

SIMON FRASER UNIVERSITY
Office of the Vice-President, Academic
Memorandum

To: Senators, Deans, Chairs and Directors of Schools
Members of the Senate Library Committee
Departmental representatives on Faculty Library Users' Committees

From: J.M. Munro, Vice-President, Academic

Subject: University Library Review Committee Report

Date: 5 December, 1991

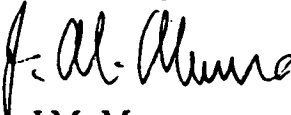
Attached is the Report of the University Library Review Committee (including an external review report as an appendix), together with the response of the Library Management Group. These documents have been presented to the Senate Committee on Academic Planning.

Because of what I believe to be wide general interest in the Report, I am proposing to give it more extensive distribution than is typical for departmental reviews. This includes:

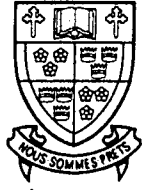
1. Copies for all Senators;
2. Two copies for each department and school and for the departmental representatives on Faculty Library Users' Committees; if there are faculty members who would like an individual copy of the report, they should call my office for a copy;
3. Copies to all members of the Senate Library Committee.

I plan to establish a sub-committee of the Senate Library Committee to take responsibility for evaluation of the Report's recommendations and to provide advice on their implementation. This would serve two purposes. It would move the process along and it would enhance the role of the Senate Library Committee which is itself one of the Report's recommendations.

Any comments which you would like to provide the sub-committee about the Report or the Library Management Response should be sent to me by 31 January 1991.


J.M. Munro

Attachment
c: W.R. Heath



SIMON FRASER UNIVERSITY

Report of the University Library Review Committee
October 1991

Response to the Library Review Report by Library Management
November 1991

Report of the University Library Review Committee

and

Library Management Response

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REPORT OF THE UNIVERSITY LIBRARY REVIEW COMMITTEE

October 1991

Richard Schwindt, Chair
Department of Economics &
Faculty of Business Administration

Paul Percival
Department of Chemistry

Mary Lynn Stewart
Department of History

ACKNOWLEDGEMENT

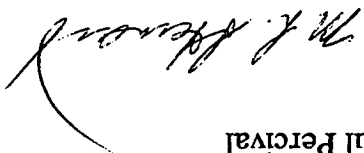
In April 1991, the Vice-President, Academic established the University Library Review Committee. During the six-month review process the Committee solicited input from the University community. The response was impressive, reflecting broad interest in the welfare of the University Library. We thank all of those individuals and groups who provided us with information and insights, and expressed their concerns regarding the Library.



Richard Schwindt, Chair



Paul Percival



Mary Lynn Stewart

SUMMARY OF RECOMMENDATIONS

RESOURCES

1. The University Administration should take positive steps to achieve the Library funding goal set out in the President's Strategic Plan.
2. With appropriate accountability, the Library should have greater authority for internal budget management.
3. The University should give high priority to resolution of the space problems confronting the Library.
4. An information/reference desk should be installed at the entrance of the Library.
5. The SFU Library Administration and University Administration should strongly promote cooperation between the province's university libraries.
6. The resource demands imposed upon the Library by distance education programs should be carefully and realistically calculated before initiation or expansion of those programs.
7. The Library Administration should acknowledge and make use of available SFU expertise in relevant areas.

THE CONGRUENCE OF LIBRARY POLICY AND ACADEMIC PROGRAMS

8. For each department or academic program a librarian should be designated as the primary contact person for all aspects of library service to that academic group.
9. The University Librarian should continue to report to the Vice-President Academic.
10. The Senate should review the mandate and operation of the Senate Library Committee.

ORGANIZATION, MANAGEMENT AND PERFORMANCE

11. The Library's management structure should be based on Assistant or Associate University Librarians, each with line management responsibility for a functional area and commensurate authority and accountability.
12. The Library should regularly and consistently report its activities. This reporting should include financial information, collections statistics, service output data, initiatives, and performance measures.
13. All appointments at the Assistant University Librarian level and above should be term appointments with a formal consultative review prior to reappointment.
14. All librarians should have a current position description. This description should be established through a consultative process, it should set out responsibilities, and it should form the basis for evaluation.
15. Library staff should be meaningfully involved in strategic planning and review.
16. Professional development should be given greater emphasis.
17. Implementation of employment equity goals should be given more priority.

OPERATIONS

18. The Library should immediately plan for a migration to an alternative computer system.
19. Implementation of an authorities control and "clean-up" of the OPAC database should not be delayed.
20. Monographs and serials should be brought together into one unit.
21. The Library should explore the potential benefits of a more unified approach toward the management of government documents.
22. The Library should review the concept and operation of the Secretarial and Clerical Pool.
23. The Senate Library Committee should review the loan period and other policies affecting material availability.

I. INTRODUCTION

The University Library Review Committee (ULRC) was established by the Vice-President, Academic in April, 1991 as part of the normal cycle of departmental reviews. The Library had last been reviewed in 1984.¹

A. CHARGE TO THE COMMITTEE

The mandate of the ULRC was to examine and report the current condition of the WAC Bennett Library and the Belzberg Library and comment on opportunities for improvement. The following aspects of the libraries were identified for review.

1. The adequacy of the collections in terms of the Library's mandate;
2. The design and implementation of collections policy;
3. The level and accessibility of services for students in undergraduate and graduate programs;
4. The level and accessibility of services for faculty and staff;
5. The effectiveness of Library systems, present and planned;
6. The size and distribution of the professional and support staff;
7. The adequacy of the financial resources provided to the Library;
8. The effectiveness of the administration of the Library;
9. The effectiveness of the Library in its relationships with other departments within the University;
10. The effectiveness of the Library in communication and cooperative ventures with other libraries in the community.

B. WORK OF THE COMMITTEE

Throughout the summer of 1991 the ULRC solicited information, opinions, and suggestions with respect to the Library from both within and beyond the university community. The Committee received input from the following sources.

1. The University Library provided extensive background material and responded to numerous requests for additional information.
2. An open hearing was held on June 13, 1991.
3. The ULRC arranged for interviews by appointment. Thirty-five individuals, including staff, students, administrators and faculty made presentations to the Committee.

¹ *Report of the President's Advisory Committee on the University Library, (PACUL), August 1984.*

The question of whether the Library has adequate funding to fulfill its role in support of teaching and research is difficult to address because there is no simple measure

2 See Appendix A for a summary of results.

3 A description of these tests and a summary of results are presented in Appendix B.

4 The report of the external reviewers is provided in Appendix C.

1. Adequacy of the Budget

A. BUDGET

Many of the problems confronting the Library directly or indirectly involve the availability and allocation of resources. Certainly many of the concerns of Library management, Library staff and Library users could be attenuated by liberal funding. However, even though the period of severe restraint of the early 1980s is behind us, the Library, indeed the University, must continue to operate with limited funding in the foreseeable future.

II. RESOURCES

The first section deals with the adequacy of resources available to the Library and covers budget, space, dependence upon external holdings, provision of services to other institutions, and the use by the Library of other SFU resources. The second section addresses the Library's relationship to SFU's academic programs. This involves the core issue of the Library's support of teaching and research functions. The third section deals with the effectiveness of Library administration and the last section encompasses a number of disparate matters involving Library operations.

This report is divided into four major sections: Resources; Congruence of Library Policy and Academic Programs; Organization, Management and Performance; and Operations.

C. FORMAT OF THE REPORT

4. Interviews were arranged with members of the Library Management Group.
5. Written submissions were solicited and over fifty were received.
6. The Committee surveyed faculty regarding satisfaction with Library services.²
7. Library performance tests were conducted over a four week period in May/June 1991.³
8. Three external reviewers were engaged. They visited the campus in August and filed their report in early September.⁴

of adequacy. However, some insights can be gleaned through comparisons with other Canadian institutions. Detailed data collected by the Canadian Association of Research Libraries (CARL) are provided in Appendix D. From these data a ranking according to several commonly used ratios was constructed and the results are shown in the following table (Table 1).

Table 1
Ranking of Canadian University Libraries
(1989/90)

Library as % of Univ. budget	Library \$ per Student	Students per Library staff	Volumes per Student
Toronto 8.45%	Toronto 826	Toronto 60	N.Bruns. 306
Regina 8.37%	McMaster 823	Dalhousie 63	UVic 255
UVic 8.30%	McGill 810	UBC 65	UBC 241
McMaster 8.25%	UBC 746	McGill 67	Sask. 229
Carleton 7.66%	UVic 721	UVic 70	McMaster 221
Queen's 7.65%	Dalhousie 697	McMaster 70	Regina 210
W.Ontario 7.12%	Concordia 685	Concordia 72	Guelph 199
UBC 7.12%	Montreal 684	Alberta 75	Toronto 188
N.Bruns. 6.92%	W.Ontario 678	Memorial 75	Memorial 185
Memorial 6.89%	Memorial 673	W.Ontario 76	Alberta 184
Waterloo 6.88%	Alberta 664	Montreal 81	Dalhousie 176
Sask. 6.88%	Sask. 663	Sask. 81	Calgary 173
Montreal 6.80%	Regina 662	N.Bruns. 82	W.Ontario 169
Alberta 6.61%	Waterloo 600	Calgary 84	Queen's 162
SFU 6.45%	N.Bruns. 591	SFU 85	McGill 154
Calgary 6.40%	Guelph 588	Queen's 85	Windsor 147
Guelph 6.28%	Carleton 577	Waterloo 86	Carleton 129
Windsor 5.94%	Queen's 572	Guelph 87	SFU 124
Concordia 5.76%	Calgary 549	Regina 87	Waterloo 120
Dalhousie 5.73%	SFU 546	Carleton 88	Concordia 120
Manitoba 5.63%	Laval 526	Ottawa 102	Manitoba 115
Ottawa 5.52%	Manitoba 483	Manitoba 102	Ottawa 111
Laval 5.45%	Quebec 437	Laval 103	Montreal 111
Quebec 5.28%	Sherbrooke 422	Quebec 120	Sherbrooke 96
York 4.99%	Ottawa 420	Windsor 121	York 95
Sherbrooke 4.40%	Windsor 398	York 153	Laval 91
McGill 4.33%	York 320	Sherbrooke 176	Quebec 46
Average 6.50%	605	90	158

The SFU Library does not do well in these comparisons. It is below average in all four categories, and well below in two of them: library expenditure per student and volumes per student. This is troubling because there are some scale economies in the provision of library services. Some minimum collection is necessary to be credible, but the

collection need not increase directly with student enrollments. For example, a single journal subscription might satisfy a student body of one, two or ten thousand. With this in mind, the much higher expenditure per student at the larger institutions (e.g., Toronto and UBC) is disconcerting. UBC, with twice the enrollment, spends 40 percent more per student than SFU.

Moreover, the situation appears to have improved and then deteriorated over the past half decade. Figure 1 sets out the SFU Library budget as a percent of the University budget for the period fiscal 1985/86 to 1990/91. The average for all Canadian universities libraries is shown for the period 1985/86 to 1989/90.⁵ The ratio for SFU began the period below the Canadian average, exceeded it slightly in 1987/88 and then fell precipitously. In 1990/91 the SFU ratio was at a six year low.

The ratio for library expenditures per student for the same period is set out in Figure 2. Here the story is darker. While the Canadian average increased over most of the period, the SFU ratio declined substantially and then partially recovered, overall going from slightly above the average to well below it. It is important to note that these expenditures are measured in nominal dollars. Costs of materials and services increased substantially over the period, so even a constant expenditure would have resulted in reduced services per student. Falling expenditures per student, exacerbated by reduced purchasing power for each dollar spent, means a significantly lower real expenditure per student.

The University Administration has recognized the severity of the situation:

"It is nevertheless true that the Library budget, when expressed in constant dollars per student, has fallen steadily in the face of enrollment growth; space pressures and rising acquisitions costs also have affected service levels. This decline has reached the limit of tolerance and every effort will be made to restore the Library to its central place in University life. Without substantial growth in Library capacity, growth in the University's programs of instruction and research cannot be undertaken.

Planning Strategy

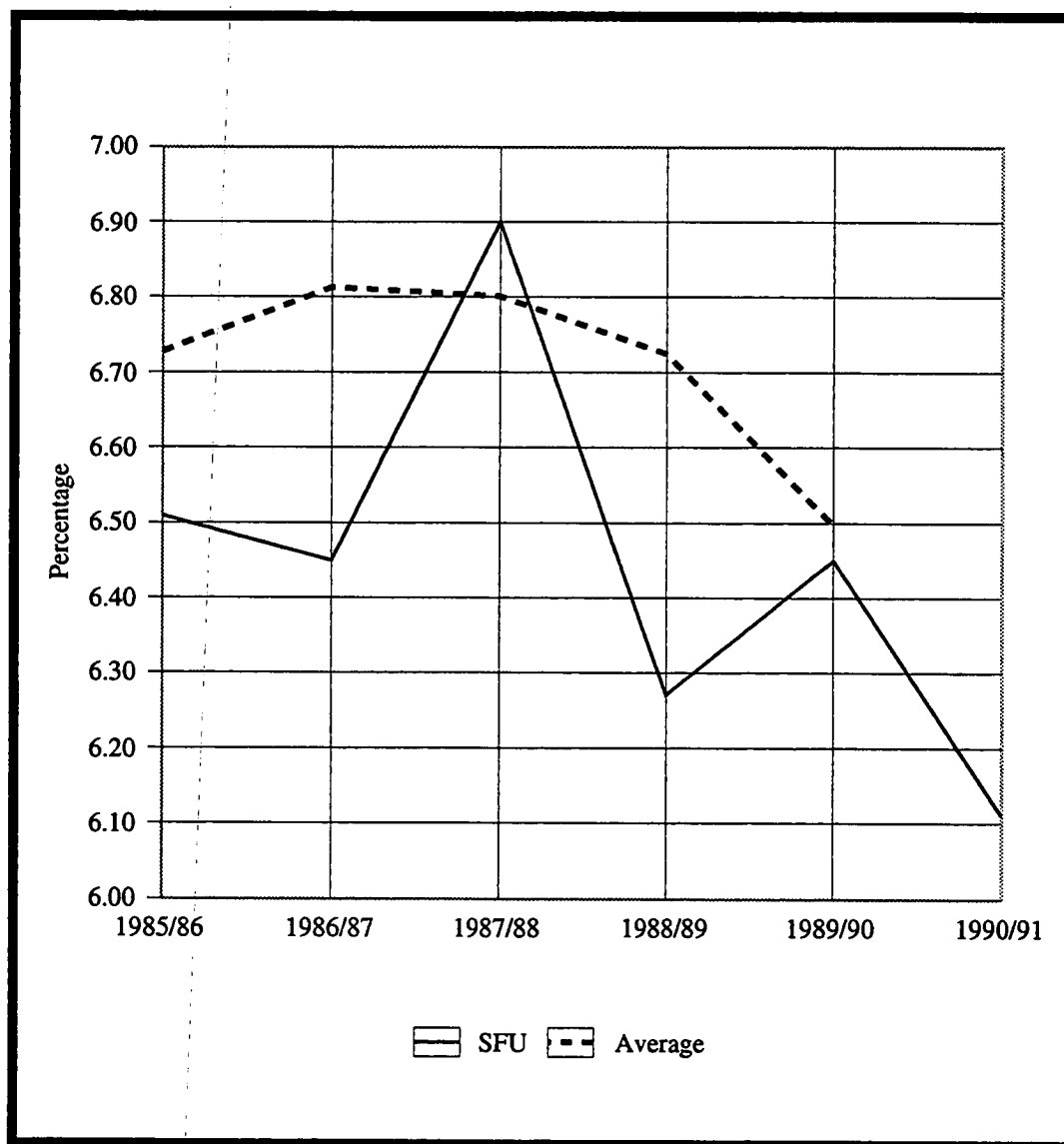
(a) Library acquisitions funding on a per student basis will be increased at a rate twice that of enrollment growth over the next five years."⁶

⁵ The data are not available for 1990/91.

⁶ William G. Saywell, *Challenge 2001, The President's Strategic Plan*, (February 8, 1991), p. 13.

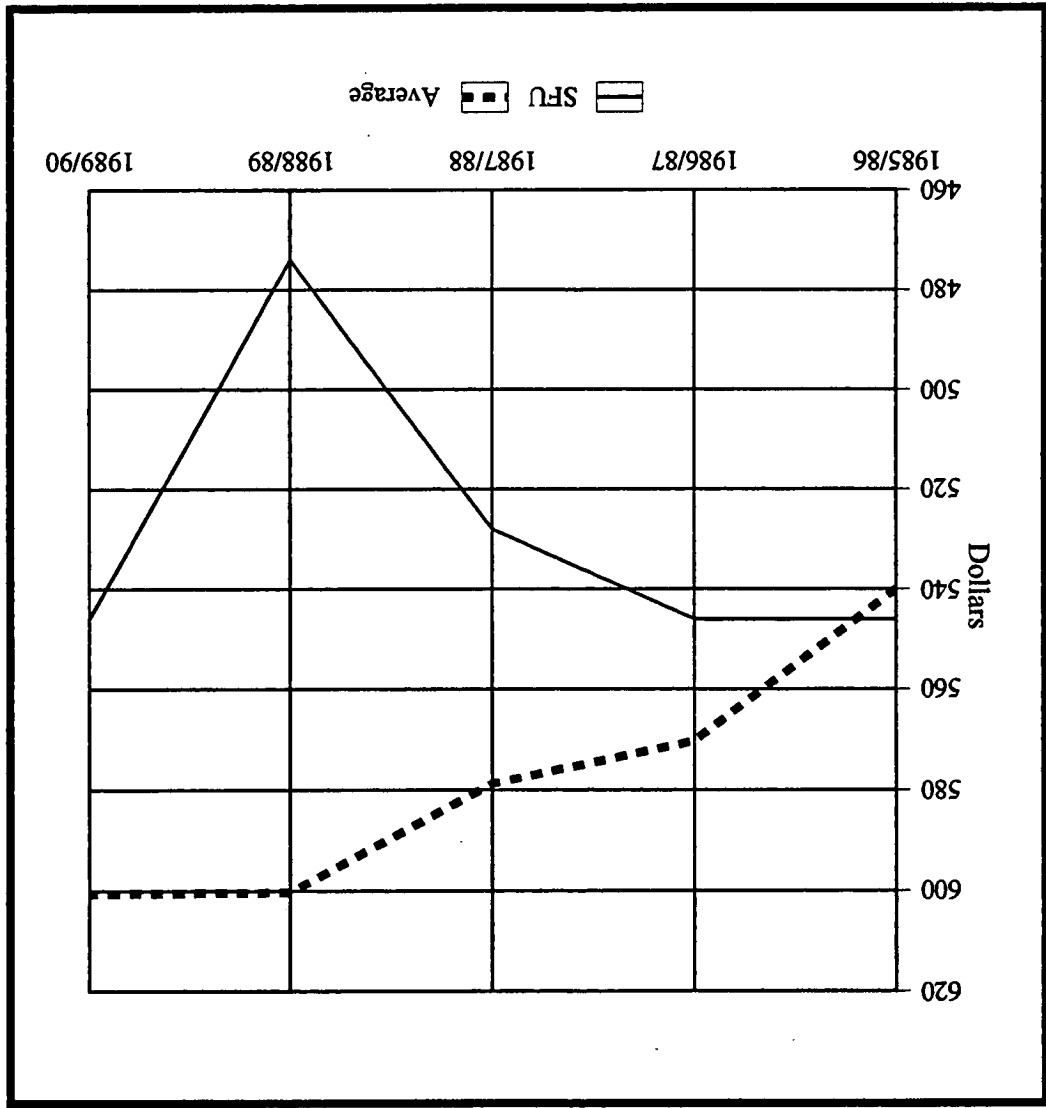
FIGURE 1

Library Expenditure as Percent of University Expenditure
(SFU and Average of Canadian University Libraries)



Source: See Appendix D

Source: See Appendix D



Library Expenditure Per Student (SFU and Average of Canadian University Libraries)

FIGURE 2

RECOMMENDATION 1: The University Administration should take positive steps to achieve the Library funding goal set out in the President's Strategic Plan.

2. Allocation of the Budget

The Library's allocation of its budget is roughly consistent with the pattern observed at other university research libraries in Canada. In the 1990-91 fiscal period, salaries (for both permanent and temporary staff) absorbed about 56 percent of the budget, serials acquisitions accounted for 22 percent, monograph acquisitions for 11 percent and other operating expenses for the remaining 11 percent. Since 1985-86 the proportion of the budget going to salaries has fallen by about four percentage points, while serials acquisitions have claimed a larger share (see Figure 3). The increased share going to serials is explained in large measure by significant increases in journal subscription rates, an issue of great concern to all research libraries.

In short, there is nothing extraordinary about the allocation of the Library's budget between major expenditure classes.

However, there is an ongoing concern regarding budgetary flexibility. The 1984 review recommended that the Library management should be granted greater flexibility in the allocation of its budget. During the current inquiry, the external reviewers, without encouragement, came to exactly the same conclusion. We endorse their proposal.

RECOMMENDATION 2: With appropriate accountability, the Library should have greater authority for internal budget management.

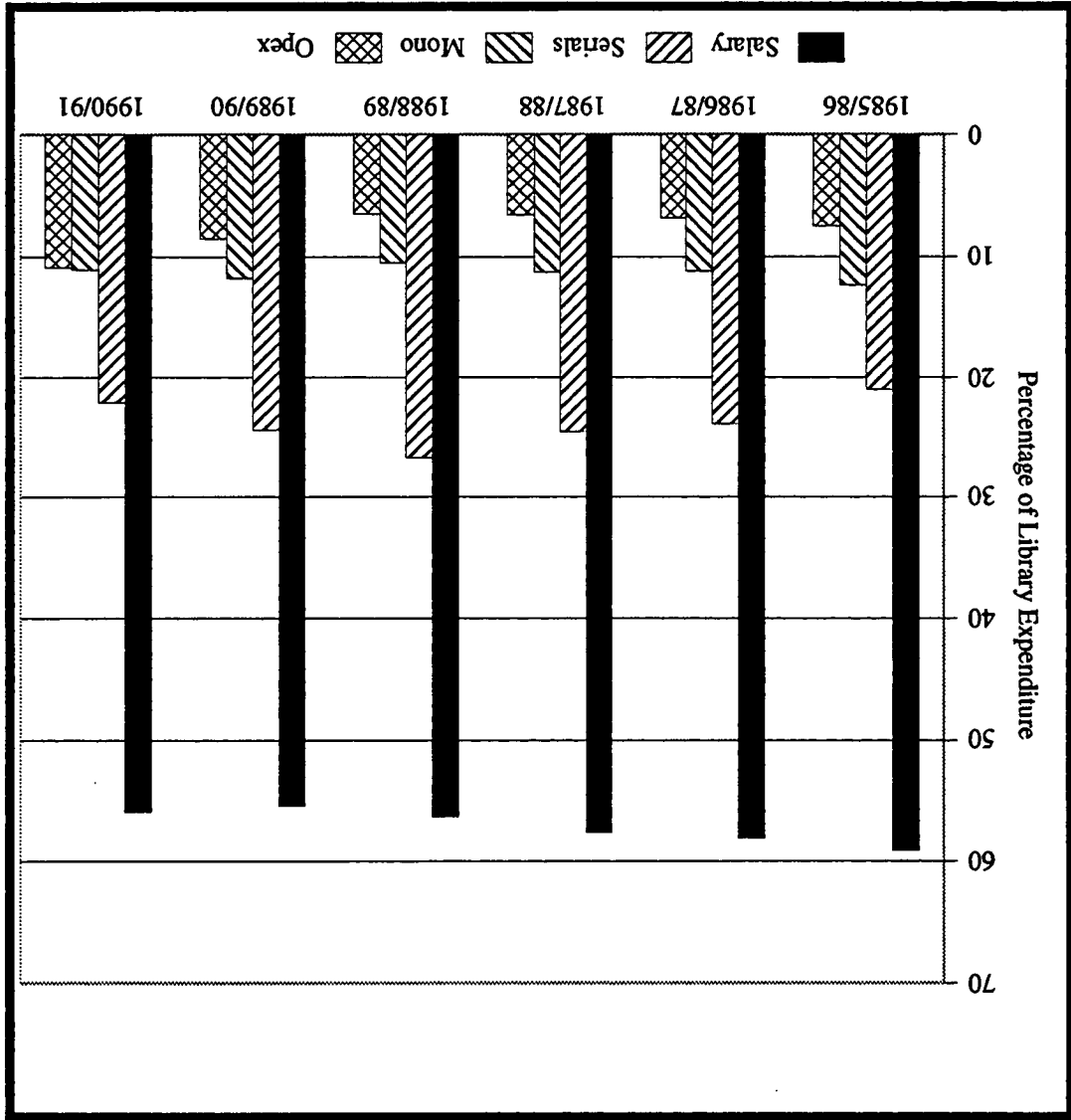
B. SPACE⁷

The issues surrounding library space fall into two categories, quantity and use. Of these, the most critical is quantity and this is reflected in the perceptions of students, faculty and Library staff. Students complain of overcrowding in the public areas, and particularly of the need for more study space.⁸ The survey of faculty users showed that over 45 percent of the respondents were either dissatisfied or very dissatisfied with the availability of space. Library staff pointed out that overcrowding not only degrades their work environment, but also puts them in the position of mediating disputes between students over study carrels

⁷ This analysis applies only to the WAC Bennett Library.

⁸ Staff input to the SFU Libraries Strategic Plan; *General Satisfaction Survey Comments: Summary of Main Themes*, June 1991.

Source: Simon Fraser University Operating Budget, various years



Allocation of Library Expenditures (Salaries, Serials, Monographs and Operating Expenses)

FIGURE 3

and enforcing space usage rules. Projections beyond the next five years suggest that the available space will also be inadequate to house the collection.⁹ The issues of appropriate use of space are of lesser concern, with one notable exception, namely the possible relocation of Reference Desk Service to the third floor (entry level).

1. Overview of Space Utilization

Although the library building has seven floors, only six are used for library functions. The collection is housed almost exclusively on the fourth, fifth and sixth floors. There is some low-use material on the first floor, which is currently under renovation. Technical operations (materials processing) are predominantly on the second floor, while the third floor is used for service functions such as loans, reserves and OPAC terminals.

2. Space Audit

Table 2

WAC Bennett Library Space Allocation & COU Standards
(net assigned square feet)

Floor	Seating	Collection	Services	Subtotal	Non-Lib
1	600	7940	2940	11480	2000
2	3160	0	10030	13190	3640
3	6800	1970	8720	17490	8670
4	6470	11340	7600	25410	0
5	3520	18300	4350	26170	0
6	5620	20070	2560	28250	0
7	0	0	0	0	30000
Totals	26170 ^a	59620	36200	121990	44310
COU	66800 ^b	70490	34320	171610	

^aequivalent to 1300 seats

^bequivalent to 3340 seats

This table differs slightly from that given in the Library Space Audit document¹⁰ in that the second floor Wordstation, the third floor MTS terminals and the fourth floor typing room are counted as study seating.

Inspection of the table shows that, according to the Council of Ontario University (COU) standards, the Library is short of space for seating and collections, but has excess space for staff and services (this latter finding is a reflection of the large open area on the 3rd floor). It is important to note that the overall shortage of space applies even after the 7th floor is taken over by the library (currently planned for 1994).

⁹ *Space Needs Audit for WAC Bennett Library, May 1991.*

¹⁰ Ibid.

The need for additional space, particularly student study space was recognized in the last review, and it was recommended that the University place a high priority on the resolution of this problem in its capital budgeting. The Library Administration is well aware of the ongoing space problem and set up a Strategic Planning Task Group in January 1991. In addition to the space audit, the Task Group has been working on a plan for expansion and renovation.¹¹ Since this is not yet complete, the role of the ULRC is limited to generalities: We endorse the view that more space is urgently needed for the Library; we encourage the Library in its on-going planning; and we urge the University Administration to give high priority to Library needs in the University building program.

RECOMMENDATION 3: The University should give high priority to resolution of the space problems confronting the Library.

3. Centralized Reference Service

There is almost universal agreement that the natural location for a centralized reference desk is the third floor. To quote from the Reference Division Report, "A relocated information/reference desk should be the first thing seen when entering the Library."¹² Official Library policy on this point has varied over the years since the last review, but the only concrete change has been the retrograde step of removing the original Information Desk which was sited opposite the entrance.

RECOMMENDATION 4: An information/reference desk should be installed at the entrance of the Library.

C. EXTERNAL RESOURCES

In the early 1980s the Library Administration set out its strategic plan with respect to collections. A distinction was made between the primary collection and the secondary collection. The primary collection included material housed within the Library which could be read directly (e.g., printed material) or interpreted with the aid of a machine (e.g., microforms, audio tapes). The secondary collection encompassed all material outside the Library, which would include material available from other libraries through inter-library loans, and increasingly, material available through computer accessible databases. The declared strategy was to place greater emphasis on the secondary collection. This was motivated by a recognition that funding restraints would curb expansion of the primary

¹¹ *Expansion and Renovation program for WAC Bennett Library in 1994*. Working draft August 7, 1991.
¹² *Reference Division Report*, June 1991.

collection and that much material would only be available through the secondary collection (e.g., database creators would market access to the base, not the base itself).

This was, and remains, a rational, perhaps inevitable strategy. However, despite the explosive expansion in computer accessible information, a major element of SFU's "secondary collection" is the UBC Library's primary collection. This is understandable given the superiority of the UBC collection. For example, as of March 1990, SFU possessed less than a third of UBC's letterpress volumes (1,106,928 versus 3,653,208), less than a quarter of their microfilm reels, microfiche, cards and sheets, and less than five per cent of their maps and sound recordings.¹³

Data on the direction and volume of inter-library loans shows that SFU draws heavily upon the UBC collection. Table 3 sets out SFU's inter-library loan balance sheet. A little more than one half of SFU's borrowings come from the BC Net (i.e., post-secondary BC institutions). The remainder comes mainly from out of province institutions and the United States.

Table 3

SFU Inter-Library Borrowing and Lending
(1990/91)

	BC Net*	Other BC	Other Canada	US	Other	Total
Borrowed	5027	183	3142	1255	70	9677
Lent	2766	1787	5116	543	31	10243

(*BC Net includes BC post secondary institutions)

Of the borrowings from the BC Net, over 90 percent are drawn from UBC. Thus we rely upon UBC for about 46 percent of our inter-library borrowings. We cannot, and do not reciprocate. UBC accounts for 72 percent of the lending in the BC Net and only 6 percent of the borrowing.

13. *Strategic Plan Update*, no. 2, May 1991.

Table 4

Provincial Post Secondary Institutions Inter-Library Borrowing and Lending
(April 1990 to March 1991)

Borrower	Lender				Total	Percent
	UBC	SFU	UVIC	Other		
UBC	714	199	121	1034	6%	
SFU	4596	320	131	5047	30%	
UVIC	633	56	30	719	4%	
Other	6569	1961	565	9574	58%	
Total	11798	2731	1084	16374		
Percent	72%	16%	6%	6%		

The dependence reflected in these inter-library loan data is validated by other sources. Over half of the respondents to the faculty user survey relied either heavily or somewhat on the UBC Library. Less than ten percent indicated that they never used UBC. Furthermore, we know from faculty and student submissions that both graduate and undergraduate SFU students put significant demands on UBC Library resources.¹⁴

If projected growth at SFU is realized, our dependence on UBC will become greater. The President's strategic plan envisages a 35 percent increase in undergraduate enrollments and a 15 percent increase in graduate student enrollments by the year 2000.¹⁵ If these projections are met, particularly the expansion of graduate programs, it will become increasingly important to maintain access to the UBC collection.

However, UBC has experienced the same period of restraint, and confronts the same resource problems as SFU. It remains the paramount research library in the province, and as other programs outside the Lower Mainland expand, increased demands will be put on its collections. Under the circumstances it would not be surprising if our sister institution became less generous, particularly if not adequately compensated by either the funding authorities or the external users.

Given our extant dependence, and the probability of increased demands, it is incumbent upon our Library Administration and our University Administration to initiate cooperation between the province's university libraries. If the UBC Library is expected to support the expansion of post-secondary education province-wide, it is in our interest to advocate proper funding for that institution with the understanding that our access is to be

14 More information on this topic will be available when results of the UBC Library users survey, which was conducted in the Spring of 1991, are released.
15 William G. Saywell, *Challenge 2001, The President's Strategic Plan*, (February 8, 1991), p. 6.

protected. It is also in our interest to strongly encourage inter-university harmonization of information systems (e.g., ELN, the electronic library network).

RECOMMENDATION 5: The SFU Library Administration and University Administration should strongly promote cooperation between the province's university libraries.

This initiative would be made easier if the SFU Library were in a better position to reciprocate. For example, the judicious acquisition of specific collections (e.g., databases, special collections) of interest to, but not held by UBC could well facilitate cooperation.

There is of course a "flip side" to the issue of secondary collections and their use. Returning to Table 3 it is seen that while SFU is in a "debit" situation with respect to the BC Net, it is a "creditor" overall. We lend more than we borrow. Even within the BC Net we are a net borrower from UBC and UVic, but run a surplus with other institutions. As SFU expands its off-campus programs, and creates links with smaller, more remote post-secondary institutions there will be increasing demands upon our Library to support these initiatives.

There is ongoing concern that these off-campus programs put undo pressure on an already overburdened Library. On the other hand, the ULRC has evidence that the beneficiaries of these programs are extremely supportive of, and grateful for the efforts made on their behalf by the WAC Bennett Library. This message has come through very clearly in submissions and interviews.

RECOMMENDATION 6: The resource demands imposed upon the Library by distance education programs should be carefully and realistically calculated before initiation or expansion of those programs.

D. INTERNAL RESOURCES

Throughout this review the ULRC has repeatedly been apprised of resources within the University which could usefully be employed at moderate cost to the Library.¹⁶ Indeed, some would be available at no cost. These range from expertise in the creation of performance measures and the use of sampling techniques to proficiency in computing and

¹⁶ The ULRC was also impressed by the number of thoughtful, constructive suggestions made by various parties. A sample of these are contained in Appendix E.

RECOMMENDATION 7: The Library Administration should acknowledge and make use of available SFU expertise in relevant areas.

information services. We would encourage the Library Administration to utilize these resources. In this vein, the external reviewers have recommended that the University Administration ensure that there is effective collaboration between the Library and those responsible for telecommunications and support of academic computing. We would broaden this recommendation to include collaboration with other centres of expertise on campus.

III. THE CONGRUENCE OF LIBRARY POLICY AND ACADEMIC PROGRAMS

The primary role of the Library is to support academic programs, specifically the teaching and research functions, by supplying access to information. This raises two issues. What information will be accessible, and how will access be provided? The question of what information will be available involves, with respect to the primary collection, the Library's collections policy. This issue is the focus of this section.

It is our opinion, supported by the external reviewers, that the Library has become detached from the academic programs it is intended to serve. Increasingly there is failure of communication and coordination between the Library and the rest of the academic community. Curriculum is changed, new programs are introduced, existing programs expanded, contracted and abandoned, research institutes are created, distance education is initiated, and faculty research interests are redirected with too little concern for, and coordination with, the Library.

Responsibility for this turn of events does not rest solely with the Library. Budgetary constraints have reduced the resources, particularly human resources, available to the Library to maintain liaison with its many constituents. Initiatives are taken with too little regard for their impact on the Library. The agents and agencies in place to facilitate communication and coordination (i.e., departmental library representatives, faculty library users committees and the Senate Library Committee) have generally not held up their end of the relationship.

The integration of Library policy with academic programs is crucial. It is therefore important to understand how the current situation has come about.

A. BACKGROUND

In the late 1970s the public service section of the Library was organized into three divisions: Humanities, Social Sciences and Sciences. In turn, these divisions were comprised of subject librarians who maintained close relationships with "their" respective academic programs. A major function of these subject librarians was collections development for their area(s) of expertise. This involved the selection of serials and monographs. At the time the twelve subject librarians had discretion over a substantial portion of the acquisitions budget.

In the early 1980s the discretionary acquisition budgets were severely reduced due to a curbing of the total acquisitions budget, a growth in the share going to maintain serials subscriptions, an increased reliance on approval plans to acquire current material and an end to direct ordering of retrospective material. The subject librarians were left with very small sums of money.

In 1984 the President's Advisory Committee on the University Library (PACUL) reviewed the status of the Library. The PACUL report stated that the Library's first responsibility was to serve the curriculum taught at the University, that the primary collection would unlikely meet "even the principal research needs of many faculty", that research material available at nearby research libraries should not be collected at SFU, that collections policy should correspond to user habits (with specific reference to books in languages other than English), and that subject librarians should reduce time spent on primary collections building and increase their reference service, especially as it relates to the secondary collection. The PACUL Report recommended a review and reduction of the annual acquisition of serials. The report identified problems with maintaining three divisions in the public service area. It also suggested (but did not recommend) that the University would be best served by a two divisional structure, one for reference and collections and the other for materials transactions.¹⁷

A forum held November 21, 1984, attended by thirty-five librarians, endorsed the recommendation that collections policy continue to emphasize access to the secondary collection. No position was taken on reorganization.¹⁸ Several months later the "Library Annual Report: 1984-85" announced that "a thorough analysis of our organizational structure resulted in the formation of a Reference Division and a Collections Management Office in place of our previous three Collections Divisions."¹⁹ Acquisitions decisions had been centralized in the Office of Collections Management.

17. *Report of the President's Advisory Committee on the University Library*, (PACUL), August 1984, p. 15.

18 "Library Forum held November 21, 1984, to discuss the report of the President's Advisory Committee on the Library."

19 *Library Annual Report: 1984-85*, p. 1.

The ULRC recognizes that given the size of the SFU Library collection, its current funding and the diversity of faculty research interests, it is impossible for the Library to fully satisfy this client group. However, given the scarcity of resources, it is imperative that the Library ensure that faculty know how collections decisions are made, and how to influence those decisions. This will help to avoid errors of omission.

In formal submissions, interviews and in comments on the faculty library user surveys, faculty complained about the difficulty in obtaining monographs and journals, especially in new fields. They are dissatisfied with the failure to inform them whether a request had been accepted or denied, and if denied, why. Some suggest that decision-making and communication is too centralized. While some faculty correspondents knew that the Library has purchased few new journals recently, others seemed unaware. Some did not realize that the Library has a policy of not buying materials solely for faculty research.

There are abundant examples. Of the respondents to the faculty library user survey, 84 percent had never seen their area's acquisition profile. Thirty percent could not name their unit's library representative. Thirty-eight percent never scanned new, uncataloged books, and some commented on their questionnaire that they did not know about this service. Of those who had requested that the Library acquire specific materials, 32 percent did not know if their request had been granted. And, in the face of ignorance about how collections policy worked, half were dissatisfied with journal and monograph collections in their area. Interestingly, a number of submissions to the ULRC included detailed requests for specific material.

The demand for library services is driven directly or indirectly by faculty. Faculty require library services to further their own research. Student needs are largely derived from faculty-determined course requirements, including required readings and term papers. Yet there is considerable evidence that the link between faculty and the Library is far too tenuous.

B. PROBLEMS

Considerable disagreement attended this change. While there was consensus in the Library Management Group and broad agreement among staff that the number of specialists might be reduced, the University Librarian concentrated all collections development in one office over the disapproval of many professional librarians. Those who still object to the policy cite a failure to establish criteria or goals for collections development and the acquisition of inappropriate materials without an opportunity to make corrections. Others defend the move as necessary and efficient. There is disagreement amongst librarians as to what their role is in the acquisitions process. Apparently some continue to advise Collections Management while others do not.

There is also evidence that lack of communication has led to errors of commission. That is, there seems to be an imperfect mechanism to ensure that unwanted material is not purchased. The experience with the serials review is illustrative.

Throughout the 1980s the Library faced a period of budget constraint. Concurrently the price of academic journal subscriptions increased much more rapidly than the general rate of inflation, and the number of journals proliferated. Faced with these threats, the appropriate strategy would have been to swiftly audit the serials portfolio, and to determine collectively with faculty which serials represented value for money, and to implement an ongoing policy for serials review. This was not done. Serials reviews were delayed until the late 1980s, by which time the Library had ceased acquiring new journals for existing programs or existing journals for newly established programs. When the reviews were conducted they were difficult, even traumatic, as departments were asked to severely cull journal subscriptions.

Again, the responsibility for this delay cannot be attributed solely to the Library. Limited staff and the pressure of increasing enrollments made it difficult to free resources for the review process. In some instances faculty resisted the culling process and took a parochial position toward "their" journals. Eventually, when it was understood that there would be no new serial acquisitions unless some were discarded, the rationalization process went through. In this process it was important to inform faculty of what material was attributed to their area and the cost of each subscription. It is worth noting that in many departments faculty were able to identify inconsequential (and often expensive) material that all were willing to discard. Clearly, periodical subscriptions and the monograph acquisition profile should be reviewed on an ongoing basis and not under crisis conditions.

The serials review process also brought to light the fact that the size of collections in specific areas was a function of historical accident rather than current reality. Large, long established programs had an inordinate volume of material relative to the more recently established.

In summary, Library policy must be brought more into line with the development of academic programs. This involves hard choices in the allocation of scarce resources. However, competition for resources is a way of life in the University community. There is active competition for appointments, space, research funding and the like, and in that competition there are winners and losers. The allocation of Library resources must be more sensitive to the direction that competition takes. For example, those who successfully champion new programs must seriously consider the ramifications of their success in terms of demand for Library services. This means consulting with the Library to accurately quantify those demands and ensuring that resources will be available to satisfy those demands.

C. SOLUTIONS

The solution to these problems is to enhance communication between the Library and academic programming. This can be addressed at several levels.

At the primary level we agree with the external reviewers that each department and academic program be assigned a librarian who would be the primary liaison to that academic unit for all aspects of library service, including collections development. The designated librarian would act as the "conduit" for information between the Library and the academic group. In a sense the chosen librarian would represent the Library to the group, and represent the group to the Library. Responsibilities would include meeting with department library representatives, providing library instruction for students (and perhaps faculty) associated with the group, ensuring that members of the group are informed of new, modified or discontinued services affecting them, and informing Library management of changing needs of the group in such areas as collections development, instruction, and information dissemination.

With respect to responsibility for collections development, which is a contentious issue within the Library, we recognize that there is no returning to the past when individual subject librarians had discretion over specific budgets. However, the pendulum has swung too far in the opposite direction, resulting in an isolation of the University community from the collections process.

RECOMMENDATION 8: For each department or academic program a librarian should be designated as the primary contact person for all aspects of library service to that academic group.

Other policies will flow from the adoption of this recommendation. For example, subsequent recruitment of librarians should be geared to match expertise with academic programs. Specialist librarians would take greater responsibility for producing bibliographic guides to their designated areas and would play a greater role in increased library instruction. Good contact at the departmental level would also serve to enhance the status of departmental library representatives, since they would have some influence over collections policy through close collaboration with the designated specialist librarian. This seems superior to the current practice whereby individual faculty members directly deal with collections management.

Further, several other undone tasks involving collections management and requiring input from the academic programs would be facilitated by enhanced communication between designated specialist librarians and their respective academic units. For example, in 1986, the Library made a commitment to do no "weeding" of the

collection until a procedure for consultation with the academic programs was in place. Development of this procedure has awaited the recent arrival of the new collections librarian; it is still not available. The problem of missing material, which will require decisions on what should and what should not be replaced, also remains unresolved.

Communication must also be enhanced at higher levels. The previous Library review recommended that all faculties establish library users committees and that the standing of the Senate Library Committee (SLC) be enhanced by, among other things, appointing the Vice-President Academic as *ex-officio* chairperson. To date not all faculties have established users committees, and while the Vice-President Academic does now chair the Senate Library Committee, its standing has not been appreciably enhanced.

Unfortunately, in the past seven years responsibility for the Library has been passed from the Vice-President, Academic to the Vice-President, Research and Information Systems, and back again. We favour the current situation, since it emphasizes the Library's place in academic programming.

RECOMMENDATION 9: The University Librarian should continue to report to the Vice-President Academic.

The standing of the Senate Library Committee remains an issue. If that committee is to play a meaningful role as advocate for the Library in the Senate and in the wider academic community, then it must be seen to exercise some influence over Library policy. This has not been the case.

A review of the minutes of SLC meetings shows that questions, problems and suggestions from the Arts and Science User Committees are considered, but that action on points of friction is rare. Monitoring of the implementation of the 1984 PACUL recommendations which were accepted, and critical appraisal of the rationale for the rejection of others, was inadequate. We suspect that these problems are explained in part by the infrequency of meetings (often at 6 or 7 month intervals) and the high turnover of user representatives.²⁰ Another factor is the ambiguous role of the Committee. According to the University Act, "the academic governance of the university is vested in the senate and it has the power ... to make rules for the management and conduct of the library."²¹ The Senate Library Committee is to advise the University Librarian in formulating policy and allocating funds, and to report and make recommendations to Senate. In contrast to this, the current Committee sees itself as a "passive" committee, without executive function.

²⁰ Over the past four years the Senate Library Committee has met only nine times. The Terms of Reference set by Senate call for meeting at least once each semester.

²¹ *University Act*, Part 7, Section 36.

The 1984 review committee concluded that the organizational structure was too "flat" in that too many managers were reporting directly to the University Librarian. The span of control had become too extended, and given the growth in the University, this problem was predicted to become more severe with time.

A number of forces combined to bring about the current organizational configuration. The change in collections policy led to the creation of a collections management position, and the compression of the Humanities, Social Sciences and Sciences Divisions into a single Reference Division. This change was in accordance with an external consultant's recommendation that public service tasks be collected into a single division. However, a parallel recommendation that technical services also be consolidated into one division was not followed. Currently, Loans, Serials and Monographs remain separate.

If "flatness" was a problem in the early 1980s, it was not corrected by the reorganization. Currently the Library Management Group includes a dozen managers,

The Library underwent a major reorganization in the 1984-1985 period. Prior to that six divisions (Social Sciences, Sciences, Humanities, Loans, Serials, and Monographs), the Associate Librarian, the Budget and Planning Librarian, the Systems Coordinator, the manager of Library Support and Office Services, and the manager of Library Building and Equipment Services reported directly to the University Librarian.

A. ORGANIZATION

The effectiveness of the administration of the Library has been an ongoing issue. There are two main areas of concern. First, there have been questions raised about the appropriateness of the organizational structure of the Library. Second, there is a lack of performance measurement for the Library as a whole, its management, and to a lesser extent its staff.

IV. ORGANIZATION, MANAGEMENT AND PERFORMANCE

RECOMMENDATION 10: The Senate should review the mandate and operation of the Senate Library Committee.

It neither receives the detailed information it would need to advise the University Librarian, nor does it adequately report to Senate on serious matters brought to its attention.

with duties ranging from collections to bookstore management, all reporting directly to the University Librarian.

In the course of the review, the Committee was informed of numerous organizational problems within the Library. However, allegations of inefficiencies in the organization of work are difficult to evaluate in a multi-service facility, and the task is made more difficult by the lack of quantitative efficiency monitoring. In any case, there was repeated mention of flawed communication between staff and management. This came from both management supporters and opponents. Commonly the comment was that there was simply no response to questions, suggestions and ideas.

In our deliberations on the issue of organizational structure we have relied heavily upon the input of the external reviewers who are very well versed in current library management practice. They were explicitly instructed to carefully consider the extant structure, and we discussed the issue at length with them. We accept the arguments set out in their report and recommend organizational restructuring.²²

The substance of the recommendation is the creation of a more hierarchical structure. We discussed possible reorganizations to achieve this goal with the external reviewers but following their advice we have not recommended a specific organization plan. This does not reflect ambivalence about the need for significant reorganization. Rather it is intended to allow the University Librarian and Vice-President Academic latitude in developing the most appropriate structure consistent with the recommendation.

RECOMMENDATION 11: The Library's management structure should be based on Assistant or Associate University Librarians, each with line management responsibility for a functional area and commensurate authority and accountability.

B. PERFORMANCE MEASUREMENT, IMPROVEMENT AND ACCOUNTABILITY

As has become abundantly clear in the process of this review, the evaluation of an academic library's performance is a formidable task. There are no simple measures of library, or library personnel performance. Moreover, the accumulation and organization of data bearing on performance is an arduous chore, made more difficult when done irregularly. The efforts of the Library in preparing for this review attest to this latter point.

²² External Review Committee, *Report to the University Library Review Committee of Simon Fraser University*, (August 1991), pp. 6-7.

1. Performance Measurement

While there are no simple statistics for performance measurement we nevertheless think more can be done in this regard.²³ Our analysis has been difficult because of the absence of accurate, basic information on such things as the relative spending on libraries by post-secondary institutions in Canada. The collection, organization and dissemination of such data is the responsibility of the Canadian Association of Research Libraries (CARL). We would suggest that our Library encourage CARL to continue to generate comparable data and in particular to ensure that material referring to SFU is accurate and current.

To our knowledge the Library does not routinely measure performance in such terms as the cost of particular services (e.g., per unit costs of providing telebook) and the quality of particular services (e.g., speed of delivery of material to users). While precise quantitative measures are probably not available, we believe that some sort of ordinal measures are possible (i.e., is the Library, or a component of the Library, getting better or worse at particular activities).

In anticipation of the review the Library conducted user surveys; this Committee also surveyed faculty users. In our opinion these surveys have generated very valuable information which will assist the improvement of library services. Such surveys could be conducted on a regular basis to monitor user satisfaction.

Analysis of collections, tests of performance and surveys of users all provide valuable information which is needed for short-term performance evaluation and for long-term review. This Committee was hampered by the lack of performance data. Moreover, much information seemed to be generated for the first time during the actual process of review. Finally, if the Senate Library Committee is to play a meaningful role on behalf of Senate in overseeing the policies that determine the management and operation of the Library, it must have ready access to data on Library collections and performance.

In summary, we agree with the external reviewers that there should be an improvement in the quantity and quality of information about Library resources, the allocation of those resources, and the effectiveness of that allocation. The availability of such information would help the Library improve its services and inform the University community of its activities.

23 There is a literature dealing with the measurement of library performance. The University Librarian furnished each member of the ULRC with a copy of a standard text on library evaluation (F.W. Lancaster, *If You Want to Evaluate Your Library*: Univ. of Illinois, 1988) which provided simple tests. Several of these were employed by the ULRC and the results are set out in Appendix B.

RECOMMENDATION 12: The Library should regularly and consistently report its activities. This reporting should include financial information, collections statistics, service output data, initiatives, and performance measures.

2. Accountability

In the course of our review several concerns bearing upon accountability emerged. These involved the line of reporting for the University Librarian, term appointments for library administrators, and position descriptions setting out the responsibilities for all librarians. The background, positions of the parties involved, and the implications of policy change were discussed at length with the external reviewers. We concur with their analysis and their recommendations.

It was repeatedly stated in interviews, submissions, and discussions that accountability was inadequate at both the management and professional staff levels. The Committee did not investigate specific claims and counter-claims as this was neither within its mandate nor likely to be constructive. However, we have concluded that the perception of a problem is so widely and strongly held that it compromises the effective operation of the Library and therefore warrants attention. We believe that the situation can be remedied by formalizing review procedures.

With respect to administrative positions, we have accepted the advice of the external reviewers and recommend term appointments. This is a common practice in North American academic libraries and is viewed by professionals as working well. We have carefully considered the arguments for and against this practice. We have consulted with other library administrators in Canada. On balance, we think the policy has merit and recommend its adoption.

RECOMMENDATION 13: All appointments at the Assistant University Librarian level and above should be term appointments with a formal consultative review prior to reappointment.

With respect to professional librarians, we believe that a more explicit statement of responsibilities is called for. We recognize that some believe that detailed position descriptions run counter to the academic nature of these appointments. However there is now clearly too much personal interpretation of individual duties, and this has led to difficulties in implementing policies and achieving goals.

RECOMMENDATION 17: Implementation of employment equity goals should be given more priority.

In so far as the Library provided no evidence of effort to achieve, or of procedures to monitor its progress toward, the goals of Simon Fraser University's Employment Equity Plan, we endorse the external reviewers' recommendation to review the adequacy of attention to issues of diversity and employment equity.

RECOMMENDATION 16: Professional development should be given greater emphasis.

To ensure that management and staff are equipped to achieve identified goals and to meet the inevitable challenges which will arise in the practice of their professions we recommend greater emphasis on professional development.

RECOMMENDATION 15: Library staff should be meaningfully involved in strategic planning and review.

To ensure that management and staff goals are in harmony Library Management should ensure staff participation in strategic planning and in the evaluation of the implementation of agreed upon plans. It is disappointing to note that a significant number of submissions to the Committee were critical of staff/management relations in the Library. The issue was identified and documented in the Situation Analysis section of the Library's Strategic Plan, which includes a long list of staff responses to a questionnaire circulated at the outset of the strategic planning process.²⁴ A Task Group was set up to address these concerns, but to our knowledge no action was taken during the course of our review. In our opinion a large part of the problem stems from a commonly held perception of staff that their ideas are not valued by management. Accordingly, we encourage Library Management to ensure meaningful staff participation in strategic planning and review.

RECOMMENDATION 14: All librarians should have a current position description. This description should be established through a consultative process, it should set out responsibilities, and it should form the basis for evaluation.

V. OPERATIONS

The ULRC does not have the appropriate expertise, and the external reviewers had neither the time nor the mandate to review library operations in detail. Nevertheless a number of issues which warrant attention were raised during our dialogue with members of the University community and by the external reviewers .

A. LIBRARY AUTOMATION

Numerous criticisms of the Library's computing system were registered during the review process. These ranged from minor complaints to wholesale condemnation of the decisions to install the GEAC system and to proceed with its subsequent upgrading. We have studied the performance of the system and must agree that there are problems.²⁵ With hindsight it may be possible to argue that this acquisition was not the best possible, however we are satisfied that the process by which the original decision was made was sound.

The important fact is that the GEAC system will not be viable in the near future. This is acknowledged by the vendor, and was reported to the Senate Library Committee as early as last year.²⁶ Migration to another system is inevitable and therefore the Library must immediately plan for that migration, and it must be provided with the funding necessary to do that planning.

RECOMMENDATION 18: The Library should immediately plan for a migration to an alternative computer system.

In the interim, the Library should strive to correct as many of the current system deficiencies as possible. One enhancement that is long overdue is implementation of an authorities system for the on-line catalogue.²⁷ The 1985 "GEAC Implementation Report" described a plan for loading the authorities database in 1986.²⁸ This matter was again discussed in the 1989 Upgrade Plan.²⁹ This document recognized database clean-up and implementation of an authorities subsystem as the top priority for the upgrade based on the analysis of expressed user needs. To date, there has been no action, despite the allocation of funds for this project in the budgets of several past years.

25 A list of complaints appears as Appendix F.

26 *Minutes of the Senate Library Committee Meeting*, October 31, 1990.

27 Authorities control is a system for ensuring uniform records for authors, titles and keywords, and to cross-reference alternatives. The idea is to avoid multiple entries such as occur for Sir Winston Churchill as author (10 variations of title, family name, given names and dates).

28 *Library GEAC Implementation Report Part I*, June 1985.

29 *Planning for a Major Library System Upgrade/Replacement*, February 1989.

RECOMMENDATION 19: Implementation of an authorities control and "clean-up" of the OPAC database should not be delayed.

B. FUNCTIONAL REORGANIZATION

The external reviewers have identified two areas of concern which deserve attention. First, they recommend the combining of the serials and monographs units into one department. The ULRC had been apprised of problems in the logistical organization of these two divisions. The 1984 PACUL report questioned the advantages of a separate serials division. To our knowledge no compelling argument was made to support the separation of these divisions. Therefore, we accept the recommendation of the external reviewers.

RECOMMENDATION 20: Monographs and serials should be brought together into one unit.

The external reviewers also expressed concern over the handling of government documents. We have no express position on this matter, and acknowledge that the issue was not raised during our information gathering.

RECOMMENDATION 21: The Library should explore the potential benefits of a more unified approach toward the management of government documents.

Finally, we heard evidence of problems with the operation of the Secretarial and Clerical Pool. We urge library Management to review the concept and operation of this unit, taking due regard for the opinions of its members and the professional staff with whom they work.

RECOMMENDATION 22: The Library should review the concept and operation of the Secretarial and Clerical Pool.

C. LOANS

Finally, we note that the external reviewers raised concerns about material availability. They argue that heavy demand for specific material can be accommodated by purchasing additional copies, shortening the loan period, or both. The question of multiple copies and the loan period was raised in other submissions. Also, our survey shows that while the majority of faculty approve of the current semester-long loan period, forty-two percent would prefer a shorter period. Several respondents commented that a shorter, or a variable-length period might be better. We urge the Senate Library Committee to act upon the 1984 PACUL recommendation to review the loan period. This review should also consider other factors affecting material availability such as acquisition of multiple copies and replacement of missing material.

RECOMMENDATION 23: The Senate Library Committee should review the loan period and other policies affecting material availability.

VI. CONCLUSIONS

Over the last decade the Library has confronted both threats and opportunities. Its effectiveness was threatened by the fiscal restraint which characterized funding of the public sector of British Columbia throughout most of the period. At the same time opportunities, primarily in the area of technological advances, emerged. Exploiting those opportunities while constrained by limited resources was a formidable task. In the process the links between the Library and the academic programs became attenuated. The intent of many of the Committee's recommendations is to reverse this process and thereby enhance the Library's capacity to serve the University's teaching and research functions.

In closing, the Committee notes that a number of the issues raised and recommendations made are not novel. Many are reflected in the PACUL Report of 1984, and some go back further than that. Hopefully the conclusions and the recommendations contained herein will not have to be reiterated in the future.

APPENDIX A

FACULTY LIBRARY USER SURVEY

SUMMARY OF RESULTS

All regular faculty (including laboratory instructors and lecturers) were surveyed in July 1991. Approximately 675 surveys were sent out. Of these, 288 were returned (a return rate of approximately 43%).

Attached is a summary of the results of this survey. More detailed analysis of the results, and a compilation of comments, will be provided to the Library and will be accessible to interested parties.

NOTE: N/R indicates no response. Percentages may not sum to 100 due to rounding.

FACULTY LIBRARY USER SURVEY RESULTS

1. Please indicate your faculty.

Faculty of Arts	47%
Faculty of Business Administration	8%
Faculty of Science	24%
Faculty of Education	6%
Faculty of Applied Sciences	15%

2. To which age group do you belong?

[25-34] 12%	[35-44] 31%	[45-54] 36%	[55-65] 15%	[65+] 2%	[N/R] 5%
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3. How often do you use the SFU library to

	—At least once a—					N/R
	day	week	semester	year	never	
Borrow or renew library material	1%	36%	56%	4%	1%	2%
Use journals in the library	1%	48%	45%	5%	<1%	1%
Use print material in the library	1%	27%	38%	8%	14%	12%
Use non-print media in the library	1%	7%	22%	21%	34%	16%
Scan current journals	2%	39%	47%	7%	3%	2%
Scan new (uncatalogued) books	0%	9%	25%	16%	38%	11%
Consult a librarian	<1%	11%	49%	25%	10%	5%
Use printed reference material (e.g., indexes)	1%	16%	49%	19%	10%	6%
Use computerized references (e.g., CD-ROM)	1%	15%	26%	16%	33%	9%
Browse in the collection	1%	21%	44%	16%	12%	7%
Use photocopy services	<1%	31%	47%	8%	10%	5%
Use inter-library loans	1%	14%	47%	24%	11%	3%

4. To what extent do you rely upon the following information sources?

	heavily	somewhat	rarely	never	N/R
SFU Library	61%	32%	7%	1%	<1%
UBC Library	16%	38%	33%	9%	4%
Own (or department's) journal subscriptions	51%	26%	10%	10%	2%
Own (or department's) monograph collection	40%	17%	17%	20%	7%
Municipal public libraries	4%	22%	39%	31%	5%
On-line data bases (other than SFU)	7%	18%	26%	42%	6%
Other academic libraries	8%	18%	43%	25%	5%
Other sources	15%	27%	28%	14%	16%

5. Do you have convenient access to a personal computer with a modem? yes 73% no 25% N/R 1%

6. Do you have convenient access to a network connection? yes 67% no 30% N/R 4%

7. How satisfied are you with the following?

	very satisfied	satisfied	dissatisfied	very dissatisfied	No opinion
Hours of opening	49%	43%	2%	<1%	5%
Photocopy services	19%	52%	15%	2%	12%
Ease of use of on-line catalogues	15%	54%	17%	3%	11%
Accuracy of on-line catalogues	8%	47%	23%	4%	18%
Microform facilities (e.g., readers)	3%	34%	15%	5%	44%
Availability of space	2%	33%	32%	15%	19%
Work environment (lighting, temperature)	5%	49%	19%	11%	17%
Reserves system	9%	61%	11%	5%	14%
Inter-library loan	17%	52%	9%	2%	19%
Recall system	9%	60%	12%	6%	14%
Retrieval of stored material	4%	40%	9%	3%	44%
Shelving (i.e., organization) of material	5%	57%	14%	4%	20%
Journal Collection in your area	2%	37%	38%	21%	1%
Monograph Collection in your area	1%	35%	33%	17%	14%
Data Base Collection in your area	1%	19%	16%	14%	50%
Govt document Collection in your area	<1%	21%	14%	7%	59%
Microform Collection in your Area	1%	18%	7%	7%	68%
Assistance from Library Staff	22%	60%	5%	2%	11%
Dissemination of information about the library (e.g., new services, acquisitions)	5%	39%	27%	7%	22%
SFU faculty privileges at UBC	5%	48%	13%	3%	31%

8. Have you ever seen the "acquisition profile" which applies to your subject area? yes 16% no 84%

9. In the past year did you request that the Library acquire any material? yes 64% no 36%.

If you did make a request, was it filled? yes 38% no 30% do not know 32%

10. Without inquiring, could you name your unit's library representative? yes 68% no 30% not applicable 3%

11. For material which is allowed to circulate, what loan period do you prefer?

semester	4 weeks	2 weeks	no opinion
53%	19%	23%	5%

12. In your opinion how have the following changed over the past five years?

	improved	about the same	deteriorated	no opinion
Specialized reference services	5%	24%	14%	57%
Journal collection in your area	5%	32%	38%	24%
Reference collection in your area	4%	33%	28%	35%
Monograph collection in your area	4%	26%	34%	36%
Other non-print material in your area	4%	11%	7%	78%
Access to off-site material	6%	28%	7%	59%
Faculty input to the acquisition process	5%	30%	16%	48%

APPENDIX B

LIBRARY PERFORMANCE TESTS

SUMMARY OF RESULTS

A. DOCUMENT AVAILABILITY - PRIMARY COLLECTION

Twenty-five journals were selected as representative major literature sources covering a wide variety of disciplines across the university. An article was chosen at random from a recent issue of each journal, and a list of citations was compiled. The on-line catalogue (OPAC) was then checked to determine which of the cited works are available at SFU. The results are as follows:

Total number of citations searched 798
Sources available at SFU 564 (71%)

The 71% availability rate is accurate to 3% at the 95% confidence level.

B. DOCUMENT AVAILABILITY - SECONDARY COLLECTION

Of the cited works found to be unavailable at SFU (test A, above), 20 were randomly selected and submitted as inter-library loan (ILL) requests. The response times and results were as follows:

Number	Inter-Library Loan Response	of days
1	not available for loan (Georgetown Univ. Ph.D. thesis)	
2	Found at SFU (original citation incorrect)	
2	Found at SFU (original citation incorrect)	
4	book from UBC	
6	book from UBC	
6	book from U. Alberta	
6	book from UBC	
6	book from UBC	
10	photocopy from UBC	
10	photocopy from UBC	
10	photocopy from UBC	
12	photocopy	
13	photocopy from UBC	
14	photocopy	
21	photocopy from UBC	
23	photocopy	
29	photocopy	
58	Library unable to locate article	
62	photocopy	

C. KNOWN ITEM SEARCH

Items were chosen at random from the list of call numbers in OPAC. Non-circulating items were excluded. Those items not marked as on loan were searched for in the location listed in OPAC. Repeat searches were conducted at least 2 times over a 10-day period for those items not found on the first search. For those items found in the stacks, a note was made of the date last circulated, and the results added to the Monograph Usage test described below.

The results of the Known Item test are as follows:

Total items checked	317	
On loan	29	(9%)
Listed as missing in OPAC	22	(7%)
Not found	6	(2%)
Total lost items	27	(9%)

(One of the items listed as missing was actually in the stacks.)

D. MONOGRAPH USAGE

Books were chosen randomly from the stacks or via the Known Item Search described above. The recall date stamp was used to determine when the book had last been circulated. The total number checked was 812 (excluding new books which had not been circulated). The results are presented as cumulated totals for circulation within given periods.

loaned within past 6 months	176	(22%)
loaned within past 1.5 years	331	(41%)
loaned within past 3.5 years	473	(58%)
loaned at least once since acquisition	708	(87%)
never loaned	104	(13%)

Note that the above results are biased by restricting the sample to items found in the stacks. One can correct for current loans by using the 9% estimate from the Known Items Search. The adjusted percentages are set out below.

loaned within past 6 months	28%
loaned within past 1.5 years	46%
loaned within past 3.5 years	62%
loaned at least once since acquisition	88%
never loaned	12%

APPENDIX C

REPORT OF THE EXTERNAL REVIEWERS

In June 1991 the University Library Review Committee retained three experts to assist in the review.

Michael Buckland

Position:

Professor, School of Library & Information Services,
University of California at Berkeley, formerly Assistant
Vice-President for Library Plans and Policies,
University of California System-wide Administration
Sheffield University, Ph.D. (Economic Analysis and
Librarianship)

Education:

Numerous books and refereed articles; ranked as fourth
most heavily cited author among 411 faculty of schools
of librarianship (Journal of Education for Librarianship,
23, 1983:161.)

Publications:

Michael Gorman

Position:

Dean of Library Sciences, Henry Madden Library,
California State University at Fresno
Ealing School of Librarianship, Fellow of the British
Library Association
Author or editor of several books, author of over 80
articles in professional and scholarly journals

Publications:

Ellen Hoffman

Position:

University Librarian, York University
University of Wisconsin, M.A. (Library Science)
Numerous refereed articles and conference papers

Publications:

All three external experts have experience in the evaluation of academic
libraries. They were provided with extensive documentation bearing upon the
operation of the SFU Library and subsequently visited the campus on August 4, 5
and 6, 1991. Their report follows.

REPORT TO THE
UNIVERSITY LIBRARY REVIEW COMMITTEE
OF
SIMON FRASER UNIVERSITY

by

Michael Buckland

Michael Buckland, Chair

Michael Gorman

Michael Gorman

Ellen Hoffmann

Ellen Hoffmann

August 1991

EXECUTIVE SUMMARY

Simon Fraser University is no longer small and new. It is a sizeable institution with a record of achievement. The university library is well-established and the severe budgetary crises appear to have receded. The task has now changed: Simon Fraser University Library needs to emphasize effective partnership with the University's academic programmes rather than economy. Automation of library procedures are well-along. Library service now requires access to material stored electronically as well as to material on paper.

The University administration needs to address its past policy of inferior funding for the Library and the inadequate coupling of academic planning with library planning. Investment in access to electronic materials, needed anyway, also make Simon Fraser University a visible leader in British Columbia.

Resources. University support for the Library is surprisingly low. Budgetary support for the University Library should be raised to at least the median of Canadian universities (Recommendation #1). The Library has a space problem. A library space plan should be prepared, adopted, and maintained as an integral part of the University's planning activity (#2). Library planning should be based on mutually beneficial collaboration with other libraries (#3).

There is the need to strive to ensure that funding, space, and especially people are deployed effectively and optimally at any given level of resources. Academic planning and library planning should be more tightly coupled (#4). For each academic programme there should be a librarian designated as the primary contact person for all aspects of library service for that academic programme (#5). Every library employee should have an up-to-date position description (#6). The development of the Library's Strategic Plan should involve continuous active participation by all segments of library staff (#7). The Library's management structure should be based on Assistant or Associate University Librarians, each with line management responsibility for a functional area and commensurate authority and accountability (#8). All appointments at Assistant University Librarian and above should be term appointments with a formal consultative review prior to reappointment (#9). The University Librarian should continue to report directly to the Vice President, Academic (#10).

Operations. Several other topics deserve attention. An Information Desk should be installed at the main entrance as soon as practical (#11). There should be a more unified approach to government documents (#12). There should be a study of the availability of library materials and of how it could be improved (#13). Monographs and Serials Units should be combined into one department with a greater emphasis on function and on timely cataloguing (#14).

The Library needs to make a major investment in access to electronic resources. Leadership in this area could easily transform Simon Fraser's relationship with the University of British Columbia and other institutions from player to leader and from parasite to partner in a way that would not be feasible with materials on paper. We recommend leadership in access to electronic sources of information (#15). The University administrative should ensure that there is effective collaboration between the Library and those responsible for telecommunications and support of academic computing (#16). There should be immediate consideration of the nature and timing of the replacement of the present GEAC system (#17). Management reports, library service output measures, and management information need improvement (#18). With appropriate accountability, the Library should have greater authority for internal budget management (#19). There should be a performance appraisal for all library employees at least annually (#20). There should be more attention to staff development (#21). There should be a broader, more extensive programme of library instruction (#22). The adequacy of attention to issues of diversity and employment equity should be reviewed (#23). The recruitment of librarians should match the academic programmes of the University (#24). There should be a study of the adequacy of library support for courses offered at a distance (#25).

These recommendations would bring the Library closer to what is generally regarded as good administrative practice among North American university libraries. Implementation should enable Simon Fraser University Library to cope more effectively with its present role in the changed situation of its second quarter century.

INTRODUCTION

Simon Fraser University is no longer a small, new institution needing to establish itself. A quarter of a century after its founding, it is a sizeable institution with an established record of achievement. The same is true of its library. The Herculian task of establishing an entirely new university library, initially with massive dependence on longer-established libraries, is past. The severe budgetary crises which followed appear to have receded. The task is now different: A well-established library needs to engage in collaboration and partnership with the University's academic programmes and with other libraries to maximize its effectiveness. Our recommendations focus on the new role of the University Library.

For a library the impact of new technology can be viewed as occurring in two phases: "Library automation", essentially the use of computers for the library's internal procedures, has relatively little impact on library users until implementation of an online library catalogue. The online catalogue needs to lead into a comprehensive online library automated system which provides the basis for single terminal access to multiple files, including, potentially, text files and non-library files. Simon Fraser University Library has made substantial progress with library automation. The next phase, sometimes referred to as "the electronic library", involves provision of access to the now rapidly increasing range of information resources in electronic form in addition to material in paper and microform. Library service now requires provision of access to material stored electronically as well as to material on paper. Supporting access to electronic resources is not optional and should not be regarded as inherently any less important than access to materials on paper. An important new task for the University Library has arrived and has to be addressed.

In the changed situation of its second quarter century, the Simon Fraser University Library needs to reflect these changes. Library policy needs to concentrate not so much on being economical as being effective and remaining so in a changing situation. For the next several years the Library needs to invest significant attention to developing closer teamwork among library staff and a more effective collaboration with the rest of the University and with other libraries.

RESOURCES

University support for the Library is surprisingly low. The University of Victoria and the University of British Columbia both budget over 50% more per student for library service than does Simon Fraser University. Should it remain University policy at Simon Fraser to be in the lowest quartile of Canadian universities in support for library service? We think not. Recommendation 1: Budgetary support for the University Library should be raised to at least the median of Canadian universities.

The Library has a space problem. We understand that the space currently occupied by the Bookstore and other non-library units in the building are scheduled to revert to the Library in 1995 and that plans for building additional space are under consideration. The use of existing space should be reviewed at intervals.

Recommendation 2: A library space plan should be prepared, adopted, and maintained as an integral part of the University's planning activity.

It is always the case that some library users will have to use more than one library to satisfy their needs. In the early years it was inevitable that Simon Fraser faculty and graduate students would need to make use of other Vancouver area libraries, notably at the University of British Columbia. However, Simon Fraser has a percentage of graduate students that is not untypical for Canadian universities, it claims academic excellence in a number of areas, and its Library is not (and should not be) simply an undergraduate library. Library planning should be based on a conscious effort at collaboration and mutual benefit rather than dependency in relationships with other libraries and especially with the University of British Columbia Libraries. The need at Simon Fraser to develop extensive access to electronic resources provides one path in which self-interest could be combined with benefits for other at relatively low marginal cost. Recommendation 3: Library planning should be based on mutually beneficial collaboration with other libraries.

ORGANIZATION AND MANAGEMENT

Quite apart from the importance of additional resources, there is the need to strive to ensure that funding, space, and especially people are deployed effectively and optimally at any given level of resources.

Closer linking of academic planning and library planning. The purpose of the Library is to support the academic programmes of the University. Different programmes have different library needs. It follows that effective library planning depends on a tight linking of library planning with academic planning. It is not only a matter of the existence of programmes, especially instruction offered at a distance from Burnaby Mountain, but also knowing the priorities among them. The Library cannot be strong in all areas. How is the Library to determine where it should place its priorities and when and how it should change them? We received a strong impression that academic planning should pay more attention to library considerations and that library planning should be more responsive to changes in academic plans. Recommendation 4: Academic planning and library planning should be more tightly coupled.

Closer partnership with faculty and students. There were several indications that communication between academic departments (and faculty generally) and the Library has been weak and inadequate. Improvement will depend on effort and effectiveness on both sides. Academic departments and the Academic Senate can support a stronger and more effective library service only if they are well-informed about the Library. The

Library needs effective support from academic departments, from the Academic Senate, and from the faculty and students generally. The Library cannot provide really good service unless it is well-informed about the changing needs and concerns of those to be served -- and not only of those who come to the Library. As obvious examples, journal subscriptions, the approval plan profile, and collection development should always reflect current not past needs. Librarians should serve on relevant Senate and Faculty committees.

We do not question the ability of the Library staff to reach out beyond the Library, but it needs to be better organized. For each academic department and programme a librarian should be designated as the primary liaison for those served in that department or programme for all aspects of library service, including collection development. The librarian should be expected to view this role as including active outreach, being knowledgeable about the programmes involved, and seeking to ensure that library services are responsive to current needs. Recommendation 5: For each academic programme there should be a librarian designated as the primary contact person for all aspects of library service for that academic programme.

Position descriptions. Every library employee, including every librarian, should have an up-to-date position description which should form the basis for expectations of which work should be done and for the evaluation of the work that has been done. Where similar work is done by more than one individual, as among reference librarians, individual position descriptions should be based on generic position descriptions. Position descriptions need not be narrowly restrictive. The creation and regular review of position descriptions should be a collaborative effort and can form a useful basis for developing a consensus on priorities and on evolving roles in a changing situation. Regular review of position descriptions combined with annual reviews for all staff can also be useful to ensuring that the right work is being done and done at the proper level: It is inefficient for professionals to be doing what trained technicians can do, for technicians to be doing what clerks can do, and for anybody to be doing what machines can do. Recommendation 6: Every library employee should have an up-to-date position description.

Strategic planning. We were glad to see an active planning process for the development of a Strategic Plan for the Library. All segments of library staff should be actively, substantially, and continuously involved in this process, especially as specific objectives with deadlines and assigned responsibilities are developed. Recommendation 7: The development of the Library's Strategic Plan should involve continuous active participation by all segments of library staff.

Library management structure. In the normal management structure for a North American university library there are Assistant or Associate University Librarians, each with line responsibility for a major functional area. Typically, there are three such areas:

public services (reference, selection, library instruction, specialized libraries and collections); processing (acquisitions, cataloguing, binding, labelling, and circulation); and administrative services (accounting, budgeting, development, building and support services, personnel and staff development). Managers of some specialized functions such as personnel, systems, and coordination of collection development sometimes report directly to the University Librarian. The details vary but the general pattern is fairly consistent. The use of Assistant or Associate University Librarians in staff roles has been widely abandoned.

At any level of budget it is important to develop and to use staff, including professional staff, in ways that enable them to be as effective as possible. Automated procedures should lead to a closer integration of activities than with paper-based procedures. Both considerations argue for flexibility, collaboration, and effective leadership within and between broader functionally related areas each headed by an Assistant or Associate University Librarian expected to ensure effectiveness, teamwork, efficiency, and constant adaptation to changing conditions.

The present flat organization structure with twelve very varied positions reporting directly to the University Librarian, including an Associate University Librarian in a staff position, should be changed into the more usual pattern based on a few Assistant or Associate University Librarians each with line responsibility for a functional area. If need be, this could be achieved by redeploing existing positions. Recommendation 8: The Library's management structure should be based on Assistant or Associate University Librarians, each with line management responsibility for a functional area and commensurate authority and accountability.

Term appointments for administration. The University should change its personnel policies so that all appointments as Assistant University Librarian, Associate University Librarian, and University Librarian become term appointments with a substantial, consultative review after not more than five years. Reappointment would be subject to the same time limit and review. Term appointments for administrative roles can be combined with security of employment as a librarian or in some other role. This recommendation applies only to the administrative assignment and treats library administrators more like other academic administrators. Recommendation 9: All appointments at Assistant University Librarian and above should be term appointments with a formal consultative review prior to reappointment.

Each of the recommendations concerning organization and management should help Simon Fraser University Library cope more effectively with its present role. Also, each of them would bring the Library closer to what is generally regarded as good administrative practice among North American university libraries.

We recommend that the University Librarian continue to report directly to the Vice President, Academic. Even though the Vice President, Academic may well choose

to delegate some library matters to his staff, we expect that the current review will lead to significant changes in the Library deserving his attention. Recommendation 10: The University Librarian should continue to report directly to the Vice President, Academic.

OPERATIONS

Our visit was brief and intensive and we concentrated much of our attention on questions of organization and management. We noted several other topics where change appeared desirable but for which we had insufficient opportunity for detailed attention.

Entry level Information desk. Space utilization on the third floor appears less than ideal. Recommendation 11: An Information Desk should be installed at the main entrance as soon as practical.

Government documents. Official provincial, federal, foreign and international publications contain a wealth of important information, but using them is a difficult and specialized task. At present responsibility for selection, processing, and reference service for government documents appears to be distributed between four library departments. Because of the specialized and complex nature of this material we recommend a more unified approach. Recommendation 12: There should be a more unified approach to government documents.

Availability of library materials. The fragmentary evidence we received suggested that the probability of users' finding the books they want when they want them is relatively low. Whenever a collection is under pressure of heavy demand only three outcomes are possible: acquisition of additional copies of titles in demand; shortening of loan periods, at least for titles in demand; or a poor standard of service in terms of the probability of finding books when they are wanted. Our understanding is that the loan periods are long, that there is little systematic duplication, and that, as a result, there is a low level of availability. Recommendation 13: There should be a study of the availability of library materials and of how it could be improved.

Processing services. The processing of materials should be reorganized by function to form a more closely integrated flow centered on the automated system. Closer teamwork among staff can be expected to lead to better overall efficiency and effectiveness. The Monographs and Serials departments should be combined into one larger, more flexible, and more integrated department with more emphasis on function rather than format. Changed procedures, such as use of the OCLC database, should be considered to reduce the present six month cataloguing backlog and, thus, get materials to the shelves in a more timely manner. Recommendation 14: Monographs and Serials Units should be combined into one department with a greater emphasis on function and on timely cataloguing.

Access to electronic resources. We noted with interest the plans for access to electronic

resources as part of the Electronic Library Network (ELN). This is an exciting development, but perhaps not central enough to the Library's plans. Except for the Belzberg Library, the Simon Fraser University Library is currently somewhat behind general practice in providing access to electronic resources (e.g. CD-ROM equipment). Providing access is necessary, urgent, and important for the Library's clientele. The Library needs to make a major investment in this area with or without collaboration with other institutions in the province. Leadership in this area could easily transform Simon Fraser's relationship with the University of British Columbia and other institutions from player to leader and from parasite to partner. The development of access to electronic resources could benefit greatly from cooperative provincial developments, but is too important to Simon Fraser faculty and students to be allowed to be dependent on and paced by provincial developments. In this area Simon Fraser University could benefit itself and others by leadership in a way that would not be feasible with materials on paper. Recommendation 15: We recommend leadership in access to electronic sources of information.

Telecommunications and academic computing infrastructure. Effective progress with library automation and access to electronic resources will depend on effective collaboration between the Library and those with campus responsibilities for telecommunications and support of academic computing. Recommendation 16: The University administrative should ensure that there is effective collaboration between the Library and those responsible for telecommunications and support of academic computing.

Library automation. The vendor has announced that the current GEAC system is doomed. The only questions are which system should the Library change to and when the change should be made. Recommendation 17: There should be immediate consideration of the nature and timing of the replacement of the present GEAC system.

Management information. On the basis of our brief visit the quantity, quality, and intelligibility of reports on Library activities appears to need considerable improvement. For each area and for the Library as a whole there should be concise annual reports with clear summaries of expenditures, activities, goals, performance, and future plans. There should be a continuing programme of quantitative and qualitative evaluation of all library units. Recommendation 18: Management reports, library service output measures, and management information need improvement.

Budgetary flexibility. In addition to increased budget support from the University, the Library should undertake internal reallocation of funds to support high priority activities as identified by the Strategic Plan. Some new programmes will be funded by "old" rather than "new" money. It was our sense that the Library has little flexibility to retain savings, to reallocate among major budget lines, or to generate revenue and, as a result, budget management is reactive rather than active. Recommendation 19: With appropriate accountability, the Library should have greater authority for internal budget

management.

Staff performance. Every library employee including library managers should have their work performance reviewed at least annually. This, combined with up-to-date written position descriptions, provides a basis for an effective combination of agreed goals, feedback for employees, and well-informed management. Recommendation 20: There should be a performance appraisal for all library employees at least annually.

Staff development. The tasks facing the Library have changed over the years and will continue to do so. The need for more outreach to the groups served, the more extended use of new information technology, and the changes we recommend all pose significant challenges for the Library staff. Further, the Library staff appears to have become somewhat isolated from the mainstream of academic librarianship. The talent and dedication that is present needs to be supported by a greater attention to and investment in staff development if library service is to flourish. Some staff development programmes should be jointly sponsored by the libraries of Simon Fraser, the University of British Columbia, and the University of Victoria. Recommendation 21: There should be more attention to staff development.

Library instruction. We noted some good informational leaders in the Reference Department and were told of the availability of orientation tours and occasional presentations to students by librarians. Effective library use is knowledgeable library use. The need is greater with the rise of graduate student enrolment and the increasing complexity of bibliographic access. Recommendation 22: There should be a broader, more extensive programme of library instruction. This should be part of the systematic outreach to academic departments that is recommended elsewhere and combined with recruiting librarians with subject backgrounds matching the University's programmes.

Diversity and multicultural considerations. During our visit we became aware of very little evidence of attention to issues of recruitment, staff development, and outreach associated with issues of gender, ethnicity, and special groups. Recommendation 23: The adequacy of attention to issues of diversity and employment equity should be reviewed.

Subject expertise. Librarians bring professional expertise and some subject expertise. The range of subject expertise among librarians should match the academic programmes being served, especially in library activities such as collection development, reference service, library instruction, and liaison with academic departments. Librarians with science degrees, for example, are not now as difficult to recruit as they were. Recommendation 24: The recruitment of librarians should match the academic programmes of the University.

Library support of distant instruction. We heard a great deal about the delivery of library support for Simon Fraser courses taught at a distance from Burnaby Mountain.

The problem is a difficult one but the options are well-understood: one can provide a branch library (as at Belzberg); one can contract with a library in the locality to provide service to Simon Fraser students; or one can design labor-intensive "telebook" service. Each solution costs money. The University administration and the Faculty Senate should be actively concerned that any courses being taught as Simon Fraser courses without adequate library support are a disservice to the students and undermine the Simon Fraser's academic reputation and credibility. Recommendation 25: There should be a study of the adequacy of library support for courses offered at a distance.

SUMMARY

The second quarter-century of library service at Simon Fraser poses different requirements from those of the first quarter-century. The University and its Library are substantial in size and well-established. For the Library, the automation of library procedures are well-along. New challenges in terms of access to resources in electronic form and the longer term effects of working in the more integrated manner associated with computer-based rather than paper-based procedures.

The Library has become rather isolated from the academic programmes and from the mainstream of academic library practice. A continued emphasis on service needs to be combined with an emphasis on outreach to, and a much closer linkage with, the University's programmes. Since resources will always be more or less constrained, library operations will need to be characterized by greater flexibility, accountability, collaboration, staff development, and a continuous dialogue about the most effective deployment of people, space, and funds.

The University administration needs to address its past policy of inferior funding for the Library, the inadequate coupling of academic planning with library planning, and the serious possibility that judicious investment in access to electronic materials, needed anyway, could transform Simon Fraser University from being a follower to being visibly a leader in British Columbia. Further, the library administration and the library staff will need attention and support if the results of the present review are to be effectively translated into the improved library service that all of us wish to see.

APPENDIX D

CANADIAN RESEARCH LIBRARY EXPENDITURES, STAFF
AND COLLECTIONS

Table D-1
Library Expenditures as Percent of University Expenditures

	1985/86	1986/87	1987/88	1988/89	1989/90
UBC	5.40%	7.75%	7.85%	7.20%	7.12%
SFU	6.51%	6.45%	6.90%	6.27%	6.45%
UVic	N/A	N/A	8.47%	8.48%	8.30%
Alberta	6.90%	6.96%	6.52%	6.66%	6.61%
Calgary	8.97%	6.81%	6.48%	6.21%	6.40%
Regina	6.22%	7.65%	7.08%	9.59%	8.37%
Saskatchewan	6.33%	6.42%	6.65%	6.89%	6.88%
Manitoba	6.39%	5.91%	5.91%	5.91%	5.63%
Carleton	8.08%	8.41%	8.47%	8.15%	7.66%
Guelph	6.46%	6.43%	6.13%	5.94%	6.28%
McMaster	8.10%	8.22%	8.28%	8.37%	8.25%
Ottawa	6.70%	6.51%	6.36%	6.23%	5.52%
Queen's	7.84%	7.61%	8.83%	7.87%	7.65%
Toronto	7.95%	8.61%	8.28%	7.80%	8.45%
Waterloo	7.29%	7.06%	6.78%	6.89%	6.88%
W. Ontario	6.95%	6.93%	7.54%	6.75%	7.12%
Windsor	7.16%	8.32%	7.91%	7.06%	5.94%
York	5.93%	5.70%	5.47%	5.50%	4.99%
Concordia	6.34%	4.88%	5.27%	6.16%	5.76%
Laval	4.70%	5.81%	5.82%	5.66%	5.45%
McGill	7.93%	8.84%	8.21%	7.06%	4.33%
Montreal	6.68%	6.27%	6.65%	6.69%	6.80%
Quebec	5.65%	5.42%	5.45%	5.58%	5.28%
Sherbrooke	4.85%	4.89%	4.61%	5.03%	4.40%
N. Brunswick	6.57%	6.27%	6.25%	5.96%	6.92%
Dalhousie	5.65%	5.50%	5.63%	5.71%	5.73%
Memorial	7.37%	7.49%	6.87%	6.42%	6.89%
Average	6.73%	6.81%	6.80%	6.72%	6.50%

Source: Canadian Association of Research Libraries, *Statistics - Expenditures, Staff and Collections*, various years.

Table D-2
Library Expenditure per Student

	1985/86	1986/87	1987/88	1988/89	1989/90
	\$	\$	\$	\$	\$
UBC	708	768	842	776	746
SFU	546	546	528	474	546
UVic	N/A	N/A	723	735	721
Alberta	708	703	671	709	664
Calgary	714	548	505	515	549
Regina	533	712	536	785	662
Saskatchewan	530	535	612	643	663
Manitoba	494	392	417	458	483
Carleton	532	572	593	601	577
Guelph	567	585	598	600	588
McMaster	704	757	780	806	823
Ottawa	522	529	559	562	420
Queen's	634	678	802	733	572
Toronto	682	765	741	779	826
Waterloo	541	536	566	590	600
W. Ontario	477	494	558	551	678
Windsor	523	628	615	535	398
York	369	396	402	412	320
Concordia	416	404	418	478	685
Laval	436	493	519	519	526
McGill	569	782	787	792	810
Montreal	495	521	592	634	684
Quebec	305	314	385	419	437
Sherbrooke	351	431	390	412	422
N. Brunswick	490	480	495	550	591
Dalhousie	595	655	634	685	697
Memorial	599	606	624	631	673
Average	540	570	579	600	605

Source: Canadian Association of Research Libraries, *Statistics - Expenditures, Staff and Collections*, various years.

Table D-3
Students per Library Staff*

	1985/86	1986/87	1987/88	1988/89	1989/90
UBC	54	54	52	56	65
SFU	69	71	79	90	85
UVic	N/A	N/A	71	74	70
Alberta	59	65	65	66	75
Calgary	73	76	83	81	84
Regina	75	75	88	90	87
Saskatchewan	84	86	81	80	81
Manitoba	82	98	101	98	102
Carleton	78	79	82	85	88
Guelph	72	72	73	76	87
McMaster	65	65	67	67	70
Ottawa	69	72	72	77	102
Queen's	60	59	62	64	85
Toronto	54	54	49	58	60
Waterloo	74	78	79	81	86
W. Ontario	75	75	76	83	76
Windsor	80	80	76	86	121
York	106	106	112	112	153
Concordia	88	84	88	92	72
Laval	102	94	97	99	103
McGill	76	64	65	67	67
Montreal	77	82	84	83	81
Quebec	126	149	122	127	120
Sherbrooke	168	149	166	168	176
N. Brunswick	79	81	79	80	82
Dalhousie	58	56	63	60	63
Memorial	66	72	71	74	75
Average	80	81	83	85	90

*includes professional and support staff

Source: Canadian Association of Research Libraries, *Statistics - Expenditures, Staff and Collections*, various years.

Table D-4
Volumes* per Student

	1985/86	1986/87	1987/88	1988/89	1989/90
UBC	244	260	280	237	241
SFU	145	145	131	122	124
UVic	N/A	N/A	280	267	255
Alberta	193	186	192	196	184
Calgary	148	153	162	174	172
Regina	199	219	218	242	210
Saskatchewan	189	193	220	222	229
Manitoba	136	117	114	116	115
Carleton	129	132	130	131	129
Guelph	208	219	227	228	199
McMaster	174	230	228	227	221
Ottawa	116	146	149	144	111
Queen's	215	219	225	215	162
Toronto	175	183	185	186	188
Waterloo	117	127	130	129	120
W.Ontario	136	143	145	145	169
Windsor	211	214	213	204	147
York	113	116	118	119	95
Concordia	80	85	83	86	120
Laval	73	84	85	88	91
McGill	124	150	154	154	154
Montreal	88	98	101	104	111
Quebec	42	35	40	44	46
Sherbrooke	91	97	90	80	96
N.Brunswick	272	279	291	304	306
Dalhousie	167	178	170	178	176
Memorial	193	191	196	191	185
Average	153	161	164	165	158

* refers to print and non-print material

Source: Canadian Association of Research Libraries, *Statistics - Expenditures, Staff and Collections*, various years.

APPENDIX E

SELECTION OF SUGGESTIONS MADE TO THE ULRC

1. Estimate the hidden costs of seeking alternative sources due to the depletion of stock from semester loans.
2. Arrange for daily delivery of books from UBC or a shuttle bus to carry students to UBC Library daily.
3. Do a cost-benefit analysis of interlibrary loans versus a shuttle bus to UBC.
4. Investigate the efficiency of faxing ILL requests.
5. Create an on-line index for the secondary and tertiary collections.
6. Link SFU and the Public Library's on-line databases.
7. Arrange for print-out of OPAC bibliographies.
8. Compile and distribute a list of missing books once a semester.
9. Install chest-height reading shelves near the journals for browsing.
10. Put headboards on shelves with the names of journals cross-referenced, to note changes of names and locations.
11. Offer ongoing library orientation for more advanced students.
12. Have a librarian available to help with copyright and approvals.
13. Offer enlargement and reduction services at photocopying.
14. Use UBC photocopying services as a model.
15. Provide individual locked carrels for doctoral candidates.
16. Provide a telephone at the reference desk for on-campus calls.
17. Install pay phones in the Library.
18. Insulate the word station printers to reduce noise.
19. Write a "Library News and Views" column in SFU Week.
20. Found a "Friends of the Library Association."

21. Have a staff person stationed at UBC to process SFU inter-library loan requests, in particular photocopying.
22. Provide more reference material in CD-ROM format.
23. Move valuable old books (18th century) from the open stacks to the 1st floor.
24. There should be more written procedures manuals for Library staff, to lessen the dependence on local "experts".
25. Provide a Science reference desk on the 6th floor.
26. Put an OPAC terminal and photocopier outside the Belzberg Library for use when the Library is closed.
27. Provide simple forms for library users to suggest new acquisitions.
28. Provide simple forms for library users to report OPAC errors.

APPENDIX F

LIBRARY COMPUTER SYSTEM COMPLAINTS

The SFU Library operates an integrated computer system which is designed to handle all materials transactions (ordering, cataloguing, loans) as well as collections information (primarily the on-line catalogue: OPAC). It is based on a GEAC 9000 CPU and GEAC Library Information System software (collectively referred to as GEAC in the following). In the past five years \$2.63 million in capital funds and \$0.72 million in operating funds have been allocated to install, upgrade and operate this system.¹ A further \$1.35 million systems funding is proposed for the first year of the Strategic Plan's Technology Workplan, but most of this is for non-GEAC projects. However, judging from the volume and tone of complaints received by the ULRC, the GEAC system does not meet the expectations of many users, including both library staff and patrons.

A list of complaints follows (in no particular order as regards severity).

1. The PAT (patron information) and RES (reserves information) menu items are not available to remote computer users, only at terminals in the library.
2. Various computer databases (ERIC, PSYCINFO, MICROLOG, Grolier encyclopedias) are not available via the GEAC library terminals, only via the MTS computer system, which is soon to be eliminated.

3. There is no provision for the user to check the on-line catalogues of other B.C. Libraries.

4. There is no connection to internet, although many other academic and research libraries offer public access to their catalogues and information systems.

5. OPAC contains many inconsistencies and redundancies while generally lacking cross references. This is because there is no authorities file.

6. OPAC contains many errors. For example, a search of titles and subject headings turned up the following:

INTERNATIONAL, INTERNATIONAL, INTERNATIONAL,
INTERNATIONAL, INTERNATIONAL, INTERNATIONAL,
INTERNATIONAL, INTERNATIONAL, INTERNATIONAL

7. The system lacks an on-line message facility for such purposes as notification of OPAC errors and inconsistencies by the user.

8. There is no provision for printing OPAC records accessed at library GEAC terminals (except at the Belzberg Library).

9. The distribution of OPAC terminals in the WAC Bennett Library does not reflect demand. Most of the terminals are on the third floor, with relatively few on the floors where the serials and monographs are shelved.

1 SFU Libraries Strategic Plan, "Workplan for Goal 3: Expand and Improve Use of Appropriate Technology," April 1991.

10. Journals are not always shelved under the same name as given in OPAC (for example, due to a change in cataloguing rules). The OPAC entry contains a "shelved under..." note, but this is buried in the full bibliographic record, not the brief entry which the patron first (and usually only) inspects.
11. The GEAC invoice module is unsuitable for serials (no field for date information; the lengthy data input is reported to be slower than the old manual procedure).
12. The GEAC system makes no provision for routing journals to librarians and senior staff - a separate PC system is used.
13. The GEAC system lacks a module to track journals in the process of being bound - manual records are kept.
14. The GEAC system lacks a module to deal with Interlibrary Loans.
15. Circulation records are only preserved for the past two semesters, limiting their use for collections management purposes. Past records were lost during the recent upgrade to the 9000 CPU.
16. System reliability: There were many complaints from both users and library staff, but records of system operation are not readily available.
17. System response: During the Summer, a test by Library systems staff measured an average of 1.31 sec. for a complete screen rebuild following a SEND command. 85% (of the total 63066 SENDS) completed the task in less than 3 sec. The corollary is that 15% of the operations took longer than 3 sec. 140 terminals were in operation at the time of this test - presumably the system response would suffer substantially at times of peak load.

**Library Management Group
Simon Fraser University Libraries**

**LIBRARY MANAGEMENT RESPONSE
TO THE
OCTOBER 1991 REPORT
OF THE
UNIVERSITY LIBRARY REVIEW COMMITTEE**

**FINAL REPORT
NOVEMBER 25, 1991**

**SIMON FRASER UNIVERSITY
BURNABY, B.C.**

RESPON01(LMG|PEB

METHOD OF APPROACH: LIBRARY STAFF CONSULTATION IN THE PREPARATION OF THE LIBRARY MANAGEMENT RESPONSE

Dr. J.M. Munro, Vice President, Academic, requested that Library Management prepare a response to the Report of the University Library Review Committee on or before November 27, so that both documents could be transmitted to the Senate Committee on Academic Planning at its meeting in early December.

Although the time was short, the Library Management Group attempted to maximize the opportunity for all Library staff to contribute to this Response. The following schedule was observed:

- | | |
|-----------|--|
| Oct.18 | ULRC Report distributed to all Library staff. |
| Oct.21 | The LMG met to review its understanding of the various recommendations and observations contained in the ULRC Report. |
| Oct.22-31 | Library Division Heads and Managers held a number of meetings with their staff to discuss the ULRC Report and its recommendations. |
| Nov.1 | Suggested deadline for any written submissions arising from the Library staff meetings or any individual contributions which the staff wanted to make. |
| Nov.4-8 | All staff comments were incorporated into a single working document for review by the Library Management Group. |
| Nov.11-15 | The Library Management Group reviewed the working document of staff comments on the Library Response. These comments were subsequently distributed to Library staff for their information. |
| Nov.18-19 | The Library Management Group held a two day workshop to edit the working document into a final version of the Library Management Response. |
| Nov.25 | The Library Management Group met to suggest final additions and changes to the Response. |
| Nov.27 | The Library Management Response to the ULRC Report will be transmitted to Dr. Munro. Copies will also be distributed to Library staff as soon as approved by Dr. Munro. |

METHOD OF APPROACH: (continued)

Jan. 1992
The University Librarian will hold a series of information meetings with library staff in the new year after the ULRC Report and the Library Management Response have been considered by the Senate Committee on Academic Planning and by Senate.

INTRODUCTION

The report of the University Library Review Committee (ULRC) was long awaited and its recommendations provide good direction for the Library in the coming years. The Committee members should be recognized for their hard work in developing a list of recommendations from the disparate submissions by library staff and users.

Many of the recommendations in the ULRC's report support the work which the Library has already undertaken in its Strategic Plan, and as formulated in the Library's Mission Statement:

"As the heart of the University, the S.F.U. Libraries are dedicated to the mission of providing access to collections, services and facilities of the highest possible quality in support of the teaching, learning and research goals of the University community."

We see the review as an endorsement and encouragement for the direction the Library has developed through the strategic planning process, although we recognize much work must still be done to make the Library even better.

We were, however, concerned by a number of omissions in the ULRC Report. First, we believe that the review did not adequately recognize the positive elements of the Library. User surveys and student feedback support the view that service to students through assistance from library staff, generous opening hours, and special services such as Interlibrary Loans, Telebook and Reserves is recognized and appreciated. Even the faculty survey done by the review showed that 90% of faculty who had an opinion were satisfied or very satisfied with the assistance which they receive from library staff.

Second, the review does not give due emphasis to the significant effort which Library staff have made to provide this good service in the face of what the review admits is inadequate funding. Library Management appreciates the efforts of the staff through the years of restraint and hopes that the University will increase its resource allocations to the Library and that this in turn will lessen the stress under which Library staff have been working.

INTRODUCTION (continued)

Third, we were disappointed that the review did not mention the Belzberg Library and its specific concerns, despite submissions by Belzberg Library staff, Harbour Centre students, faculty and administrators. Although the questions of adequate resources and the demands of expanded programs are important issues for Belzberg, the review failed to recognize the additional funding and coordination required in developing a new branch library to serve a disparate group of programs and library users. In particular, it neglected to emphasize the need for continued financial support for Belzberg Library once the initial private funding donation has been expended.

Fourth, the review failed to recognize the significant improvement in library labour/management relations; specifically, the fact that two years ago, the University Librarian assumed personal responsibility for labour relations in the library with the intention of demonstrably improving them. Subsequently, the reduced number of grievances, early resolution of grievances, and statements by AUCS representatives and the University's contract administrator have served to support our view that considerable progress has been made in this area. We wish to emphasize that such progress was only made possible through the applied goodwill of affected library staff and AUCS representatives.

Finally, we were pleased by the External Reviewers' Recommendation #15 (ULRC Report, Appendix C, p.9) that SFU Library exercise leadership in providing access to electronic sources of information. We encourage the senior University Administration to give serious consideration to this issue in its follow-up discussions with Library Management concerning its response to the ULRC Report.

In conclusion the Library Management Group would like to thank staff for their involvement in the library review and their valuable contribution in developing this response. Although not all individual staff responses were incorporated (indeed, the staff responses reflected divergence of opinion on a number of issues), we would like to emphasize that all comments were seriously considered and were used as the basis for the formulation of the Library Management Response.

RESPONSE TO RECOMMENDATIONS: RESOURCES

1. The University Administration should take positive steps to achieve the Library funding goal set out in the President's Strategic Plan.

We were pleased that the ULRC Report has acknowledged the inadequacy of past University funding to the Library. Many of the difficulties identified in the report (e.g., collections, building space, liaison with faculty, and staff development) can be attributed to the Library's struggle to provide good service without sufficient resources. We urge the University Administration to give this recommendation the serious attention accorded by the University Library Review Committee.

However, we are not so naive as to believe that any recommendations, no matter how well justified, will necessarily result in the requested funding. And, since virtually all of the ULRC's recommendations have financial implications, many of them substantial, we are concerned that false expectations might be raised both inside and outside of the Library. In this context, it might be useful to note that we have fallen so far behind many of our fellow CARL (Canadian Association of Research Libraries) members in terms of basic operations, that merely to aspire to reach the CARL average expenditure of Library dollars per Student (ULRC Report, Table 1, p.3) would require that an addition of \$735,000 in 1989 dollars be added to the base Library budget. To reach the level of allocations enjoyed by the University of Victoria or the University of British Columbia libraries, would require that an annual infusion of \$2,180,000 and \$2,490,000 respectively be added to the Library's base operating budget. We would also emphasize that many of the ULRC recommendations (#18 and #19 relating to systems improvements, and #3 and #4 relating to building improvements) will require large capital allocations.

We realize that the Vice President, Academic, will need advice from the Library as to how any forthcoming additional funding should be utilized for collections, services, organization and operations. The Library proposes to supplement its 1992/93 base budget request with a priority listing of additional requirements based on some long-standing deficiencies and the ULRC's recommendations.

RESPONSE TO RECOMMENDATIONS: RESOURCES (continued)

2. With appropriate accountability, the library should have greater authority for internal budget management.

This recommendation acknowledges the library's past record of responsible fiscal management. We strongly endorse the call for greater authority for internal budget allocation, which would, together with increased funding, allow the library to address some of the problems identified by the review.

3. The university should give high priority to resolution of the space problems confronting the library.

We are pleased to report that the University has taken action to begin resolving the library's space problems. The library appreciates the ULRC's confirmation that the library does indeed have a serious space problem. It is our intention to plan for the library's expansion commensurate with the University's growth. We think that the above recommendation will strengthen the University's resolve to follow through on this project as a high priority.

The library's space needs were reviewed in June with Ross Saunders, Associate V-P, Academic and Chair of the University Space Advisory Committee. It was confirmed that the library would obtain the 7th floor for renovation at the beginning of 1994. In addition, there is a plan to move the wordstation facility, the University Bookstore and University Archives out of the library building at the end of 1994. And lastly, the University's Five Year Capital Plan for building projects was modified to target the construction of 70,000 net assignable square feet for library expansion in 1996. This, of course is dependent upon the Provincial Government's timely funding of the University's capital plan. At this time, Facilities Management, with the advice of the library, is in the process of hiring a library building consultant to develop a strategic plan and conceptual solution for solving the library's space, noise, congestion and refurbishment problems. We understand that the Vice President, Academic, will shortly be appointing a University steering committee and advisory committee to work with the building consultant. We wish to reassure library staff that we will make every effort to consult and inform them throughout this process.

RESPONSE TO RECOMMENDATIONS: RESOURCES (continued)

4. **An information/reference desk should be installed at the entrance of the Library.**

We heartily endorse this recommendation. It should be noted that the recommendation, as written, appears to seriously understate the scope of the problem. We do not wish to merely establish "an information/reference desk" on the third floor, but rather to move the entire Reference Division with its reference collection. Lack of capital funding for renovations has been the major inhibitor to date.

It is our understanding that the earliest opportunity for moving the Reference Division to the Library entrance is late 1994, which is dependent upon the removal of the University Bookstore and Archives from the Library building.

The Library Management Group will establish a Library Task Group made up of Reference and Loans staff to examine possible interim solutions. The Task Group will need to consider a number of issues including staffing, organizational responsibility, the duties of the desk, and an estimated budget for staffing and renovations. It should be noted that the proposed terms of reference for the library building consultant include looking at an interim solution for improving the reference service areas.

5. **The SFU Library Administration and University Administration should strongly promote cooperation between the province's university libraries.**

We are pleased that the ULRC recognises and endorses the Library's continuing involvement in interlibrary co-operation, as well as the consistent support of the University Administration in this endeavor.

Three years ago, the Library arranged for SFU faculty, staff and students to have dial-in access to the ERIC and PsycINFO (the major educational and psychology indexes) databases mounted at the University

RESPONSE TO RECOMMENDATIONS: RESOURCES

5. (continued)

of British Columbia. In turn, the library's present Online Journal Articles Catalogue pilot project, with funding from the B.C. Electronic Library Network, will provide access to the H.W. Wilson Social Sciences database mounted on SFU's local BRS library system, first with access provided to Simon Fraser University and Cariboo College, and ultimately, it is hoped, to other B.C. universities and colleges.

This example of electronic resource sharing

which will provide a model for that type of co-operative resource sharing and development, will benefit all B.C. post-secondary faculty, staff, and students. But, in fact, our own faculty and students will be the main beneficiaries of our proposed development; and remain the primary justification for pursuing this recommendation.

We also wish to note, however, that future co-operation among the three University Libraries should take place among three good, adequately funded organizations, each with its own strengths. The University has grown into a large institution; and it is continuing to grow. Library resources have not kept pace with the University's growth. The University must fund library collection development specialties unique to our institution (as suggested by the UIRC); but also must commit to excellence in the library's collections as a whole, as befits a large research university.

As a result, we assert that Inter-Library Loans should be used for the provision of unique, rare, or research level material which is not of primary interest to SFU. But the broad and buter collections materials needed by faculty and staff should be provided from our own collection. Therefore, if we have the choice between "...advocat[ing] proper funding for [UBC]..." (UIRC Report, p.12) or expending our efforts gaining better funding for our library collection, we would choose the latter.

6. The resource demands imposed upon the Library by distance education programs should be carefully and realistically calculated before initiation or expansion of those programs.

This recommendation attempts to come to grips with a long-standing problem faced by the Library as it attempts to provide services to an increasingly varied and variously located academic enterprise. We strongly support the intent of this recommendation and only wish to add that by "distance education" we mean not only those distance education courses offered through Continuing Education which are supported by our Telebook operation, but also ANY duplication of existing courses at another location, or ANY offering of new courses at on- or off-campus locations, or the establishment of ANY off-campus sites which require library service.

This recommendation would seem to be directed in part to the Senate and the Board of Governors. It should be noted that after program or course initiatives are approved without additional funding being allocated to the Library, the Library has no choice but to try to support them from an increasingly thinly stretched resource budget. The governing bodies of the University should take the ability of the Library to support the expanded course offerings into account and see that needed additional funding is allocated accordingly.

7. The Library Administration should acknowledge and make use of available SFU expertise in relevant areas.

We agree, and confirm that the Library will continue to utilize available SFU expertise where appropriate.

The Library used the advice of an SFU faculty member in setting up and conducting its library output measures surveys conducted in the 1991 Spring semester. It should be noted that all of the SFU expertise was not free, however. The Library spent \$5,100 on University consulting for designing the survey samples, and advising on data collection and data processing. Our experience confirms that short advice is often free, but that consultation involving work costs money, whether it is on-campus or off-campus expertise that is utilized.

7. (continued)

Since the February 1991, reorganization of University computing, the Library has played an integral part in the planning and advisory structure set in place for the off-MTS migration to a distributed computing environment. We believe that the Library has formed, in the last nine months, a more effective collaboration between the University's computing operations and the University's advisory structure set in place for campus computing and telecommunications. Our current systems planning is taking place in this context and we expect this collaboration to continue.

RESPONSE TO RECOMMENDATIONS: THE CONGRUENCE OF LIBRARY POLICY AND ACADEMIC PROGRAMS

8. For each department or academic program a librarian should be designated as the primary contact person for all aspects of library service to that academic group.

We accept the spirit of this recommendation and will establish a small library task group of librarians who have responsibility for collections and reference services. The library task group will be charged with the following:

- a. to develop an implementation plan, including consideration of staff costs and reporting structures, which will build on the existing network of reference and collections librarians in order to promote more effective liaison between the library and the faculty
- b. to insure that this enhanced liaison includes service to faculty at off-campus sites such as the Belzberg Library at Harbour Centre
- c. to delineate the specific objectives of these primary liaison librarians which will include "act as the 'conduit' for information... meet with departmental representatives, providing library instruction... ensuring that members of the [faculty] group are informed... informing Library Management of changing needs... and producing bibliographic guides" (ULRC Report, p.18)

RESPONSE TO RECOMMENDATIONS: THE CONGRUENCE OF LIBRARY
POLICY AND ACADEMIC PROGRAMS

9. The University Librarian should continue to report to the Vice-President Academic.

We strongly endorse this recommendation.

10. The Senate should review the mandate and operation of the Senate Library Committee.

We would be pleased to assist in any review of the mandate and operations of the Senate Library Committee, as required.

RESPONSE TO RECOMMENDATIONS: ORGANIZATION AND MANAGEMENT PERFORMANCE

11. The library's management structure should be based on Assistant or Associate University Librarians, each with line management responsibility for a functional area and commensurate authority and accountability.

We acknowledge that the existing library organization should be analyzed in order to respond to the University Library Review Committee's expressed concerns about the need to improve the library's management performance, accountability, management/staff communications, and staff consultation. We share these concerns and want to improve in these areas.

However, library staff hold strong and divergent opinions about the desirability of basing the library's management structure on additional Assistant or Associate University Librarian positions.

We recommend that the library be funded to obtain the professional consultant services of an organizational specialist. As part of the consulting process, we would like to utilize current organizational change techniques to insure meaningful management/staff participation and commitment. We strongly urge that the University give highest priority to this recommended approach.

12. The library should regularly and consistently report its activities. This reporting should include financial information, collections statistics, service output data, initiatives, and performance measures.

The Associate University Librarian will establish and lead a Library Task Group which will undertake an assessment of the library's current reporting and statistics gathering mechanisms. The Task Group will make recommendations for improving these efforts, including the estimated resources needed to implement a comprehensive program to report library activities, including: financial information, collections statistics, service output data, initiatives, and performance measures.

**RESPONSE TO RECOMMENDATIONS: ORGANIZATION AND MANAGEMENT
PERFORMANCE (continued)**

13. All appointments at the Assistant University Librarian level and above should be term appointments with a formal consultative review prior to reappointment.

The External Reviewers recommend that the University change its personnel policies to mandate term appointments. But in fact, the provision for a continuing appointment for Associate University Librarians is in a section of AC45, which was negotiated in 1991, and accepted in a vote in which a substantial majority of librarians cast ballots. This cannot be changed unilaterally by either the University or the Faculty Association. The University Librarian could offer to accept a term appointment, if she/he so desired. This latter position is not covered by AC45, but rather by terms of appointment approved by the Board of Governors.

We believe it is logical and appropriate to review the issue of term appointments as part of the management accountability issues to be addressed by our recommended approach to the ULRC's Recommendation # 11, above.

14. All librarians should have a current position description. This description should be established through a consultative process; it should set out responsibilities; and it should form the basis of evaluation.

There is general agreement for this recommendation. Since it touches on the issue of accountability, we propose to implement this as recommended above by the ULRC.

RESPONSE TO RECOMMENDATIONS: ORGANIZATION AND MANAGEMENT PERFORMANCE (continued)

15. Library staff should be meaningfully involved in strategic planning and review.

We fully endorse this recommendation. The Strategic Plan task groups continue their efforts to develop further means of involving additional library staff. We also encourage staff at all levels to volunteer their participation in the various task groups which will be set up as a result of this library Response to the UIRC Report. We would like to repeat that we appreciate the thoughtful contributions made by library staff both to the Library Review and to the Response to the UIRC Recommendations.

We would like to note that the work of the Strategic Plan Task Group on Staff/Management Relations was delayed by the absence of funds to hire external consultants and the concern that pursuing this initiative immediately might confuse some aspects of the University Library Review process. However, we have made a number of efforts in this area; for example, the University Librarian initiated an unprecedented series of discussions whereby some AUCB executives and members, the management staff of the Loans Division, and the University Librarian have been collaborating to rewrite a series of job descriptions for the purpose of enriching the related jobs and, hopefully, reducing turnover.

16. Professional development should be given greater emphasis.

We strongly endorse this recommendation; but believe that professional development is perhaps too narrow a term. We are interested in establishing a training and development program for all library staff. We suggest that the Library be funded as follows: (1) to establish a staff position of co-ordinator of Library Staff Development and Training, and (2) \$80,000 [2% of the library's salary budget] to be added to the Library's base budget to fund this needed program on an ongoing basis. This would enable us to follow up on the many excellent staff suggestions we received in response to this recommendation.

RESPONSE TO RECOMMENDATIONS: ORGANIZATION AND MANAGEMENT
PERFORMANCE

17. Implementation of employment equity goals should be given more priority.

We believe that we are responding to the Employment Equity Plan within the schedule established by the University. In a recent letter to the University Librarian from June Sharp, SFU Employment Equity Coordinator, she states: "Throughout the Employment Systems Review, which provided the basis for the qualitative goals set out in the Employment Equity Plan, including those concerning Professional Librarians, I received every cooperation from Library Management." We are quite puzzled by the tone of this recommendation.

We were not asked for, and therefore did not provide the ULRC with evidence of our effort to implement the University's employment equity goals.

RESPONSE TO RECOMMENDATIONS: OPERATIONS

18. The library should immediately plan for a migration to an alternative computer system.

It is worth making a few comments to clarify information contained in the ULRC Report, with regard to the functions available in the GEAC 9000. Some major improvements in the system are not directly visible to the user, nor indeed in some cases to library staff. For example, backup procedures have been significantly improved so that they typically require only 2 hours per day. This allows us to make the system available and responsive for more hours per day, and has greatly improved our ability to deal with system crises, should they occur. In addition, the system now updates the indexes as records are added to the database; not only does this reduce the number of batch jobs which must be run, but also, it means that the user has access to current information at all times.

With regard to GEAC support and company stability, it is true that the development work on the GEAC 9000 is no longer being funded by the company. At the same time, GEAC has stated that they will continue to support this product for the next seven years at least. Given that the company has numerous GEAC 9000 installations in North America and Europe, and that GEAC's financial position has improved each year for the past three years, we are confident that they will continue to maintain the 9000 system. Our service experience in the last six months has been satisfactory. This is significant, because they reorganized their Library Division with this goal in mind. In short, we can expect to continue to use the GEAC 9000 system over the period where planning and implementation of a new library system takes place.

Two points which argue against moving in this direction before the next two to three years are, first, that it will require time to obtain the estimated two million dollars in funding and to plan appropriately for the migration. Further, at the present time, there is an extremely limited choice of client-server based library software available. Features envisioned in what are referred to as third generation library OPACs have not been integrated in library products. It is expected that these developments will be available in a variety of products

RESPONSE TO RECOMMENDATIONS: OPERATIONS

18. (continued)

in three or four years. This suggests that it is to the University's advantage for the Library to follow its Strategic Plan to migrate to a new library system in a similar time frame, in order that we obtain sufficient funds and not have our options limited to the purchase of outmoded technology.

It should also be noted that Library systems resources are currently directed towards mounting reference and information databases. We are concerned that an immediate migration to a new catalogue system would imply that work on these reference and information databases would be delayed.

We would like to state that we are committed to following a comprehensive consultative process in planning the migration to an alternative computer system.

19. Implementation of an authorities control and "clean-up" of the OPAC database should not be delayed.

We agree that implementation of an authority control system and 'clean-up' of the OPAC database should be given a high priority. Clean-up of database errors when reported or encountered continues on an ongoing basis. However, the significant funding and staffing considerations implied by this project must be addressed. This project's priority must also be considered, particularly in relation to the cataloguing backlog, ongoing GEAC systems functioning, reference database implementations, and purchase of a new cataloguing system.

We estimate the cost for this project to be not less than \$150,000 for external costs and about \$100,000 in staff and systems salaries. There is no way that this project can be funded from the existing operating budget without a serious cut in collections purchases or Library services. A detailed budget estimate will be prepared for the Vice-President, Academic.

RESPONSE TO RECOMMENDATIONS: OPERATIONS (continued)

19. Implementation of an authorities control and "clean-up of the OPAC database should not be delayed.

(continued)

We would like to clarify the ULRC comment that "To date, there has been no action, despite the allocation of funds for this project in the budgets of several past years." (ULRC Report, p.25) The Library was never allocated funding for this project. In April 1990, the Vice President, Research and Information Systems, approved the library carryover of \$100,178 in unexpended funds from the library materials budget and its re-allocation to the authorities/database cleanup project. However, GEAC delayed the release of the needed authorities linking loader software until the summer of 1991. Meanwhile, in order to maintain the constant accessions rate for library materials in 1990/91, the library had to use the carryover funding for materials acquisitions. This was explained to the ULRC; but perhaps they did not understand or remember the explanation.

20. Monographs and serials should be brought together into one unit.

We agree to examine logistical problems and resource problems with respect to the operation of these two Divisions. We are not persuaded at this time that combining the two Divisions is a desired solution.

RESPONSE TO RECOMMENDATIONS: OPERATIONS (continued)

21. The Library should explore the potential benefits of a more unified approach toward the management of government documents.

The ULRC indicated that it had no position on this matter. The external reviewers did not comment fully enough to tell us what they thought the problem was. In our view, we require a specialist in government documents to act as a resource person for all government documents issues. We were about to hire a librarian in that capacity recently, but were forced to reallocate the money temporarily in order to address problems created by the migration from MTS to a distributed computing environment.

22. The Library should review the concept and operation of the Secretarial and Clerical Pool.

We acknowledge that there are long standing problems with the operation of the Secretarial and Clerical Pool, and we will form a Library Task Group which will proceed with staff consultation, analysis, and a report to the Library Management Group with recommendations.

The review of the concept of the pool should begin with a listing of the job functions being performed, and continue with an analysis of where those functions belong within the Library organization.

23. The Senate Library Committee should review the loan period and other policies affecting material availability.

The results of the Library User Surveys have indicated dissatisfaction with the loan period and other policies affecting materials availability. The Library will provide advice to the Senate Library Committee as requested.

SELECTION OF SUGGESTIONS MADE TO THE ULRC

APPENDIX E:

LIBRARY MANAGEMENT RESPONSE TO THE ULRC REPORT

1. Estimate the hidden costs of seeking alternative sources due to the depletion of stock from semester loans.

If recommendation 23 is implemented, then we will be in a much better position to understand these "hidden costs". We may well find that the "depletion of stock" is as much a function of our inability to purchase additional copies of the most heavily used titles as it is of the loan period itself.

2. Arrange for daily delivery of books from UBC or a shuttle bus to carry students to UBC Library daily.

We would welcome the University funding daily delivery and a shuttle bus to carry students to UBC Library.

3. Do a cost-benefit analysis of interlibrary loans versus a shuttle bus to UBC.

We are in favor of a shuttle bus, but it would not be a substitute for our inter-library loans service.

4. Investigate the efficiency of faxing ILL requests.

Requests to most other Canadian Libraries are made online through the Envoy electronic mail system.

Requests for material from many American Libraries are made online via the OCLC system.

Only requests to smaller public and corporate libraries are handled by paper mail.

Perhaps, however, the suggestion refers to the possibility of faxing the items requested. This is, in fact, done at present if requested, but the SFU Library is charged extra. The B.C. Network counts the faxing of 10 pages as equal in cost to sending an entire article or book by courier. Most other libraries charge fees for faxing; and some do not offer the service.

5. Create an on-line index for the secondary and tertiary collections.

The Library is addressing this issue in several ways. The BRS replacement for SPIRES (a database management software package) which will be available in early January, will provide continuing access to files such as Grolier's Encyclopedia and Microlog (an index to Canadian government documents). In addition, the Wilson Social Sciences Index will be made available. We are putting together a proposal to significantly expand the access to these types of reference and information databases, and to provide machine-readable access to article-level information about journal holdings in the Library. We anticipate providing the information in a variety of formats: (1) online multi-user access through BRS; and (2) CD-ROM.

We are exploring the possibility of networking the CD-ROM's, or, even better, providing access via machinery attached to the VAX 8530 machine on SFULAN. The factors involved in determining which format for which databases is appropriate must be determined on a case-by-case cost/benefit analysis. Each product must be reviewed for level of interest, ease of use, availability of staff resources, etc. The Library has held preliminary discussions, for example with the Science Library Users Committee, to examine titles of primary interest to different university communities. The Library is also discussing what other information that is of interest to the University community could be made available through the BRS system.

It should be understood that to provide the type of access envisioned in the Report, there is a requirement for new and continued funding. While the Library may achieve some cost savings from reduced levels of mediated on-line search services to Dialog, for example, these savings will not cover the costs of the Library providing these exciting and new services on local systems.

6. **Link SFU and the Public Library's on-line databases.**

As part of the migration from MTS, and the EasyMTS menu access to the Library's information databases, a new menu access is being developed. The initial version of this will provide access not only to SFU Library's OPAC on the GEAC system, but also to its BRS system, UBC Library, BCIT, and Burnaby and Vancouver Public Libraries. The addition of other libraries will be reviewed in spring 1992. We are in the process of testing GEAC software which will allow users at GEAC terminals in the Library to access other Library information databases.

7. **Arrange for print-out of OPAC bibliographies.**

GEAC has a reporting feature which allows Library Systems staff to print selected information for selected records on the OPAC database for printed bibliographies. Systems staff will be trained to use this module at the end of November. Thus, it will be possible to produce bibliographies requested by Library staff.

The production of such bibliographies can only be undertaken on a controlled basis, since they impact both on regular work performed by Systems staff, and on available computer resources. See also our response to complaint #8, in appendix F.

8. Compile and distribute a list of missing books once a semester.

We do, in fact, already print lists of books that have been declared lost -- normally once or twice a semester. These books are replaced as funds permit -- most recently using a special grant from the President.

9. Install chest-height reading shelves near the journals for browsing.

Since loose issues of journals are not heavy, we assume that this suggestion relates to the bound periodical stacks area. We also guess that "chest-high reading shelves" refers to extra-deep (18 in.) shelves like those that we have by the telephone directories. Unfortunately, the aisles in the bound periodical stacks are not wide enough to accommodate the extra-deep shelves. However, the Building Manager suggests that other solutions may be possible, such as stand-up tables against the walls in the bound periodical stacks area.

10. Put headboards on shelves with the names of journals cross-referenced, to note changes of names and locations.

Two major difficulties would prevent us from implementing this suggestion: it involves the creation and maintenance of a parallel serials catalogue, and there is insufficient physical space on the stack-ends to hold the information.

We have roughly 12,000 periodical titles, living and dead, and only 70 ranges, which means that information regarding an average of over 170 titles, plus cross-references, would have to be fitted onto each stack-end; there simply would not be enough room. Even if physical space were available, a parallel file would have to be maintained. This file would require additional work since every stack shift that moved a title from one range to another would require updating of the listings. Even if we had the funds and the space, we would not be able to keep the listings up-to-date enough to satisfy library users.

11. Offer ongoing library orientation for more advanced students.

For each academic department, a Reference Division Librarian is assigned to provide tours, orientation sessions and bibliographic instruction to students at every level on request. To find the name of the librarian assigned to a particular department, ask the library representative in the faculty, call the Reference division (291-3283), or pick up the guide at the Reference Desk.

12. Have a librarian available to help with copyright and approvals.

There is no central resource to assist with copyright and approval problems. The University administration should address this issue but it is by no means certain that the Library would be the most appropriate location for such a service.

13. Offer enlargement and reduction services at photocopying.

We do offer one reduction/enlargement photocopier on the 6th floor and our plans are to install a second machine early in 1992.

14. Use UBC photocopying services as a model.

We suspect the suggestor means the installation of a credit card system for the photocopiers. We hope to have a card system, for the photocopiers and microform equipment, by the end of December, 1991.

15. Provide individual locked carrels for doctoral candidates.

This suggestion will be kept in mind when the Library is renovated; it may be possible to install such carrels on the first floor.

19. Write a "Library News and Views" column in SFU Week.
SFU WEEK staff has informed us that they do not have space to accommodate regular special interest columns. However, a working group that resulted from the 1990 Strategic Plan is making plans to improve external communications, probably by some form of newsletter.

18. Insulate the word station printers to reduce noise.
The word station is managed by Academic Computing Services. The security covers which will be provided for the new HP Laserjet IIIi printers which are being installed soon will reduce the noise level.

17. Install pay phones in the library.
We will review this suggestion as part of the library's planned renovations.

16. Provide a telephone at the reference desk for on-campus calls.
Use of a telephone at or near the reference desk for local calls by students and faculty would interfere with staff providing service and with students working near by.

20. Found a "Friends of the Library Association."

We endorse this suggestion. In fact, the Library proposed establishing a "Friends of the Library Association" as part of the Silver Anniversary celebrations but the suggestion was not accepted. The Collections Management Office is actively pursuing this idea.

21. Have a staff person stationed at UBC to process SFU inter-library loan requests, in particular photocopying.

Interlibrary loans from UBC to SFU are processed and charged through the NET Management Office at UBC which administers an agreement providing for reciprocal ILL services between Libraries in B.C. institutions. UBC employs individuals to fill NET requests, and the reciprocal billing reflects the cost of retrieving and photocopying and sending as necessary. Indirectly, then, SFU has staff at UBC, but the staff are shared with other institutions borrowing from UBC.

22. Provide more reference material in CD-ROM format.

See the response to Suggestion # 5, above.

23. Move valuable old books (18th century) from the open stacks to the 1st floor.

We're ahead of you! We have produced a list of 16th and 17th century material in the collection (14 items published in the 16th century) and will continue through succeeding centuries. The intent is, as you suggest, to identify those books which by virtue of their age, condition, value, or rarity, should be moved to the more sheltered environment of the first floor.

24. There should be more written procedures manuals for Library staff, to lessen the dependence on local "experts".

Each Library Division Head or Manager is responsible for seeing that needed written procedures manuals are written and maintained. We acknowledge that this is uneven throughout the Library. Division Heads and Managers will review their situation and take action accordingly. Many of our Division Heads have found that having the staff who do the work draft the procedures is the best way to get needed manuals written.

25. Provide a science reference desk on the 6th floor.

To receive assistance with the sciences indexes and abstracts on the sixth floor, the library user should speak with the library assistant at the Microforms Desk in that area, Monday to Friday, 9:00 - 4:30. More general assistance with science research is available at the Reference Desk on the 5th floor. If more in depth assistance than can be provided at the Reference Desk is required, the librarian on duty will refer the library user to a librarian with expertise in the subject.

Static staff numbers and growing student numbers in the 1980's led to a decision to centralize reference services at one location which could be staffed for longer hours.

26. Put an OPAC terminal and photocopier outside the Belzberg Library for use when the library is closed.

We have not installed equipment outside Belzberg Library because of concerns about security and vandalism and because of the service and maintenance the equipment requires. However, we are monitoring library hours of operation to ensure that they respond to student needs. We hope that with increased funding for more staff, Belzberg Library will be able to extend its hours and so make all the services more available.

27. Provide simple forms for library users to suggest new acquisitions.

We try to make things as easy as possible. Suggestions for new acquisitions may be sent by campus mail, by phone, or by E-Mail to Sharon Thomas (ex.3263) or to Ralph Stanton (ex.5946). In addition we are happy to receive suggestions on the Library's "FEED-BACK FORMS" or via any of the subject specialists in the Reference Division.

28. Provide simple forms for library users to report OPAC errors.

See our response to computer complaint # 7, in the next appendix.

LIBRARY COMPUTER SYSTEM COMPLAINTS

APPENDIX F:

RESPONSE TO ULRC REPORT APPENDIX F:
LIBRARY COMPUTER SYSTEM COMPLAINTS

1. The PAT (patron information) and RES (reserves information) menu items are not available to remote computer users, only at terminals in the library.

This module is under development and will be available early in the new year.

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2. Various computer databases (ERIC, PSYCINFO, MICROLOG, Grolier encyclopedia) are not available via the GEAC library terminals, only via the MTS computer system, which is soon to be eliminated.

A menu to the SFU Library's information systems will be available in the new year, which will replace the current remote access through EasyMTS.

Files such as Grolier and Microlog which are available now under the SPIRES database system on SFU's MTS operating system are being moved to the BRS database system, running on a VAX 8530 machine maintained by Computing Services. These files will be made available over the Campus network in the new year.

Files such as ERIC and PsycINFO, which are currently available through UBC's Education Faculty, are no longer being maintained there; SFU Library is negotiating with UBC Library to provide access to these files which are now being maintained on the UBC Library's data management system.

The terminals which provide access to EasyMTS in the Library will provide access to the new Library Information Services menus; it is expected that the number of such terminals will be increased in the very near future.

The Library has installed GEAC software (called DATAWAY) which will allow users to access other Library information services from the GEAC terminals. Computing Services and the Library are co-operating to provide this access once the higher priority requirement of continuing dial-in access to the GEAC system over the new Campus network is met.

3. There is no provision for the user to check the on-line catalogues of other B.C. Libraries.

As part of the new SFU Library information access service in the new year, a number of B.C. Libraries will be added to the menu, including, it is hoped, UBC. At present, a number of these libraries are available through SFUNET.

4. There is no connection to internet, although many other academic and research libraries offer public access to their catalogues and information systems.

In fact, the internet libraries are all available to anyone with access to SFUNET. In order to provide information about how to access these libraries, we intend to put a selected number of these databases as choices on the Library information menu, starting initially with B.C. Libraries, and also to publish a selected list of internet libraries. A full list of internet libraries is available over the internet.

5. OPAC contains many inconsistencies and redundancies while generally lacking cross references. This is because there is no authorities file.

When allocated the needed funding by the University, the Library intends to implement the GEAC authorities module. In addition to the required funding, it must be recognized that significant staff resources are required to maintain such an authority file. It should also be noted that a number of library experts believe the availability of searching by key word combinations, such as that provided on the GEAC system, provides an enriched form of searching a catalogue database.

6. OPAC contains many errors. For example, a search of titles and subject headings turned up the following: INTERNATINAL, INTERNATIOAL, INTERNATIOANAL, INTERNATIOANL, INTELLECTUAELS, INTELLECTURAL, INTELLECUTAL, INTELLELCTUAL

The requirement to provide economical and timely cataloguing through the purchase of cataloguing data, and to convert the card file efficiently, regrettably introduced errors into the database. These errors are fixed when encountered by staff or reported by users. And will be addressed in a more comprehensive fashion when the OPAC authorities system is implemented.

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7. The system lacks an on-line message facility for such purposes as notification of OPAC errors and inconsistencies by the user.

The availability of 'Feedback' forms within the Library is widely publicized and used. Several possibilities exist for providing e-mail reporting of this nature. After reviewing these possibilities, the Systems Division suggests that the most useful approach would be to set up a UNIX Library Feedback i.d. to which dial-in users could report problems/comments. This will be implemented in the new year.

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8. There is no provision for printing OPAC records accessed at library GEAC terminals (except at the Belzberg Library).

The Library could provide this service for approximately \$30,000 per year. It should be noted that there is a significant body of library opinion in North American academic libraries that such printing services are not cost-justified.

9. The distribution of OPAC terminals in the WAC Bennett Library does not reflect demand. Most of the terminals are on the third floor, with relatively few on the floors where the serials and monographs are shelved.

It is expected that the Library will be able to provide more terminals in the areas indicated by re-assigning some computer equipment. We hope to improve this situation in the new year.

10. Journals are not always shelved under the same name as given in OPAC (for example, due to a change in cataloguing rules). The OPAC entry contains a "shelved under..." note, but this is buried in the full bibliographic record, not the brief entry which the patron first (and usually only) inspects. We have revised the brief entry display to include this shelved under note.

11. The GEAC invoice module is unsuitable for serials (no field for date information; the lengthy data input is reported to be slower than the old manual procedure). The Serials Division wishes to state that we are very satisfied with the overall performance of the GEAC Serials Subsystem, which is extremely flexible and accommodates a great range of numbering and receipt patterns. We regret that the ULRC chose not to acknowledge the many positive features which were mentioned in documentation which the Library supplied to them.

The problem with the date information is not that there is no field, but that the staff are keying the date in twice in order to have the date display on the appropriate work screen as they wish. A large percentage of the invoices are loaded onto the system by magnetic tape rather than by staff data entry; and

11. (continued)

the tape loader did not load the data into the two desired fields. We are investigating the possibility of correcting this.

It is quite true that the input of invoice data on the GEAC system increased the Serials and Monographs Divisions' workload compared to the old manual system of invoice payment authorization. (Although the data entry is mitigated somewhat by the tape loading of a significant number of invoices.)

The purpose of having the invoice data online is to provide the Library with crucial management information about commitments and expenditures that was not available from the old manual system. The new system has saved a number of positions in the Department of Finance in Accounts Payable, due to the efficient way that the GEAC system batches and summarizes vendor payments. The University writes fewer checks to the Library's book vendors, and simplified the data which it had to key into the University's financial system. Instead, needed financial data is maintained on the Library system. The University benefited from the installation of the Geac invoice payment system (in terms of labor required between the Library and Accounts Payable in the Finance Department). Having the financial data on the Library's GEAC system has significantly improved the level of control which the Library has of its materials budget which is now approaching \$2,500,000 per year.

12. The GEAC system makes no provision for routing journals to librarians and senior staff -- a separate PC system is used.

In fact, GEAC does have a provision for routing journals. The Serials Division has chosen instead to use a microcomputer based solution which offers somewhat different functionality. Given that the routing slips are batch produced, and filed for attachment to the journal as it arrives, a process followed in many libraries, there does not appear to be any significant advantage which could be achieved by changing and modifying the GEAC system to produce the routing slips.

13. The GEAC system lacks a module to track journals in the process of being bound -- manual records are kept. There are several alternatives on the GEAC system that could be used to track journals which are being bound. The Systems Division will review these with the Serials Division to determine the most cost-effective solution.

14. The GEAC system lacks a module to deal with Interlibrary Loans.

The GEAC system has an Interlibrary Loans module which the library has not yet purchased. Prior to purchasing this module, we intend to review all options to determine which would provide the library with the most effective Interlibrary Loan system. We intend to pursue this in fiscal year 1992/93.

15. Circulation records are only preserved for the past two semesters, limiting their use for collections management purposes. Past records were lost during the recent upgrade to the 9000 CPU.

Pre-1985 circulation records still exist. And the library has implemented procedures to save all of the circulation records from May 1991, forwards.

It is regrettable that some records were lost during the GEAC 9000 computer conversion process. The most pressing requirement, to identify 80,000 items for removal to compact storage, can be achieved with the pre-1985 circulation records combined with a shelf space inventory to be conducted in December. The appropriate library staff have been assigned to this project.

Before other collections management information activities can be undertaken utilizing the existing circulation records, an analysis of specific requirements must be undertaken. The Collections Management Division has been asked to provide this needs analysis.

16. **System reliability:** There were many complaints from both users and library staff, but records of system operation are not readily available.

The Library's Systems Division began to keep formal records of systems operations in the summer. Although there were many problems with system response time and downtime during the 9000 conversion effort (September 1990-March 1991), the system has performed reliably since that period. The downtime log for the period from July through October records that the GEAC Online Public Access Catalogue was available 99.2 % of its scheduled uptime (i.e., the system was down 17.25 hours; and up 2,310 hours in the four month period). The average commonly accepted standard for Library systems is 98 % uptime.

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17. **System response:** During the Summer, a test by Library systems staff measured an average of 1.31 sec. for a complete screen rebuild following a SEND command. 85 % (of the total 63,066 SENDS) completed the task in less than 3 sec. The corollary is that 15 % of the operations took longer than 3 sec. 140 terminals were in operation at the time of this test - presumably the system response would suffer substantially at times of peak load.

It is believed that the system is configured to handle peak loads without degradation in response time. The GEAC Systems Optimization Service being conducted in late November will result in improved response time in a number of areas. The statistics run during the summer are being rerun during peak times to confirm this. (e.g., a typical peak system load day such as November 14, revealed that response time averaged 1.77 seconds 76 % of the time.) This response time was recorded before the Systems Optimization Service.

