SIMON FRASER UNIVERSITY

Senate Committee on University Priorities
Memorandum

TO: Senate

FROM: John Waterhouse
Chair, SCUP
Vice President, Academic

RE: Library External Review

DATE: July 19, 2004

For Information

On behalf of the Senate Committee on University Priorities (SCUP) I would like to submit to Senate for information the Library External Review Report, the Library's response, and the plan outlining the Library's objectives in the period leading up to its next scheduled review. SCUP reviewed these documents at its July 7, 2004 meeting.

encl.

c: B. Clayman
L. Copeland
G. Nicholls

SIMON FRASER UNIVERSITY
OFFICE OF THE VICE-PRESIDENT, RES

Memorandum

TO:	Members of SCUP and Senate	**FROM:**	Bruce P. Clayman Vice-President, Research
SUBJECT:	Library External Review	**DATE:**	June 28, 2004

The Report of the External Review Committee for the SFU Library was received by my office on May 4, 2004. According to the terms of reference for the review, the following should occur.

A. The Library will review the report and the comments provided, and prepare a plan describing the Library's objectives in the period leading up to its next scheduled review. The first section of the plan should provide the Library's response to the external review, in particular the reviewers' recommendations. The University Librarian and the Vice-President, Research will negotiate the final draft of the plan to be forwarded to the Senate Library Committee, Senate, etc.

B. Senate will receive, for information, a summary of the external review and a copy of the unit's approved academic plan. Members of Senate may review full documentation in the University Librarian's office.

C. Three years after the approval of the Library plan, the Library will report to the Vice-President, Research and the Senate Library Committee on its progress in implementing its academic plan.

In compliance with these terms, the Library has prepared a response to the review and a draft plan describing in outline form the Library's objectives in the period leading up to its next scheduled review. I have reviewed the response and draft plan with University Librarian Lynn Copeland and arrived at a mutually agreed-upon plan.

All three documents are attached to this memorandum. I am now submitting them for the information of SCUP and Senate.

I am pleased to see the reviewers note that Library staff, under Lynn Copeland's leadership, are 'respected for the quality of their work and their strong service ethic.' The recommendations and response include suggestions for future directions of the Library. I support these and note that action has already begun on several recommendations.

In particular, I want to highlight the following points:

Planning and Organization (Recommendations 1-6, 10-12)

With respect to both research and teaching, the Library's role is evolving dramatically and I concur with the process of re-visioning outlined in the Report. In this context, I have asked the Library to prepare a detailed Three Year Plan in Fall 2004. In the interim, I have approved the hiring of an additional two Associate University Librarians in recognition of the expanding complexity of the operation. I agree with the Report that it is essential that the Library continue to participate fully in University planning. In order to make most effective use of resources and to provide the most cohesive and integrated services, the Surrey and Belzberg Libraries must be an

integral part of the SFU Libraries and I continue to believe their budgets should be integrated under the University Librarian's administrative portfolio.

Space

The Report and Response address several issues relating to the Bennett Library and the Surrey and Belzberg libraries. For the latter two, space is a crucial issue and must continue to be addressed as the levels of activity on those two campuses increase.

The Bennett Library must provide a milieu for both learning and research activities. With respect to learning, the 'Learning Commons' concept suggests the changing role of the Library and librarians as technology and pedagogy more effectively address students' requirements; this concept should be fully explored and supported. While the building has the space for anticipated collection growth over the short term, a comprehensive plan to utilize most effectively the space consistent with the Library's vision must be developed and funded. Space for contemplative study must be provided. Individual collections such as the Media Collection and more vault space for Special Collections are desperately short of space and the required renovations must be funded.

Communications and Staff support (Recommendations 7, 9, 13)

I am pleased to note that the Library is undertaking initiatives to improve support for staff and internal communications, and to deal with immediate building issues.

University Librarian Lynn Copeland will be available to attend meetings of SCUP and Senate when this report is on the agenda for information.

attachments

SFU LIBRARY EXTERNAL REVIEW 2004
Report of the Review Committee
April 2004

Karen Adams
Director of Library Services and Information Resources
University of Alberta

Lynne Quarmby
Associate Professor Biological Sciences
Simon Fraser University

Michael Ridley
Chief Librarian
University of Guelph

Marnie Swanson, Chair
University Librarian
University of Victoria

Introduction

In accordance with the terms of reference, this review concentrated on documenting current conditions at the Simon Fraser University Library and identifying opportunities for improvement. Over the course of the three day visit, the External Review Team met with staff, members of the user community, key committees involved in the management and governance of the Library, and senior university administrators. All three library locations were toured. The Team had been provided in advance with extensive and comprehensive documentation, including the self-study. The quality of that documentation was superb, and provided a firm basis for the meetings on-site. In addition, the Vice-President, Research had set up an e-mail feedback mechanism that enabled written feedback for those who had been unable to attend the meetings and one written submission was received through campus mail.

Current Conditions

Since the last review many positive changes have taken place, including the leadership of the Library. The Review Team heard repeatedly of the high esteem in which the university community and the Library staff hold the University Librarian. It is clear that she has taken the Library to new heights, and that, overall, the library staff is respected for the quality of their work and their strong service ethic.

The Team heard the community's appreciation for the increased resources that have enabled the Library to expand its electronic resources and to create new services in support of the teaching, learning and research activities of the University. It is clear from the self-study that the Library staff are making significant progress towards the resolution of issues that were identified during the course of the study.

More specifically, the Team noted the following observations which document, in part, the success of the Library:

- We heard repeatedly of the success of the new liaison program in energizing the librarians and responding to the needs of faculty and students. Faculty refer with pride to 'my librarian.'

- The University's commitment to increasing the Library's materials budget since the last review has resulted in overall growth in the Library's collections and specifically in the dramatic increase in the availability of electronic resources. Realignment of the budget in support of disciplinary and program needs has been effective.

- Course-integrated library instruction clearly contributes to both the learning objectives of the course and the skills of the student. Faculty noted that papers were of higher quality because of the instruction program, a clear indicator of the Library's contribution to student learning outcomes. As one faculty member noted, 'The library staff are part of our teaching staff.'

- The appropriate and flexible responses of the Library staff to individual concerns and survey results were noted. A proactive attitude of continuous improvement marks the staff's approach to service.

- Through participation in University governance, committees and task forces, the library staff are fully engaged in the life of the University. This participation has enabled them to be partners in decision-making and problem solving for the institution.

- This Library is a leader in innovation, including information technology systems, the Information Commons, unmediated interlibrary loan, institutional support for alternative models of scholarly communication, and digitization projects such as *Our Roots/Nos Racines* and the *Canadian Multicultural Heritage Project*.

- The Library is contributing to the University's profile in the community through activities like public presentations, community events, and an active gifts-in-kind program.

- The Library is valued for its strong commitment to University-wide collaborations, such as those with Academic Computing Services, and faculty research projects. The Library has also played a vital role in supporting the Canadian Centre for Studies in Publishing.

- The Library has an excellent track record in province-wide collaboration, bringing benefits both to SFU and to the broader library community. For example, there was strong support within the postsecondary community for moving the Electronic Library Network (ELN) under the umbrella of this Library.

- The Library is a full participant in regional and national collaborations that license electronic resources, and has provided leadership within western Canada in the development of the virtual western Canadian university library.

As one staff member with long service noted, "We are the best we have ever been." This sentiment was echoed by faculty comments on the return of the library to prominence as a center of learning activity on the campus.

1. Opportunities for the University

As Simon Fraser University expands and evolves it has a unique opportunity to re-imagine the nature of library service in the 3 campus University. In this vision the Library will maintain its centrality to the academic mission and it will act as a source of both innovation and traditional support. This future is one where the Library is an active agent in a distributed model (virtual and physical resources; central and branch locations; vertical and horizontal functions). In this new arrangement it will be important to maximize both the common core services that will be provided centrally and the local ability to innovate and be relevant close to the user community.

Part of this vision can reinvent the Library as the "student learning centre" by creating a one-stop partnership of support services for student learning. With this new focus as the student learning centre the Bennett Library can transform its "Information Commons" into a "Learning Commons" and more holistically support the needs of students. This challenge will move the library from being more than the heart of the institution to being the very lifeblood that courses throughout the University. The future for the Library at Simon Fraser University is bold, innovative and effective, and one that can be achieved through strong support from senior leadership in the University and the Library.

1.1 Academic Planning

It is critical to the achievement of the University's mission that library services are relevant to the academic plan. At present, it is not clear that this is always successful. For example, the "W" courses appear to fail to capitalize fully on the Library's expertise. The Library must be a full participant in the academic planning process and related decision-making.

Recommendation 1:
That the senior management of the Library become an integral part of academic planning and related decision-making.

1.2 Program Expansion

Under the current model, the Library prepares an impact statement to accompany the process of approving new courses and programs, and new resources are allocated upon approval. In the three-campus university, with distributed programming there is a need for core information resources, services, and staff expertise in new locations. The current model does not reflect this.

15.

Recommendation 2:
That the Library's resource needs be taken into account when courses and programs are expanded to a new location, or the delivery mechanism for a program or course changes.

1.3 Reporting relationships

The community applauded the support afforded the library by the Vice-President, Research, especially the increases in financial allocations for the materials and operating budgets. It is clear that the library has benefited from reporting to the Vice President, Research. However, the challenges of expanded academic programming on a three-campus university suggest that alignment with the Vice-President, Academic may be beneficial. In any case, the direct reporting relationship between the University Librarian and a Vice-President is essential to continued success.

Recommendation 3:
That the University Librarian continue to report to a Vice-President.

2. Opportunities for the Library

The Library has nurtured and grown an atmosphere of expertise and enthusiasm that has allowed it to be an innovator and a leader in library service. This culture of change and innovations is fundamental to the continuing success of the Library and must transcend the movement to a mature management model. For example, as the Library expands its services to the other campuses, in order to build community in this environment, innovative technologies such as videoconferencing and virtual presence, alongside traditional methods like cross-campus visits by staff, may prove useful.

2.1 Organizational structure

During the transition phase since the last review, the University Librarian has chosen to maintain a close relationship with the heads of the functional areas in the Library. This has been important to the renewed success of the Library. Now that her leadership is established, it is time to move to a management model that reflects the maturity of the relationships in the organization and allows the development of a new generation of managers. At the same time, the Review Team noted the exceptionally large span of control for the University Librarian, with thirteen people reporting directly to her, leaving less time for crucial activities like strategic planning and fund-raising.

Recommendation 4:
That three Associate University Librarian positions be established:
* one with responsibility for functions like budget, human resources, facilities, collections, and ILL;
* one with responsibility for functions like reference, loans, the Belzburg and Surrey libraries and Special Collections; and
* one with responsibility for functions like systems, processing and ELN.

2.2 Management Processes

Since the last review new management committees such as Library Council and the Library Planning Committee have been established to provide greater staff input to management decision making. While staff generally expressed satisfaction with these committees, it was not clear which groups and/or

individuals are responsible for overall strategic and operational planning; how priorities are determined; or how decisions are made.

Recommendation 5:
That whatever new management and governance structure is chosen, there be a clear delineation of mandates and accountabilities.

Recommendation 6:
That the Associate University Librarians with the University Librarian create a cohesive vision and strategic direction for all three campus libraries.

2.3 The Respectful Workplace

The Library has undergone rapid change, increasing its staff and changing its services. It is a challenge to maintain a supportive workplace in such an environment. To make matters more complex, some of the new services have intensive technology, with the result that more traditional service activities like loans and stack maintenance may appear of less value to the organization than the newer technology-based activities.

While it is clear that the senior groups are comfortable in their collegiality, there is a need to establish a respectful workplace that carries that respect within work units, across the Library, and across the three categories of staff. One staff member noted that staff in other units "don't see us."

Recommendation 7:
That the Library actively seek opportunities for staff at all levels and all locations to interact, be it through social events, secondments, staff exchanges, committee work, or other mechanisms, as well as seeking opportunities for staff to experience each others' work environments, even for short periods of time.

2.4 Space in the Bennett Library

a) Bennett Library Space Planning
While the Library faces many decisions regarding the use of space in the Bennett Library it appears, that if used appropriately and imaginatively the Library has adequate space for its future needs. The incremental space planning which has characterized recent attempts to address the problems of specific floors or services is not a good long-term strategy. The challenge for the Library is to create a holistic strategy with a 5 to 10 year horizon that can be enabled through a multi year implementation that is financially sustainable.

Recommendation 8:
That a long term approach to space planning in the Bennett Library be undertaken using external expertise and taking the opportunity to re-imagine the Library's current and future activities in consultation with other members of the campus community.

b) Condition of the Bennett Library
The condition of the Bennett Library has become sub optimal for both users and staff. A clean facility and comfortable, ergonomic furniture are essential to a welcoming and productive learning and working environment. Allowing the building to continue to deteriorate only reinforces user disrespect for the facility. Hence while a long term space plan will address many of these issues, action must be taken immediately.

Recommendation 9:
That in the short term, continued priority be given to building cleanliness and that a strategy for renewal of both staff and public furniture be developed and implemented.

2.5 Library Service on the Vancouver campus

The growth and transformation of Harbour Centre into the SFU Vancouver campus requires a parallel evolution in the nature of effective and coherent library service. The new vision of these services must enable an interactive presence in all parts of the downtown campus and facilitate an effective program of community outreach. Renovating the mezzanine floor of the Belzberg Library responds to a short term need to relieve existing pressures but it is not a sufficient long term strategy that supports a renewed vision of library services. The Belzberg Library can act as the critical hub of these services and enable extensions throughout the Vancouver campus and thereby becoming the lifeblood of this growing, diverse and exciting campus.

Recommendation 10:
That a vision of library services to the present and planned Vancouver campus be created and that a plan reflecting that vision be created for the Belzberg Library expansion.

2.6 Library Service on the Surrey campus

The development of the Surrey campus is an exciting new opportunity for the University and the Library. The culture of innovation and entrepreneurship that is part of the Surrey campus is beginning to be reflected in the Library's services and collections. While strong support from the Bennett Library is critical, the Library's future development of its services and collections should be consistent with the pedagogical approach of the Surrey campus. In addition, by pooling the Surrey Library budget allocation with the overall library budget, greater flexibility of staffing and services could be achieved.

Recommendation 11:
That the Surrey campus library be as innovative and technology based as is the campus academic program.

Recommendation 12:
That the Surrey Library budget be integrated with the Bennett library budget under the responsibility of the University Librarian.

2.7 Self Study

As noted earlier, the self-study contains a wealth of information that describes the Library's response to the previous review, and identifies other service improvements that have been undertaken. In response to user needs, the Library has increased its hours, developed a model training program for information desk and other public service staff, and launched the 'Ask us Here' reference service in busy areas on campus — to name just a few of the positive changes.

Continuing to be self-reflective through processes like self study is important. In this library, as in most organizations with substantial staff playing diverse roles, working different hours, and providing service in three locations, effective communication remains a constant challenge. The Review Team noted with approval the emphasis placed on communication and training in the *Overview* document, as we heard both praise for new initiatives in these two areas, and concerns that there is still work to do on communications and training.

Recommendation 13:
That the Library continue its emphasis on internal communications and training for staff, and continue to monitor its achievements and aspirations in these areas.

Conclusion

We wish to acknowledge and commend the SFU Library staff for the significant accomplishments they have achieved since the last external review. Under Lynn Copeland's strong leadership it is clear that the Library is well positioned to deal with the future challenges of a rapidly growing three campus university.

Summary of Recommendations

Recommendation 1:   That the senior management of the Library become an integral part of academic planning and related decision-making.

Recommendation 2:   That the Library's resource needs be taken into account when courses and programs are expanded to a new location, or the delivery mechanism for a program or course changes.

Recommendation 3:   That the University Librarian continue to report to a Vice-President.

Recommendation 4:   That three Associate University Librarian positions be established:
* one with responsibility for functions like budget, human resources, facilities, collections, and ILL;
* one with responsibility for functions like reference, loans, the Belzburg and Surrey libraries and Special Collections; and
* one with responsibility for functions like systems, processing and ELN.

Recommendation 5:   That whatever new management and governance structure is chosen, there be a clear delineation of mandates and accountabilities.

Recommendation 6:   That the Associate University Librarians with the University Librarian create a cohesive vision and strategic direction for all three campus libraries.

Recommendation 7:   That the Library actively seek opportunities for staff at all levels and all locations to interact, be it through social events, secondments, staff exchanges, committee work, or other mechanisms, as well as seeking opportunities for staff to experience each others' work environments, even for short periods of time.

Recommendation 8:   That a long term approach to space planning in the Bennett Library be undertaken using external expertise and taking the opportunity to re-imagine the Library's current and future activities in consultation with other members of the campus community.

Recommendation 9:   That in the short term, continued priority be given to building cleanliness and that a strategy for renewal of both staff and public furniture be developed and implemented.

Recommendation 10:   That a vision of library services to the present and planned Vancouver campus be created and that a plan reflecting that vision be created for the Belzberg Library expansion.

Recommendation 11:   That the Surrey campus library is as innovative and technology based as is the campus academic program.

Recommendation 12:   That the Surrey Library budget be integrated with the Bennett library budget under the responsibility of the University Librarian.

Recommendation 13:   That the Library continue its emphasis on internal communications and training for staff, and continue to monitor its achievements and aspirations in these areas.

W.A.C. BENNETT LIBRARY, SIMON FRASER UNIVERSITY

To: Bruce Clayman   From: Lynn Copeland
          VP Research   University Librarian
Re: Library Review Report 2004   Date: June 8, 2004

This positive **Report** is a result of the efforts of all Library employees who are rightly 'respected for the quality of their work and their strong service ethic' (p.2). The **Report** sets out the direction that a vision for the Library should take as we embark upon our next Three Year Plan in Fall 2004.

Given the increased emphasis on online delivery and the Library's record of technological innovation, nevertheless the faculty, student and employee surveys and the Report identify the Bennett Library building and adequate branch space as areas requiring significant attention. This supports the continued importance of the Library as place. The Library must serve two competing human space needs: the first, what is characterized in the **Report** as a Learning Commons; and the second, space for quiet contemplation. Both must be met as the building and library services continue their evolution. The **Report** also addresses issues of service, organization and scope relating to the branch libraries, crucial to resolve as University expansion continues on both branch campuses.

The term 'Learning Commons' is often used synonymously with 'Information Commons', but the **Report** suggests in the former a deeper complex of services. The possibilities for achieving a true Learning Commons will continue to be explored.

The **Report** affirms the Library's belief in the importance of communication and staff involvement and suggests areas for improvement. It also suggests an adequate organizational structure to support this management style.

The recommendations suggest ways to strengthen library service, basically continuing in the direction of the past x years. In preparing this response, consultation meetings were held with all staff employee groups, with the Planning Committee and Library Council, and with branch library staff. Responses to specific recommendations are outlined below.

Recommendation 1: That the senior management of the Library become an integral part of academic planning and related decision making.

This is integral to the success of Library services, and to a large extent already pertains. For example, the University Librarian is a member of the VP/Deans' committee and Deans' Council and participated in the Three Year Academic Plan development process; the Library is represented on a variety of Senate, technology, learning technology, distance learning and other committees, a librarian was recently appointed to the Student Learning Services Task Force, and we expect to participate in the development and delivery of the new undergraduate curriculum.

Recommendation 2: That the Library's resource needs be taken into account when courses and programs are expanded to a new location, or the delivery mechanism for a program or course changes.

When new courses are developed, the Library resource requirements are reviewed and funding identified during the approval process; however, where new programmes are developed whose library resource requirements are primarily for research (such as the Faculty of Health Sciences), or where courses or programmes are relocated to another campus, Library resource requirements may not be considered, to the detriment of students and researchers. These needs to some extent have been met through inter-campus delivery and electronic resources. Nevertheless, gaps can be created, for example with respect to the Masters in Public Policy located downtown and arts courses offered at Surrey. Some funding has been established for the Faculty of Health Sciences and research needs for Surrey. This issue requires, however, ongoing attention.

Recommendation 3: That the University Librarian continue to report to a Vice-President.

I agree.

Recommendation 4: That three Associate University Librarians be established

This recommendation generated considerable discussion within the Library. It would be an increase from one to three AULs. Given the increasing complexity, size and role of the Library, I feel it is important to provide appropriate direction for the Library through this type of re-organization. Over the past six years, a number of CUPE, librarian, APSA and positions have been created and others discontinued as work requirements have changed, in large part because of the transition to online resources. This continues to be the case, with the 2004/05 budget cut and operating increase permitting flexible and strategic allocation. As the Report implies (Section 2.1) there is a need to provide strategic direction, improve communication, and ensure that appropriate attention is paid to the day to day management of the Library.

Recommendation 5: That whatever new management and governance structure is chosen, there be a clear delineation of mandates and accountabilities.

The Terms of Reference for the Library Planning Committee and Library Council have been posted on the Library staff web site and will be reviewed periodically and further communication undertaken. The terms of reference and membership for other Task Groups and Committees should also be communicated to staff and kept up-to-date. Other useful information such as the Library organization chart should be posted on the staff web site. Most of these Task Groups are formed through activities of the Library Council.

Recommendation 6: That the Associate University Librarians with the University Librarian create a cohesive vision and strategic direction for all three campus libraries.

A Three Year Plan will be developed in Fall 2004 in consultation with staff and librarians, and a cohesive vision and strategic direction will form part of that plan.

Recommendation 7: That the Library actively seek opportunities for staff at all levels and all locations to interact, be it through social events, secondments, staff exchanges, committee work, or other mechanisms, as well as seeking opportunities for staff to experience each others' work environments, even for short periods of time.
Recommendation 13: That the Library continue its emphasis on internal communications and training for staff, and continue to monitor its achievements and aspirations in these areas.

We strongly support these recommendations. A number of opportunities exist for staff to participate in Library decision making. These include the seven elected members on the Library Council, the active Library Diversity Working Group, the Building Well Being Task Group, the Safety Committee and others. The programme for information exchange about work in individual units and divisions should be revived. A Staff Training Task Group is to report in June, addressing these issues and identifying processes for followup. Several secondments and brief staff and librarian exchanges have occurred and been very successful. As circumstances permit, further opportunities will be sought and pursued.

Recommendation 8: That a long term approach to space planning in the Bennett Library be undertaken using external expertise and taking the opportunity to re-imagine the Library's current and future activities in consultation with other members of the campus community.

Most of the recommendations regarding the building in the 1991 Cohen report have either been implemented or no longer pertain. In particular, the University's Capital Plan includes replacement/removal of the boiler from the building and renovation of the space for library stacks. This will eliminate the need for an extension to the building for some time. A discussion paper regarding the Library building is under development and will be used as a basis for further consultation and as a vision document for any external expertise which is sought.

Recommendation 9: That, in the short term, continued priority be given to building cleanliness and that a strategy for renewal of both staff and public furniture be developed and implemented.

Responses to the faculty, student and staff surveys all mentioned the physical condition of the Library as unacceptable. The Building Well Being Task Group is looking into specific problems and will be making recommendations for improvement in June. A limited amount of funding is available for additional cleaning. Staff furniture is replaced or repaired when problems are reported.

Recommendation 10: That a vision of library services to the present and planned Vancouver campus be created and that a ▮*n reflecting that vision be created for the Belzberg expansion.*

The Library has planned to develop such a vision once the renewed direction and academic plan for the downtown campus are completed. This will bring more certainty to campus initiatives with significant library implications, such as the possible move of the School for Contemporary Arts downtown. Belzberg Library services will expand to encompass the Segal building once it is occupied. The proposed renovation to the Belzberg Library mezzanine has been a short-term strategy to address existing pressures and a longer term space and collections plan will be part of the library's renewed vision and service plan.

Recommendation 11: That the Surrey campus Library be as innovative and technology based as the campus academic program.

As noted in the Report (p.2), the Library as a whole has been a leader in making effective use of technology and our expectation is to continue to do so for all students and faculty. Support for individual programmes, the SIAT programme in particular as noted here, may be an opportunity for particularly innovative services.

Recommendation 12: That the Surrey Library budget be integrated with the Bennett Library budget under the responsibility of the University Librarian.

The Belzberg collection budget is a part of the Library's collection budget but that of the Surrey Library is separate. This makes it difficult to allocate and, particularly, to share the cost of resources appropriately.

Both the Belzberg and Surrey Library operating costs are part of the their respective campus budgets. Both budgets, particularly the Surrey staff complement and the Belzberg equipment budget, are not adequate. This has meant at times differential services and support, and presents difficulties during illness and vacation times because of the small branch staff. Adequate funding and a single operating budget would result in more holistic and cost-effective library service.

[signature]

To: Bruce Clayman   From: Lynn Copeland
           VP Research   University Librarian

Re: Library objectives in the period leading up to the next   Date: June 24, 2004
           review

Based on the Library Review and Response, the following objectives are identified for the period leading up to the next scheduled review.

A. GENERAL

Objective A.1. Prepare a detailed Three Year Plan to be completed Fall 2004.

Objective A.2. Ensure adequate planning resources are in place, that there is a clear delineation of mandates and responsibilities, and that a cohesive vision and strategic direction for all three campus libraries is created.

Objective A.3. Continue to ensure that Library senior management is an integral part of academic planning and related decision making.

B. LIBRARY COLLECTIONS

Objective B.1. Continue to ensure that the Library's print and electronic collections meet the requirements of SFU faculty and students. In particular:

- identify on-site requirements for print collections for courses held at Harbour Centre or Surrey
- identify core collection requirements for new programmes

C. PHYSICAL FACILITIES

Objective C.1. Develop a plan for physical facilities to meet campus needs and identify funding, taking into account the diverse requirements for two competing human space needs: the first, the collaborative activities of the 'Learning Commons' and the second, space for quiet study and research. Faculty and students have identified physical facilities as an important issue, and consultation with them must form part of the plan.

Most pressingly,

- develop adequate space for the Media collection
- double the size of vault space for Special Collections
- support the request for funding to complete the Mezzanine renovations at Harbour Centre
- ensure adequate space is provided for the SFU Surrey 'LMIC' (Library, Media and Information Commons)
- develop an instruction room on floor 2 to accommodate increasing demand for meeting and instructional space in the Library and alleviate the pressure on Rm.7200
- Improve the cleanliness of public and staff space in the Library

In addition,
- Develop a long term plan for the Bennett Library that takes into account shelf space requirements as well as the need for space for research and learning, taking advantage of the potential for space made available by the relocation of the boiler
- Ensure adequate and appropriate space for Library services for the downtown and Surrey campuses as they expand

D. SERVICES

Objective D.1 Explore the potential for a deeper complex of 'Learning Commons' services and facilities in conjunction with appropriate campus departments.

The success of the joint ACS and Library services provided through the Information Commons and the delivery of HCCC Learning Skills Workshops in the Library suggests that there may be further collaborative student-oriented services which could be provided on Floor 2 of the Library. Among similar Canadian universities, there are a variety of models for similar services.

Objective D.2 Develop a service plan for the Belzberg Library to support the Harbour Centre Academic Plan when it is finalized.

E. LIBRARY RELATIONSHIPS

Objective E.1 That the Library continue to foster its relationships and engage in collaborative projects with internal and external groups to enhance the quality of services to SFU (for example, the Synergies and the Multicultural Canada projects).

Objective E.2. That the Library work to strengthen its Advancement activities to obtain resources to enhance its services, space and collections.

F. SUPPORT FOR LIBRARY STAFF

Objective F.1. Improve the work environment for Library staff through:
- Implementing, where feasible, the recommendations of the Library Staff Training Task Group.
- Creating opportunities for staff at all levels and all locations to interact, be it through social events, secondments, staff exchanges, committee work, or other mechanisms, as well as seeking opportunities for staff to experience each others' work environments, even for short periods of time.
- Continuing to emphasize the importance of internal communications.
- Implementing, where feasible, the recommendations of the Library Building Wellbeing Task Group.

15.