

**UNBC Library External Review 2012**  
**Library Response**  
**November 2, 2012**

An external review was conducted of the UNBC Library services in April 2012 by Dr. Vicki Williamson of University of Saskatchewan and Bill Sgrazzutti of University of Regina on behalf of UNBC Provost, Dr. Mark Dale. The full report is available at <https://library.unbc.ca/external-review/> . Below is the Library's planned followup to this review. (The recommendations in the Report were not numbered but have been here for ease of reference).

**Library Strategic Plan**

**Recommendation 1:** Continue and strengthen the approach to project management for implementation phase of strategic projects within the strategic plan.

Response: Appropriate consultation, inclusive planning and communication will be a part of any new project or change in procedures.

**Recommendation 2:** Develop internal communication approaches to ensure all employees have a clear understanding of the institutional and library strategic directions and their individual and team priorities in support of achieving those directions.

Response: Regular staff meetings will be structured to ensure that there is an opportunity for effective information sharing. Email and other communication tools as well as an 'open door policy' will continue to be used to ensure information sharing.

**Recommendation 3:** Consideration be given to increasing the frequency of Deans' and Directors' Council meetings in order to facilitate greater collaboration across academic and administrative units such as the library; and that consideration be given to including the University Librarian as a member of Deans' Council.

**Recommendation 4:** Clear statement of endorsement for the library's strategic directions in support of the university research mission, regional users and 21st century teacher, learners, researchers and scholars.

**Library Organizational Structure**

**Recommendation 5:** Support at the university level, and Human Resources in particular (e.g., change management support, joint relations), for internal restructuring of the middle level management positions to identify librarians to take leadership and oversight of day-to-day operations to ensure support for the University Librarian in further extending relationships and engagement work across the university, in the region and with appropriate professional bodies.

Implicit in the restructure should be greater role clarity for all librarian/archivist positions and a clearer articulation of position accountabilities for all librarian/archivist positions.

Response: The Library is undertaking a review of its key services which may in turn involve a review of work assignments.

**Recommendation 6:** Identify areas for disinvestment/process re-engineering in order to free up employee time to undertake new initiatives (e.g., investigate newer models for staffing library service points, acquiring, cataloguing and processing library materials such as outsourcing, etc.) and that may provide greater efficiencies in view of limited staff resources and budgetary challenges.

Response: Within the context of the CUPE and Faculty Association Agreements, the Library will continue to review and alter its processes to meet changing requirements.

### **Library Liaison and New Service Initiatives**

**Recommendation 7:** Develop a program statement for liaison librarian work that will help to further embed librarians into the colleges and provide consistent communications to faculty, staff and students about the work of the library in support of academic and administrative programs.

Response: In principle the library supports this approach. Consideration of this will occur within the key services review noted in response to Recommendation 5.

### **Regional Nature of UNBC's Programs**

**Recommendation 8:** Consideration be given to implementing a comprehensive library liaison model across all subject areas; the assigning of liaison librarian subject areas take into consideration the full scope of activities for reference, instruction, and collection development in order to create balance overall.

Response: In principle the library supports this approach. This will occur within the key services review noted in response to Recommendation 5.

**Recommendation 9:** Implement an integrated model that shares the responsibility for the delivery of reference and instructional services for all UNBC students (on campus, regional, etc.) across all subject liaison assignments.

Response: This will be considered within the key services review noted in response to Recommendation 5.

**Recommendation 10:** Integrate all aspects of interlibrary loan requests from regional centres/students within the library's main ILL services functions; Integrate the fielding of general reference queries from regional students as part of the library's main reference services.

Response: This will be considered within the key services review noted in response to Recommendation 5.

### **Archives**

**Recommendation 11:** Consideration be given to initiating a unit review of the Archives to assist with go forward planning not only for the Archives, but also for a university RIM program.

Response: Such a review was conducted in 2010 and has been shared with the University Administration.

**Recommendation 12:** Support a membership application by the library for membership in the Canadian Association of Research Libraries (CARL) to gain access to consortium approaches to new and emerging issues and programs.

Response: A CARL membership would benefit the Library and Library services and strengthen UNBC's position as a research university.

### **Copyright**

**Recommendation 13:** Review the placement of institutional responsibility for copyright in order to ensure its alignment with the university administration and mitigate enterprise risk. If the model implemented is one of shared responsibility, there should be clearly defined roles – for example, one unit with primary responsibility for coordination of copyright related activities should be identified.

Response: Such a unit has been established on a temporary basis in the library and is working well. It is expected that continuing arrangements will be put in place in the near future with appropriate funding.

### **Budget Challenges**

**Recommendation 14:** The library initiate an assessment program to facilitate decision making on issues pertaining to library collections, programs and services in view of potential budgetary challenges.

Response: This will be undertaken within the key services review noted in response to Recommendation 5.