as the future of the collections.

The state of collections at the McGill University Libraries is indeed continuing cause for concern and alarm. This is not a recent issue. It has, in fact, been enunciated repeatedly over the years, most recently perhaps in 1982 in the Collection Analysis Project Final Report. Thus, in the recommendations it is urged

that the Director of Libraries continue to use every opportunity to impress upon the University the serious state of erosion in the purchasing power of the collection fund and once this underfunding has been corrected that funds for purchase of books and journals be indexed (p. 11).

During the three years in which Rattrapage funding was available, this process of deterioration was partially arrested and noticeable improvements were made. However, we have now reached the end of Rattrapage funding. In 1988/89, a mere one-fourth of the Rattrapage funding was available that had been available in 1986/87. In 1988/89, for example, we had at our disposal \$115,553, whereas in 1986/87 we could draw on \$463,180.

With respect to the different Areas, the effects, though varied from area to area, are substantially the same. HuSSAL budget remained the same, but since the prices of books and journals have continued to climb and the buying power of the dollar has declined, the effect has been that of a cut. At the same time, overexpenditures for journals have continued to accumulate. In the Humanities and Social Sciences Area alone, an overexpenditure in the amount of \$85,000 occurred during the preceding year. In the Physical Sciences and Engineering Library, the overexpenditure was in the amount of some \$179,000. At present some 80% of the Physical Sciences and Engineering Area Library budget now goes for journals.

In the Law area, the acquisitions budget of approximately \$250,000 is clearly inadequate and was stated as such by the Cyclical Review Committee. It is worth noting that the Cyclical Review of Law for the first time incorporated a serious and systematic study of the Law Area Library. A conservative estimate

places the amount of money needed merely to bring the Law Area Library budget for acquisitions into line at some \$250,000 per annum, that is, double the present allocation.

Perhaps the most alarming trend, however, is evident in the Health Sciences Library where a serious process of decline is becoming ever more apparent with each passing year. It has become unavoidable, for example, to divert monies originally intended for monograph purchases increasingly into the purchase of journals; thus, some \$50,000 had to be redirected to that end in 1988/89. The problem of increased serial prices is especially acute in the Life Sciences Area. In her annual report for 1988/89, Mrs. Frances Groen, the Life Sciences Area Librarian, notes, "Relative to the economy in general, periodical prices far outpaced the cost of living, registering a 500% advance compared with 250% in the Consumer Price Index during the same period. In addition, foreign journals in North America nearly doubled in price in the three year period from 1985 to 1988..." In that same report, Mrs. Groen eloquently summarizes the current situation:

Librarians have not been reluctant to address, indeed, attack, certain publishers for profiteering through excessive price increases. For a number of years, librarians have overspent budgets to maintain journal collections, frequently at the expense of other budget items, including monograph purchases. For too long, librarians have believed that the only way to balance the budget has been to cancel journal subscriptions. This has frequently had a negative impact on users, and the process has failed dismally to correct the problem, since libraries continued to pay more for less. The reason was, in retrospect, obvious economics: the fewer journals libraries buy, the more journal prices will rise to compensate for loss of sales. (p. 8)

The situation with regard to the Life Sciences libraries is even more distressing if we look at a recent publication, Annual Statistics of Medical School Libraries in the United States and Canada. In this publication for the 1987/88 fiscal year,

the tables reproduced clearly show that while McGill is well below the North American mean in acquisitions of monographs and serials, it is substantially above the mean in services provided. These tables bear eloquent testimony to the intensive efforts which we are undertaking to provide the best possible services for our users. At the same time, however, they show that we are engaged in a losing battle to maintain parity with other comparable health sciences libraries.

		COLI	EC	TION DE	EVELOPME	NT	
McGILL	IN	RELATION	то	OTHER	HEALTH	SCIENCES	LIBRARIES

e advance compared with 25 compared with	McGill University lealth Sciences Library	North American Mean
Monograph titles added	1,667	2,387
Serial titles currently receive	ed 2,281	2,362
Paid serial subscriptions	1,768	2,079

## ACTIVITIES IN THE HEALTH SCIENCES LIBRARY IN RELATION TO OTHER NORTH AMERICAN LIBRARIES

	McGill	North American Mean
Use of the Collection	405,000	272 7/1
(Circulation and in-house use)	405,929	272,341
Photocopies	1,588,239	1,281,339
ILL Requests filled	10,140	8,246
User contacts	54,225	30,001
Educational Sessions	107	56
Professional Staff	7	9.91
Total Staff	24.06	31.67

Clearly, if this trend is not reversed, McGill's ability to carry out advanced research will be irretrievably compromised.

In 1988/89, there were several important gifts as well as one major acquisition.

In the Department of Rare Books and Special Collections, Mr. Bruce Whiteman, Head of the Department, was successful in obtaining the poetry collection of the late F. R. Scott. This is a collection with many presentation copies and first editions of significant Canadian and American poets of the 20th century. The collection was installed in the Rare Books room in 1988/89. In the same year, the Library System was fortunate in being able to purchase the manuscripts of Ontario poet Christopher Dewdney, one of the leading Canadian poets of his generation. These manuscripts, which include drafts of all of his books as well as his sketches and drawings, comprise all his oeuvre to date and represent a major coup for McGill. Finally, and perhaps most impressively, Mr. Whiteman was able to acquire the papers of Leon Edel with the help of a repatriation grant from the Canadian government. These papers, which arrived in May 1989, represent a vast archive of books, documents and letters pertaining to numerous aspects of 20th century literary history. The arrival of this important collection was marked also by the first F. R. Scott lecture, delivered by Professor Edel on May 11, 1989. This lecture will be published in Volume Three of the Libraries' scholarly journal, Fontanus.

In 1988/89, Mr. Whiteman was also successful in purchasing a significant collection of Stephen Leacock's papers at auction.

Finally, in the past year a first decisive step was taken in an effort to preserve our collections. Ms. Terry Mroz, formerly of the Canadian Centre for Architecture, undertook an analysis of McLennan's stacks in order to ascertain the extent of our preservation and brittle book problem. Her findings reveal that immediate action will be necessary in order to avert serious deterioration of our book collections. Mr. Michael Renshawe, Preservation and Collections Librarian, began in 1988/89 to develop a comprehensive plan for preservation and conservation of collections at McGill.

#### Automation

In 1988/89, the automation of the McGill University Libraries made significant progress. First, and most importantly, the automated circulation system became

operational in the Physical Sciences and Engineering Library. Equally significant though less visible, the acquisitions module in Central Technical Services also began to function in June.

In most libraries, automation proceeds with the implementation of circulation since it is the most visible public function of any automated system. It has usually been deemed politically advisable to automate a library beginning with the circulation function. At McGill, however, -- and wisely in my opinion, -- it was decided to implement the online public catalogue first. This is the most ambitious and most difficult aspect of any automation project. McGill is fortunate in that now it possesses a functioning online public catalogue which is widely-used on a daily basis by faculty, students and outside visitors. Nevertheless, our lack of automated circulation became more apparent with the implementation of the public catalogue. Despite the fact that in 1988/89 the University issued new ID cards barcoded for computer scanning, the automated circulation of the Libraries was delayed. In planning for circulation, it was decided to initiate the automated circulation in the Physical Sciences and Engineering Library, partly because the size of the collection made it possible to prepare the collections for circulation in an efficient manner. The first element of the automated circulation system to become operational was Reserves in Physical Sciences and Engineering Library. After intensive preparation and training, PSEAL Reserves became operational in early March 1989 and has functioned successfully since that time.

The next, and more ambitious, stage, involved preparing the entire Physical Sciences and Engineering Library for the circulation module. During the week of May 1-8, 1989, the Library engaged in a massive barcoding project which involved the effort and cooperation of dozens of people from within the Library System. Within this brief period--and the project finished well ahead of schedule--some 180,000 volumes in the Physical Sciences and Engineering Library were barcoded and/or linked to the MUSE database. This was done in a highly efficient manner with a minimum of disruption to patrons. It was also an outstanding example of cooperation among different divisions of the Library. Directed by the Systems Office and Mrs. Anastassia Khouri St-Pierre, with the

Sciences and Engineering Library depended for its success heavily on the efforts of Hanna Waluzyniec and Elizabeth Gibb in the Physical Sciences and Engineering Library as well as on the expert coordinating and planning skills of Mr. Michael Julien, also from the Physical Sciences and Engineering Library. During this intense period of activity, furthermore, some nineteen Technical Services people worked in the Physical Sciences and Engineering Library. Particular acknowledgement is due to Ms. Joanna Andrews and to Mrs. Joan Hobbins for their role in the success of this project and especially, in the effort to link long runs of scientific journal sets with "dumb" barcodes. The Physical Sciences and Engineering Library barcoding project was impressive not only because of its efficiency and organization, but because of the wonderful esprit-de-corps which prevailed throughout the week. It has given the Library System a model of how such operations may be carried on successfully and the methodology developed there will be applied to future barcoding projects within the Library System.

After barcoding, several weeks of revision and checking of the database, as well as the training of staff, were necessary. On June 5, the Physical Sciences and Engineering Library circulation module began operating and has functioned perfectly since that date. It is a peculiar feature of the implementation of automated circulation that even though extensive preparations and planning and intensive involvement by staff at all levels were required, once the system was in operation, it functioned as though it had always been present and seemed a normal and natural feature of library services.

The second major development in automation during 1988/89 was the implementation of the acquisitions module in Technical Services. For technical reasons it was extremely important that the acquisitions module be operational to coincide with the commencement of the fiscal year 1989/90; thus, June became the inevitable target date. Thanks to the skills and devoted work of a number of librarians and, particularly, Mrs. Brenda Hurst, Mr. John Hobbins, Miss Katherine Ball, and Mrs. Valerie Fortin, the acquisitions module began functioning in June 1989 on schedule. This has several immediate and important consequences. First of all, it will be possible to phase out the ACCORD system

of acquisitions, resulting in an annual savings of some \$50,000. Secondly, and more importantly for our users, it will permit the display of items on order in the online catalogue. A user thus can determine whether a book has been ordered and at what stage of the acquisitions process it stands.

During 1988/89, the Automation Plannning Group was formed. The purpose of this group was to involve the Area Librarians, as well as the head of Technical Services and other senior staff members, in the continuing implementation of the NOTIS system. This has had a number of beneficial consequences. First, it represents a stage in the automation process in which intensive involvement at all levels of the Library System has become necessary. Second, it allows for the benefit of advice and insights and continuing support from those librarians most immediately affected by automation. Since automation at the Libraries is a system-wide function (the first such function in the history of the Libraries), it behooves all of the Area Librarians and other heads of units to be as closely involved as possible, especially at this stage. The Automation Planning Group began meeting in January 1989 and has met on a bi-weekly basis since that time. Thanks to its involvement in the project it has been far easier to schedule such complicated projects as the barcoding of individual libraries. It has also been possible to draw up a realistic and workable schedule for the implementation of circulation throughout the Library System.

The automation of the Library permits us not only to do traditional services in a better and more efficient way, it also gives us access to new services. For example, through the automated system we are now able to compile accurate statistics on the use of our Libraries, its collections and services. By the end of 1988/89, for example, with 117 terminals available to the public throughout the Library System, we could determine that the total number of searches made in the past year amounted to 2,843,679. We are further able to break this down to see which times of year and which locations within the Library System are most heavily used. For example, it comes as no surprise to anyone to learn that the majority of searches occur in the McLennan Reference Department, almost 35% of the total. However, it had not been precisely documented before that a library such as Blackader-Lauterman is also extremely heavily used. In number

of total searches, for example, the use of Blackader-Lauterman surpassed that of all but four other libraries: McLennan stacks, McLennan reference, Physical Sciences and Engineering, and Redpath. This may help to determine how to allocate resources in coming years.

While the two most visible and fundamental accomplishments of the automation of the Libraries occurred with the implementation of the automated circulation and acquisitions modules, there were other very important achievements during the past year which deserve mention. In November 1988, for example, the MUSE database was made available to the teaching hospitals affiliated with the University. This occurred in the form of a database which we dubbed HOSPMUSE. Since November 1988, access to the Libraries' database through HOSPMUSE has grown steadily.

Another significant accomplishment in automation occurred with the introduction in January 1989 of the staff mode, which enables staff in Technical Services to access the database directly and enter records into it. Staff mode was also extended to Macdonald College during the past year.

A significant event in automation occurred with the extension of service beyond the immediate confines of the Library System. During the fall of 1988 it was possible for the first time to offer dial-up access to anyone on campus or within the city possessing a modem. The popularity of dial-up access has continued to grow, beginning in September 1988 and peaking in February and March of 1989. During the coming year, it will be important to consider how we might offer dial-up access to users beyond the immediate McGill community. This will entail the formulation of a fee-structure for cost recovery.

In this respect, a six-month project carried out jointly by the Physical Sciences and Engineering Library and l'Université du Quèbec à Montréal and its science library, is significant. This cooperative project extended from October 1, 1988 to March 31, 1989, and involved a study of reciprocal database access together with fax-based document exchange. The results of the six-month trial project were not surprising to McGill staff members, but they do provide important

documentary evidence of McGill's wider role in the Montreal-Quèbec library community. Our statistics reveal, for example, that McGill handled more than 20 times the requests sent to us by UQAM than we sent to UQAM, and we provided more than 100 times the number of fax pages to UQAM than we requested.

## Technical Services/RECON

1988/89 marked the virtual completion of the RECON project in the McGill University Libraries with the addition of some 144,500 records to the MUSE database. By June 1989, MUSE contained 781,185 records. By year's end, most of the McLennan and Redpath collections had been completed with only some corrections and revision remaining. Thanks to the skill and efficiency of Ms. Joanna Andrews, Technical Services Coordinator, and Miss Donna Duncan, head of the RECON project, it was possible to complete the RECON project on schedule. At the same time negotiations with UTLAS resulted in an agreement to proceed with the still unconverted Law Library, at advantageous prices. By the end of 1988/89, most of our libraries had been "converted." Those remaining fall into the group that was excluded from the project at the outset for reasons of technical complexity, namely, the Marvin Duchow Music Library, Islamic Studies Library, the Department of Rare Books and Special Collections, and the Law Library.

The implementation of the automated acquisitions system in Central Technical Services represented a major achievement in 1988/89 for Technical Services. Particular credit for the success of this project goes to Ms. Brenda Hurst, who assumed the acting headship of Acquisitions in 1988, as well as to Mrs. Khouri St-Pierre and her team.

Although most libraries are now converted, a significant number of records still awaits inputting into the database. The following table illustrates the various stages at which different libraries stand at the end of the present year. When completed, MUSE will offer 1,200,000 records to users.

### Status of RECON collections

a) Collections loaded in the NOTIS/McGill database

Botany/Genetics
Health Sciences (Medical and Dentistry)
Howard Ross
Macdonald
McLennan LC and Reference
Meteorology
Nursing/Social Work
Physical Education
Physical Sciences and Engineering
(Oceanography and Rutherford Physics)
Redpath

b) Collections input on UTLAS

Blackader-Lauterman
Blacker-Wood
Education
Library and Information Studies
Law Wainwright
McLennan Cutter and Microforms
Marvin Duchow monographs
Religious Studies

c) Collections underway

Law Presbyterian College

d) Collections not yet begun

Islamic Studies
(Reference collection is being considered)
Map and Air Photo
McLennan Government Documents and Rare Books
Marvin Duchow scores and sound recordings
Osler

In 1988/89 Central Technical Services catalogued 37,302 titles. This includes books, journals, microforms and audio-visual materials. In Law Technical Services, 1,996 titles were catalogued. In Life Sciences, 6,132 titles were catalogued.

Despite intensive involvement with such projects as RECON and barcoding in the

Physical Sciences and Engineering Library, Technical Services in 1988/89 was able to reduce its standing backlog of uncatalogued materials from approximately 19,000 to 15,000 volumes. This is an outstanding achievement.

With regard to Law, under the Acting Area Librarianship of Mr. John Hobbins, significant changes occurred which improved productivity in Law technical services dramatically. Indeed, cataloguing production in Law increased 22% over the previous year. This was largely accomplished with the creation of an Editor position in Law cataloguing, and through the redeployment of existing staff.

The work of technical services goes on behind the scenes and is rarely noted by users of the Library System. Nevertheless, it represents an essential part of the Libraries' activity. Sometimes it is hard for outsiders to realize the extent and the complexity of the work involved. For example, with regard to the MUSE database and the online catalogue in 1988/89 Technical Services made over 21,000 changes to the database to correct erroneous records and revise entries. Although RECON continues to be costly, we are beginning to realize some savings from automation in Technical Services. At the end of May, for example, it was possible to drop one UTLAS line for an immediate savings of \$1,820 a month. Eventually we expect savings from this cancelled line to amount to some \$3-4,000 a month.

## Development

There were several promising trends during 1988/89 in the area of library development.

On September 24, 1988, the Library System held its first Library Day. This event, hosted by Principal David L. Johnston, drew an audience of some 300 participants. Following a stimulating address by Mr. Peter Newman, the guests attended seminars on various aspects of the Libraries including preservation, development of collections, rare books and music librarianship. This important new venture, organized and designed by Dr. Hans Möller, Research and

Development Librarian, was the first in what we hope will prove to be an annual event. Library Day drew enthusiastic comments from participants who included alumni, benefactors, local professionals and businessmen, as well as librarians. Library Day was a first effort to draw attention to the Library System and its operations and to give outsiders a glimpse of what goes on behind the scenes. It is part of the Library's continuing effort to make its holdings and services better known to a wider public.

Library Day is also connected with another, more ambitious venture now underway: the creation of a "Friends of the Library" group. Such a group will have as its fundamental purpose the generation of broad support for the Libraries. Thanks to the continuing assistance of Mr. Douglas Bourke, President, McGill Fund Council, it was possible to identify a select group of interested benefactors and friends within the Montreal community. During the year, the Director and the Research and Development Librarian met individually and in small get-togethers with several of these prominent individuals, all of whom expressed enthusiasm for a Friends group. The creation of such a group requires a great deal of thought and planning. By the end of 1988/89, however, it was possible to identify a small advisory group which met on May 17 to discuss the future development of the Friends. The organization will be launched in the fall of 1989 and will present one or two programs yearly.

Further to Library Day and as part of the Friends of the Library development, the Development Office designed a handsome promotional brochure which was sent out to several hundred potential benefactors early in 1989. By the end of May 1989, \$6,875 had been received as a result of this appeal. In 1988/89, further generous gifts were received from the Friends of McGill University New York, Inc. One of these gifts, earmarked for the purpose of providing new and more advanced equipment for the Library System, resulted in the purchase of five fax machines to be located within the different areas of the Libraries and at Macdonald College. Through fax machines, internal messages and mail can now be sent and received more quickly. At the same time, the fax machines promise to have a major impact on Interlibrary Loan.

Finally, McGill was again successful in obtaining the following SSHRC grants for the maximum amount available (\$50,000): Renaissance Music (\$12,000), Osler Library (\$10,000), Medieval Art (\$28,00).

## Centralization of Libraries

The centralization of various units and functions within the Library System continued in 1988/89.

The topic of centralization of libraries continues to be controversial, especially for Faculties. Nevertheless, it appears to be an unavoidable consequence of the financial constraint which the Library System is experiencing. Branch libraries serve an important and often vital function; however, they are expensive, often inordinately so. In the present time of budgetary constraints and rising prices for materials it seems only responsible to seek a greater consolidation of our services. In coming years we will continue to examine libraries as well as services to see whether meaningful economies cannot be achieved by further centralization.

Thanks to the cooperation of a number of Faculties, it was possible to realize the new Geosciences Library in Burnside Hall. This library, which will comprise the Meteorology, Map and Air Photo, and Oceanography collections, will occupy the fifth, and part of the sixth, floors of Burnside Hall. It represents a happy example of a merger which had the full support and backing of all of the interested parties from a number of disciplines and departments. In January 1989, Mrs. Carol Marley was appointed the new head of this fledgling library and assumed her responsibilities in March of 1989. Following the completion of the physical renovation of the Burnside area, the library should be ready for opening in September of 1989.

In 1988/89, further developments occurred in the amalgamation of the former Undergraduate Library within the Humanities and Social Sciences Area Library. Specifically, this took the form of a merger of the Audio/Visual Operation with

the former Undergraduate Library Reserves Unit. By the end of 1988/89, physical renovations were underway in the Redpath building to provide a merged reserves and audio-visual service as well as to create a significant number of new study spaces for undergraduates in that building. These changes came about as a result of an extensive study prepared by Beckman Associates, who spent several months devising a plan for the future use of space in the McLennan and Redpath libraries. The present renovation represents Phase One of this project.

At the same time, in 1988/89 Mr. Robert Clarke, the new head of the Library and Information Studies Library, continued his assessment and weeding of the collection in that library. By the summer of 1989 it will be possible to transfer a significant portion of that collection into the McLennan stacks. In the meantime, however, Mr. Clarke has succeeded admirably in trimming the collection and in fashioning a superbly functioning library.

In the summer of 1988, the long-awaited merger of the Botany-Genetics Library and the Blacker-Wood Library occurred on the lower levels of Redpath. The entire extremely complicated project—it involved the shifting of two libraries from two separate locations and their integration in a new location—was handled with marvellous efficiency and dispatch by Miss Eleanor MacLean and her staff. The consolidation and integration of both collections into one coherent collection in the new location required over three months, but by the fall semester of 1988, the library was already operational and functioning smoothly. While there is an inconvenience to certain users because of the the new location of the combined library, the integration of both collections in one location has proved to be quite beneficial. The only aspect which remains to be completed is the new Rare Book Room, and so Blacker-Wood rare books, a major part of that collection, remain for the moment in their old location.

The consolidation of the Dentistry Library within the Medical Library in the previous year resulted in a name change. After considerable discussion and consultation, the name Health Sciences Library was chosen for the combined facility.

A further result of the merger between the Undergraduate Library and McLennan within the HuSSAL area occurred with the creation of the new McLennan Information Desk, which went into effect in August of 1988 in the lobby of McLennan Library. The Information Desk, the purpose of which is to provide quick information and to provide some of the services formerly offered in the old Undergraduate Library, quickly proved a success. At the beginning of the winter semester in 1989, the McLennan Information Desk was moved across the lobby adjacent to the turnstiles and the entrance to the building in order to help secure the staff monitor access to the building.

Partly as result of the consultants study by Beckman Associates, it was determined that the Technical Services Unit on the sixth floor of McLennan could be considerably consolidated to recover a significant amount of floor space for stacks. The Beckman study suggested that up to 40% of the floor might be recovered for stack space under a new configuration of staff, and by the end of the reporting year renovations were underway.

There were also significant physical renovations and consolidation of collections in the Physical Sciences and Engineering Library. The heavily-used journal collection which had occupied quite unsuitable space on the second level, was relocated to level four in prime space formerly used only for photocopy machines. Though this move caused some controversy and disruption at the outset, it was quickly accepted and has since proven to be a far superior location to the previous one. As a result of the move of the scientific journals to level four in the Physical Sciences and Engineering Library, it was possible to expand and improve significantly both the circulation and the reference departments in the Physical Sciences and Engineering Library. The renovations have been modest but they have made a dramatic improvement in the space available and in the appearance of the entrance way to the Physical Sciences and Engineering Library.

Finally, at Macdonald College Library, it was possible to move collections into an enlarged and improved stack area and this was accomplished during 1988/89.

#### Staff

In 1989, the Library suffered a serious loss with the sudden and untimely death of Ms. Wendy Patrick, Head of the Nursing/Social Work Library. Wendy Patrick was a consummate professional librarian whose skill, intelligence and sense of humour were an inspiration to all of her many friends and colleagues. The success of the Nursing/Social Work Library was largely the result of her originality and hard work. Wendy's death on February 4, was a terrible loss for us all. The affection and respect in which Wendy was held by her many friends and colleagues were reflected in the creation of the Wendy Patrick Memorial Fund, which by year's end had grown considerably. The funds will be devoted to purchases in Nursing/Social Work collections.

#### Promotions:

The following librarians received Senior Professional Appointment in 1988/89:

Deanna Lalande-Cowan	June 9, 1988				
Joan Hobbins	April 16, 1989				
Anastassia Khouri St-Pierre	March 1, 1989				
Nellie Reiss	September 1, 1988				
Phyllis Rudin	September 17, 1988				
Goldie Sigal	September 1, 1988				

In 1988/89, two librarians attained the rank of Senior Librarian: Wendy Patrick; and Kathleen Toomey.

Three librarians received the rank of Associate Librarian: Sharon Rankin; Albert Tabah (initial ranking); and Bruce Whiteman (initial ranking).

#### New Positions:

On March 1, 1989, Ms. Carol Marley, formerly Map Curator in the Department of Rare Books and Special Collections, and Reference Librarian, assumed the headship of the new Geosciences Library.

## New Staff Members:

The McGill Library System hired three new librarians in 1988/89. On July 1, 1988, Mr. Albert Tabah began in the Physical Sciences and Engineering Library as Computer Services Librarian. On August 1, 1988, Ms. Karla Kuklis became a cataloguer in Central Technical Services with responsibility for scientific cataloguing. On October 16, 1988, Mr. Robert Clarke assumed the position of Head of the Library and Information Studies Library.

## New Assignments/Transfers:

In June 1988, Mr. John Hobbins, Head of Acquisitions, Central Technical Services, accepted the position of Acting Law Area Librarian. In May 1989, John also resumed half-time headship of Acquisitions in order to expedite implementation of NOTIS acquisitions. On September 1, 1988, Ms. Vivienne Rock, formerly Circulation Supervisor in the former Undergraduate Library, became Head of Circulation in the Law Library.

In May 1989, Ms. Lorraine Dubreuil, former Head of the Map and Air Photo Library, transferred to full-time responsibility in Rare Books and Special Collections, McLennan.

In June 1989, Ms. Katherine Ball, Cataloguer, Central Technical Services, assumed the position of Searching and Serials Control Librarian. Ms. Valerie Fortin became Original Cataloguing Librarian in Central Technical Services.

In January 1989, McLennan Reference and the Law Library commenced an experimental exchange of reference librarians which will run to September 1989. The first participants were Ms. Elaine Yarosky and Ms. Louisa Piatti who have exchanged reference responsibilities in their respective libraries for some 16 hours weekly.

In September-October 1988, Ms. Doina Spiridon, Head of Cataloguing at the Institut Suisse de Droit Comparé, worked in McGill's Law Library as part of an

international exchange co-sponsored by the Director of Libraries and the Dean of Law. In the summer of 1989, Ms. Lenore Rapkin, Cataloguer in Law, will spend two months in Lausanne working at the Institut.

#### Retirements:

On August 31, 1988, Ms. Marjorie Judah retired as Head of the Howard Ross Library of Management after 18 years of service at McGill.

On August 31, 1988, Ms. Dorothy Medley retired after 46 years of service to McGill and the Law Library in particular.

Mr. Paul Beaulieu retired on July 31, 1988, after 15 years of service, all of which have been in the Acquisitions Department, Central Technical Services.

Mrs. Ingeborg Kramer took special early retirement on August 31, 1988, after 23 years of service to McGill. She had been employed in a number of libraries including Central Technical Services, the Department of Rare Books and Special Collections, and the Physical Sciences and Engineering Library.

Mrs. Maria Theresa Zoltowska retired on August 31, 1988, after 18 years of service to the Libraries. Mrs. Zoltowska was employed in the former Social Work Library and joined the Nursing/Social Work Library when it was formed by merger.

Ms. Sylvia Pow retired at the end of August 1988 with 14 1/2 years of service to the Libraries, all of which had been spent in the Cataloguing Department, Central Technical Services.

# Sabbatic Leave/Study Leave:

Three librarians were awarded sabbatic leaves for 1988/89. Mr. David Crawford, Assistant Life Sciences Area Librarian, received leave to undertake a comparative study of medical and hospital libraries in Northern Ireland and Shenyang, China.

Mrs. Elizabeth Silvester took sabbatic leave to complete a handbook on library collection development.

Ms. Wendy Patrick was on sabbatic leave at the time of her death; her research project examined the role of the librarian in providing health information to patients and their families in acute care hospital.

Ms. Irena Murray, Head, Blackader-Lauterman Library, went on a study leave to complete course work at McGill for a Master's degree in Architecture.

Dr. Faith Wallis was granted a study leave to fulfill the terms of a Grant-in-aid of research awarded by the Hannah Institute of Medical History, in order to locate and prepare a census and study of medieval computus manuscripts containing calendar material.

## Resignations:

Mrs. Brenda Hurst, Acting Head of Acquisitions, resigned on March 31 to accept the position of Head of Acquisitions at CISTI in Ottawa. Mrs. Hurst had done an outstanding job in helping to implement the NOTIS acquisitions module. She was also the first librarian to have been elected president of MAUT.

On February 1, Mr. William Curran, formerly Reader Services Librarian, accepted the headship of the Howard Ross Management Library; however, in mid-May, he announced his resignation to accept the library directorship of Bishop's University.

On June 1, Ms. Lillian Rider resigned as head of the Education Library to accept the position of reference librarian in McLennan Reference.

## Awards and Grants:

The second Career Achievement Award was given to Miss Jane Aitkens of the Library Systems Office for her outstanding contribution to the implementation of

the NOTIS system, and particularly her excellent work in training and preparing staff for the automated system.

Ms. Marilyn Berger, Reference Librarian, Blackader-Lauterman Library, was awarded the 1989 Chadwyck-Healey Professional Development Award.

Mr. David Crawford, Head, Health Sciences Library, was granted a World Health Organization Fellowship.

Dr. Faith Wallis, Head, Osler Library, was awarded a research grant from the Hannah Institute for Medical History.

## Other Activities:

The McGill University Libraries hosted several significant cultural events in 1988/89, in addition to its first Library Day (described under "Development").

On November 18, 1988, the Osler Library marked the official accession of its new collection of French medical theses with a reception and exhibition.

On March 28, Dr. Joseph Škvorecký, the distinguished Canadian-Czech novelist, and Dr. Lubomir Dorůzka, a noted historian of Jazz, spoke on "The Role of Jazz in Eastern Europe."

Continuing in the series of distinguished guests at Librarians' Forums, Professor Cynthia Hardy of the Faculty of Management, on April 14, 1989, addressed the librarians on the results of her studies of five Canadian universities and the role and nature of decision-making in those institutions.

On May 5, 1989, Vice-Principal Academic Dr. S. O. Freedman hosted a reception at the Blacker-Wood Library of Biology to mark the reception of *The Pheasant Drawings of Joseph Wolf*, a lavish facsimile volume which contained reproductions of original drawings held uniquely by the Blacker-Wood Library of Biology. On

this occasion, the Vice-Principal, the Director of Libraries and Miss Eleanor MacLean, Head of Blacker-Wood Library, also paid tribute to the outstanding contributions to the Blacker-Wood Library by Mr. David Lank. Mr. Lank's role in the production of the magnificent facsimile volume was crucial to its success.

On May 11, 1989. Professor Leon Edel delivered the first F. R. Scott lecture, entitled "Frank Scott and the Canadian Literary Renaissance."

In 1988/89, the Libraries underwrote a survey study by Professor Jamshed Beheshti of the School of Library and Information Studies to determine the current role of the McGill University Libraries in teaching and research at McGill. The results will appear in 1989/90.

The McGill University Libraries were pleased to welcome several distinguished visitors in 1988/89. In summer 1988, Dr. Thomas Hilberer of the University Library in Tübingen, West Germany, spent two months at McGill. The library was also honoured by the visits of Mr. Richard Landon, Head, Thomas Fisher Rare Book Library, University of Toronto, and of the Rev. William J. Monihan, Director of Library Relations, University of San Francisco, both of whom generously advised on fundraising and support for the Libraries' Rare Books collections. In May 1989, Mr. Paul McCarthy, Director of Libraries at the University of Alaska, Fairbanks, visited McGill.

In 1988-89, the following exhibitions were mounted:

## McLennan Lobby

July-August 1988 September 1988 October-November 1988 December 1988-January 1989

December 1988-January 19

Four British Charicaturists
Library Day Exhibits
The Northern Tour
The Greater Context: A merican
Infuences on Modern Canadian Poetry
Judaica and Hebraica
Two American Private Presses

February-March 1989 April-June 1989

## Redpath Cases

Around McGill (architectural exhibition
Women in War posters
Rumanian travel photographs
QPIRG display on recycling
Martlet House display on alumni relations
McGill University Photographic Society contest entries
Quebec ski posters
Canadian travel posters

Other

February 1988

Israel exhibition

APPENDIX: 5.2

# McGILL UNIVERSITY LIBRARIES ANNUAL REPORT 1989-90

Dr. Eric Ormsby
June 28, 1990

provide, through the capital comprige, adequate funds for collections it will secon

#### Preface

I have the honour to present the Annual Report of the McGill University Libraries for 1989-90.

The past year saw several important accomplishments for the Libraries, of which the most conspicuous was the implementation of automated circulation in the McLennan Library. This new service, which makes a tedious process almost effortless, represents untold hours of work by numerous librarians and library assistants. As is so often the case with libraries, the immense labour of preparation and installation went on unseen from public view.

The Library's accomplishments are often the result of virtually invisible, behind-the-scenes efforts. Its problems too are often not immediately apparent. The gradual decline of a library's collections, together with the physical deterioration of materials, is often not obvious to many until too late. Recently, in the *Budget Notes 1990-91*, it was shown that for the last five years, the Library's budget has manifested a 5.6% decrease, amounting to some \$783,000. This only makes plain what has been clear to Library staff and users for some time: we are struggling harder and harder merely to maintain our collections at an earlier, and inadequate, level.

It is heartening, therefore, to note that in 1989-90 the University placed its libraries very high on the list of priorities for the next capital campaign. Furthermore, emphasis was set on the development of collections. For too long now, the Libraries have had to protect collections at the expense of much-needed services. This was unavoidable. The Library's collections are its reason for existing. If we can now provide, through the capital campaign, adequate funds for collections, it will once again be possible to consider improving the Libraries' services to its users.

I would like in this Annual Report to acknowledge with gratitude the dedication, enthusiasm and skill of all our library staff. The success of the McGill University Libraries in the past year is the result of the library staff's continuing contribution.

#### Collections

Collections continued to occupy the highest priority during 1989-90. The importance accorded collections was reflected in the document produced by the Task Force on Priorities which recommended an immediate infusion of funds to the McGill University Libraries for the purpose of maintaining and augmenting collections. The overriding importance of this priority was reflected as well in the recommendations for the upcoming capital campaign. In each of the three scenarios proposed, the Library receives an extremely generous share of the projected monies, specifically for collections.

It is very gratifying to see the recognition accorded the central importance of the libraries collections in the University's overall planning. It is indeed remarkable that McGill University has continued to maintain such fine collections over the past 15 years despite punishing inflation in book and journal prices and continuing underfunding. But the general underfunding of McGill University is most conspicuous in the Libraries in the weakness and deterioration of certain aspects of their collections. The results of protracted underfunding are visible in incomplete collections, broken journal runs, in the deteriorating physical state of the books themselves.

Meanwhile, the prices of materials continue to rise and force us to incur overexpenditures. According to the *Bulletin of the Medical Library Association*, the average price per book title in the health sciences rose from \$15 in 1965 to \$81 in 1989, an increase of over 400%. Journals in the same fields increased by 633% in price over the same 24 year period. Such increases are sadly commonplace for all scientific materials.

Unfortunately, McGill is still far from realizing the full excellence in its Libraries to which it is otherwise committed as a university. Perhaps this is nowhere more apparent than in the provision of access to electronic sources of information.

Nowadays it seems safe to say that researchers and students in virtually every discipline expect, and indeed, take for granted, a multiplicity of means of access to research information. Users of the library have become extraordinarily sophisticated. In fact, students are often now far more knowledgeable and sophisticated in their exploitation of sources of information than some established researchers. The ease, and even the virtuosity, with which these sophisticated users approach sources of information is remarkable. We have simply not kept pace with the needs of these scholars. Unlike the world of books which is virtually limitless, the world of electronic data is still relatively easily encompassed. It is still possible to acquire whole sets of information en bloc in contrast to the methodical and labourious selection process which traditional bibliographers must carry out. But in this area of its collections, McGill is sadly behind in almost every area, even though the means are close at hand in our MUSE terminals. The difficult problem will consist in not sacrificing the traditional book and paper collections to these computerized sources. It seems clear that for the foreseeable future at least books and journals in traditional paper format will co-exist and indeed hold their own with electronic formats. The virtue of the electronic formats lies in their multiple points of access and the intricate ways in which information can be searched and retrieved. It is important that the McGill University Libraries be able to begin offering these new possibilities to our researchers. The excellence of research at McGill depends on it.

Throughout 1989-90 the McGill collections of books and journals continued to grow at a steady rate. In Central Technical Services a total of 29,922 new records were created of monographs, serials, microtexts, and audio-visual materials. The total number of items processed in Central Technical Services for 1989-90 was 63,821. In the Law Area Library 2,736 books and journals were catalogued in 1989-90. In the Health Sciences Library 3,019 books and serials were catalogued in 1989-90. The total number of materials added to the McGill University Library collections in 1989-90 was therefore 69,576.

In the past year a significant new step was taken to address the problem of conservation of our deteriorating collections. McGill was one of six Canadian

libraries to receive a Mellon Foundation grant in the amount of \$875,000 US. This grant, administered by the National Library of Canada for McGill University, as well as Laval University, University of Toronto, University of Alberta, and the University of British Columbia, enables us to institute a process of microfilming of rare and deteriorating volumes. Mr. Michael Renshawe, Collections and Preservation Librarian is the McGill Library representative to the consortium of Canadian Libraries. The share which McGill can expect from the grant is approximately 200,000 Cdn., enough to enable us to set in motion a preliminary preservation effort, long overdue at our library.

An important feature of collections at McGill University in the future will involve cooperation with other libraries and institutions in the city and province. Thus, during 1989-90 several efforts were set in motion, including a continuation of earlier projects to analyse relative collection strengths and weaknesses at Quebec university libraries. During the past year, for example, a concerted study was made of journals in chemistry at different CREPUQ libraries. An effort was also launched under the auspices of the Sous-comité des bibliothèques of CREPUQ to analyse government documents in the hope of devising some method whereby shared collection development can take place. This will probably become more and more the pattern in future years as the prices of materials increase and as scholarly titles themselves continue to proliferate.

In this same spirit, McGill University Libraries has undertaken to explore several cooperative arrangements in the past year. Thus, an agreement was reached between the Libraries and the Polish Institute in 1989-90. Under this agreement McGill will train the professional cataloguer at the Polish Institute, who will undertake some of the cataloguing for the Libraries in return. The records of the Polish Institute will henceforth appear in the MUSE database. Other separate but affiliated institutions include the Instructional Communications Centre and the McCord Museum library collection. It will also be possible to add the holdings of Presbyterian College to the MUSE Database.

On February 6 to 9, 1990, Mr. Balfour Halévy, Law Librarian, Osgoode Hall Library, came to conduct an evaluation of our Law Library collection. His analysis of our law collection revealed serious problems and deficiencies but also pointed the way to a number of remedies for those problems. The Halévy report will form part of the basis of a renewed effort at collection development in the Law Library.

#### Automation

In 1989-90, several significant advances were made in the automation of the McGill University Libraries. Probably the single most important, and certainly the most visible, advance came about throught the implementation of the public circulation module in the McLennan Library. This was the result of a long and complicated process. As in other libraries, implementation of circulation first necessitated barcoding of the entire collection; in McLennan, barcoding would comprise almost one million volumes. To accomplish this phase of the implementation quickly and efficiently was necessary in order to inconvenience users as little as possible. Therefore the McLennan barcoding project was divided into two phases. The first phase, which involved the application of so-called "smart" barcodes, occurred following the Christmas break early in 1990 and proceeded floor by floor throughout the McLennan stacks. The project finished well ahead of schedule; in a little over two weeks, some 600,000 volumes were barcoded. This represents a substantial achievement and particular credit is due to Mrs. Anastassia Khouri St-Pierre, Ms. Donna Duncan and Ms. Joanna Andrews, as well as to their staffs, for a remarkable display of teamwork and cooperation.

The second phase of the barcoding, which entailed linking materials not in the database with so-called "dumb" barcodes, was scheduled to begin in May 1990, and as of this writing, is proceeding smoothly and on schedule. Thanks to the barcoding that occurred during the first phase in January, it was possible to commence automated circulation in McLennan as of May 1, 1990. Installation of automated circulation in McLennan had an immediate impact on users. Checking out books

became a simple and efficient process no longer requiring the tedious filling out of library forms. The training and preparation of the circulation desk in McLennan involved a great many people all of whom cooperated energetically and imaginatively to realize this project. Thanks to the automated circulation system it is now possible to determine instantaneously whether a particular item is in the library or not. This feature is available through any terminal linked to the MUSE catalogue so that professors and students wil be able to determine the status of a given book from their homes or offices.

The installation of automated circulation in McLennan was the most visible and dramatic phase of NOTIS implementation in 1989-90. Automated circulation also became available in the Health Sciences Library and in the Howard Ross Management Library, and the barcoding of several other libraries proceeded simultaneously. At the same time, a schedule was devised for the installation of automated circulation throughout the system. The final installation is envisaged to be completed by the fall of 1991. In addition automated reserves were implemented in both the Redpath and the Law libraries. In Central Technical Services the automated acquisitions module was activated and a few months later automated acquisitions were made available in both the Law and Health Sciences libraries. Initial installation of the serials module was effected. During 1989-90 the so-called GTO (or Generic Transfer Overlay) feature of the NOTIS System was also implemented. This enables direct cataloguing in Central Technical Services, Law and Health Sciences into the MUSE database, thus avoiding the delays that were a feature of cataloguing in the past. The successful implementation of the GTO represents an extremely significant advance in automation at McGill, even if it is inconspicuous to the public. Also in 1989-90 the NOTIS 4.6 release was loaded. This release enhances the software already available to us.

The retrospective conversion (RECON) of library catalogue records continued in 1989-90. One of the outstanding features of McGill's plan of automation involved the simultaneous conversion of records into electronic format and this is now nearing completion. By May 1990 the size of the MUSE database was 1,018,180 records, an increase of almost 300,000 records from the previous year. Of these more than 1

million records, 47% represent current cataloguing, while 35%, or 431,888, represent RECON records. The ultimate size of the MUSE database will probably be 1.2 million records. During 1989-90 RECON records for the following collections were loaded into the MUSE database: McLennan Cutter, Microforms, Health Sciences, Library and Information Studies, Music, and the Wainwright collection in Law. During 1989-90, retrospective conversion of the Law Library general collection continued and was complete by the end of the year. The records are scheduled to be loaded during the summer of 1990. By the end of the present year therefore, the bulk of the McGill collections had been converted and loaded, or were scheduled to be loaded, into the MUSE database. Appoximately five special collections remain to be converted. These include Government Documents, Rare Books, Islamic Studies, Music and the Osler Library. All of these libraries (with the possible exception of Osler) represent special problems and challenges for the conversion process. During the coming year it will be necessary to seek outside funding to convert these final collections and so complete our database.

CD-ROM service was enhanced and expanded in 1989-90. Of particular interest was the Humanities and Social Sciences Area Library where no fewer than eight CD-ROM workstations became operational during the year. A variety of databases is now easily available to users in HuSSAL at these stations.

In 1989-90 an intensive investigation was begun of the extension of the MUSE system to include access to outside commercial databases. This promises to have important consequences for students and researchers at McGill. Simply put, the idea entails providing access through the MUSE terminals to a variety of commercial databases in such fields as chemistry, engineering, law, medicine, and the social sciences. In 1990, two commercial vendors, NOTIS and BRS, came to give day-long demonstrations of their products designed to meet this end. Both of these systems, which seem to be the leading possibilities, are now being evaluated in the hope that a decision can be made early in the coming year. There is considerable faculty interest in this possibility which will enormously expand the capabilities of our NOTIS system.

During 1989-90 the Director struck a committee to investigate the possibilities of new technologies which are not now inherent, or promised, in the NOTIS system. This committee under the chairmanship of Ms. Sharon Rankin, Systems Office, included Angella Lambrou (Health Sciences Library), Marcos Silva (HuSSAL), and Louisa Piatti (Law), and considered a variety of new services and possibilities. The role of the New Technologies Committee had as its purpose to explore and evaluate new and developing technologies which might be applicable to the library. During 1989-90, the Committee on New Technologies investigated a number of promising and exciting technological advances, some still in the theoretical stage.

It is a pleasure to acknowledge the skill and expertise of all the many individuals who contributed to the implementation of automation at McGill in 1989-90. Particular credit is due to Mrs. Anastassia Khouri St-Pierre, who guided the implementation of NOTIS expertly throughout the year. Credit is also due to the members of the Systems team, Ms. Jane Aitkens, Ms. Sharon Rankin, Mr. Ron Johnston and Ms. Pat Riva. At the same time, I would like to acknowledge the continuing contribution of the Automation Planning Group. This group, consisting of the Area Librarians, as well as Ms. Joanna Andrews, Head of Central Technical Services, Mrs. Anastassia Khouri St-Pierre, Head of Systems, and Miss Elizabeth Mader, Administrative Officer, has worked extremely hard during the past year to help coordinate and oversee the implementation of automation at McGill. It has been an exceptionally harmonious and productive group and I feel that all the members of the group deserve a special acknowledgement for their contribution. Mr. John Hobbins, Associate Director of Libraries (Systems and Technical Services), already in the first months of his new position, has had a major impact on improving the coordination of NOTIS implementation at McGill, and deserves particular thanks.

The NOTIS system permits us to compile extensive and detailed data on the usage of the Library for the first time. Some of this information is contained in the following tables which show the total number of searches of the MUSE catalogue at the different libraries of McGill from June 1989 until May 1990. Such data give us an understanding of the usage of the library at different points of access. For example,

it is significant, if not surprising, that searches of the MUSE catalogue from the terminals located in the McLennan stacks represent one of the heaviest usages of the system during the past year. It is also significant to note the intensive use of the terminals in McLennan Reference where the majority of the McLennan terminals are located. Patterns of usage in various branch libraries are also easily identified.

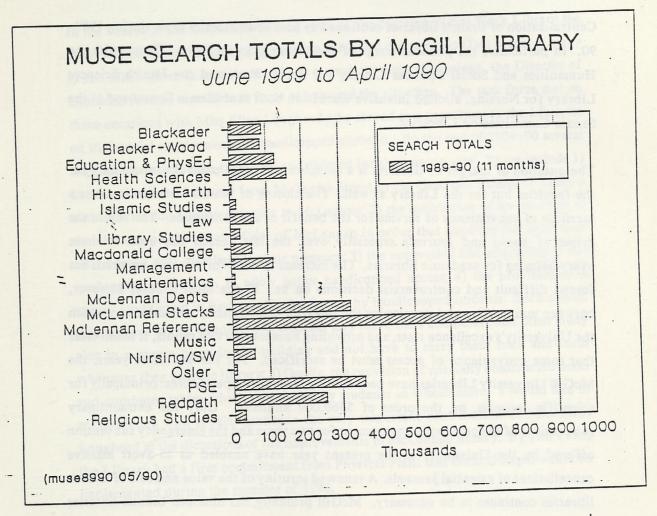
Table I

TOTAL MUSE	SEARCHES	
By McGill		
1989-90 (1)		

	100											
AcGILL Library	June 1989	July 1989	August 1989	Sept 1989	Oct 1989	Nov 1989	Dec 1989	Jnn 1990	Feb 1990	March .	April May 1990 1990	TOTAL 1989-90
											37,000	
							miles - s		0.000	13,439	7,740	89,761
Stackader	2,797	3,147	3,742	8,965	12,156	12,520	4,511	10,756	9,988		7,242	84,759
Blacker-Wood	3,889	3,742	3,838	6,305	11,160	14,408	3,492	7,415	10,678	12,590	8,316	124,933
Education & PhysEd	5,127	5,469	3,939	15,925	19,422	20,394	5,135	12,831	12,227	Charles and Charles and Charles	13,704	157,996
Health Sciences	7,837	6,339	3,827	14,956	20,080	21,256	6,647	14,973	19,137	29,240	351	5,52
Hitschfeld Earth	521	406	415	904	553	24	62	640		2,605	1,723	17,11
Islamic Studies	664	762	808	1,914	2,009	1,947	1,183	1,561	1,941	8,372	4,411	65,15
Lav	4,316	3,382	2,833	7,584	8,806	8,202	2,767	6,632	7,847	3,982	1,161	26,01
Library Studies	281	1,246	245	3,004	2,785	4,785	1,420	3,009	4,093		4,673	57,66
Hacdonald College	1,898	1,489	1,681	5,597	7,358	8,513	4,243	6,998	6,852	8,366	7,747	115,00
Management	4,646	4,518	4,462	10,484	16,318	22,075	4,701	9,990	12,402	17,662 963	385	9,45
Hathematics	505	576	517	815	783	1,337	1,795	1,073	702		6,453	62,76
HcLennan Depts	4,793	3,309	2,509	3,038	5,130	7,871	3,444	7,714	6,689	11,810	The state of the s	323,65
HcLennan Stacks	6,159	6,403	7,419	27,762	51,098	63,319	16,926	19,887	35,254	54,645	34,787	and the same of the same
McLennan Reference	30,670	30,275	29,915	64,288	108,448	130,530	41,063	74,766	78,677	117,112	67,672	773,41
Husic	1,564	1,988	2,076	6,475	6,250	7,312	2,614	6,761	6,893	6,635	4,412	52,98
Nursing/SW	2,501	2,275	2,050	5,825	8,457	10,731	2,741	4,782	5,840	9,443	3,661	58,30
Osler	550	530	1,567	948	917	1,073	420	1,172	972	938	600	9,68
PSE	14,218	16.027	13,860	44,459	43,612	46,899	20,882	41,638	39,506	47,708	29,795	358,60
Redpath	1,791	1,549	The state of the s	26,317	40,234	45,831	13,382	28,957	29,553	41,133	25,223	255,79
Religious Studies	1,991	1,171	520	3,398	4,059	6,080	1,536	3,400	2,947	3,584	578	29,20
			ehali-o									
Total Searches	96,718	94,603	88,051	229,248	369,635	435,107	138,964	264,955	292,893	407,332	230,634	2,648,1

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Table II



# Administrative Changes

A significant administrative change occurred in 1989-90 with the appointment for the first time of an Associate Director of Libraries. This position has primary responsibility for administration of Systems and Technical Services on a library-wide basis. The first Associate Director is Mr. John Hobbins, formerly Acting Law Area Librarian. Mr. Hobbins took up his responsibilities in January 1990; in the succeeding six months, he has done an outstanding job of coordinating the activities of both

departments.

Centralization of branch libraries continued to be a controversial topic during 1989-90. In particular, the possible merge of the Nursing/Social Work Library with the Humanities and Social Sciences Library for Social Work and the Health Sciences Library for Nursing, elicited intensive discussion both at academic Senate and at the Senate Committee on Libraries.

The question of merger of libraries is a complex and often painful one not only for the faculties but for the Library as well. The closing of branch libraries involves a sacrifice of convenience of service for the benefit of the collections. The rise in the prices of books and journals especially over the last decade has been at times overwhelming for academic libraries. The increase in costs for research materials has forced difficult and controversial decisions on us. If one must choose, however, between maintaining and developing the research and scholarly collections on which the University's excellence rests, and providing numeous service points, it seems clear that some convenience of access must be sacrificed. For the last three years, the McGill University Libraries have been dealing with overexpenditures, principally for scientific journals, on the order of \$560,000 annually. Only the extraordinary subventions of the provincial government for two years and the emergency subvention offered by the University in the present year have enabled us to avert massive cancellations of essential journals. A renewed scrutiny of the value and role of branch libraries continues to be necessary. McGill presently has nineteen branch libraries each of which costs a considerable amount to the Library and the University to maintain and operate. Even a small branch library incurrs significant costs.

By the end of 1989-90, after significant and extensive discussions with faculty and students the matter of the future of the Nursing/Social Work Library was brought to the Senate Committee on Libraries where on May 4, 1990, a resolution was passed to the effect that the Nursing/Social Work Library would indeed be merged as proposed but that this merger would occur no later than July 1991. This compromise was reached in order to give both the faculties an opportunity to schedule their courses for

the following year, in accord with the changed locations.

In the course of the discussion of the future of the Nursing/Social Work Library the point was made that handicapped students at McGill did not enjoy full access to many of the other libraries in the system. As a result of these discussions, the Director of Libraries formed a small task force to examine the situation. The task force met on three occasions with Miss Ellen Lougheed who served as a consultant to the Libraries on the special requirements of handicapped students. By the end of 1989-90 several improvements had been suggested and ordered for the coming year. These include 1) the construction of a ramp from McTavish Street to the Graduate School of Library and Information Studies entrance to McLennan; 2) the installation of an intercom at the elevator on the ground floor of McLennan in order that handicapped users may alert library staff members to their presence; 3) the renovation and upgrading of the washrooms in Redpath to allow better handicapped access; 4) the provision of a special study room in Redpath library for use by handicapped students. Such a room is important so that handicapped students may leave their computers and other study aids in a secure place in the building and not have to carry them back and forth whenever they visit the library; 5) finally, the provision of specially constructed desks and computer tables which permit use by students in wheelchairs. I would like to acknowledge with special gratitude the very important contribution of Mrs. Ellen Lougheed to the dicussions of the improvements to McLennan library. By year's end, the Library had a firm commitment from Physical Plant that these changes would be implemented during the summer of 1990.

During 1989-90 discussion continued between the Director of Libraries and appropriate faculty as to the future of several other branch libraries. In particular, discussions were held on the future of the Library and Information Studies Library.

# Research and Development

Early in 1989-90 the second volume of the library's scholarly journal Fontanus

appeared. Fontanus sported a new format and was immediately acclaimed by all who saw it as a significant new publication. Special thanks and credit are due to Dr. Hans Möller, Research & Development Librarian, for his superb editorial work on Fontanus. The importance of Fontanus lies not only in its immediate impact, but in what it represents about our Library and University: a love and concern for books and learning; an appreciation of the gifts and benefactions of many friends and patrons of the library; the ambition to share with others and to make known the many valuable scholarly resources hidden in our collections.

Early in 1990 Mr. Michael Renshawe, Preservation & Collections Librarian, produced the first issue of a new faculty library newsletter entitled From the Librarian. This handsomely designed and well-edited newsletter arose from the need to communicate to a widely-dispersed faculty in many disciplines throughout the University. One of the most vexing problems in the Library has been communicating changes and decisions to the community of users at large. I hope sincerely that this newsletter will help to make better known the work that is continuing in the Libraries. One of the objects of the newsletter will also be to make faculty members acquainted with the continuing problems that beset the Library. Therefore, the first issue features a lengthy discussion of the serials crisis.

During 1989-90 discussion continued around the formation of a Friends of the Library group. Such a group has been under discussion for at least two years and I felt that in 1989-90 it was important to decide once and for all whether such a group was feasible and desirable. To that end, I struck a committee to consider a "Friends of the Library" group. The composition of the committee was Mrs. Jewel Lowenstein, Blackader-Lauterman Library; Mrs. Linda Ordogh, Health Sciences Library; Mr. Michael Renshawe, Collections & Preservation Librarian; Dr. Hans Möller, Research & Development Librarian; and Mr. Bruce Whiteman, Head of the Department of Rare Books and Special Collections. The Friends Committee met regularly during 1989-90 to discuss various options for a Friends group. On April 30, a luncheon was held at which the council of advisors to the Friends, consisting of prominent and influential Montrealers, was held at the Faculty Club. Present were Dr. S. O. Freedman, Vice-

Principal (Academic); Mrs. Marjorie Bronfman; Mr. Nicholas Hoare; Mr. Drummond Birks; Ms. Victoria Stewart; Mr. David Bourke; Ms. Linda Ordogh; Mr. Bruce Whiteman; and Prof. Max Dunbar. This council of advisors graciously agreed to let their names be used on future announcements of the Friends.

In 1989-90 the Friends committee devised a general structure for the Friends of the Library programme in coming years. It was decided that three to four events per academic year would be offered. These would include a distinguished outside speaker (preferably a McGill alumnus or local celebrity); another event would entail the annual F. R. Scott Lecture. There would then be two events designed to draw people into the inner workings of the library or the special features of a particular collection. It was felt that for the second type of programme it would be important to involve McGill faculty to share their particular expertise or their experiences. Various other possibilities were envisaged such as workshops and seminars on particular topics such as book collecting. As the first event of the newly launched Friends of the Library group it was decided to offer the F. R. Scott Lecture for 1990 under the auspices of the Friends. Stephen Lewis, former Canadian ambassador to the United Nations, was invited to give a speech and accepted.

During 1989-90 as part of its continuing investigation of a Friends group, two consultants were invited who came and shared their experiences with us. Father William Monihan of the University of San Francisco met with the Friends committee on October 16, 1989, and Mr. Joseph Jeffs, University Librarian of Georgetown University, met with the committee on May 17, 1990. Both Father Monihan and Mr. Jeffs are extremely successful fundraisers for their respective libraries and have created outstanding friends groups. They gave the committee much helpful advice.

Several public events that occurred during 1989-90 on behalf of the McGill University Libraries deserve mention. On September 22, 1989, an exhibition of our unique Feather Book from the Blacker-Wood Library was opened at the Redpath Museum with a special vernissage. The exhibit remained in place for two months during which time more than 5,000 visitors attended. On September 23, a reception

was held for the Friends of the Library in the Nathanson Room where the Nathanson Collection of Lincolniana is housed. On November 10, 1989, a reception was held to mark the establishment of the endowment of the Wendy Patrick Health Information Collection. The reception was well attended by friends and admirers of the late Wendy Patrick.

During 1989-90 the Director of Libraries had the honour of serving on the subcommittee for the Beatty Lectures and on March 21, 1990 was privileged to be able to present Dr. Daniel Boorstin, Librarian of Congress Emeritus, to deliver the third and final of the Beatty Lectures.

On May 1, 1990, a vernissage took place for the opening of the exhibition of the David Edelberg Handel collection in the McLennan Library.

Finally, on May 15, 1990, the Walter Hitschfeld Environmental Earth Sciences Library was formally opened. Dr. S. O. Freedman, Vice-Principal (Academic), presided. The Director of Libraries opened the ceremony and Professor Robert Vogel gave a moving tribute to the late Walter Hitschfeld. Mrs. Hitschfeld unveiled the commemorative plaque to open the library.

The Hitschfeld Library combines three smaller branch libraries in a single new facility: Map and Air Photo, Meteorology and Oceanography are now combined under the direction Ms. Carol Marley. Ms. Joyce Garnett, Area Librarian, PSEAL, deserves particular recognition for her role in the design and creation of this library.

#### Staff

#### Promotions:

Ms. June Schachter was promoted the rank and Associate Librarian on December 1, 1989; Ms. Marilyn Berger was promoted to the rank of Assistant Librarian on June 1, 1989.

### Senior Professional Appointment (SPA)/Tenure:

The following librarians were awarded SPA/Tenure during 1989-90:

Margaret Monks effective June 1, 1989

Sharon Rankin effective August 1, 1989

Carol Marley effective September 1, 1989

Calvin Evans effective December 1, 1989

Faith Wallis effective January 1, 1990

Mary Mason effective February 4, 1990

June Schachter effective April 1, 1990

### New Librarian Staff:

Veronica Calderhead was appointed to the position of Reference Librarian, Physical Sciences and Engineering Library December 1, 1989. She was given the rank of Assistant Librarian.

Lynne Murphy was appointed to the position of Serials Librarian, Central Technical Services February 1, 1990. She was given the rank of Assistant Librarian.

After an international search, Ms. Patricia Young, formerly Law Librarian at Bell Canada was chosen to be the new Law Area Librarian. Ms. Young comes to McGill with eleven years of extremely varied experience managing a legal library. As the president of the Canadian Association of Law Librarians, Ms. Young has extensive contacts and experience throughout North America. The Search Committee, which chose Ms. Young from a number of outstanding candidates, consisted of the following members: Dr. Eric Ormsby, Chair; Mrs. Frances Groen, Life Sciences Area Library, Ms. Louise Robertson, Law Library; Ms. Mary Lourenço, Law Library; Prof. Patrick Glenn; Prof. Ethel Attala-Groffier; Prof. Ralph Simmonds; Prof. Steven Toope; Ms. Joanne Poirier, Law student.

#### Resignations:

William Curran, Head of the Howard Ross Management Library resigned effective August 1989. Mr. Curran left McGill to take up the position of University Librarian

at Bishop's University.

Ms. Mary Hemmings, Technical Services Librarian in the Health Sciences Library, resigned June 9, 1989, in order to take up the position of Technical Services Librarian, Law Library, University of Calgary.

### Retirements:

The following library staff retired during 1989-90:

Marion McLaren	as of July 31, 1989
Ema Hranicka	as of August 31, 1989
Maria Kriwow	as of August 31, 1989
Maria Boreiko	as of August 31, 1989
Hélène Bertrand	as of April 31, 1990

# Sabbatic Leaves:

Two librarians have been awarded sabbatic leave for the 1990-91 academic year.

Carol Marley will pursue research into the history of publishing of North American guide books with a view to the compilation of a union list of Montreal area libraries' holdings of guide books with significant Canadian or Quebec content. Her leave is for the period July 1, 1990 to June 30, 1991.

Kendall Wallis plans to spend his sabbatic leave gathering material for a bibliography on the rhetorical, formal and functional inter-relationships operating within the realm of early medieval architecture. His leave is for the period September 1, 1990 to August 31, 1991.

### Other Leaves:

Joan Hobbins was granted a maternity leave for the period May 7, 1990 to September 21, 1990. Mr. Wayne Lebel was granted a leave of absence without pay to do research towards his Master's thesis for the period April 1, 1990 to May 31, 1990. Dr. Davena

Davis was granted a leave of absence without pay for the period October 1, 1990 to July 31, 1990. Mrs. Irena Murray and Ms. Goldie Sigal both had reduced hours.

# Awards and Grants:

The Library was successful in obtaining the maximum of \$50,000 in awards under the Support to Specialized Collections program of the Social Sciences and Humanities Research Council of Canada for the following collections:

History of Music Theory	\$10,000
David Hume Collection	20,000
East-Central Europe: The Austro-Hungarian Hapsburg Collection	20,000

In addition, Mr. Bruce Whiteman, Head of the Department of Rare Books and Special Collections was successful in obtaining grants totalling \$18,700 under the Fleeting Opportunities program of SSHRC.

Mr. Albert Tabah was granted \$4,500 from the Faculty of Graduate Studies and Research for an examination of chaotic structures in the physics literature.

Mr. Bruce Grainger was granted \$2,500 from CAEFMS Foundation towards the publication of a Bibliography of Canadian Agricultural Economics Publications.

The Humanities and Social Sciences Area Library received a Cultural Property Repatriation Grant in the amount of \$99,000.

On June 6, 1989, Ms. Jane Aitkens, of the Systems Office, was presented with the Career Recognition Award for 1988-89 at convocation.

Mrs. Irena Murray was chosen for the Career Recognition Award for 1989-90.

Mrs. Frances Groen completed her year as president of the Medical Library Association.

Finally, Mr. Adam Gacek made a six week tour of Indonesia under a CIDA grant.

# Exhibitions:

The following exhibitions took place during the course of 1989-90:

McLennan Lobby:

May-June 1989 Two American Private Presses

July-September, 1989 The English Face of the French Revolution

October-November, 1989 Architecture and the Book Trade in the 18th Century

December-January 1990 Birds of Prey: Portraits and Flight Patterns

February-March 1990 Renaissance Encyclopaedic Mentalities

April-May 1990 George Frideric Handel

# Redpath Cases:

Display from the Redpath Museum based around the works of Stephen Jay Gould
Display for the Alma Mater Fund
McGill University students' photography contest
Hitschfeld Library display of environmental maps

#### Other:

The Feather Book	
16th and 17th Century Printed Books	
on the Middle East	SeptDec. 1989
Early Fragments of the Qur'an	December 1989
Lacquer Book Covers from Kashmir	April-Aug 1990
La santé à table au Moyen Age	April 1990 (cont.)
Canadian Historical Wall Maps	January 1990
An Exhibition in Honour of the	
Beatty Memorial Lectures	March 1990
	May 1990 (cont.)
	May 1990
	16th and 17th Century Printed Books on the Middle East Early Fragments of the Qur'an Lacquer Book Covers from Kashmir La santé à table au Moyen Age Canadian Historical Wall Maps



### 6. V. ORGANIZATION AND OPERATIONS

Section I: Collection Development

1. Article on University of Toronto - Indexing

no established annually using a cumulative, composite price index for

2. ARL Newlsetter

APPENDIX: 6.V Section I.1

# Determination of Price Inflation

A major problem in making a transition from a retrospective to a prospective funding mechanism was the identification of an independent source of information about price inflation for books and periodicals. there are a number of published price indices (for example, Bowker and Blackwell, and Faxon). But none matches the particular mix of each library's acquisition program. Among the several libraries to which the University's protection policy applied, there is considerable variation between the origin and type of acquisitions. In the end, the best course of action was to create a composite index that would reflect the particular pattern of each acquisition program.

Historically, the University's principal sources of books and periodicals have been the United States, the United Kingdom, West Germany, and Japan. Charts 1 and 2 portray the overall geographic patterns of acquisition. Initially, the data on which these charts are based were not routinely available from every library. But they could be assembled, and were. Separate price indices are available for each of the principal sources of books and periodicals. The rate of price inflation on books and periodicals from each of these countries was weighted in proportion to the historical level of acquisition from each country respectively to produce a composite annual rate of inflation.

The results of the analysis, portrayed in Table 2, indicated that books have increased in price by an annual average of 7.8 per cent over the long-term, and about 6.5 per cent in the short term. The comparable rates for periodicals were 10.9 per cent and 9.8 per cent respectively. Although not central to the methodology, a comparison was made of the domestic rate of inflation for each country generally with its rate of inflation for the price of books and periodicals. The rates in each case were different, and were not correlated in any statistically significant way.

On the basis of these data and analysis, an acquisitions budget can be established annually using a cumulative, composite price index for books and periodicals, with 1979-80 as the base year because that was the year in which the policy of protection was introduced. Up to 1983-84, the long term rate of inflation is the basis of indexation. For each subsequent year, the price analyses published by Bowker and Blackwell form the basis of indexation. In practice, this means that for 1987-88 indexation will be based on the most recent rates of inflation from 1984-85 onward. For 1988-89, as new data become available, the index will be revised to reflect the then current rates of inflation. The proposed inflation index is displayed by Table 3.

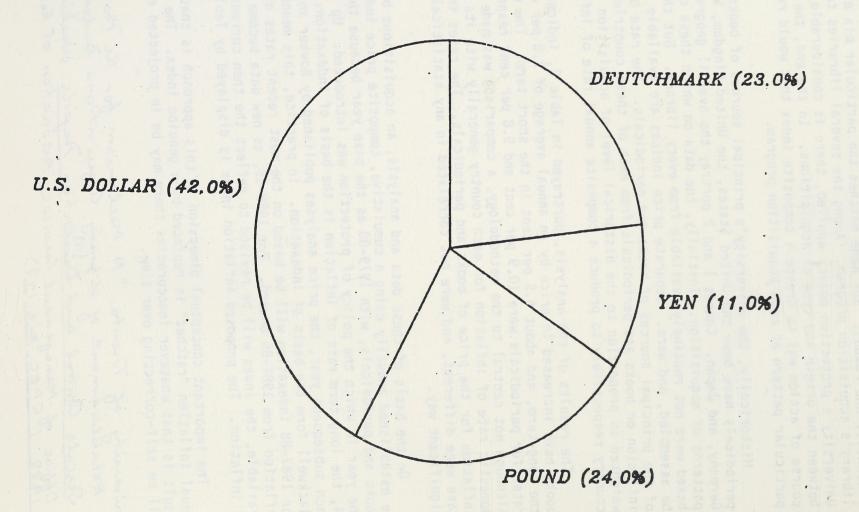
The important conceptual dimension in this approach is that in annual inflation "ratchet" is replaced by a genuine index. The critical result is that whatever inaccuracies there may be in projected rates will be self-correcting over time.

University of Toronto. "A Machanism for the Protection and Establishment of Library acquisitions Budgets." IN Serials Control and Deselection Projects. Washington, DC:

Office of Management Services, Association of Research Libraries, 1988. (SPEC Feit 147).

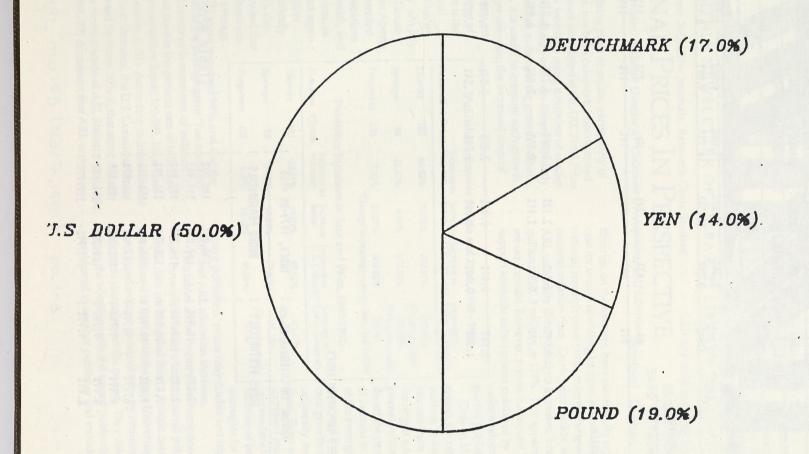
# FOREIGN PURCHASES BY CURRENCY TYPE

BOOK PURCHASES



# FOREIGN PURCHASES BY CURRENCY TYPE

PERIODICALS



RT 2

TABLE 2 and TABLE 3

TABLE 2 -- EATES OF INFLATION DERIVED FROM BOWKER/BLACKWELL

		U.S.					
		ACADEMIC	BRITISH	BRITISH	BERMAN	SIMPLE	COMPOSITE
	U.S.	BOOK		ACADEMIC	SCHOLARLY	AVERAGE	INFLATION
		PRICES		JOURNALS	BOOKS		
					(IN MARKS)		
	(IN U.S. \$) (IN	U.S. 11 (1)	אוז נפטאטנים א	PUUNUS1	TH HAMEST		
INFLATION			198				
1000 7500	11.73%	8.34%	8.947	15.00%	4.86%	9.75%	
LONG TERM				14.23%	9.04%	8.90%	
RECENT	8.60%	2.25%	10.362	14.204	7.012	0.19%	
PROPORTION BY COUNTRY							
THOI BRITISH D. BOCKINI							
BOOKS:	КА	42%	24%	NA	237	112	
PERIODICALS:	50%	KA	NA	192	177	14%	
LEWIODICHE 2.							
COMPOSITE INFLATION					•		
BOOKS:							7 00#
LONG TERM	0.00%	3.50%	2.127	0.001		1.072	7.82%
RECENT	0.00%	0.94%	2.49%	0.001	2.08%	0.98%	6.49%
					1		
PERIODICALS:							
LONG TERM	5.86%	0.007	0.00%	2.85%	0.937	1.372	10.907
CENT	4.307	0.00%	0.002	2.701	1.54%	1.252	9.79%
, [11]							

TABLE 3 - PROPOSED INFLATION INDEX

YEAR	1	ANNUAL INFLATIO	N RATE	INDEX, 1979-	-80 =100		
	1 -	BOOKS PER	IODICALS	BOOKS PER	RIODICALS		
	-						
1979.90	;			100.00%	100.007	(Table 4 not i	ncluded in Kit)
1980.81		7.82%	10.901 :	107.821	110.90% :		
1781.92		7.82%	10.90% :	116.25%	122.99% !		
1992.93	:	7.82%	10.90%	125.342	136.39% !		
1983.84	:	7.62%	10.90% ;	135.142	151.261 :		
1984.85	1 .	6.49%	9.79%	143.92%	166.07%		
1985.86	1	6.49%	9.79% 1	153.262	182.332 :		
1986.87	1	6.49%	9.79% 1	163.201	200.181 :		
1997 99	!	6.45%	9.79% :	173.791-	- 219.772 1		

APPENDIX: 6.V

BIMONTHLY NEWSLETTER OF RESEARCH LIBRARY ISSUES AND ACTION

Current Issues: Scientific Journals, Research Costs Studied DURNAL PRICES IN PERSPECTIVE

Library and Information Studies Librar McGill University 3459 McTavish Street

by Charles Hamaker, Assistant Director for Collection Development, LSU Libraries Montreal, Ouebec H3A 1Y1

The quickly rising price of serials, particularly of scientific titles, has been extensively documented over recent years (see Report of the ARL Serial Prices Project and its footnotes citing a number of studies appearing in the library and non-library scholarly press). In addition to comparing growth within serials prices, it is useful to measure such growth against a larger universe, the increased costs of

PUBLISHER # TITLES

Elsevier

Springer

Pergamon

102

58

132

supporting research. One snapshot of research costs is the size of National Institutes of Health (NIH) grants. On July 12, 1990, the House Committee on Appropriations submitted proposed allocations for Labor, Health, and Human Services, as well as related agencies. In a section dealing specifically with the NIH, the Committee noted that in the years between 1981-90, the average

cost of an NIH grant increased 94%, and that the increased cost of the average grant "has routinely exceeded all reasonable measures of inflation . . . This is almost double the general rate of inflation." (House of Representatives Report 101-591, 101st Congress, 2nd Session, p. 51) According to International Monetary Fund Statistics, the U.S. Consumer Price Index increased by about 50% in that same decade.

The most recent decade of ARL Statistics available (1979/80-1988/89) document that ARL university

libraries, on the average, have successfully argued the case for overall operating budgets in line with rising national research costs rather than the far lower national inflation rises. During that decade, median ARL university library budgets increased from \$4.7 million to \$10.3 million, or 119%. This apparently robust increase, however, proves inadequate to support scientific subscriptions published by the

INCREASE IN LOCAL CURRENCY

241.08%

135.22%

N/A\*

(Dutch guilder)

(Deutsche mark)

major international journal publishers.

Over an 11-year period, the rates of increase in the cost of journals from some of the largest scientific journal publishers dwarf the percentage of increase in the cost of the average NIH grant and the significant growth of major university budget lines. Even when increased journal size is considered (using number of issues as a surrogate for output),

Publisher Increases in Size and Price, 1980 - 1991:

INCREASE ISSUES

4.15%

21.07%

INCREASE IN VOLUMES

66.82%

-12.61%

INCREASE IN U.S. DOLLARS

292.81%

170.60%

309.02%

\*Change in pricing currency from UK to DM

Pu	blishe	r Increases	in Size	and Price, 1	987-1991:
PUBLISHER	#TmLES	INCREASE IN VOLUMES	INCREASE ISSUES	INCREASE IN U.S. DOLLARS	Increase in Local Currency
Elsevier	102	15.41%	19.03%	97.01%	41.47% (Dutch guilder)
Springer	58	3.17%	10.25%	73.60%	31.35% (Deutsche mark)
Pergamon	132	4.58%	14.42%	85.88%	N/A

major publishers' prices may double and triple the NIH and ARL allocation increases.

Two tables above document subscription increases from three of the world's largest journal publishers. These data are compiled from a historic database maintained in the Louisiana State University Libraries and standardize a group of titles by retaining the identical journals over the period. They delete a title from the whole sample if it ceased publication or was transferred to another publisher and include any

# **CURRENT ISSUES**

Continued.

"splits" that retained the same numbering or voluming schemes as the original titles.

In the decade 1979/80-1988/89, ARL university libraries increased their expenditures for serials from \$110 million to \$238 million, or 117%, commensurate with overall library budget increases. Thus, for the three publishers noted above, the proportion of library dollars commanded increased significantly. Further analysis for their prices from 1987-91 suggests that prices for international science journals may double in as little as 5 years.

In spite of the impact of dollar devaluation, which publishers present as a leading factor in price increases for journals published abroad, the above data suggest that no more than half of the past five years' increases for these international publishers is due to dollar devaluation. Another view frequently presented by publishers is that the cost of producing journals which grow exponentially in size substantially affects subscription prices. In the above sampling, increases in numbers of issues were present; nonetheless, effect of size on pricing was probably nominal. Even more striking is doubling of prices over about 5-6 years with doubling in size in about 10-12 years. Such data support a view held by many librarians that the present scientific publishing system is becoming unaffordable and unsustainable.

# ARL LIBRARIES REACT TO PROJECTED SERIALS PRICE INCREASES

by Ann Okerson, Director, ARL Office of Scientific and Academic Publishing

With journal price increases projected to reach an all-time high of over 20% for 1991 (see *ARL* #150 and #152), ARL's Office of Management Services and the Office of Scientific and Academic Publishing mailed a Quick-SPEC survey to assess member library responses to the situation. By October 10th, 85 libraries (71%) had answered. The replies indicated that a majority would be implementing significant cuts over the next year.

Monographic cuts were anticipated by 45 of the libraries (53%); 11 were not yet certain; the remainder indicated no cuts at this time. Only 5 libraries quoted precise percentage of the monographs budgets to be cut; these ranged from 10.6% to 27%.

Serials Cancellation Projects

Serials cancellations projects were being effected in 44 of the libraries (52%), with 9 "maybe" answers. Nine libraries were looking closely at highest priced titles and publishers as one way of meeting reduced target budgets. Twenty-seven libraries quantified their serials cutback amounts, ranging from a low of \$3,000 to a high of \$425,000. The mean for the 27 libraries is \$122,371. Four libraries reported that they were not cancelling in the coming year because of special, limited time funding; two reported that serious cuts of last fiscal year will see them through 1990/91 without cancellations, and four have already planned

substantial cancellations in 1991/92.

#### Actions Publicized

A number of librarians attached memos to faculty, press releases to local newspapers, and other descriptions of the actions being taken. The University of California (Berkeley) Faculty newsletter carries an article by David Farrell, Assistant University Librarian for Collections, describing a \$400,000+ fall cancellation project. Two reasons are given for the slash: the critical state of UC's budget in the new year and the sharply higher costs of purchasing information. Mr. Farrell states, "... the impact of this year's cut is substantial and seriously threatens our ability to support all of Berkeley's strong programs. There is significant reduction in the accessibilty of books and journals immediately available to our faculty and students."

The University of Virginia Libraries are planning cuts over the next two years in excess of \$200,000. Statistical reports from librarians Kendon Stubbs and Carol Pfeiffer demonstrate that without such actions by 1995 journal costs would mount to 99% of total expenditures for library materials. At North Carolina State University, Director Susan Nutter reports that 2200 subscriptions are targeted for cancellation this year following 1085 cancellations implemented already since 1987. The number of books added to the Libraries' collections since 1987 has been reduced by 60%.

The University of Texas at Austin received front-page coverage in the campus paper of June 19th for its plan to cut 8-12% of funds for periodicals. Carolyn Bucknall, Assistant Director for Collection Development, said the libraries cannot keep up with international subscription prices. Subscriptions at UT account for about 62% of library materials expenditures. The September 17th issue of the Daily Texan devoted its entire editorial page to a partial listing of hundreds of the proposed serials to be cancelled by the library.

# Solutions Advocated

There was no indication from the questionnaire that librarians ever expect to re-achieve periodicals purchasing levels of the 60s and 70s. Solutions advocated by respondents include:

- a new paradigm for research libraries, with a shift from supply to access;
- sharing expensive international journals among several libraries in a state or region;
- exploring and being alert to opportunities to facilitate transmission of information via developing technologies;

Michael Keller, Associate University Librarian for Collection Development at Yale, wrote, "We must begin to formulate RADICAL alternatives to collecting and disseminating scientific literature."

Respondents encouraged ARL to issue such surveys regularly, publish results, and share coping strategies. Many encouraged ARL to undertake a description of what subscriptions are being dropped from institutions, regions,

and North America, in effect a clearinghouse or database of cancellations.

The brightest news came from Canadian members, whose replies indicated no heavy journal cancellations were planned. The Canadian dollar has been improving gradually over the past several years, to the relief of collections librarians who informally report that as much as 90% of scholarly publications are purchased outside the country.

# CANADIAN COPYRIGHT LEGISLATION

by Graham R. Hill, University Librarian, McMaster University

On June 8, 1988, changes to the Canadian Copyright Act were proclaimed into law (R.S.C. 1985, C-42, as amended), the first major revision in more than sixty years. Government efforts to revise copyright legislation had begun with a Liberal government white paper in 1984. A Conservative government was then elected, and it replaced the existing white paper with one entitled "A Charter of Rights for Creators," which promoted a different social and economic perspective. It was widely expected that a new omnibus bill to revise the 1924 Act would be drafted.

The legislation was framed for introduction in two distinct phases: the first phase (commonly known as Bill C-60, and which is now law) dealt with the following key areas of copyright: computer programmes; anti-piracy remedies; the relationship of copyright and industrial design legislation; and provision for the establishment of the Copyright Board and the collective management of copyright. The second phase would deal, among other things, with educational and library uses of copyright

Since early in 1987, the government has made repeated commitments to introducing the second phase of copyright legislation. To date, nothing has emerged. This second phase of legislation is crucial to Canadian research libraries — indeed to all Canadian researchers and libraries — for it is expected to describe exceptions from royalty payment for the use of copyright material in certain circumstances. The rights of creators were appropriately strengthened in Bill C-60, but the necessary balance of these with the rights of users was deferred to the second phase of legislation.

In preparation for phase two amendments, the Canadian library, educational, and creator communities participated with the federal Department of Communications in consultation processes on the educational and library uses of copyright material. In July, 1988, a set of "Library exceptions" were formulated by one of the consultative committees. In brief, these would allow libraries to make a copy of a work without payment of royalty, in certain circumstances: to replace a damaged or deteriorating work; to preserve a work; to provide an out-of-print work for a library. Additionally, and importantly, an individual could make "a single copy of a periodical article for private study or research of a scientific, technical, or scholarly nature." In

certain circumstances, a library would not be responsible for infringing copies made on self-service machines.

Since Bill C-60 became law, the English language collective — CANCOPY — has been actively attempting to negotiate licenses with various levels of government and with the educational sector, and has sought reciprocal agreements with other collectives, such as the Canadian French language collective, l'Union des Ecrivains Quebecois. There is real concern that "phase two amendments" will never be introduced in the legislature. In the absence of stated exceptions, it is impossible for the research community to negotiate adequately with the collectives, since there is no sound footing on which to base negotiations.

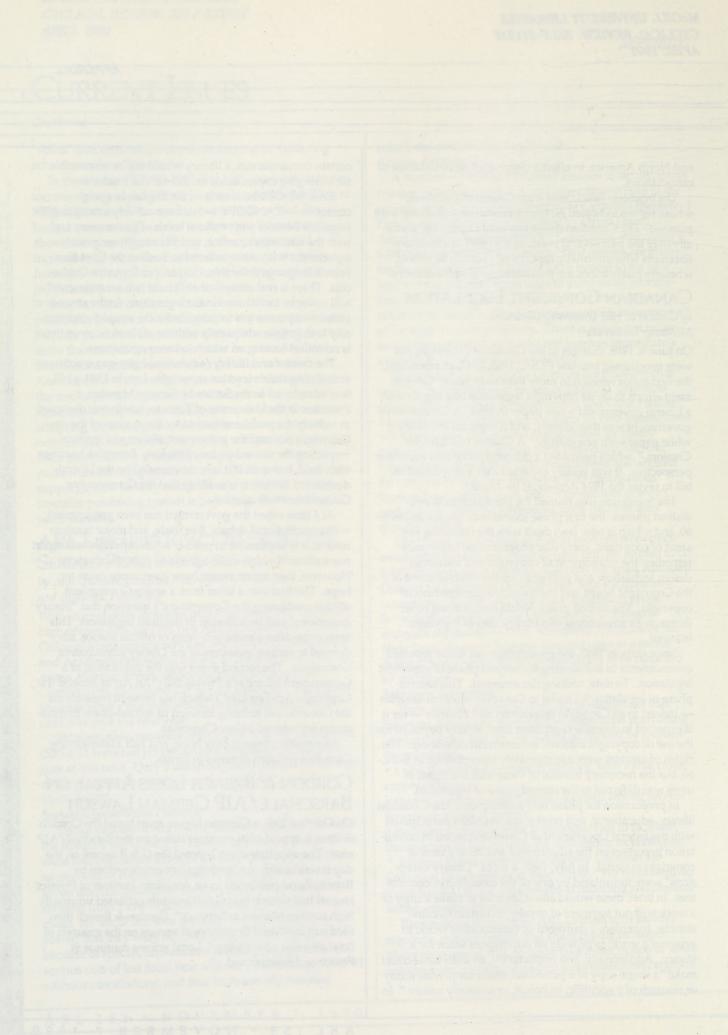
The creator and library/educational groups are active in articulating their views on copyright. Late in 1989, a bill was introduced in the Senate by Senator Marsden, a Professor at the University of Toronto, which was designed to remedy the problems caused by the passage of the new Copyright Act and the subsequent silence and inaction respecting the second phase of the law. Extensive hearings were held, but even if it is recommended by the Liberal-dominated Senate, it is unlikely that the Conservative Government will adopt it.

At a time when the government has been preoccupied with constitutional debate, free trade, and major taxation reform, it is impossible to predict when copyright will again rise sufficiently high on its agenda to precipitate action. However, two recent events have given some cause for hope. The first was a letter from a senior Government official confirming the Government's intention that "library exceptions" will be included in the draft legislation. This letter came after almost two years of official silence, addressed to former members of the Library Consultative Committee. The second event was the publication of a Government Member's Private Bill ("An Act to Amend the Copyright Act-Fair Use") which has brought pressure on the Government to bring forward its second-phase amendments introduced before Christmas.

Meanwhile, there is only hope, and half a law, leaving Canadian research libraries in limbo.

# GORDON & BREACH LOSES APPEAL ON BARSCHALL/AIP GERMAN LAWSUIT

On October 25th, a German higher court heard the Gordon & Breach appeal of its summer ruling on the Barschall/AIP case. The appellate court rejected the G & B appeal on the day it was heard. An investigatory article written by Barschall and published in an American Institute of Physics journal had shown that G & B journals exhibited unusually high costs in relation to "impact." Gordon & Breach then filed suit in several international venues on the grounds of "comparative advertising." Legal actions continue in France and Switzerland.





### 6. V. ORGANIZATION AND OPERATIONS

# Section II: Preserving and Housing the Collection

- 1. Non-Library Units /Functions
- 2. Cooperative Efforts
- 3. Physical Environment
- 4. Binding and Repairs
- 5. Microform as Substitute for Hard Copy
- 6. Education of Staff and Readers in Preservation Matters
- 7. Bibliography

APPENDIX: 6.V Section II.1

Section II. Preserving and Housing the Collection.

Appendix 1. Non-Library Units/Functions.

A Partial Listing of Non-Library Units/Functions which occupy space in Library Buildings or are located in space contiguous to Library Functions:

Burney Project
Continuing Education
Printing Services
Seminar Rooms

Dr. Stanley Frost

MEDCOR (McIntyre Medical Building)
Humanities and Social Studies in Medicine (McIntyre Medical Building)
University Archives (McLennan Library Building)

(Redpath Library Building)
(Redpath Library Building)
(Redpath Library Building)
(McLennan Library Building)
used as classroom space
(McLennan Library Building)
office space
(McIntyre Medical Building)
(McIntyre Medical Building)
(McLennan Library Building)

Section II. Preserving and Housing the Collection.

Appendix 2. Cooperative Efforts.

At the national level, two McGill librarians serve on the Canadian Cooperative Preservation Project, M. Renshawe (Preservation and Collections Librarian) as a member of the Management Project Committee, and Sharon Rankin (Systems Office) as a member of the Bibliographic Technical Committee. The CCPP is a three year project coordinated by the National Library of Canada with the university libraries of McGill, Laval, British Columbia, Alberta and Toronto, and funded by the Andrew W. Mellon Foundation in June 1990. Its objective is the establishment of a Canadian register of microform masters to replace brittle books. Perhaps as early as summer 1991 McGill will be involved in test microfilming. The McGill libraries are also supporting the filming and cataloguing of Canadiana by the Canadian Institute for Historical Microreproductions (established 1978).

As far as deacidification facilities are concerned, these are beyond the means of most institutions and so must be shared. An objective technical study of the available systems, funded by the City of Toronto, the Ontario Ministry of Culture and Communication, and numerous institutions including McGill will enable the Toronto area libraries to make an informed choice of a shared facility and provide other groups of institutions with needed data.

P. Young (Area Librarian, Law) is Chair of the newly formed Committee on the Preservation Needs of Law Libraries (of the Canadian Association of Law Libraries).

At the provincial level, J. Schachter (Collections, McLennan) is a Member of CREPUQ's Groupe de travail sur la conservation des collections, which is working actively on the development of a plan of action for the university libraries of Quebec. This Groupe organized a conference (Prevenir ou guerir ? Colloque sur la Conservation des Collections) held in Montreal in Nov.1989, at which papers were presented by Dr. Ormsby and Dr. Møller.

The Health Sciences Library cooperates with the National Library of Medicine in the sense of offering materials to them for microfilming.

APPENDIX: 6.V Section II.3

Section II. Preserving and Housing the Collection.

Appendix 3. Physical Environment.

This heading includes Emergency Procedures, Emergencies, and Maintenance.

### General physical environment:

1. Temperature and humidity. All Areas of the system report problems with the sometimes violent fluctuations of temperature and humidity levels to which the collections (and people) are subjected; and in some cases (e.g., Osler Library, Law Library, PSEAL and the Rare Books Department) these have been documented. Heat is distributed unevenly (e.g.in McLennan-Redpath and Howard Ross) and in buildings whose windows cannot be opened nothing can be done to redress the balance. Excessive dryness is reported almost everywhere (e.g. at the Islamic Studies Library where the bindings of manuscripts borrowed recently from the Rare Books Department were observed to be cracking after a month or so), but the opposite problem occurred in summer 1990 in the newlyopened Hitschfeld Library, where 100% humidity levels were visibly damaging books, journals and maps. In December 1989 the University Safety Office performed an air quality evaluation in rooms 201 and 213 (work area) of the Physical Sciences and Engineering Library. Temperature and relative humidity were found to be within acceptable standards; CO2, although within acceptable standards, was relatively high compared to many other buildings on campus. Physical Plant was asked to evaluate air flows in the office area, but this has not, apparently, been done, and the stale air problem still exists. In the period Feb. 27 -March 22, 1990, the University Safety Office carried out an air quality study in various locations in McLennan-Redpath. The standard parameters of carbon dioxide, relative humidity, temperature and air velocity were determined, and an additional assessment of fungal spore levels was performed in the work area occupied by an employee who complained of allergies. Carbon dioxide levels were deemed to be within the accepted standards. Variations in temperature and humidity were observed from floor to floor and from room to room. Air velocity data varied significantly. It was noted that no established guidelines exist for acceptable levels of fungal spores, and steam shampooing of the carpets was recommended.

These problems are especially worrying where collections of rare and valuable materials are housed in several locations with no separate climate control. The Blacker-Wood Library has been awaiting a promised separate thermostat for its valuable rare collection for the past two years. That library's priceless Feather Book has never been insect-proofed. One of our custodians of rare materials remarks that we make great efforts to attract donations of money and fine collections while the basic issue of temperature and humidity control is not addressed.

Should all our rare holdings be combined in one superior location with proper climate control? This solution offers obvious advantages, especially to the Rare Books Department itself whose present basement premises are unsuitable, and where restoration work is going on even now (funded by insurance money) in

the wake of a recent flood (1987); but it might not be in the best interests of readers, who often need to consult current material too.

- 2. Dirt. Inadequate cleaning is a general problem (the Osler Library is a notable exception). Materials are dusty and black soot is present, e.g. in the Rare Books Department, in the Health Sciences Library and on the sixth floor of McLennan. The latter is presumably blown through the vents, which need to be cleaned.
- 3. Emergency procedures, emergencies and general maintenance. Library staff are generally dissatisfied with the existing emergency procedures manual, which is to be updated (summer 1991?). As far as actual emergencies are concerned, the most serious complaint is about the response system; one staff member in charge of a rare collection comments that there is no one person to summon (either in the library system or in Physical Plant) to take control in an emergency, and that the least one ought to be able to take for granted is same-day service, which is not invariably available. Some staff members would like briefings for heads of departments, providing clear guidance on what to do in emergencies.

Some recent emergencies might have been averted by regular inspection and maintenance. Documented examples:

The ventilation system in the McIntyre Medical Building is being improved because the presence of fumes led to a visit from government inspectors. It appears that the humidity controls had not been functioning for some time.

In the Islamic Studies Library where a flood in Dec. 1986 affected some 1500 books, the burst pipe turned out to be in an exposed position and unlagged. In spring 1990 water seeped into the basement through ground-level windows, which have now been protected by concrete. This building was renovated less than a decade ago.

In the east wing of the Strathcona Music Building an assessment carried out by Physical Plant revealed a high concentration of spores, caused apparently by a leaking roof. Fortunately this is no longer a problem for the Library itself, for at the beginning of 1991 it moved to a new building off-campus, where the climate can be controlled.

Some on-going current problems may lead to emergencies:

Moisture enters the Law Library through vents above an old stairwell, now replaced by bookstacks; these vents should be sealed.

There are leaking roofs at Osler, where the rare books are on the top floor, and at the Religious Studies Library (which has its own collection of some 1500 rare books) where peeling paint shows where the seepage is.

In the Education Library a pail is kept in the stacks and some books have had to be moved because of visible seepage.

In the McLennan Library pails are kept on the stairs between the fifth and sixth floors to catch moisture from the skylight, and sheets of plastic

APPENDIX

preserve the Reference area around the stairwell on the ground floor from the overflow. In the women's washroom on the sixth floor a toilet overflows with monotonous regularity.

Lack of space leads to situations offering potential problems. At the Macdonald College Library, older books are kept in a damp storage room where there was a flood recently.

Some libraries are at the mercy of potential emergencies elsewhere in shared buildings. The Health Sciences Library is below a cafeteria, and the building, of course, houses laboratories with pipes which burst on occasion. The location of plumbing is something which should be taken into account when planning new libraries.

Many of the environmental problems detailed above affect the staff as well as the collections (uneven temperatures, dryness, spores, dirt). This is so obvious as almost not to need to be stated, but what should be of interest is that the staff now takes it for granted that nothing effective will be done to alleviate their discomfort (staff suffer from headaches, sore throats, coughs, dryness of the nasal passages, lethargy). There is rarely, if ever, any discernible follow-up to recommendations made as a result of the assessments carried out by the Safety Office; the problems remain. See the assessments done in PSEAL and in McLennan/Redpath. In the latter case a memo from the Area Librarian specifically requested deep steam-shampooing of the carpet in the area occupied by a staff member with allergies (since that had been recommended by the Safety Office), but even this seems not to have been done. Only the regular carpet cleaning seems to have taken place. Staff are understandably cynical about what constitutes "acceptable levels" and, of course, in the case of spores no acceptable levels exist. Rumours still persist about a sixth floor McLennan staff member who died of a fungal lung complaint a few months ago. Whether or not her illness was work-related (and this is not, in any way, to suggest that it was), the important thing is that some staff members think it may have been, and that this is an indication of the demoralization which results when environmental problems are allowed to persist.

The most mundane and regular emergency faced here is the power failure. Lack of electric light immediately confronts staff and patrons with a set of hazards. In McLennan/Redpath the stairs are inadequately provided with emergency lighting, and the stair-coverings, in deplorable condition especially between the ground and second floors, are apt to trip people up as they crowd downstairs

As the security personnel on campus become fewer in number because of budget cuts, staff are increasingly concerned about security, especially at night. How safe are our buildings? In this connection it is worth noting that in the wake of the December 1986 flood in Islamic Studies it was discovered that when buildings are closed for a period, as at Christmas and New Year, security do not patrol inside buildings.

APPENDIX: 6.V Section II.4

Section II. Preserving and Housing the Collection.

Appendix 4. Binding and Repairs.

1. In-house repairs. The need for a conservation and preservation unit in the system with staff capable of advising (e.g., as to whether materials are suitable for deacidification)

is felt keenly. The Rare Books Department has no funding for restoration, and hundreds of books in need of repair are neglected. Current efforts:

Materials falling apart are tied with cotton tape.

Pamphlets, serials, and newly-acquired manuscripts are put in acid-free containers. (Manuscripts already in the collection need to be dealt with).

Plastic is used to cover maps and items with an exposed title-page. A volunteer oils leather bindings.

The Blackader-Lauterman Library employed a Challenge grant student in 1989 to make a report on the condition of rare items in its collection. 50% were surveyed. Among the particular problems of this library is the care of drawings. In the Music Library evening casuals are trained to sew bindings and put materials in pamphlet boxes. Long-playing records are in dire need of attention; the Librarian was astonished on her arrival here at the absence of plastic covers for albums, and of money to pay for them. The Education Librarian, who functions as the Children's Literature bibliographer, notes the need for a project to place children's literature items in the Library and Information Studies Library in acid-free containers.

The McLennan-Redpath Library, which has one person working full-time on repairs, is a source of envy to other campus libraries. The Collections Librarian has recently worked with S. Slavin to set up a system designed to control the enormous amount of material regularly set aside for repair by the Circulation Department staff. The material is monitored so that unnecessary repairs are avoided; new editions are sought, or the damaged book withdrawn, This very labour-intensive selection process has had to be as appropriate. superimposed on the work of the Collections Department and at the moment, a casual hired for a few months is helping out. The material being dealt with is, evidently, circulating material. Projects such as the recent barcoding of the collections turn up hundreds of books needing some kind of attention which mostly have to be left where they are because there is no possibility of dealing with them; this applies campus-wide. Other minor repairs are performed in individual units of the McLennan-Redpath complex - Reserves, Reference, Government Documents. In the branch libraries, circulation staff effect repairs when time permits. At the Religious Studies Library the less-used journals are not sent out for binding but are stiffened with used file-folders to save money.

During the eighties some rattrapage money was used to get repairs done in McLennan-Redpath and the branches, but this has been used up.

2. Commercial binding. Each unit manages its own binding activities, a convenient arrangement where so many differing needs exist (e.g., in the Music

ized management functions would seem to provide the right environment coordination.

a consensus amongst staff that materials would be better preserved, ing or rebinding costs reduced, if superior photocopy machines were d. At Health Sciences two such machines already exist (in the Osler and in ILL). The Music Librarian also opines that machines which are of copying a variety of sizes would save wear and tear on large-size

otherwise migrofilming will add to the damage. Much of the material in th

APPENDIX: 6.V Section II.6

Section II. Preserving and Housing the Collection.

Appendix 6. Education of Staff and Readers in Preservation Matters.

No staff-training programmes are in place to provide guidance in the handling of materials. Shelvers should be trained but this would not be a simple matter, for there is a rapid turnover, and they must work so fast in peak periods that correct handling is a secondary consideration.

A Users' Code of Behaviour (in French and English) has recently been produced as a handout, but problems with readers eating and drinking in the libraries is reported from all areas. The opening of the McLennan stacks and cutbacks of security staff have increased wear and tear on the building and materials in it, and reader behaviour has deteriorated conspicuously. Wider cuts in security are apparently coming. Library books are in many cases heavily highlighted and/or written on. In theory, smoking was banned in almost all parts of the university at the beginning of 1991, but once again, there are few security staff to enforce the ban.

APPENDIX: 6.V Section II.7

Section II. Preserving and Housing the Collection.

Appendix 7. Bibliography.

Cole, A.G. Disaster Planning for the McGill University Libraries. Part 1. Report. Part 2. Draft Disaster Plan, April 1986.

Cole, A.G. Disaster Planning for the McGill University Libraries. Part 1. Supplementary Report. Part 2. Draft Disaster Plan (revised), [March 1990].

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McGill University. Manager, University Safety Office.

- 1. Indoor air quality data sheet, Law Library, with covering memo from the Manager, University Safety Office, dated February 26, 1990.
- 2. Physical Sciences Library Air Quality. Indoor Air Quality Data Sheet, with two covering memos, dated December 18, 1989, and March 1, 1990.
- 3. The Role of the Safety Office. Article in The McGill Reporter, February 27, 1991.
- 4. Summary of findings (with tables of pertinent data) on indoor air quality evaluations in McLennan-Redpath, with covering memo dated April 3, 1990, to the Director of Libraries.

McGill University Libraries. Collection Analysis Project. Final Report. 1982.

McGill University Libraries. Director's Task Force on Conservation/Preservation. Preservation and Conservation within the McGill Libraries: A Report. February 1, 1989.

McGill University Libraries. Emergency Procedures Manual.

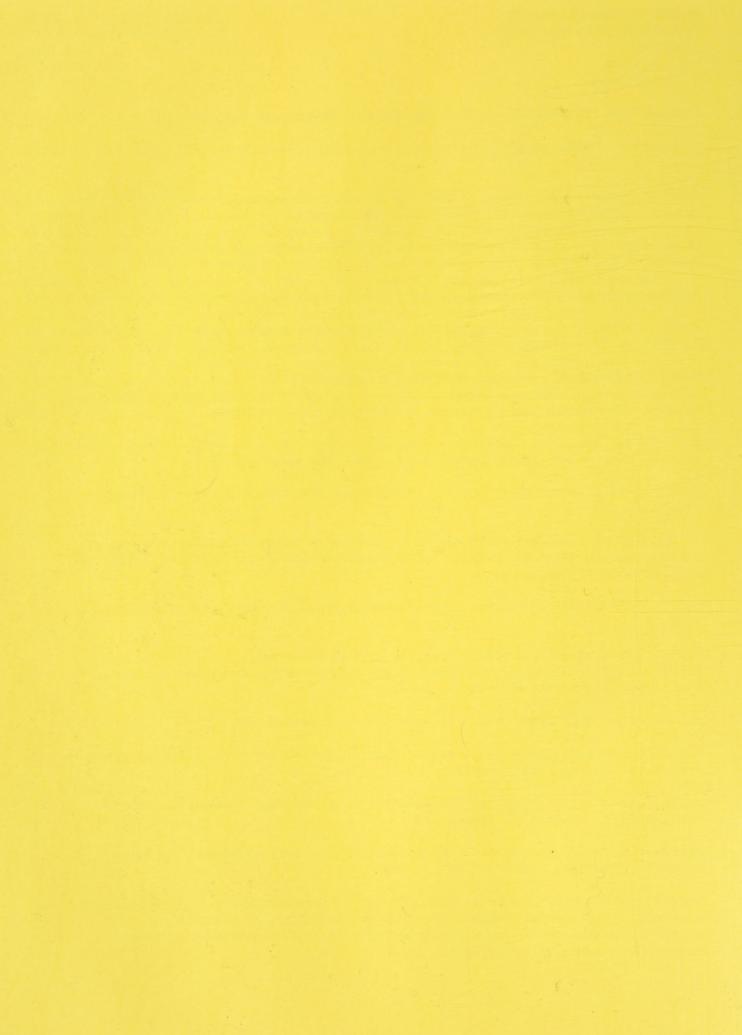
McGill University Libraries. Users' Code of Behaviour/ Code de bonne conduite à l'attention des utilisateurs.

McGill University Libraries. Working Group to Evaluate Serials Control on NOTIS/McGill. Report, November 1990.

National Library of Canada. Press release 90-03. Mellon Foundation Awards Money for Canadian Preservation Project.

Prevenir ou guerir? Actes du Colloque sur la Conservation des Collections, Montreal, 16-17 novembre 1989, organisé par le Groupe de travail sur la conservation des collections (du Sous-comité des bibliothèques, CREPUQ). Bibliothèque nationale du Québec, 1990.





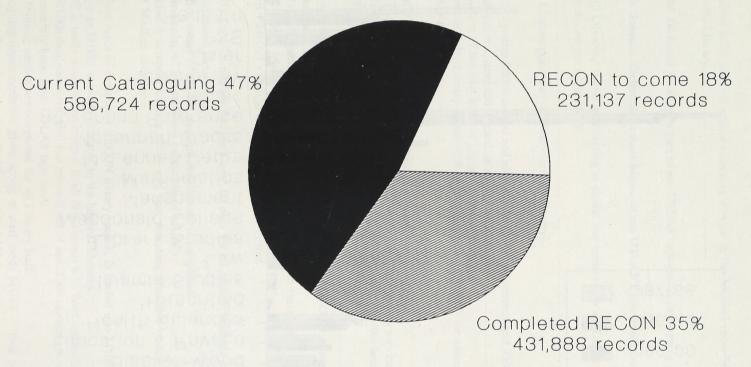
APPENDIX

### 6. V. ORGANIZATION AND OPERATIONS

### Section III. Information Systems and Technical Services

- 1. MUSE Database Composition, May 1990
- 2. Annual MUSE Searches Statistics, 1987/88,1988/89/1989/90
- 3. McGill University Libraries Automation Milestones
- 4. CD-ROM databases and their locations
- MUSE Access Procedure
- 6. NOTIS: An Integrated Information System
- 7. Technical Services: Functions & Responsibilities 1989/90
- 8. Questionnaires

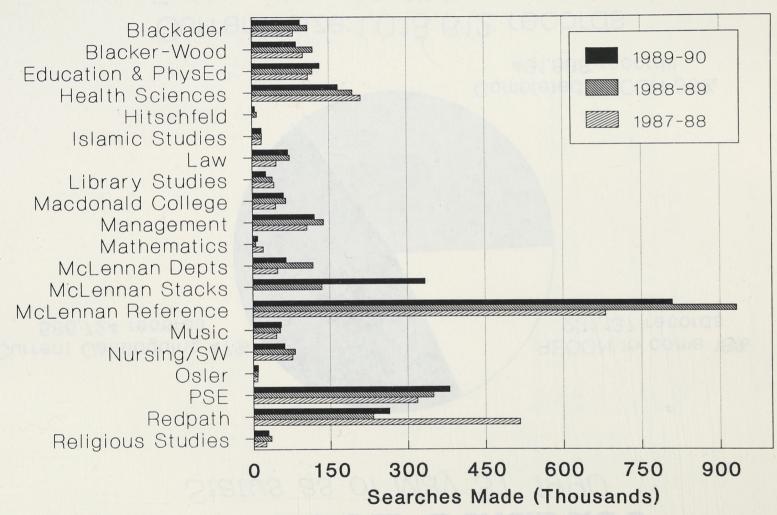
Status as of May 31, 1990



Current size: 1,018,612 records Future size: 1.2 million records

(may0muse may90)

APPENDIX: 6.V Section III.1 Comparing 1987-88, 1988-89 and 1989/90



(3muse890 06/90)

APRIL 1991

APPENDIX: 6.V Section III.3

## McGILL UNIVERSITY LIBRARIES AUTOMATION MILESTONES

1973: Librarians offer the first online searching service in the Medical (now Health Sciences) Library.

1974: Central Technical Services begins to use UTLAS' automated cataloguing services.

1979: Health Sciences Technical Services begins to use UTLAS's automated cataloguing services.

1982: McGill Libraries' union card catalog is closed and replaced by a COM catalog (computer output microform).

1983: First administrative use of library microcomputers.

1984: Library Systems Office created and planning for library automation and RECON (retrospective conversion of card catalog records) begins.

Publication of the first issue of <u>Library Automation News</u>.

McLennan Inter-Library Loans Office begins to use ENVOY for electronic messaging.

1985: The NOTIS integrated library system is selected.

Law Technical Services begin use UTLAS' automated cataloguing services.

The Health Sciences Library uses a microcomputer to conduct online searches and provides references on floppy disks.

1986: Central Technical Services begins to use the UTLAS ACCORD system to automate acquisitions.

The NOTIS software is installed on the Computing Centre mainframe.

Installation of telecommunication wiring across the Libraries.

MUSE - McGill's Online Catalogue is released in test.

The ID Card Committee designs a new ID card for all McGill students and staff in preparation for automated circulation.

The first round of MUSE terminal installations is completed.

(91 terminals, 46 for exclusive public use of MUSE)

The Health Sciences Library offers end user searching seminars on the CD-ROM Medline database.

The first batch of completed RECON library records is loaded into MUSE.

Dial-up to MUSE is made available to the hospital libraries.

MUSE is made available on campus to all departments with coax connections.

The MUSE database is reloaded and released out of test. New records are added on a monthly basis from UTLAS tape loads.

Staff training session are completed for all Library staff.

Cataloguing departments are given access to staff mode MUSE - "look only".

40 additional terminals are installed for a total of 131 terminals.

Dial-up access to MUSE is released for McGill faculty, staff and students.

Library staff begin to use electronic messaging (e-mail) on MUSIC.

### 1989:

Technical Service departments begin local editing on MUSE records.

System wide distribution of Library Systems's NOTIS/McGill Staff Mode Reference Manual and Staff Mode Searching Manual.

First Library Barcoding project in the Physical Sciences & Engineering Library. First automated circulation desk in the Physical Sciences & Engineering Library. Central Technical Services begins to use NOTIS/McGill Acquisitions.

New records are added to MUSE on a weekly basis from UTLAS tape loads. Systems produces the Course Reserves listing for circulation departments.

Cataloguing departments begin to use NOTIS/McGill to produce spine labels and shelf list cards.

FAX machines are installed across the Libraries courtesy of the Friends of McGill University, Inc.

Co-operative McGill and UQUAM project for reciprocal access to online catalogs and fax for document delivery.

## 1990:

The Library receives the first shipment of 1986 Census Canada tapes and organizes support and services via the Computing Centre.

New records are added to MUSE online - successful implementation of GTO (online transfer software).

Health Sciences and Law Technical Services begin to use the NOTIS/McGill Acquisitions module.

Portable barcode scanners for use as circulation backup devices are distributed to all automated circulation departments.

A small number of voice mailboxes distributed across the Libraries.

MUSE is made available on Internet.

Central Technical Services terminal installation is completed.

The Blacker-Wood and Howard Ross Library staff test the NOTIS/McGILL serials control module.

New Technology Committee report is completed on Local Database Access.

MUSE contains over 1 million bibliographic records!

Canadian Institute for Historical Microreproduction (CIHM, pre-1900 Canadiana) records are loaded into MUSE.

All Technical Services units and the McLennan Inter-Library Loans Office begin to use the circulation module.

Planning for a database walk and authority control in NOTIS/McGill begins. 3 million searches were done on MUSE in 1989/90.

158 terminals are installed for Library staff. 101 terminals are installed for Library users of MUSE.

## 1991:

Technical Services completes its choice of CD-ROM database for cataloguing records and the Library Systems Office plans its installation on a Novell local area network.

The Circulation module is implemented in 8 Libraries.

15 Barcoding projects have been completed.

The MUSE database contains 1,018,612 records, including the completed RECON collections of 17 libraries.

Keyword and Boolean searching implementation in MUSE is completed and released for testing to Library staff in February. A release in MUSE is planned for March.

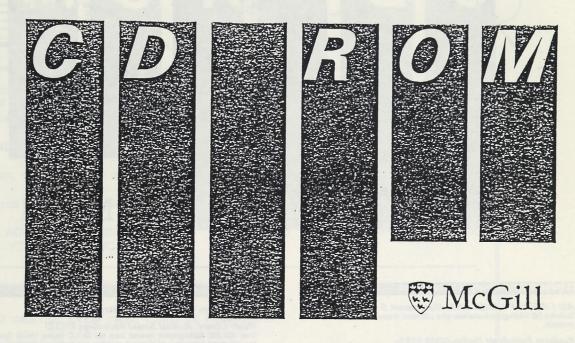
The Howard Ross Library installs the first CD-ROM image workstation and permits database access via the Faculty of Management local area network.

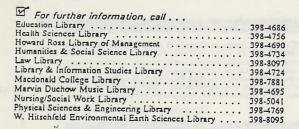
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APPENDIX: 6.V Section III.4







## ☑ Education Library

ERIC (SilverPlatter) 1966-

Bibliographic database on educational materials from Educational Resources Information Center, sponsored by U.S. Dept. of Education. Consists of Resources in Education (RIE) file which contains the most significant and timely education research reports, and Current Index to Journals in Education (CIJE) file, an index of more than 700 periodicals of interest to every segment of the education profession.

#### C Health Sciences Library

Medline 1966-

Primary database for worldwide biomedical literature, with citations and authors' abstracts from over 3,000 medical periodicals. Updated monthly.

SCI (Science Citation Index) 1986-

Index to worldwide literature covering over 100 scientific & technical

Occupational Health & Safety Information (CCINFOdisc) Current

Bilingual collection of databases published by the Canadian Centre for Occupational Health & Safety, containing a wealth of information on both chemical (Series A) and occupational health & safety topics (Series B).

Compact Library: AIDS

Compact Library: AIDS
Compact Library: AIDS
Comprehensive library of most current AIDS literature, covering epidemiology, treatment and research, including AIDS Knowledge Base from San Francisco General Hospital, AIDS-related citations from MEDLINE (1981 - ), more than 5,000 full-text AIDS-related articles from 8 major biomedical journals, abstracts from Bureau of Hygiene & Tropical Diseases, and Am/FAR AIDS/HIV Experimental Treatment Directory.

PDQ (Physicians Data Query) & CANCERLIT (National Cancer Institute)

PDQ contains statements of protocols currently used or under investigation for rbbg contains statements of protocols currently used or under investigation for use in freatment of cancer, names of investigators and institutions active in study and support of protocols; and collection of data pertinent to stage, prognostic and treatment information. CANCERLIT is a comprehensive database of citations and abstracts from over 3,000 biomedical journals, books, reports, proceedings, dissertations dealing with cancer research.

Scientific American Medicine Current year
Full-text database corresponding to loose-leaf text SCIENTIFIC AMERICAN
Medicine, with information on developments in 15 subspecialties of internal
medicine, general information on diagnosis, treatment, drug dosages, and laboratory values. Includes patient management problem series.

#### 🗷 Humanities & Social Sciences Library (McLennan Bidg) 👑

Social Sciences Index (Wilsondisc) 1983-

Over 164,000 citations to articles and book reviews in over 300 English-language periodicals in social sciences (anthropology, economics, environmental sciences, geography, law and criminology, planning and public administration, political science, psychology, social aspects of medicine, sociology, and international relations).

Humanities Index (Wilsondisc) 1984-

About 113,000 citations to articles and book reviews in over 290 periodicals in humanities subjects (theology, religion, performing arts, literary and political criticism, language and literature, philosophy, history, folklore, classical studies and archaeology).

Canadian Business and Current Affairs (Micromedia) 1981-See entry under Howard Ross Library of Management

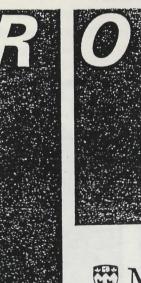
MLA International Bibliography (Wilsondisc) 1981-Approximately 251,000 citations to descriptive literature and current scholarship in linguistics, all modern languages, literature and folklore. Some 3,000 journals and series as well as monographs and book collections are covered.

PsycLIT (SilverPlatter) 1974-

Citations and abstracts of articles in over 1,400 journals from over 50 countries, covering psychology and related disciplines. Equivalent of Psychological Abstracts.

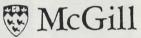
APRIL 1991







APPENDIX: 6.V Section III.4



#### Howard Ross Library of Management

ABI / INFORM ONDISC (UMI) Most recent 5 years Includes full bibliographic citations plus 150 word abstracts to over 800 business journals.

Business Periodicals Ondisc (UMI) 1987-Full-text, complete articles from some 300 business and management periodicals indexed by ABI/INFORM .

Canadian Business and Current Affairs (Micromedia) 1981-Provides indexing to more than 100,000 articles per year from more than 500 Canadian business periodicals and 10 newspapers. From 1986, event- and activity-related corporate filings deposited with the Ontario Securities Commission (OSC).

STATCAN (Statistics Canada)
Contains statistical data produced by Statistics Canada, searchable in English and
French, with catalogue of Statistics Canada publications and data files, and telephone directory.

#### Law Library

Legal Resource Index (Infotrac) 1980-

Index to over 750 key law journals and 6 law newspapers plus legal monographs. Indexes articles, book reviews, case notes, president's pages, columns, letters to the editor, obituaries, transcripts, biographical pieces, and editorials. Includes relevant law articles from Magazine Index, National Newspaper Index, and Trade and Industry Index.

#### Library & Information Studies Library

The Electronic Encyclopedia (Grolier)
Full text of the Academic American Encyclopedia, 30,000 articles.

Microsoft Bookshelf

A collection of 10 reference works including The American Heritage Dictionary, Roget's II: The New Thesaurus, The World Abnanac and Book of Facts, Bartlett's Familiar Quotations, The Chicago Manual of Style, Houghton Mifflin Spelling Verifier and Corrector, Form's and Letters, U.S. Zip Code Directory, Houghton Mifflin Usage Alert, and Business Information Resources.

LISA (SilverPlatter) 1967-

Abstracts of the world's literature in librarianship, information science, and related disciplines.

#### Macdonald College Library

AGRICOLA (SilverPlatter) 1970-

Worldwide periodical literature and books on agriculture and related subjects including animal studies, botany, chemistry, entomology, fertilizers, forestry, hydroponies, soils, and more.

#### Marvin Duchow Music Library

ERIC See entry under Education Library

Music Library: Musical Sound Recordings (OCLC)

Over 408,000 bibliographic records from the OCLC Online Union Catalog: musical sound recordings of classical, popular, and traditional forms of music worldwide, accessible by name, title, subject, instrumentation, musical form, recording notes, date, label/publisher, language, etc.

#### O Nursing/Social Work Library

CINAHL (Cumulative Index to Nursing & Allied Health Literature

SilverPlatter 1983Access to more than 300 English-language nursing journals, American Nurses'
Association and National League for Nursing publications, primary journals in more than a dozen allied health disciplines, and almost a dozen library science journals. Pertinent citations from approximately 3,200 biomedical journals in Index Medicus, and from psychological, management, and popular literature.

#### ☐ Physical Sciences & Engineering Library

Applied Science & Technology Index (Wilsondisc) 1983-About 272,000 citations to articles, book reviews, interviews, new product reviews and selected letters to the editor in 336 English-language publications in the applied sciences. Covers aeronautics and space science, chemistry, computer science, construction industry, electric and electronics industry, energy resources and research, fire prevention, food industry, geology, machinery, mathematics, metallurgy, oceanography, physics, plastics, textiles, transportation and all engineering fields.

COMPENDEX (Engineering Index) (Dialog) 1986-

COMPENDEX (Engineering Index) (Dialog) 1986-Abstracts from the world's significant engineering and technological literature: approx. 4,500 journals and selected government reports and books. Subjects include civil, energy, environmental, geological, biological, electrical, electronics, control, chemical, mining, metals, fuel, mechanical, automotive, nuclear, and aerospace engineering; computers, robotics, and industrial robots. Includes records of significant published proceedings of engineering and technical conferences. technical conferences.

#### W. Hitschfeld Environmental Earth Sciences Library

General Science Index (Wilsondisc) 1984-

Over 144,000 citations to articles and book reviews in more than 111 English-language periodicals in the sciences, including astronomy, almospheric science, biology, botany, chemistry, conservation and environment, earth sciences, food and nutrition, genetics, health and medicine, mathematics, microbiology, occanography, physics, physiology and zoology.

# MUSELETTER

Dialup access to MUSE, the online catalogue of the McGill University Libraries, is available for all McGill students and staff. The instructions below are for signing onto MUSE with a personal computer, a modem, and telecommunications software.

EQUIPMENT: You must have

- -a modem, capable of any of these speeds: 300, 1200, 2400.
- -a personal computer with telecommunications software which emulates one of these terminals:

ADM31 ADM3A HP150 IBM3101 TVI912 TVI920 TVI925 TVI950 TVI950R TVI955 VT100 VT100P VT220 VC404 VC4404

Step ONE - Setup your telecommunications software:

7 data bits, EVEN parity, 1 stop bit, FULL duplex

Set the emulation option in the software to one of the above terminal types. If using VT100, turn on NUM LOCK.

Step TWO - PHONE THE McGILL MAINFRAME: 398-8111

The telecommunication connection is established:

CONNECT 300, 1200 or 2400

Press the ENTER key.

The McGill computer answers:

enter class

Type usemuse

Press the ENTER key.

The McGill computer answers:

class start

Press the ENTER key.

The McGill computer answers:

ENTER TERMINAL TYPE:

Type in the terminal type the software is emulating. If using VT100, type VT100p. Press the ENTER key twice.

Step THREE - Begin your MUSE search:

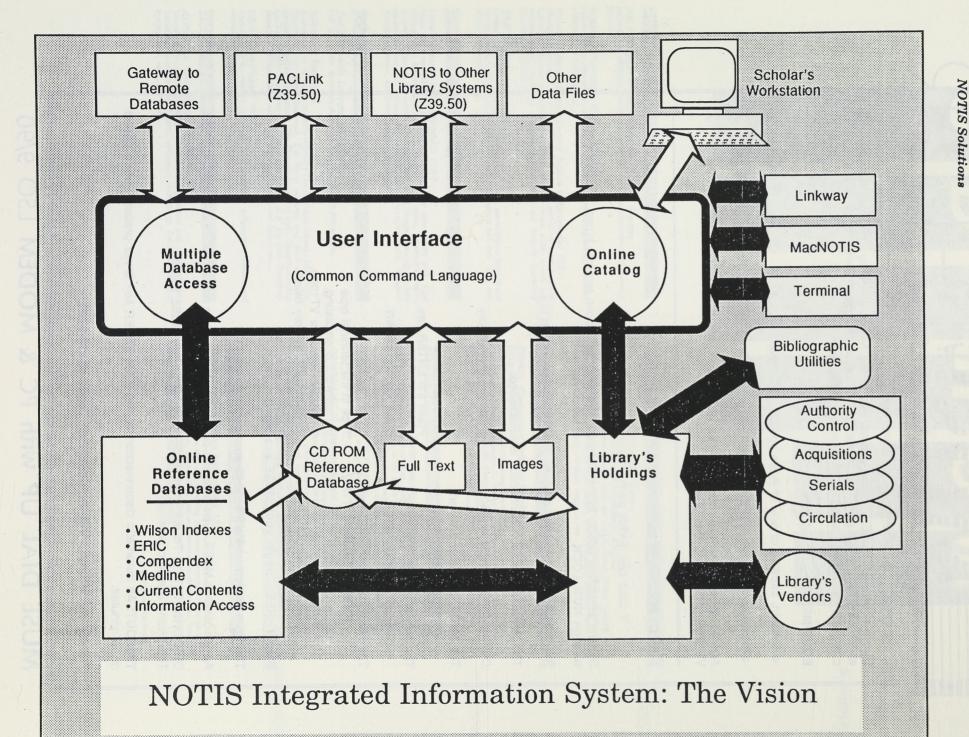
The Introduction to MUSE will fill your screen.

As you search MUSE, type h at any time for context specific help.

**DISCONNECTING:** To exit from MUSE, type **off** on any MUSE screen. The phone line disconnects.

TIMEOUT: An automatic disconnection occurs if the ENTER key is not pressed over a period of 15 minutes.

Trouble connecting? Call the Computing Centre at 398-3700.



## Technical Services Functions & Responsibilities 1989/90

		Acquisitio	Cataloguing		
Location	Books etc.	Serials	Current Serials	All Material*	Titles Catalogued
HuSSal		minig H.	mesus, soff ist	ung eicht	*
Blackader	CTS	CTS	343	CTS	2042
Education	CTS	CTS	670	CTS	1650
Phys.Education	CTS	CTS	83	CTS	128
Howard Ross	CTS	CTS	652	CTS	1240
Islamics	CTS	CTS	415	CTS	1802
Lib. & Info.	CTS	CTS	516	CTS	340
McLennan	CTS	CTS	4440	CTS	14088
Gov. Docs.	GD/CTS	GD/CTS	(?)	CTS	1185
Rare Books	CTS	CTS	143	CTS	2597
McLennan Ref.	CTS	CTS	378	CTS	with McL
Music	CTS	CTS	230	CTS	1173
Sound Rec.	MU	N/A	N/A	MU	322
Religious Stud.	CTS	CTS	154	CTS	880
LAW	LA	LA	3068	LA	2504
LSAL					
Blacker-Wood	CTS	CTS	786	CTS	1008
Health Sciences	HS	HS	2523	HS	2160
MacDonald	CTS	MAC	937	CTS	905
Osler	OS	OS	129	HS/OS	1249
PSEAL					
Hitschfeld	CTS	PS	212	CTS	est. 200
Mathematics	N/A	PS	243	CTS	0
Physical Sci.	CTS	PS	1818	CTS	2095

CTS=Central Technical Services HS=Health Sciences N/A=Not Applicable All material includes books, serials, A/V, maps, music scores, data files, etc.

**QUESTIONNAIRES** 

## POINTS OF DISCUSSION RAISED DURING INTERVIEWS

Each interviewee was given the Terms of Reference to read and make comments.

The following issues were covered at each interview:

Purchasing:

Budget: Which funds are used for automation developments,

including PC purchase, staff training, etc.

Hardware: How is hardware chosen? Should the libraries

standardize? (All, including CD-ROM)

Software: How is software chosen? Should the libraries standardize?

(All, including CD-ROM)

Which distributor of hardware and software is used?

Why? How did you choose distributor? Should the

libraries standarize?

Support Who do you rely on for hardware repairs and software

support? Why? How were "they" chosen?

Staff training: Do staff members in your area attend software training

programs? If yes, how is this initiated?

Fax: Does your area use Fax machines? Do you feel we have

enough?

E-Mail and Voice mail: Do you use these services? What percentage of staff do

you feel makes use of these services?

Internal & External Which databases are used in your area? How do you

Systems access?

All interviewees were asked to comment on future developments for McGill Libraires regardless of budget considerations.

## SYSTEMATIC CYCLICAL REVIEW

## **Self-Study Phase**

Sub-Group: Information Systems and Technical Services

## **User Questionnaire**

#### Mandate:

To evaluate the effectiveness of technical services operations in meeting the needs of client libraries and user communities.

- which Technical Service department do you work for?

- which Technical Service department does work for you / your library? (TS,MN,LW,Recon)

who do you view as your user community and how do you define their needs?

## For each of these departments:

- are you aware of standards of service?
- have standards changed with the introduction of NOTIS automation?
- has your relationship / work to / in the department changed with the introduction of automation?
- in your opinion what improvements have been made over the last 5 years in the department?
- is there still room for improvement?
- what would you like to see improved?
- are there new services which you would like to see the department offer?
- are there services which you feel the department should discontinue?
- your comments on the department's communication with your library.
- how could improvements be made?
- how do you rate the overall effectiveness of the department?

## Mandate:

To evaluate the effectiveness of systems operations in meeting the needs of client libraries and user communities.

which part of McGill's NOTIS implementation have you been involved in?

## For each of these aspects of automation:

- are you aware of standards of service?
- have standards changed during the introduction of NOTIS?
- has your relationship to the Systems office changed with the introduction of NOTIS?
- in your opinion what improvements in service by systems have been since automation implementation?
- is there still room for improvement?
- what would you like to see improved?
- are there new services which you would like to see the systems department offer?
- are there services which you feel the systems department should discontinue?
- your comments on the systems department's communication with your library. How could improvements be made?
- how do you rate the overall effectiveness of the systems department?

#### Mandate:

Alternative models for the organization of technical services and systems operations, including the desirability of a fully centralized Technical Services Division.

- what is your reaction to this statement?
- why do you think this question is being asked?
- do you think the question is a valid one? (based on the departments past and present performance levels)
- do you see the centralization of Technical Service Departments as desirable?
  - why? why not? how would you define centralization?
- would the integration of Technical Services and Systems be desirable?
  why? why not? how would you define integration? (in answering this, take into account the Systems department's mandate once it completes NOTIS implementation.)
- should this integration be extended to include Collection departments?
- your comments on possible ways to reorganize these departments.
- do you foresee any other University departments or outside agencies taking on any of these departments responsibilities?

#### SYSTEMATIC CYCLICAL REVIEW

## **Self-Study Phase**

Sub-Group: Information Systems and Technical Services

## User Questionnaire

One of the terms of reference of the Information Systems and Technical Processing Sub-Group of the Systematic Cyclical Review is to "make recommendations regarding an appropriate response by McGill University Libraries to developments in information technology, including providing access to bibliographic, numeric and full text data through information stored at McGill or elsewhere." To arrive at an appropriate response, the Sub-Group would greatly appreciate your input by answering the following survey.

You are being sent the only copy for your library. Since this survey affects many, if not all, operations in the library, please fill it in in cooperation with other relevant staff.

If you have any questions/comments concerning the survey, please feel free to contact either Angella Lambrou (x4757) or Joanna Andrews (x4788). Either Angella or Joanna will be calling you in the next few days to set up an appointment to see you concerning this survey.

## Information Technology:

#### Electronic mail:

Do you currently use electronic mail (e-mail) for the transmission of ILL requests, online search results, communicating with colleagues?

If no, is it because you lack the equipment to do so?

Is it because you do not have the trained staff to do so?

Is it because you do not support the idea of electronic transmission?

Other:

Do you allow users to send requests for ILL, reference questions, online searches, etc. through e-mail?

If yes, how do you alert your users that this service exists?

If no, should the libraries make this type of facility available?

Should such a service exist separately (e.g. the MAIL facility on MUSIC) or be developed as a front-end system to MUSE?

#### Bibliographic utilities:

Does access to bibliographic utilities such as REFCATSS, OCLC, RLIN, DIALOG, BRS, DOBIS, OPACs on INTERNET, etc. facilitate the verification and transmission of ILLs, the verification of reference questions, collections development and the cataloguing of materials?

Do you have access to and make regular use of such bibliographic utilities?

If no, what do you perceive to be the impact of these services if you were to actively utilize them?

What would prevent you from taking advantage of these systems?

- a) lack of staff or lack of trained staff
- b) lack of equipment
- c) lack of funds to support this activity
- d) other:

Do you perceive these utilities to be cost-effective?

#### FAX machines:

Do you have easy access to a FAX machine?

What is the primary utility of the FAX machine in your library?

Would you consider it a priority for your department to have access to a FAX machine that allows the direct copying of articles?

Would this facilitate the intercampus document delivery?

Would you extend this service to external users as well?

## Online searching:

Do you offer this service to your users? to external users?

If yes, do you have access to all the commercial services to adequately address the needs of your users?

Do you perceive online searching to be a basic and necessary service?

If no, what deterrents prevent you from offering this service to your users?

- a) online searching is irrelevant to your users
- b) lack of staff or trained staff
- c) high costs related to searching the databases in your subject area would be too prohibitive for the academic staff and students
- d) other:

Would this service be popular with users if it were to be fully or partially subsidized by library or departmental funds?

#### CD-ROM:

Do you currently offer access to CD-ROM databases?

Is the service and databases offered adequate for your users?

Do any factors prevent users from taking full advantage of this service?

What improvements can be made to the service in the short term?

in the long term?

If you are not offering this service, what prevents you from doing so?

- a) service perceived as not being beneficial to users
- b) lack of staff or lack of trained staff to offer service
- c) funds are not available to support the purchase of hardware and there are no funds to support the ongoing costs of subscriptions.
- d) there are no databases of interest currently available in this format
- e) other:

Do you perceive CD-ROM databases as being useful acquisitions/ cataloguing tools?

#### End-user services:

End-user services are services aimed directly at individual users such as Dialog's Knowledge Index or BRS' After Dark.

Should such services be made available to users through the libraries?

If yes, who should be responsible for the costs?

Should librarians only inform users that these services exist and leave it up to the individual to subscribe?

Do librarians have any responsibility to provide training seminars to users who wish to access these systems?

#### Local database access:

The Library System is seriously considering leasing popular commercial databases (ERIC, COMPENDEX, MEDLINE etc.) and making them available to users through the McGill mainframe.

Do you support this project?

What impact do you feel this will have on public services staff?

What impact do you feel this will have on users?

Do you think this type of project will improve the image of the Libraries?

#### Databases:

Should the Libraries develop policies regarding the following:

- a) the future acquisition of databases not under the physical control of the library? (e.g. Census tapes running on the McGill mainframe)
- b) the responsibility for database purchase/management be allocated among the Libraries, the Computing Center and the Faculty or School?
- c) the relationship of research grant support to database acquisition and conversion.
- d) the responsibility for providing training support to users

#### Full-text/numeric databases:

Many of the commercial search services have mounted and make available to users full-text files. For example, medical journal articles are available through BRS' CCML, business periodicals, newspaper articles and industry newsletters are available through DIALOG and legal information is available through LEXIS and WESTLAW. There are also numeric files such as CENDATA (U.S. Census), company financial sheets and statements, time series databases, etc.

Are these databases available through your library?

Do you alert your users that these files exist?

Do you market these files separately?

Are you aware of full-text, numeric or other electronic databases currently available on faculty or departmental equipment that would be useful to the McGill community if made available through the mainframe?

Should libraries inventory their constituent faculties about the existence of such files?

#### **NOTIS:**

Comment on the implementation and functionality of each of the modules as implemented through the NOTIS system. In their present form, do the modules adequately meet the needs of your staff or users? What immediate improvements would you like to see? What long term improvements/features would you like to see implemented or developed?

- a) MUSE (online catalog)
- b) Circulation
- c) Acquisitions
- d) Serials control

## User training:

New information technologies have created and will continue to create special challenges, especially for those most directly concerned with and responsible for the education and training of library staff and users.

What microcomputer-related instruction does/should the Libraries conduct?

- \_ Introduction to microcomputer use
- \_ Use of DOS or other operating systems
- Word processing or other general applications
- \_ Communications software/downloading
- Downloading from MUSE

- Accessing other OPACs through INTERNET
- Personal information management/reprint file management
- \_\_ Front-end gateway programs for online searching (PROSEARCH, DIALOGLINK, GRATEFUL MED, etc.)
- Online searching (Knowledge Index, After Dark, etc.)
- Use of CD-ROM products
- Use of computer assisted instruction (CAI) software
- Use of graphics software
- Statistical analysis software
- Other instructional programs: Please specify

#### Microcomputer facilities:

Should such facilities be made available in the Libraries?

Should they be used only as instructional facilities by librarians?

Should they be used only by library users to run their own programs and applications?

How do you foresee the daily operations of such a facility?

Where should the funding come from for hardware/software and technical support? library only? library/faculty? faculty only?

#### Long range plans:

Should the McGill Library System through the Director of Libraries examine the feasibility of a regional consortium (Concordia, Université de Montréal, Queens, Laval, etc.) to enable the libraries to address cooperatively the challenge of providing access to materials in the face of rapid increases in the cost of acquiring and cataloguing these materials?

What would be the best way to achieve this goal?

- a) through a shared computer-based bibliographic processing system (i.e. NOTIS at all sites)
- b) through the development of a dedicated telecommunications network that would permit the transparent and easy communication between member libraries.

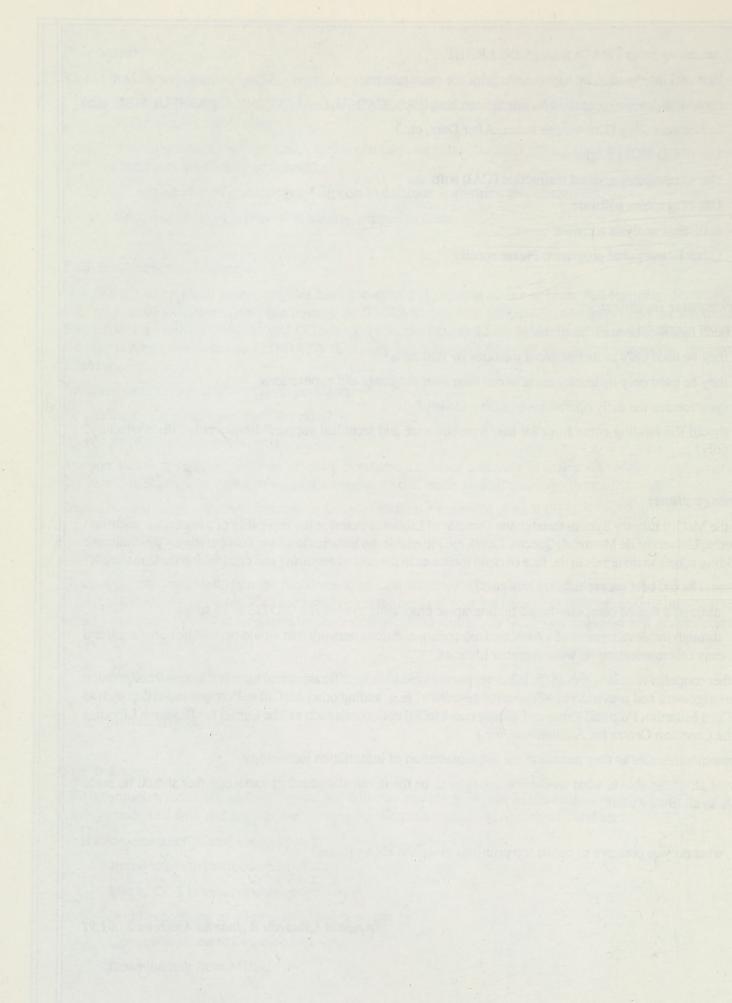
What other cooperative efforts should the Libraries pursue to address specific aspects of inter-institutional cooperation in the management and provision of information resources? (e.g. adding other McGill collections to MUSE such as the McCord Museum, Pulp and Paper and adding non-McGill collections such as The Center for Research Libraries tapes, the Canadian Centre for Architecture, etc.)

Other comments/issues as they pertain to the implementation of information technology

In view of all of the above, what would you consider to be the minimal amount of service(s) that should be made available to all library users

Finally, what do you perceive to be the top priorities given the above issues?

Angella Lambrou & Joanna Andrews 25.01.91





APPENDIX

#### 6. V. ORGANIZATION AND OPERATIONS

#### Section IV: Service to Users

The Cyclical Review self-study group on Services to Users conducted a survey of all libraries in January 1991. The information collected, and other information received from the Office of the Director of Libraries and the various Area Librarians was most useful to the Group during their deliberations. The most pertinent of this information is attached, it should be read in conjunction with the "statistical workbook".

- 1. Hours of opening
- On-line and CD-ROM searching
- 3. Reserve collections
- 4. ILL borrowing
- 5. Photocopying
- 6. Use of casual staff in public services
- 7. MUSE terminals and searches
- 8. Other possible services

APPENDIX: 6.V Section IV. 1

Section IV.

Service to Users

Appendix 1.

Hours of opening and service for the week of December 1, 1990.

	0pen	Circulation	Reserv	/es	Refere	nce	Current	Serials
Blackader-Lauterman	96	52	52		35		52	
Blacker-Wood	96	57	57		57		96	
Education	62.5	62.5	62.5		40*		62.5	
Envir. and Earth Sciences	62	62			62		62	
Health Sciences	87.5	85.75	85.75		40*		87.5	
Islamic Studies	58	58	58		58		58	
Law	90.25	90.25	90.25		40		90.25	
Library & Inf. Studies	72.5	72.5	72.5		72.5		72.5	
Macdonald Campus	81.5	81.5	81.5		35		81.5	
McLennan	96	70.5	70.5		63.5		63.5	
McLennan. Govt Docs	63.5	- 4	-		63.5		63.5	
McLennan. Rare Books	40	40	40		40		40	
Management	77	72.25	72.25		77		77	
Mathematics	40	40	40		40		40	
Music	81.5	81.5	81.5		40		81.5	
Nursing/Social Work	68	66.25	66.25		35		68	
Osler	40	40	40		40		40	
Physical Education	40	40	40		40		40	
Physical Sciences & Eng.	87.75	86	86		61		87.75	
Religious Studies	40	40	40		40		40	

Note \* In Health Sciences there are permanent staff (LAs) on duty during weekends and evenings who are trained to answer "quick" reference questions. Quick reference questions can thus be answered 85.75 hours/week. As Circulation/Reserve activities must be carried on by the same person, reference help tends to be less than adequate during peak periods. They are trained to take down reference questions which they cannot answer and these are answered next day. In Education, regular L.A. staff work an evening rota and cover most of the weekend hours, they too are trained to answer quick reference questions and these can be answered 62.5 hours a week. MLS 1 students work in Education when regular staff are not there.

Section IV. Service to Users

Appendix 2. On-line and CD-ROM searching

Availability of online searching and CD-ROM and approximate % of non-McGill use.

		Online		%	CD-ROM	%	
Blackader-Lauterman		у		10%	N	1.32	
Blacker Wood		y		1%	у		0%
Education				0%			2%
Education		У		0%	У		2%
Envir. and Earth Sciences		У		0%	У		10%
Health Sciences		У		14%	У		1%
Islamic Studies				Not available			
Law		У		0%	у		5%
Library and Information Studies		У		0%	у		1%
Macdonald Campus		у		1%	У		1%
McLennan		у		0%	у		5%
McLennan. Govt Docs				Not available			
McLennan Rare Books				Not available			
Management		у		20%	У		40%
Mathematics				Not available			
Music		у		10%	у 💮		10%
Nursing/Social Work		Available	in H	Sciences	У		15%
Osler		Available	in He	alth Sciences			
Physical Education				Not available			
Physical Sciences and Engineerin	9	У		5%	У		0%
Religious Studies				Not available			

APPENDIX: 6.V Section IV.3

Section IV.

Service to Users

Appendix 3.

Reserve Collection

Approximate size of reserve collection in November 1990 and reserve circulation 1989/90

	Reserve Circulation 1989/90	Books	Articles	Other
Blackader-Lauterman	7884	575	55	
Blacker Wood	11,463	81	736	
Education	14,423	1834	571	35 AV
Envir & Earth Sciences		No reserves	in this location	
Health Sciences	23,634	234	195	92 AV
Islamic Studies	3569	326	37	
Law	32,478	4000	350	25 AV
ibrary & Info Studies	5953	820*	320	12*
Macdonald Campus	17,918	1170	450	400 AV
McLennan	128,809	10,497	4212	1259 AV
McLennan. Govt Docs	Not counted	204 items,	library reserve only.	
McLennan Rare Books		No reserves	in this location	
Management	31,753	500	2300	
Mathematics	Not counted	360 books,	library reserve only.	
Music	17,785	400	100	75 s'ware
Nursing/Social Work	14,995	760	950	
Osler		No reserves	in this location	
Physical Education		140	50	
Physical Sci and Engin	est 35,000	850	375	700 exams
Religious Studies	7184	400	70	

APPENDIX: 6.V Section IV.4

Section IV.

Service to Users

Appendix 4.

ILL borrowing

Inter-library loan borrowing service is available for undergraduates, graduate students and faculty however this service is concentrated into seven larger units. (The "home library" may receive and verify requests.) Most libraries handle intracampus loans, including Macdonald, themselves. (Figures appear in the statistical supplement.)

Borrowing requests (to non-McGill libraries)

#### McLennan Library:

3,730

Blackader-Lautermam Education Library and Info. Studies McLennan Management Music Physical Education Religious Studies

Health Sciences:

904

Health-Sciences Nursing/Social Work

Osler

Physical Sciences and Engineering:

2,395

Environmental and Earth Sciences Mathematics Physical Sciences and Engineering

Blacker-Wood

456

Islamic Studies

188

Law

127

Macdonald Campus

560

APPENDIX: 6.V Section IV.5

Section IV.

Service to Users

Appendix 5.

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Photocopying

Self service photocopier use by Library as a % of total.

NOTE: In most libraries, the "public copier" is also used for administrative and ILL copying. Law, Health Sciences and McLennan have separate administrative/ILL copiers.

#### 1989/90

	% of total	Public copiers
Blackader-Lauterman	2.36	2
Blacker-Wood	4.82	2
Education (incl. Phys. Ed.)	3.34	2 (plus 2 in PE)
Envir. and Earth Sciences	.43	1
Health Sciences	15.69	6
Islamic Studies	1.22	1
Law	9.58	4
Library and Info. Studies	1.32	1
Macdonald Campus	6.03	3
McLennan (incl Redpath)	30.04	12
Management	7.34	4
Music	3.16	2
Nursing/Social Work	3.93	3
Physical Sciences & Eng.	10.72	7
Religious Studies	No copiers in RSL. Available in student lounge.	

Change machines are available in <u>most</u> library <u>buildings</u> (though not in any library). Debit card vending machines are available only in the Students' Centre, McConnell Engineering Building, McIntyre Building and the New Chancellor Day Hall. (<u>Not</u> in any library.) Cards are also sold by "Sadies" outlets during opening hours.

Section IV. Service to Users

Appendix 6. Use of Casual Staff in Public Services

Use of casual staff for shelving and circulation desk activities. These figures exclude casual staff hired to replace staff on leave or while positions are vacant. (1990/91 allocations.)

	Shelving	Circulation		Reference
Blackader-Lauterman	\$9221	\$9601		
Blacker-Wood	\$8293	\$4796		
Education	\$5305	\$6101		
Envir. & Earth Sciences	\$20,742 (Shelving,	Reference and Circu	ulation)	
Health Sciences	\$11,696	\$2691		
Islamic Studies	\$4932	\$5857	2018	
Law	\$9990	\$7552		
Library and Info. Studies		\$16,445		
Macdonald Campus	\$4874	\$8399		
McLennan	\$15,428	\$4925 (CPRR)		
McLennan. Undergrad Services		\$21,285		
McLennan Govt. Docs.		1		\$5363
McLennan Rare Books	\$3855	<u></u>		
Management	\$7447	\$5051		\$1599
Mathematics		4		
Music	\$4313	\$15,872		
Nursing/Social Work	\$7514	\$1001		
Osler		31 nl x		
Physical Sciences & Eng.	\$14,082 (includes allocation	on for Circulation D	esk)	
Religious Studies	nov bries sident-(vishdi) yes	nt tonth meth		d-t-t- n ek

NOTE: These figures must be interpreted with care. Some libraries have regular staff on weekend/evening shifts. Others, eg Health Sciences, have regular employees hired to work only weekend and evening hours. Some libraries, eg McLennan, have full-time shelvers, others rely almost totally on casual staff for shelving.

It is worth noting, however, that in 1990/91 the libraries allocated almost \$130,000 towards casual shelving assistance which should provide over 23,000 hours of casual shelving at the minimum wage of \$5.30. The total for circulation desk services is almost \$110,000, which should provide almost 17,000 hours at the rate of \$6.25 per hour normally paid for circulation desk casual assistants.

**APPENDIX**: 6.V Section IV. 7

Section IV.

Service to Users

Appendix 7.

MUSE terminals and searches

MUSE search totals during 1989/90. (From Table 22 of Systems Office Annual Report.)

	Average No. public terminals	Search %	Average/ terminal
Blackader-Lauterman	3	3.35%	2,848
Blacker-Wood	5	3.08%	1,517
Education	7	4.70%	1,691
Environmental and Earth Sciences	A character again expense of the	.22%	517
Health Sciences	8 8 8 September of the September 8	5.99%	1,786
Islamic Studies	to a bearing by physics and the second of th	.66%	1,535
Law	6	2.49%	1,058
Library and Information Studies	2	.95%	1,113
Macdonald Campus	5	2.17%	1,015
AcLennan stacks and Redpath	15	21.35%	3,494
McLennan departments	5	2.34%	1,215
McLennan reference	20	28.85%	3,370
Management	5	4.31%	2,051
Mathematics	1	.36%	848
Music	3	1.97%	1,535
Nursing/Social Work	5 and palmanagement	2.20%	1.141
Osler Initiation on the	mai algizha kojis	.36%	836
Physical Sciences and Engineering	10	13.58%	3,173
Religious Studies	2	1.06%	1,290

Caution should be used in "translating" these figures into either workload or "busyness". Libraries whose collections are not yet, or not yet all, in MUSE will not find MUSE as useful as those whose whole collection appears there. In addition, libraries which shelve journals alphabetically make it easier for users to find material without recourse to MUSE.

Section IV. Service to Users

Appendix 8. Other Possible Services

Other services which the LIBRARIES thought ought to be provided for users.

Blackader-Lauterman

CD-ROM and image retrieval

Full text retrieval

Compulsory orientation in conjunction with faculty

Education

Telephone renewals in all libraries

Inter-library book delivery

Environmental and Earth Sciences

Fee for service for online search with document delivery

Health Sciences

Inter-library loans between campus libraries - at least for faculty.

Faxing of copies directly to faculty offices

ILL/photocopying requests accepted by phone, fax, E-mail from all users (Presently

restricted to certain categories in HSL)

Training seminars on information management

Seminars on MUSE dial-up access, record capture, use of BIBLIO

Seminars on using INTERNET

Computers for use by users for word-processing etc

Access to databases such as RLIN for reference purposes

Coordinated use of services like BRS AfterDark to get minimum rates etc

Islamic Studies

115, 52,000-13

Library and Information Studies

Use of computers for instruction

Macdonald Campus

Debit card machines more readily available

Faster processing time for new items (original cataloguing very slow) All useful government documents in MUSE using CODOC

Online searching of major databases via MDAS/MUSE/?

McLennan

Law

Longer service hours at circulation and current periodicals

Document delivery for faculty

SDI from Current Contents on disc

"Public" computers for wordprocessing etc Networked CD-ROMs to allow multiple use

Enhanced access to non-bibliographic files at Computing Centre

Loading of databases on MUSE (MDAS)

Management

Document delivery to faculty

End user searching of major databases (via MDAS/MUSE/?)

Mathematics

All libraries need access (to UTLAS/RLIN?) for verification/location

Physical Sciences and Engineering

Fax document delivery of ILL

On demand photocopies

Hypercard avaialable in McGill Library System

Intra-campus book returns

Ability for patrons to place holds on MUSE

Religious Studies

Present services should be enhanced before new ones are added.

#### 6. V. ORGANIZATION AND OPERATIONS

#### Section V: The Staff

- 1. Conditions of Employment Librarians
- 2. Memorial University Article 4: Support for Research and Professional Development
- 3. New Travel Grants Policy
- 4. Grant Fund for Professional and Scholarly Contributions Terms
- 5. Draft Policy on Funding for Professional Development AMUL
- 6. Queen's University Self-Funded Leave Plan
- 7. Survey Report

LIBRARIANS' HANDBOOK

SECTION 2

CONDITIONS OF EMPLOYMENT - LIBRARIANS

8. REGULATIONS OF THE STUDY/PROFESSIONAL DEVELOPMENT LEAVE POLICY FOR FULL-TIME LIBRARIANS\*

#### 8.1 General

Librarians are eligible for sabbatic leave under the same conditions as teaching staff, as outlined in the REGULATIONS OF THE SABBATIC LEAVE POLICY FOR FULL-TIME ACADEMIC STAFF. However, because of the special nature of their work, librarians may often find it more appropriate to their needs to take shorter leaves than the usual one year sabbatical. In adopting a policy of study/professional development leave for librarians as distinct from sabbatic leave, the University recognizes the differing needs of librarians and their teaching colleagues. The flexibility provided by these two types of leave will ensure that librarians can benefit from a wide variety of activities while on leave.

Federal income tax regulations allow librarians on leave to request this institution to designate a portion of their salary as a "research grant". Certain very specific expenditures, outlined in the tax regulations, can be deducted from this portion of the salary for tax purposes. The University is a party to this policy on the distinct understanding that it is the responsibility of the librarian on leave to satisfy the Department of National Revenue as to the legitimacy of these deductions.

In addition, librarians on leave are urged to obtain "grants in aid of research" from government agencies or philanthropic foundations. The combination of these funds and the salary component given by the University is outlined in the regulations.

#### 8.2 Regulations

- The justification for study/professional development leave is seen solely as the opportunity for the pursuit of scholarship and academic renewal or professional development.
- 2. Normally, six years' continuous full-time service (or the equivalent) at McGill confers the right to be considered for study/professional development leave. Leaves are granted on a discretionary-basis taking into account the financial and practical position of the University, but it is understood that after six years' service leave will not be withheld arbitrarily.
- 3. If leave is not granted in one year for administrative or financial reasons, normally it will be given priority consideration the following year.

<sup>\*</sup> Senate approval, April 18, 1979. Board of Governor's approval, D8-85, May 28, 1979.

- 4. a) A period during which leave of absence is granted does not constitute a qualifying period for the purpose of satisfying the six-year rule.
  - b) Leaves need not necessarily be for a full twelve month period.

    Maximum length of leave will normally be determined on the
    basis of two months' leave for each year of service, to a
    maximum of twelve months, but leaves of from one to twelve
    months may be approved.
- 5. The librarian shall state on applying for leave, his intent to return to the University for a period of at least the length of the leave.
- 6. The Area Librarian will review with the applicant his statement of leave plans. While McGill makes no approval requirement, it is concerned that a plan, having substance and intellectual merit, exists. Applications for leave must include a written proposal for investigation, study, research, etc.
- 7. On return to the University, the librarian is required to give an account of his activities while on leave. This report will be submitted to the Area Librarian, who will forward it to the Director of Libraries. Reports may be made available to other librarians and to the University.
- With the exception of the amount listed in Section 9, awards from outside agencies shall not be used to increase the librarian's salary beyond 100%; the excess amounts shall be treated as described in Section 10. Any other income, such as fees or salaries, that exceed the amount necessary to bring the salary to 100%, are also refundable to the University. If the University makes these deductions from the leave payments, they shall first deduct from such payments earmarked as salary, and only as to any excess from payments earmarked as research grant.
- 9. a) The first \$2,000 of a grant-in-aid of research (pro-rated for leaves of less than 12 months, e.g. \$166.66 per month) given to the librarian for the purposes of accomplishing his leave plan shall not be deducted from his University salary, assuming this is acceptable to the granting agency.
  - b) In addition to (a) above, assuming this is acceptable to the granting agency, the librarian may claim expenses (on a strict accountability basis) up to the sum of \$2,000 (pro-rated for leaves of less than 12 months, e.g. \$166.66 per month) from any grant or earned income received. The expenses claimed if approved by the Director of Libraries will not be deducted from his salary.

- Monies saved to the Library System by such deductions are credited to the libraries on an accrual basis, i.e. regardless of accounting years, so that the Director of Libraries has the benefit of savings in years subsequent to the year in which the saving occured. These funds are to be used solely for replacement of librarians on leave.
- 11. There is a legal obligation between the librarian and the University to the effect that the candidate for leave will declare all grants and remunerations for income earned, whether paid or accrued during the leave. The application form requires that the candidate sign a promise to declare all such grants and remuneration.
- 12. Applications for study or professional development leave should be made as far in advance as possible to allow planning to be done for such an absence.

Normally, requests for leave of up to one month should be made six weeks in advance. Requests for leave of two to three months should be made three months in advance of the start of the leave. Requests for more than three months' leave should be made at least six months in advance.

- 13. In consultation with the Area Librarian, the applicant is expected to suggest plans for his replacement while on leave. It is hoped that in many cases colleagues will agree to share responsibility for the applicant's duties while he is away. The Area Librarian will advise the Director of Libraries as to the implications for the library or department.
- 14. All applications for leave must be completed on the appropriate form and sent to the Area Librarian who will forward to the Director of Libraries. The Director of Libraries is responsible for recommending leaves to the Vice-Principal (Academic).

Where applicable, the above regulations conform to the REGULATIONS OF THE SABBATIC LEAVE POLICY FOR FULL-TIME ACADEMIC STAFF, as approved by Senate and the Board of Governors, fall, 1980 and reproduced here under 8.3.

8.3 Regulations of the Sabbatic Leave Policy for Full Time Academic Staff\*
General

The University will pay 75% of full salary to sabbaticants under conditions outlined in the regulations and will also pay its normal share of fringe benefits. Successful applicants for sabbatic leave are also able to apply to a university fund for further asistance for sabbatic leave, if needed.

<sup>\*</sup> Board of Governors and Senate approval, fall, 1980.

# ARTICLE 4 - APPOINTMENT, DUTIES AND RESPONSIBILITIES, TENURE AND PROMOTION OF LIBRARIANS

#### .1 ACADEMIC FREEDOM

1.1 Librarians appointed under this Agreement have academic freedom in common with all other Academic Staff Members as set out in Article 2.1.

# 2 DUTIES AND RESPONSIBILITIES

- 2.1 All Librarians have certain duties and responsibilities which derive from their practice as Librarians and their position as members of the academic community with academic freedom. The duties and responsibilities of Librarians shall be an appropriate combination of:
  - (a) Professional practice in the University Library by providing professional consultation and assistance to library users and by maintaining and developing the library holdings and information systems on the basis of the needs of Faculties, Schools, Academic Departments and the University Library and the financial resources allocated to the Library. In addition, they are expected to develop their professional knowledge in Library administrative and Committee work.
  - (b) Academic service within the University, which may include working with other members of the University community to enhance the academic excellence of the University and the quality of academic life, and working in the community at large through the application of the Librarian's academic or professional competence or expertise.
  - (c) Research, scholarship, teaching and creative activities.

- 4.2.2 The pattern of these responsibilities may vary from time to time and from individual to individual. For the majority of Librarians, however, the principal duties will be in (a) above.
- 4.2.3 Librarians have a professional duty to develop and maintain their competence and effectiveness. Professional service in the University Library includes the following:
  - (a) Librarians shall discharge their assigned responsibilities in accordance with the appropriate Senate resolutions and regulations.
  - (b) Librarians have the responsibility to foster a free exchange of ideas, to refuse to practice or permit censorship, and to strive to ensure the fullest possible access to library materials for members of the University community.
  - (c) The right of a Librarian to exercise professional discretion does not allow him/her to infringe upon the academic freedom of others.
- 4.2.4 Librarians have the right and responsibility to take a fair and reasonable share of administrative responsibilities other than those comprising part of their principal responsibilities:
  - (a) Through membership on appropriate bodies, and on Faculty, School, and University, and other Committees and Boards.
  - (b) By undertaking other administrative tasks.
  - (c) A Librarian shall be elected or appointed to such bodies or tasks only with his/her consent. Those who have the responsibility to make such

appointments shall make every effort to ensure that academic service commitments are equitably shared. A Librarian shall not unreasonably withhold his/her consent.

- 4.2.5 In the exercise of professional or administrative responsibilities, Librarians shall treat academic colleagues and students so that objectivity, fairness, respect for privacy and absence of discrimination are maintained in all deliberations, recommendations and decisions.
- 4.2.6 Participation of Librarians in the work of learned societies, disciplinary and professional associations and organizations related to the professional competence, expertise or interests of Librarians shall constitute academic service within the meaning of Clause 4.2.1(b).
- 4.2.7 The duty to engage in scholarly activity as set out in Clause 4.2.1(c) includes:
  - (a) The conduct of research, scholarship, and critical, creative or developmental work.
  - (b) The dissemination of such work through publication, demonstration, presentation, exhibition or performance, or by other means appropriate to the discipline.
- 4.2.8 If a Librarian undertakes a special assignment with the consent of the University Librarian, at the Librarian's request the University Librarian shall state in writing what responsibilities shall be reassigned or deferred during the completion of the assignment.
- 4.2.9 The University Librarian shall ensure that the assignment of duties and responsibilities is fair, equitable and reasonable. If a Librarian is assigned duties which exceed a reasonable amount, he/she shall subsequently be granted a compensatory reduction in assigned duties by mutual agreement between the Librarian and the University Librarian.
- 4.2.10 Support for Research and Professional Development

- (a) Support for professional development on full salary may be granted to any Librarian to allow him/her to pursue research projects or professional development opportunities without distraction. A Librarian's request for such support shall not be unreasonably denied.
- (b) A Librarian seeking such support for research or professional development shall submit a proposal to the University Librarian specifying the project or opportunity.
- (c) Such support will provide release from normal responsibilities for four (4) weeks for each completed year of service, which may be accumulated for up to two (2) years.
- (d) Such release from normal responsibilities shall be scheduled by mutual agreement between the Librarian and the University Librarian.
- (e) Achievements of Librarians during such release from normal responsibilities shall be evaluated as additional criteria in performance and promotion evaluations.

# 4.3 APPOINTMENT OF LIBRARIANS

4.3.1 The primary objective in recruiting is to develop the best possible library collection and service for Memorial University of Newfoundland. The procedures in this Article shall apply to appointments to all Librarian positions in the bargaining unit.

#### 4.3.2 Criteria for Appointments

Consistent with the primary objective above, the minimum qualification of appointment as a Librarian is a graduate degree from a programme in Library Science accredited by the American Library Association or an equivalent organization acceptable to the University.

APPENDIX: 6
Section V.

APPENDIX: 6.V Section V. 3

# McGILL UNIVERSITY FELLOWSHIPS OFFICE, DAWSON HALL 311

GRADUATE STUDIES AND RESEARCH DATE: February 24, 1986

TO: All Academic Staff

FROM: Professor Paul Davenport, Associate Dean

SUBJECT: NEW TRAVEL GRANTS POLICY

At its meeting of February 21, the Graduate Faculty Council approved a recommendation from the Faculty Executive for a new policy on travel grants designed to eliminate a deficit which has arisen in the travel grants budget over the past two years. A growing deficit has occurred, beginning in 1984-85, for two reasons: expenditures have grown rapidly over the last two years, and there was a cut in the annual budget allocation from \$170,000 to \$160,000 in 1985-86. Similar cuts were made in other Faculty programs. The projections for expenditures for 1985-86 and 1986-87 based on current rules indicate a cumulative deficit of more than \$50,000 over the three years 1984-85 to 1986-87; there is thus an urgent need to reduce expenditures from the travel grant account.

The Faculty Executive considered several means of reducing travel grant expenditures: a proportional cut in all of the flat rates (which currently vary from \$100 to \$800, depending on the destination); a larger reduction in the rate for overseas travel alone; denial of grants to those with significant external research grants. It was decided that by maintaining the current flat rates, but settling a celling on total grants over two years of \$1,000 beginning in 1986-87, the Faculty could save the needed expenditure while doing the least damage to faculty research.

The new policy was approved by Council, and I am therefore distributing to all departments a new travel grants application form for grants during the period from July 1, 1986 to June 30, 1987. The flat rates to each destination are unchanged. The form asks the applicant to indicate the size of his or her grant (if any) in the previous fiscal year; the information will be used to constrain the total of the 1985-86 grant and the 1986-87 grant to a maximum of \$1000. For example, a faculty member who received a \$500 grant in 1985-86 will be eligible for no more than a \$500 grant in 1986-87.

Academic staff members who find their travel plans for 1986-87 seriously disrupted by the change in the grant rules may apply to the Special Travel Grants Committee. For the remainder of its meetings during 1986, the Committee will consider applications for special travel grants for 1986-87 which (in conjunction with the 1985-86 grant) would exceed the \$1,000 two-year limit. In a departure from our usual rules, such applications will be considered even in the case of faculty who have received a special travel grant during the last two years. Special travel grants require submission of a CV, and are awarded by a committee consisting of the Dean and the two Associate Deans of Graduate Faculty. As in all special applications, the applicant is asked to demonstrate that his or her recent research record is excellent, that there are no alternative sources of funding, and that the conference involved is vital to the applicant's research.

New Travel Grant Application Forms (with "Revised February, 1986" in the lower right hand corner of the first page) have been mailed to departments, with full details on applying for a Special Grant to exceed the \$1,000 limit. The deadlines for submission of Special Travel Grant applications during the remainder of 1986 are March 14, April 15, June 15, September 1, October 15, and December 1. The March deadline is normally March 1, but has been set back to March 14 to accommodate faculty who wish to respond promptly to this memo.

I am keenly aware of the hardships that the new policy will cause for some faculty, and stressed these difficulties in my discussions with the Executive. Cuts were imposed on almost all Faculty programs during the last year because of a growing deficit in the Graduate Faculty research budget, which covers such programs as grants for faculty travel, department seminars, conferences, small research projects in the humanities and social sciences, equipment, computing, research associates, and research infrastructure; further cuts in programs other than travel grants can be expected during the next two years. Should significant new funding become available in 1988-89 or thereafter, the two-year ceiling on travel grants could be lifted.

APPENDIX: 6.V Section V. 4

#### GRANT FUND FOR PROFESSIONAL AND SCHOLARLY CONTRIBUTIONS

- 1. The purpose of the Grant Fund shall be to promote scholarly and professional contributions by McGill libraries. It should not be used to promote travel and conference attendance.
- 2. Applications for funding to attend annual conferences shall be submitted on a fiscal year basis. Applications for funding of events other than annual conferences should be submitted at least 60 days prior to the event.
- 3. Applications shall fall into three categories. These categories, in order of priority for consideration, are:
- I. Academic contributors: includes those presenting papers, workshop and panel discussions.
- II. Officers: includes President, Vice-President, Vice-President Elect, Secretary, Treasurer of library and information science organizations.
- III. Participants: includes board members (other than officers), workshop organizers, committee chairmen and committee members.

Categories I and II shall receive "full funding".

Category III shall receive transportation costs and a \$43 per diem (incl GST and PST), and shall be limited to one trip per year.

- 4. "Full funding" shall include: a) travel costs; b) registration costs; c) accommodation costs; d) a per diem (\$43 incl GST and PST).
- 5. Accommodation and per diem costs shall be available only for the period of direct involvement, and shall not automatically be granted for the full, scheduled period of a conference.
- 6. Funding for librarians "representing" McGill Libraries shall not be allocated from the Grant Fund for Professional and Scholarly Contributions.
- 7. Applications for funding shall include a statement of support and the reasons for such from the appropriate Area Librarian.
- 8. Applicants shall be required to seek additional sources of funding. The Grant Fund for Professional and Scholarly Contributions shall be reimbursed from outside funding received in excess of total expenses. Honoraria shall be exempt from this rule.
- 9. Librarians shall be encouraged to apply to the Grant Fund for Professional and Scholarly Contributions when presenting papers at events sponsored by library associations, and to the Faculty of Graduate Studies when presenting papers at other scholarly or professional events. Librarians refused travel funding, or receiving only partial funding from either the Libraries or the Faculty of Graduate Studies, should not apply to the other office for supplemental funding.
- 10. Librarians shall report all conferences attended and sources of funding received along with a resumé of their activities to the Director. Such reports shall be made available to all librarians.

#### 11. Definition of Reimbursable Expenses

Reimbursement of public transportation costs will not exceed rail fare or economy air fare. Where private automobile is more economical, considering all costs and time availability, the University rates of .25/km and .405/mile (Canadian) are to be used.

Per diem allowance (\$43 Canadian/day in Canada and Abroad, and \$43 American/day in the U.S.) includes accommodation, meals and all other transportation costs outside the basic air, rail, or bus costs, as well as GST and PST.

All requests for reimbursement must be accompanied by ORIGINAL receipts.

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APPENDIX: 6.V Section V.5

## DRAFT POLICY ON FUNDING FOR PROFESSIONAL DEVELOPMENT

AMUL TASK FORCE ON PROFESSIONAL DEVELOPMENT April 1990

The purpose of this policy is to make available equitable and adequate financial assistance to encourage scholarly participation and continuing professional/educational contact at conferences and similar events which stimulate professional development.

This policy reflects the mandate of the McGill University Task Force on Priorities (p. 29, Draft) "...to provide opportunity for professional training and career development..." This aim was clearly reiterated by the Principal to the librarians at their meeting with the Task Force members on March 26, 1990. This policy therefore recognizes the crucial importance of ongoing education, contact, and exposure to professional issues gained by conference attendance in both library and scholarly disciplines. In addition it continues to support all aspects of professional or academic contribution, whether presentation of papers, organizing workshops, as well as committee or executive work.

At this time in the career history of the majority of McGill librarians, a time when we now realize that technological change will be an ongoing influence on our work, committment towards renewal and skill upgrading for professional staff is vital evidence of support to the librarians by University and library administration.

In order to follow the goal of this policy, we suggest a two year trial period in which conference money is allocated according to the policy outlined below. The policy is based on sources of funding; money should always be requested from these funds, in the order presented, when appropriate. Part A is new, taking advantage of the University's Staff Training Fund (Administrative Handbook C-16). Part B reminds us of the Faculty of Graduate Studies and Research. Part C contains the major changes in the grant policy. Part D is a new section which reflects this committee's agreement that any new proposal from AMUL should emphasize the need to find new and creative sources of funding.

#### SOURCES OF FUNDING

#### A. Staff Training Fund

- 1. University-wide, for all employees; administered by the Dept. of Human Resources; provides financial assistance for employees to attend courses, seminars and workshops which are directly related to their work.
- 2. Requests for assistance from this fund may be initiated either by the staff member or the library administration, but all requests must be approved by the Director of Libraries.
- 3. Legitimate expenses for staff members taking appropriate courses, seminars and workshops not funded by the Staff Training Fund shall be paid by the library system.
- 4. The costs to the library system of 3. above shall NOT come from the Grant Fund.
- 5. Director of Libraries should make certain that the library system makes maximum use of this fund and should try to ensure that the University allocates sufficient money to the fund to cover all reasonable requests.

#### B. Faculty of Graduate Studies and Research

- 1. Librarians are encouraged to apply to the Faculty of Graduate Studies and Research when presenting papers at non-library conferences.
- 2. If no funding or only partial funding is received, librarians shall be allowed to submit for coverage of the balance of expenses from the Grant Fund.
- 3. Director of Libraries and AMUL and MAUT should lobby the Faculty of Graduate Studies and Research to also fund presenters of papers at library conferences.

#### C. Grant Fund

- 1. Purpose: To make available equitable financial assistance to encourage scholarly participation and continuing professional/educational contact and development by attendance at such things as conferences and workshops.
- Eligibility: For full-time appointed and sessional librarians; pro-rated for part-time sessional and reduced-load appointed librarians.
- 3. Not to be used where the primary purpose of attendance is as the 'official representative' of McGill University Libraries, e.g. at ARL, ACMC, CREPUQ, NOTIS functions.
- 4. Amount: This fund shall consist of the equivalent to 1.5% of all professional librarians gross salaries plus the addition of any money acquired under section D. All eligible librarians are entitled to an equal share based on the anticipated size of the fund and number of applications that year. Surpluses and deficits shall be carried over to the next year. The present fund is approximately .5%, as reported to ARL (ARL 1990 statistics) and includes funding for official representation at NOTIS.
- 5. Use of Money: To cover travel, registration and tuition costs, accommodation costs up to \$75/night (1990\$) and a per diem of \$35 (1990\$). Librarians may apply for additional funding from the Grant Fund to cover, up to 100%, expenses only partly covered by funding received elsewhere.
- 6. Notification: The individual librarian should be responsible for determining when and how his/her scholarly participation and professional development should take place. Librarians wishing to access all or part of their allocation shall notify the Director of Libraries at least 2 months before the activity, unless there are exceptional circumstances. The Director of Libraries should have 3 weeks to raise objections to/or questions concerning the application. If the librarian hears nothing during this time period, it is assumed that the grant is approved.
- 7. Special Applications For Extra Funding: Librarians who need extra funding and are unable to obtain funding elsewhere, can make a special application for extra money from the Grant Fund surplus. Approval is at the Director's discretion.
- 8. Librarians shall submit a written report of each

meeting attended. This shall be made available to all librarians.

- 9. Normal University regulations for reimbursement shall apply.
- 10. Director of Libraries shall present a written report on the Grant Fund annually. This should include the total amount of the fund that year, names of all persons who requested grants, the amount each received, as well as the name and dates of the meeting(s) attended. The Director may wish to have a representative committee of librarians work with him in the preparation of this information.

#### Outside Funding D.

The Director of Libraries and the R & D Librarian 1. should attempt to augment the Grant Fund by raising money from corporate and other sources.

D. Crawford, Chair

K. Ball R. Clarke

S. Slavin

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Queen's University:

#### APPENDIX D

#### SELF-FUNDED LEAVE PLAN

#### General

- 1. Recent amendments to the Income Tax Act have allowed Queen's to establish a plan which will provide tax relief to Employees who wish to self-fund a leave of absence.
- 2. This document describes the general terms, and administration of a self-funded leave plan. The precise terms and conditions governing the plan are set out in a formal agreement which the Employee will be required to sign prior to joining the plan. In the event that the self-funded leave plan, as described in this document or in the formal agreement with the Employee, conflicts with the Income Tax Act or any other legislation, that legislation shall take precedence.
- 3. The plan is solely a means to fund a leave of absence. The provisions of the plan do not alter existing policies set out in the *Personnel Policy and Procedure Manual for Support Staff*, or the Collective Agreements between the University and its Bargaining Units.
- 4. Under this plan, a part of an Employee's salary entitlement for a specified period would not be paid to the Employee, but would be put into an interest-bearing trust fund. At the end of the specified period, the Employee would go on leave of absence and be paid the amount set aside in the interest-bearing trust. For example, under this plan, an Employee may work full-time for three years, but receive (and pay tax on ) only 75% of his/her normal salary. The remaining 25% would be held in an interest-bearing trust for the

Employee. In year four, the Employee would go on leave of absence and receive the amounts which had been set aside in the previous years. (The 75%/25% are used to illustrate how the program works.) The Employee has many options for the deferred amount and the length of the leave. Restrictions on length of leave, the amount of salary deferral and deferral period are outlined in the following section Terms and Conditions.

5. The tax advantage to this program is that the Employee may earn income in one year, but not pay tax on that income until a subsequent year. Also, by receiving 75% of full-time salary for four years instead of 100% salary for three years, the Employee may possibly end up in a lower tax bracket and pay less total tax on the same total salary.

#### Terms and Conditions

1. The purpose of the plan is to fund a leave of absence. It is not intended to help fund a retirement or other permanent separation from the University. Upon completing the leave of absence, the Employee must return to the University for a period equal to or greater than the duration of the leave.

2. Deferral of salary may not exceed 33.33% of earned salary. The Employee may defer any fraction which is less than this percentage. The deferred amount will be held in trust by the Bank of Montreal in the name of the Employee. Interest, based on the Bank of Montreal Savings Account rate, will be paid to the Employee at the end of each calendar year. The interest received is taxable and the amount will be reported to the individual's personal tax return for that year even though he/she has not received payment. The

amount of interest earned will be reported to the Employee on a T5 form each year.

- 3. The leave must be at least six (6) months, and no longer than one (1) year. The leave must start within six (6) years of the date of the first deferral.
- 4. During the years that an Employee is participating in the self-funded leave plan, UIC and CPP must be based on actual earnings which, using our earlier example, would be 75%. Life insurance benefits may be based and supported by the University on nominal earnings (100%). Supplementary Medical and Semi-Private Hospitalization, because they are flat rates, will remain the same and will continue to be supported by the University. Long Term Disability benefits will be based on nominal earnings, so that if an individual were to become disabled during the deferral period or their leave, then full salary would be insured. Premiums will continue to be paid in full by the Employee. An Employee may also have the choice of contributing to the pension plan, based on their nominal or actual salary for the full term of the program (if allowed by Revenue Canada), with continued University support. Arrangements must be made before the leave for an Employee to pay his/her share of the premiums for their chosen benefit coverage.
- 5. Leaves must be taken at the end of the deferral period. The Employee may not, for example, take a leave in year two and then pay the University back over the next three years.
- During the leave, the individual may not be employed by the University in any capacity, even if that employment is casual and unrelated to

his/her normal duties.

7. It is expected that an individual will continue to be committed to his/her plan for self-funded leave. However, in the case of unforeseen or extenuating circumstances, an Employee may withdraw from the plan prior to taking his/her leave of absence, provided that he/she notifies the Department Head and the Plan Administrator in writing. The accumulated salary deferral less required tax withholdings plus current year accrued interest will be returned to the Employee upon withdrawal. Withdrawal from the plan does not prevent the Employee from entering a new plan at a later date.

#### **Eligibility**

1. The plan is available to all Union and Non-Union support staff with a continuing appointment with the University.

#### **Application Process**

 Initial approval must be given by the Employee's Department and final approval given by the appropriate Dean or Vice-Principal. Denial at either stage shall not be considered a violation of the agreement. However, approval will not be unreasonably denied.

#### Other Matters

1. On return from leave, an Employee shall be assigned to the same position, or an alternative position mutually agreeable to the Employee and the University at the same level as that held prior to going on leave. An Employee participating in this plan will not suffer a penalty in compensation

or benefits should a delay be caused by the University in returning the Employee to their former position or an alternate position after the

completion of their leave.

2. An Employee participating in the plan shall be eligible, upon return from leave, for any automatic increase in salary that would have been received had the leave not been taken. Vacation entitlement shall not accumulate, but service credit will continue to accrue during the time spent on leave. If an individual becomes ill, no sick leave will be charged during the duration of the leave - sick leave will commence on the individual's return date.

- 3. If an individual becomes pregnant prior to taking her leave, she may opt out of the plan, continue with the plan, remain in the plan, but stop contributions while on maternity leave and experience a smaller accumulation amount in her account, or she may extend the deferral period.
- Should an Employee die while participating in the plan, any balance in the Employee's account at the time of death shall be paid to the Employee's estate.
- 5. An Employee shall assume the responsibility of making himself/herself aware of the implications of the plan related to its effects on pension provisions and income tax. Those wishing to participate in the last five (5) years before retirement should take care to look into the implications of doing so.
- 6. Participation in the plan shall not enlarge or establish any rights to employment with the University which the member did not formerly possess as an employee of the University.

- 7. No amendment to the plan initiated by the University shall operate to reduce the benefits accruing to Employees who are enrolled in the plan at the time of amendment.
- 8. This plan is administered by Personnel Services.

  Questions regarding this policy should be addressed to Personnel Services and questions regarding pension and benefits should be addressed to the Office of Pension and Benefits.

Regulations governing this plan are available on request.

This plan remains in effect from July 1, 1990 until June 30, 1992.

APPENDIX: 6.V Section V. 7

#### SURVEY REPORT: THE STAFF

#### General

The Staff Group of the Self-Study Phase of the Systematic Cyclical Review of the Libraries is mandated to consider the staffing of the library system, the overall career development of all library staff, and the means of ensuring that the library system employs well-qualified and motivated staff. In order to fulfil this mandate, the group realized that it needed to consult all members of the library system in order to gauge the expectations and frustrations of the staff.

#### Conduct of the Survey

A short questionnaire (Annex A) was developed and sent to all library staff during the January 21 - February 1, 1991 period. The questionnaire consisted of short, tick-off-the-box questions plus space for comments on each question. In all, responses were received from 58 librarians and 85 library assistants and administrative staff, or approximately 50% of all library system staff.

The questionnaires were analyzed by Robert Clarke and Halyna Carpenter between February 8 and 15th. Responses to the Yes/No questions were converted to percentages; narrative replies were closely examined and the major themes summarized for this report. A number of especially germane comments were chosen for inclusion as an appendix to this report in order to illustrate in as forthright manner as possible the concerns of staff. These comments have not been segregated into professional and support staff categories.

#### Major Themes

A number of common concerns have been derived from both the statistical analysis of the survey and the written comments of respondents. The most frequently mentioned points are:

- Understaffing;
- b. Underfunding;
- c. Top-heavy administrative structure;
- d. Management's lack of understanding of operational constraints;
- e. Unclear policy on career development;
- f. Imbalance of power between areas;
- g. Loss of sight of the library system's mission;
- h. Academic vs. non-academic status;

j. Lack of strategic planning;

k. Poorly-defined personnel management policy;

1. Effects of the Casual Policy:

- m. Environmental problems, e.g. poor ventilation, eye strain, etc.; and
- n. Impact of information technology on workload.

#### STATISTICS

A statistical analysis of the survey results are contained in Annexes B to attached to this report.

#### COMMENTS

A selection of highly relevant, unedited comments is contained in Annex C to this report.

#### STATUS AND EXPERIENCE OF RESPONDENTS

1.	Status (% of total number in	category)	
	Librarian, M (% of total	ou satisfic	
	on staff)	76%	
	Library Assistants/Cs		
	C, LA 2-4	14%	
	LA 5-7 LA 8-10	38 48%	
	% Total of LAs responding:	41%	
	% Total of all responding:	50.5%	
•			areav eron to 6
2.	Service Area		
	Public services:	10	
	Librarian, M	57%	
	LA, C	56%	
	Technical Services:		
	Librarian, M	210	
	LA, C	21% 30%	
	111, 0	30%	
	Adminstration		
	Librarian, M	1%	
	LA, C	12%	
	Not Sure/No Answer		
	Librarian, M	11%	
	LA, C	2%	
3.	Years in McGill Libraries		
	0-3 years		
	Librarian, M	17%	
	LA, C	12%	
	4-10 years		
	Librarian, M	23%	
	LA, C	30%	

	More than 10 years	
	Librarian, M	50%
	LA, C	56%
	Not Sure/No Answer	
	Librarian, M	10%
	LA, C	2%
4.	Years in Present Position	
	1-3 years	
	Librarian, M	448
	LA, C	42%
	4-8 years	
	Librarian, M	24%
	LA, C	20%
	55.08	
	9 or more years	
	Librarian, M	21%
	LA,C	27%
	Not Sure/No Answer	
	Librarian, M	11%
	LA, C	11%

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### PERCENTAGE RESPONSES TO QUESTIONS 2 THROUGH 12

Ouestion 2: In general, are you satisfied with your present
position?

		YES	NO	NOT SURE/NO ANSWER
Librarian,	M	86	3	11
LA, C		74	19	7

Question 3: Do you feel your job description adequately
 reflects the work you do"

		YES	NO	NOT SURE/NO ANSWER
Librarian, LA, C	M	28 52	10 46	62

Ouestion 4: Do you feel your job classification level is appropriate for the work you perform?

	YES	NO	NOT SURE/NO	ANSWER
Librarian, M	57	5	38	
LA, C	43	50	7	

Ouestion 5: Has information technology (NOTIS, CD-ROM, word processing, electronic mail, etc.) affected your job?

		YES	NO	NOT SURE/NO ANSWER	
Librarian,	M	79	5	16	
LA, C		80	18	2	

Ouestion 6: Do you feel you have adequate training for the performance of your job?

		1115	NO	NOT BURE/NO ANDWER
	Librarian, M LA, C	69 87	21 10	10
Question 7:		ment		adequate opportunity for rses, research, in-service
		YES	NO	NOT SURE/NO ANSWER
	Librarian, M LA, C	43		12 8
Question 8:	Would you be rotation excha			in participating in a job
	Within the lib	rary	syste	m?
		YES	NO	NOT SURE/NO ANSWER
	Librarian, M LA, C	36 60		16 6
ob Nevel de	In other unive	rsity	depa	rtments?
		YES	NO	NOT SURE/NO ANSWER

YES NO

NOT SURE/NO ANSWER

24

51

 YES
 NO
 NOT SURE/NO ANSWER

 Librarian, M
 64
 22
 14

 LA, C
 67
 28
 5

57

39

Ouestion 10: Do you feel the workload is equitably distributed>
Within your unit/department?

YES NO NOT SURE/NO ANSWER

19

10

Librarian, M

LA, C

Librarian, M 60 21 19 LA, C 66 25 9

Within the library system generally?

		YES	NO	NOT SURE/NO ANSWER	3
Librarian,	M	17	43	40	
LA, C		23	41	36	

		YES	NO	NOT SURE/NO ANSWE	R
Librarian,	M	17	43	40	
LA, C		23	41	36	

Question 12: Do you feel there is adequate sharing of information
within your unit/department?

putible or in digital	YES	NO	NOT SURE/NO	ANSWER
Librarian, M	72	12	16	
LA, C	65	30	A 5	

#### NARRATIVE RESPONSES TO QUESTION 13

Ouestion 13: What do you think is the most important staffing issue facing the library system today? Can you suggest a solution?

The most frequently stressed points were:

- a. <u>Understaffing</u>: An overwhelming number of respondents cited understaffing of the libraries as one of the most serious issues facing McGill today.
- b. <u>Underfunding</u>: Almost all respondents indicated their concern that the library system is grossly underfunded given its pivotal role in the academic life of the university.
- c. Administrative Structure: There is a commonly-expressed feeling, among both professional and support staff, that the library adminstration is top-heavy. Many expressed concerns that new senior management positions had been created prior to the start of the Cyclical Review, whereas there have been no staff increases at the lower levels to offset increasing workload.
- d. <u>Lack of Understanding</u>: A majority of those who responded feel there is a lack of awareness among senior library administrators and their staffs as to the problems facing the "front lines" in the day-to-day operation of the libraries.
- e. <u>Career development</u>: Most feel that the opportunities for career development exist but are not supported by release time and funding. The most strenuous criticism came from library assistants, who do not have a paid sabbatic (educational) leave policy.
- f. <u>Imbalance of Power</u>: There is a strong feeling among staff that there are serious imbalances in the degree of influence wielded by ceratin areas of the library system. In particular, the sciences (life and physical) are seen to occupy a favoured position in terms of funding and policymaking.
- g. <u>Mission</u>: There is strong support for the notion that the service mission of the library system has been lost in the wake of staff cuts and re-organization.

- h. <u>Status</u>: It is quite clear from the responses received that library assistants have great difficulty dealing with the academic status of librarians. Many felt that the librarians' need to conduct research and publish has resulted in more and more professional work being performed by Las while the librarians are off pursuing their professional development.
- j. <u>Planning</u>: There is a strong feeling that there is no longrange (or strategic) planning within the library system. Many expressed their concern that short-term solutions to problems will make the planning process even more difficult to achieve.
- k. Personnel: There is strong support from all quarters for staffing the Library Human Resources Office with a professional librarian. Many expressed concern that the current organization of the Human Resources Office is not sensitive to the many aspects of library staffing, particularly as regards professional staff.
- 1. <u>Casual Policy</u>: There is a common perception of the university's casual staffing policy as an instrument designed to limit flexibility in dealing with problems. There is, however, acknowledgement of the main reasons why the casual policy was formulated, i.e. to curtail abuses of long-term casual staffing.
- m. <a href="Physical Environment">Physical Environment</a>: There is near unanimity that the environmental and ergonomic conditions are unsatisfactory. A number of references were made to poor air quality, bad lighting, unsuitable computer furniture, eye strain, the effects of VDTs, headaches, tendonitis, etc. Criticism was most ardent among technical services staff, who are exposed to computers for longer periods of time each day.
- n. <u>Impact of Information Technology</u>: A large number of those who responded indicated that information technology, especially public services CD-ROM workstations, have imposed a greater workload on staff time.

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#### GENERAL COMMENTS FROM RESPONDENTS

"The need for 'extra' help and use of casuals is still a problem. I feel that the casual policy has put limits for all those involved, but not really taken care of the problem."

"In our library, we now spend most of our working day on a terminal. The lighting and physical set-up are inappropriate, leading to eye strain and other problems."

"LA positions should be increased, especially in the library stacks. A great deal of money is spent on professionals climbing the academic tree."

"We need to provide better service and longer opening hours. This will cost money, but I feel that without this investment we are actually 'wasting' a great resource -- the library."

"Morale must be addressed because we are constantly asked to do more with less."

"Cut the almighty academic bullshit."

"During slow times, we could, in my opinion, help others out. I am not saying that this would be feasible for all departments or individuals but it certainly could apply to some."

"How can it [the unit/department] be efficient if everyone is doing three jobs and we can't invest in the equipment necessary? Give me a break. We are all in an advanced stage of burnout."

"I resent horrible physical conditions, years of petitions about sick air syndrome, investigations that turn up with all the symptoms across the board, and nothing being done because 'it may just be morale'. Give me a break..."

"The air quality in the library is abysmal. The air filters are not cleaned and some air shafts are used (reportedly) for storage!? and the cleaning of carpeted floors is almost non-existent."

"You've got to stop cutting positions, especially while the library system is setting up its automated systems. There are no bodies left to ensure a successful changeover and lots of the tasks done

by the positions that have been cut get lost in the shuffle until they're discovered in a crisis!"

"The centralization of libraries...my suggestion: Please don't do it."

"There is little or no communication. The professionals will not impart information."

"As usual, your committee is top-heavy with librarian representation; I expect that librarians will benefit, if anyone does, from this survey."

"I think there should be a much more active and co-ordinated attempt to promote career development among non-academic staff."

"I am not responding to your survey because I find it completely inappropriate for academic staff. I cannot understand why we librarians find it so difficult to accept the fact that we are different from our support staff. To have even designed such a survey makes me realize that most of us have nor accepted our academic rank."

"The staff of the D.O. [Director's Office) should avail themselves of whatever programs are available to improve interpersonal skills, and develop an understanding of the service mission of the libraries, and the fact that the purpose of administration is to support the libraries and not vice-versa."

"Too many warring chiefs and not enough indians. Solution: some direction and leadership. Everyone is so busy floundering around that we have lost sight of what library service is all about."



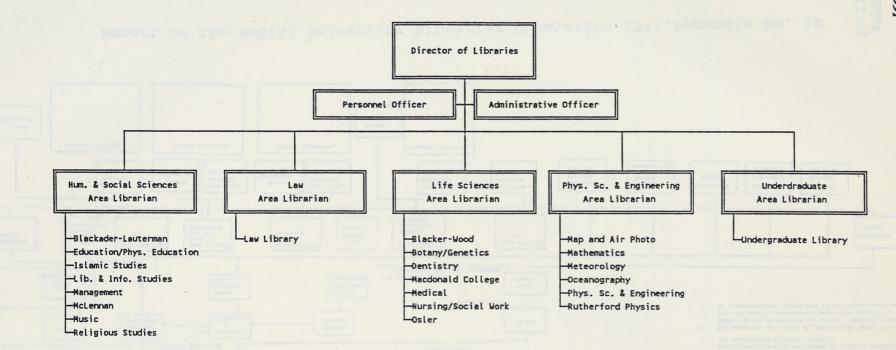
**APPENDIX** 

#### 6.V. ORGANIZATION AND OPERATIONS

#### Section VI. Organization and Management

- McGill University Library Organization as recommended by the University Libraries Commission, December 10, 1970
- 2. McGill University Libraries, Organization Chart, December, 1983
- 3. McGill University Libraries, Organization Chart, November, 1990
- 4. McGill University Libraries, Proposed Options, April 1991
- 5. Terms of Reference of the Senate Committee on Libraries

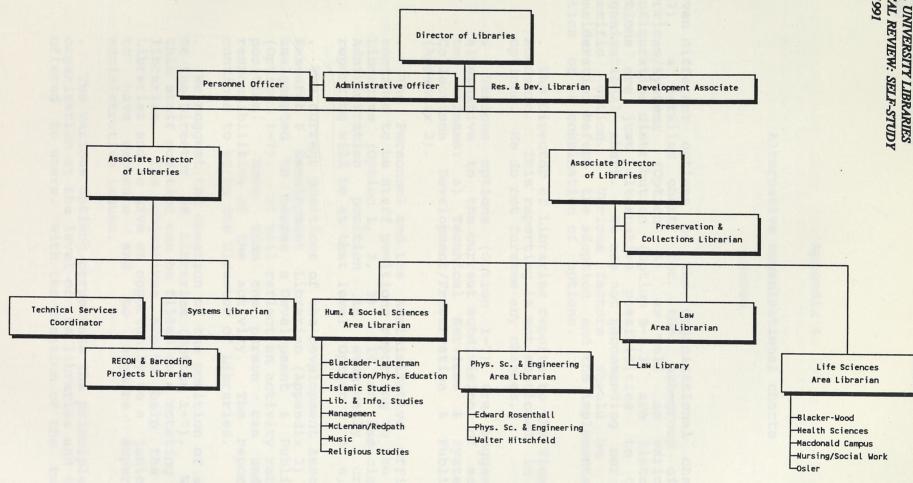
Report of the McGill University Libraries Commission 1971, Appendix No. 10

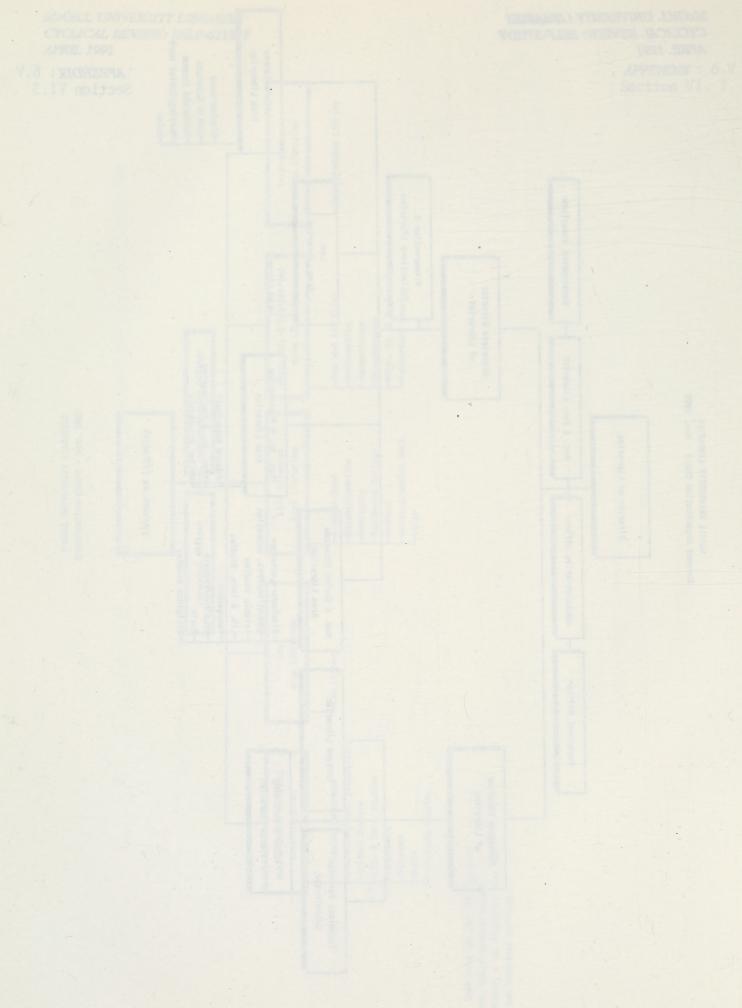


Note: Each Area had its own Technical Services, except Undergraduate. In addition, a few libraries also had their own Technical Services.

APPENDIX: (
Section VI.

#### McGILL UNIVERSITY LIBRARIES Current Organization Chart - Nov. 1990





### Appendix 4

# Alternative organizational charts

### Notes Notes

Seven different options of the organizational chart (Option 1-7), a detailed chart for the sub-group of Technical Services/Systems (Option A) as well as various library configuration distribution (Option B-B.3) are listed. Those options are just alternative possibilities to the current organizational chart. We are not recommending nor favoring a specific option. Various factors should be taken into consideration before the adoption and the implementation of an option or a combination of options.

- . The Director of Libraries reports to the Vice-Principal Academic. This reporting is not mentioned in the various options. We do not foresee any changes.
- . Various options (Option 1-7) are suggested as an alternative to the current subdivision of activities in two streams: a) Technical Services & Systems and b) Collections Development/Preservation & Public Services (Appendix 3).
- . The Personnel and the Administrative Officers should continue to be staff positions reporting to the Director of Libraries (Option 1, 2, 3). If an Associate Director Administration position is eventually created, the reporting will be at that level (Option 4, 5, 6, 7).
  - . The current positions of the Development Associate & the Research & Development Librarian (Appendix 3) need to be amalgamated to become a Development & Public Relations (Option 1-7). It will reflect an activity rather than a position. More than one person can undertake the responsibilities of the activity. The reporting should continue to be to the Director of Libraries.
- . We suggest the creation of the position of an Assistant to the Director of Libraries (Option 1-7). We feel that this staff position can be filled on a rotating basis by a librarian. The objectives are to help the Director of Libraries and to give an opportunity to a junior librarian to have exposure and to acquire experience with administrative issues.
- . The various options perpetuate the principle of subject organization at the level of the libraries and the services offered to users. With the creation of the two Associate

positions, it was recognized that the coordination by function was necessary (Appendix 3). Definitely, we recognize the necessity to continue to organize libraries and areas by subject with a strong coordination by function that can be done via two, three or four associate directors (Option 1-7).

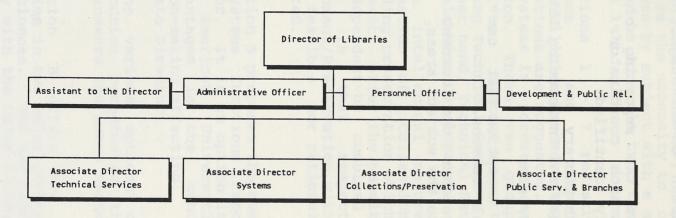
- . Options 1 7 redistribute the Associate Director positions and responsibilities. Distributing responsibilities has advantages and disadvantages. Various permutations are suggested. Splitting Technical Services and Systems is foreseen as a correction to the current situation. Those two groups have different goals and objectives. Systems supports all functions and activities including Technical Services and Library Management. On the other hand, Technical Services supports Public Services and Collection Development.
- . The intellectual nature and the intra & extra-mural coordination of Collection Development and management (including preservation which is a component of Collection management) offer the possibility to have this activity as an independent or combined with public Services (Option 1-7). In that respect, to combine Collections Development/Preservation with Technical Services or Systems is not feasible nor rational. This possibility was not presented.
- . Option 5 proposes the combination of the administration and systems functions reporting to the same Associate Director. It is an option implemented in a couple of large North American Universities. One of the major disadvantages is the concentration of most of the decision-making affecting the libraries under the same Associate Director.
  - . The various options on the library configuration distribution perpetuates the subject area organization which answers the users needs (Option B-B.3).
  - . Option B offers the possibility of distributing libraries in two major groups, Humanities & Social Sciences and Sciences. The Law Library and the Health Sciences Library with the Osler Library remain as single libraries reflecting the North American tradition.
- . Option B.1 regroup all the libraries under a branch coordinator with the exception of the libraries located in the McLennan/Redpath complex. The McLennan/Redpath complex will represent a group of libraries which have a common location but not necessarily a subject coverage (i.e. Blacker-Wood) This addition will allow the branch

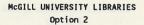
coordinator to concentrate on the administrative activities and the branch librarian on the subject component of the activities.

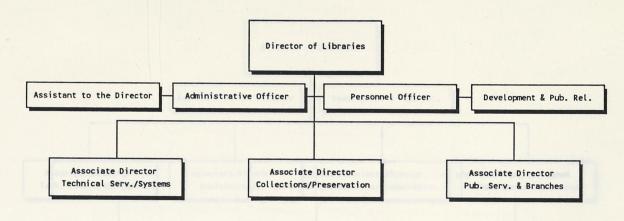
- . Option B.2 allows the reporting of all the branch libraries to the branch coordinator. The four major libraries are clearly identified:
  - . McLennan/Redpath Library
  - . Physical Sciences and Engineering Library
  - . Law Library
  - . Health Sciences/Osler

Osler represents an exception that can be justified by subject and historical reasons.

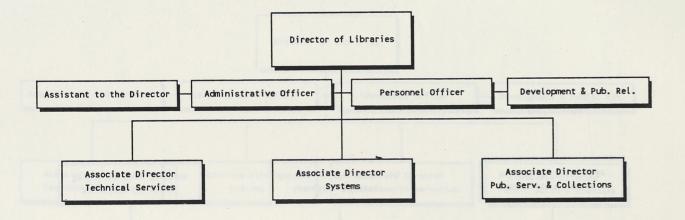
. Option B.3 represents the current distribution of libraries according to the subject areas.

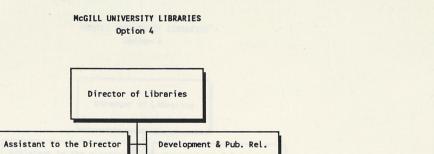






## McGILL UNIVERSITY LIBRARIES Option 3





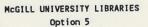
Tech. Serv. / Systems

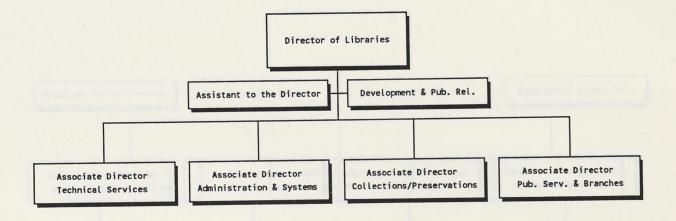
Associate Director

Associate Director
Administration

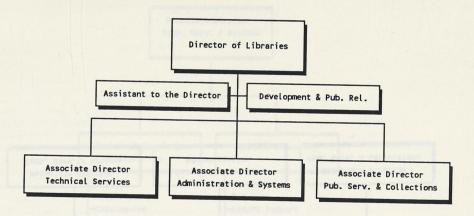
Associate Director Collections/Preservation

Associate Director Pub. Serv. & Branches

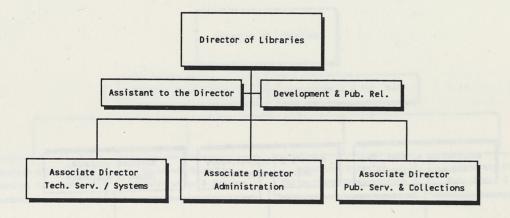


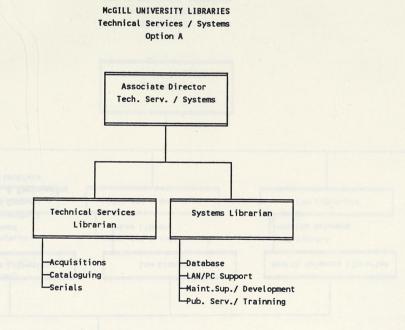


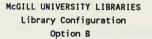


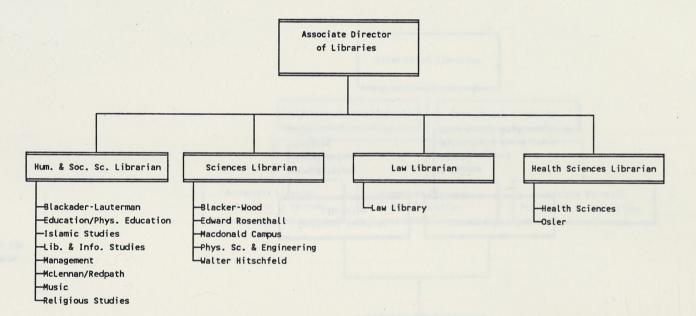


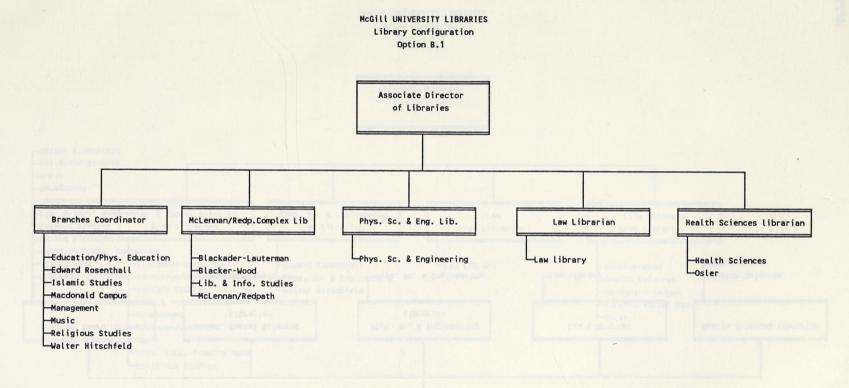
## McGILL UNIVERSITY LIBRARIES Option 7

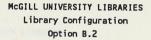


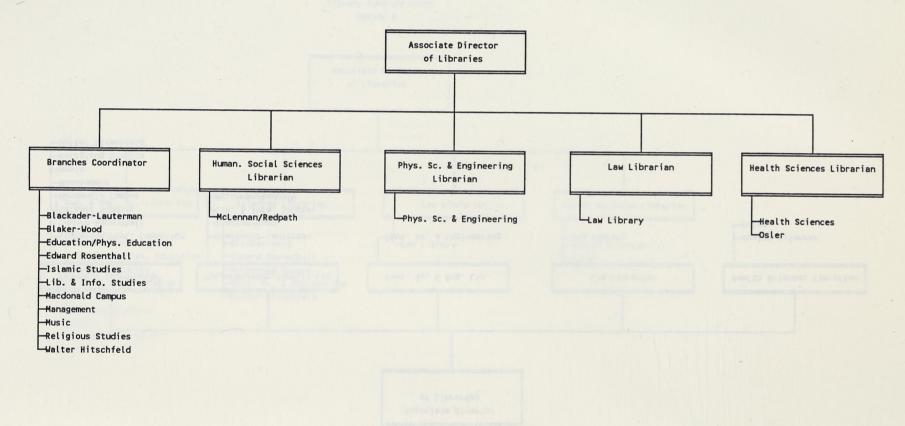


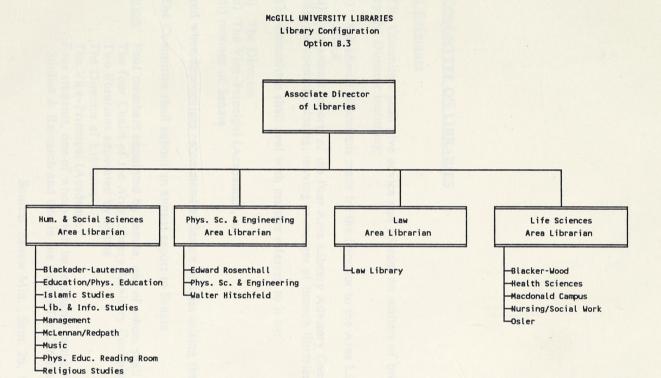












### 9. COMMITTEE ON LIBRARIES

#### Terms of Reference

- 1. The Committee shall give advice and consent on matters of broad policy brought before it by the Director including:
  - the annual allocations made by the Director to the Area Libraries and to the Director's office
  - ii) the annual reports of the four Area Library Advisory Committees, and
  - iii) the opening, closing, moving or merger of branch libraries
- 2. The Committee shall deal with matters referred to it by:
  - i) The Director
  - ii) The Vice-Principal (Academic), or
  - iii) motions of Senate

and when appropriate recommend to Senate policies arising therefrom.

3. The Committee shall submit an annual report to Senate.

Composition: Four members appointed by Senate, one of whom shall be Chair

The four Chairs of the Area Library Advisory Committees

Two librarians appointed by Senate

The Director of Libraries

The Vice-Principal (Academic)

Four students, one of whom shall be registered in the Faculty of Graduate Studies & Research and one in the Centre for Continuing Education

Source: Senate Min., Sept. 26, 1990











