TWELVE YEARS LATER:

THE ORGANIZATIONAL MODEL IN PLACE AT THE UNIVERSITY OF QUEBEC AT CHICOUTIMI (UQAC) LIBRARY

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INTRODUCTION

Librarianship is confronted with an identity problem following the emergence of the postindustrial or service society characterized by, among other things, the proliferation of data or information and the rapid expansion of communications. Librarians and libraries are seeing themselves being bypassed by organizations and people identifying themselves as "information providers" of all kinds, because they have access to a terminal and control the communication infrastructure or the equipment that supports it. More and more people in the library community are predicting an apocalyptic situation where librarians will become guardians of stocks of ever more obsolete publications, isolated in a kind of "no man's land"

between the archivist and these new providers of information who eventually will benefit from a heightened level of prestige and consideration from their own clients and from society in general. This anguish is a constant presence in professional publications, some of which are desperately trying to "shoot everything that moves" in an almost panic to make a claim on all new situations or information products. On the other hand, others are sticking to the position that the book must be seen as the cornerstone of human knowledge, impervious to time or any changes whatsoever.

This debate is omnipresent in libraries. More over, it is exacerbated by the organizational model used in most libraries, a model that can by itself serve as an illustration of these antagonisms. Public services see themselves as defenders of the access to information for the client, while technical services defend the document as the prime focus of the library. Librarians' ambivalence is the exact result of the structural context imposed by the library, as an organization, to the profession. In fact, it will be very hard to resolve this dichotomy without a reflection on the organization itself and, more profoundly, on the goals of our profession in that organization called "the library."

During the last ten years many authors have expressed their views about the challenges confronting librarians and the library. Some have proposed new organizational models for libraries and new ways to use our personnel. Martell (1983), Jennings (1992), and others (Altman, 1988; Howard, 1985; Johnson, 1990), have proposed their own analysis of the situation and their own recipe to control the shift that will permit the library and librarians to reconcile themselves with their future and maintain their position as the main providers of information to their clients. The number of publications relating to "the library of the year 199?...and up" is astonishing (Drabenstott, 1994). Unfortunately, as some authors have said "the literature on innovation is a call for its exercise and/ or a list of possible areas of need or application" (Reynolds and Whitlatch, 1985, p. 409), more than an illustration of concrete realizations of the capacity of the profession to deal with change. At the University of Quebec at Chicoutimi, we have put forward our solution and made it operational. For more than 12 years now, this university library has been operating on the basis of a coherent vision of what should be the final "raison d'être" of our library. Inspired by that vision, we have developed programs and

implemented an organizational model that has permitted us to deliver some value-added services that are appreciated by the client, to reconciliate the library with itself, and to create for library employees an opportunity and an environment that can enable them to exploit their true potential as intellectual workers and individuals. This article is a description of this model.

THE UNIVERSITY OF QUEBEC AT CHICOUTIMI AND ITS LIBRARY

The University of Quebec at Chicoutimi (UQAC) was created in 1969. UQAC is one of 11 members of the University of Quebec, a network covering most of the territory of the Province of Quebec (Canada). The main campus is located at Chicoutimi, a city of 65,000 residents located about 200 kilometers (130 miles) north of Quebec City. UQAC serves a population of about 400,000 people, including 300,000 in the immediate neighborhood of the main campus, the Saguenay-Lac-Saint-Jean region of Quebec.

UQAC has an enrolment of 7,500 students (4,300 FTE) in programs leading to bachelor's, masters' and doctoral degrees. One of the main characteristics of UQAC is the breadth of its curriculum which includes no less than 105 active programs covering most of the disciplines present in large universities with the exception of medicine and law. Even in these disciplines, related programs like nursing and business law are offered. This dispersion, necessarily, creates a problem for the library.

The University library employs 39.4 people, including 10.4 professionals (including 2 in management positions), 12 library technicians, and 17 clerical employees. The library collections include nearly 850,000 items, including about 350,000 printed volumes. The library offers most of the services available in modern academic libraries including access to an on-line public access catalogue (OPAC) which has been in place since 1975 (SIGIRD).[1]

One of the main characteristics of the library is the extreme importance it places on the information literacy of its clients. This program served about 70 percent of new undergraduates in 1993-1994, including nearly 45 percent who receive academic credit for this training.

THE NECESSITY OF STRATEGIC CHOICES

In 1979, we had the opportunity to build a new library on campus and, as a result, we initiated a global reflection on what was required to realize our mission to support research, teaching, and the development of the region. This strategic planning initiative began with certain assumptions that were important in the development of the library program.

The assumptions can be summarized in this way:

1. Considering the level of resources generated by UQAC, the library will never be able to make available locally the documentation it needs to support the span of research and teaching programs offered by the university.
2. Nevertheless, our students and researchers have to function in an essentially competitive environment where access to accurate and quality information is a must. Without access to the same pool of information available to other scholars it is an illusion to think that UQAC could develop advanced studies and research programs that could in any way be significant.

It might not be possible to have all pertinent documents at hand, but, considering the importance of information for the competitiveness of our clientele, the realization of the university mission was viewed as impossible unless at least the tools and expertise necessary to locate the needed information were available and the library was prepared to obtain documents located elsewhere rapidly. The library had to put forward a strategy which could permit its clientele to by-pass the problems associated with geographical isolation and its status as a small university. Otherwise the survival of UQAC as a quality institution could be jeopardized.

Up to now, nothing in this rationale is very original. Most of the university libraries in North America could make the same diagnosis of their own situation. Nevertheless, these assumptions were for us extremely important. Initiatives based on them should have tremendous implications for our library. Logically, if our appraisal was correct, it imposed for the library one great priority: to do everything we could to *optimize the capacity of information within the library system to serve its clients in a setting essentially and totally dedicated to the satisfaction of user's information needs*. This statement, the expression of our vision, became our new goal.

We could discourse at length on the scope and consequences of this statement and its impact on the organizational revolution that took place in our library. We have had the occasion to briefly discuss these matters in other publications and refer the reader to those (Caron, 1975; Caron and Boivin, 1980; Caron, 1977).

THE ORIENTATIONS OF UQAC LIBRARY

The conclusions of our reflections should find a response in "the orientations" whose text is included in Appendix A. For more than twelve years now, this general statement has been used as a guide and a grid of interpretation for all our actions.

Let's comment briefly on its main parameters:

First, priority has been given to the development of the means and tools required to optimize our capacity to provide information. This implies the presence of competent personnel having at their disposal the appropriate technical facilities and working in a physical and organizational environment suitable for the development of high-level subject expertise. The necessary complement to this strategic choice implies that we have had to take measures to make this capacity known and shared with our clientele. Thus the importance we grant at UQAC to provide training for information literacy to our clients. If it is true that access to quality information is a must for the competitiveness of individuals and organizations, our clients should be able to use efficiently and effectively the tools that we make available to them. Consequently, it is imperative that teaching our clients to use information be seen as a necessary component of their basic education particularly in the case of our students.

Secondly, the library had to develop and make available to its clients collections identified for three main purpose: to meet the needs of our undergraduate students; to provide the instruments needed to access information and to develop some relatively exhaustive collections in what we identify as the research priorities of the Institution. All of these objectives had to be supported by an efficient interlibrary loan (ILL) system.

Third, the library had to make its services available to the regional community.

Once we assume that the library shall find its first justification in its capacity to make available to its clients information, not

documents, everything was open to question and a lot of new questions emerged. For example we asked, is the traditional organizational model which is oriented toward the availability to clients of documents instead of information optimal, considering our orientations? Are the people we hire, trained in traditional library techniques, suited to meet the new expectations associated not to the processing of documents or managing of an organization, but to the development of high-level disciplinary expertise in information? Is our own management, grounded on a Taylorist model, efficient for the pursuit of objectives more associated to the management of intelligence rather than the handling of inanimate objects (documents) or quasi-robotized humans? In short, the implications of the strategic choices we made early on were tremendous and few guides could be found in existing organizations that could help comfort us in our choices. We tried to answer these questions by developing the new organizational model whose description follows.

CONCEPTUAL FOUNDATIONS TO THE ORGANIZATIONAL MODEL IN PLACE AT UQAC LIBRARY

Structurally, our library is organized around two main divisions, one the "Division des services de gestion documentaire" (Division of documents management services), the other the "Division des services d'information documentaire" (Division of documentary information services). But, there ends the similarity of UQAC to the traditional model that is in place in most academic libraries. Considering that our first priority is the availability of information to our clients and not documentation, the fact that information is by definition subject related (tied to a given field) and considering that information imposes to ourselves its own rules and constraints (as an example: most information is getting old rapidly, information has a tendency considering its abundance to be diverse and specialized, is of a very variable quality, etc.), we developed a model which could take care of the various constraints associated to our object, an object (registered information) that is not essentially a physical entity (the book) or a building (the library), but rather an entity that can be either tangible and intangible. This change in goal had to be reflected in the structural model proposed. We had to migrate from a highly efficient model designed to make available books or documents to

Figure 1. Matrix Chart of the University of Quebec at Chicoutimi Library

Organizational chart: DIRECTION — SECRETARIAT; DOCUMENTS MANAGEMENT SERVICES; DOCUMENTARY INFORMATION SERVICES

FUNCTIONS	DOCUMENTS MANAGEMENT SERVICES	Zone I A-B: U-Z	Zone II C-F	Zone III G: Carroth	Zone IV Reg. stad.	Zone V Gov. pub.	Zone VI H-K	Zone VII L-P	Zone VIII Q-T	Zone IX Audiovid.
1. Acquisition	E	-	-	m	m	-	-	-	-	m
2. SIGIRD	Pd	P	P	P	P	P	P	P	P	P
3. CD-ROM	P	P	P	P	P	Pd	P	P	P	P
4. Selection	-	Ed	E	E	E	E	Ed	E	E	E
5. Documents accounts	E	-	-	-	-	-	-	-	-	m
6. Gifts & exchanges	-	Ed	E	E	E	E	E	E	E	E
7. User information instruction	P	P	P	P	P	P	P	Pd	P	P
8. Rare documents	-	Ed	E	E	E	E	E	E	E	E
9. Interlibrary loan	Pd	P	P	P	P	P	P	P	P	P
10. Processing of documents	E	-	-	-	-	-	-	-	-	m
11. Circulation	E	-	-	-	-	-	-	-	-	m
12. Shelving/Document maintenance	E	-	-	m	-	-	-	-	-	m
13. Information/communication	P	P	P	P	P	P	P	Pd	P	P
14. Référence (r)	P	P	P	P	P	P	P	P	P	P
15. Online searching	-	E	E	E	E	E	E	E	E	E
15.1 Bibliographic data bases	-	E	E	E	E	E	E	E	Ed	E
15.2 Numeric data bases	-	E	E	E	E	Ed	E	E	E	E
15.3 Others (INTERNET, etc)	-	E	E	Ed	E	E	E	E	E	E
16. Document processing	-	E	Ed	E	E	E	E	E	E	E
16.1 Indexing-classifying	-	E	Ed	E	E	E	E	E	E	E
16.2 Cataloguing	-	E	Ed	E	E	E	E	E	E	E
16.3 Inventory	P	P	Pd	P	P	P	P	P	P	P
16.4 Pre-cataloguing	-	-	Ed	-	-	-	-	-	-	-
17. Pre-acquisition checking	-	Ed	E	E	E	E	E	E	E	E

r = Function animation assumed by the head of the division.
E = Function exclusive to one or the other division
P = Function assume by both divisions.
Xd = Physical location of the person in charge of a given function.
m = Marginal implication

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clients to one which could base its justification and efficiency in meeting the information needs of these same clients, whether the information came from local collections, other libraries, electronic files or other sources.

The model we proposed used a matrix structure designed to deliver on these promises (see Figure 1).

THE NEW LIBRARY ORGANIZATION

In practice, our library still has two (2) divisions. The division of documentary information services regroups all those peoples who identify themselves with the subject sectors or fields represented in the curriculum at UQAC. These people are expected, as their main duty, to execute a number of tasks that should contribute to the optimization of their expertise in information in their field, and by so doing to satisfy the information needs of their clients. As an example, this division handles the selection of materials, reference, user training, on-line searching, documentary analysis, classification, and cataloguing. The division of documents management services handles all those tasks that require no subject expertise. This includes acquisitions, physical processing, shelving and circulation, and the like.

All professionals and most of the library technicians are part of the documentary information services. The other division includes mostly clerical employees and three library technicians. Professionals and library technicians of the division of documentary information services work together in small teams (one professional and one technician), each team identified to one or more subjects (the whole called "secteur") and to a physical and precise location in the library called a "zone."

Except for the essentially technical operations (i.e., circulation, ILL), there are no line supervisors whose titles are identified with a functional responsibility (head of acquisition, reference services, technical services, etc.). Rather different staffers are charged, in the setting of a matrix structure centered on subject, with developing and implementing a given function. These functional responsibilities generally fall in the hands of one or another of the professionals of the documentary information services. As an example, the professional librarian in charge of the "Education-Psychology" secteur and identified with the "Education-Literature" zone (zone VII) also has the responsibility for

the development of the "formation documentaire" (user training for information) function. He is the one who serves as support for his colleagues for all matters pertaining to the pedagogical models used. He is constantly aware of the developments in this area, and he supervises the development of new tools and provides counsel to the head of the division on all matters pertaining to policies and programs related to this function. The same pattern is adopted for all the functions traditionally present in the library, including on-line searching, the exploitation of CD-ROM, document analysis and cataloguing, reference, marketing, and so forth.

IMPACTS OF THE ORIENTATIONS AND ORGANIZATIONAL MODEL ON THE "DAILY LIFE" OF THE LIBRARY

Impact of the Orientations and Organizational Model on Physical Design of the Library[2]

The first thing glaringly obvious to people visiting our library is the physical dispersion of our employees. The operation and organization by zone which, follows the Library of Congress classification scheme dictates that our personnel be present at various places throughout the library. There are staff members every-where... and this has, at times, created some "image problems." There is no longer any specific area allocated to documentary processing (classification, indexing, and cataloguing) since everything is being done in the zones.

It was expected that this model would optimize the number of employees with a direct and daily contact with our clients. At UQAC, except for the four members of the administration, (the director, one assistant, and two secretaries), only six members of our staff are not in permanent and direct contact with the users. For most of them, the client is no longer an abstraction. He is a real person with concrete needs who, only by his presence, puts a considerable pressure on our people. This fact by itself should have a tremendous impact on the client-oriented vision that we wanted as our trademark.

Another major accomplishment of our system is that there is no longer any friction between the two divisions. This kind of friction is permanent in the traditional model because each division (technical

services, public services) has its own culture and often has conflicting visions of service to client. At UQAC, employees of both divisions live with the same kind of permanent contact with the client, and this shared context contributes more than anything else to unify the perspective of the library.

Impact of the Orientations and Organizational Model on the Current Operations of the Library

A number of elements could draw our attention here. Let's note two of them.

The Operation in a Matrix Structure

Those who have had the experience of operating in the context of a matrix structure will probably agree that one of the main challenges associated with this type of organization lies in maintaining a balance between, on the one hand, how employees or teams compare to each other, and, on the other, how they balance responsibilities related to subjects versus functional ones. This last point is of primary importance. As an example, the individual who plays a role both as a subject specialist and function animator will be permanently confronted with some painful choices associated with the use of his or her time. Management of time imposes on these people a rigorous discipline, particularly since the level of intervention on their two mandates are quite different. In his or her status as disciplinary respondent, this person is confronted with an external client (student or teacher) who will ask for an immediate satisfaction of his or her needs. In his or her status as function animator and coordinator, that same person is offering a service to his or her own organization (his or her clients being his or her colleagues) in a context most often associated with the development of the function, consequently referring to matters whose incidences will have a middle- or long-term effect. Considering our expectation that everything should be focused on the needs and interests of our external client and considering the permanent pressure that one places on our personnel, there is a constant risk that the functional role of our people will be neglected and that this situation will damage the middle- and long-term interest of that same client and of the organization as a whole.

There lies the heart of the mandate of the head of the documentary information services. That person, serving as both animator-coordinator and line supervisor, has to permanently juggle the short-, middle- and long-term interests of our clientele. This implies that he or she must have a coherent and global vision of the organization. On the strict management side, he or she has to maintain if not impose on his or her troops the necessary balance between all their mandates, making sure that the quality of services to clients can be of the highest level both today and tomorrow. This kind of intervention by the head of the division generally occurs on the occasion of an annual planning exercise during which each sector team has to make known its annual projects concerning both mandates. All this has to be accompanied by respect for both the real autonomy of each sector in the definition of their own priorities and the necessary obligation of library managers to insure a coherent and smooth development of the whole library.

The Organization of Work Chains

The technical aspect of the organization of work chains, particularly those pertaining to processing function, on the whole has not created enormous problems. As correctly noted by Martell (1983), technological tools now available have made it possible to alleviate obstacles that traditionally imposed centralization as the only way to operate within the library, particularly in technical services. Incidentally, document manipulations have been increased. On the other side, different ways to operate have created some new opportunities. For example, new documents may be made available in each zone as soon as they are received in the library. This new and value-added service largely compensates in itself for the requirement for additional handling of documents.

In truth, the most important adaptations had to come from the managerial level. Administrators had to modify both their managerial philosophy and the way they live with that philosophy on a day-to-day basis. These aspects will be considered later.

Impact of the Orientations and Organizational Model on our Personnel

The professionals. Our organizational model has been in place since June 1982. It was not, as some might assume, a spontaneous

birth. Gestation started a long time before. As a matter of fact, our professionals, in the context of the traditional organization were participating as subject specialists both in the reference activities and document classification and indexing as early as 1975. At that time, the question was omnipresent as to how we might develop recruiting and hiring policies necessary to position ourselves for the move that followed. In 1979, we specified the minimal qualifications required for professionals likely to work at our library. Very soon, consensus was obtained on the idea that at any time, subject expertise should be seen as essential and that this expertise should be of the highest level available. Concretely, that meant that we should try to hire professionals with both the highest subject qualifications and with an MLS. That also meant, as corollary, that if it was not possible to identify candidates with both formations, subject education was privileged.

Today, the documentary information services numbers eight professionals. Four of them do not have a degree in library science. Two of them are engineers (masters in chemical engineering and geology), one is a graduate in mathematics and the last has a PhD in literature. All are perfectly integrated into our system.

The library technicians. For most of our library technicians, the new structure represented a total change. Not surprisingly, reactions from this group to the new structure were strong and for good reason. Suddenly, we asked a person who had ten years of experience as cataloguer to now act as partner to a professional in a given subject sector, where the span of the new job included reference, cataloguing, participation in the activities of information training in the subject fields, and so forth, a span of action equivalent to that of the professional one although at a different level. As a result, implementation was quite tedious. But today it would be difficult to find one of our technicians who would be willing to go back to the old model.

The library clerks. The situation of our clerical employees was not noticeably changed by our new structure. But if job enrichment was not one of the objectives associated with the implementation of the new structure, it was effectively one of the by-products of the model. At the first stage, our clerical employees felt protected from the throes of change imposed on their colleagues, but they now see themselves

as forgotten in the process. This situation has caused concern for us and will have to be addressed in the near future.

Impact of the Orientations and Organizational Model on Management

The management model in place at UQAC is, not surprisingly, extremely decentralized at the operational level. The staff that is directly involved with the client assumes total responsibility for their day to day operations in their area.

Management plays two roles in operations: First, it assumes responsibility for the support, animation, and coordination of the whole organization. Second, it plays the role of watchdog for collective interests, particularly at the resources allocation level and in developing minimal rules to coordinate the operation of the library. Let us talk about two aspects of our management philosophy.

The management of priorities. Those in charge of sectors set their own priorities, the library sets its own, and the University does the same. The role of management is to harmonize the whole with the objective of producing a coherent annual plan that can be a source of motivation and mobilization for all the staff. Inside the "zone," it is the responsibility of those in charge to understand the needs of their clients and to define what they will do, when and how to meet those needs. One of the main consequences of this way of operating is that it produces large fluctuations of outputs of specific tasks according to the time of the year, the objectives of the zone, and so forth. As an example, the beginning of each year is largely monopolized by the need to serve incoming students and to train them to use information in their field. During that time, the number of documents processed will fall. Conversely, the end of semesters will see a reversal of these priorities. This presents a challenge to those in charge as they had to rethink their role as managers and develop new ways to appraise and do their job.

Evaluation and control mechanisms. Output control mechanisms had to be adapted to our "reality." At UQAC, production statistics only mean something when considered on a quarterly basis. It is not useful to consult daily, weekly, or even monthly statistics to determine the total yearly output. This situation imposes a price, this price being

our quite limited capacity to react to situations in the short term. But the insecurity this can create is largely reduced by the importance we put on an extremely liberal way of managing information in our organization. To cope, we have put in place mechanisms of information transfer, in both directions, that can at any time permit an "appraisal" of the actual workload and output of the library.

The whole qualitative evaluation of our services is right now the object of our attention. As noted, we operate in a very decentralized way. Our staff is given much freedom in their day to day operations, but, per contra, administrators can not neglect their responsibilities as managers. We had to develop mechanisms to evaluate the global output of our organization, quantitatively and especially qualitatively. Beyond statistics and annual reports, this evaluation at UQAC is centered mainly around the clients, and that is done through the Library Committee (Comité de la bibliothèque) and eventually, the annual survey of clienteles.

Our Library Committee has been active for more than 15 years now. It includes one teaching/research member for each of our eight departments, two undergraduate students, one from the Humanities and Social Sciences sector and the other from the Pure and Applied Sciences sector, plus one graduate student, and the deans of undergraduate and advanced studies and research. Our committee meets officially three times a year and is consulted on all matters of interest to our clients. For three years now, we have created subcommittees acting as task forces on specific problem areas. These subcommittees propose recommendations to the full committee and the director. The feedback we receive from our committee is highly significant and most appreciated. Concurrently, we are now studying means to implement an annual mechanism of direct surveys of our clientele. This project is now in progress[3] and we plan to function that way in about two years.

THE STANDARD SUBJECT ZONE

Physical Aspect

Appendix B presents an example of a subject zone at UQAC. Each zone includes, in a specific physical location of the library, the totality of resources useful to the client in his quest for information in a given

field. Around the professional and technician are grouped reference documents in the subject field, equipment permitting access to the different electronic databases (including the OPAC); tables; booths; rooms for group meetings; and one or more stacks regrouping the latest periodicals in the field and books that are not yet being catalogued. As possible, we try to identify the client with both "his" or "her" staff and physical location in the library. The staff of each of our nine zones is urged to accentuate the personalization of his or her zone, to make the zone, both in its physical aspect and in the type of services offered, a reflection of the "culture" of the subject field being served.

Current Operations

Day to day priorities are totally in the hands of zone personnel who, in permanent and direct contact with clients, are the only ones able to manage them. Each staff member, professional and technician alike, execute one or the other of the tasks associated with service to their client freely inside the parameters of their job description. Interactions between professionals and technicians do not generally create any problems.

Interactions between zones are permanent. Grounded on the horizontal axis of our matrix operation, they take different forms. Usually, they consist of an exchange of ad hoc expertise or interrogations about current matters (on-line searching, cataloguing/indexing, formation to information, etc.), or in the setting of more formal work groups joining together people from different areas to discuss and implement actions relevant to a specific problem or task (the local SIGIRD committee, the program of information/communication to clientele, the staff development program, etc.).

Generally, even if some persons or groups assume the responsibilities of given tasks, we try to encourage collective solidarity as a value to be actively sought in our organization. Problems of one kind or another in any zone or division eventually affect everybody in the service. Everyone has to contribute to their resolution. All our personnel are familiar with our annual "blitzes" in which everyone from the director to the shelving staff regroup to address a major problem and/or reshape one aspect or the other in the organization.

To summarize, if by analogy we had to compare our model of functioning by zone to any other, the appropriate model would be

that of the small- and medium-sized business enterprise (SME). The UQAC library is a cluster of SMEs, each of which operates inside a larger ensemble capable of providing common support, and each of which pursues objectives associated with the dispensation of quality information services to specific clienteles.

LIMITATIONS OF THE MODEL

At the management level, the adaptation to the reality of a true decentralization of power and responsibilities and, more precisely, because of this reality, the model imposes some unavoidable constraints. As noted earlier, there is a clear need for a coherent set of external indicators to evaluate the quality of our services. This necessity is complicated by the fact that our product is no longer a physical element (document or something else), but a quasi immaterial product, information to client, whose evaluation is, by nature, highly subjective. We now invest resources and time in developing indicators that could reflect the goal we pursue, a task whose complexity has been recognized by others in this profession (Schlichter and Pemberton, 1992). Meanwhile, we give much attention to our Library Committee, whose recommendations and suggestions are of tremendous help to us.

Another major constraint of our model relates to the limited mobility afforded to our zone staff. The obsession we place on optimal subject competence has resulted in a loss of polyvalence for most of the personnel of the "Division des services d'information documentaire." This loss of polyvalence is important among our professionals and more and more present in the case of our zone technicians who, with time, feel incompetent outside the borders of their own respective fields. This situation is a source of preoccupation for us, and no solution is presently in sight.

RESULTS ACHIEVED

We cannot actually count on any scientific data or evaluation which could permit a definitive judgment about the performance of the model we put in place at UQAC. At most, some indicators are available which could sustain the assertion that this model is

delivering its promise, that is, it optimizes the capacity of information provided by the organization to benefit the client. Let's signal some of these. The "image" or service reputation of the library on campus is generally excellent as noted by either internal surveys[4] or external ones.[5] The performance of UQAC researchers is among the best in the University of Quebec network and among researchers all around Quebec Province. There is also still no departmental libraries or documentation centers on campus and the credibility of the library is good among both the administration of the university and its clientele. The University of Quebec at Chicoutimi library, with a very limited staff, has been able to develop original services which positions it as avant-garde among academic libraries in Quebec.

HOW MUCH DOES IT COST?

Our orientation and the structure that supports it are neutral in terms of costs. The UQAC model library costs no more to operate than a traditional one. As illustration of this fact, let's note that the library budget for 1993-1994 will represent about 5.5 percent of the institutional budget. We are actually making representations to push this ratio to 6 percent and, on that basis, to reserve 28 percent of the budget for documentary acquisition. These two ratios will position our library inside the provincial mean. Our organizational model has as its main goal the optimization of the information capacity of the library system. It is essentially a qualitative model, a model whose intention is to offer better service to clients in a context liable to give a new sense to the daily work of everybody in the library. Consequently, it doesn't imply or impose any shift of resources from documentation to information or vice-versa. This point is of tremendous importance to keep in mind when discussing with administrators or our clientele who, when confronted with the growing paucity of our collections, could perceive in this reorientation of priorities another plot by "the library people" to exacerbate the absence of a documentation whose necessity and local availability is even now so crucial.

DEVELOPMENTS TO COME

Intra-library Developments

Three elements will retain our attention for the coming years.

First, we have to finalize the integration at the subject level of some collections still functionally separated. We refer particularly to the audiovisual collection and the government publications collection. Both these collections remain, at UQAC, physically separated entities. For a lot of reasons, they will probably maintain this status. Nevertheless, the integration of their contents to the subject zone will have to go beyond the simple identification of these resources on the same OPAC, a strictly minimal measure. The same as for other documents of the library, the contents of these collections or documents should be included in the "stock of knowledge" of our zone personnel. We have proposed some measures to reach this objective.

Second, the implication of our zone personnel in the development and support to functional responsibilities will have to be reinforced. The balance, as we mentioned before, between functional and disciplinary responsibilities is still fragile. Rigorous actions will have to be implemented to blend these two level of responsibilities in each staff position.

Third, we have to put in place a coherent training and continuing education program under the umbrella of the library. Up to now, most of the training activities of our employees were left to their own initiative and financed by one or the other of the union-management committees of the Institution. We think, considering the challenges associated with the implementation of new technologies, among other things, that we have to move beyond this view.

Intra-institutional Developments

Every effort of the library is oriented toward meeting the needs and preoccupations of research and teaching at UQAC. This effort will concentrate on two aspects.

On the Operational Level

The training for information literacy of our users has been given the highest priority at UQAC for more than 15 years now. These

activities, more and more oriented toward the credited course, were up to now left to the initiative of individuals, directors of programs or teachers, who were convinced of its necessity for their students. These interventions, let's remember, were given to more than 70 percent of the incoming students at UQAC in 1993-1994. It is our conviction that it is time to go ahead with a new step in the expansion of this program. In the winter of 1993, the Office of Undergraduate Studies and the library have officially implemented a team effort whose mandate is to propose a conceptual and functional model to institutionalize the presence of a mandatory and credited activity of training on "information appropriation" in every undergraduate program at UQAC. The team is scheduled to complete its preliminary report in October 1995.

On the Formal Level

We have initiated some interventions with the administration of the University with the intention of accentuating the presence of the library in the governing academic bodies of our institution. As an example, we encourage the participation of our professionals in the Academic Program Committees of their fields of competence. We have proposed the presence of library representatives on the Undergraduate Studies Subcommittee and the Graduate Studies and Research Subcommittee. In other respects, the deans of undergraduate and graduate studies and research are "ex-officio" members of our Library Committee. All these measures, we believe, are by their nature liable to optimize the harmonization and integration of the library to meet the needs and preoccupation of research and teaching at UQAC.

Regional Developments

It is our goal to make available the expertise and resources of the library to the regional community we serve. We have produced in the spring of 1992 our strategic plan for an accentuated intervention to support the region, including the creation of an information service specially dedicated to the support of small- and medium-size business. We are now in the process of evaluating potential external resources to support the start of such a service.

IS THE UQAC LIBRARY MODEL "EXPORTABLE"?

Our library is and will remain a small academic library. Most of the visitors we receive in Chicoutimi (library professionals in particular) inevitably ask us about the practical operationalization of a model like this one in the environment of a much larger academic library. Is a model like this possible and desirable in a large academic library and, if so, is it capable of the same outputs? At UQAC, we are convinced that this model is suitable for any organization whose mandate is to process and make available recorded information products to specific clienteles. This naturally includes documentary organizations (libraries, documentation centers, etc.), but also organizations whose object is specifically the handling or processing of recorded information (i.e., computer services, etc.) for the benefit of specialized groups.

Moreover, we are also convinced that the benefits associated with this model will proportionally grow with the quantitative importance of the staff in place. A much larger staff will permit the multiplication of subject teams, so that a more accurate level of specialization can occur and, consequently, if goals are well understood, better service can be provided to clients.

AND WHAT ABOUT TECHNOLOGY?

Technology for us is a means, not an end. You may say this is common sense. However, we too often get the impression that means in this profession have taken the place of ends and goals. This fixation toward means (be they administrative or technological) probably has been one of the most important obstacles to a redefinition of our documentary systems. The coming of computerization, as an example, with the productivity increase it has procured, has made possible the perpetuation of practices and ways of doing things in this profession whose pertinence should have been questioned a long time ago. For some, technology was seen and used as a safeguard against change.

This being said, UQAC library, within the limits of its resources, puts great attention on the integration of modern technological tools in support of its regular functions. Nevertheless, we are convinced that the most important issues in this profession are not associated

with technology or managerial modes. They relate instead to the ends and goals of this profession, a considerably more profound reflection whose treatment is still largely deficient in current library literature.

CONCLUSION

Our management philosophy, our orientation as a library and the organizational model we have put in place, all demonstrate that they are feasible for use in an academic library. They have made possible the dispensation of some value-added services to our clients that are attainable only through the best information services. UQAC library now has the capacity and the specific expertise that advantageously positions this service to confront the challenges associated with the advent of the "virtual library" or the "information society." Considering these attainments, the whole vision of our role on the campus is evolving. We want to assume more than the traditional role associated with the library as a support service to research and teaching. Our wish is to position our library as a necessary partner in the development of research and teaching at UQAC and of our region.

APPENDIX A

The Orientations of UQAC Library

Approved by the CAD (Board of governors of UQAC) in 82/06/30.

Considering:

A) *The mission of the library*
   - Support to teaching and research
   - Support to the collectivity

B) *The problematic associated with the development of our library, including*
   1. objective conditions imposed to its development
      - limited financing
      - geographical isolation
      - weakness of local documentary collection
      - growing importance of advanced studies and research
      - Extreme variety of disciplinary programs.

2. present and foreseeable evolution of the information/documentation sector:
    -   continuous expansion of the volume of documentary publication
    -   growing multiplicity and complexity of access and support to information
    -   telematic revolution.

3. means and possibilities that are those of UQAC library (developed expertise):
    -   in exploitation of on-line systems
    -   in documentary training of users
    -   in internal computerization (BADADUQ).

UQAC library proposes the following orientations as guidelines to its development:

A) *At the access to information level*
    1. UQAC library will make available to its users, particularly its researchers and graduate students, the adequate mechanisms permitting those to satisfy all their information needs.
    2. UQAC library has to give to its users minimal training in information literacy which will permit those:
        a) as professionals, to acquire the basics of an autonomous functioning relatively to the satisfaction of their information needs in their field.;
        b) as students, to exploit the information resources that the library makes available to them.
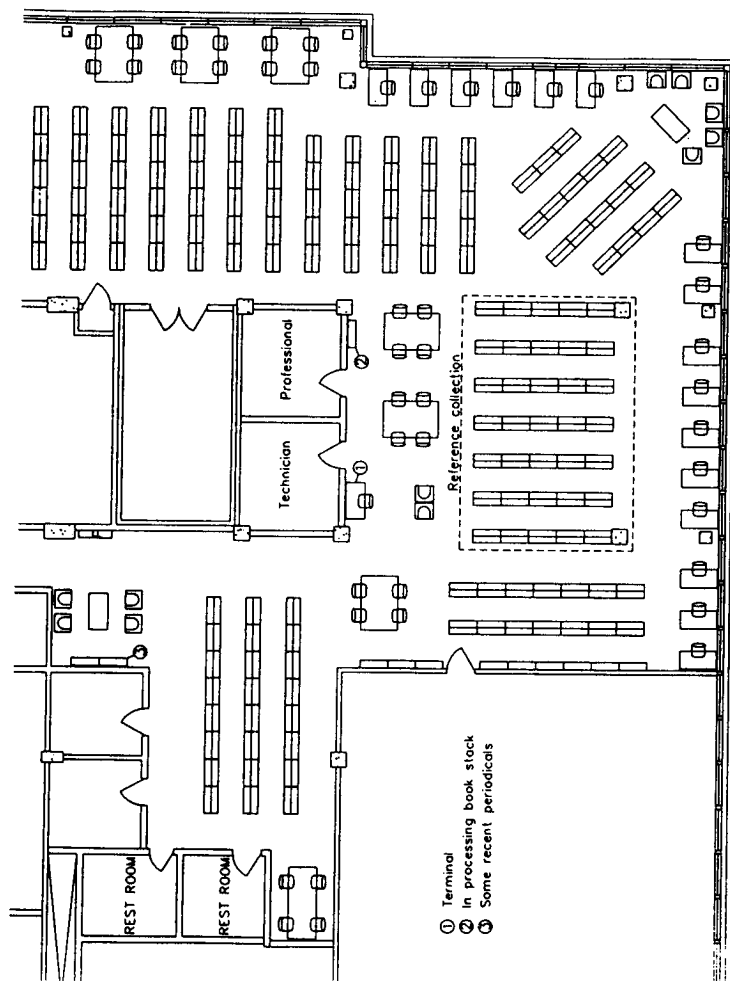
B) *At the access to documentation level:*
    1. UQAC library will make available to its users:
        a) a pertinent collection associated to the "axis of development" of the Institution, mainly Middle-North and regional studies and intervention.;
        b) A large span of tools (reference books, manuals, etc.) needed to locate information.;
        c) a functional collection of documents relevant to all the programs offered at UQAC.

    2. UQAC library will make available to its users the most efficient mechanisms permitting the acquiring of documents not in the library (ex. ILL).

C) *At the regional implication level*
    UQAC library, as far as its capacities permit, will make available to the regional population its resources and expertise.
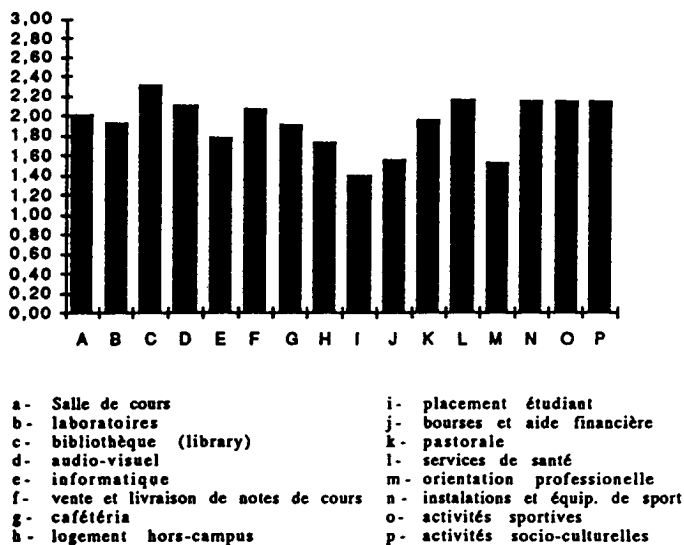
APPENDIX B

Typical Disciplinary Zone

① Terminal
② In processing book stock
③ Some recent periodicals

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APPENDIX C

User's Perception as Illustrated by Surveys

1. Institutional survey

User's Satisfaction about Institutional Services

a - Salle de cours	i - placement étudiant
b - laboratoires	j - bourses et aide financière
c - bibliothèque (library)	k - pastorale
d - audio-visuel	l - services de santé
e - informatique	m - orientation professionelle
f - vente et livraison de notes de cours	n - instalations et équip. de sport
g - cafétéria	o - activités sportives
h - logement hors-campus	p - activités socio-culturelles

2. External survey

Criteria "Work Tools"(audio-visual equipment, library, etc.)

U.Q.A.C.   1,24
U.Laval   0,94
U. Bishop   0,91
U.Q.T.R.   0,91
U.Q.A.R.   0,87
U.McGill   0,87
U.Q.A.M   0,80
U.de Montréal   0,72
U.de Sherbrooke 0,69
U.Concordia   0,45
U.Q.A.H.   0,10
U.Q.A.T.   0,00

0,00   0,50   1,00   1,50

NOTES

1. Created first as BADADUQ, redesign and expand by UQAM as SIGIRD and commercially known as Multilist.
2. See in Appendix B a croquis of the typical physical design.
3. A master student from our business department is actually working on the definition of indicators pertinent to the evaluation of the quality of our services. Her report is due for December 1995.
4. User satisfaction survey of UQAC graduate students (promotion 1987). University du Quebec a Chicoutimi. *Enquete-sondage sur le niveau de satisfaction des etudiants de l'UQAC, projet RELANCE 1987, Satisfaction a l'egard des services.* Chicoutimi: UQAC-Service des communications institutionnelles, 1987 (see graph in Appendix C).
5. CAMPUS-COORS survey of 2,400 undergraduate students from Quebec universities. The only place where UQAC was ahead concerned appreciation of "work tools" (Les outils de travail-Audio-visual equipment, library, etc.). Groupe Everest Inc./SEROM. *L'emploi a court terme et l'education.* Montreal, May 1987 (see graph in annex 3).

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