

THE UNIVERSITY OF
BRITISH COLUMBIA
THE REPORT OF
THE UNIVERSITY
LIBRARIAN
TO THE SENATE



FIFTY-FIRST YEAR
SEPTEMBER 1965
TO AUGUST 1966



VANCOUVER
SEPTEMBER
1966

THE UNIVERSITY OF BRITISH COLUMBIA

The Report
of the University Librarian
to the Senate

51st Year
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REPORT OF THE UNIVERSITY LIBRARIAN TO SENATE

1965/1966

In entering its second half-century the University of British Columbia Library passed a year which was clearly the most remarkable in its history. It was a year of experiment and achievement, of new records and new directions. Yet the fruits of rapid progress contained the seeds of future difficulties, difficulties which are already beginning to affect the utility of the Library. This report must look both backward and forward, reviewing the events of the year, predicting future developments and proposing solutions to some of the problems facing the Library of tomorrow.

Collections

The benefaction of Mr. H. R. MacMillan enabled the Library to more than treble its expenditures for books and periodicals from \$516,153 in 1964/65 to \$1,613,087 in 1965/66. It is probable that no other library in North America exceeded this figure in the same time period. But record expenditures in themselves do not make great collections. It is not merely a question of how much is spent, but how well it is spent.

Essential to the wise expenditure of funds are sound policies and processes for the selection of books, designed to support the needs of the whole university community. There are many needs, varying in character. The demand is not for a library, but for many libraries. To a member of faculty a library can mean a large collection of retrospective literature in a specialized field of knowledge, to a graduate student it can mean the current issues of a half dozen periodicals, to an undergraduate student it can mean a copy of an assigned reading, which he must have not tomorrow but today. Each user looks for his

own library. To buy a hundred thousand volumes in one year, as this library has done, at least a hundred thousand decisions in keeping with a multitude of needs must be made. It is the making of those decisions that determines what the Library will become. The task is enormous, and the machinery which performs it is vast, complicated, sometimes cumbersome, but ultimately sound.

Central to the process of book selection is the system of allocations within the budget for books and magazines. The present system has been evolved over many years of experience, and is regularly adapted to meet frequent new requirements and changing circumstances. In this regard, the Senate Library Committee is the ultimate authority, for it is charged with the responsibility of keeping the Library in step with the University's development. The budget is therefore designed to provide for the balanced development of the whole collection, by making proportionate allowances for every kind of publication in every field of knowledge included in the University's curriculum.

Members of faculty have for fifty years given unstintingly of their time and expert knowledge in selecting books for the Library's collections. This year was no exception. However, the dimensions of the work have changed, and the faculty members for their part are increasingly harder pressed to find time to give to this important task. As a means of assuring that the process of book selection receives the degree of concentration and continuity it deserves, the Library is developing a corps of bibliographers, each with an assignment to a broad subject or language area. These bibliographers work closely with representatives from academic departments in determining general requirements and in deciding on individual purchases.

As a means of simplifying the process of selection for current publications, and for speeding up their delivery, a series of so-called blanket orders have

been placed with book dealers around the world. A blanket order is in the nature of a contract under the terms of which a bookdealer delivers to the Library on approval academic publications originating in his country, and dealing with subject areas specified by the Library. Such orders have been placed for books published in Canada, the United States, the United Kingdom, the Low Countries, France, Spain, Germany, Austria, Switzerland, Italy, Poland, Czechoslovakia, Yugoslavia, Russia, China, Japan, Australia and New Zealand. Measures are now being taken by the Library of Congress to accelerate their cataloguing of new foreign publications, and this Library is cooperating with the Library of Congress in developing this program. The effect of this will be that current literature in many languages will be in the Library and on the shelves by the time reviews are published, as is already the case with many U.S. publications. A number of other benefits are derived from the application of the blanket order principle. The Library draws upon the special knowledge of the book dealer, who often has information regarding publications which can not be found in standard bibliographies. Books are acquired before they go out of print, and this saves book funds from future budgets. The process of acquisition is simplified, and saves considerable amounts of time on the part of the faculty and Library staff members.

Techniques of bulk purchase have been used a few times this year in the acquisition of whole collections of books, chiefly out-of-print. By this means rapid progress has been made in increasing resources for graduate study in philosophy, history, Asian studies, political science and sociology. By far the most exciting single purchase of this kind was the acquisition through the generosity of Mr. H. R. MacMillan, of the Hugh M. Sinclair collection relating to the history of science and medicine. Of major importance also was the acquisition of several manuscript collections, dealing with the Rossetti family,

Florence Nightingale, and Sir Edward Belcher. Throughout the year the Library was fortunate in receiving as gifts many scarce and desirable books too numerous to mention individually, but it would be a serious omission not to pay tribute here to the Graduating Class of 1925, which celebrated its fortieth anniversary by presenting the Library with an outstanding collection of books relating to Lewis Carroll, and in particular to Alice in Wonderland.

In pursuit of books a number of librarians went abroad to Europe and Asia. These trips paid handsome dividends not only in terms of direct purchase but also in the improvement of relationships with booksellers. Equipped with a better understanding of our requirements, many booksellers who formerly might have had difficulty in remembering that there is a place called Vancouver are now sending us special quotations and catalogues by air mail. Competition for a diminishing store of out-of-print academic books is intense, yet the Library is faring well, despite its geographical separation from the major centres of the book trade.

The opinions one hears expressed about the Library's collections are increasingly favourable, which is one measure of their worth, but a more effective measure is supplied by the technique of the survey. A few years ago E. E. Williams of Harvard awakened the Canadian academic community to the plight of its libraries with his survey of resources in the humanities and social sciences. This was followed by a survey of medical libraries by B. V. Simon. Now collections and services in the areas of science and technology have been surveyed for the National Research Council by George S. Bonn. Considering its age and size, the University of British Columbia Library again proved to have surprisingly strong collections. When the survey was made in the spring of 1965, the Library held over 80% of the scientific reference books, sets and series used by Professor Bonn as a yardstick. In respect to periodical literature it ranked

among the top three collections in Canada in most subject fields. The addition to the staff this year of a scientific bibliographer will result in the further improvement of what is already a major resource for the pursuit of scientific study and research.

The sudden growth of the collection has raised the questions as to how large libraries must be, and how large this Library will become. The experience of other institutions is that no library ever seems large enough, or ever stops growing, particularly when the users are conditioned to the principle that their own specific needs must be met quickly and locally. Yet it is evident that with the increase in the total store of knowledge and the concomitant increase in printed material, combined with the vast numbers of books already in print, extraordinary measures will be necessary to contain and control library collections in the near future. This is a fertile field for speculation, but as yet no single panacea has been offered as the practical and final solution to the staggering problems of the growing library.

One method frequently suggested is to reduce the collection in physical size by transferring it image by image to photographic film or word by word to magnetic tape or some other form of electronic storage. The technique of committing printed material to microform is almost as old as photography itself, and it has proved to be practical when applied to long sets, such as newspapers or government documents, or to large collections of infrequently consulted and/or otherwise unobtainable materials, such as early printed books or research reports in a restricted area of science. However, it is completely impractical for frequently consulted materials in an environment of mass education, as anyone who has used a microform reader will readily understand. Even assuming that the reading devices were convenient to use and acceptable to the users, two formidable barriers stand in the way of total application: one, the

physical task of copying the material and second, the supply of sufficient machinery to enable readers to have access to the copied material. Unquestionably, whether the need for literature is informational or inspirational, the book remains the most acceptable and convenient form in which it can be met.

Some visionaries have dreamed of recording the contents of all books in a form of information storage which will be suitable for computer manipulation and retrieval on demand. The same problems of recording and using the information exist as in the case of microform, but the problems are multiplied a thousand fold. It is a plain fact that such an approach, were it even desirable, presumes a degree of technology, a sophistication of indexing, a proliferation of machinery and an economy of operation which will not exist for decades, if ever.

To reduce collections in size is not in itself an answer, but the rate of growth can be controlled to some extent by cooperative book selection and purchasing. Unquestionably universities must be able to meet the needs of their own undergraduate bodies, but when it comes to the collections needed for graduate study and research, it would be desirable to avoid duplication and triplification at the three public universities now in existence in this province. Within the space of a decade the collections of U. B. C., the University of Victoria and Simon Fraser University will total several million volumes. Co-operative collection planning is now taking place, with the result that the collections will complement rather than imitate one another. Improved methods of communication will make it possible for these collections to act as a single great resource for higher education in British Columbia.

International cooperation is already a reality. This year the University of British Columbia became a member of the Center for Research Libraries in Chicago. This Center is acting as a repository for infrequently used materials from collections of member libraries, and as a central purchasing body for materials

which are essential to the interests of member libraries, but prohibitively expensive for a single institution. Most major libraries in North America, including Harvard, Michigan, Illinois and Toronto, are already members of the Center.

It will be noted that cooperative collection planning and remote storage of collections imply the surrender of the principle that local needs must be met locally. Unfortunately, as collections reach and pass the million volume mark, the physical arrangements required for mere storage preclude the possibility of equally convenient access to all items in the collections. Within the next quarter century it seems probable that all three universities will be faced with a situation wherein available space within existing buildings and space for additional buildings will be unavailable. Storage must then be contemplated, and this could take the shape of a cooperatively owned and operated warehouse library, to which the less active volumes of all collections could be moved. It is indeed fortunate that all three libraries currently use the same method of book classification which will simplify future problems of storage and retrieval, and that through the use of computer-based circulation systems, precise information regarding active and inactive items in the collections will be available.

Returning to the present tense, it is obvious that the University of British Columbia is in an enviable position where book funds and collections are concerned. Methods of book selection are sound, the budget for purchases is equal to the needs of the day, the collection of over 800,000 volumes is an excellent one by almost any standard, and as it passes the million mark in 1967, will be that much better. Unfortunately, this bright picture is shadowed by growing difficulties in three areas: in the cataloguing of books, the storing of books, and ultimately in the availability of funds for the purchase of books.

Processing

A trebling of the rate of expenditure is bound to create problems at many levels. The staff of the Library has performed remarkably in dealing with those problems over which they have control. But there are grave problems ahead the solutions to which are outside the jurisdiction of the Library, and it is not too early to sound a note of warning about these.

Over a million and a half dollars was spent for books and periodicals in 1965/66. This amount of spending proved to be crippling to the routines of the Processing Divisions, so the Senate Library Committee agreed to set the budget for 1966/67 at a more manageable million and a quarter dollars. Yet it appears that once the appetite for heavy spending is whetted it cries to be satisfied, and the pressures to exceed the budgeted amount are growing at the time of this writing. What is being lost sight of is that even at the not so modest but somewhat diminished rate of expenditure, the funds donated by Mr. MacMillan will be exhausted by March 1968, in other words, in the budget year following the present one. What then?

The fact is, the acquisitions programme can not sustain a serious reduction without hopelessly retarding the growth of the Library and reducing its effectiveness. Opportunities for the purchase of desirable and even of essential material would be passed over. All allocations would be reduced, and the flow of current publications would be slowed to a trickle. That this situation would be detrimental to the aims and standards of the University is transparently clear. There is no alternative in this regard. A high rate of expenditure for library collections must be maintained, from one source of funds or another.

The second problem arising from an accelerated rate of growth concerns physical space, space for books and for personnel to manage, process and service these books. A critical shortage of space exists now, and in the absence of early

and radical solutions, the situation will be unmanageable inside of two years. While the Processing Divisions have been successful in remaining reasonably current with the ordering and receiving of books and periodicals, and with the payment of invoices, the cataloguing of books is falling farther and farther behind, despite considerable increases in production. By the end of the year, about 20,000 volumes had been relegated to the backlog, and the prospect is that this number will swell to 45,000 by the end of the next report year. A system for making these books available to the public has been devised, involving the use of a computer for the production of accession lists and author entry catalogue cards. However, this system falls far short of normal cataloguing standards, which call for more complete bibliographic description, catalogue entries under relevant subjects, co-authors, editors, and titles as well as under author, and a classification number which will place the book with other books on related subjects. Only after the full cataloguing process is completed is the book placed in the stacks. Prior to cataloguing the backlog materials must be kept in strict accession order in closed storage, and it is this kind of space which is close to non-existent today. Moreover, space for catalogued materials is diminishing rapidly. The Main Library, Sedgewick Library and Woodward Library have a capacity of 920,000 volumes, and they presently contain 666,000 volumes. At present cataloguing rates the remaining space will be filled by 1970 or earlier.

With books taking up more and more area, there is no space for additional staff in the Processing Divisions. Thus the Library finds itself on the horns of a dilemma. To catalogue more books, more staff is needed. There is no space for staff, even though the University is not unwilling to supply the staff required. Therefore the backlog will grow inexorably.

Barring a sudden influx of capital funds, the earliest possible date for the beginning of additional library construction is 1968, which is to say, no finished space until 1969 or 1970. The breaking point will have been reached before then, so other solutions must be found. Unfortunately, these solutions are alike in being unpleasant. The remote storage of books is one possibility; but this would be an expensive and non-productive use of university operating funds, and would hamper the utility and efficiency of the Library. The commandeering of public areas for book collections and personnel has been suggested; but the need for student seating is extreme already. A third solution would be to move library divisions into temporary space on campus; but this kind of space is usually not fire-proof, is expensive to adapt to library purposes, and would render library collections inconvenient to both users and staff.

In all this talk of the future, the events and achievements of the year should not go unobserved. In this regard, figures speak for themselves.

	1964/65	1965/66	% increase
<u>Acquisitions Division</u>			
Requisitions Received	19,010	27,110	43%
Orders Placed	31,939	49,744	56%
Volumes Received	42,532	93,607	120%
<u>Serials Division</u>			
Current Subscriptions	5,970	7,430	25%
<u>Government Publications</u>			
Documents Received	40,752	52,549	29%
<u>Catalogue Division</u>			
Volumes Processed (exclusive of those for backlog)	70,907	79,984	13%
Volumes Processed (including those for backlog)	70,907	94,984	34%

Improvements in efficiency, plain hard work, and increases in staff made these increases possible. In the matter of efficiency, the Library's Systems Analyst and the Assistant Librarian for Processing worked together to simplify procedures and to introduce data processing equipment wherever practical. By the end of 1967 many clerical routines involving filing, accounting, and maintaining of current records of book orders and periodical subscriptions will be performed on the computer. The cost of producing catalogue cards has been reduced through the use of automatic typewriters and new copying and printing techniques. Book labelling has been mechanized. A survey of ten major American university libraries revealed that our rate of cataloguing production per staff member is higher than all others responding to the questionnaire. Our production rate was 2,133 catalogued items per full time staff member per year, compared with the American average of 1,464, and with the recommended Canadian standard of 1,885. Moreover, our ratio of professional to non-professional employees was among the three lowest. It seems unlikely that further impressive increases in production can be achieved without the addition of personnel, and this, it has been pointed out, will not be possible within the existing physical structures.

Shortage of space is also inhibiting the development of the Bindery, which is now unable to meet the Library's needs. Over the past few years, with minor changes in physical arrangement, staff and equipment, the Bindery consistently increased its production, until this year.

	1961/62	1962/63	1963/64	1964/65	1965/66
Volumes Bound	12,876	13,140	16,172	20,098	14,079
Cost per Volume	\$ 2.56	\$ 2.87	\$ 3.11	\$ 2.74	\$ 3.60

The sudden drop in output, which the Library could ill afford, was due to the loss of experienced help and the subsequent training of replacements. This, in addition to a sharply increased demand for binding deriving from the higher rate of acquisition, forced the Library to send material to a commercial bindery at an increased cost per volume. Funds for this purpose are limited, but a serious backlog of work has been avoided so far. Under these circumstances no progress can be made toward the goal of providing bound volumes more quickly. The present volume of work done by the Bindery in its present location remains high because of techniques of mass production which are employed. Techniques could be revised, and the flow of binding speeded up, but only at the expense of volume. Improvements in this area again depend on increased working areas.

It is no news that the University is desperately short of capital funds, but it may come as a surprise to some that the Library, despite its impressive bulk, is in urgent need of further construction. It may also come as a surprise that unless special arrangements are made soon, the happy days of lavish expenditures for books will be over. The fact is that the Library is approaching a crisis which in its major dimensions can only be avoided by healthy doses of that familiar remedy, money.

Services

As the collections grew in size so did use of the Library, but the one phenomenon was not a simple reflection of the other. Many factors entered into the measurable intensification of use, among them increased enrollments, improvements in efficiency, changes in physical arrangements within libraries, new services and new branch libraries, increased hours of opening and changes in methods of instruction.

Unfortunately the Library was not in a position to meet the real service load,

again because of the related shortages of space and staff. It is a plain fact that the reference services, special library facilities and student seating required by a campus population of 20,000 persons do not exist, and will not exist for some time.

In four years the recorded use of the Library's resources has almost doubled. In 1965/66 over a million items were formally loaned. Unmeasured and unmeasurable was the use of materials in libraries, but this was equally heavy, to judge from the continually crowded state of public areas.

Rising enrollment was the least of the factors accounting for the increase. It is becoming clear that present methods of instruction are tending to emphasize the use of literature, and proposals for new programmes which are being considered by some faculties will further increase the pressure on libraries.

For its part, the Library is attempting to teach students how to use the Library more effectively, through the media of tours, lectures and publications, and this must contribute in some part to increased use. Libraries are growing in size as the general body of knowledge increases, and the problems of knowing how to find information and of finding it are becoming more complex. It is conceivable that universities may soon have to offer credit courses on methods of information research, for a proper understanding of these methods will be fundamental to academic and professional achievement in all fields. In the meantime reference librarians do whatever they can to interpret the Library to its users. But their role is changing from the passive one of merely answering the questions which are asked to an active one, wherein the librarian becomes a literature specialist and working associate. The future may see the growth of commercialized information services, after the manner of consulting firms, to perform the functions now familiarly regarded as the responsibility of reference librarians.

At the present time, the university turns expectantly to its library for a high level of reference service, and not surprisingly, it often finds the response inadequate. It is not that assistance when it is rendered is unsatisfactory, it is that assistance is frequently not rendered at all, since there are not enough reference librarians on the staff to man the public information desks for the hundred hours a week the library is open. Students and faculty frequently turn to other libraries for assistance, notably the Vancouver Public Library, itself already overburdened as a result of the underdeveloped state of local school and special libraries. But note this difference : the Vancouver Public Library employs more reference librarians in some of its subject division than does our Library. For instance, six librarians work in the Business Division of the Public Library, where three work in our Social Sciences Division, which provides reference service not only in commerce and economics, but also in political science, sociology, anthropology, and education. Clearly the need for improved reference facilities is great.

Among the many factors accounting for increased library use must be the improvements in efficiency resulting from changes in library organization and routines. An impressive example of the latter is the computer-based system for lending books, which went into operation in October 1965. The work of borrowing a book has been reduced to a minimum. A student merely gives his library card and the books he wishes to borrow to a desk attendant, and in the space of a few seconds a record is made of all the particulars regarding the loan. On the side of the Library, while accuracy has been maximized, clerical routines of sorting, filing, cancelling records and preparing overdue notices have been minimized. The Library has been able to analyze loan records in great detail, and on the basis of accurate statistical information, has been able to purchase additional copies of heavily used titles, and to move collections of

books to parts of the library system where they would be more useful. The collection in the Sedgewick Library has already been greatly improved as a result of careful scrutiny of student borrowing, and the beneficial effects of the changes that have been made are already being felt.

Three new branch libraries came into existence in the course of the year. The Social Work Library, an outgrowth of the Social Work Reading Room, was set up in a wing of Graham House. The collection was quickly increased in size, and organized for convenient use. At the end of the first year of operation over eight thousand books had been loaned, and the study facilities were continually crowded. In August new libraries were set up for the Institute of Fisheries and the Department of Mathematics. In the coming year two more libraries, for the Department of Music and the Faculties of Forestry and Agriculture, will come into existence upon the completion of buildings now under construction and will provide convenient access combined with specialized reference assistance. Such new facilities inevitably increase the use of library resources, and improve the quality of education.

The future plans of the Library call for additional branch libraries, serving broad subject areas. The need for such libraries is great now, but the fact that these libraries will not be erected for years tends to encourage the development of departmental reading rooms. A survey conducted during the spring located thirty such reading rooms, financed and maintained in a variety of ways. Almost all rooms suffered from a degree of disorganization, yet they served departmental interests in the absence of library service. In combination these rooms contained over twenty five thousand volumes and five hundred journal titles. The Senate Library Committee is studying the survey, to determine whether the reading rooms should be related to the Library on a more formal basis.

Hours of opening were the object of student criticism again this year, and the Library responded by extending hours in the Sedgewick, Woodward and Main Libraries. Further improvements in this connection must wait upon increased operating funds. It is expensive to operate a facility with as many service points as the Library, and it will always be a question of whether or not the Library should adopt such ultimate solutions as around-the-clock opening for a small percentage of users.

It was noted earlier that the Library has an increasingly larger role to play in higher education. The conventional system of lectures, laboratory sessions, notes and textbooks is being criticized by students and faculty alike. Proposals are heard for the recording of lectures on magnetic tape or film for replay on individual demand. Such approaches are technically feasible, but tremendously expensive to implement for large student bodies. Sound recordings and films are being used more frequently in class rooms now, and would be used more commonly were the university provided with a properly staffed and equipped audio-visual centre. But whatever the developments of the future may be, books and periodicals will continue to be the fodder of learning for the majority of students. University libraries everywhere are struggling with the problems implicit in mass education. Meeting them adequately will take co-operation, ingenuity and money. There are few precedents. All that is clear is that library service as we know it today is a shadow of what it will become with the increase in knowledge, intensified use of the printed word, experimentation with new methods of teaching and communication, and ever growing numbers of students. In this situation the demand will be not just for books and buildings, but for skilled and devoted personnel, at all levels of library organization.

Personnel

The fact that the Library operates as successfully as it does is an indication that such a staff already exists, due in part to some notable improvements made in personnel policy this year.

In recognition of their close connection with and involvement in the academic programme of the university, librarians now receive their appointments through the Board of Governors rather than through the Personnel Office. Accompanying this change in policy was a substantial revision in the salary scale, and a new method of arriving at annual increases. These improvements had a number of effects.

First, salaries of librarians at U.B.C. now compare more favourably with salaries of librarians at other Canadian institutions. This year the average salary of a librarian at this university is \$7,647, compared with \$7,822 at the University of Alberta, \$8,258 at the University of Saskatchewan, and \$7,230 at the University of Toronto.

Second, it was possible to reward merit in a way which had been rendered difficult under the old salary classification scheme. Administrative responsibilities had been the major criterion in the promotion and salary level of librarians, although many librarians make essential contributions to the work of the Library without necessarily supervising other personnel. To correct this situation, a new category for Specialist/Administrative Librarians has been set up with the same salary floor, acknowledging the existence of two kinds of library work.

Third, it was possible for the Library to hire the librarians it wanted to hire. The shortage of librarians is so acute in both Canada and the United States that many institutions consider themselves fortunate if they can merely fill positions. There are only three accredited schools in Canada, at McGill University, the

University of Toronto and the University of British Columbia, and the number of graduates of these schools falls far short of the national demand. This year U.B.C. was not able to hire any new graduates from the two eastern schools, nor could it fill vacant positions with graduates from its own school. It was necessary to recruit in the United States, and competitive salaries combined with the persuasive powers of the Associate Librarian, enabled U.B.C. to hire graduates from Rutgers University, Denver University, the University of Southern California, the University of California at Berkeley, and at Los Angeles. Our experience this year points up one fact : that our recruiting ground during this period of shortage of trained librarians must extend beyond Canada's borders, and salaries must be competitive within this larger sphere.

Finally, the improvement in the situation of librarians here helps to make the profession more attractive to students when they contemplate their futures. As an occupation librarianship can and does demand academic and administrative ability of a high order. Now that its financial limitations have been somewhat relaxed, it can appeal to those who would meet with success as scholars, scientists or in any of a number of other professions. It has been pointed out that the demands of tomorrow will be even greater than those of today. As long as the policies and salary practices of this year are continued, the professional assistance needed in the future will be available.

Unfortunately the situation of the two other categories of library personnel was not as favourable as that of the librarians, and this has had and is having serious effects on the efficiency of the Library.

Library Assistants and Clerks account for 68% of the total staff. Out of a group of 191 employees in these categories, 101 resigned during the year. That this is wasteful is readily apparent. When an employee resigns, he takes with him not

only his own ability and experience, but also the staff time that was invested in training him. At a minimum it takes two weeks of staff time to train a new staff member, which is to say, our resignations this year cost us about four years of staff time, and in most cases this would be the time of a librarian. Moreover, library operations suffer from the lack of continuity resulting from a high rate of turnover, and the tendency is to use professional assistance on clerical routines, simply because librarians do not resign as frequently.

The Library Assistants, dissatisfied with salary scales which were about \$90 per month below scales at the Vancouver Public Library and Simon Fraser University, took matters into their own hands by forming an association which they subsequently tried to have certified as a union. This attempt was frustrated. However, salary scales were raised considerably, but are still not at parity with local institutions. Parity must be achieved, or the Library will continue to be plagued by the restlessness and dissatisfaction which culminate in staff turnover.

In the case of Clerks, turnover rose to 59%. While it is probably the case that such a high rate is not uncommon among clerical employees working in a large city, it should be possible to reduce the percentage by paying competitive salaries and by initiating personnel policies which will encourage employees to regard clerical library work as a career. To this end, the Associate Librarian and the Personnel Office are currently working on a programme which if implemented will greatly improve our staff situation by this time next year.

In September, the staff was saddened by the death of Leonard Williams, Stack Supervisor, who joined the staff in 1958 after a military career; he applied his long experience as an organizer of men and materials to the vexing problems of managing a vast and heavily used collection of books. A man of many

facets and abilities, he is missed in all of his capacities, not the least of which is as a friend.

Epilogue

The Library's growth rate in collections during the last year, due to the munificent benefaction of H. R. MacMillan, has probably exceeded that of any North American Library. The University Administration has been generous and helpful in providing the staff and equipment to select, process and assimilate this record increase in acquisitions. The Library has simplified and automated procedures and routines of production and service to accelerate processing and servicing of library materials. But grave and immediate problems must be resolved if the library is to remain in harmony with the University community. By March 1968 when the MacMillan gift will be exhausted, an equivalent level of annual book funds must be maintained if the Library is to provide collections adequate to the University's teaching and research programs. The insufficient expansion of Library building capacities for storage, work space and service will drastically hinder future effectiveness. Capital funds for Library buildings must be included in the current University development program. And annual revisions in Library salaries must be competitive if the Library is to attract and retain staff of sufficiently high calibre and experience to meet the academic administrative and technical demands of a major graduate and research library.

APPENDIX A

LIBRARY EXPENDITURES

Fiscal Years, April-March

	<u>1963/64</u>	<u>1964/65</u>	<u>1965/66</u>	1966/67*
<u>Salaries and Wages</u>	\$ 594,177	\$ 685,040	\$ 873,300	\$ 1,382,313
<u>Books and Periodicals</u>	393,838	516,153	1,613,087	1,250,000
<u>Binding</u>	50,307	55,135	50,684	55,687
<u>Supplies, Equipment, Etc.</u>	78,237	94,299	179,731	153,752
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	\$ 1,116,559	\$ 1,350,627	\$ 2,716,802	\$ 2,841,752

* Estimated Expenditures

APPENDIX B

SIZE AND GROWTH OF COLLECTIONS

	March 31 1965	Additions 1965/66	Withdrawals 1965/66	March 31 1966
Volumes	675,446	66,095	180	741,361
Documents	307,215	52,549	-	359,764
Microfilm	5,209	1,698	-	6,907
Microcard	8,990	6,820	-	15,810
Microprint	61,130	175,000	-	236,130
Microfiche	5,891	7,043	-	12,934
Maps	-	-	-	40,285 *
Manuscripts	398 ft. #	12 ft. #	-	410 ft. #
Phonograph Records	-	-	-	8,278

* Inventoried during Summer 1966

Thickness of files

APPENDIX C

RECORDED USE OF LIBRARY RESOURCES

September 1965 - August 1966

	1962/63	1963/64	1964/65	1965/66
<u>General Circulation</u>				
Main Stack Collection	273,465	307,383	257,530	303,863
Reserve Circulation (Main Library)	102,139	115,372	127,561	166,443
Fine Arts Division	19,622	27,737	28,457	30,508
Humanities Division	3,858	3,466	2,200	1,347
Science Division	2,066	2,228	1,925	2,641
Social Sciences Division	6,443	7,957	9,457	6,569
Special Collections Division	2,659	2,785	4,636	5,654
Asian Studies Division	1,880	2,370	1,593	2,886
Government Publications Division	---	---	---	28,927
Sedgewick Library	163,908	164,577	175,923	203,229
Woodward Library	23,389	27,494	54,527	70,042
Biomedical Branch, V.G.H.	---	---	17,988	19,762
Law Library	---	---	---	48,823
Curriculum Laboratory	49,981	77,228	106,860	103,505
Social Work Library	---	---	---	8,174
	<u>649,410</u>	<u>738,597</u>	<u>788,657</u>	<u>1,002,373</u>
<u>Record Collection</u>	---	---	---	44,166
<u>Inter-Library Loans</u>				
To Simon Fraser University	---	---	---	536
To B.C. Medical Library Service	---	---	---	615
To Other Libraries	1,914	1,215	1,213	2,355
From B.C. Medical Library Service	---	---	---	413
From Other Libraries	657	1,160	1,062	1,545
	<u>2,571</u>	<u>2,375</u>	<u>2,275</u>	<u>5,464</u>
<u>Photocopies</u>				
To Simon Fraser University Library	---	---	---	15,014
To Other Libraries	655	1,505	1,173	1,696
From Other Libraries	455	678	813	1,181
	<u>1,110</u>	<u>2,183</u>	<u>1,986</u>	<u>17,891</u>
Grand Total	653,091	743,155	792,918	1,069,894

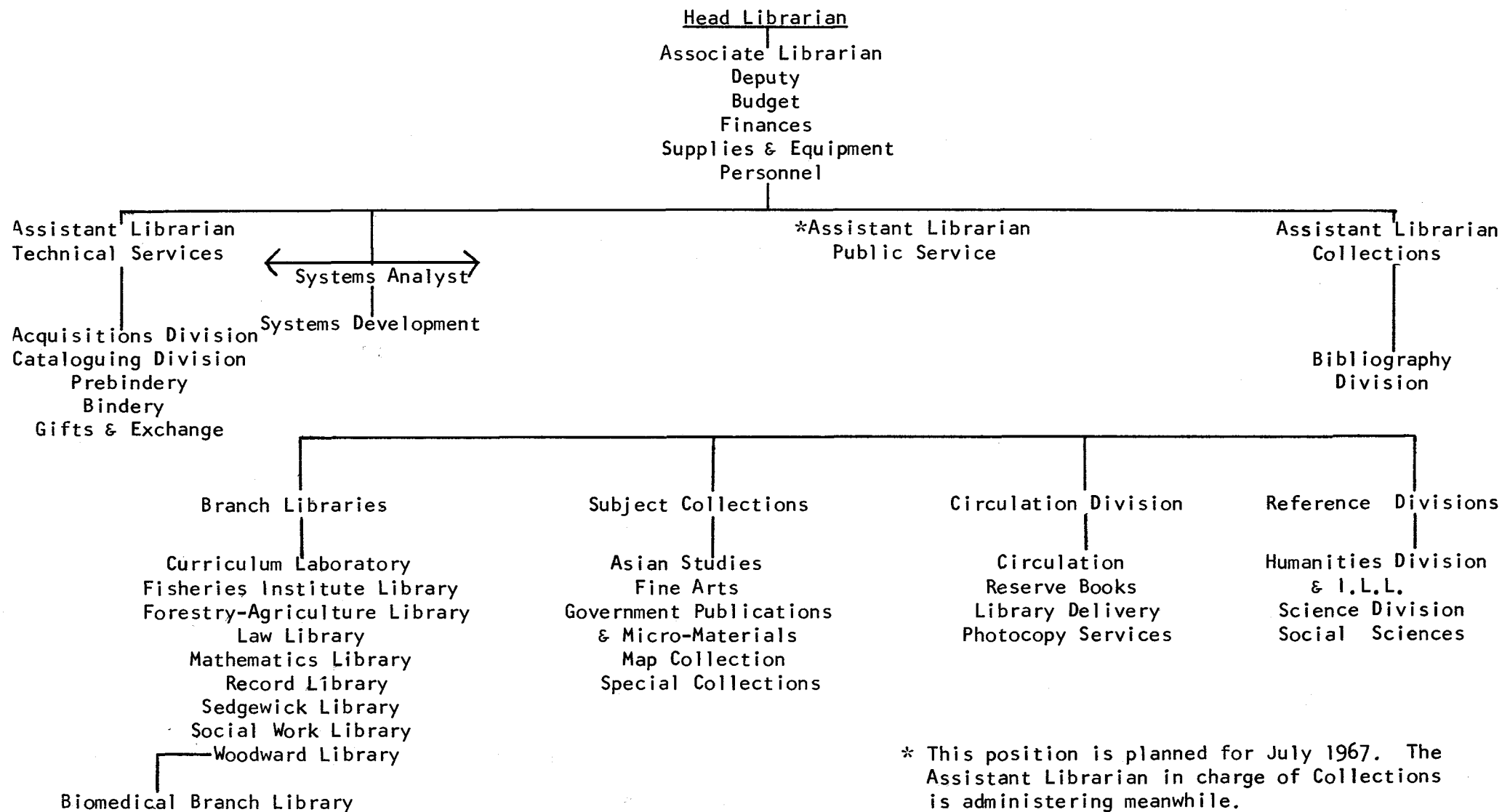
APPENDIX D
COMPARATIVE STATISTICS - U.S. AND CANADIAN UNIVERSITY LIBRARIES

	<u>Acquisitions & Binding</u>	<u>Salaries</u>	<u>Supplies, etc.</u>	<u>Total</u>
California-L.A. ¹	1,475,737 (36.1%)	2,337,327 (57.2%)	276,994 (6.7%)	4,090,058
Harvard ¹	1,433,351 (24.8)	3,382,583 (58.7)	944,651 (16.5)	5,760,585
California-Berkeley ¹	1,381,015 (30.1)	2,947,622 (64.2)	260,122 (5.7)	4,588,759
Illinois ¹	1,183,408 (34.6)	2,083,646 (61.0)	151,146 (4.4)	3,418,200
Columbia ¹	1,130,525 (31.9)	2,207,287 (62.3)	207,891 (5.8)	3,545,703
Indiana ¹	1,051,056 (43.3)	1,308,600 (54.0)	64,343 (2.7)	2,423,999
Cornell ¹	1,047,226 (31.9)	2,046,695 (62.3)	193,137 (5.8)	3,287,058
Michigan ¹	896,295 (25.3)	2,465,053 (69.7)	175,599 (5.0)	3,536,947
Stanford ¹	814,131 (30.7)	1,611,475 (61.0)	220,441 (8.3)	2,646,047
Washington ¹	669,407 (28.3)	1,515,979 (64.0)	180,009 (7.7)	2,365,395
Alberta - 1964-65 ¹	540,841 (47.1)	573,052 (49.9)	34,261 (3.0)	1,148,154
1965-66 ²	651,000 (46.1)	715,165 (50.7)	45,000 (3.2)	1,411,165
1966-67 ²	1,087,000 (49.3)	1,025,690 (46.5)	91,000 (4.2)	2,203,690
Toronto - 1964-65 ¹	734,743 (33.3)	1,365,545 (61.9)	104,505 (4.8)	2,204,793
1965-66 ²	855,000 (31.7)	1,620,990 (60.0)	224,134 (8.3)	2,700,124
1966-67 ²	1,065,000 (29.5)	2,298,705 (63.7)	248,359 (6.8)	3,612,064
McGill - 1964-65 ¹	375,885 (33.2)	715,095 (63.1)	42,380 (3.7)	1,133,360
1965-66 ¹	507,055 (34.0)	863,035 (57.9)	119,715 (8.0)	1,489,805
1966-67 ²	555,575 (34.3)	1,006,350 (62.2)	57,065 (3.5)	1,618,990
U.B.C. - 1964-65 ¹	571,288 (42.3)	685,040 (50.7)	94,299 (7.0)	1,350,627
1965-66 ¹	1,663,771 (61.2)	873,300 (32.1)	179,731 (6.7)	2,716,802
1966-67 ²	1,305,687 (45.9)	1,382,313 (48.6)	153,752 (5.4)	2,841,752

¹ Expenditures (All U.S. figures are for 1964-65)

² Budget

APPENDIX E
UNIVERSITY OF BRITISH COLUMBIA LIBRARY ORGANIZATIONAL CHART



* This position is planned for July 1967. The Assistant Librarian in charge of Collections is administering meanwhile.

APPENDIX F
LIBRARY ORGANIZATION

ADMINISTRATION

Stuart-Stubbs, Basil
Bell, Inglis F.
Hamilton, Robert M.
Watson, William
McDonald, Robin

University Librarian
Associate Librarian
Assistant Librarian
Assistant Librarian
Systems Analyst

ACQUISITIONS

Shields, Dorothy
Butterfield, Rita

Requisitions Librarian
Orders, Funds & Invoicing
Librarian

ASIAN STUDIES

Ng, Tung King

Head Librarian

BIBLIOGRAPHY

R. Lanning
H. Burndorfer
E. Mercer
H. Constable

Bibliographer - Serials
Bibliographer - European languages
Bibliographer - English language
Bibliographer - Science

CATALOGUE DIVISION

Dobbin, Gerry

Head Librarian

CIRCULATION DIVISION

Harris, Robert

Head Librarian

CURRICULUM LABORATORY

Woodward, Emily A.

Head Librarian

FINE ARTS

Dwyer, Melva

Head Librarian

FISHERIES INSTITUTE LIBRARY

Verwey, Huibert

Head Librarian

FORESTRY-AGRICULTURE LIBRARY

Brongers, Lore

Head Librarian

GIFTS & EXCHANGE

Harrington, Walter

Head Librarian

GOVERNMENT PUBLICATIONS

Dodson, Suzanne

Head Librarian

Appendix F Cont'd.

HUMANITIES DIVISION

Selby, Joan Head Librarian

LAW LIBRARY

Shorthouse, Thomas Head Librarian

MATHEMATICS LIBRARY

Keevil, Susan Head Librarian

MAP DIVISION

Wilson, Maureen Head Librarian

RECORD COLLECTION

Kaye, Douglas Record Librarian

SCIENCE DIVISION

Leith, Anna Head Librarian

SEDGEWICK LIBRARY

Erickson, Ture Head Librarian

SERIALS DIVISION

Johnson, Stephen Head Librarian

BINDING SECTION

Fryer, Percy Foreman

SOCIAL SCIENCES DIVISION

Carrier, Lois Head Librarian

SOCIAL WORK LIBRARY

Cummings, Joyce Head Librarian

SPECIAL COLLECTIONS

Yandle, Anne Head Librarian

WOODWARD LIBRARY

McInnes, Douglas Head Librarian

BIOMEDICAL BRANCH LIBRARY

Cummings, John Head Librarian