

Canadian Association
of Research Libraries
Annual Report



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Libraries: Partners in
E-Learning

CARL 2009 Annual Report



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CARL—the Canadian Association of Research Libraries—is the leadership organization for the Canadian research library community. The Association's members are comprised of 28 major academic research libraries across Canada together with Library and Archives Canada¹, the Canada Institute for Scientific and Technical Information (CISTI¹) and the Library of Parliament¹. CARL strives to enhance the capacity of Canada's research libraries to partner in research and higher education, seeking effective and sustainable scholarly communication and public policy encouraging of research and broad access to scholarly information.

¹ These members do not participate in CARL advocacy activities toward the Government of Canada.

Canadian Association of Research Libraries



Message from the President

Our university library members together serve about 632,000 full-time and 170,000 part-time students and nearly 32,500 full-time faculty members, assisting them with some 2.2 million research inquiries yearly. Our members help a majority of Canada's university researchers to achieve discovery and innovation by providing the library resources and services they need: about 88% of sponsored research occurs at CARL member institutions. Our libraries collectively manage collections of over 43 million books and 1.3 million periodical titles (whether paper or electronic)—among many other resources—to support research, teaching, and learning.

I would like to thank past CARL President, Leslie Weir (University of Ottawa), for her very important presidency (May 2007 – May 2009) that contributed significantly to the Association's successes in 2009. Some notable achievements were:

- The development of the CARL 2010 – 2012 Strategic Plan
- A well-received 2009 Copyright Consultation brief featured in the the *Osgoode Hall Review of Law and Policy*
- The induction of the Association's newest member – the Brock University James A. Gibson Library
- The Canadiana.org Digital Collection Builder – its completion, its transfer to Canadiana.org, and a well-attended public event to celebrate this important digitization software tool
- The research data management awareness toolkit – *Research Data: Unseen Opportunities*
- The Open Access advocacy toolkit – *Greater Reach for Your Research*

I look forward to a productive year in 2010 for our Association.

Ernie Ingles, FRSC

President, CARL

Vice-Provost and Chief Librarian, University of Alberta

CARL 2009 Annual Report



Message from the Executive Director

CARL has been committed to delivering direct, timely, and effective support to its members and to the researchers and students they serve through three broad strategic directions:

- *Leadership* - promoting the role of the research library and advocating widely to shape and influence federal legislation, policies and programs
- *Scholarship* –undertaking actions to help design, implement, and promote an innovative and cost-effective scholarly communication system that fosters research and its dissemination
- *Stewardship* – taking a national leadership role in addressing the complex challenges inherent in preserving and providing long-term access to Canada’s documentary heritage in both physical and digital formats

[CARL members ratified a new 2010 – 2012 Strategic Plan (described later) at the Association’s Fall General Meeting on November 12, 2009.]

The Association made progress in all three areas in 2009. This is due to the enthusiasm and active participation of many CARL Library Directors in CARL initiatives, as well as to the leadership of the Board of Directors, CARL President Ernie Ingles, and past CARL President Leslie Weir (May 2007 – May 2009). Finally, great credit is due to the CARL staff, Katherine McColgan (Program Coordinator), Diego Argáez (Research Officer), Shaun Hassanali (Administrative Assistant), and to Kathleen Shearer (Research Associate). I would like to thank all of them and all our members for their support and for their determination to make things happen.

Brent Roe

Executive Director

Canadian Association of Research Libraries

Leadership

2010 – 2012 Strategic Plan - The Association undertook a planning process to determine what strategic directions CARL should pursue and to identify goals to achieve the transformative changes proposed by CARL members. An Association Planning Committee (ad hoc) was struck, comprising Sylvie Belzile (Sherbrooke), Ernie Ingles (Alberta), Leslie Weir (Ottawa), William Curran (former University Librarian, Concordia), Carolynne Presser (former University Librarian, University of Manitoba), Brent Roe (Executive Director), and, as Chair, Joyce Garnett (University of Western Ontario). The Committee conducted an environmental scan and interviewed members to identify key priorities for the Association.

CARL's Strategic Plan for 2010-2012 will guide the Association as it strives to:

Transform Scholarly Communication

Research libraries ensure for researchers convenient and permanent access to scholarly resources through the management of already-available information and the promotion of effective and sustainable communication of new information. To achieve this, CARL will play a leading role in the transformation of scholarly communication in Canada.

Influence Public Policy

Research libraries can best support researchers in a public policy environment that facilitates the generation, sharing, and management of scholarly information through supportive laws, infrastructure, and institutions. To achieve this, CARL will work to influence federal-level public policy.

Advance the Research Library

Research libraries, in order to support effectively research and education as these evolve, must build an appropriately-skilled and well-informed professional staff and demonstrate clearly their value and potential contributions to researchers and administrators. CARL will work to advance the ability of its member libraries to fulfill their individual missions.

Congress Superbooth – CARL was a participant (among eight organizations) in a library-themed booth at the Book Fair of the 2009 Congress of the Humanities and Social Sciences at Carleton University, May 23-31. Some 8,000 scholars attended Congress, many of whom visited the Book fair. This was a great opportunity to bring CARL to the awareness of researchers in our universities and to promote such themes as open access archiving in institutional repositories.

CARL's Newest Member, Brock University

CARL welcomed the library of Brock University as the newest member of the Association at its Annual General Meeting in Montreal on May 27, 2009. The James A. Gibson Library at Brock University shares with other CARL members a community of interest in the expansion of the research enterprise in Canada, and is well positioned to contribute to the CARL mission with its collections, its focus on research, and the expertise of its professional staff. Its collections include extensive geospatial collections with emphasis on the Niagara region, a research-level collection devoted to Niagara in its Special Collections & Archives branch, and other unique collections supporting studies in Popular Culture and Oenology and Viticulture.

CARL 2009 Annual Report

Copyright – To compete nationally and internationally, researchers in Canada require a fair and balanced copyright regime that recognizes the importance of users' rights, which must not be limited or narrowed in the digital environment.

CARL continued to advocate for balanced copyright legislation in 2009 through:

- A meeting with the Honourable James Moore, Minister of Canadian Heritage and Official Languages
- A meeting with Ministry officials from both Canadian Heritage and Industry Canada
- Participation in Summer 2009 Copyright consultations, with the Brief featured in the *Osgoode Hall Review of Law and Policy* (Volume 2, Issue 2, November 2009)

The public policy aim of copyright law is first to encourage creation by ensuring payment for use. It is also to safeguard equitable public access to, and use of, ideas for further creation through fair dealing, particular exceptions, and a robust public domain. It is the position of the Association that copyright law reform must fairly balance the interests of copyright holders and users of copyrighted materials to achieve both of these aims.

Canada Institute for Scientific and Technical Information (CISTI) - In late-February 2009, the National Research Council (NRC) announced significant 2010 reductions of the CISTI budget. NRC also announced that the cost-recovery programs such as document delivery and the NRC Research Press would be spun off as separate operations. CARL wrote letters to the President of the National Research Council and to the Prime Minister and encouraged other organizations to express support for NRC-CISTI. The Association recognizes the collective human and material resources of its members as constituting a vital, strategic, national information resource that must be fostered; this includes vibrant national libraries with sustained funding. Although funding decisions were not revisited, CARL received assurances from the Honourable Gary Goodyear, P.C., M.P., Minister of State, Science and Technology, that "the Government of Canada remains committed to the role of CISTI as the national science library and as a key element of Canada's innovation infrastructure."

Budget Brief to Government - As it does every year, CARL submitted recommendations to the House of Commons Standing Committee on Finance to assist the federal government in preparing Budget 2010. CARL reminded the government that especially in a time of economic uncertainty, continued support to research is crucial both for the innovation that can lead to economic success and for the learning that is the basis of cultural development and a healthy society.

CARL's budget recommendations to the Finance Committee were:

- That the federal government extend the value of its research investment by supporting, through NRC-CISTI, the development of a national research data management program.
- That the federal government promote digital access to and preservation of Canada's documentary heritage by supporting, through Canadiana.org, the Canada Online national heritage digitization project.
- That the federal government increase funding for the indirect costs of research from the current 23.3 percent of direct research funding to 40 percent.

Canadian Association of Research Libraries


Google Books Meeting – CARL organized a meeting in June with representatives of Google to discuss the pending Google Books settlement with the Association of American Publishers and the Authors Guild. The meeting was an opportunity for representatives of CARL and some other Canadian library associations to ask questions and to voice some of the research community's concerns. CARL thanks Michael Geist (University of Ottawa, Canada Research Chair in Internet and E-commerce Law) for his assistance with initial contacts.

Budapest Open Access Initiative – At the November 12, 2009 Fall General Meeting in Ottawa, the Association re-affirmed its endorsement of the Budapest Open Access Initiative with a unanimous vote of CARL members. CARL encourages open access initiatives in scholarly communication. Research is much more valuable when it is shared as it enables new research to build on earlier findings to help fuel further discoveries and innovations that are beneficial to society.

SCOAP³ – The Association voted unanimously at the 2009 Fall General Meeting to endorse the principles of SCOAP³. The Sponsoring Consortium for Open Access Publishing in Particle Physics (SCOAP³) is an initiative of CERN (European Organization for Nuclear Research) that concerns publishing in high energy physics. It seeks support, through expressions of interest, from research libraries and consortia around the world. The researchers in this field aim to make the core high energy physics journals open access by placing subscription money from libraries and consortia in a central fund to support production. CARL asserts that a variety of models must be considered and experimented with in the interests of achieving a more economically viable and accessible scholarly publishing system.

Open Access Resources – CARL was pleased to have been able to work closely with SPARC (Scholarly Publishing and Academic Resources Coalition) in the creation and launch of the *Greater Reach for Your Research* advocacy toolkit, as well as the updating, translating, and linking of several other open access and institutional repository resources over the winter of 2009. The CARL website provides access to these materials and many libraries have ordered print copies of the brochure for their campus researchers.

Numerous CARL libraries organized in-house and online events to draw awareness to, and raise support for, open access during International Open Access Week 2009 which ran from October 19 to 23. To kick off Open Access Week, CARL sponsored a webcast and live Q&A session with John Wilbanks, VP of Science at Creative Commons, on Monday October 19. The session was well received and John Wilbanks answered questions from participants at 21 Universities across Canada.

OPEN  ACCESS WEEK October 19-23

openaccessweek.org

CARL 2009 Annual Report

Scholarship

CARL Core Competencies Profile (forthcoming)-

New areas of expertise are developing as are new opportunities to provide innovative, value-added services for the research community. Across the country librarians and libraries are reassessing the role of the librarian in the research community. The CARL Building Capacity Sub-committee² drafted a core competencies profile for librarians working in a research environment to provide a national framework to help in that assessment.

The Core Competencies Profile is intended to help librarians identify their professional development goals and align them with the missions of their respective organizations. They will also be able to use the profile to identify strengths and gaps in their personal competencies in order to round out their portfolios. Library directors and HR professionals, moreover, could also employ the competencies profile as a compass or checklist when hiring new librarians or in identifying training and development opportunities for existing staff. Research libraries can collectively use the profile to market the library profession in Canada and to recruit new talent. The finalized profile will be released in 2010.

Librarians as Researchers and Writers – The CARL Building Capacity Sub-committee produced a pamphlet entitled *Librarians as Researchers and Writers: Research Priorities for Canada's Research Libraries*. It encourages librarians and graduate library and information studies students to undertake research, especially research that relates to the information needs for evidence-based decision-making in research libraries.

Research in Librarianship Grant Recipients –

To give added encouragement, the Sub-committee also developed the annual CARL Research in Librarianship Grant, and awarded research grants to:

- Dean Giustini (University of British Columbia) - *Canadian academic librarians and their use of social media; a two-phase survey* - who is measuring academic librarians' use of social media, gathering descriptive statistics about what factors influence successful adoption of social media (ie. blogs, wikis, podcasts, social bookmarking and sites such as YouTube, Facebook and Twitter)

- Laura Briggs (University of Alberta) - *More than a Rubber Stamp? The Role of Collection Librarians in Curriculum consultations* - who is investigating the library consultation process for new courses and programs at twenty-nine Canadian universities with a view to offering suggestions on methods to improve curriculum approval procedures, and also to leveraging existing library collections budgets and personnel resources
- Kristin Hoffman (University of Western Ontario) and Selinda Berg (University of Windsor) - *Co-op placements in academic libraries: Their role in the formation of librarians' professional identity* – who are investigating the contribution of co-op placement experiences to LIS students' formation of professional identity as librarians in order to “help to bridge the divide between education and practice” while providing leaders in the academic library community with valuable insights into how new librarians conceptualize and understand academic librarianship

² Formerly known as the CARL Library Education Working Group (LEWG) from June 2006 to November 2009.

Canadian Association of Research Libraries

CARL Award for Distinguished Service to Research Librarianship

- This award is presented annually to an individual at a CARL member institution who has made a substantial local, national, or international contribution to research librarianship.

CARL recognized Ingrid Parent, former Assistant Deputy Minister, Library and Archives Canada (University Librarian at the University of British Columbia since July 1, 2009) as the winner of the 2009 CARL Award for Distinguished Service to Research Librarianship. Ms. Parent has been an advocate for libraries for many years, and has played an active role in the development of policies and best practices both nationally and internationally, especially in matters of bibliographic control. She has been a strong advocate for freedom of information and the diversity of voices in the world of information. Ms. Parent has been very active in the governance of IFLA for the last 14 years, most recently becoming President Elect, 2009 – 2010, on the IFLA Governing Board.



Brock University, Matheson Learning Commons
(Photo by Bob Tymczynsyn)

Special Award of merit - CARL bestowed on Internet Archive founder Brewster Kahle special recognition for his significant contributions to the preservation and sharing of knowledge through the Internet Archive and through the open access digitization of Canadian print collections. Mr. Kahle has emphasized the great things research libraries can achieve when they bring together their collective energy and resources. The Internet Archive, although based in the United States, has been one of the largest single supporters of the digitization of Canadian content and has been a catalyst for drawing new players into Canadian cooperative digitization efforts. Canadian research libraries, such as the University of Toronto and the University of Alberta, have worked with the Internet Archive in the development and application of cost effective, high quality scanning technologies for public domain collections.

CARL 2009 Annual Report

Stewardship

CARL Data Management Awareness Toolkit

- A strong case can be made for investing in research library data services. The data management awareness toolkit *Research Data: Unseen Opportunities*, developed by the CARL Data Management Sub-committee³ details the benefits of collecting and sharing research data. This includes maximizing investment in data collection, reducing duplication of data collection costs, increasing transparency of the scientific record, and enabling new scientific discoveries. *Research Data: Unseen Opportunities* was developed to help library directors raise awareness with administrators and researchers on campus some of the issues of data management. Data are a valuable asset that in some cases have an unlimited potential for reuse. The toolkit underscores the need to ensure that research data are managed throughout the data lifecycle so that they are understandable and usable, and provides a general understanding of the current state of research data in Canada and internationally.



CARL Data Management Program – On November 12, 2009, CARL held a well-attended program on research data stewardship and access entitled *Where Libraries and Research Data Intersect*. Richard (Rick) Luce, Vice Provost and Director of Libraries for Emory University, provided the keynote address - *Making a Quantum Leap to eResearch Support: a New World of Opportunities and Challenges for Research Libraries*. The other panelists where: Chuck Humphrey, Data Library Coordinator at University of Alberta Libraries, *The State of Play with Research Data in Canada and Beyond*, Scott Tomlinson, Data Management Coordinator, International Polar Year Federal Program Office, Canada's IPY Data Management Initiative: *Ensuring the Legacy of the International Polar Year*, and Mark Leggott, University Librarian, University of Prince Edward Island, *Islandora: Stewarding Research Data @ UPEI and Beyond*.

Research Data Management Workshop for Librarians – CARL was a sponsor of an introductory workshop held at Carleton University for academic librarians on data management. The workshop featured presentations from professionals, primarily data librarians, who educated participants on the concepts, issues and

importance of research data management and preservation. It was also an opportunity to explore the expanding role of library staff in research data management. The workshop was fully subscribed (with about 60 people in attendance), and as a result of its success, it will be expanded and reproduced across Canada in 2010.

³ Formerly known as the CARL Data Management Working Group from October 2007 to November 2009.

Canadian Association of Research Libraries

Open Access Advocacy Toolkit – The CARL Institutional Repositories Sub-committee⁴ produced the advocacy toolkit *Greater Reach for Your Research : Expanding Readership Through Digital Repositories*. This brochure discusses the benefits of repositories, describes how they fit into the broader scholarly communication environment, responds to concerns that researchers may have, and distinguishes institutional repositories from other related initiatives in Canada. The brochure was developed by the CARL Institutional Repositories Sub-committee and SPARC.



The Status of CARL member institutional repositories in 2009: 25 institutions have an institutional repository (IR), and 3 are implementing one.

Confederation of Open Access Repositories (COAR) - On October 21, 2009, CARL became a founding member of the Confederation of Open Access Repositories. COAR evolved out of a European project called the Digital Repository Infrastructure Vision for European Research (DRIVER) in consultation with the international institutional repository community. The

Confederation aims to support the expansion of open access through developing international, interoperable standards; advocating for open access policies with research funders and institutions; and working to improve deposit rates at repositories worldwide. It is an international association of organizations and individuals that have a common strategic interest in open access to scholarly communication. The Confederation represents a formal coalition to further develop institutional repositories and open access to research.

Canadiana.org – Canada's research libraries, public libraries, archives, and museums have rich collections of rare or unique materials of immense social, cultural, and historical value. Professional and personal pursuits of Canadian citizens and scholars are considerably aided when these materials become available online in a well-organized, high-quality, and easily accessible manner. Sustained, digital access to Canada's national patrimony will have positive results for research, cultural production, and national pride. Digitization is not only important for greater accessibility by Canadians (and others around the world who wish to learn about Canada), but is also important for the long-term preservation of documentary heritage.

⁴ Formerly known as the CARL Institutional Repositories Working Group from April 2003 to November 2009.

CARL 2009 Annual Report



Canadiana.org is a not-for-profit charitable organization that strives to render the complete corpus of Canada's documentary heritage (including books, periodicals, photographs, images of museum artifacts, film, music, audio and video broadcasts) in all formats available on the web. It does so by organizing collaborative projects and fundraising to digitize, preserve, and provide access to these items. In 2009 CARL, along with Library and Archives Canada (LAC) and Bibliothèque et Archives nationales du Québec (BAnQ), became a key sustaining member of Canadiana.org. Canadiana.org is the fruit of the merger of the Canadian Institute for Historical

Microreproductions (CIHM) and AlouetteCanada in 2008 – both of which were initially CARL projects.

The Canadiana.org Digital Collection Builder - The Digital Collection Builder (DCB) is an open-source software tool that makes it simple for libraries, archives, and other heritage organizations to provide enduring access to their unique digitized collections, bringing their collections together with other Canadian online resources for Canadians and the world. CARL, in collaboration with Canadiana.org, held the official launch of the Digital Collection Builder at the Library and Archives Canada 395 Wellington Street location on June 1. Mr. Dean Del Mastro, M.P., Parliamentary Secretary to the Minister of Canadian Heritage and Official Languages, addressed guests which included Members of Parliament, researchers, archivists, librarians, IT professionals among others.

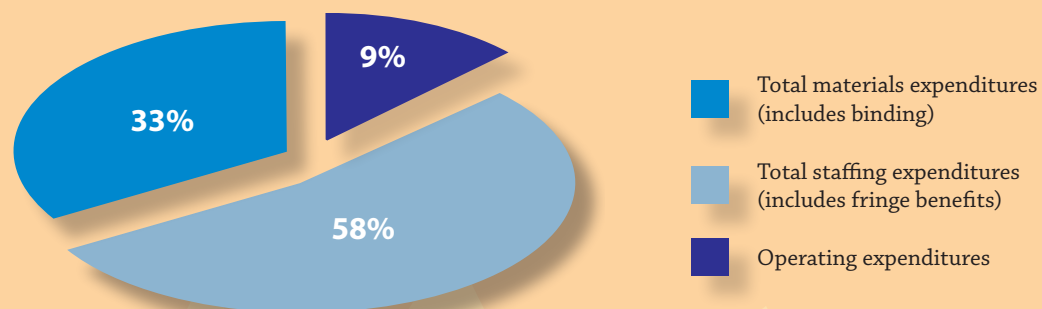
Three years in the making, the DCB was an undertaking of broad-based consultation, involving various planning committees, and IT professionals who worked on the digitization tool itself. Critical to the DCB's success was the generous funding of Canadian Heritage's Canadian Culture Online program which contributed \$199,556.40 to the CARL AlouetteCanada digitization initiative (now merged with Canadiana.org). The



British Columbia Electronic Library Network and Canadiana.org provided additional funding, and staff at several CARL libraries undertook in-kind development work.

Canadian Association of Research Libraries

Key CARL libraries' statistics*



Total materials expenditures (includes binding)	\$ 258 941 990
Total staffing expenditures (includes fringe benefits)	\$ 453 543 690
Operating expenditures	\$ 70 925 627
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Totals	\$ 783 411 307

(*CARL 2007-2008 Statistics)

CARL 2009 Annual Report

2009 Briefs, Policy Documents, Publications, Consultations and Conferences

Greater Reach for Your Research: Expanding Readership Through Digital Repositories (November 2008)

http://www.carl-abrc.ca/projects/author/sparc_repositories.pdf

Locks and Gears: Digital Repositories and the Digital Commons,

Presented by John Wilbanks, Vice President, Science Commons (May 2009)

http://scienceblogs.com/commonknowledge/2009/05/video_of_talk_online.php

CARL Pre-Budget Submission to the House of Commons Standing Committee on Finance (August 2009)

http://www.carl-abrc.ca/projects/finance/pdf/budget_brief_2010-e.pdf

CARL 2009 Copyright Consultation Submission (September 2009)

http://www.carl-abrc.ca/projects/copyright/pdf/carl_copyright_consultation_submission_2009.pdf

Librarians as Researchers and Writers: Research Priorities for Canada's Research Libraries (November 2009)

http://www.carl-abrc.ca/about/working_groups/pdf/writer.pdf

Where Libraries and Research Data Intersect (November 12, 2009)

http://www.carl-abrc.ca/horaire/2009/fgm2009_presentations-e.html

CARL Strategic Plan 2010-2012

http://www.carl-abrc.ca/about/strategic_plan_2010-2012-e.html

Research Data: Unseen Opportunities (December 2009)

http://www.carl-abrc.ca/about/working_groups/pdf/data_mgt_toolkit.pdf

http://www.carl-abrc.ca/about/working_groups/pdf/data_toolkit_low_res-e.pdf

(low resolution version)

49 issues of the weekly CARL *E-Lert*, # 308 (January 9, 2009) to # 357 (December 23, 2009)

<http://www.carl-abrc.ca/publications/elert/elert-e.html>

Canadian Association of Research Libraries

Key goals for 2010

- Continue to engage in federal government advocacy for continued progress in such areas as data stewardship, open access, and copyright reform to the benefit of the research community in Canada
- Determine where CARL can engage in advocacy initiatives at the International level with respects to such things as the Anti-Counterfeiting Trade Agreement (as it relates to Canada), and through participation in the international Confederation of Open Access Repositories
- Work with regional consortia to develop an approach to collaborative print collection conservation
- Advocate federal funding for the work of Canadiana.org
- Develop an open access advocacy strategy
- Support adoption of open access mandates at Canadian universities
- Establish a joint working group to review current practices of research data processes for institutional repositories
- Replicate the full-day data management workshop for librarians and move it across the country
- Develop a workshop and enhance web resources on copyright
- Collaborate with the Interagency Evaluation Steering Committee on the development of new measures to assess the impact of the Indirect Costs of Research program
- Identify effective strategies for institutions to deal with economic pressures
- Work with partners to develop and provide leadership skills workshops
- Develop tools or processes to encourage sharing and enhance access to research conducted by CARL librarians.

CARL 2009 Annual Report

CARL Members

University of Alberta Libraries,
University of Alberta,
Ernie Ingles, Vice–Provost and
Chief Librarian

University of British Columbia Library,
University of British Columbia,
Ingrid Parent, University Librarian
(**Peter Ward**, until June 2009)

James A. Gibson Library,
Brock University,
Margaret Grove, University Librarian

Libraries and Cultural Resources,
University of Calgary,
Thomas Hickerson, Vice Provost and
University Librarian

Maxwell MacOdrum Library,
Carleton University
Margaret Haines, University Librarian

Canada Institute for Scientific and
Technical Information (CISTI),
National Research Council Canada,
Pam Bjornson, Director General

Concordia University Libraries,
Concordia University,
Gerald Beasley, University Librarian

Dalhousie University Libraries,
Dalhousie University,
William Maes, University Librarian

University of Guelph Library,
University of Guelph,
Michael Ridley, Chief
Librarian and Chief Information Officer

Bibliothèque de l'Université Laval,
Université Laval,
Silvie Delorme, Directrice de la bibliothèque

Library and Archives Canada,
Daniel Caron, Librarian and
Archivist of Canada
(**Ian Wilson**, until April 2009)

Library of Parliament,
William Young, Parliamentary Librarian

University of Manitoba Libraries,
University of Manitoba,
Karen Adams, Director of Libraries

McGill University Libraries,
McGill University,
Janine Schmidt,
Trenholme Director of Libraries

McMaster University Libraries
McMaster University,
Jeffrey Trzeciak, University Librarian

Memorial University Libraries,
Memorial University of Newfoundland,
Lorraine Busby, University Librarian

Bibliothèques de l'Université de Montréal,
Université de Montréal,
Richard Dumont, Directeur général

University of New Brunswick Libraries,
University of New Brunswick,
John Teskey, Director of Libraries

University of Ottawa Library,
University of Ottawa,
Leslie Weir, University Librarian

Bibliothèques de l'UQÀM ,
Université du Québec à Montréal,
Lucie Gardner, Directrice générale
des bibliothèques

Queen's University Library,
Queen's University,
Paul Wiens, University Librarian

Dr. John Archer Library,
University of Regina,
George Maslany, Library Director
(**Carol Hixson**, until June 2009)

University of Saskatchewan Library,
University of Saskatchewan,
Vicki Williamson, Dean,
University Library

Bibliothèques de l'Université de Sherbrooke,
Université de Sherbrooke,
Sylvie Belzile, Directrice,
Service des bibliothèques et archives

Simon Fraser University Library,
Simon Fraser University,
Lynn Copeland, University Librarian
& Dean of Library Services

University of Toronto Libraries,
University of Toronto,
Carole Moore, Chief Librarian

University of Victoria Libraries,
University of Victoria,
Marnie Swanson, University Librarian

University of Waterloo Library,
University of Waterloo,
Mark Haslett, University Librarian

Western Libraries,
University of Western Ontario,
Joyce C. Garnett, University Librarian

Leddy Library,
University of Windsor,
Gwendolyn Ebbett, University Librarian

York University Libraries,
York University,
Cynthia Archer, University Librarian

Canadian Association of Research Libraries

CARL Board of Directors

Ernie Ingles (President); **Thomas Hickerson** (Vice-president/ President Elect);
Lorraine Busby (Treasurer, Atlantic Region Representative); **Margaret Haines** (Secretary, Ontario Region Representative);
Sylvie Belzile (Director, Quebec Region Representative, replaced Lucie Gardner in May 2009);
Lynn Copeland (Director, Western Region Representative, replaced Carol Hixson in May 2009); **Brent Roe** (Executive Director)

New CARL Committees and Sub-committees (Established in November 2009)

<http://www.carl-abrc.ca/about/committees-e.html>

Public Policy Committee • Research Libraries Committee
Scholarly Communication Committee • Building Capacity Sub-committee
Creating and Advocating New Models and Approaches Sub-committee
Data Management Sub-committee • Demonstrating Value sub-committee
Institutional Repositories Sub-committee • Print Preservation Working Group

CARL Staff:



Diego Argáez
Research Officer



Shaun Hassanali
Administrative Assistant



Katherine McColgan
Program Officer



Kathleen Shearer
Research Associate



Brent Roe
Executive Director

CARL 2009 Annual Report

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1. University of Alberta: Rutherford Reading Room (courtesy of University of Alberta Libraries)
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4. University of Ottawa: Roger-Guindon Hall (courtesy of University of Ottawa Library)
5. University of Calgary: MacKimmie Library (courtesy of University of Calgary, Libraries and Cultural Resources)
6. Université du Québec à Montréal: Bibliothèque centrale (courtesy of Bibliothèques de l'UQÀM)
7. University of Calgary: MacKimmie Library (courtesy of University of Calgary, Libraries and Cultural Resources)
8. University of British Columbia: Irving K. Barber Learning Centre (Courtesy of Pfeiffer Partners Architects Inc.)
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12. McGill University: Redpath Library Building Information Commons (courtesy of McGill University Libraries)
13. Simon Fraser University: WAC Bennett Library (courtesy of Simon Fraser University Library)
14. Carleton University: Maxwell MacOdrum Library (courtesy of Carleton University Library)
15. University of Regina: Dr. John Archer Library (courtesy of University of Regina Library)
16. Library of Parliament (courtesy of Library of Parliament)
17. University of British Columbia: Chapman Learning Commons Room (courtesy of UBC Libraries)
18. Canada Institute for Scientific and Technical Information: J.E. Brown Building M-55 (courtesy of CISTI-NRC)
19. Dalhousie University: Killam Library (photo by Oliver Braubach)
20. York University: Scott Library (courtesy of York University Libraries)
21. University of Victoria: Mearns Centre for Learning (courtesy of University of Victoria Libraries)
22. University of Manitoba: Neil John MacLean Health Sciences Library (courtesy of University of Manitoba Libraries)
23. Université de Sherbrooke: Bibliothèque de sciences humaines (courtesy of Services des bibliothèques, Université de Sherbrooke)
24. Université de Montréal: Bibliothèque des lettres et sciences humaines (photo by Carlos Pineda)
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26. York University: Peter F. Bronfman Business Library (courtesy of York University Libraries)
27. University of New Brunswick: Harriet Irving Library (courtesy of UNB Libraries)
28. Université Laval: Pavillon Jean-Charles-Bonenfant (courtesy of Bibliothèque de l'Université Laval)
29. University of Western Ontario: The D.B. Weldon Library (courtesy of Western Libraries)
30. University of Victoria: McPherson Library (courtesy of University of Victoria Libraries)
31. University of Western Ontario: Archives and Research Collections Centre (photo by Rob Turner)