

McGill University Libraries



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SURVEY OF THE
MCGILL UNIVERSITY LIBRARIES

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1963

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AEK 9755

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July 9, 1963

Memorandum to the Principal
McGill University

Dear Sir:

This survey, undertaken at the invitation of Stanley B. Frost, Dean of the Faculty of Graduate Studies and Research and Chairman of the University Libraries Committee, is based on information collected during two visits to the University, April 1-3, and April 28 - May 1, 1963, and on written communications received since that date.

While we were on Campus we visited all major libraries and some of the smaller ones; we interviewed singly or in groups many members of the library staff; we held private conferences with a representative group of faculty members and administrative officers; and we met with the University Libraries Committee, and the library committees of the Faculty of Arts and Sciences and of Macdonald College. With the assistance of Dean Frost's office a questionnaire designed to obtain specific information on the library collections and services and to encourage the submission of any other information the respondent considered relevant was distributed to all Deans, Directors, Heads of Departments, the University Librarian and others. The response to this questionnaire was excellent, with a total of sixty completed questionnaires returned, many of them accompanied by additional supplementary letters, reports and lists. These questionnaires provide a significant body of information which should be useful to those responsible for McGill's library affairs during the next few years.

We were also provided with an extensive group of reports prepared by the University Libraries Committee, the library committees of several faculties, the Librarian, the McGill University Library Staff Association, individual members of the library staff and others.

SUMMARY

Our report represents an effort to condense and present the most significant portion of the information assembled and to draw from the whole body of material what we consider should be the principal lines of development to be pursued in strengthening the McGill libraries. Of necessity much useful information has been omitted. It is, however, available at the University for the guidance of the administrative officers concerned.

It is a pleasure to record the full cooperation received from Mr. Pennington and members of the library staff, members of the faculty, and members of the administrative staff of the University. We are particularly indebted to Dean Frost and members of the Libraries Committee who gave so unstintingly of their time to our work.

As with similar surveys, there was all too little time to assess in depth the many important aspects of the library situation at McGill. We hope, nevertheless, that our observations and recommendations will be helpful to those who will guide the planning of library facilities and services in the immediate future.

Sincerely yours,

Stephen A. McCarthy
Richard H. Logsdon

SUMMARY

The library system of a university should be recognized by the governing board and chief administrative officers as the major resource supporting the teaching and research program of the institution. Such recognition properly takes the form of entrusting the administration and operation of the libraries to an officer who ranks with the senior academic officers and who reports directly to the chief academic officer. This status and the relationships that flow from it are commonly formalized in a statute or administrative order.

At McGill it is desirable either to appoint such an officer or to have the Chairman of the University Libraries Committee serve in this capacity. The faculty library committee should serve in an advisory capacity to this officer and assist him and the principal members of the library staff in establishing and maintaining close liaison with the faculty.

Because of the complexity of a large research library serving a demanding clientele of faculty and students, an adequate administrative organization is essential. In an institution such as McGill, this includes, as a minimum, an associate or deputy librarian, a coordinator of technical services, a coordinator of readers services, and a personnel assistant. In addition it requires the assignment of responsibility among these officers for supervision and direction of book selection, for communications within

the library and between the library and its clientele and for detailed budget planning and administration.

In order to develop a strong and rich book collection at McGill it is desirable that the collecting policy be more clearly defined. Prompt and economical acquisition of library materials requires a competent staff, adequate in size and employing well-conceived, efficient procedures. Policies, staff and procedures, however, without adequate book funds, will not produce a good library. Substantially increased book funds, to the level of \$350,000 to \$400,000 annually, are necessary at today's costs to give library support to the extensive teaching and research program of McGill. Moreover, these funds can be more efficiently administered, if the allocation of book funds is made to subject fields, rather than to departments of instruction, and if the library staff under competent direction assumes the major responsibility for the selection of material. Because of the complex problems they present, periodicals and government documents should be made the special responsibility of selected library staff members, who will concentrate attention on them.

Since support of the McGill library collections has been seriously inadequate for a decade or more and since McGill has and accepts a special responsibility for graduate training and advanced research, it will be necessary to make an extraordinary effort if the damage which has been suffered by the library is to be repaired. It is suggested that this take the form of a capital fund of the order of \$750,000 to \$1,000,000 to be expended

over the next ten years in the development and strengthening of the book collections. In this program full advantage should be taken of the possibilities of acquiring material in microform. The expanded annual acquisition program and the special capital program will necessitate increased staff for ordering, cataloging and processing, at a salary cost of at least half the cost of the purchases themselves.

The union catalog of the McGill library system should be completed. Because the Cutter Classification is unsatisfactory, the Library of Congress Classification, subject headings and rules for descriptive cataloging should be adopted and a selective program of reclassification should be undertaken. This will make it possible to take full advantage of the classification and cataloging work done by the Library of Congress and should expedite the processing of materials. New records and procedures should accompany this change in order to do the work efficiently and accurately. Although analytic cataloging is desirable, it should be recognized that the costs involved are great and frequently this type of work cannot be given high priority. The effective and economical use of data processing methods and equipment in libraries has not yet been perfected, but experimental programs are underway and developments in this area are to be expected.

Binding delays can be avoided by careful scheduling and by the employment of several binding firms, if the volume of work is great. Special "rush" programs should be used for binding scientific journals

in great demand. A daily truck delivery service to all major libraries on the campus is essential if annoying delays in transfers of library materials are to be avoided.

To improve services to readers in the Redpath Library it is desirable that one library administrative officer be made responsible for them with authority to rotate and re-assign staff members as required. In view of the number and variety of complaints it appears necessary to review and re-evaluate all library policies, regulations, hours of service, and conditions of access to the collections with the needs of the users given primary consideration. Attention to readers' needs may also include increased staffing of service desks at peak periods, better utilization of existing space and the development of a more complete service to undergraduates. Coupled with the reconsideration of the entire area of readers' services is the great need for a major and continuing program to inform readers of what the library's policies and regulations are and why they have been adopted. It is of the utmost importance that readers should not get the impression that library regulations are capricious and arbitrary.

The central library facilities are inadequate and must be substantially enlarged. But before major building decisions are reached it is recommended that a thorough study of the present building and the old stack area be made, taking into account the projected enrollment, the

expected growth of the collections and the necessary office and work space for library staff. The present rough sketches for an annex, even though they are regarded as preliminary, might fail to produce the desired solution to the library space problem. To avoid this outcome great care and imagination are called for at the early stages of planning.

The libraries of the professional schools or faculties, the sciences, engineering and Macdonald College all share some of the problems of the Redpath Library. In the sciences, engineering, law and commerce, the space problem is critical; in several of these and at Macdonald the book collections are seriously in need of development. The long range plan for library service prepared by the University Libraries Committee is sound and its implementation is desirable. As the libraries and the University work toward this goal it is important to enlist the best talents of all McGill librarians through a Council of Librarians or other administrative device, which will carry forward the fine work already done by MULSA.

A measure frequently used in analyzing library support is the amount expended per student for library purposes. Tables presenting per student library expenditures for twenty-one universities in 1955-56 and 1961-62 show that McGill ranked in the lowest quarter in each year, despite some improvement over the six year period. McGill moved up three places in rank, but in relation to the leading institutions and to the median, McGill's support was weaker in 1961-62, than in 1955-56.

These tables emphasize the great importance attached to strong library support by some universities and the inevitable high cost of good library service.

This report is concerned with library problems and weaknesses as a means of pointing the way toward improvement and the development of greater strength. It would be a mistake to conclude that there are not already great library resources at McGill. There are. And the surveyors are aware of them. But there is no denying that for too long a period the libraries have not had the high level attention and support which they require.

It is to be hoped that this report will assist in focussing attention on the libraries and in mobilizing the human and financial resources necessary to give McGill the library collections, services and facilities its program of teaching and research demands.

THE LIBRARIES IN THE ADMINISTRATIVE STRUCTURE OF THE UNIVERSITY

One of the most important preconditions to maintaining a good library program in a university is recognition on the part of the governing board and chief administrative officers of the special character of the library operation and the need to develop library resources and services on a university-wide basis. A library system represents a specialization which must be understood by those responsible for creating it, those responsible for operating it, and by the faculty and students to be served. By definition a library represents a pooling of resources to be shared by a group of readers. It follows that the larger and richer the resources and the more fully and effectively they are shared, the greater the total benefit to the institution.

Generally speaking, the forces which are influencing universities to develop library resources for the university as a whole are: (1) the enormous increase in the number and kind of publications which must be available; (2) the need for these to be acquired promptly and organized effectively for use; (3) the need for all resources to be available through long hours of service; and (4) the increasing tendency for study and research to cut across subject boundaries. No matter how strong departmental collections become it will be increasingly difficult for such collections to meet all the needs of a given department or faculty. On

the other hand, as a university grows in size and disperses its facilities geographically it is increasingly desirable to decentralize collections for the greater convenience of the principal users. It is nevertheless important that all library resources be part of a system and that there be free and easy access to all collections by all qualified readers.

McGill University is, in our judgment, now subject to these influences and will in the future find it even more advantageous to develop library resources and services on an institution-wide basis. These concepts have already been recognized in the April 9, 1962 report of the University Libraries Committee¹ and the McGill University Libraries Staff Association Statement dated May 31, 1962.² Appropriate organizational and administrative provisions should be made to implement the recommendations. This should involve: (1) reaching a decision with respect to the officer or officers to be charged with overall library responsibility; (2) giving recognition and impetus to the decision by statute or administrative order; and (3) providing the officer or officers so designated with the financial support and administrative backing necessary to develop and to carry out the program.

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1. University Libraries Committee. McGill Campus Libraries; A Statement of General Policy; Report to Senate; Report to the University Development Committee. April 9, 1962. 7p.
 2. MULSA Statement on the Libraries Committee Report. May 31, 1962. 9p.

Possible Solutions for McGill

Ultimately the university should name a single officer at appropriate level to give primary attention to the University's library operations. This officer might be called a Director of Libraries, a Coordinator of Library Services, or, possibly, a Dean of Libraries. Under McGill's present organization, he should report directly to the Principal. Under some forms of university organization especially where there is the equivalent of a Vice President for educational affairs, he might report to this officer. The important principle, however, is that he should report to the same officer as do the Deans of the major faculties. Only in this way will the position command the interest of a fully qualified person, and in turn only in this way will he be able to carry out the demanding responsibilities of the position. While believing that this arrangement will, in due course, be the best solution for McGill, the complex of library problems facing the University at this time suggests a possible alternate arrangement for the immediate future designed to involve the senior administrative officers of the University directly in strengthening the library program. This alternate plan, based on the premise that the services now provided by Redpath are more in need of attention than other branches of the library system, would require the appointment of a new senior administrative officer to the Redpath staff with central responsibility for coordinating and upgrading all the Redpath services. Professional school and departmental libraries could continue to operate administratively as they now do with coordination of all University library activities to be

achieved through the Chairman of the Libraries Committee and the Principal.

Under this plan the Chairman of the Libraries Committee, under the Principal, would actually be serving in the capacity of a Director of Library Services for the University. This plan would not only be consistent with the spirit and intent of the recommended ultimate administrative solution but would be an excellent way to demonstrate its effectiveness. McGill's libraries, particularly the Redpath services, are suffering from a period of neglect; they now deserve considered attention from the senior officers of the University.

Need for a University Statute or Administrative Order Governing
the Libraries

Once decisions on how the libraries are to be organized, and on other matters to be presented below are reached, a university statute or document should be issued under appropriate authority dealing with:

- (1) the duties and responsibilities of the Librarian and other officers of the University who may be dealing with library matters;
- (2) the role of the Library Committee;
- (3) the libraries to be included in the Redpath complex;
- (4) the relationship of other McGill libraries to Redpath activities;
- (5) responsibility for selection and direction of members of the library staff;
- and (6) general procedure for preparation and administration of the library budget or budgets.

Copies of representative statutes could be secured from

such universities as Cornell, Columbia, California at Berkeley and Colorado.

The Role of the Library Committee

With few exceptions library committees in universities are advisory to the chief administrative officer of the libraries. We judge that the situation at McGill has varied from periods of relative inactivity to the recent period of close attention not only by the University Libraries Committee but by that of the Faculty of Arts and Sciences.³ There is every reason to believe that it would be desirable for these committees to be kept closely informed of library plans and developments in the immediate years ahead. At a later date it would be expected, however, that the committees would be concerned chiefly with matters of basic policy. A good general rule for the division of responsibility between the librarian and a library committee is for the committee to concentrate its attention on determining "what" the library as an organization should set out to accomplish, leaving to the librarian the task of deciding "how" it should be accomplished.

Relationships between the Librarian and Members of the Faculty and Administrative Officers

Close liaison between the librarian and key officers of the library and members of the faculty is essential to the success of a university library program. Members of the faculty individually, through their

3. Library Committee. Faculty of Arts and Sciences. Report. November 16, 1962. 6p.

committees, and through their Deans must be kept informed of what the library is financed and staffed to accomplish; of what is being given priority; and conversely of what cannot be undertaken for lack of book funds, staff or quarters. It seems clear that this important link in communication has deteriorated in recent years at McGill to the detriment of both the library staff and those the library is designed to serve. It will be extremely important in the months immediately ahead to bend every effort to bring these two groups to a better understanding of the realities of the McGill library situation so that all available resources may be directed toward supporting the more important educational and research objectives.

Library committees and library representatives of departments are important to this purpose but the need is much broader and should involve administrative officers and possibly representatives of student groups also. An important first step is to establish a more formal and detailed budget procedure as outlined in the next section of the report.

INTERNAL ORGANIZATION AND ADMINISTRATION
OF THE UNIVERSITY LIBRARIES

Effective management of a university library requires a high degree of skill and ingenuity. The materials for which the library is responsible represent essentially all fields of knowledge, and in breadth and depth. They come in various forms and in various languages and may be new or centuries old. They vary in value from a few pennies to priceless and irreplaceable rarities. They must be acquired in large numbers, made readily available for use, shared with literally thousands of readers through long hours of service, and kept under strict accounting at all times. Furthermore, the readers themselves, frequently being experts in subject fields, have their own ideas as to how the library should operate, usually reflecting their own specialized needs which may or may not be consistent with the needs of their colleagues or workable when applied in a general way. Likewise, all activities must be carefully coordinated as between those which deal with the acquisitions and cataloging of material and those which involve direct service to readers. Responsibilities of individual staff members and departments must be clearly delineated and understood by all concerned.

Unfortunately, the McGill library operation falls short of desirable standards with respect to many of these points. Whether this is largely due to lack of sufficient staff and staff direction or to poor or incomplete

communication it is difficult to assess. Actually, the situation is probably due to a combination of influences, relatively minor when considered individually, but which have had a cumulative effect on the services of the library as a whole. The most logical single explanation is that the University and its needs for library resources and services have grown substantially beyond the capacity of the library. Accordingly, the following suggestions are submitted in the interest of establishing a pattern of internal organization more appropriate to present day requirements.

Creation of the Position of Associate or Deputy Librarian

This need, mentioned above, would represent the first step toward providing the direction needed to clarify the responsibilities of various departments of the library system and coordinate the work of these departments. This position has probably been needed for a number of years and may be needed indefinitely if the librarian is to have the time required for overall planning of the library program, for planning of new buildings, and for close liaison with officers of central administration and faculties. Its creation does not necessarily obviate the need for a senior officer of the libraries for the sciences as recommended in the report of the University Libraries Committee,⁴ the Pavlasek report of November 30⁵ and the MULSA⁶ report, but might influence somewhat the title and duties of such a position.

4. See footnote (1) above.

5. [Memorandum] To All Members of the University Libraries Committee, from T.J.F. Pavlasek. November 30, 1962. 4p.

6. See footnote (2) above.

Coordination of the Technical Services Activities

Specific recommendations dealing with the acquisitions and cataloging activities of the library will be dealt with under another section of the report. However, it should be mentioned here that the problems facing these departments both quantitatively and in terms of basic policy are such as to demand the talents of a senior officer of the libraries with substantial experience and management competence. This person might, under some circumstances, also serve as head of either the Order or Cataloging Department.

Coordination of Readers' Services Activities

Certain of the services in the Redpath Library are now under the general direction of the Assistant Librarian. This concept of coordination of services to readers is sound and might well be considered on a broader basis. One possibility would be to create a new position which would give attention not only to strengthening the services of the Redpath departments but to improving Redpath services to departmental libraries outside the Redpath building which operate as part of Redpath. This position might actually perform some of the duties indicated for the proposed associate librarian for the sciences. The alternative and possibly the more practicable one for the immediate future would be to have this position concentrate attention on the strengthening of the Redpath services. This position could also be helpful in developing a closer working relationship between Redpath activities and those of the so-called autonomous libraries.

Placement of Responsibility for Selection of Material

Much has been said in previous reports and in responses to the questionnaire about the need for more careful attention to the selection of material for Redpath and various departmental libraries. While this, too, will be covered in more detail in a separate section, recognition should be given here to the need for coordinating these activities either through the position of Associate University Librarian or the person to be in charge of service to readers.

Public Relations and Communication

Misinformation and the lack of information on library policies, activities and achievements is viewed as one of the most serious weaknesses in the library situation at McGill. Its effects show up in every facet of the operation. Individual staff members are frequently uncertain of their duties and responsibilities, or feel that these are limited; related departments are sometimes without full knowledge of policies or the reasons back of certain policies; and actions may be taken which appear to contradict earlier decisions. Faculty members, likewise, feel that they are not sufficiently informed on such matters as budget; condition of book fund accounts; reasons for delays in purchasing, cataloging, or binding; and the reasons back of library policies and decisions.

Here, too, there are probably at least two sides to the story. But without trying to determine the reasons, we will simply urge that every possible effort be made (1) to reassess present policies, involving

both library staff and members of the faculty in the process; (2) to make changes where they are indicated; and (3) to set in motion an accelerated program to keep staff members, faculty and students informed of what the library is out to accomplish; how and under what conditions certain objectives are to be achieved; and the reasons back of policies and decisions.

Again the objectives and possibly the procedures suggested and implied in the MULSA report including a Committee or Council of Librarians would go a long way toward achieving the desired coordination of library planning and operation.

Personnel Administration

It takes at least three key elements to develop and sustain a respectable library program, namely books, staff, and proper physical facilities. All three elements must be given adequate attention. The recognition given to the importance of staff in the April 9, 1962 report of the University Libraries Committee deserves repeating here:

"Further, we think that the time has come to recognize that a Library is more than a warehouse of printed matter, however carefully cataloged. A Library is composed not only of books but also of personnel who staff it, and their professional skill and their individual expertise are among the invaluable assets of the university." ⁷

The importance of staff is likewise recognized in the insistence that faculty salaries at McGill must be competitive with other institutions. The 1959-60 annual report points with pride to the 12.5 per cent increase in faculty salaries.

7. See footnote (1) above.

That similar attention was not given to library staff salaries is evidenced by information presented in the McGill University Library Staff Association Salary Report in February 1961. At that time the beginning professional salary was substantially below prevailing rates in Canada and the United States to the point that McGill simply could not compete. Significant improvements were made for the 1962-63 fiscal year, both in the base salary and in the salaries of positions requiring experience. It will be necessary, however, to continue to make upward adjustments both in the beginning rates for professional librarians and in the salary scale for the higher grades if McGill is to attract and hold qualified staff. The extreme shortage of professional librarians together with the general rise in the cost of living has led to average increases in beginning salaries of approximately \$300 annually for the past ten or more years. Similar or larger increases may be expected in the future.

The situation with respect to clerical and general staff was somewhat more difficult to assess. Here a University-wide salary scale and policy would be desirable with the classification and salaries of library positions reflecting the special character of library responsibility. It is probable that the recurring complaints about the library staff reflected in answers to the questionnaires were due to inability of the library to attract and to hold qualified clerical staff. Again, improvements made during the

8. McGill University Library Staff Association. Salary Report. rev. February, 1961. 8p.

present fiscal year will help but will probably not solve the problem. Salary rates must be kept competitive with those of similar positions in the University and the area.

There is also the need for coordination of personnel policies and practices within Redpath and for the library services generally. This has been recognized by the appointment of the Head of the Order Department to serve on an "extra duty" basis as personnel officer for the University libraries. It is probable, however, that the requirements of this phase of staff services, together with the need for more careful planning and budgeting, would warrant the creation of a high level administrative assistant post with the incumbent giving full time to the service.

The Need for a More Systematic and Detailed Budget Procedure

This section deals with general principles only, leaving to later sections assessment of the magnitude of McGill's needs for additional financial support of the libraries. Suggestions here will call for somewhat more care and detail than might be necessary once the present deteriorated situation is improved and faculty confidence in the library restored.

Library budgeting should start with the principal groups to be served. At this stage it may be necessary to work with individual departments of instruction and possibly in some cases with sub-sections of these departments. Attention should be given initially, or at least separately, to

the need for maintaining adequate coverage of current journals and monographs. Next and perhaps again separately for most subject fields the need for acquiring retrospective materials should be assessed and priorities established. In some cases purchase of older material may be needed to fill gaps while in other cases it may be due to the introduction of new fields of study and research. Where retrospective needs are substantial, it may even be desirable to consider capital sum appropriations separate from the operating budget much as is done for construction of new buildings.

Staff costs for acquisition, cataloging and processing of books must be considered along with purchase money. Staff for improving service to readers represents another important aspect of the library's program. It costs money to maintain long hours of service with fully qualified staff and any increase in enrollment, in hours, or in quality of service will call for staff increases.

In all of this planning and budget activity the role of the faculty, as pointed out above, should be to indicate needs in sufficient detail so that their cost implications may be assessed by the librarian as part of his professional and administrative responsibility. Again, a faculty or department of instruction should help shape up what is to be accomplished and what it will cost. The librarian, with the support of the faculty, makes the case for the budget. In turn, and this is most important in the McGill situation as elsewhere, members of the faculty can expect results from

the library only for that part of the program which is finally included in the budget. If budget requests are denied or seriously reduced, the librarian must work out understandings with the faculty on priorities and on what can and cannot be accomplished in the particular year involved. This section may be laboring an obvious point, but it is clearly one which has not been practiced at McGill in recent years.

any faculty who has an interest in the library will naturally be deeply concerned about the steady, consistent, far-sighted development of the library's book collection in his field. This concern increases in intensity in a period when book funds are limited and when each title selected for purchase means the rejection of another title perhaps almost as desirable. Such allied matters as the sources used by the library, discounts obtained, actual order procedures used and the length of time required to secure new books by the library all tend to come under critical scrutiny when there is this special concern about the whole problem of the acquisition of library materials. It should be noted, however, that these problems are not unique to McGill and that all large libraries must exert unremitting effort to secure materials promptly and efficiently at the best discounts consonant with responsible service.

The elements of an acquisition program may be simply stated as involving an acquisitions policy, a carefully developed plan of procedure, adequate purchasing funds and a staff large and efficient.

ACQUISITION OF LIBRARY MATERIALS

Discussions with and responses from members of the faculty, heads of departments, directors, and deans stressed the problem of library acquisitions. This was not unexpected because any scholar who has an interest in the library will naturally be deeply concerned about the steady, consistent, far-sighted development of the library's book collection in his field. This concern increases in intensity in a period when book funds are limited and when each title selected for purchase means the rejection of another title perhaps almost as desirable. Such allied matters as the sources used by the library, discounts obtained, actual order procedures used and the length of time required to secure new books by the library all tend to come under critical scrutiny when there is this special concern about the whole problem of the acquisition of library materials. It should be noted, however, that these problems are not unique to McGill and that all large libraries must exert unremitting effort to secure materials promptly and efficiently at the best discounts consonant with responsible service.

The elements of an acquisition program may be simply stated as involving an acquisitions policy, a carefully developed plan of procedure, adequate purchasing funds and a staff large enough and of sufficient

competence to carry out the program. These elements are to be found in somewhat different form in all university libraries, and there is probably no single best way which will prove most effective in all types of institutions. The system now employed at McGill includes these elements but there appears to be some dissatisfaction associated with each of them. So far as is known there is no considered, written statement of acquisition policy. There is an established procedure but its efficiency is questioned by some members of the faculty; there is general agreement that the funds available for the purchase of books have been seriously inadequate; and there appears to be general agreement that the staff of the Order Department needs to be increased in terms of qualified professional librarians and competent clerical assistants. It should be pointed out immediately that the present staff of the Order Department has handled a surprisingly large number of orders when its size and composition are considered.

Acquisition Policy

The acquisition program of a university library must stem directly from the educational policy of the university itself. It is the task of the librarian working with the various departments, schools and colleges to make sure that available funds are spent for materials relevant to educational and research objectives. The library committee, broadly representative of faculty interests, should assist in the development of the acquisitions program and in its interpretation.

The preparation of a policy statement for book acquisitions in a university library is a difficult task. Moreover, any such policy must be subject to revision when new programs are undertaken and new appointments are made. For these reasons university libraries vary widely in the detail and precision with which book selection policies are expressed. In some, detailed policy statements have been formulated; in others, only broad guidelines have been developed; in still others, there is no policy statement, but the staff members engaged in book selection have an understanding of what the library's policy is. Because there seem to be serious differences of opinion as to what the book selection policy of the McGill libraries is or should be, it is recommended that a statement of acquisition policy be drafted by the library and the academic departments. Such a guide should assist the library to use available book funds to support more effectively the program of teaching and research.

In this undertaking it is to be hoped that the library needs of the University would not be viewed too narrowly, but at the same time that the problem would be approached realistically in terms of McGill's potential to support with funds and staff the policy adopted.

Order Procedures

The internal procedures and operations of the Order Department have not been adapted to make use of the newer methods and equipment which most libraries have found advantageous. One result of this is that

some of the records are cumbersome to work with and certain other records which, with one typing, might be made to serve a variety of purposes are of necessity under the present system copied over several times. It is suggested that these procedures be restudied in the light of practices currently in use in most large libraries and that a system designed to fit McGill's needs be adopted.

Many, but by no means all, large libraries have found it desirable to appoint a single person at the level of assistant librarian or assistant director to head those departments of the library concerned with the acquisition and organization of library materials for use. An advantage of this form of organization is that it makes easier the development of procedures which insure the transmission of useful information compiled by one department to other departments with a consequent saving in duplication of effort. For example, it has frequently proved useful to have the Order Department compile full bibliographical information at the time a book is ordered and to record this information in such a way that it can be sent on to catalogers when the book arrives, thus saving cataloging time.

Most large research libraries establish relations with a principal agent in each of the major countries from which they procure materials, as the most satisfactory and economical way of obtaining these publications. There may be instances in which importers can offer more rapid service on selected titles, but as a general practice

the use of a foreign agent will assure the best service and the most careful use of book funds.

In an effort to save staff time and speed up the acquisition of new books some university libraries have placed standing orders for all or specified types of publications of selected publishers. Such standing orders authorize the supplying of new books on publication without any specific order being placed by the library. Frequently too, the placing of a standing order may result in a somewhat higher discount than may otherwise be obtained. Standing orders are most frequently placed, so far as is known, with university publishers, since they are committed to scholarly publishing and presumably all of their titles are suitable for a university library collection. Standing orders on a more selective basis may also be placed with some commercial publishers, certain specialty publishers and some technical publishers. It is suggested that the possibility of placing some standing orders be investigated and that this practice be adopted if it appears to be as advantageous for McGill as it has proved to be elsewhere. Such orders should, of course, come under periodic review.

Book Funds

Book funds, except those for the libraries of the major professional schools, are appropriated as a lump sum to the University Library and are then in turn allocated by the University Libraries Committee. The allocations currently in effect provide that approximately one-third of the total is set aside for general purposes and for special projects and approximately

two-thirds are allocated to academic departments. The funds for general purposes and for certain special projects are expended on the initiative of the librarian and his staff; some of the special project funds and the funds allocated to academic departments are expended on the initiative and only with the authorization of a designated faculty member or department head.

With various local differences, the practice of sub-allocations from a single library book fund appropriation is commonly found in university libraries, although there are libraries both large and small which do not make allocations. Record keeping is simplified by the elimination of allocations, but unless book funds are ample and great care is exercised to see that all fields are covered there is danger of oversight and the creation of the feeling that the funds may not be equitably distributed. For these reasons most institutions consider it preferable to make sub-allocations.

The allocations at McGill are made to the academic departments and are intended to cover books, periodicals and continuations. Charges for periodical subscriptions and continuations are paid by the library against departmental allocations when invoices are received, but no books are purchased against departmental funds without the authorization of the department chairman or his delegated representative. On occasion this has led to the failure to use all the funds provided, even though the library was aware of books which should be purchased. In the case of the Undergraduate Library collection, where the policy provides that no titles will

be added unless they have already been acquired for the stacks out of departmental allocations, books selected from standard recommended lists go unpurchased simply because a department has failed to order a copy.

At one time it was customary in many university libraries to depend almost entirely on the faculty for book selection. In recent years, however, the library staff, under the direction of one or more of the principal officers of the library, has taken a more active part in the selection of books in many university libraries. This is done in the interest of efficiency and of assuring a more consistent, steady and thorough application to the job. In this approach to the problem of book selection, funds are allocated to subject fields rather than to departments and, with the concurrence of the departments and the faculty members concerned, the library staff assumes the responsibility for the selection of current books under a policy that is mutually agreed upon. This saves faculty members the task of writing book orders for current materials, with frequent duplication in requests, and places on the library staff the responsibility for seeing that the library acquires the new books as they are published. This is not intended to discourage any faculty member from bringing to the library's attention at any time any book which in his judgment should be in the library and which is not there. As normally applied, the library staff does relatively little retrospective book selection,

except as there may be agreement with respect to specific fields that the library will undertake to acquire certain material. Ordinarily the library will refer to appropriate faculty members book dealers' catalogs of older books for their advice and selection. In establishing and maintaining such a system it is important to emphasize that allocations are made to subject fields, rather than to departments, and that all books purchased in a given subject field are appropriate charges against the allocation to that subject field.

In addition to allocations to subject fields, many libraries have found it advantageous to charge all periodicals to a single fund, just as all binding is charged to one fund. Arguments can be offered on both sides of this question, and decisions on it may vary. It may be said in favor of the single periodical fund that periodical subscriptions do represent a continuing commitment of the library and hence funds to cover them might well be segregated at the outset. Allocations are then more realistic because they represent money which is available for the purchase of newly selected books. In addition to a single fund for current periodical subscriptions, separate funds for the completion of sets of periodicals and for the purchase of back files and other large research sets have proved to be desirable in many libraries. All libraries have incomplete and broken sets which should be made sound and complete. One of the best means of drawing attention to this need and keeping it constantly before a responsible member of the library staff is to have a

fund specifically for this purpose. Similarly, most libraries find it necessary from time to time to buy back files of periodicals which would constitute too large a charge against a subject allocation. Segregation of such purchases into separate accounts has much to recommend it.

Efficient procedures for the selection and ordering of books and periodicals are necessary to a successful acquisitions program. But even the greatest efficiency on the part of faculty and staff cannot build a book collection without adequate funds for the purchase of books and periodicals. An examination of Table I, which records the book funds available to the University Library over the past ten years, makes clear immediately why there is so much concern on the part of the faculty regarding the acquisition of books and periodicals.

TABLE I
REDPATH LIBRARY BOOK BUDGET

1953-54 - 1962-63				
<u>1953-54</u>	<u>54-55</u>	<u>55-56</u>	<u>56-57</u>	<u>57-58</u>
\$51,598	53,008	61,897	65,070	69,864
<u>1958-59</u>	<u>59-60</u>	<u>60-61</u>	<u>61-62</u>	<u>62-63</u>
\$76,403	90,870	118,683	112,404	122,281

The sums available in the Redpath Library budget have ranged from \$51,000 in 1953-54 to a high of \$122,000 in the year just completed. It is only in the past three years that an amount of more than \$100,000 annually has been available for books and periodicals. The sums provided in the past ten years have been so inadequate as to make the task of the library staff and the faculty in their efforts to build up the book collection of the library a hopelessly frustrating experience.

According to the Announcement of the Faculty of Graduate Studies and Research the doctor's degree is offered in thirty-five subjects or fields of study and the master's degree in upwards of sixty subjects. This constitutes a very comprehensive offering of advanced studies and research opportunities, comparable to that offered by the major American universities. Yet the book funds available fall far below those provided in such institutions. Table II below gives comparative data on Canadian and American university library expenditures for books. It is immediately apparent that McGill's relative standing is weak.

The conclusion is clear and inescapable that the library acquisition program at McGill will not even approach a satisfactory level without very substantial increases in funds for the purchase of books and periodicals. While this alone will not solve all the library problems of the University, these problems cannot be solved without such increases.

It has been suggested above that it would be desirable to make allocations to subject fields rather than to academic departments and that

TABLE II¹⁰

COLLEGE AND UNIVERSITY LIBRARY STATISTICS—1961-62
(The 25 largest in the United States)
Plus McGill and Toronto

Rank	Institution	Total volumes	Volumes added	Library materials and binding	Total staff	Total operating expenditures	Exp. per student (in dollars)	Exp. percentage
1	Harvard University	6,931,293	201,655 (1)	1,023,889 (4)	432 (1)	4,284,586 (1)	367 (1)	6.2 (2)
2	Yale University	4,572,893	90,015 (7)	781,765 (6)	311 (3)	2,004,285 (8)	242 (3)	4.5 (5)
3	Univ. of Illinois	3,525,820	142,436 (3)	810,445 (5)	266 (6)	2,592,276 (4)	81 (16)	2.7 (12)
4	Univ. of Michigan	3,049,715	119,976 (5)	627,514 (8)	261 (7)	2,471,292 (5)	88 (13)	2.9 (11)
5	Columbia University	3,026,464	86,240 (8)	558,846 (11)	298 (4)	2,153,156 (7)	129 (11)	2.9 (10)
6	Univ. of Cal.—Berkeley	2,701,186	106,710 (6)	1,097,598 (2)	369 (2)	3,812,997 (2)	161 (10)	
7	Stanford University	2,287,332	71,323 (17)	437,628 (16)	193 (11)	1,605,939 (12)	169 (7)	3.3 (9)
8	Cornell University	2,278,046	135,260 (4)	684,283 (7)	280 (5)	2,252,913 (6)	189 (4)	3.7 (7)
9	University of Chicago	2,210,062	82,284 (12)	457,213 (15)	160 (15)	1,531,950 (15)	168 (8)	
10	Univ. of Minnesota	2,072,285	61,423 (20)	603,345 (9)	160 (16)	1,720,109 (10)	41 (24)	2.3 (16)
11	Indiana University	1,828,992	82,778 (11)	571,812 (10)	162 (14)	1,379,722 (16)	48 (22)	
12	Princeton University	1,754,580	67,294 (19)	347,343 (21)	168 (13)	1,099,322 (20)	277 (2)	
13	Univ. of Pennsylvania	1,744,680	60,750 (21)	493,247 (13)	193 (10)	1,374,711 (17)	76 (17)	2.4 (14)
14	Univ. Cal.—Los Angeles	1,719,359	154,801 (2)	1,085,073 (3)	257 (8)	3,083,285 (3)	163 (9)	
15	Northwestern University	1,666,200	73,681 (16)	361,714 (20)	128 (20)	1,111,310 (18)	70 (19)	3.6 (8)
16	Duke University	1,540,063	47,041 (24)	480,416 (14)	116 (21)	1,106,809 (19)	181 (5)	5.3 (3)
17	Univ. of Wisconsin	1,527,432	78,664 (15)	544,918 (12)	155 (17)	1,551,552 (14)	47 (23)	2.4 (15)
18	Ohio State	1,520,597	79,953 (13)	422,879 (19)	190 (12)	1,556,153 (13)	57 (21)	2.4 (13)
19	Univ. of Texas	1,508,262	86,203 (9)	1,242,171 (1)	137 (18)	1,978,153 (9)	85 (14)	
20	Univ. of North Carolina	1,283,109	69,284 (18)	425,589 (18)	108 (22)	1,051,696 (21)	105 (12)	4.0 (6)
21	Johns Hopkins University	1,207,246	83,080 (10)	198,785 (24)	83 (24)	637,012 (25)	83 (15)	2.2 (17)
22	Univ. of Washington	1,173,496	79,431 (14)	437,125 (17)	226 (9)	1,691,865 (11)	73 (18)	
23	Brown University	1,170,755	47,410 (23)	214,619 (22)	95 (23)	707,155 (23)	171 (6)	6.3 (1)
24	University of Virginia	1,155,488	50,878 (22)	193,872 (25)	82 (25)	642,363 (24)	65 (20)	4.8 (4)
25	New York University	1,148,119	30,794 (25)	214,446 (23)	134 (19)	1,007,310 (22)	31 (25)	
	Toronto*	1, 872, 563	94, 863	430, 128 (17-18)		1, 531, 398	128. 54	
	McGill*	847, 744	40, 147	195, 178 (24-25)		602, 313**	78. 14***	

10. "Library Statistics of College and Universities, 1961-62," College and Research Libraries v. 24, no. 3, May, 1963, p. 237.

* Figures from University and College Libraries, Academic year 1961-62, Canadian Library, v. 19, no. 5, p. 340-342.

** Figure supplied by McGill University Librarian.

*** Calculated for this table.

qualified members of the library staff be authorized to initiate book orders against these subject allotments. Many faculty members have expressed this view. This will require the appointment to the library staff of professional librarians with adequate subject training to enable them to make a discriminating selection of books. Not all of these appointments need be in the Order Department as librarians in other departments of the library can be given assignments for book selection. This is especially true for the humanities and the social sciences. For the sciences, either a high level appointment of a person with a scientific background will be required or professional librarians with some science background working in the several science libraries should be assigned the task of initial selection subject to review by designated members of the faculty in the various subject fields. This would greatly reduce the amount of time which a faculty member would have to spend but would yet draw on his special knowledge of the field.

Development of the staff and increases in the book fund should move forward together, if an efficient program is to be carried out. It is believed that the present staff of the Order Department is carrying a full load and that any substantial increase in the book fund without a corresponding increase in staff might bring about a breakdown in operations. Similarly, as will be noted in more detail later, any significant increase in book purchasing will mean a further increase in cataloging and hence

additional staff must be provided there. Although circumstances vary from library to library it may safely be said for purposes of calculation that, for each dollar added to the book fund, a minimum of fifty cents must be added for staff costs in the order and cataloging departments.¹¹ Thus, if it were planned that over a period of the next three to five years the book appropriations might be increased by \$40,000 per year, it should be remembered that \$20,000 or more would be needed each year for increased staff costs.

The last year for which a full report is available is 1961-62. In that year it is reported that McGill spent a total of \$195,178 for books, periodicals and binding. There have been some increases in the past year and it appears likely that when the full reports for the year just completed can be made the total will exceed \$200,000. The experience of other university libraries suggests that, for a university which has as broad an offering of advanced studies and research as McGill, a minimum annual book, periodical and binding fund would fall in the \$350,000 to \$400,000 range. This level might be achieved over a period of five years, assuming annual increases of \$35,000 - \$40,000 per year. While all McGill libraries need larger book funds, it is believed that the Redpath Library and some of the departmental libraries probably are in more serious need of attention than are some of the professional school libraries.

11. In many libraries these staff costs are now estimated at one dollar for each dollar added to the book fund. This figure is intended to cover the very high costs of acquiring and cataloging books in little-known languages.

Periodicals and Government Documents

Two types of materials that frequently require special attention on the part of the library, if its holdings and services are to be of high quality, are periodicals and government documents. The Williams' survey showed that McGill's holdings in periodicals in the social sciences and the humanities fall far short of ideal. If this situation is to be corrected, it will be necessary to have a member of the library staff or a section of the Order Department concentrate attention on the development of the library's holdings of periodical files. This should include a review of the present situation, the completion of incomplete files and the acquisition of desirable files which are now lacking, as well as placing current subscriptions to new journals as they appear. Completion of sets and purchase of back files will require the preparation of lists arranged in order of priority.

Government documents constitute a special problem because of the complexity of their publication and of the means of acquiring them. An acquisition policy for government documents must be developed by the library with the assistance of interested departments. Once the basic policy is decided there should be a clear understanding among the several libraries that will be principally involved, the Law Library, the Commerce Library and the Redpath Library, as to the responsibilities of each library. It will be essential in Redpath to have a competent professional librarian charged

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12. Williams, Edwin E. Resources of Canadian University Libraries for Research in the Humanities and Social Sciences. Ottawa, National Conference of Canadian Universities and Colleges, 1962. 87p.

with the responsibility of securing government documents and arranging for their organization and use. This is a type of publication which is not generally expensive to purchase but it is expensive in staff time because much time and effort are required if all desired items are to be obtained and files maintained intact. In some libraries government documents are classified and cataloged as books; in others they are arranged according to the system used by the issuing agencies and are serviced without full cataloging. In view of the fact that McGill has as yet done little cataloging of documents it would seem desirable to organize government documents as a separate collection with a single staff responsible for acquiring, organizing and servicing the material.

Map Collection

McGill's map collection is presently divided into several parts, no one of which is being adequately cared for and systematically developed. This situation results largely from lack of space, suitable equipment and competent staff. The Dalphin report, Maps at McGill University, prepared in 1961, reviews the problem and recommends the formation of a central map collection in the quarters of the Department of Geography. Differences of opinion may exist or develop as to the best location for a central map collection; but there can be no reasonable disagreement as to the desirability of forming such a collection, providing adequate space and appropriate equipment for it, appointing competent staff members to organize, develop and

13. Dalphin, George R. Preliminary Report - Maps at McGill University, 1961.

service it and budgeting sufficient funds for purchases of new materials to assure the growth of the collection to the level envisioned in the Dalphin report. The map collection, regardless of its location, should be administered as part of the University's library collections.

teaching, but with professional and graduate education as well. McGill and Toronto were invited to membership in the Association of American Universities in 1926, the first and only Canadian universities to hold membership in this principal organization of institutions devoted to the improvement and strengthening of graduate education.

McGill's consciousness of this distinction and of its special responsibilities at this time when university enrollment is expanding and the demand for highly trained men and women in all fields far outruns the supply is reflected in the following excerpts from recent annual reports of the Dean of the Faculty of Graduate Studies and Research and of the Principal and Vice-Chancellor:

To sum up then, I believe that Graduate School enrollments will rise more steeply than the rise of total enrollment in the university; that more and more of the graduate students will have the Ph. D. as their objective; that more and more departments will offer the Ph. D., and those which are now offering it will turn out increasing numbers.¹⁴

What I should prefer to see, frankly, is an extension of doctoral work into areas in which it is seldom if ever attempted

14. Thomson, B. L., "Report of the Dean of the Faculty of Graduate Studies and Research", Annual Report, 1958-59, p. 29.

DEVELOPMENT OF LIBRARY COLLECTIONS

McGill has long been concerned not only with undergraduate teaching, but with professional and graduate education as well. McGill and Toronto were invited to membership in the Association of American Universities in 1926, the first and only Canadian universities to hold membership in this principal organization of institutions devoted to the improvement and strengthening of graduate education.

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14. Thomson, D. L., "Report of the Dean of the Faculty of Graduate Studies and Research". Annual Report, 1958-59, p. 59.

at McGill: chiefly in the Humanities (but I record with pleasure the sanctioning of a Ph. D. in English Language and Literature, this year), to some extent in the Social Sciences, in Engineering, and in some branches of Medicine. Are some departments overworked and understaffed, or with inadequate space and laboratory or library facilities? These are challenges which, in our present optimistic mood, we should feel able to confront. ¹⁵

Because the Faculty of Graduate Studies and Research at McGill is one of the two largest and most highly regarded in Canada, this challenge (to train university teachers) is one that comes sharply home to us. During the twenty years since the 1940-41 session the enrollment of graduate students at McGill has increased from 241 to 1,114. During the next ten years we must provide for a further expansion to something like 2,500 students if we are to play our proper part in providing university teachers as well as the scientists needed by industry and government. When it is remembered that the education of a graduate student demands something like ten times the expenditure required for the education of an undergraduate - in terms of space, equipment, supplies and the time given by his professors - it is clear that such an expansion will be expensive. Substantially increased revenues during the next few years will be necessary to make it possible. ¹⁶

In his report for 1961-62, Principal James included the following table (Table III), on which he commented as follows:

It shows that McGill University is responsible for more than one-quarter of all the doctorates that were awarded in Canada during the five years under review. Ours is one of the two oldest graduate schools in the country, sharing with the University of Toronto the honour of charter membership in the Association of American Universities, and although it

15. Thomson, D. W., "Report of the Dean of the Faculty of Graduate Studies and Research", Annual Report, 1959-60, p. 76-77.

16. James, F. Cyril, "The Report of the Principal and Vice-Chancellor", Annual Report, 1960-61. p. 27.

TABLE III

DOCTORAL DEGREES AWARDED IN CANADA¹⁷

1956 - 1961

Year	Biological and Medical Sciences		Humanities		Physical Sciences and Engineering		Social Sciences		Not Specified Canada	Total Doctorates	
	*C	**M	C	M	C	M	C	M		C	M
1956-57	86	37	41	1	128	42	33	3	2	292	83
1957-58	90	46	47		105	39	27	9	3	272	94
1958-59	64	34	61	2	120	41	39	3		284	80
1959-60	74	30	48		133	37	24	5	2	281	72
1960-61	81	41	59		120	27	45	5		305	73
Average No. per Year	79	38	51	0.6	121	37	34	5	2	287	80
Totals	395	188	256	3	606	186	168	25	9	1,434	402

¹⁷Annual Report, 1961-62, p. 14

* Canada

** McGill

is likely that some of the newer graduate schools will expand more rapidly, McGill has a special responsibility for the training of the men and women who will be the university teachers of the future. Many years of effort on the part of able scholars and scientists - together with very large sums of money - are required to build up an outstanding graduate faculty. McGill has one at the present time, and must develop it further on the foundations already laid.¹⁸

Thus recent reports of the chief administrative officers of McGill have recognized McGill's position of leadership and responsibility in graduate education in Canada and have frankly accepted the increased financial burden that this entails.

In view of McGill's membership in the Association of American Universities and its status as the institution which in a recent five year period awarded more than twenty-five percent of all doctorates granted in Canada, the following table reporting expenditures for books, periodicals and binding by the institutions comprising the membership of the Association at the time McGill's membership began is instructive.

Table IV conveys a message of serious import to all who are concerned with the welfare of graduate studies at McGill and in Canada. It shows that McGill has not kept pace with the institutions with which it would wish to be compared. Among its twenty-six peers in the Association of American Universities it ranked 18th in amount spent for library materials

18. James, F. Cyril, "Report of the Principal and Vice-Chancellor", Annual Report, 1961-62, p. 13.

and binding at the time of its admission to the Association; in the mid-nineteen-fifties and in 1961-62, it ranked 25th in the group of twenty-seven institutions. Except for two specialized universities, Catholic and Clark, McGill was at the bottom of the list.

The results of investment in library collections at this level over a generation are the relatively poor showing of McGill in the Williams' report, Resources of Canadian University Libraries for Research in the Humanities and Social Sciences,¹⁹ and the repeated statements by faculty members in conferences, by letter and in the replies to the questionnaires, of the serious gaps in the library collections, the inability to close these gaps at the present level of support and the great need for substantially increased book funds. In replying to the survey questionnaire many departments submitted lists of periodicals, books and documents which are lacking and which they consider essential.

Moreover, because McGill is the only general research library available in Montreal to English-speaking faculty and students it cannot count on another institution supplementing its holdings in a significant manner. McGill should cooperate with other Canadian and American university and research libraries; it should participate in all appropriate national and international plans for the development of research library resources. But no amount of cooperation will serve as a substitute for a rich and diversified library collection at McGill itself.

19. See footnote (12) above.

TABLE IV

Amount Spent for Books, Periodicals
and Binding in Years Indicated by the

MEMBERS OF THE ASSOCIATION
OF AMERICAN UNIVERSITIES

	20		21		21	
	1926-27	Rank	1955-56	Rank	1961-62	Rank
University of California	86,282	(8)	464,057	(4)	1,097,598	(1)
Catholic Univ. of America			46,818	(27)	82,151	(26)
University of Chicago	105,785	(6)	192,867	(16)	457,213	(11)
Clark University	10,800	(26)	18,782	(28)	29,567	(27)
Columbia University	120,461	(2)	329,483	(6)	558,846	(9)
Cornell University	53,902	(13)	295,520	(8)	684,283	(5)
Harvard University	125,228	(1)	595,374	(1)	1,023,889	(2)
University of Illinois	109,512	(5)	491,554	(2)	810,445	(4)
Indiana University	18,983	(25)	293,000	(9)	571,812	(8)
State University of Iowa	52,879	(14)	196,357	(15)	337,280	(20)
Johns Hopkins University	44,142	(17)	94,449	(26)	198,785	(24)
*McGill University	42,184	(18)	127,232	(25)	195,178	(25)
University of Kansas	24,500	(24)	232,215	(10)	344,771	(19)
University of Michigan	114,286	(4)	354,834	(5)	627,514	(6)
University of Minnesota	104,869	(7)	314,082	(7)	613,345	(7)
University of Missouri	35,323	(21)	177,219	(18)	439,901	(12)
University of Nebraska	40,000	(19)	129,057	(23)	231,364	(21)
Univ. of North Carolina	37,429	(20)	139,934	(20)	425,588	(15)
Northwestern University	63,754	(10)	230,557	(11)	361,714	(17)
Ohio State University	52,570	(15)	183,848	(17)	422,879	(16)
University of Pennsylvania	69,709	(9)	220,370	(13)	493,247	(11)
*University of Toronto	34,500	(22)	131,128	(22)	430,128	(14)
Princeton University	63,303	(11)	169,631	(19)	347,343	(18)
Stanford University	45,445	(16)	223,283	(12)	437,628	(13)
University of Virginia	10,083	(27)	137,629	(21)	222,036	(22)
Washington University	29,967	(23)	127,908	(24)	215,132	(23)
University of Wisconsin	61,674	(12)	203,321	(14)	544,918	(10)
Yale University	116,343	(3)	480,495	(3)	855,516	(3)

* Invited to membership in November, 1926. Invitation accepted.

20. Figures for Clark, McGill and Toronto for 1926-27, from American Library Directory, 1927. Figures for other institutions for 1926-27 from College and University Library Statistics, 1919-20 to 1943-44. Princeton University Library, 1947.

21. Figures for U. S. institutions 1955-56 and 1961-62, from "Statistics for College and University Libraries, 1955-56 [and 1961-62]," collected by Princeton University Library. Figures for McGill and Toronto from "Canadian University Library Statistics, 1955-56," Canadian Library, v. 13, no. 6, June, 1957, p. 292-293 and "University and College Libraries, Academic Year 1961-62, Current Operating Expenditures," Canadian Library, v. 19, no. 5, March, 1963, p. 342.

If McGill is to achieve this and to close the more important lacunae that have been permitted to develop, an extraordinary, special program for the development of the library collections is necessary. It is recommended, therefore, that the Administration and Board of Governors seek special capital funds of the order of \$750,000 - \$1,000,000 to be expended over the next ten years for the purchase of library materials and the requisite staff to order, catalog and process these materials. This fund should be set up as a special project, in addition to the regular annual increases in book funds recommended earlier in this report. Only in this way can McGill University expect to provide the library resources required to support its teaching and research program.

Subject Classification

The arrangement of books by subject has been practiced in one form or another for a good many years. More specific and detailed subject classifications with a notation serving as a sign for the various subject fields and divisions were developed toward the close of the 19th century and in the early years of the 20th century. One of the systems developed at that time was the Cutter Classification. This classification

ORGANIZATION OF LIBRARY MATERIALS

The union card catalog of a university library is the basic record of its book, periodical and pamphlet collections. It is the key, the index, the guide to the resources of the library. As such, it should be complete, that is, it should include all organized library collections of the institution and it should include these materials in the established, conventional form of display under authors, subject headings and titles. Decisions to limit the completeness of the union catalog, the amount of information recorded and the number of cards to be prepared are open to serious question because they frequently make effective use of the library more difficult. To the extent that the union catalog in the Redpath Library suffers from incompleteness, it is recommended that a program for rectifying present omissions be undertaken and carried out.

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The arrangement of books by subject has been practiced in one form or another for a good many years. More specific and detailed subject classifications with a notation serving as a sign for the various subject fields and divisions were developed toward the close of the 19th century and in the early years of the 20th century. One of the systems developed at that time was the Cutter Classification. This classification

system was adopted by McGill and continues in use. So far as could be easily ascertained, it is not used in any other major library at the present time. Some members of the library staff and of the faculty are severely critical of the Cutter Classification, indicating that it separates books which should be kept together and makes effective use of the stacks difficult. For the library staff engaged in classifying books, it may be noted that: (1) there is no provision for keeping the Cutter Classification up to date; and (2) there are no published guides to its application and use, such as are available for the Dewey Decimal Classification, the Library of Congress Classification and others. Lack of an up-dating service and of guides to its application mean that any library using the Cutter Classification must provide these services itself. Moreover, as used at McGill, the Cutter Classification results in a series of cumbersome procedures in the Cataloging department because of the nature of the shelf-list, which consists of hand-written slips, laced into small books.

In addition to the difficulties created by the Cutter Classification system, McGill uses a locally developed list of subject headings which is unique and which in turn must be kept up to date by the cataloging staff.

For many of the books acquired by McGill, Library of Congress cards are available or Library of Congress entries containing the same information may be obtained either in proof slip form or in the bound volumes of the Library of Congress and the National Union Catalog.

These catalog cards and catalog entries carry the Library of Congress classification and the subject headings assigned by the Library of Congress. Thus, using present procedures, the McGill staff must carry out locally several procedures which would be unnecessary if full advantage were taken of the classification and cataloging done by the Library of Congress.

For these reasons, the surveyors recommend that McGill adopt the Library of Congress Classification and the Library of Congress subject headings and that both the classification and the subject headings be used without exceptions or changes. Obvious errors should, of course, be corrected. This system, once it is in full operation, should expedite the work of cataloging and classification and thus make possible the processing of a larger number of books than can be done under the present system. This has been the experience of other libraries that have made this change.

The adoption of the Library of Congress Classification, subject headings and rules for descriptive cataloging will require subsequent decisions about the amount of reclassification which should be undertaken of books already classified under the Cutter system. It is not possible to reach these decisions without more thorough study of the present situation than the surveyors have been able to make. It is suggested, therefore, that competent members of the staff be asked to study this matter carefully, to review the experience of other libraries that have

made the same decision in recent years and then to formulate a program for McGill which will meet its needs. Reclassification can be done on a selective basis without serious inconvenience to users and members of the library staff.

It would be a mistake to minimize the difficulty of this program. The surveyors have no desire to do this. But, despite the work and expense involved, the surveyors are convinced of the soundness of this recommendation. The alternative, continued use of the present system, would lead to a steadily worsening situation. It would become increasingly expensive in terms of staff time; it would become less and less satisfactory for the user. Even if the reclassification program must be highly selective, it will be found ultimately beneficial to have made this change. It is indeed regrettable that it was not made 25 years ago; it would be even more regrettable if the decision remained unmade for another 25 years.

Such reclassification as may be decided on plus the expanded book acquisition program will require a significant increase in the staff of the Cataloging department, including professional catalogers, typists, filers, and clerical assistants for the processing of books. If the work is to be done efficiently, it will also mean that a method for the duplication of catalog cards must be adopted. There are several possibilities here and the matter should be studied carefully before a decision is made. Some libraries prepare multilith masters either photographically or by typing

and then run off sets of cards on a multilith machine; other libraries are now using the Xerox 914 to duplicate cards. The important thing is to eliminate the typing of individual cards and the attendant proof-reading, by duplicating mechanically the unit card once a single copy has been produced. The card duplication service should be made available to the branch libraries which prepare their own catalog entries. This can be done by having the branch library prepare its own multilith masters and send them in to be run on the multilith machine. If cards are to be reproduced by xerography, the branch library would produce the first copy of the card. It is assumed that Library of Congress printed cards would be used for all books for which they are readily available. The study of card duplication made by W. J. Watson²² appears to be a thorough piece of work and provides a basis for action.

Dissatisfaction with some of the classification and subject cataloging work done in Redpath has led to the suggestion that this cataloging might be done better in the departmental libraries. Such a change would appear to be a mistake. It is strongly recommended that no such change be made. Better and more economical cataloging can be done centrally if a cataloging staff adequate in size and subject

22. Watson, W. J. Memorandum on Catalog Card Reproduction.
[1962. 7p.]

knowledge is provided. With catalogers specialized in scientific and technical publications and in close communication with the departmental librarians, the present difficulties can be minimized, if not eliminated.

The suggestion has been made that the scientific and technical libraries, excluding Medicine, should be reclassified using the Universal Decimal Classification. This classification has much to recommend it for certain fields, but there is no service comparable to the Library of Congress catalog card service and no comprehensive published catalog which provides the classification and subject information available to users of the Library of Congress Classification and subject headings. One of the cogent arguments supporting introduction of the Library of Congress system is the opportunity it affords of making use, without local changes, of the classification and cataloging work done by the Library of Congress.

Analytic Cataloging

There is concern on the part of some faculty members at McGill, as there is elsewhere, at the failure of the library to do analytic cataloging for certain large sets of publications and collections of pamphlets. There is no doubt that such detailed analysis would be welcomed and would be useful. But this is a matter of staff and volume of work, and most libraries have found it impossible to do the amount of analytic cataloging that is admittedly desirable. It becomes a question

of keeping up to date with the cataloging of new books or doing analytic cataloging for sets. New book cataloging is commonly done first.

However, if a library holds special or unique groups of publications for which analytics are desirable, but too expensive, certain intermediate measures may be employed. For example, a number of information cards may be filed in the card catalog, under various appropriate headings, referring the reader to a special check-list on file in the reference or rare book department. Such a list may be prepared at considerably less cost than full cataloging and yet prove a useful guide to the material. The Redpath Tracts might well be listed in this fashion, if special funds for full cataloging cannot be obtained. Another possible solution would be to have one or several graduate students undertake the cataloging of all, or a part, of such a collection as a thesis project.

Use of Data Processing Equipment

There has been considerable discussion in recent years regarding the use of computers and data-processing machines in the technical services of ordering, cataloging and processing library materials. Several pilot projects and partial installations exist; others will undoubtedly be undertaken in the near future. Full use of such equipment as a replacement for present methods appears, however, still to be a decade or more away. Moreover, extended periods of study and

preparation must precede an actual installation. It would seem that this is an area where McGill might well defer action pending the proving out of systems now under development by public, private and commercial agencies. The library administration should, of course, keep fully informed of progress in this field, being constantly on the alert for the adoption of systems and equipment when their usefulness has been clearly demonstrated. In planning new library space suitable provision should be made for the possible introduction of such equipment.

Binding

As a means of reducing the period of time during which periodical volumes are unavailable to users while at the bindery, it is suggested that smaller and more frequent shipments of binding be made and that two binding firms be used. The librarian of Macdonald College reported excellent service from a bindery located near the college. For much needed scientific journals it is frequently possible to arrange for special handling at the bindery which ensures the prompt return of these volumes. Daily pick-up and delivery service on campus is necessary to take full advantage of improved service from the binder.

Delivery Service

Both readers and library staff members of the branch and faculty libraries made repeated complaints about the long delays that

occur when materials must be transported from and to the Redpath building. The library is apparently dependent on a University truck and the service is slow and unpredictable.

Other large university libraries have had the same difficulty and have found it necessary to acquire a library truck to solve this problem. It is recommended that this solution be adopted at McGill.

SERVICE TO READERS

Ultimately the success of any library program depends upon the degree to which readers find, within reason, what they need when they need it. No library system can be perfect in this regard but every library must set goals which are appropriate for its clientele and then strive to meet these goals. That McGill's library is falling short of satisfactory reader demands is attested by a substantial majority of responses to the questionnaire. Criticism covered the full range of possible shortcomings and included lack of monographs; lack of sufficient copies of books in heavy demand; insufficient coverage of journals; gaps in journal holdings; too many missing items; slow service; limited hours of service; lack of sufficient staff; insufficient attention to teaching readers how to use the library; and finally, a lack of tolerance and sympathy for the needs of readers.

Against this background of general concern and dissatisfaction we found among the staff interviewed evidence of a desire to give good service; an understanding of what would constitute professional service; evidence of good use of the staff time available; and appropriate systems of circulation and central record keeping, reasonably typical of situations comparable to McGill.

A sample group of call slips was actually submitted as a means of becoming personally familiar with the procedures followed in serving students and faculty. Items were selected to involve referral from the central circulation desk to the reference desk, rare book room, and the Blacker-Wood collection. In the end all test items were made available within a reasonable time. It was necessary, however, (a) to simulate faculty status and an emergency to get immediate access to a book in the rare book vault; (b) as a student, to submit to a limitation on the number of call slips which could be turned in at one time; and (c) to have a special card to gain access to the Blacker-Wood collection.

Out of the whole complex of conferences and evaluation of questionnaire returns we could only conclude that all concerned should make a fresh start -- members of the library staff taking new stock of methods, procedures, and attitudes toward readers; faculty and students becoming more open-minded in recognizing what might reasonably be expected from the library staff in the way of reference and circulation services; and finally, with representatives of the faculty and library staff working together with administrative officers of the University to make sure that the staff was adequate in number and competence to meet peak load situations. Representatives of student groups, too, should be brought into discussions. If reasonable goals could be set, staff resources matched with them, and better means of communication worked out, the whole situation should improve.

The following more specific suggestions are presented for consideration as the process of re-assessment moves forward:

- (1) Bring All Services in the Redpath Building under One Key Library Administrative Officer with Authority to Rotate Staff as Necessary to Meet Unusual or Emergency Circumstances

This may involve creating a new position and recruiting a person of broader experience in handling reference and circulation services and in developing the capacities of professional and general staff assistants.

- (2) Re-evaluate All Rules and Regulations Governing the Loan and Use of Materials

The objective here should be to achieve a relatively simple and uniform set of procedures which could be applied generally throughout the Redpath Library and possibly in due course in all libraries at McGill. The practical needs of readers should be the principal consideration in every instance. It might be well to involve a student committee in the deliberations as well as a faculty committee or possibly a sub-committee of the Libraries Committee.

- (3) Launch an All-out Program of Information for Readers Covering Library Policies and Orientation to the Use of Library Resources

The guide to the McGill Libraries, a copy of which we have seen in draft, is a step in the right direction but this must be supplemented by all practicable means of explaining policies, procedures and regulations. A review of internal signs and directions would be advisable, including

those of a general nature as well as such specific items as stack-directions and range labels. The proposal to give formal lectures on the use of the libraries is likewise viewed with favor although such programs must be planned with great care and should not be attempted unless or until there is sufficient professional staff to handle them.

(4) Review the Adequacy of All Hours of Service and the Conditions of Access to the Collections

McGill's objective should be to offer ready access to all of the collections throughout the normal range of hours when students are likely to be studying and without barriers between schools and departments. In other words, all libraries should, generally speaking, be open to all McGill students and faculty. Although time did not permit a careful tabulation and evaluation of the matters discussed here there were enough examples of limited hours and restrictions on access to suggest a comprehensive re-examination of present policies. The closing of the Blackader library at the noon hours, for example, and the absence of evening hours of service must certainly work a hardship on readers as does the one day delay in the delivery of materials in the rare book vault when call slips are submitted after 12 noon.

Additional staff will be necessary in most instances, but this is part of the expectation of maintaining quality library service.

(5) Strengthen the Staff of Service Desks at Peak Load Periods

Even though we did not observe operation of the library during a period of heavy use there was repeated testimony with respect to the problems

of handling peak load situations. Reader time as well as staff time should be taken into account when standards are being set.

(6) Re-assess the Present Utilization of Space and Handling of Reader Traffic

We were concerned about the amount of space which seemingly was not being used directly for library purposes or which enjoyed relatively light use in relation to accounts of the overcrowded conditions during periods of heavy use. We were likewise concerned with frequent references to the problems generated (a) by closing the main entrance in bad weather; and (b) by the mass movement of students in and out of the Undergraduate Library. Again, time did not permit careful assessment and tentative solution but there is reason to believe that imaginative planning might correct both of these difficulties at minimum expense.

Examples of alternate or improved use of space: (a) further reader encroachment on the exhibit area might be tolerable, and (b) individual study desks might be installed in the mezzanine area.

(7) Develop a More Autonomous and Complete Service for Undergraduates

At the present time the Undergraduate Library consists of a small non-circulating collection, additions to which are dependent upon purchases on departmental allocations. Copies of books on reserve are included. However, undergraduates must turn to the reserve desk, really a section of the main circulation desk, for much of their required reading. In turn, some reserve book service for graduate students is being developed in the stack area.

It is suggested that careful consideration be given to creating a more complete undergraduate collection and service with a substantial allocation of funds separate from and in addition to the subject allocations to departments of instruction. The enlarged services should include reserve book service to undergraduates, possibly from a separate desk in the Undergraduate Library. This shift of function should relieve what must be an untenable work load on the present loan desk area during seasons of heavy library use.

(8) Strengthen Services to Branch Libraries

The frequent references to the difficulties experienced by staff and readers in branch libraries outside Redpath but using Redpath services by phone or mail suggest that this matter be given early attention. The resources in Redpath should serve to back up all other collections at McGill. Likewise, the central Reference Department in particular should be staffed to assist the librarians in branch collections where key bibliographical tools, including the main catalog are involved.

Microfilm and Copying Service

The demand for microfilm and other copying services in university libraries is growing. To meet this demand libraries require the necessary equipment, trained technical staff and a plan of operation which meets readers' requirements in quality and promptness of service. McGill has provided microfilm service in the past and has recently installed

a Xerox 914 for quick copying. The adequacy of the microfilm installation and the service offered appear open to question, as this service was severely criticized by the faculty. It is suggested that the laboratory and its operation be carefully scrutinized and brought up to the level necessary to provide good copying service with reasonable speed.

Similarly the library requires better facilities and equipment for the use of the various kinds of microforms. Present indications are that the volume and use of this type of material will increase significantly.

Service to Non-McGill Readers

All university libraries give some service to readers outside the university community. If such use is casual, it presents no problems and simple procedures are followed. Problems may arise, however, if the volume of such outside use becomes great and if certain users make repeated and heavy calls on a university library. Frequently such outside use is especially expensive in terms of staff service.

This problem is growing and is a matter of concern to university librarians and university administrations. As a means of developing and maintaining good community relations it is desirable to provide service; at the same time it must be remembered that the university community has first priority in use of library materials and staff time.

Since McGill has made certain commitments for community service, these undertakings must be carried out. The extent of this use,

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however, should be kept under surveillance. If it becomes excessive, consideration should be given to measures which will keep it within reasonable bounds through a system of fees, annual memberships, or some type of grant to the University. Several plans for library service to industry are now in effect, such as those at Harvard, Massachusetts Institute of Technology and Stanford.

were referred to as already inadequate. The increased number of students and the increased extent to which students are using books in the library have tended to create a congestion in the reading rooms, so that further expansion must come in the very near future. The situation has since become much more critical. Steps must be taken to enlarge physical facilities not only for readers served by Radpath, but for those served by several of the professional school and departmental libraries outside Radpath.

A significant document with regard to library planning is the recent "Report to the Senate on the Future Growth of the University."²¹ According to this report McGill has traditionally provided for the needs of approximately one-third of Canada's students. This would suggest a student body in excess of 25,000 by 1970. But even if this rate of expansion should not materialize, McGill according to this report considers as its distinctive role the provision of facilities for postgraduate studies. This is the area

21. Committee of Deans. Report to the Senate on the Future Growth of the University. 1962.

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PHYSICAL FACILITIES FOR MCGILL'S GROWING NEEDS

As early as 1959-60 the annual report referred to the libraries as "a third area of interest to all members of the university." The facilities of Redpath, "so splendidly enlarged only seven years ago" were referred to as already inadequate. "The increased number of students and the increased extent to which students are using books in the library have combined to create a congestion in the reading rooms, so that further expansion must come in the very near future." The situation has since become even more critical. Steps must be taken to enlarge physical facilities not only for readers served by Redpath, but for those served by several of the professional school and departmental libraries outside Redpath.

A significant document with regard to library planning is the recent "Report to the Senate on the Future Growth of the University."²³ According to this report McGill has traditionally provided for the needs of approximately one-tenth of Canada's students. This would suggest a student body in excess of 25,000 by 1970. But even if this rate of expansion should not materialize, McGill according to this report considers as its distinctive role the provision of facilities for postgraduate studies. This is the area

23. Committee of Deans. Report to the Senate on the Future Growth of the University. 3p.

where expansion is costly both in terms of space and for such items as library service.

A very tentative plan for the expansion of Redpath facilities, dated February, 1963, anticipates that by 1975 approximately 14,000 students would be relying primarily on Redpath for library services. The solution proposed is an annex building which, together with present facilities would provide for 2,000 readers in an undergraduate library, similar to Lamont at Harvard, and 1,000 to 1,200 graduate desks in a research library for honors and graduate students. Expansion of the book collection to two million volumes is anticipated. Cost for a building of approximately 190' x 148' was estimated at \$5,410,000. The annex building would be constructed along McTavish Street and would be connected to Redpath by a bridge.

In the opinion of the surveyors, a great deal more study of the library situation is needed before a commitment is made with respect to the proposed addition or any alternative to it. What is called for is a complete reassessment of the whole range of services to be provided. In the early stages of such planning it might be well to assume that present facilities did not exist and that it was possible to design a totally new facility. Then, with the ideal program in hand, the architect and librarian could concentrate on shaping existing space to new needs rather than have present allocation of space limit what the architect was able to do.

The general arrangement and use of existing space leaves much to be desired. The building is already over-long in relation to width; there is poor articulation between the old section and the addition completed ten years ago; there is inadequate provision for checking facilities near the main entrance; traffic generates peak loads in certain areas between classes; there is an over concentration of services at the main desk; there is under use of such space as that allotted to the Rare Book room, Blacker-Wood and possibly Blackader. Plans for any new construction to be associated with present facilities and services should strive to correct rather than to repeat or to perpetuate present weaknesses. Attention should likewise be given to longer term needs for the Order and Cataloging departments and other staff functions. These departments will certainly expand with any increase in book funds.

Decisions with respect to services to persons not associated with McGill will also affect space requirements. If the existing obligation to provide reference service to the public is to be continued or expanded, appropriate space should be provided.

Offhand, the annex concept connected with existing facilities by a bridge appears to exaggerate present weaknesses. Services would be extended further longitudinally while internal communications would be constricted by the bridge.

We would suggest that persons of imagination and foresight be given the problem and a free hand to work out a rational solution.

THE OUTLYING LIBRARIES

The libraries of the professional schools or faculties, of the sciences, except zoology, and Macdonald College constitute the principal outlying libraries of McGill. The relationships of these libraries to the Redpath Library vary considerably from such libraries as the Physical Sciences Library and the Engineering Library which are regarded as branches of Redpath to the Medical Library and Macdonald College Library which have only tenuous relationships with Redpath. No attempt will be made here to clarify the precise relationships which are desirable between these outlying libraries and the main library except to say that together they constitute the library system of McGill University and that the greater the degree of cohesion and unity that can be developed among them the better the library service will be to the university community. Recognition of this fact on the part of the library staff led to the formation of the McGill University Library Staff Association and to the several projects it has undertaken.

The McGill Campus Libraries; Statement of General Policy, the Recommendations to Senate and the Report to the University Development Committee, all documents prepared by the University Libraries Committee

in the spring of 1962, seem to the surveyors to present a very sound outline for the major lines of library development at McGill. These documents envisage the development over a period of years of a biological sciences library or group of libraries adjacent to the new Medical School; a similar development of a library center for engineering and the physical sciences in the northeast part of the campus; and the provision of library facilities for the other faculties in the buildings occupied by the respective faculties except for the humanities and the social sciences which will be served by the Redpath building and its extensions. As a general plan this appears to be excellent and if it can be carried out it should greatly improve the library situation at McGill.

In developing the biological sciences library facilities and in the future development of facilities for engineering and the physical sciences it is suggested that careful consideration be given to the creation of facilities which can at the same time serve different levels and types of users, without being broken up into small separate collections. The convenience for an individual of having the books he needs close at hand is not questioned. But if the enrollment and faculty grow as expected, the number of these small collections will have to be multiplied many times over or some people will be very well served and others will be poorly served indeed. Small, separate collections are difficult to care for, are frequently inaccessible to anyone but the initiated and can become very

expensive. It is suggested that the Libraries Committee concern itself directly with this problem and seek solutions which will come as close as possible to meeting the needs of all students and faculty members.

Engineering Library

The principal need of this library, in addition to increased book funds, is more library space for readers, books and staff. There is a lecture room adjacent to the present library which the Engineering Faculty has recommended for conversion to library use, with appropriate rearrangement of the present library room. The surveyors were deeply impressed by the crowded conditions of the library. The suggested plan for relieving this situation appears sound, although it should be recognized that it is a short-term solution. It is recommended that this space be remodelled for library use at the earliest possible date. A larger Engineering library will require more staff to serve readers.

The need for a quick copying service -- preferably Xerox 914 -- in the Engineering-Physical Sciences area is apparent. Convenient service to the greatest number of users and available space should determine its location.

Physical Sciences Library

This library, consisting of three parts in three adjoining rooms, serves the departments of Chemistry, Geology and Physics. Again there is a serious space problem, but there is a serious organizational problem as

well. Instead of being organized and operated as a single, unified library for the physical sciences, this library continues to be three separate libraries.

In the University Libraries Committee's Report to the University Development Committee²⁵ it is recommended that these libraries continue in their present location and be permitted to acquire additional space when possible. The surveyors did not see the possibility of such expansion, although it may exist. If it does, the library needs are so serious that this space should be made available at an early date. At that time, if not before, the collections, catalogs and services of these libraries should be unified.

A faculty member suggested the desirability of merging the Chemistry and Physics collections and establishing them as a single, separate library in the new Physics building. The further suggestion was made that this would free space in the present Physical Sciences Library into which the library for Geography and Meteorology could be moved and thus, with Geology, constitute an Earth Sciences Library. The surveyors are unable to evaluate this suggestion as they have no information on the Physics building.

Commerce Library

The Commerce Library is a crowded and busy place. It has apparently served its Faculty and the Department of Economics well.

25. See footnote (1) above.

It was implied, but never clearly set forth, that this library is expected to undergo a change because of a reorganization of the Faculty. This reorganization is expected to result in the transfer from Commerce to Redpath of publications primarily of interest to the Department of Economics. The Department is of the opinion that it will require some heavily used publications in its quarters in the new Arts building. This appears to be a reasonable position.

Islamic Institute Library

This specialized library has made excellent progress in the development of its collection in a comparatively short time. It is understood that it will be moved along with the Institute to quarters being provided in the new Arts building. The holdings of this library are not now included in the union catalog. It is suggested that this practice be reconsidered and that cards with transliterated headings be added to the union catalog. In support of this recommendation it may be noted that the Redpath and Divinity libraries hold related materials, primarily in western languages. Without the Institute library's holdings the union catalog is thus incomplete and fails to record the full resources available at McGill.

The strong library program of the Institute should be continued despite the administrative and other changes it is undergoing.

Divinity Library

This library has excellent physical facilities, with one exception: the stacks are located two floors below the reading room and there is no connection between them except by stairway. In order to alleviate the hardship created by this condition it is suggested that an engineer be engaged to study the possibility of installing a small elevator, or a booklift large enough for a book truck and one person.

The collection is currently being significantly enriched through a grant from the Sealantic Fund. It is to be hoped that additional support may be obtained from this source or from similar sources in order to build up this collection to the level of a full theological research library.

Law Library

This library, located in Chancellor Day Hall, is a vital, active study center for the Law Faculty and its students. Although cramped for space and with a collection that has serious weaknesses, the Law Library is nevertheless making a significant contribution to the work of the Faculty.

The proposed addition to Chancellor Day Hall will provide space for the library and other facilities. A Library Programme²⁶ setting forth space needs has recently been prepared. The Programme covers the

26. Library Programme. March 30, 1963. 3p.

basic requirements well, but it would seem advisable to give further consideration to (1) the question of control, particularly with a minimum staff on duty; (2) the number of seats for readers because of the anticipated increase in enrollment; and (3) the office and work space required for the library staff.

The Law Library collection is small by comparison with those of American law schools, some eighty-five or more of which exceed it in size. Since the collection must cover civil, common and international law, it would seem that significant development and strengthening of this library is a matter of high priority for the faculty and for McGill. The Dean estimates that a sum approaching \$60,000 would be required to supply the Law Library with needed materials now lacking. The surveyors consider this a modest estimate. It assumes that the Redpath Library would bring to completion its holdings of Canadian, United States, British, International and selected Commonwealth documents. Duplication of some of these publications in the Law Library would be necessary, but Law can be far more selective, if it can rely on Redpath to back-stop its collection.

The annual appropriation for books, periodicals and binding of \$15,000 to \$16,000 places McGill in about 65th place among American law libraries. It is recommended that this figure be substantially increased as rapidly as possible.

Increasing enrollment and the accelerated growth and use of the collection make the need for increased staff critical.

Medical Library

This library will move to new quarters on the completion of the new building for the Medical Faculty. The surveyors did not see the plans and cannot comment on them. They can only express the hope that the new facilities will assure the best in medical library service to McGill's pre-eminent Medical Faculty.

The Medical Library will be included in the survey of medical libraries now being completed by Miss Beatrice V. Simon. Presumably this report will assess the strengths and weaknesses of this library, relate it to other Canadian and American medical libraries and chart a recommended course of development. For this reason, no effort to study the Medical Library was made.

In comparison with other libraries at McGill, the Medical Library appears to have enjoyed better financial support. Compared with the libraries of the leading medical schools in the U. S., support of the McGill Medical Library leaves something to be desired. This is especially serious since no other strong medical library is located in Montreal. It is to be hoped that the Simon report and the interest generated by the new Medical Centre can be used to enhance the standing and support of the Medical Library. This library certainly should provide the backstop collection not only for the departments in the Medical building, but also for the biological sciences which will be housed in an adjacent building.

Faculty of Dentistry

This faculty is now served by the Medical Library. It will continue to occupy a part of the present Medical buildings, after Medicine has moved to its new site. It is reported that no plans have been made to provide library service to Dentistry, when the Medical Library is moved. It would seem necessary to develop such plans at an early date and assure adequate financial and staff support for a modest library for Dentistry.

Macdonald College Library

The Macdonald College Library is well housed in recently expanded and attractive new reading space. The library also appears to be well staffed although it was not possible to examine this matter carefully. The weakness of the library would appear to be its inadequate book collection. The collection is apparently stronger for the strictly agricultural subjects than it is in the fields of the liberal arts and education. This was also reported by the staff of the Redpath Library who noted that Macdonald College students frequently come to Redpath to use books which are necessary for their regular liberal arts courses at Macdonald College. Apparently there has been no clear indication of just what is needed for this collection. It would seem desirable for the University Libraries Committee to take an interest in the proper development of this library. To this end it might wish to create an ad hoc committee to look into the matter and bring to the Committee and to the Administration of the College

and the University recommendations for the improvement and strengthening of the Macdonald Library collection. Since the Dean assured the surveyors that adequate book funds are available, this should present no problem. To meet the book needs of the arts courses, it is suggested that all titles purchased for the Undergraduate Library might be duplicated for Macdonald.

Library service to the Institute of Education is divided between Redpath and Macdonald and there is some dissatisfaction with it. This also appears to be of sufficient seriousness to merit special study and appropriate action. Because of McGill's responsibility in preparing teachers for the English-speaking Protestant schools, this is a matter of some urgency.

FINANCIAL SUPPORT

Data on expenditures for books, periodicals and binding and references to library staff salaries appear elsewhere in this report. In analyzing total library support, an approach which is frequently used is that of amount spent per student enrolled. In using per student expenditures it should be remembered that this figure tends to favor smaller institutions and that it takes no account of differentials in salary scales.

Table V presents the following information for twenty-one university libraries including Toronto and McGill: (1) the amounts spent per student in 1955-56 and in 1961-62; (2) the increase in per student expenditure in the six year period; and (3) the rank order in expenditures per student and the amount of increase during the period.

In 1955-56 McGill spent \$61 per student, ranking 19-20th, just ahead of Toronto which spent \$47 per student. The highest expenditure, \$209, was 3.4 times that of McGill. The median figure, \$98, was 1.6 times that of McGill.

Six years later, in 1961-62, the leading institution (Harvard) was spending \$369, or 4.7 times McGill's \$78. The median institution (California at Berkeley) was spending \$161, or approximately 2.1 times that of McGill. Even though McGill had moved up to the 17th place, it had lost ground relative to both the median and top ranking institution.

TABLE V
 TWENTY-ONE UNIVERSITY LIBRARIES
 RANKED BY EXPENDITURE PER STUDENT

Name	Amount Spent 1955/56 ²⁷	Rank	Amount Spent 1961/62 ²⁸	Rank	Increase In Expenditure 55/56 - 61/62	Rank
Harvard	209	(1)	367	(1)	158	(1)
Princeton	166	(2)	277	(2)	111	(2)
Yale	166	(3)	242	(3)	76	(6)
Rice	103	(10)	214	(4)	111	(2)
Cornell	109	(8)	189	(5)	80	(5)
Duke	108	(9)	181	(6)	73	(8)
Dartmouth	116	(6)	178	(7)	62	(10)
Brown	96	(12)	171	(8)	75	(7)
Chicago	153	(4)	168	(9)	15	(15)
California (L. A.)	98	(11)	163	(10)	65	(9)
California (Berk.)	125 ²⁹	(5)	161 ³⁰	(11)	36	(11)
Toronto	47	(21)	129	(12)	82	(4)
North Carolina	77	(13)	105	(13)	28	(12)
Michigan	66	(17)	88	(14)	22	(13)
Kansas	73	(14)	82	(15)	9	(18)
Illinois	66 ²⁹	(16)	81 ³¹	(16)	15	(15)
McGill	61	(20)	78	(17)	17	(14)
Oregon	67	(15)	77	(18)	10	(17)
Florida	63	(18)	71	(19)	8	(20)
Northwestern	61	(19)	70	(20)	9	(18)
Virginia	112	(7)	65	(21)	-47	(21)

27. Figures for U. S. libraries, rounded to nearest dollar, taken from "College and University Library Statistics, 1955-56 (Group I)", College and Research Libraries, v. 18, no. 1, Jan 1957, p. [50-52]
28. Figures for U. S. libraries taken from "Library Statistics of Colleges and Universities 1961-62", U. S. Office of Education, Circular No. 699.
29. Figures for McGill and Toronto rounded to nearest dollar, taken from "Canadian University Library Statistics, 1955-56", Canadian Library, v. 13 no. 6, June 1957 p. [292-293]
30. Toronto figures from "University and College Libraries, Academic Year 1961-62, Current Operating Expenditures," Canadian Library, v. 19, no. 5, March 1963 p. 342
31. Figures for McGill calculated from data supplied by McGill University Librarian.

Similarly while the median was moving from \$98 to \$161, a total of \$63, McGill's expenditures were increasing by only \$17 per student. Although progress had been made, McGill's support of its libraries failed to keep pace with the stronger universities in the group during the six year period.

Column (6) of Table V shows the amount of increase in expenditures for all of the institutions, between 1955-56 and 1961-62. The range is from \$158 for Harvard to a decrease of \$47 for Virginia. The median increase (California at Berkeley) was \$36. McGill, with an increase of \$17, ranks 14th. Again, even though there was progress in dollars, the increase was less than half that of the median institution.

No new conclusions are drawn from these data. They reflect the great and steadily increasing cost of library materials, the greater volume of these materials, and the increasing response to faculty and student pressure for improved library collections and services. The figures cited are not intended to suggest or imply competition, except as each institution strives for the highest level of excellence to which it can attain.

Consideration of library costs serves to point up one of the aspects of new academic programs that is sometimes overlooked at the time of decision. Sober analysis of the library costs involved may indicate that an institution should not try to undertake new programs until existing programs are strongly backed up by adequate library resources and facilities. Regardless of new programs, it is clear that good library collections and effective library services require a significant portion of the budget of every university.

APPENDIX
LIBRARY QUESTIONNAIRE

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APPENDIX

LIBRARY QUESTIONNAIRE

May 1963

TO: Deans, Directors, and Department Chairmen

As one means of securing information designed to improve and strengthen the Libraries of the University, we ask your cooperation in completing this questionnaire.

It is requested that information be supplied by each department, faculty or college. In special circumstances it may be desirable for a department to submit more than one completed form. Such additional reports will be welcome.

Similarly, if the questions listed do not appear to cover any aspect of the Library on which you wish to comment, please feel free to make your own additions.

Thank you for your assistance.

R. H. Logsdon
S. A. McCarthy

Department or Faculty _____ Name _____

1. On what Library does your department or faculty primarily depend for library service?
2. Library Services - What changes or improvements do you suggest in the following library services?
 - a. Circulation

b. Reserve book - i. e. books assigned for required or collateral reading.

c. Reference

d. Inter-library Loan

e. Microfilm and other microforms

f. Other

g. What services not now provided do you consider desirable?

3. Cataloging and Classification

If the present system of cataloging and classification does not meet your needs, please indicate the nature and extent of the improvements you consider necessary.

4. Acquisition and Binding

What changes and improvements do you suggest?

5. Library Collections

- a. Briefly, what do you regard as the strengths and the weaknesses of the library collection in your field?
- b. What is your estimate of the amount required for books, periodicals and binding in order to make up essential deficiencies? (Please attach desiderata lists or cite types of publications required.)
- c. What has been the amount of the book fund provided for your department in the past year?
- d. What amount do you consider necessary annually to maintain book and periodical purchasing at an appropriate level for your department?
- e. If your department requires special types of material not now provided, please indicate the nature and extent of this material.

- f. Is your department planning any new academic or research programs that will require special library materials, services or facilities? (Please be as specific as possible.)

6. Library Facilities and Equipment

If present library facilities for your department are inadequate for your needs, please indicate the approximate size and nature of the facilities you consider necessary, including any special facilities or equipment required.

7. Library Staff

On the assumption that some increase in library staff is desirable, what positions, departments and services do you consider most in need of strengthening?

TO SENATE, APRIL 3, 1962

8. Public Relations

Please indicate briefly some of the elements of a public relations program that you consider appropriate for a university library.

9. Other suggestions for improvement of library collections, services and facilities.

Name _____

Department
or Faculty _____

Date _____

Please return to Mr. W. K. Molson, Morrice Hall, 3485 McTavish Street.

REPORT OF THE UNIVERSITY LIBRARY COMMITTEE

TO SENATE, APRIL 9, 1962

The possible concepts of a University Library in relation to its constituency range from one extreme viewpoint to its opposite, equally extreme. The first conceives the Library as one vast storehouse placed centrally on the campus and containing every significant book on every subject taught or studied within the university. The second envisages the Library as distributed pockets of books, scattered all over the campus buildings in accordance with the golden rule that the books should be easily accessible to the man who works constantly with them. What we at McGill have to arrive at in these present days of reconstruction is the right degree of compromise between these two extremes. Buildings can then be planned to provide for the physical form of the Library and Library services can be planned rationally to serve the academic community.

First we would emphasise that the unitary concept of the Library is to be retained in that all Libraries on the McGill Campus should be recognised as local manifestations of the ubiquitous University Library. This will have implications in such areas as universal equity of borrowing privileges throughout the university, equalisation of employment conditions and promotion opportunities for all library personnel, the use of centralised services and procedures wherever practical advantages are to be gained. Above all it ensures that wherever a Faculty member or student works, the University Library is at his service. We are aware that this is no place for doctrinaire postures, and that the degree of local autonomy will vary greatly, and that some libraries which are not financially part of the University Library may because of their content foster closer connections with the general system than other more specialised libraries which are administratively and financially integral parts of the University Library. These relationships will depend on topography, subject-matter, local history and to a great extent, no doubt, on local personnel. But we think the basic concept of one University Library Service should nevertheless be the foundation from which all further thinking about the library proceeds.

Further we think that the time has come to recognise that a Library is more than a warehouse of printed matter,

however carefully catalogued. A Library is composed not only of books but also of the personnel who staff it, and their professional skill and their individual expertise are among the invaluable assets of the university. The would-be student must often be pointed to the book he does not know of, or directed to the the reference work of which he has never heard. Moreover, a Library is often performing its most helpful function in obtaining the books it does not possess, but will readily seek from afar. We recommend, therefore, that the basic unitary concept be 'The McGill University Library Service'

Secondly, we recognise that the propinquity of specialised collections is of paramount importance to the readers constantly using them. Law-books should be close to lawyers and theologies to theologians.

On this campus as on every other, either the books must go to the readers, or the reader must go to the books. The notion of one vast library inevitably becomes increasingly more impracticable as the university grows in numbers and complexity of operation, and it becomes more and more time-consuming for the reader to have to go to the books. Therefore the books must, at least to some extent, go to the reader, but this obviously can only be achieved to a relative degree. We envision therefore one central library, five or six ancillary libraries, and an undetermined number of specialised libraries.

In accordance with these principles, we recommend that the McGill Library Service should be brought as nearly as is practicable to the following form:

1. The Redpath Library

This is the headquarters, brain and heart of the McGill Library Service. All the centralised functions of the Service are directed from Redpath, and many have yet to be further investigated and expanded. Centralised purchasing has proved itself in many areas, but is less advantageous in others. Centralised catalogue-card duplication has yet to demonstrate its worth but is under investigation. A full Union Catalogue is the subject of another investigation and a McGill Library Service Handbook is in active preparation. The method and regularity of delivery and collection of books as between different Libraries on the Campus is also being considered.

The Redpath Library is due for extension in 1963 and the Committee tentatively favours the erection of a new Graduate Library and the conversion of the present Redpath Library to serve mainly the undergraduate members of the University. This matter is also under active consideration.

Besides being the Central Library of the University the Redpath is also the home of the major collections serving the Humanities and Social Sciences. This will be even more true in the future when the collection of the Department of Economics and Political Science is brought down from Purvis Hall and integrated with the main Library. The Committee notes with considerable approval the willingness of the Department to concur in the arrangement, contingent upon provision being made for the Department in the new Arts Building, and further notes the request that a senior member of the library staff may be assigned to provide especial services for those wishing to make use of the collection, and that the collection be named the Keith Brendon Callard Library of Economics and Political Science. The Committee wholeheartedly approves of both these suggestions and asks Senate to recommend to the Board of Governors that the name of our late colleague be assigned to the collection he used to such good effect. The idea that each of the major areas in the Redpath (e.g. Romance Languages, History) and the special collections (e.g. the Blackader, Blacker-Wood) might have senior members of the Library Service assigned to them, so that Faculty members could be assured of specialised familiarity with the area of the collection, appeals to us greatly, and we have asked the University Librarian to examine its practicality and the possibility of its gradual introduction in the forthcoming session.

2. The Physical and Applied Sciences Libraries

Three fairly small but very efficient libraries are already grouped together (Chemistry, Physics, Geology). To these may be added Meteorology, Applied Mathematics and Geophysics. Some aspects of Engineering (Mining and Metallurgical) are already represented in the present arrangement. A major question facing your Committee is whether to recommend that Engineering and Geography be also included, and a decision be made to propose a separate Physical and Applied Sciences Library building. Since the issues involved are extremely weighty and complex

3. The Biological Sciences

In the new Stewart Biological Building provision is being made for a small library to serve the working needs of Botany, Genetics, Zoology, and, in part, Psychology. Biochemistry with Physiology and Pharmacology will have another such Library in the Medical Sciences Centre. The nearness of that Centre, and of the Medical Faculty Library, together with the Osler Library to the Stewart Building, make a very convenient grouping of related library materials in the north western area of the campus. The Blacker-Wood Collection (specialising in Zoology) must at least at present stay in the Redpath Library but this is an inavoidable anomaly. We have, however, asked the Academic Director of the Stewart Biology Building Committee to consult with his colleagues and to look at the library needs of the Biological Sciences as a whole. It may be that the same kind of answer as that produced by the Physical Sciences is the right one for the Biological Sciences also.

4. The Macdonald Campus

The Library Committee recognises the educational unity of the McGill and Macdonald operations, and believes that everything should be done to strengthen this. Therefore, it recommends that while the Macdonald Libraries remain autonomous as far as the McGill Library Service is concerned, nevertheless their regular clientele should be on the same footing as the McGill community as regards borrowing privileges in McGill Libraries with the exception of undergraduate Reserve Books. Where books may not be withdrawn from a McGill Library they may nevertheless at the discretion of the responsible Librarian be released to the Macdonald Library on condition that they are consulted only in that Library and are not removed from it. If a decision is taken to operate a Liberal Arts College or a full parallel to 'McGill College' on the Macdonald Campus, this Committee believes that the Macdonald College authorities should be encouraged to develop an undergraduate Library fully adequate to meet the needs of their own constituency.

(Geography for example will always be somewhat schizophrenic in Library as in other matters) we have called together an ad hoc committee fully representative of the departments involved to consider three points:

- a. whether a Physical and Applied Sciences Library on a considerable scale should be planned in the vicinity of the present Physical Sciences Centre?
- b. if such a library is recommended what departments and Faculties should have their main collections located therein?
- c. what estimate of space and what estimated building costs would be involved in the erection of such a building?

The first two are questions which only the members of the departments concerned can answer and the answer to the third question will enable the Library Committee to advise the Development Committee and Senate on the advantages of this scheme over others that have been proposed.

The consensus of opinion in that ad hoc committee was that the Physical Science Departments would not wish to be deprived of their present Departmental Collections, nor to have them retained in being but placed at a distance from the Physical Sciences Centre. On the other hand, they welcomed the idea of a Physical Services Library, to provide specifically for undergraduate Reading Rooms and Reference Collections, and for the preservation of older and less used but nonetheless valuable holdings, and also for the General Collection needed by all the Departments. The Physical Scientists clearly want both their own easily accessible working-research collections and a larger, more general Physical Sciences Library. They also emphasised the need for scientifically trained library personnel, and especially for an Associate University Librarian (Scientific) who would have oversight of the Physical Science Library and of the Departmental Collections, also. The problems and opportunities of the Engineering Faculty were such as to convince the Committee that they should be resolved within the present Engineering Faculty buildings.

5. Other Libraries

These will for the present remain in their present relationship to the Library Service. For the convenience of members of Senate we list them as follows:

1. Redpath Library

Main Collections: Blacker-Wood (Zoology and Ornithology)
Blackader (Architecture)

Main Constituency: the Humanities and Social Sciences.

2. Faculty and Group Libraries

Medical Faculty (inc. Dentistry)

Osler

Law

Divinity

Islamic Institute

Social Work

Commerce

Engineering

Physical Sciences

Chemistry

Geology

Physics

Applied Mathematics

Metallurgy

Mining

Geophysics

Geography

3. Departmental and Specialised Collections

Stewart Biological Building

Botany)

Genetics)

Zoology)

Psychology)

Medical Sciences Research Centre

Biochemistry)

Physiology)

Pharmacology)

Medical Collections:

Fellows', Montreal Neurological Institute
Allen Memorial Institute
Royal Victoria Hospital Medical
Obstetrics and Gynaecology (RVH)
Graduate Nurses (Wilson Hall)
McGill-MGH Research Institute
(3619 University)
Pathological Institute
Anatomy
Health and Social Medicine (515 Pine)
Experimental Surgery (Donner)
Physical and Occupational Therapy
(4653 Drummond)

4. Related Libraries

Arctic Institute
Pulp and Paper Institute
Royal Victoria College
Men's Residence
Diocesan College
Presbyterian College

5. Macdonald Campus Libraries

Macdonald Library
Institute of Parasitology
Chemistry) to be consolidated shortly with
Biology) main Library.

Respectfully submitted,

S.B. Frost,
Deputy Chairman

April 9, 1962.

REPORT OF THE UNIVERSITY LIBRARY COMMITTEE
TO THE UNIVERSITY DEVELOPMENT COMMITTEE

Recommendations to Senate:

1. That the concept of the McGill Library Service be recognised by Senate forthwith.
2. That Senate enact that the privileges to use all the facilities of every Faculty and Group Library are open to all who have full privileges in the Redpath Library.
3. That the Senate recommend to the Board of Governors that the collection of the Department of Economics and Political Science be named the Keith Brendon Callard Collection.
4. That the Senate recommend to the Board of Governors the appointment of a senior member of the Library Staff having the necessary scientific qualifications to have general oversight and responsibility for the Physical Sciences Libraries, together with the Library of the Faculty of Engineering.

3. Provision should be made for the Libraries of the Departments of Botany, Genetics, Zoology and in part Psychology to be located in the Stewart Biology Building, and the Libraries of the Departments of Biochemistry, Pharmacology and Physiology should be located in the Medical Sciences Building.

4. As a long-term plan, the Development Committee should envisage the building of two Group Libraries, one for the Physical Sciences in the south-western area of the Lower Campus and one for the Biological Sciences in McIntyre Park Area.

5. The Library Committee is making progress with the planning of an extension to the Redpath Library, which extension will provide particularly for the needs of graduate students and of Faculty research.

Submitted on Behalf of the University Library Committee.

S. B. Frost,
Acting Chairman.

G. M. McDougall,
Secretary.

REPORT OF THE UNIVERSITY LIBRARY COMMITTEE
TO THE UNIVERSITY DEVELOPMENT COMMITTEE

SEPTEMBER, 1962

The Library Committee, having had full discussion with the Departments and Faculties concerned, and having reported on general policy to the Senate, now reports to the University Development Committee its findings with regard to building plans as follows:

1. The Engineering Faculty should retain its present library on its present site and should be allowed to re-construct the available space in accordance with the plans previously submitted.
2. The Physics, Chemistry and Geology Libraries should remain in their present quarters and should be allowed when possible to acquire extra space in their present location.
3. Provision should be made for the Libraries of the Departments of Botany, Genetics, Zoology and in part Psychology to be located in the Stewart Biology Building, and the Libraries of the Departments of Biochemistry, Pharmacology and Physiology should be located in the Medical Sciences Building.
4. As a long-term plan, the Development Committee should envisage the building of two Group Libraries, one for the Physical Sciences in the south-eastern area of the Lower Campus and one for the Biological Sciences in McIntyre Park area.
5. The Library Committee is making progress with the planning of an extension to the Redpath Library, which extension will provide particularly for the needs of graduate students and of Faculty research.

Submitted on behalf of the University Library Committee.

S.B. Frost,
Acting Chairman.

C.M. McDougall,
Secretary.

MULSA STATEMENT ON THE LIBRARIES COMMITTEE REPORT

The report of the University Libraries Committee to Senate dated April 9, 1962, contains a general statement of policy together with some specific recommendations and a number of major implications.

Most important in the minds of members of the McGill University Library Staff Association is the policy statement which is summed up in the first recommendation: "That the concept of the McGill Library Service be recognised by Senate forthwith." This concept is of a unitary and ubiquitous system which is available to all members of the University but which takes account of the principle that special collections should be most accessible to those who use them most. This envisages a planned library service:

1. The Redpath Library will be at the centre of the system as "headquarters, brain and heart", home of the centralised services and of the major Humanities and Social Sciences collections.
2. The Physical and Applied Sciences libraries will probably be maintained in somewhat their present form, with the possible addition of a central Physical Sciences Library, the whole to be under the supervision of an Associate University Librarian (Scientific).
3. The Biological Sciences will be covered by a number of libraries grouped about the new Stewart Biological Building and the Medical Sciences Centre. Possibly a similar pattern to that of the Physical Sciences complex will prove suitable here.
4. The Macdonald Campus libraries will continue to operate much as at present but, if a full Liberal Arts program develops there, expanded library facilities will be indicated.
5. Other libraries will "for the present remain in their present relationship to the Library Service."

Administrative Organization

What calls for most serious consideration is the administrative organisation which will be needed to tie together the separate parts in a cohesive and orderly library service. It will be necessary to know what exactly is the relationship of each member library to the Redpath and to other libraries in the system. Most important is the question of authority and lines of communication. In this connection the analysis of another library system is pertinent:

"There are a number of problems having to do with authority and responsibility that are present to some degree in all the Rutgers libraries. Many staff members seem to lack any clear understanding of the relationship of the libraries one to another, of the functions of the Central Library, and of the duties of department heads and librarians of comparable rank. There is uncertainty about lines of administrative authority, and there is widespread lack of knowledge of the overall policies of the library. Where policies are known there is sometimes an inability to interpret them easily. Written procedures are unavailable in some libraries and departments, and existing procedures are infrequently examined and modified" (John P. McDonald "The Rutgers University Library". In Studies in Library Administrative Problems. New Brunswick, New Jersey: Rutgers, the State University, 1960, pp. 95-132).

At McGill University the problem arose during the depression when there were inadequate funds to develop the collection except in a minimal way. There were no funds for the kind of planning and adjustment that were called for by the changing educational patterns. Challenges when they were met, were met ad hoc and in terms of immediate financial exigencies rather than clearcut long-term policies. Separate libraries grew up in different ways and with varying standards. Today we have not a system but a collection of libraries. What is needed is that the system be planned and developed along the lines suggested but not fully elaborated in the report under discussion.

Planned Library Service

Thinking on the subject of a planned library service among MULSA members tends to favour an organisation in which the University Librarian would be assisted in the administration of the various library groups by a number of Associate Librarians. The first step in this plan would be the appointment of the Associate Librarian (Scientific) recommended in the University Libraries Committee report, whose formal training would include at least a B.Sc. and B.L.S. This appointment would be followed by that of other Associate Librarians for the subject areas outlined by the Libraries Committee: the Medico-Biological libraries, the Macdonald College libraries and the Social Sciences-Humanities libraries. Therefore, a committee of four with the University Librarian would form the administration of the McGill Library Service.

Meanwhile, until such an administrative structure can be established, something must be done about immediate problems. These can be dealt with by a committee of campus librarians in administrative positions (Librarians' Committee) representative of the subject areas mentioned above: the Social Sciences-Humanities group would be represented by one member of the Redpath Library, in addition to the University Librarian, and two from among the librarians of the Commerce, Divinity, Islamic Studies, Law and Social Work libraries; the Science group by the Associate Librarian (Scientific), or, until his appointment, a representative from the librarians of the Engineering or Physical Sciences libraries; the Medical-Biological group by the Medical Librarian; Macdonald College libraries group by the Macdonald College Librarian.

There are practical problems which will inevitably arise out of the program of Planned Library Service. MULSA recommends that each one of these should be studied by the Librarians' Committee. A reasonable question will arise as to the kind and degree of centralisation that would bring about the most efficiency. An investigation is needed to discover where the different library functions - ordering, cataloging, and the technical processing - could best be carried out, in the Redpath Library, in the area centre (e.g., the Physical and Applied Sciences Library), or in the local library. The question of catalog card duplication has been receiving careful attention by a MULSA group. A detailed report, with cost quotations, will be presented to the Libraries Committee in due course.

Union Catalog

It is mentioned in the Report that an investigation is under way to achieve a "full Union Catalog". It is assumed that this means the assemblage of some million or more cards in one place (Redpath Library) arranged alphabetically by author. This is a worthwhile project; it is essential that the libraries of the University be under bibliographical control for scholarship and good library use.

This was recognised, circa 1947, when the decision was taken to have cards in the Redpath Library catalog for all books acquired on the campus thenceforth. It has never been possible to include cards for books acquired before 1947 in, for example, the Medical Library. The contents of the Osler Library and the Library of the School of Physical and Occupational Therapy remain outside also. MULSA has completed a project providing cards (presently housed in boxes) to Redpath Library for serial publications in libraries elsewhere on the campus. We are glad to see that a further step towards completion of a Union Catalog is being taken.

Related to the Union Catalog, arranged by author, is the question of subject control of the library collections. Good and up-to-date subject heading work is an invaluable supplement to any classification scheme. This matter could very usefully be the subject of another study for the purpose of recommending improvements - additions, deletions, revisions - in the present system, or of recommending the change to a new system. It should be noted that the compilation and maintenance of a Union Catalog or any major revision in subject heading work is vastly time-consuming and expensive.

Use and Service

The next aspect of the Planned Library Service is concerned with use and service. It is probably worth stating here, since we are concerned with the question of library service, what would seem to be altogether obvious; that the purpose of the library is to provide books and related materials to those engaged in academic work - teaching, learning, carrying out research - at the University. At best every book belonging to McGill should be available to every member of the University. However, we must take into account the kinds of material kept and the people who use them. Rare materials, reference books, periodicals, reserves, do not leave the library because they are valuable, difficult to replace, in constant or regular use.

Users too are categorized, according to their different needs. We will never be able to avoid accommodating our ideal to reality, and restrictions must continue to govern the use and circulation of materials. Yet the kind and degree of restriction should be planned, so far as possible, on a university-wide basis. This suggests that it is the proper concern of the Librarians' Committee of which we have spoken. A newly-thought out circulation policy would be one of the more important matters to be considered in this connection.

The Libraries Committee has noted the importance of the propinquity of the specialised collections to those who use them most. This principle recognises that certain materials are at the University primarily to serve groups of specialised users. In order to obviate some of the problems involved in making all books accessible to all, we propose that, when a student is served chiefly by a library set up to meet his particular requirements, that library should be used by the student. This applies mainly to undergraduates, and with an adequate (at least twice daily) inter-library messenger service, almost any book from any campus library is available to the student while he used the physical area designed for his studying.

Several factors are involved in the effort to widen accessibility. In the first place we must buy more books. A certain degree of necessary duplication is inevitable in a system of local libraries, and certain books must be available in every collection. At the same time, it will be necessary to make sure that each library has the necessary staff to cope with the students from outside its present domain. If extra users are to be accommodated, more work is a consequence and some poorly staffed libraries will need additional staff.

Another factor which enters into the theory of universal equity of borrowing privileges, is the necessity for staff and students to familiarize themselves with all the libraries that they may use. Several years ago MULSA drafted a plan of library instruction, and this report is now being revised and brought up-to-date for presentation to the Libraries Committee. The necessity of an adequate program of library instruction, cannot we feel, be too strongly emphasised. The large numbers of undergraduate students that are expected in the next few years will not reap the full benefits of the program of planned library service unless they are given the proper key.

Following the adequate training programme for the students, mention should be made of the importance of adequate faculty co-operation. It is probably true to say that in the past librarians and members of the teaching staff have had inadequate communication. It is our opinion that the Faculty should know what is happening in the Library, what is available, and why certain library policy has been adopted, so that the facilities of the library may be utilized more efficiently. At the same time, the Library should be aware of what the teaching programme requires bibliographically so that information about library resources can be related to the individual programmes.

Staff

An implication of the first recommendation to Senate as noted in the report has to do with "the equalisation of employment conditions and promotion opportunities for all library personnel". In this connection, a first step was taken when a MULSA Salary Committee report was accepted as the basis for library salaries, and a Personnel Assistant to the University Librarian appointed. Employment conditions are not yet equalised, nor have all necessary salary adjustments been made, but assurances that they are in hand have been received by MULSA. Information concerning staff vacancies is now available. A committee of librarians who prepare budgets was formed to work with the Personnel Assistant; it has met once in connection with the 1962/63 budget should continue to meet on various staff matters.

Another stand taken by the University Libraries Committee but not yet in the form of a recommendation deals with the assignment of subject area responsibility for Redpath Library to senior members of the library staff. Our understanding of what is called for here is that professional librarians with experience would take on subject specialisation in addition to their present duties. For example, a member of the cataloging department whose interest was in Canadian history would be responsible for the development and usability of that part of the collection. He would be concerned to build up the collection and assist in making it accessible, working with the library staff (the Librarian, the Order department, the Reference, Circulation, Periodicals Departments, and so on) and with members of the History Department.

If this picture is a fairly accurate one of what the Committee intends, our reaction is to welcome the innovation warmly. It should, however, be borne in mind that some of the specialist's time would have to be released from his primary duties. This could be managed by strengthening his department with the addition of extra staff at a lower level and the clear detailing of procedure in that department.

New Library Planning

The third recommendation of the Libraries Committee about a memorial to Keith Callard is indeed admirable. We should like to say that if it is decided to remove the economics books from the present School of Commerce Library it would deprive that collection of basic books of value to Commerce students for whom the library was established in 1943. We believe the principle of necessary duplication should be enacted for the establishment beginning of the new Callard Library.

An important matter touched on by the Libraries Committee but not incorporated into the recommendations has to do with the extension to Redpath Library. We would urge that the decision involved is a very vital one. MULSA members do not come down strongly on either side of the question whether to build a new graduate or undergraduate library, but as experience elsewhere has shown that the tendency is to concentrate on planning for graduates to the relative neglect of undergraduates, we would add a few observations on behalf of the latter.

By 1972 undergraduate enrollment at McGill is expected to reach 12,300. The Principal, in his report for 1960-61 (p.22), notes that "Professors are depending more upon the reading of books by the student and less upon lectures to large groups, while students (it is pleasant to report) are tending to be more studious." That is, putting the two together, the use of books is increasing both absolutely and proportionately. Standards which were acceptable when the Redpath Library was built are no longer adequate. Increased numbers of titles and increased numbers of copies must be provided.

Defects which have made the library an unpleasant necessity for undergraduates will have to be remedied in fairly major ways. Whether new quarters are found for the Undergraduate

Library or whether the Redpath Library is remodeled for them, undergraduate requirements will have to be re-examined. Careful consideration should be given to the design of reading areas to eliminate the noise and distractions caused by a great number of people in a single room, as well as by student traffic and acoustical problems. Provision should be made for smoking rooms, better check-room facilities, and for areas where students may work together. In the light of experience of recent years the policy governing the Undergraduate Library as a non-circulating collection should be reviewed. These improvements would do much to remove causes of legitimate undergraduate discontent.

As an observation on the status of the Blacker-Wood Collection, we feel that every effort should be made to secure a favourable interpretation of the terms of legacy so that it may be incorporated with the Biological Sciences collections, where it belongs. In the same way, it might be useful, if the decision has not already been made, to think about the value of a separate collection of architecture books and journals (Blackader) being placed in an area nearer the people using them most.

Finally, we should like also to mention the needs of students taking extension courses. Does the University feel any responsibility in providing these (presently 8,000 to 10,000) evening students with library materials?

There will be many challenges to meet in implementing the concept of the McGill Library Service. We welcome the opportunity to put forward our comments and ideas on the Report and we hope they contribute towards making that service a reality.

May 31, 1962

REPORT OF FACULTY OF ARTS AND SCIENCE LIBRARY COMMITTEE
TO FACULTY, NOVEMBER 16, 1962

Mr. Dean and Members of Faculty:

The Library Committee was set up last March as the result of an urgent request by many members of Faculty. We have met fifteen times since then.

It became clear to us that the problems can be divided into two groups:

- (a) Problems relating to the every-day functioning of the Library. To these we can apply palliatives.
 - (b) Problems fundamental to the entire operation and structure of the Library. These demand a basic treatment.
- (a) (i) Let us discuss the first type. Clearly amongst these arises the problem of finances. We have made a detailed study of the book funds allotted to the various departments in our Faculty. Perhaps I had better tell you how this allotment is made. An allocation committee, to the best of its knowledge, based on the activities of the department, numbers of graduate students, and other similar factors, decides how much money should be given to each department for the purchase of books and periodicals. This decision has in the past been made at a meeting either late in February or March. The university fiscal year ends 31st May. The statement presented to the committee at its meeting usually showed unexpended balances. Members of Faculty certainly realize how these unexpended balances occur. There never are enough funds and many departments wish to survey as much as possible the entire year's output of publications before spending their allotment. It also should be realized that the staff member who does the ordering is usually a person who has heavy duties, and many of the requisitions in the past have been left until the lecture loads have decreased.

We have pointed out that the picture at the end of February is an incomplete one and indeed that a perusal of departmental spending shows that only one department in

our Faculty did not spend its allotment during the year 1960/61. (This was due to the fact that the Chairman, who looked after library purchases, was on Leave of Absence.) Departmental balances were trivial, usually occasioned by the fact that one could not order half a book. Our own Dean is now aware of this fact, so that this particular aspect of the problem may now well be solved.

A circular letter to the Departments rapidly elicited the information that at least a 50% increase in book and periodical funds was desperately needed. A strong representation dealing with this matter has been made to the University Libraries Committee. We hope that this will go through, but at present we recommend the following to departments in our Faculty:

- (1) That the ordering of books begin early in the fiscal year. This will give a realistic financial picture. In addition to the problems already mentioned, this will also help the Order Department which gets overburdened if a large number of orders come in during the last two months of the fiscal year.
 - (2) Although most departments have, in the past, stopped ordering as soon as their funds have been spent, we suggest that orders continue so as to give the Library administration a realistic feeling of the needs of the various departments.
 - (3) We recommend that a letter be sent before budget time - that is in the very near future - by all Departmental Chairmen to the University Libraries Committee giving realistic amounts needed for purchases of books and periodicals. This, we hope, will act as a booster to the brief which we sent.
- (a) (ii) This of course brings up the problem of the over-all financial picture. All of us know about the lean years, and this does not need repetition here. Our library holdings have certainly not accumulated at the rate they should have been even had our student enrolment remained constant. The increase in university enrolment over the last decade is well known, but what should be stressed with at least as much emphasis is the increase in the number of Honours and Graduate students. To pick one example:

the Department of Economics and Political Science in 1951 had 44 graduate students; in 1961 they had 139, and of course other such examples could be given.

How do we compare with other universities? In the year 1961/62, 28 United States universities had book budgets in excess of \$300,000. Among these are a very few rich universities like Harvard and Yale with huge endowments. There are also included some Johnny-come-lately universities that are trying to increase their holdings rapidly, but the majority are universities of recognized stature whose library resources are already great. For example, the University of Illinois spent \$705,400. last year. The University of Toronto spent \$327,127., and McGill \$157,571. This of course is reflected in the yearly accessions. The University of Toronto had 71,000 accessions last year, whereas we received of the order of 20,000. Toronto has indeed been filling gaps from the past, both books and periodicals, but their University, according to the latest figures, already has holdings of 1,673,566 volumes in the library, while we have at McGill approximately 775,000.

While we have made representations to the University Libraries Committee regarding the increase needed in book funds, we wish to emphasize that services, such as ordering, cataloguing, will have to be increased simultaneously.

- (a)(iii) One of the major sources of dissatisfaction is the virtually complete lack of liaison between the academic staff and the library. We have strongly suggested to the University Libraries Committee that a system of Associate Librarians be set up to follow the divisional lines in this Faculty, i.e., one to represent the Physical Sciences, the Biological Sciences, the Social Sciences, and the Humanities. It is still a moot point whether in the case of the science man, for example, the man should be a scientist-librarian or a librarian-scientist. We would prefer a man who would, let us say, be an Associate Professor and thus a member of Faculty, would lecture part-time in his own discipline, but who would spend at least half time on library matters. The important thing, however, is to get the proper man for the job. The Board of Governors has recently given assent to the appointment of one such man in the Physical Sciences,

and we hope that this is a forerunner of our four-man programme.

The above are palliatives.

- (b) The long-term problems of the library have caused us concern. We do not think it an exxageration to say that there is virtually unanimous disquiet among the members of our Faculty about the library operation.

The relations of the library with the public it serves are exceedingly poor. Students in particular get the feeling that everyone there would be happier if students did not exist, instead of the impression that the library ought to be a service. Between the library and the academic staff there exists a feeling of lack of cooperation, and the teaching staff senses the lack of rapport between the library administration and the library staff itself.

There has recently come to hand a searching document entitled 'Resources of Canadian University Libraries for Research in the Humanities and Social Sciences'. This is a report by Edwin E. Williams who is Counsellor to the Director on the collections of Harvard University Libraries and was made for the National Conference of Canadian Universities and Colleges. Both by inclusion and omission, this is an indictment of our Library at McGill (see pp. 16, 17 et al. of that report).

In virtually every respect it appears that we are running a third or fourth class operation. There is no question that in the near future the library will have to grow and expand, and therefore we feel that urgent remedial measures are necessary.

On behalf of the Faculty Library Committee, I would like to present the following motion:

WHEREAS grave disquiet has been expressed by many members of Faculty and by the Faculty Library Committee regarding the operation of the University Libraries;

WHEREAS all University Libraries will shortly undergo a rapid expansion;

REPORT OF ENGINEERING LIBRARY COMMITTEE

TO FACULTY OF ENGINEERING LIBRARY, MARCH, 1942

It Is Resolved by Faculty that the University be asked to obtain the services of a competent professional librarian outside this University to conduct an independent survey of our entire library operation and that this proposal be submitted to Senate for its approval in principle.

Regarding the library, the material of engineering courses covers an extremely broad field ranging from mathematics, through physics and chemistry and their applications to descriptions of equipment and techniques. It is financially impossible for a student to provide himself with an adequate range of books and it is desirable that he should have ready access to the widest possible range of literature. The complete performance of this function is made more urgent by the enormous expansion of the field of technology in the last twenty years. Furthermore, the field of knowledge now required is so great that much of what was taught regarding the design of actual working equipment must now be left to the job post-graduate training and we have to consider on providing a sound theoretical basis on which the student can later build. It is, however, most desirable that the student develop some sense of the methods and techniques of modern engineering, knowledge which can be gained from a regular perusal of the technical press. This sense should be gained not only by the student but also by the faculty. The modern student requires a library which regularly feeds his mind by the reading of the learned and the popular press. The production of a handbook describing the library facilities and the constant assignment of problems and projects which require extensive use of the library facilities.

On the research side, the library should provide all the service normally expected of a research library, search facilities, reference service, an adequate range of primary sources, maintain librarianship and assist graduate students to perform literature surveys for faculty members. Adequate room must be provided for the graduate students engaged in making a bibliography and the provision of the provision of rapid

REPORT OF ENGINEERING LIBRARY COMMITTEE
TO FACULTY OF ENGINEERING LIBRARY, MARCH, 1962

The Library of the Faculty of Engineering functions both as an integral part of our undergraduate teaching program and as a research library catering to the graduate students and staff of the faculty.

Regarding its first function, the material of engineering courses covers an extremely broad field ranging from mathematics, through physics and chemistry and their applications to descriptions of equipment and techniques. It is financially impossible for a student to provide himself with an adequate range of books and it is most desirable that he should have ready access to the widest possible range of literature. The adequate performance of this function is made more urgent by the enormous expansion of the field of technology in the last twenty years. Furthermore, the field of knowledge now required is so great that much of what was taught regarding the design of actual working equipment must now be left to on-the-job post-graduate training and we have to concentrate on providing a sound theoretical basis on which the student can later build. It is, however, most desirable that the student develop some sense of the methods and techniques of modern engineering, knowledge which can be gained from a regular perusal of the technical press. This implies not the reading of the learned journals but the survey of trade and house journals which regularly describe modern trends and accomplishments. The high regard held by the faculty for library service to undergraduates is indicated by the special lectures provided in library usage, the production of a handbook describing the library facilities and the constant assignment of problems and projects which require extensive use of the library facilities.

On the research side, the library should provide all the service normally expected of a research library, search facilities, reference material, an adequate range of primary sources, trained librarians who can assist graduate students and perform literature surveys for faculty members. Adequate room must be provided for those graduate students engaged in making a literature survey and for reading and producing microfilm. A most important feature is the provision of rapid

inexpensive copies of articles which are going to be required by the research worker for a prolonged period since it is undesirable in all cases and impossible in many to permit important journals to be removed from the library.

These two requirements can be fulfilled by an adequate book collection catalogued with a view to the inexperienced browser as well as the research worker and by adequate display, in attractive and comfortable surroundings, of the widest possible range of journals. For graduate students, stacks adequate to house all our reference material, much of which must still be housed in Redpath due to lack of space, and an adjacent quiet congenial study area are essential.

With regard to the collection itself, whilst we are sensitive to the historical value of some material, it must be recognized that a technology library is primarily concerned with the future and the recent past. Our collection must therefore be in a constant state of renewal, old books being discarded to make room for new.

It has been with these aims constantly in mind that the faculty has developed the library from the small collection of books of little value ten years ago to the comprehensive and essential part of our work of today. We have been, however, at the stage for the past three years, when little more can be accomplished within the limits of our present environment. A brief was submitted three years ago requesting a major expansion. A small part of this, the construction of the stacks, was accomplished but this gave no relief for our undergraduates and a further brief outlining our requirements was submitted to the Winkler Committee in the summer of 1961. Briefly, we requested a threefold expansion of our floor area so as to provide an undergraduate reading room, space for graduate students and research material, stacks for the book collection, offices for the staff and a library workshop.

The faculty, most ably assisted by the librarian, has pressed its aims on many fronts. The book collection, although still incomplete, has been steadily expanded until it now reflects both the specialist interests of the staff and the needs of the undergraduates. Our undergraduates are barred from the science library and had originally to rely on the mathematics and science collections in Redpath. We found these to be inadequate as our student numbers increased and have

therefore established mathematics and science collections. We have also extended our service to our first and second year students but have unfortunately had to exclude science undergraduates from our library because their growing use of it was acting to the detriment of our own students.

With the expansion, came problems of cataloguing, the system existing up to five years ago being completely archaic. The matter was carefully investigated and it is our unanimous opinion that our cataloguing should be in accordance with U.D.C. However, in view of our dependence on Redpath for cataloguing service, nothing could be done on these lines and members of Faculty and the librarian have spent many hours revising and inventing extensions to the Cutter classifications, so that the situation is now much improved. However, it is far from ideal. Our books are formally catalogued in Redpath by people with no specialized knowledge of science and technology, without reference to ourselves. The process is inflexible in that there is no recognition that a book could legitimately appear in more than one place on our shelves and absurd situations frequently arise due to the cataloguer taking some quite irrelevant word or phrase from the title or publisher's summary as the key statement. In these cases, the books must be returned to Redpath for re-cataloguing with all the waste of time and effort and deterioration of personal relationships that this entails. As a consequence of this, our librarian spends much of her time classifying material. We are most strongly of the opinion that all cataloguing should be done in our library by a specialist in scientific and technical subjects and that the Cutter system, no matter what its virtues for a humanities library, is totally inadequate to the needs of science and technology.

We have through the years considerably increased our expenditures on staff and books and are grateful for these improvements during a time of great financial stringency for the University as a whole. However, we have never lost sight of the basic inadequacy of the amounts involved which should be judged not in terms of a percentage increase on an original pittance, but with regard to the numbers served. Our library serves 1500 undergraduates, 100 graduates and 60 staff with an annual book and periodical budget which has risen from \$500. ten years ago to \$5,500. today. We would like to see this increased to a level of about \$9,500. per annum so that we could extend our list of periodicals and could have more freedom to purchase

advanced and expensive texts. Our staff comprises a trained librarian and two assistants. Much of the librarian's time is devoted to revising the classification, cataloguing books and classifying other literature and the assistants are fully employed with circulation. We feel that two additional staff are required, a properly trained assistant librarian who could catalogue and a typist to handle the large volume of secretarial work, typing catalogue cards, reminder notices, acquisition list, etc. This view has already been put to Miss Cole who was sympathetic to our case. However, from the viewpoint of the faculty, the possibility of obtaining and retaining qualified and experienced staff appears remote in view of the low salaries offered. It may be that these are satisfactory in a library context but, since they are lower than we pay technicians and secretaries, they perhaps warrant consideration.

The centralized ordering of books and periodicals, cataloguing and inter-library loans may be administratively attractive but its practice leaves much to be desired. All these processes seem plagued with delays which are of the order of months not weeks. Books which are readily available, take months after ordering to appear on our shelves, material urgently required for research takes weeks often languishing in Redpath until angry voices call for it. Not once, but many times, our librarian has spent months tracing rare material only to lose the opportunity of purchasing it through ordering delays. Binding is another problem, since the material is removed at a time when it is of maximum interest to users. We recognize this as inevitable but could the books be handled more quickly in smaller batches?

The faculty has itself provided facilities to alleviate some problems. Thus we have a microfilm reader and binding equipment for the less important periodicals which do not warrant expert binding. We also have a photostat copy service, but this is slow and expensive and we feel a great need for an inexpensive, fast process. We have seen nothing to equal the Xerox process (8 cents per page) and feel that the cost of a machine (\$5,000.) and the salary of an operator is fully justified by the total University demand. However, it must be recognized that speed is essential, without it the service is valueless, and a 24 hour delay between ordering and delivery is the most that can be tolerated. As a very valuable byproduct, such a machine can produce multilith master mats and is therefore of enormous general utility.

It will be realized from the above that we see little virtue in centralization; it may be possible to endow it with sufficient urgency and sense of service to be useful, but the attitude of faculty is summarized in the Faculty minutes of January 12, 1959 Section 1426-I.

" ... that the engineering Faculty Library should properly remain as a separate Library especially designed and organized to serve the undergraduate and graduate teaching and the research work of the Faculty."

To summarize, our immediate needs are:

- (a) Additional professional and secretarial help in the Library.
- (b) Cataloguing by experts, in our library.
- (c) A book and periodical budget of \$9,500. per annum.
- (d) A fast Xerox copying service.

We would like to see:

- (a) The establishment of professional status and scales of pay for Librarians.
- (b) A greater sense of urgency in ordering and cataloguing.
- (c) The adoption of U.D.C. in our library.

It has been suggested to this Committee that many of our problems might be most effectively and economically solved by a merging of our Library with that of pure science. If this involved the appointment of adequate staff skilled in the requirements of science and technology, the provision of cataloguing facilities and the provision of library workshop with copying facilities, then it would be welcome. However, in any such merger, the needs not only of our graduates and staff, but also of our undergraduates must be remembered and we could not recommend any scheme which reduced our service to them.

T.H. Barton, (Chairman)

B. Newman

K. Shelstad

R. Yong

Engineering Library Committee

March 1962

LETTER OF PROFESSOR T.J. PAVLASEK

TO THE MEMBERS OF THE UNIVERSITY LIBRARIES COMMITTEE

The following is a transcript of my letter of June 11 to Dean Frost on the subject of the appointment of an Associate (or Deputy) University Librarian (Scientific). The transcript is slightly modified in style, avoids the mention of specific persons and contains some additional general comment.

1. It is important to recall why the idea of Associate Scientific Librarian has arisen. There are two basic reasons for this:
 - (a) When it was first suggested that it would be a good idea to establish a joint "Physical Sciences Library" on a large scale, many people from both the Engineering and the present P.S.C. Library had grave doubts about the effect on their own interests of a mere physical merging of the two present collections. I feel that these fears are based on present prejudices, on a general lack of understanding of how a modern Science Library service might function and the usual inertia and opposition towards any change.
 - (b) The other reason was the unspoken feeling that at the present time the general attitude prevailing in the operation of the Redpath is one oriented largely towards the humanities and towards looking back in history; an attitude which is not constructive if one is planning an effective Science Library service. It also appears that there is currently a lack of Library staff experienced and trained in the running of a Science Library, having sufficient status both towards Library administration and vis à vis the Academic staff in the Sciences and having enough authority to plan and put into effect a Science Library. It must be admitted that the task will be a difficult one for any librarian because it will entail in the first place an educational task to demonstrate to the Academic staff what is meant by a Science Library service and what the implications are towards its daily running and use.

2. It is important to take a close look at the present situation of the Engineering and the P.S.C. Libraries. We have already considered in various reports and verbal statements what the aims and functions of these present libraries are. In these statements, the autonomous position of each has been staunchly defended and the course of their development has been described. It is important to view both of them critically, in order to consider in what respects their operation might be coordinated to the benefit of both.

(a) At the turn of the century, about 1904, the Engineering Faculty Library was a very well organized Faculty Library which, unfortunately, was allowed to deteriorate until by the end of the World War II, it may be said that it did not exist. Some twelve years ago the operation of this Library, which originally was autonomous, was taken over by the Redpath Library. Since that time after much effort by many people and especially on the part of the Librarians, it has developed into an efficient and still growing organization. Its further expansion is possible in the present location for predictable future needs of, say, ten years. The philosophy of operation of this Library is to be an organic part of the Undergraduate programme as well as the research activities of the Faculty. However, its general development and its inter-relationship with other similar groupings such as the P.S.C. Library must be carefully coordinated because of common interests in the research areas. Perhaps the major criticism of the Engineering Library is that if it is not coordinated into a larger concept of a Science Library, it may again reach a plateau of development and possibly lapse into a period of neglect and disrepair. Also, regardless of how much opportunity seems to exist for growth, it is ultimately limited and further development can only be envisaged within the larger context.

(b) The P.S.C. Library came into being when the new building joining Chemistry and Physics was constructed ten years ago. Until that time the Departments of Chemistry, Physics, Geology and Mathematics maintained their own book collections based on the main Redpath Library. There were also similar collections in the Departments of Chemical, Mining and Metallurgical

Engineering. These were brought together into one area now known as the P.S.C. Library. If one were, however, to look into the negotiations of that period, one would find that the advice of the professional librarians to organize a coordinated science library was over-ruled by the Academic staff of the various Departments involved. As a result this Library has remained a set of individual departmental collections used under one roof. This has been very effective as long as the collection remained small and the number of people using it not very large. It is the kind of working collection which is necessary for researchers but it does not constitute a major Science Library. Because of this fragmentation, the Library has remained more or less static and has not made many efforts towards coping with the major problems of a large Science Library. This is also the reason why the use of the Library has effectively been restricted to the Departments involved and its use by undergraduates in general has not been encouraged except for a very limited group.

- (c) There exist in the Redpath Library a number of collections of material, (especially Mathematics and holdings of old journals), which might be incorporated into a "Science" Library. Furthermore, it has yet to be decided whether or not the concept of "Science Library" should include the Biological and Medical Sciences in an administrative sense and whether the Associate University Librarian should hold a specific responsibility towards them.

The above comments should serve to define the specifications for an Associate Librarian (Scientific) at McGill and I should like to suggest some of these. Obviously, such specifications cannot be met completely by any one person and can only define the ideal. Furthermore, weighting factors on the various specifications will differ from person to person and others may be added.

Specifications for an Associate University Librarian
(Scientific)

1. Training

This librarian should have at least a basic degree in some scientific or technological discipline in order to be conversant with the Sciences to be able to speak their language. This person should of course have a Library Science degree with specialization in the organization of special libraries.

2. Professional Qualifications and Experience

This librarian should of course be a member of, or be eligible for membership in such Associations as the A.L.A., S.L.A., C.L.A., and Q.L.A. This librarian should have had several years of experience in the operation of a Scientific Library and should now be holding a relatively senior position in a demonstrably well run and well organized establishment. It would also be desirable for such a person to have had, at some stage of his career, some direct experience in some scientific endeavour, in order to have an understanding for the work of a scientist.

3. Status and Personal Qualities

This librarian should be of "Academic" stature, second in rank only to the University Librarian. He would work more or less autonomously in very close co-operation with the Faculty members of the various Scientific Departments. If possible he or she should hold University Rank similar to that of a full Professor with a salary at a corresponding level. This librarian must hold ex officio membership in appropriate Faculties and in Library Committees including the Senate Committee in matters pertaining to the operation of Science Libraries. The personal qualities of this librarian can probably be only achieved by an angel because his primary duty will have to be to reconcile a wide diversity of opinions and attitudes whilst at the same time putting into effect the establishment of the Science Library.

4. The Duties and Purpose

This specification is necessarily brief. The purpose is to establish a major Science Library on the campus. The manner in which this is to be done, the actual physical details, the problems of housing, the decisions as to combining present

collections or operating them on a remote system basis, the difficulties of staffing, the problems of material acquisition, the problems of specialized library services, all these are the problems which this librarian will have to formulate and answer.

November 30th, 1962.

T. J. F. Pavlasek

MCGILL UNIVERSITY LIBRARY STAFF ASSOCIATION

SALARY REPORT (REVISED FEBRUARY 1961)

The present library staff situation at McGill is not a satisfactory one. The increase in student enrollment and subsequent increasing demands made on the libraries have developed a situation which the librarians of McGill view with great alarm. If they are to continue to give adequate service, and also contemplate improvements, there must be more well-qualified staff. The present salary scale however, does not permit McGill to attract the desired personnel. In many cases our libraries are not even able to retain the excellent staff they have spent time and money training.

This Committee to study the present salary situation in McGill Libraries compared with that of other university libraries in Canada was established after a meeting of the senior administrative librarians at McGill. It was decided, due to pressure of work, that the senior librarians would act as an advisory group to a working committee.

The advisory group comprised:

Miss A. Cole, Order Department, Redpath Library
Miss H. Falconer, Cataloguing Department, Redpath Library
Miss Grace Hamlyn, Medical Library
Mrs. Wells, Macdonald College Library

The working committee was composed of professional librarians with from three to twelve years' experience in the McGill system: Mrs. Reiss, Miss Eason and Miss Van der Bellen from Redpath Library; Miss Scott, Law Library; Mr. Watson, Islamic Institute; Miss Bickley, Medical Library; Mr. Stastny, Physical Sciences Centre; Miss Sears, Commerce Library.

The committee sent letters requesting relevant information to various universities and associations. The replies are tabled on p.8.

A questionnaire was sent to each person working in McGill libraries and the committee was gratified by the high percentage of returns (78%). Committee members were able to supply any information missing on the questionnaires;

where it was of a confidential nature, e.g. salary figures, this was seen only by the Chairman of the Committee. The positions of the University Librarian, the Assistant University Librarian and the office staff of the former were not included in the terms of reference of the committee.

As a guide in establishing categories for positions within our library system, together with minimum qualifications, typical duties and responsibilities entailed within each grade, we found most helpful the ALA job rating specifications as well as information supplied by the University of Toronto, University of British Columbia and by the Civil Service Commission.

The professional library work performed at McGill has been divided for the present into four broad groups. It is the firm conviction of the Committee that the basis of a good library system at McGill depends largely on the quality of the professional staff. Over the years it has not often been possible to retain or attract into certain senior positions the calibre of person needed. Now as we face challenging (but under present conditions frightening) new circumstances we wish to attract attention especially to this area.

The non-professional positions have been divided into three groups of library assistants. Opportunity has been provided for able sub-professionals to rise beyond the minimum salary proposed for Grade I professionals.

Our concern at this time has been to present a workable system of job grading and description with recommended salary ranges as the situation exists at McGill today. The categories were established with the minimum qualifications required in mind, as well as a brief schedule of the duties and responsibilities to be discharged. Minimum and maximum amounts for each grade provide the administrator with a range for consideration of each incumbent's experience and qualifications. This system could form a basis for operation at the present and for further study and review (with expansion or rearrangement) in the future.

The Committee suggests that it is more desirable and on a long term basis, more economical for the University to offer an attractive scale of salaries to professional librarians, than to pay the minimal amount and not be in a position to

attract the most capable person for a specific job. Adoption of the principles laid down for both professional and non-professional staff will bring about a major change in our library organization. By offering an attractive salary to able non-professional staff we will slowly develop a core of well-trained library assistants who will be able to take over many of the routine duties now performed by the more highly paid professionals. This will leave the professional staff, with their more advanced training, free to do the type of work that they are capable of, but now seldom have the time or opportunity to do.

As a result of its work, this Committee has no doubt whatsoever that both our professional and non-professional staff are underpaid. In some cases moderately so, but in the majority of cases they are grossly underpaid according to our study of the situation elsewhere. Unless the situation is drastically improved we will continue to find it difficult to recruit truly competent long service personnel, and we will continue to suffer grievous dislocations in service - much less improve it - and staff morale will continue to deteriorate if not disintegrate completely.

Margaret Bickley
Marjorie Eason
Nellie Reiss
Tessie Sears
Harry Stastny
Wm. Watson
Liana Van der Bellen
Marianne Scott, Chairman.

PROFESSIONAL POSITIONS

Librarian Grade I

Present salary \$3,180 - \$4,000
Proposed scale 4,500 - 5,040

Qualifications Recent graduate of an accredited Library School

Duties and responsibilities Professional library work under a senior Librarian. Limited responsibility: supervision of non-professional staff only.

Present positions in the McGill Library System that fit into this grade (10)

Redpath Library Reference-Catalogue librarian
Reserves librarian
Undergraduate library librarian
Cataloguing Department (2)

Medical Library Reference Librarian

Islamic Institute General Librarian

Commerce Library Cataloguer

Macdonald College Cataloguer

RVH General Librarian

Librarian Grade II

Present salary \$3,600 - \$4,500
Proposed scale 5,000 - 6,000

Qualifications Professional training, or subject specialist (i.e. one who has advanced academic training).

Professional Positions (Continued)

Duties and responsibilities	Overall policy only of work to be supervised, not detail. Increased responsibility: i.e. in charge of a specific field of work, or of a smaller library which is not responsible for its budget and/or its cataloguing and ordering. U of T. suggests this grade for the "subject specialist" in charge of a special division.
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Present positions in the McGill Library System that fit into this grade (21); presently filled by persons with lengthy library experience and with subject knowledge.

Redpath Library	Assistant head of circulation Inter-library loans librarian Cataloguers (3) Government Documents librarian Blacker-Wood librarian
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Medical Library	Head of circulation & Cataloguer
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Osler Library	Librarian in charge & Cataloguer
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Commerce Library	Reference librarian
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Law Library	Cataloguer
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School of Social Work	Librarian in charge
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RVC	Librarian in charge
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Engineering	Librarian in charge &
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PSC	Librarian in charge
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School for Graduate Nurses	Librarian in charge &
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Professional Positions (Continued)

RVH Librarian in charge

Allan Memorial
Institute Librarian in charge

Islamic Institute General Librarian

Librarian Grade III

Present salary \$3,500 - \$4,800
Proposed scale 5,500 - 6,700

Qualifications Added to above, further academic study and/or considerable administrative experience.

Duties and responsibilities Administration of a department or a special library with a certain amount of independence in either the preparation of the budget, purchase of books or cataloguing.

Present positions in the McGill Library System that fit into this grade (7)

Redpath Library Head of the Reference Department
Head of the Periodicals Department
Head of the Circulation Department
Assistant Head of the Cataloguing Department.

Medical Library Head of the Cataloguing Department

Macdonald College Assistant Librarian

Divinity Librarian in charge

Librarian Grade IV

Present salary \$5,500 - \$6,600
Proposed scale 6,500 +

Duties and responsibilities Head of a large department supervising a number of staff; or administering a special library with its own budget, purchasing and cataloguing, with a certain independence in establishing policy.

Professional Positions (Continued)

Present positions in the McGill Library System that fit into this grade (7)

Redpath Library	Head of Acquisitions Department Head of Cataloguing Department
Commerce Library	Librarian in charge
Islamic Institute	Librarian in charge
Law Library	Librarian in charge
Macdonald College	Librarian in charge
Medical Library	Librarian in charge

NON-PROFESSIONAL POSITIONS

Library Assistant I

Present salary	\$2,000 - \$2,600
Proposed scale	2,400 - 3,000

Qualifications High school education, typing.

Duties and responsibilities Filing, copy typing, processing books, opening mail, shelving, stack servicing.

Present positions in the McGill Library System that fit into this category (15)

Redpath Library	Junior Desk Assistants (4) Cataloguing Department (3) Periodicals and Binding Stack Copy Typists (2)
Medical Library	General Assistant
Macdonald College	General Assistants (3)

Non-Professional Positions (Continued)

Library Assistant II

Present salary \$1,800 - \$2,900
Proposed scale 2,800 - 3,600

Qualifications High school education or better with addition of secretarial and/or book-keeping experience. Ability to organize work.

Duties and responsibilities Library Secretary, typing, circulation desk work.

Present positions in the McGill Library System that fit into this category (23)

Redpath Library Secretary to the Assistant University Librarian
Cataloguing Department
Order Department
Intermediate Desk Assistants (6)
Interlibrary Loan Assistant
Undergraduate Library Assistant (2)
University Book Club Assistant

Macdonald College Library Secretary
General Assistant (1) Circulation Assistant (1)

Commerce Library Library Secretary

Medical Library Circulation Assistant
Library Secretary
Cataloguing Assistant

Law Library Typist, Desk Assistant
Desk Assistant, clerical

PSC Typist, Desk Assistant

Library Assistant III

Present salary \$2,400 - \$3,400
Proposed scale 3,400 - 4,600

Non-Professional Positions (Continued)

Qualifications	One or more years' University or the equivalent of in-service library training, or special subject knowledge.
Duties and responsibilities	Ability to supervise one or two people, make minor decisions in carrying out basic department policy and to do certain professional work under the supervision of a librarian.

Present positions in the McGill Library System that fit into this category (17)

Redpath Library	Blackader Library Senior Desk Assistant Stack Supervisor Undergraduate Library Assistant Order Department (3) Cataloguing Department (2) Periodicals and Binding (2)
Macdonald College	Order Department Assistant
Medical Library	General Assistant (2)
PSC	General Assistant
Commerce Library	Circulation Assistant
Engineering Library	General Assistant.

	McGill Univ. Present Salaries	McGill Univ. Proposed Salaries	Univ. of Toronto	Queen's Univ.	U.B.C.	Bishop's Univ.	Civil Service 1960	Canadian Median D.B.S.	Mtl. Protestant School Board Sept. 1961
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Professional

Grade I	★ (10)	\$3180-4000	\$4500-5040	\$4400-4900	RR \$4000+	\$4600-5000	\$4200-4920	\$4134	\$4500-4900 1-3 yrs.exp.
Grade II	★ (21)	\$3600-4500	\$5000-6000	\$4850-6050	\$4700+	\$5000-5900	\$5160-5880		\$5100-5850
Grade III	★ (7)	\$3500-4800	\$5500-6700	\$5400-6600	\$5400+	\$5900-7100	RRR \$4600	\$5600	4-7 yrs.exp. \$6100-7000
Grade IV	★ (7)	\$5000-6600	\$6500+	\$6400-7700	\$5900+	no scale	RRR \$6500	\$7083	8-11 yrs.exp. \$7300-8200 12-15 yrs.exp.

	McGill Univ. Present Salaries	McGill Univ. Proposed Salaries	Toronto Public Library	Bishop's Univ.	Montreal Business rate
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Non Professional

Lib. Asst. I	★(15)	\$2000-2600	\$2400-3000	\$2380-2990		\$2500-3000
Lib. Asst. II	★ (23)	\$1800-2900	\$2800-3600	\$2808-4216	\$3000	\$3300-3800
Lib. Asst. III	★(17)	\$2400-3400	\$3400-4600	\$3700-4450		\$4000-4700

★ number of persons currently in these grades

~~RR~~ This figure is at present being revised to bring their minimum in line with that of the University of Toronto

~~RRR~~ plus room and board at the University

MEMORANDUM ON CATALOG CARD REPRODUCTION

Early in 1962 MULSA surveyed the quantity and costs of typed library catalog cards produced in the McGill system in a year. Taking the number of cards typed, the hours of typing, and the hours of proof-reading involved, it was determined that the cost to the University was \$20,969.55 for 116,694 finished products. Including the cost of cardstock -- conservatively estimated at \$1020.00 -- the total rose to \$21,989.00. The cost per card for labor and material was \$0.188 -- almost 19 cents each.

Costs could be reduced to less than half their present level by the introduction of a new mechanical system of reproduction!

Expressed more dramatically: it would be possible to install the new system, amortize the total cost of equipment in one year, and still save 15 percent on that year's operation!

The product would be in no way inferior to the cards now going into the catalogs -- and better than many of them.

The Problem:

Until recently it has been true that no mechanical system of card duplication gave a product that was at once attractive and inexpensive for the single library. Type-set printed cards, while they could be made as aesthetic as the type-designers' skills allowed, were economical only in terms of the operations of the Library of Congress or the British National Bibliography. The offset lithography process was capable of turning out a high quality product that met all of the requirements for a catalog card, but it was not designed for the short runs that most libraries demanded. Other methods of reproduction -- by wax stencils, spirit duplicators, addressing machines, microphotography, reflex copying, dyeline -- were as numerous as they were inadequate.

Specifications for the catalog card standard in North American libraries are at once simple and demanding. The card is nominally 5 x 3 inches (actually 12.5 x 7.5 cm). It should

be strong and stiff enough to resist wear by fraying, bending, creasing, tearing. It should be flexible enough to allow easy sorting and running through in file drawers. It should be uncoated without emulsion, so that no unequal shrinkage will result. The card stock should be white or an off-white tone against which dark lettering stands out sharply and clearly. One hundred percent rag composition is preferred.

Various Possible Solutions:

During the 1950's, a number of new techniques became available for business copying, and administrators were quick to search for library applications. Some of the techniques were almost at once put into operation in various libraries, though in every case with certain reservations. The fact was that no process was cheap, efficient, simple and capable of turning out a completely satisfactory card.

Of the various direct methods of printing, the contact reflex and the optical processes, none produces a suitable card. The diffusion transfer and the thermographic processes make use of special coated stocks, as does the Photostat system. Photographic processes, as employed in the Photoclerk camera, designed specially to produce library catalog cards, also reproduce on coated stock. The dye-transfer process gives a somewhat fuzzy and grey impression on a fairly absorbent stock. Xerography tends to give a grey lettering on a background which may be more or less mottled. In general, the processes which make use of a coated stock are sharper and blacker than those which do not.

Offset Lithography:

It was noted above that offset lithography produced an entirely satisfactory catalog card, except that it did not work economically for short runs. Any standard paper or card stock, including the grade of card most suitable for the library catalog, may be used. The reproduction is as good as the material being reproduced; the image can be just as clear as original typed copy. Catalog cards can be reproduced singly, or, on the standard offset machine, in group of up to eight at a time with no loss of operating efficiency. The offset press may be used in conjunction with other equipment to duplicate copies of

existing cards without retyping.

Recently, offset duplicators have been automated to the point where it is no longer impractical and uneconomical to make short runs. The best offset machines are so nearly altogether automated that an average operator can produce perfect results quickly and regularly. The make-ready process has been cut to such an extent that time between runs is measured in terms of a few seconds. The Multilith Offset model 2550, equipped with the automatic master ejection feature, reduces the operating procedure to two simple steps in which the master plate is inserted into the machine and the machine is set running. Copies are automatically counted and the machine stops in a position where it is ready to accept the next master plate. Sheets are dry, stacked in order, and ready to be handled.

Photostat Development:

A development just brought out by Photostat now adds a major new dimension to offset lithography. For the first time it is possible to use a standard copying machine to produce immediately an offset master which can go directly on the duplicating machine. For catalog card production, this has two important applications. Firstly, it allows the reproduction of existing cards without retyping -- for as little as 7 cents as compared with the current McGill figure of about 19 cents. Secondly, it allows the duplication of cards whose complexity renders it unlikely that several could be typed on one large master without spoiling some part of that master. In this second application, the first copy is typed on a 3 x 5 slip, corrections are made (by paste-overs if necessary), and the slip, with seven others, is copied on the Photostat Project-a-lith plate for the offset duplicator. The total cost in runs of eight is 9 cents per card as compared with the present cost of 19 cents for the average McGill card.

Recommendation and Specifications:

In the recommendation and tables which follow figures are based on price quotations from major companies. Estimates of wastage, operators' wages, and efficiency have in every case been calculated so as to allow for the most expensive operation.

RECOMMENDATION

I recommend that the University purchase for the primary use of the libraries system:

one model 2550 Multilith offset duplicator equipped as outlined in a quotation from Addressograph-Multigraph and dated April 30, 1962 at	\$7,582.73
one Multigraph hydraulic paper cutter	710.20

I further recommend that the Photostat machine now in operation in the Redpath library be equipped for Project-a-lith plate making by the attachment of:

one additional tray	461.10
one heating pad	53.15
one thermostat	37.10

total capital outlay \$8,844.28

N.B. The 6 percent provincial-municipal sales tax has been included throughout. The University is exempt from federal sales tax.

Nota Bene:

An important advantage that would accrue to the University if the recommended equipment were installed would be that for more than two-thirds of the regular working hours, the duplicating machine, capable of first-class printing, would be available for other purposes at the cost of only labor and supplies. Similarly, the attachments to the Photostat machine would allow the duplication of any kind of photograph, plans, diagrams, with high fidelity by the combination with offset lithography.

W.J. Watson,
Librarian,
Institute of Islamic Studies.

TABLES INDICATING COMPARATIVE COSTS

1. Present McGill system: these figures are calculated from the MULSA survey of early 1962.

total cards typed	116,694
average number of cards per title	4 1/2
hours of typing	9,692
average cost per hour	\$1.73
cost per year	\$16,749.50
hours proof-reading	1,161
average cost per hour	\$3.16
cost per year	\$4,220.05
total labor cost per year	\$20,969.55
cost of cardstock	\$1,020.00
total cost	\$21,989.00

number of 1st copies	24,348
cost of time typing 1st copies	\$3,542.51
cost of proof-reading 1st copies	\$756.90

2. System using Multilith 2550 and printing cards eight-up on pre-punched cardstock: i.e., turning out eight copies of 25,000 cards.

cost of time typing (as in "cost of time typing 1st copies" above, normalized to \$3600, plus 25 per cent to cover added-entry typing and wastage	\$4,500.00
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cost of time proof-reading (as in "cost of proof-reading 1st copies" above, plus 25 per cent)	975.00
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cost of offset lithography	
25,000 masters at 7 cents each plus 10 percent wastage	\$1,925.00
inks, etc.,	20.00
cardstock (at \$55.45 per thousand, including 6 percent tax, plus 10 percent for wastage)	1,525.00
operator (handling 50 masters per hour: 500 hours at \$3 per hour)	1,500.00
cost of cutting cards	30.00
	<hr/>
	\$10,475.00

cost per card \$0.0524

3. System using Multilith 2550 in conjunction with Photostat Project-a-lith to reproduce cards already in existence, printing them eight-up on pre-punched cardstock; i.e., turning out eight copies of 25,000 cards. This system would permit, for example the rapid copying of cards for Union catalogs.

cost of photostating	
25,000 Project-a-lith masters at 33 cents each, plus 10 percent wastage	\$8,250.00
operator (handling 50 masters per hour: 500 hours at \$3)	1,500.00
cost of offset lithography	
inks, etc.,	20.00
cardstock (at \$55.45 per thousand, including 6 percent tax plus 10 percent for wastage)	1,525.00
operator (handling 50 masters per hour: 500 hours at \$3)	1,500.00
cost of cutting cards	30.00
cost of typing and proofing added entries on cards: 10 percent of \$3600 plus \$780.	438.00
	<hr/>
	\$13,263.00

cost per card \$0.0663

Note: Costs would not substantially decrease for fewer copies of each card; e.g., 4 copies of 25,000 cards would cost about \$12,256.00 for a unit cost of \$0.1226.

4. System using Multilith 2550 in conjunction with Photostat Project-a-lith to produce new cards from complex models. This would allow for the duplication of cards in non-Roman alphabets, for example.

cost of original typing	\$3,600.00
cost of proof-reading	780.00
cost of photostating	
25,000 Project-a-lith masters at 33 cents each, allowing 10 percent wastage	8,250.00
operator (handling 50 masters per hour: 500 hours at \$3.00 per hour)	1,500.00
cost of offset lithography	
inks, etc.,	20.00
cardstock (including 6 percent tax and 10 percent wastage on \$52.30)	1,525.00
operator (handling 50 masters per hour: 500 hours at \$3.00)	1,500.00
cost of cutting cards: 10 hours at \$3.00	30.00
cost of paper for original typing	15.00
	<hr/>
	\$17,220.00

cost per card \$0.0861

N.B. Costs would not substantially decrease for fewer copies; e.g., 4 copies of 25,000 would cost \$16,213 or \$0.1621 each.

PRELIMINARY REPORT
MAPS AT MCGILL UNIVERSITY

Introduction

The floodstage of "information" has now arrived at most research institutions whether they be large industrial corporations, educational institutions, or only small public libraries. Brought on by mushrooming technological advances and abetted by international explorations for new knowledge (such as the IGY), government and industrial support of basic research, and improved methods of disseminating new knowledge, "information" in its various forms (books, journals, film, records, reports and maps) is increasing geometrically. The nineteenth-century physicist who could keep abreast of the entire field by reading learned journals for two hours a week would fall behind rapidly today if he tried to get by with this for ionospheric physics alone. Nor are the arts and social sciences escaping this revolution. The standard formula that research collections would double in size only every twenty years is now being put aside. A large educational institution, such as McGill University, in which undergraduate and graduate teaching and research are carried on, is obligated to fight the battle of "information" if its job is to be performed honestly and its objective of providing a fine education to be achieved. It is the right of faculty and students to expect that existing information be available for teaching, learning and research when it is needed. And it should be the obligation of a university administration to anticipate in every way the time and nature of the need. Acceptance of this obligation is the point at which the battle is begun, where the ticklish and important job of selection and acquisition must start.

In the present revolution of knowledge, maps, a venerable medium, have been found to be ideal for recording, evaluating and transmitting many varieties of knowledge. Topography has long been among these, although as recently as ten years ago only 2% of the world was considered to be adequately mapped topographically (this figure has now risen to over 5%). The geographical relationships of such fields of knowledge as geology, botany, soils, climate, history, disease, and vital statistics and their frequent interdependence can often

be understood best when presented cartographically. It naturally follows that increased knowledge in these fields would lead to an increased production of maps. This has happened. As an example - previous to World War II the U.S. Geological Survey had achieved an annual production of approximately 125 sheets. Thanks to such innovations as aerial photography and more efficient cartographic techniques, their production now exceeds 2,000 sheets each year. This has happened all over the world. Continued technical improvements will accelerate such publications. Five years ago UNESCO estimated that 80,000 different maps were being produced by the countries of the world each year.

The Situation at McGill

Where does all this leave McGill University which pursues the same fine objectives and is as competently staffed in its departments as any university the same size - cartographically, under quite a cloud. The few existing map resources are spotty in coverage and inefficiently scattered to the point where, what does exist is not receiving proper use and, in the case of the Geography Department's maps, cannot receive proper care. The branches of learning which use maps as their tools such as geography, geology, history and others, should not have to function under such a handicap.

A short description of the map collection at McGill is in order. None of these collections can be called central or basic and none offers any unusual point of strength in respect to content or organization. Other than the "depository" arrangements for some geologic and topographic maps which have been made with the Department of Mines and Technical Surveys, the provincial geological surveys, and the U.S. Geological Survey, it has not been possible for any department to carry on a planned program of acquisition. Consequently, existing collections tend often to be spotty in scope and reveal surprising gaps in coverage.

The Redpath Library's 1,500 maps and 400 atlases are largely pre-Twentieth Century and emphasize Canadian history, the Nineteenth Century age of canal and railroad development, and early town plans of such cities as Paris and London. Most of these maps are catalogued and are filed in six 5-drawer metal map cases in a separate room which also contains approximately 300 volumes of atlases, facsimiles, and works on historical cartography. An additional 200 atlases, largely general Nineteenth Century works, are shelved in the regular book stacks.

The McCord Museum's 150 early maps are devoted principally to North America, Canada and the Caribbean. Some of these are duplicated in the Redpath Library collection.

The Geology Department receives Dominion, Provincial and United States government geological maps on automatic deposit. The present collection of approximately 3,000 maps is filed in the crowded Staff Library in eleven legal-sized files of four drawers each.

The maps folded in envelopes, are filed vertically in an apparently inconvenient geographical coordinate order. A saving feature is the card catalogue which includes cross-indexing by area and publishing agency. A large number of duplicate teaching and laboratory sheets are also held by the department.

The Arctic Institute map collection, now in storage, numbers approximately 4,000 sheets which attempt to satisfy the need of a basic "editorial-reference" collection. The emphasis is on 1:500,000 coverage of the polar regions. This includes incomplete collections of both topographic and nautical maps. Some exhibition or demonstration maps are also held.

The Geography Department map resources are widely scattered in a number of buildings around the university. At 539 Pine Avenue an incomplete collection of less than 10,000 USGS topographic quadrangles and about 2,000 foreign topographic sheets of World War II vintage - quite obsolete - are stored in 15 tiers of open wooden shelving under shameful conditions. Room 305 of the Arts Building contains about 10,000 map sheets filed in obviously hurried disarray. These are housed in twelve 5-drawer metal map case sections of large size and poor design (lacking wheeled bearings for the drawers) and in five 9-drawer sections of smaller size designed for Canadian topographic quadrangles. Among the materials stored here are 50 wall maps (largely obsolete) and about 100 four by five foot photo mosaics of NTS quadrangles which have a commercial value of nearly \$2,000.00. They need immediate care. The room also contains between 1,000 and 2,000 laboratory sheets and basemaps.

A Special Libraries Association 1961 preliminary "Report on Space and Equipment Standards for Map Libraries" describes a medium sized map collection as ranging from 100,000 to 500,000 sheets. For purposes of comparison the collections of other institutions and their teaching programs (where known) are listed below:

Library of Congress: 2,564,000 maps 22,100 atlases
(acquiring 100,000/yr.)

American Geographical Society: 274,000 maps 3,838 atlases
(acquiring 9,000/yr.)

University of Illinois: 200,000 maps 3,500 atlases
(acquiring 5,000 - 10,000/yr.)
Geography Department - 10 staff, 10 M.A. and 9 Ph.D.candidates,
16 majors.

Yale University: 120,000 maps 2,200 atlases
Geography Department - 6 staff, 4 majors.

Princeton University: 60,000 maps

Harvard University: 150,000 maps 1,700 atlases

Dartmouth College: 120,000 maps 1,300 atlases
(acquiring 5,000 - 10,000/yr.)
Geography Department - 5 staff, 50-60 majors.

McGill University: 25,000 - 30,000 maps 500 atlases
Geography Department - 9 staff, 60 continuation, honors and
graduates.

Proposals

A central map collection is recommended for McGill University in close proximity to the greatest number of its potential users and, if possible, under the supervision of its greatest user, the Geography Department. At Dartmouth, experience indicates that over 50% of the central map collection's use is made by the Geography Department. Geology accounts for 10 - 15%. Remaining use is scattered thinly through most other departments.

In view of its teaching and research programs it would be reasonable for McGill to set as a ten-year goal collection of 150,000 maps with an ultimate limit in the vicinity of 500,000 selected maps. Three 5-drawer steel map case sections (they should be piled no higher) will hold a maximum of 3,000 sheets. The case plus space to open the drawers and remove maps will occupy an average of 48 sq. ft. In the case of a 500,000 sheet map collection this type of storage should be employed for the most frequently used 100,000 maps. These would require

1,600 sq. ft. The remaining, less frequently consulted maps, could be stored more compactly on deeper shelves (protected from dust) in 3,200 sq. ft. or less. Special shelving for atlases, and storage facilities for wall maps and plastic relief maps must be provided in addition to the above. A four by five foot table is the minimum space needed by each map reader. A good map collection should be prepared to accommodate ten readers in an area separate from the disturbance of filing and processing.

Map processing (ordering, sorting and cataloguing) in a collection acquiring 10,000 sheets per year can be done by three full-time people in a space of 800 square feet. The availability of student help for such operations as filing is assumed.

Within the above complex additional space should be provided for wall and other exhibits, tracing and drafting tables, periodical racks, card catalogues, film slide storage, and standard reference material.

An efficiently organized and used map collection of 500,000 sheets will function well in a total space of 6,500 sq. ft.

Certain aspects of map care and repair such as map-mounting or plastic lamination fall into an area not much different from bookbinding and need not be near the active collection. The usefulness of protecting heavily used maps by plastic lamination is something that should be considered after an obvious need has made itself felt. The very high commercial charges for mounting maps on cloth (wall maps, repairs, etc.) make it advisable for even a small collection to do its own mounting. Student assistants can easily perform such jobs. Techniques are described in Clara LeGear's Maps, Their Care, Repair and Preservation in Libraries. Washington, The Library of Congress Reference Department, 1950.

The present McGill situation makes necessary some interim arrangement before the above can be achieved. The Geography Department's scattered map collections should be consolidated into one room in the vicinity of the department's present quarters. The existing 30,000 sheets, new maps to be acquired in the next two years, along with some provisional processing and reading space could be accommodated in 1,500 sq. ft., or a room 30 ft. by 50 ft. The need for annual acquisition of two large 5-drawer section map cases (ca. \$400) and two smaller 9-drawer map cases

(ca. \$200) should be anticipated for many years. A special appropriation of \$1,000 could provide enough small map cases immediately for holding maps now filed on exposed shelves.

Steps should be taken now to correct existing wallmap deficiencies, which are serious. Since a prepared, teaching wall map costs between \$15 and \$35 a large appropriation in the vicinity of \$1,000, spread over a two year period is recommended. An annual budget of \$1,500, for the acquisition of those general maps and atlases not available free or on deposit, should be tried experimentally. During the first two years, student assistance equal to two full-time persons should be allowed for putting in order existing maps, indexing them, and filling in gaps in the existing maps series such as the Canadian topographic maps now received automatically. If possible, arrange a free depository of USGS topographic maps and U.S. Army Map Service maps. The teaching staff should share with the student assistants the job of following current map lists and catalogues for possible acquisition selections. This should be done until a large central map collection with full-time, professional help is available and can assume much of the selection responsibility. An annotated appendix of current map information sources is attached.

As a further interim measure the Geology Department should consider converting its present 3,000-sheet geological map collection from its present legal-size, folded state to flat sheets, in four 5-drawer map case sections, the maps to be arranged by agency publication number. They would be simply accessible through index maps. If the eventual Geography Department quarters and a possible central map collection should develop sufficiently near the Geology Department so as to be convenient, consideration might be given to the incorporation of the geology map collection where it would receive constant and professional care.

The same suggestion holds true for map resources of the Arctic Institute. Eventual proximity of the Institute to a central map collection could make possible the incorporation of their maps and would serve to avoid much unnecessary duplication. But in the meantime the nature of their reference needs require the presence of maps close at hand.

No consideration should be given to incorporating the Redpath or McCord early map collections until sufficient protective

measures can be taken and responsible staff provided in a truly central map collection. But when that time comes, there should be no hesitation about strengthening the whole by combining the parts. The value of early maps in the study of man's concepts of himself and his environment has often been overlooked. They also frequently provide the only record of the very real change that has taken place in this environment.

The size and quality of the proposed map collection will depend on the degree to which the university is willing to support the teaching and research programs of the related departments. However, the regional and civic responsibilities of such an institution should not be overlooked. A good map collection will attract, magnet-like, gifts and questions from people and businesses with no direct university connection. This is all to the good. When past growth and future plans are viewed there is no reason why McGill should be second to any Canadian university in the strength of its "information" (including cartographic) resources.

I am particularly grateful for the cooperation given me by everyone in the course of preparing this review. The liberal and openhanded generosity of all encountered augers well for the university's future development. I shall of course remain available for elaboration in detail of any points discussed above or other matters related to cartographic questions and will welcome inquiries.

Respectfully submitted.

29 April 1961

George R. Dalphin,
Map Librarian,
Dartmouth College Library

APPENDIX I

SELECTED SOURCES OF MAP PUBLICATION INFORMATION
TO BE USED IN BUILDING AND MAINTAINING A MAP LIBRARY

Canada, Geographical Branch

Accessions List (monthly)

- Part II is devoted to maps and atlases.

Royal Geographical Society (London)

New Geographical Literature and Maps (semi-annual)

l'Union Géographique Internationale

Bibliographie Cartographique Internationale 1946-47. Paris, Armand Colin, 1949. (annual)

- This is the basic source and in its latest volume (for year 1957) includes all of the map publications of 22 cooperating countries. Unfortunately its late appearance requires that current lists of other sorts be followed so as not to miss acquiring useful maps which go out-of-print more quickly than books.

University of Illinois Library. Map and Geography Library.

New Acquisitions. (Urbana) (bi-monthly)

U.S. Library of Congress. Copyright Office.

Catalog of Copyright Entries (Third Series) Part 6 - Maps and Atlases. Washington, Government Printing Office. (semi-annual)

- the latest number, July-December 1960, describes over 800 current map and atlas copyright registrations for the six month period.

Following are listed some journals of a geographical nature which also include lists of new maps. Most such lists are selected, only outstanding items being included, and do not necessarily overlap in their coverage.

The Canadian Surveyor (5 times a year)

Ottawa, Canadian Institute of Surveying.

- Lists new topographical, nautical and air charts of the Canadian government.

Geodeziya i Kartografiya (monthly)

Moscow, Geodezizdat.

- Selectively lists new Russian maps and atlases.

APPENDIX I (Cont'd)

The Military Engineer (bi-monthly)

Washington, Society of American Military Engineers.

- has section, "Surveys and Maps," largely devoted to U.S. government mapping, which includes lists of such things as new USGS topographic quadrangles.

Petermanns Geographische Mitteilungen (quarterly)

Gotha, VEB Hermann Haack.

- has section, "Kartographie," which often includes lists of general and specialized maps and atlases - emphasis European.

Special Libraries Association. Geography and Map Division Bulletin.
(quarterly) Hanover, N.H.

- has section, "New Maps and Atlases," compiled by Library of Congress.

Surveying and Mapping (quarterly)

Washington, American Congress on Surveying and Mapping.

- has sections, "Distinctive Recent Maps" and "Map Information". The latter includes USGS topographic maps, Lake Survey charts, Public Land Survey Plates and County general highway maps.

World Cartography (irregular) New York, United Nations.

- latest issue is "Volume VI-1958" published in 1960.
- contains helpful articles on the status of world cartography - often in great detail by countries. The acquisition of back numbers is suggested.

Map information is also available from the catalogues of commercial publishers or agents such as Rand McNally, Denoyer-Geppert, and Edward Stanford Ltd. For those countries which are receiving special collecting emphasis, the annual reports and publication lists of map publishing government agencies should be acquired and followed. Equally, new maps and new techniques are often described in detail in such other publications as the Empire Survey Review (quarterly-Crown Agents) and Kartographische Nachrichten (quarterly-Deutschen Gesellschaft fur Kartographie, Bielefeld). Reproductions of early maps and other studies in historical cartography are best kept track of in the periodical Imago Mundi (irregular- s' Gravenhage, Mouton & Co.).

FACULTY OF LAW

LIBRARY PROGRAMME

MARCH 30, 1963

The Library should be easily accessible to both students and members of the Faculty. From the point of view of control and service a Library on two or three larger floors would seem much better than four smaller floors. Control of exits is a big factor: one main entrance and exit, with an outer and inner entrance. The in-between lobby might have washroom facilities with lockers for coats and briefcases of non-law faculty patrons.

If the Library is on three floors the main service floor should be the middle one. On entering the Library proper through the second entrance, the three main areas for easy access should be:

- 1) Reference area
- 2) Card catalogue
- 3) Circulation area

The reference desk and circulation desk might be twin control points, for students coming from other floors, to pass by before they leave the Library.

- 1) Reference area will have a desk, book cases for approximately 500 volumes, one or two tables for students consulting reference material.

Function of the reference librarian: to help non-law faculty patrons use the library; assist law students in using the card catalogue as well as reference and bibliographical assistance to the Faculty.

- 2) The card catalogue should be in a central location with sufficient room for movement around and consultation.
- 3) Circulation area (this will include a circulation desk). All material which goes out of the Library will be checked in and out here. Behind the desk there should be room for two people to work; area to return books; shelves for sorting books before returning them to the Library; room for two book trucks; and a book lift which connects with the other two floors.

Ideally the administrative offices and work-room should be located behind or very near this circulation desk. There is a certain interplay between the circulation desk and the work area, also proximity enables a certain degree of interchange of staff. This also allows for operating with a skeleton staff when necessary.

Administrative Offices and Work-room

- 1) Librarian's office
- 2) Cataloguer's office
- 3) Work-room
- 4) Shipping room

1) The Librarian's office should have fairly easy access to the main entrance. The Secretary's office should be adjoining this and possibly an area outside these two offices for one or two chairs as a waiting and reception area. There should also be a small washroom attached to this office.

2) The cataloguer needs quiet, privacy, easy access to the card catalogue, and also to the work-room. The cataloguer might also, until we have a larger staff, need to be in a position to supervise the work-room. At the other end of the work-room access through the secretary's office to the Librarian's office would be useful.

3) The work-room should be in between the Librarian's office and the cataloguer's office. There should be contact (perhaps the book lift at the desk - opening on both sides) with the shipping room for easy access of mail and parcels.

The work-room is the process area - books and periodicals are received, checked in, processed and then either go right to the shelves or to the cataloguer. After cataloguing they return to the work-room and then to the shelves. There should be room for 5 desks, cupboards for supplies, shelving for 800 books at least, a high counter work area and a sink.

4) The shipping room. If this middle floor is on a level with the service road the shipping room could be near the work-room. The purpose of a shipping area is to receive and sort large orders of books, heavy crates of books, etc.

The elevator should be somewhere close to this administrative area, providing service for library staff and Faculty, and be big enough to take a book truck.

Other Requirements That Might be Located on This Floor.

- 1) Periodicals reading room
- 2) Wainwright or Rare Book Room
- 3) Library seminar room

1) Periodicals reading room.

Reading area for 20 students-8 single tables and 3 tables for four. Low book cases for current issues and comfortable easy chairs for relaxed reading. There should be a stack area off this room for 10,000 volumes. Off this area there could be several study rooms - one for one (75 sq. ft.), one for two (100 sq. ft.) and perhaps a loud study (150 sq. ft.) (a study where conversation is permitted). This room should be closed off from the main circulation area, but still be visible.

2) Wainwright or Rare Book Room.

This will be our show room. Rarely used by undergraduate students, mostly by graduate students, one or two at a time. There should be display book cases, and a stack off it for 2,000 volumes.

3) Library seminar room.

This will be a Faculty library, used for legal research seminars, max. 30 students. Should have shelves for about 2,000 volumes.

The basic plan for the library is a center of book stack surrounded by study areas, no large reading room.

Floor A

One of the other floors could have 35,000 volumes and a reserve circulation desk - about 1,000 volumes behind the desk. A small reading room area near the desk with 9 tables for four; about 1/2 the number of single study tables (42); a loud study (150 sq. ft.); typing room (100 sq. ft.); two single studies (75 sq. ft.); two double studies (100 sq. ft.).

Floor C

This will have the remaining stack area (43,000 volumes). This could be more a research floor, but would have a small circulation area with room for filing cabinets, a desk and a card catalogue. There will be approximately 50 single study tables, about 2 tables to seat four students and the balance of the small study rooms, i.e. 7 double studies and 10 single studies, one of the senior research offices (125 sq. ft.) and the office for the air law research assistant (100 sq. ft.) and the second typing room (100 sq. ft.).

There are still several rooms to locate -

- 1) Librarian's small office (150 sq. ft.)
- 2) The second senior research office (125 sq. ft.)
- 3) Microfilm reading and storage room (100 sq. ft.)
- 4) Unassigned area (400 sq. ft.)
- 5) Closed stack for storage
- 6) Staff lounge (300 sq. ft.)
- 7) Staff washroom facilities and lockers.

I hope that there will be washroom facilities for students within the Library area so that unnecessary movement in and out of the Library could be curtailed.

There has been no discussion about whether, or where smoking will be permitted, or if the building is to be air conditioned or not.

Summary of Accommodation Provided

Total possible staff	-	12-14
Books	-	103,500.
Single study tables	-	100 for 100 students
Study tables for four	-	16 for 64 students
Study rooms		
13 singles		
10 doubles		
3 single studies for senior research personnel		
		<u>26 for 36 students</u>
		200 students

Based on student body of 350

Graduate students	25
1st year students	120
2nd year students	85
3rd year students	70
4th year students	<u>50</u>
	350

Therefore we will be able to seat approximately 57% of our student body.

Based on student body of 150

25	Graduate students
120	1st year students
52	2nd year students
70	3rd year students
50	4th year students
320	

Therefore we will be able to seat approximately 21% of our student body.



DATE DUE

DUE	RETURNED
NOV 30 1965	
DEC 15 1965	DEC 14 1965
DEC 28 1965	DEC 28 1965
JAN 3 1967	JAN 5 1967
<i>Jan 10 '67</i>	
██████████	JAN 23 1967
██████████	
C ██████████ 1 1975	C OCT 11 1975
██████████ OCT 25 1975	OCT 25 1975

McGILL UNIVERSITY LIBRARY

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