To:	Senate
From:	J.M. Munro, Vice-President, Academic
Subject:	Report of the Library Review Implementation Committee
Date:	9 July 1993

At its meeting on 7 July, the Senate Committee on Academic Planning considered the report of the Library Review Implementation Committee and recommends:

1.   that Senate accept the recommendation of the Library Review Implementation Committee contained in SCAP 93-22 to amend the terms of reference of the Senate Library Committee as noted in section 10 of SCAP 93-22.*

2.   that Senate receive for information the report of the Library Review Implementation Committee.

*   The existing terms of reference of the Senate Library Committee are attached to this transmittal memo.

9. SENATE LIBRARY COMMITTEE (SLC)
- Standing (Reporting Category "B")

Members	Conditions	Term	Expiry Date	Name
Academic Vice President	Chair, Ex-officio			
Vice-President, Research	Ex-officio			
University Librarian	Ex-officio-Secretary			
Associate Librarian	Ex-officio-Non-voting			
Dean of Continuing Studies (or designate)	Ex-officio			
Dean of Graduate Studies (or designate)	Ex-officio			
Senator	Elected	2 yrs	Sep 30/93	
Senator	by	2 yrs	Sep 30/93	
Senator (Student)	and	2 yrs	Sep 30/94	
Senator (Student Alternate)	from Senate	2 yrs	Sep 30/94	
Faculty Member (Applied Sciences)	Elected	2 yrs	Sep 30/93	
Faculty Member (Arts)	by	2 yrs	Sep 30/94	
Faculty Member (Business Admin.)	and from	2 yrs	Sep 30/94	
Faculty Member (Education)	respective	2 yrs	Sep 30/94	
Faculty Member (Science)	Faculties	2 yrs	Sep 30/93	

Purpose:
1. To advise the University Librarian in:
   a) formulating policy in regard to the development of library resources for instruction and research,
   b) allocating funds to various fields of instruction and research,
   c) applying Senate policy concerning rules and regulations for the operation of the Library.
2. To report to Senate on matters of policy under discussion by the Committee and to make recommendations to Senate concerning changes in, and additions to, existing rules and regulations for the operation of the Library.
3. To report to Senate annually, in September, on the activities of the Senate Library committee and generally on the operations of the Library.
4. Under authority delegated by Senate, to make minor changes to Library Loans Policy regulations, with the understanding that the Committee will inform Senate of such changes at the earliest opportunity.

<u>Operating Procedures</u>
1. The quorum shall consist of five voting members.
2. The Committee shall meet at least once each semester at the call of the Chair. Special meetings may be called by the Chair or five voting members of the Committee.

> Approved by Senate March 7, 1966; terms of office revised January 10, 1972. Membership, terms of reference and operating procedures revised Sept. 8, 1975. Membership revised Sept. 13, 1976 by adding the Dean of Continuing Studies. Delegation of Senate authority approved May 17, 1982. Revision of membership to include the Faculty of Business Administration approved by Senate October 4, 1982 (S.82-99). Revision of membership to reflect University reorganization approved by Senate May 13, 1985 (S.85-33). Membership revised to add the Vice-President, Research & Information Systems as ex-officio member and Chair approved by Senate March 10, 1986 (S.86-25). Revision to membership approved by Senate October 1, 1990 (S.90-42).

SLC reports to Senate in September each year.

SIMON FRASER UNIVERSITY
Office of the Vice-President, Academic

MEMORANDUM

TO:	Senate Committee on Academic Planning	**FROM:**	J.M. Munro Vice-President, Academic
RE:	Report of the Library Review Implementation Committee	**DATE:**	June 30, 1993

In January, 1992 the Senate Library Committee established the Library Review Implementation Committee (LRIC) as a sub-committee charged with reviewing the recommendations of the 1991 Library Review Committee (LRC) in terms of their implementation. The members of LRIC were the Faculty representatives to the Senate Library Committee plus Ted Dobb. I chaired LRIC.

LRIC held many meetings between February, 1992 and March, 1993 and had extensive discussions of the LRC Report and other matters related to the Library, its operation, and the services it provides to students and faculty.

LRIC's terms of reference called a report to be submitted to the Senate Library Committee concerning the recommendations of the Library Review Committee. This report was considered at the April 28th, 1993 meeting of the Senate Library Committee and a decision made to forward it to the Senate Committee on Academic Planning for consideration and subsequent transmission to Senate.

The only part of this report which requires specific action by Senate is the proposal developed in response to LRC recommendation 10 concerning the terms of reference for the Senate Library Committee. The Senate Library Committee has accepted this proposal and recommends its adoption to Senate.

1.   Library Funding.

The University should take positive steps to achieve the Library funding goal set out in the President's strategic plan.

In 1992/93, there was a decrease of about 1 percent in FTE students; in 1991/92, there was an increase of about 7 percent. According to the Challenge 2001 standard, acquisitions funding should have increased by 14 percent in 1991/92 (it actually increased by about 12 percent) and should have decreased by 2 percent in 1992/93 (it actually increased by about 18 percent). Over the two years, the increases totalled 30 percent when 12 percent would have met the standard.

These are expressed in nominal, not real, dollars. A more demanding standard would be to express this objective in real dollars or to operationalize the target in volumes per student or Library acquisitions' share of the total University budget. Much less progress would have been recorded towards this objective in those terms, but the Library did fare better than any other function in the University and appears to have received better funding increases than libraries at other Canadian universities.

The Senate Library Committee's Annual Report to Senate should include a section which discusses the funding level in terms of the Challenge 2001 standard.

2.   Budget Decentralization

With appropriate accountability, the Library should have greater authority for internal budget management.

There has been some budget decentralization to the Faculties but no steps have been taken to change the controls which influence the amount of flexibility afforded to Library management. Some of these are unit-specific and some are University-wide. The measures which are specific to the Library are designed to protect the long-term investment in the collection from encroachment to meet short-term operating needs. However, some LRIC members believe that more flexibility would be desirable and suggest that academic departments should be allowed to authorize transfers from the Library acquisitions budget to other Library purposes.

3.   Library Space Problems

The University should give high priority to resolution of the space problems confronting the Library.

A consultant was hired to review the Library's current and future space needs. An in-depth report was prepared which analyzed problems in the current building and measures which might be used now and in the future to resolve them. Continued progress on the West Mall Centre and the Student Services Building provides assurances that the 7th Floor will be released to Library use in early 1994 and the 2nd and 3rd Floors in 1995. Planning towards the next major capital project ("Instructional Facility 1" - a two-location project) should include provision for a northward extension of the Library. This facility should incorporate, if feasible, an automated storage and retrieval system.

4.   Relocated Information/Reference Desk

An information/reference desk should be installed at the entrance of the Library.

An internal Library Task Group report is being considered by the Library Management Group. It notes that this relocation could not occur until non-Library uses leave the 3rd Floor but suggests that an information kiosk be located on the 3rd Floor as an interim measure. Another possibility is that Loans staff might provide general information services. The development of CWIS should also help improve Library information service.

5. <u>Inter-Institutional Library Co-operation</u>

The SFU Library Administration and University Administration should strongly promote cooperation between the province's university libraries.

There already is substantial inter-institutional co-operation via the Electronic Library Network. We hope that government support of ELN will be increased and that we will enjoy improved connections to other libraries. Our Library is increasingly involved with colleges and other universities. This year, the universities' budget submission to the Ministry made a special argument on behalf of libraries at the university-colleges. Contacts outside British Columbia are important, too; the Library should expand its participation in networks and organizations.

6. <u>Library Impact of New Programs</u>

The resource demands imposed upon the Library by distance education programs should be carefully and realistically calculatedf before initiation or expansion of those programs.

A new policy has been approved by Senate concerning sources of financial support for Library materials before new courses or programs are approved.

7. <u>Using SFU Expertise</u>

The Library Administration should acknowledge and make use of available SFU expertise in relevant areas.

This has been done in the Library strategic plan process but could be extended to appropriate Library Task Groups.

8. <u>Library/Department Liaison</u>

For each department or academic program a librarian should be designated as the primary contact person for all aspects of library service to that academic group.

It is important that standard procedures for dealing with faculty members' requests on such matters as the purchase of new books and the replacement of lost books be developed. An internal Library Task Group report was submitted to LRIC. The report addresses many aspects of the vital relationship between the Library and its users and contains 24 recommendations which address the issue of liaison between the Library and academic departments and related matters such as enhanced professional development opportunities for librarians. Implementation would require additional staffing (new or reallocated), changes in Library operating practices, and a new level of interest and commitment by academic departments.

Librarian contacts for each department have been identified but the nature of their responsibilities needs to be worked out. There should be opportunities for departmental feedback concerning the effectiveness of these new assignments. Although present staffing levels make it unlikely that a fully successful liaison relationship can be established with all departments and programs, this liaison should be encouraged to the extent that resources permit.

LRIC distributed this report to Faculty Library Use Committees for response. There was general, but not unanimous support for its recommendations.

9.   No Change in University Librarian Reporting Relationship

The University Librarian should continue to report to the Vice-President, Academic.

There are no plans to change the present reporting relationship.

10.   Review Mandate and Operation of Senate Library Committee

The Senate should review the mandate and operation of the Senate Library Committee.

LRIC recommends the following revised terms of reference for the Senate Library Committee.

(1)   Advises the University Librarian on matters relating to the operation of the Library and the liaison between the Library and academic departments and programs. The areas of advice include the following:

   - monitoring the continuing response to the Library Review Report recommendations and organizing subsequent reviews every five years
   - liaison between the Library and academic programs
   - establishing collections priorities
   - review of Library performance data
   - review of major changes in Library systems or operations

(2)   Advises the Vice President, Academic on matters relating to the size of the Library budget.

(3)   Approves guidelines for the allocation of the Library materials budget between various fields of instruction and research.

(4)   Recommends changes in rules and regulations for the operation of the Library, such as the Loan Policy.

(5)   Reports to Senate annually concerning its activities and the operation of the Library.

The Senate Library Committee meets at least twice each semester at fixed meeting times. Special meetings may be called by the Chair or by three members of the Committee. The quorum is five members."

11.   Restructuring of Library Management

The Library's management structure should be based on Assistant or Associate University Librarians, each with line management responsibility for a functional area and commensurate authority and accountability.

LRIC has been unable to find arguments which would justify the costs of adding another level of management in the Library. Our perception, based on one year's close involvement with the Library during consideration of the LRC recommendations, is that the current structure is effective. We have been especially pleased to note the extensive participation of library professionals in the response to the LRC report and the willingness to contemplate changes in established policies and practices.

12.   Reporting of Library Activities

The Library should regularly and consistently report its activities. This reporting should include financial information, collections statistics, service output data, initiatives, and performance measures.

This has improved. LRIC expects the Library to develop and use statistical measures of performance (including collection usage statistics) and to survey users on a regular basis. There should be wider distribution of the collection profiles and information on the acquisitions process. For example, the annual serials cost review will be made available on CWIS. A Task Group should be formed from SLC and the Library to give further consideration to reporting.

13.   Term Appointments for Senior Administrative Positions

All appointments at the Assistant University Librarian level and above should be term appointments with a formal consultative review prior to reappointment.

LRIC believes that the University should adopt the LRC recommendation that senior administrative positions in the Library at the level of Associate University Librarian and above should be filled by persons on term appointments. Current incumbents should be "grandfathered".

Policy A12.03 calls for probationary initial appointments for the Associate University Librarian to be followed by consideration for a continuing appointment. (The University Librarian position is not covered by this policy.) Thus, to implement this recommendation, changes in A12.03 would have to be negotiated with the Faculty Association. Provisions specifying the basis for return to Librarian III positions at the end of terms in administrative positions would have to be developed both for these negotiations to be successful and for subsequent recruiting of senior administrators in the Library to be possible. (These provisions already exist for persons who are not confirmed in continuing administrative positions following a probationary appointment.)

14.   Position Descriptions for Librarians

All librarians should have a current position description. This description should be established through a consultative process, it should set out responsibilties, and it should form the basis for evaluation.

An internal Library Task Group has reported and the Library plans to institute a system of job descriptions as time and resources permit.

15. **Involvement of Library Staff in Planning**

Library staff should be meaningfully involved in strategic planning and review.

Since the LRC Report, there appears to have been a substantial increase in involvement of Library staff. LRIC urges that this continue, using the model of internal Library Task Groups .

16. **Emphasize Professional Development**

Professional development should be given greater emphasis.

Improved staff development is a priority for the Library and the establishment of a training position will occur as soon as resources permit.

17. **More Priority on Employment Equity Goals**

Implementation of employment equity goals should be given more priority.

LRIC believes the Library's contribution to the University's employment equity goals is appropriate and urges Library management to continue to give this a high priority.

18. **Plan for a New Computer System**

The Library should immediately plan for a migration to an alternative computer system.

The LRC recommendation said that this should occur "immediately". Planning is underway and this migration should occur within the next two years. LRIC expects that planning for the new system will emphasize client-server architecture.

19. **Authorities Control and OPAC "Clean-Up"**

Implementation of an authorities control and "clean-up" of the OPAC database should not be delayed.

LRIC believes that the estimated cost of implementing the authorities control software (initially $100-150,000) is too high to justify this LRC recommendation. The Library should concentrate on correcting authors' names and stepping-up its efforts to encourage Library users to bring OPAC errors to its attention so that they can be corrected.

20. **Combine the Monographs and Serials Divisions**

Monographs and serials should be brought together into one unit.

This is under consideration.

21. <u>Government Documents</u>

The Library should explore the potential benefits of a more unified approach toward the management of government documents.

LRC suggested a "more unified" approach. The Library agrees that government documents represent a collection and security issue. A specialized government documents Librarian would help, but other staffing needs have had higher priority. LRIC urges the Library to improve the government documents collection.

22. <u>Secretarial Pool</u>

The Library should review the concept and operation of the Secretarial and Clerical Pool.

An internal Library Task Group reviewed this recommendation and the Pool has now been dissolved.

23. <u>Loan Policy</u>

The Senate Library Committee should review the loan period and other policies affecting material availability.

Loan policy revisions have been approved by Senate and will be implemented this summer.

<u>General Effects of the LRC Report</u>

Perhaps the most important effect of the LRC Report has been to move the Library and its users into a closer and more involved relationship. Many aspects of the Library's operation which were previously carried out in the absence of much faculty and student interest or input are now benefitting by the informed participation of representatives on the Senate Library Committee and on the Faculty Library User Committees. The importance of the Library to our academic enterprise has received a new prominence in financial and policy decision-making in the University. It is important that mechanisms which will continue and extend these gains be left in place.

J.M. Munro