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MEMORANDUM

ATTENTION: Senate	TEL
FROM: Peter Keller, Vice-President, Academic and Provost, and Chair, SCUP	
RE: Library External Review Report (SCUP 18-22)	
DATE: April 30, 2018	TIME

At its April 25, 2018 meeting, SCUP received for information the Library External Review Report. The report is attached for the information of Senate.

c: J. Johnson

SFU OFFICE OF THE
VICE-PRESIDENT, RESEARCH

MEMORANDUM

ATTENTION	Peter Keller, Chair, SCUP	**DATE**	April 12, 2018
FROM	Joy Johnson, Vice-President, Research and International	**PAGES**	1/1
RE:	2017 Library External Report Action Plan		

Please find attached the 2017 Library External Report Action Plan. The external review took place from November 20 – 24, 2017.

I have received and reviewed this action plan with Gwen Bird, University Librarian & Dean of Libraries. It is a very detailed action plan and I am pleased to present it to SCUP with my full endorsement. Please note that this action plan was also reviewed by the Senate Library Committee.

External Review Committee:

Jonathan Bengtson, University of Victoria
Vivian Lewis, McMaster University
Rebecca Graham, University of Guelph
Valorie Crooks (Internal)

Attachments:

External Review Report (November 2017)
Library External Report Action Plan
Library External Review TOR

TERMS OF REFERENCE FOR THE REVIEW OF THE SFU LIBRARY

In line with academic units, the SFU Library (comprising the W.A.C. Bennett, Belzberg, and Surrey Libraries) is reviewed on a periodic basis, normally once every five years. The purpose of this review is to enable the SFU Library to conduct its own assessment of its strengths and weaknesses, to obtain the views of external experts in the field, and to engage in planning for its own future. The external review process is intended to report on the current condition of the SFU Library and comment on opportunities for its improvement. The following aspects of the Library are identified for review:

a. The adequacy of the collections to support the University's academic programs;
b. The adequacy of the design and implementation of collections policy and procedures;
c. The effectiveness of services to students in the undergraduate and graduate programs;
d. The effectiveness of services to faculty and staff;
e. The effectiveness of Library online systems and services, present and planned;
f. The adequacy of the financial resources provided to the Library and the balance of allocations to the various budget accounts;
g. The adequacy of the size and distribution of the professional and support staff;
h. The effectiveness of the administration and management;
i. The effectiveness of the relationships and communication internally and with other departments of the University;
j. The effectiveness of cooperative ventures with other libraries and memory organizations;
k. The adequacy of Library space and facilities;
l. The place of the Library in the University governance structure.

The composition of the External Review Committee is to include three persons external to the University who are directors of or senior managers at other university libraries and one internal member from the University. The Committee members for the 2017/18 Review of the SFU Library are:

- Jonathan Bengtson,
- Vivian Lewis,
- Rebecca Graham,
- Valorie Crooks

At the conclusion of its visit, the reviewers will submit a detailed report including a full and frank assessment of the Library's mission, its various activities, the quality of the Library's collections, services, facilities, management, staff, and organization, as well as the University's budget allocations to the Library, and the balance of allocations within the Library's budget accounts.

If the Committee receives information or allegations regarding specific individuals, these will be transmitted to the appropriate persons within the University and handled in accordance with established University procedures. These persons might include the University Librarian, the Vice-President, Research, or the Human Rights Officer. If the Committee receives general comments or complaints that the environment in the Library is not conducive to a high quality of services and working environment, the Committee may comment and make recommendations on this in its report, and the appropriate persons within the Library and the University shall be advised.

The External Review Committee report will become a public document. Any supplementary reports concerning confidential matters will not form part of the public record, but will be made available to the appropriate University officers, and any individuals named will be apprised of the information and provided with an opportunity to comment.

External Review Committee Report:

Simon Fraser University Library

December 20, 2017

Submitted by:

Vivian Lewis, University Librarian, McMaster University (Lead)

Jonathan Bengtson, University Librarian, University of Victoria

Rebecca Graham, Chief Librarian, University of Guelph

Introduction

The 2017 SFU Library External Review Committee (ERC) is pleased to present the following report of its findings. The report includes a brief description of the review process, a summary of progress made by the Library since the last examination in 2011, followed by a set of comments and recommendations arranged by broad themes.

The ERC identified some areas for improvement, but was generally very pleased with the overall health of the SFU Library. The Committee wishes to extend its warm congratulations to Library on its recent acceptance into the Association of Research Libraries. As well, the ERC commends SFU Library for its many accomplishments in the areas of research infrastructure and community engagement. The organization is regularly at the forefront of new ideas at both the local and national level.

Process

Dr. Joy Johnson, Vice-President, Research and International at Simon Fraser University, called for a fourth review of the SFU Library to be conducted in November 2017.

The members of the Review Committee were:

- Vivian Lewis, University Librarian, McMaster University (Lead)
- Jonathan Bengtson, University Librarian, University of Victoria
- Rebecca Graham, Chief Librarian, University of Guelph

In addition, Valorie Crooks, Professor, Department of Geography, Simon Fraser University accompanied the committee as a local representative.

The ERC's purpose was to provide an evidence-based and constructively critical report, highlighting strengths to be protected and enhanced, weaknesses requiring attention, and new opportunities to be considered. The ERC was attentive to services to undergraduate and graduate students, services to faculty and staff, integration with other service and academic

units, connections across the tri-campuses, and overall administrative and organizational structures.

The ERC conducted the on-site visit November 21-23, 2017, having prior to the visit received an extensive and helpful *Self Study Document for SFU Library External Review* prepared by the University Librarian and her team. During the three day visit, the ERC met with staff, stakeholders, key committees involved in the management and governance of the Library, and senior university administrators. Please see Appendix 1 for the schedule and list of interviewees.

The Committee visited all three library locations and had an opportunity to meet the executive directors of the Vancouver and Surrey campuses. The ERC also received a number of written confidential responses via email from those not able to attend meetings. The Committee wishes to acknowledge the VP Research Office for overseeing the logistics of the visit, as well as Dr. Crooks for providing valuable insights throughout the on-site visit.

The reviewers are grateful to all members of the University community for their outstanding work in preparing for our visit, and for their commitment to the success of the external review process as a whole, which contributed greatly to an informative, enjoyable, and efficient experience. In particular, the ERC would like to thank the University Librarian and members of the Office of the University Librarian, as well as the Vice-President, Research and International for their engagement with the committee.

Progress since the 2011 Review

The ERC was struck by how much progress has been made by SFU Library since the 2011 review, particularly under the leadership of Gwen Bird, whose efforts to inculcate an open, collaborative culture is appreciated across the libraries and, indeed, the wider university. Under the framework of the newly established Library Strategic Plan 2017-2021, SFU Library is posed to adapt to and, in many cases, lead changes necessary to ensure the continuing success of the university's research, teaching, and engagement agendas. Since the last review, the budgetary challenges facing research libraries have deepened across the

country. SFU Library has weathered the storm better than many, and the University is to be commended for ensuring a continued depth and breadth of the research collections through strong budgetary support following the fall of the Canadian dollar relative to the USD.

More specifically, with respect to the last review, the ERC notes that new library strategic plan recognizes and supports the strengths and programs of the library, as was encouraged in the 2011 review. Much progress has also been made in improving library spaces, as well as managing the physical collections within the context of the Shared Print Archive Network (SPAN) in order to free spaces for programmatic uses.

The 2015 reorganization helped to address some of the 2011 review recommendations regarding the role of liaison librarians and skills-training for staff, as well as re-jigging committee and organizational structure to more closely align priorities with expert groups. Given the dynamic nature of research libraries, there is an ongoing need to be attentive to current and future structures, which will not remain static. The ERC anticipates that there will be future changes to organizational structure in the coming years, such as related to digital scholarship, and that library administration is well aware of this.

The 2011 reviewers recommended the appointment of a library advancement officer, which the ERC notes has subsequently been done. As well, the perennial challenge of effective communications in a large and diverse organization was noted by the 2011 review committee, and improvements have been made, though the ERC is well aware that effective communications will always remain a challenge and focus of attention for any organization.

COMMENTARY AND RECOMMENDATIONS

For the ease of the reader, commentary and recommendations have been grouped under five themes: Physical space; Resources; People; Future (organization, strategic planning); and Communication.

1. PHYSICAL SPACE

The ERC was impressed by the ingenuity the SFU Library has exercised in terms of physical space. Plans appear to be in place to resolve some obvious shortcomings.

The Library recognizes that study seating is a serious concern. SFU libraries report fewer study seats than any other Canadian research library, including universities smaller in size and total student FTE. Conversely, gate count is quite high, with over 1.8 million visitors each year across the three locations.

Bennett is in need of significant renovations in numerous areas. Students are dissatisfied by the limited amount of individual and group study space and generally find the building difficult to navigate. Staff appreciate the changes that have been made to their spaces, but clearly need better meeting, teaching, and office space. The Library Master Space planning effort will provide critical guidance on renewal of existing space, suggestions for program realignment, and serve as the basis for the library's "readiness" if there are future provincial or federal funding opportunities.

The two branch libraries have some attractive spaces but, with growing student populations, are challenged in addressing study space needs. The Library recognizes its mandate to provide access to rich research collections, not necessarily to own them. The library provides excellent ILL service, has entered into shared print agreements with other libraries, and plans to conduct an aggressive deselection program that potentially could potentially reduce the physical collections by up to 50% while obviating any demonstrable impact on students and researchers.

Recommendations:

1.1 Endorse plans for aggressive weeding relocation/removal of the print collections which will be necessary in order to renovate Bennett and respond to the changing needs of users. Dramatically reduce the collection footprint to create more study space (both individual and group). Expand Student Learning Commons. Improve the quality and adjacencies for staff space. Create faculty space.

1.2   Increase downtown space for research commons / graduate student services.

1.3   Aggressively weed collections at Surrey, investigate opportunities for licensing and promoting use of ebooks for portions of the collection where the content likely changes frequently.

1.4   Consider aggressive weeding for Downtown in order to create graduate space and additional study space.

1.5   Maintain Library control over library space and establish core principles for evaluating potential of shared spaces. (Support student-facing and faculty-facing services with strong focus on teaching, learning and research as opposed to back-of-house administrative functions.)

2.   **RESOURCES**

Finances: The SFU Library's collection budget is in reasonably good shape. The University has, for some years, very wisely protected the Library from significant fluctuations in the value of the Canadian dollar relative to the USD. A small increase is expected this year to help mitigate the ongoing rapid and substantial annual increases in the cost of journal subscriptions worldwide.

The operations budget is not protected. Although the University covers salary increases, all other components must be covered within the base allocation. New permanent positions are very challenging to add and, as a result, some critical functions, such as research data management and the digital humanities librarian, are funded through soft money.

The collections budgets for the two branch libraries have been brought into central but the operations budgets remain outside. As a result, the library has limited flexibility. Positions can not be moved between locations.

Recommendations:

2.1   Explore centralizing the operational budgets for all three campus libraries to allow for better utilization of limited staff resource dollars and training opportunities across the three campuses.

2.2   Operationalize innovation: secure sustainable base funding for critical programs like research data management and digital humanities.

Advancement: The Library is fortunate to have hired an accomplished and engaged professional fundraiser to attract and steward donors. This individual is working hard to build a pipeline of donors and has explored new models (including crowdfunding).

The Library has also, very recently, appointed a talented liaison librarian to oversee marketing and communications.

The two individuals have worked together on many projects, and would benefit from aligning their work even more closely and deliberately than they have already done.

Recommendations:

2.3   Establish an Advancement Team (advancement, communications, events, stewardship). This group should meet together on a regular basis with the University Librarian to ensure that they are working toward common objectives.

2.4   Draft an Advancement Plan establishing key objectives and strategies for each member of the Advancement Team over a 3 year rolling cycle.

3.   PEOPLE

Staffing: The ERC was impressed by the expertise and passion exhibited by SFU Library staff across the organization. Campus faculty and students commended library staff for their

work. Liaison librarians and service desk staff were routinely called out for praise. One faculty member noted that library staff were generally "responsive and forward looking."

Some areas of the library were identified as needing additional staffing resources to meet campus needs.

Recommendations:

3.1   Blend ILL and Access Services in Bennett to better leverage expertise and support cross training.

3.2   Add expertise in eBranch.

3.3   Add expertise in collection analysis/assessment.

3.4   Add expertise to support new programs (e.g. Surrey's new engineering program).

3.5   Allow positions to be moved from one campus to the other.

Staff Training and Development: The review team was generally impressed by the number and variety of training and development opportunities available to library staff. Most staff noted that they were pleased with their choices and had never been turned down for funding. Some members appreciated the informal interest groups emerging in certain areas. Librarians mentioned the strong uptake on research leaves since the 2011 review. Some staff members were pleased with the introduction of a new bursary to support staff from diverse backgrounds attending library school.

At the same time, there was confusion expressed by some staff members relating to the funding from their employee group but which required sign-off by their supervisor. There was some concern about perceived differences in support and approval from individual supervisors

or ADL. And there was frustration about the Library (or University - it was not clear to us) unwillingness to cover salary for training and development opportunities participated in during the weekend for some employee groups.

Recommendations

3.6 Communicate more effectively to CUPE (and other) staff regarding their training opportunities. Clarify policies around available funding and salary coverage for training "after hours".

3.7 Offer more training opportunities geared to non-librarians.

3.8 Offer training to librarians (and other interested staff) on effective strategies for getting grants to support research.

3.9 Explore opportunities for staff exchange program with international partners.

Workplace Climate: The ERC was impressed by the general workplace climate. Staff were very pleased with the opportunity to participate in strategic planning conversations. Several noted the positive nature of the new Equity and Inclusion committee. One noted that wellness activities appeared to be "baked in" to the organization.

That said, internal awareness of some of the SFU Library's truly extraordinary achievements is somewhat spotty. For example, editors, publishers, and librarians around the world know SFU Library for its support of PKP - but awareness at home is not strong. As one individual noted, "SFU librarians go to conferences to find out about PKP."

Recommendations:

3.10 Identify new ways for ensuring staff on the three campuses interact with each other on a regular basis.

4. **FUTURE**

Organizational Structure: While definitely unusual, the model of having the University Librarian reporting to the Vice President Research, rather than the Provost, appears to be working well. The current VPRI is well-informed and conversant about issues concerning university libraries. The close connection to the VPRI has conceivably played a role in the Library's strong engagement in supporting the University's research mission, as evidenced by SFU Library's noteworthy strength and leadership in open access, digital publishing, and research commons. We understand that the University Librarian meets regularly with the Provost, as well as sits on the appropriate committees (such as Deans Council) and hence has good connectivity to the University's academic portfolio.

Recommendations:

4.1 Maintain the current reporting relationship to the VPRI.

Relationship with University Archives: The University Archive reports up through the University Secretariat rather than the University Librarian. While the linkage with Secretariat makes good sense given the Archive's noteworthy work in FOI, and while some points of connection have been made (e.g., the Archivist sits on the Library's Digital Preservation Working Group), closer integration between Library and University Archive should be explored. The potential for collection scope confusion is clear. Approximately ⅓ of the Archive's collections are comprised of private papers (including those of politicians). As well, the ERC heard that users often visit the Archive when they actually need the Library (and vis-a-versa).

Recommendations:

4.2 Explore an organizational linkage between the University Archive and the University Library. Could the University Archivist have a dual (or even dotted-line) report to Secretariat and University Librarian?

4.3 Create formal acquisitions policies for both Special Collections and the University Archive. Ensure clear differentiation regarding who collects what.

Strategic planning & Oversight: The Strategic Plan was crafted by a small team drawn from across the University Library (including all employee groups). The process was highly consultative and included many opportunities for staff feedback over the period of several months.

The ongoing implementation of the Plan has been entrusted to the Strategic Planning Leadership Committee - a very capable group comprised of the University Librarian, the ADLs and the division heads. This group of upper and middle managers identifies and reports back on SPLC team has created confusion in the minds of some library staff. Some staff members believe they have limited input into the Plan since, with the exception of one individual, all members of the SPLC are librarians.

Recommendations:

4.4 Reframe the Strategic Planning Leadership Committee as the Strategy Implementation Team or the Strategic Management Team or the Strategic Oversight Team to convey their critical responsibility for implementing or managing the vision.

4.5 Continue to ensure that any team struck to facilitate strategic planning in the library is composed of representatives from all staffing groups.

Digital Initiatives: SFU enjoys an international reputation given its leadership in the development of and growth in the adoption of PKP. In addition, the Library has a number of digital initiatives it has launched that would benefit from a strategic plan and leadership oversight. The development of a plan may well help to inform the appropriate level of leadership and alignment within the organization. Such an effort will provide the Library with the means to sustainably develop and maintain these services while clearly making a commitment to continued leadership in this area.

Recommendations:

4.6 Create a strategic plan for managing the University Library's digital initiatives.

4.7 Expand the DHIL to focus more broadly on digital scholarship rather than digital humanities. Leverage the Library Master Space Plan effort to help address appropriate spacing for the DHIL.

4.8 Strengthen digital publishing -- leverage BC initiative in OER textbooks.

4.9 Consider bringing together digital initiatives under an AUL position.

Community Engagement: The ERC heard repeatedly that community engagement is part of the SFU "DNA". The Library has taken that fact seriously. Bennett has become the local library for the UniverCITY. The downtown and Surrey branches are actively involved in their communities.

Going forward, the SFU Libraries should expand their engagement on the international stage. The organization should also formulate a clear plan for indigenization.

Recommendations:

4.10 Expand community engagement activities -- leverage position of Surrey and Downtown campuses in this regard.

4.11 Consider membership in Pacific Rim Research Library Association.

4.12 Draft a University Library plan for responding to the TRC Calls to Action/CFLA/SFU plan.

5. COMMUNICATION

The University Library has, very recently, hired a liaison librarian to take on responsibility for communications. That individual is laying the groundwork for telling the SFU Library story to the campus and beyond.

As with most research libraries, social media is an area of ongoing work. Having individual library staff take shifts managing the social media channels is a good stopgap measure, but will not move the Library along in a strategic manner. Staff may be frustrated having their activity in this area managed, but coordinated and strategic efforts are necessary to ensure that the big message gets out.

Recommendations:

5.1 Draft a communication plan. This document should document the key messages to be communicated to specific stakeholder groups as well as the specific strategies to be used to convey those messages to those groups.

5.2 Explore a social media strategy as well as an internal social media policy.

The Issue of the Integrated Library System: The reviewers heard concern from virtually every group about the recent migration to a new integrated library system (ILS). Many expressed frustration with the interface itself, saying that they could not find known items by title or author, that the screens froze and they were forced to authenticate multiple times. Some noted that they had had little notice of the change and that the Library was not moving as quickly to resolve the issue as they hoped. Some were aware that the Library had been in touch with the vendor, but it had been told that the search algorithms were proprietary, so could not be changed to meet the needs of one location.

Recommendations:

5.3 Reach out proactively to the campus community to address issues of concern. Post regular updates on the status of deliberations and fixes.

5.4 Provide detailed feedback to the vendor outlining user frustrations during the implementation process.

5.5 Use the opportunity of user focus on the ILS to engage the campus community in a broad discussion of metadata more generally, and the importance of new and emerging frameworks of description (such as linked open data) to digital scholarship and research.

Conclusion

Much has been accomplished in the SFU Library since the last external review. Although some recommendations are made for improvements, the 2017 ERC was generally very pleased with the overall health of the organization. With additional strategic re-investments, the Library appears primed to achieve even greater accomplishments, both locally and globally.

Summary of Recommendations

PHYSICAL SPACE

Recommendation 1.1: Endorse plans for aggressive weeding relocation/removal of the print collections which will be necessary in order to renovate Bennett and respond to the changing needs of users. Dramatically reduce the collection footprint to create more study space (both individual and group). Expand Student Learning Commons. Improve the quality and adjacencies for staff space. Create faculty space.

Recommendation 1.2: Increase downtown space for research commons / graduate student services.

Recommendation 1.3: Aggressively weed collections at Surrey, investigate opportunities for licensing and promoting use of ebooks for portions of the collection where the content likely changes frequently.

Recommendation 1.4: Consider aggressive weeding for Downtown in order to create graduate space and additional study space.

Recommendation 1.5: Maintain Library control over library space and establish core principles for evaluating potential of shared spaces. (Support student-facing and faculty-facing services with a strong focus on teaching, learning and research as opposed to back-of-house administrative functions.)

RESOURCES

Recommendation 2.1: Explore centralizing the operational budgets for all three campus libraries to allow for better utilization of limited staff resource dollars and training opportunities across the three campuses.

Recommendation 2.2: Operationalize innovation: secure sustainable base funding for critical programs like research data management and digital humanities.

Recommendation 2.3: Establish an Advancement Team (advancement, communications, events, stewardship). This group should meet together on a regular basis with the University Librarian to ensure that they are working toward common objectives.

Recommendation 2.4: Draft an Advancement Plan establishing key objectives and strategies for each member of the Advancement Team over a 3 year rolling cycle.

PEOPLE

Recommendation 3.1: Blend ILL and Access Services in Bennett to better leverage expertise and support cross training.

Recommendation 3.2: Add expertise in eBranch.

Recommendation 3.3: Add expertise in collection analysis/assessment.

Recommendation 3.4: Add expertise to support new programs (e.g. Surrey's new engineering program).

Recommendation 3.5: Allow positions to be moved from one campus to the other.

Recommendation 3.6: Communicate more effectively to CUPE (and other) staff regarding their training opportunities. Clarify policies around available funding and salary coverage for training "after hours".

Recommendation 3.7: Offer more training opportunities geared to non-librarians.

Recommendation 3.8: Offer training to librarians (and other interested staff) on effective strategies for getting grants to support research.

Recommendation 3.9: Explore opportunities for staff exchange program with international partners.

Recommendation 3.10: Identify new ways for ensuring staff on the three campuses interact with each other on a regular basis.

FUTURE

Recommendation 4.1: Maintain the current reporting relationship to the VPRI.

Recommendation 4.2: Explore an organizational linkage between the University Archive and the University Library. Could the University Archivist have a dual (or even dotted-line) report to Secretariat and University Librarian?

Recommendation 4.3: Create formal acquisitions policies for both Special Collections and the University Archive. Ensure clear differentiation regarding who collects what.

Recommendation 4.4: Reframe the Strategic Planning Leadership Committee as the Strategy Implementation Team or the Strategic Management Team or the Strategic Oversight Team to convey their critical responsibility for implementing or managing the vision.

Recommendation 4.5: Continue to ensure that any team struck to facilitate strategic planning in the library is composed of representatives from all staffing groups.

Recommendation 4.6: Create a strategic plan for managing the University Library's digital initiatives.

Recommendation 4.7: Expand the DHIL to focus more broadly on digital scholarship rather than digital humanities. Leverage the Library Master Space Plan effort to help address appropriate spacing for the DHIL.

Recommendation 4.8: Strengthen digital publishing -- leverage BC initiative in OER textbooks.

Recommendation 4.9: Consider bringing together digital initiatives under an AUL position.

Recommendation 4.10: Expand community engagement activities -- leverage position of Surrey and Downtown campuses in this regard.

Recommendation 4.11: Consider membership in Pacific Rim Research Library Association (http://pr-rla.org/).

Recommendation 4.12: Draft a University Library plan for responding to the TRC Calls to Action/CFLA/SFU plan.

COMMUNICATION

Recommendation 5.1: Draft a communication plan. This document should document the key messages to be communicated to specific stakeholder groups as well as the specific strategies to be used to convey those messages to those groups.

Recommendation 5.2: Explore a social media strategy as well as an internal social media policy.

Recommendation 5.3: Reach out proactively to the campus community to address issues of concern. Post regular updates on the status of deliberations and fixes.

Recommendation 5.4: Provide detailed feedback to the vendor outlining user frustrations during the implementation process.

Recommendation 5.5: Use the opportunity of user focus on the ILS to engage the campus community in a broad discussion of metadata more generally, and the importance of new and emerging frameworks of description (such as linked open data) to digital scholarship and research.

Appendix 1: External Review Committee On-site Agenda

Tuesday, November 21

8:30 – 9:00 am Meeting with Joy Johnson, Vice-President, Research and International, PCR

9:15 – 10:00 am Tour of WAC Bennett Library by Natalie Gick, ADL Administrative Services

10:00 – 11:00 am Meet with Librarians (without managers) Room LIB 7200

11:00 – 12:00 pm Meet with the Associate Deans of Libraries Room LIB 7200 Natalie Gick, ADL Administrative Services Patty Gallilee, ADL Collections and Scholarly Communication Brian Owen, ADL Library Technology and Special Collections Karen Munro, ADL Learning and Research Services

12:00 – 1:00 pm Lunch with ADLs & Gwen Bird, Room LIB 7301

1:00 – 1:30 pm Meet with CUPE staff Room LIB 7301, WAC Bennett Library

1:30 – 2:00 pm Meet with APSA staff Room LIB 7301, WAC Bennett Library

2:00 – 2:30 pm Meet with Library Communications & Library Advancement Officer (Baharak Yousefi and Ann McDonell) Room LIB 7301, WAC Bennett Library

2:30 – 3:30 pm Meet with Strategic Planning Leadership Committee (SPLC), Room LIB 7200

3:45 – 4:15 pm Meet with Peter Keller, Vice-President, Academic PCR

Wednesday, November 22

8:30 – 9:30 am Arrive at SFU Surrey Library, meeting and tour with Leanna Jantzi, Library Head.

10:30 – 11:30 am Meeting with Faculty Panel Room LIB 2020

11:45 – 1:00 pm Lunch with students Room LIB 7200

1:00 – 1:30 pm Research Commons (Nicole White, Rebecca Dowson) Room LIB 7301, WAC Bennett Library

1:30 – 2:00 pm Student Learning Commons, Access Services, Learning & Instruction (Donna McGee Thompson, Scott McKenzie, Jenna Thomson) Room LIB 7301, WAC Bennett Library

2:00 – 2:30 pm Collections, Special Collections, Processing (Patty Gallilee, Melissa Salrin, Gordon Coleman) Room LIB 7301, WAC Bennett Library

2:30 – 3:00 pm Digital Initiatives, Library Systems, eBranch (Mark Jordan, Don Taylor, Nina Saklikar, Kevin Stranack) Room LIB 7301, WAC Bennett Library

3:45 – 4:45 pm Tour of Belzberg Library and meet with Karen Marotz, library staff and SFU Vancouver Executive Director Laurie Anderson.

Thursday, November 23

8:30 – 9:45 am Meetings with campus partners.
8:30 – 8:50 Nancy Johnston, Executive Director, Student Services
8:50 – 9:10 Brad Johnson, Director, Teaching and Learning Centre
9:10 – 9:30 Paul Hebbard, University Archivist
9:30 – 9:45 John Grant, Director, Alumni Relations

10:00 – 11:00am Community Forum, Valorie Crooks to host – Blusson Hall 10011

11:00 – 11:30 am Meet with Gwen Bird, University Librarian, Dean of Libraries, PCR

11:45 – 1:00 pm Lunch with Deans, PCR

1:15 – 2:00 pm Closing meeting with Joy Johnson, Vice-President, Research and International PCR

2017 Library External Report Action Plan
March 2018

The Library is grateful to the External Review Committee for a thoughtful report that endorses many of our current plans and activities. Many recommendations align well with the Library's existing priorities. The resulting actions fit well into the list of specific initiatives we will pursue in the second and subsequent years of the Library's Strategic Plan, 2017-2021. Several of the recommendations regarding physical space, primarily focused on WAC Bennett Library, will be folded into the Master Space Planning process that is currently underway. Recommendations about the need for additional personnel to focus on e-Branch, collection assessment, and to support new program areas at SFU, are well advised but would require additional funding to implement immediately. We will use the established Budget Review Committee process to put forward requests in these areas. This response was created with input from Library staff and management, Library Council, and the Senate Library Committee.

Physical Space

RECOMMENDATION	ACTION PLAN
Recommendation 1.1: Endorse plans for aggressive weeding relocation/removal of the print collections which will be necessary in order to renovate Bennett and respond to the changing needs of users. Dramatically reduce the collection footprint to create more study space (both individual and group). Expand Student Learning Commons. Improve the quality and adjacencies for staff space. Create faculty space.	Collection reduction and creating additional student space aligns with Master Space Plan, and Strategic Plan initiative 1.4.1a. Decisions to remove items to storage or withdraw will be based on best practice, including participation in shared print initiatives, different patterns of use by discipline, data about scarcity & usage, along with other factors. ILL services will continue to be available. Master Space Plan will address space recommendations, working incrementally until full renovation of Bennett Library is possible
Recommendation 1.2: Increase downtown space for research commons / graduate student services.	Will explore options for RC space downtown with AVP Academic & Vancouver campus administration; likely not possible within Belzberg Library footprint
Recommendation 1.3: Aggressively weed collections at Surrey, investigate opportunities for licensing and promoting use of ebooks for portions of the collection where the content likely changes frequently.	Weeding is currently underway at Surrey with goal to provide improved access to current, relevant collections, and create additional student space
Recommendation 1.4: Consider aggressive weeding for Downtown in order to create graduate space and additional study space.	Regular weeding takes place annually at Belzberg; further reductions may not be possible without detrimental effect on Vancouver programs. Options for study space elsewhere on Vancouver campus will be pursued as per 1.2 above.
Recommendation 1.5: Maintain Library control over library space and establish core principles for evaluating potential of shared spaces. Support student-facing and faculty-facing services with a strong focus on teaching, learning and research as opposed to back-of-house administrative functions.	Develop core principles for use of Library space; integrate into Master Space Plan and other space development. Involve AVP Academic, Senate Library Committee in process.

Resources

RECOMMENDATION	ACTION PLAN
Recommendation 2.1: Explore centralizing the operational budgets for all three campus libraries to allow for better utilization of limited staff resource dollars and training opportunities across the three campuses	We will initiate discussions with senior administration about budget structure in order to ensure sufficient budget allocation at all campuses, and increase flexibility.
Recommendation 2.2: Operationalize innovation: secure sustainable base funding for critical programs like research data management and digital humanities.	We will use Budget Review Committee process to request base funding for emerging areas. Explore new funding channels with VPRI as they become available.
Recommendation 2.3: Establish an Advancement Team (advancement, communications, events, stewardship). This group should meet together on a regular basis with the University Librarian to ensure that they are working toward common objectives.	Establish Advancement Team in 2018 including Advancement, Communications, Special Collections, University Librarian.
Recommendation 2.4: Draft an Advancement Plan establishing key objectives and strategies for each member of the Advancement Team over a 3 year rolling cycle.	Agreed, in consultation with Library Advancement Officer and University Advancement

People

RECOMMENDATION	ACTION PLAN
Recommendation 3.1: Blend ILL and Access Services in Bennett to better leverage expertise and support cross training.	Use upcoming vacancy in Head of Access Services in 2018 to explore closer integration of Loans and ILL, and fuller development of Access Services model
Recommendation 3.2: Add expertise in eBranch.	Upcoming review of library digital initiatives will include consideration of eBranch requirements; agree this is a priority when continuing funding becomes available.
Recommendation 3.3: Add expertise in collection analysis/assessment.	We are creating a temporary collections librarian in 2018 to work on analysis and assessment; agree this is a priority when continuing funding becomes available
Recommendation 3.4: Add expertise to support new programs (e.g. Surrey's new engineering program).	Budget Review Request for SE3P collections support was included in 2018 submission; deferred to 2019 due to program start date
Recommendation 3.5: Allow positions to be moved from one campus to the other.	Relates to 2.1; will include in discussions with senior administration about budget structure and flexibility
Recommendation 3.6: Communicate more effectively to CUPE (and other) staff regarding their training opportunities. Clarify policies around available funding and salary coverage for training "after hours."	Agreed. We will clarify policy and practice in this area, review as necessary, and communicate with staff. Goal to create clear career development path for CUPE staff in Library
Recommendation 3.7: Offer more training opportunities geared to non-librarians.	Seek clarification about desired training opportunities for non-librarians and follow up as necessary
Recommendation 3.8: Offer training to librarians (and other	We will liaise with Research Services & library funding experts at other

interested staff) on effective strategies for getting grants to support research.	institutions to offer training in this area in 2018
Recommendation 3.9: Explore opportunities for staff exchange program with international partners.	We will investigate the benefits of and mechanisms for international staff exchanges; promote SFU Staff Internationalization Fund to library staff
Recommendation 3.10: Identify new ways for ensuring staff on the three campuses interact with each other on a regular basis.	We will consult with staff to learn more about desired cross-campus interaction and follow up as appropriate

Future

RECOMMENDATION	ACTION PLAN
Recommendation 4.1: Maintain the current reporting relationship to the VPRI.	Agreed
Recommendation 4.2: Explore an organizational linkage between the University Archive and the University Library. Could the University Archivist have a dual (or even dotted-line) report to Secretariat and University Librarian?	We will initiate discussion with University Secretary, University Archivist, and senior administration about the relationship between Library and Archives
Recommendation 4.3: Create formal acquisitions policies for both Special Collections and the University Archive. Ensure clear differentiation regarding who collects what.	Aligns with library strategic plan initiative 1.4.1c; we will coordinate with Archives to harmonize policies
Recommendation 4.4: Reframe the Strategic Planning Leadership Committee as the Strategy Implementation Team or the Strategic Management Team or the Strategic Oversight Team to convey their critical responsibility for implementing or managing the vision.	We will consider the name and mandate of the SPLC and Library Council in 2018 and clearly convey any resulting changes to all staff
Recommendation 4.5: Continue to ensure that any team struck to facilitate strategic planning in the library is composed of representatives from all staffing groups.	We will find a way to re-engage staff throughout the library with the strategic plan in 2018 & on in context of actions for 4.4
Recommendation 4.6: Create a strategic plan for managing the University Library's digital initiatives.	Agreed. This will follow activities under 4.9
Recommendation 4.7: Expand the DHIL to focus more broadly on digital scholarship rather than digital humanities. Leverage the Library Master Space Plan effort to help address appropriate spacing for the DHIL.	We will consult with DHIL stakeholders on ways to expand digital scholarship services and maintain linkages to DHIL activities. We believe there is merit in maintaining a specific focus on DH under the wider umbrella of digital scholarship support
Recommendation 4.8: Strengthen digital publishing -- leverage BC initiative in OER textbooks	Agreed. Library will continue to lead OER grants program with TLC and to support OER adoption through Teaching & Learning Librarian and other liaison librarians; New Digital Publishing division will work with Teaching & Learning Librarian

RECOMMENDATION	ACTION PLAN
Recommendation 4.9: Consider bringing together digital initiatives under an AUL position.	We will review the portfolio of ADL Library Technology Services & Special Collections with this recommendation in mind and in consideration of 4.6
Recommendation 4.10: Expand community engagement activities -- leverage position of Surrey and Downtown campuses in this regard.	We will continue to develop the library's community engagement activities, including Surrey, Vancouver, Burnaby
Recommendation 4.11: Consider membership in Pacific Rim Research Library Association (http://pr-rla.org/).	We will investigate the benefits of PRRLA membership
Recommendation 4.12: Draft a University Library plan for responding to the TRC Calls to Action/CFLA/SFU plan.	Agreed. Work has begun and will continue through 2018 and beyond

Communication

RECOMMENDATION	ACTION PLAN
Recommendation 5.1: Draft a communication plan. This document should document the key messages to be communicated to specific stakeholder groups as well as the specific strategies to be used to convey those messages to those groups.	A simple plan exists and is updated annually; will work with Head of Library Communications to elaborate on this plan, include more detail
Recommendation 5.2: Explore a social media strategy as well as an internal social media policy.	Changes to staffing of social media have taken place since site visit; will address this recommendation, including internal social media policy
Recommendation 5.3: (Re: ILS) Reach out proactively to the campus community to address issues of concern. Post regular updates on the status of deliberations and fixes.	An internal task group has been formed (Primo for Public Services); we will develop a communications strategy for the campus to provide regular updates in 2018 & beyond. Initial message from Dean sent to campus sent in Feb 2018
Recommendation 5.4: (Re: ILS) Provide detailed feedback to the vendor outlining user frustrations during the implementation process.	We have compiled feedback from migration experience and shared with vendor since site visit, made contact with new support level at ExLibris
Recommendation 5.5: (Re: ILS) Use the opportunity of user focus on the ILS to engage the campus community in a broad discussion of metadata more generally, and the importance of new and emerging frameworks of description (such as linked open data) to digital scholarship and research.	We may explore this after actions have been taken on 5.3 & 5.4