Reporting to the University Secretary, the University Archivist and Coordinator of Information and Privacy provides leadership for the overall operation and administration of the Archives and Records Management Department, including:

- The systematic and administrative control of university records throughout their lifecycle to ensure their efficient and economical creation, use, maintenance, and disposition by approximately 180 academic and administrative units on three campuses;

- The appraisal, acquisition, arrangement and description, preservation, discovery, and access of both university and privately donated records of enduring administrative, historical, and research value and in all media (analogue and electronic);

- The administration of the British Columbia Freedom of Information and Protection of Privacy Act (FIPPA), including but not limited to the coordination of the University's compliance with its legal obligations under the Act, namely:
  - Providing the public a right of access to university records subject only to specific and limited exceptions;
  - Giving individuals a right of access to, and correction of, personal information about themselves that is under the custody or control of the University; and
  - Protecting the privacy of individuals including faculty, staff, students, alumni, and members of the general public who interact with the University, ensuring only the authorized collection, use, and disclosure of their personal information.

- The development and maintenance of a digital preservation and access system for both university and privately donated records, including ingest, archival storage, data management, administration, and access functions, as well as pre-ingest activities relating to the development and implementation of electronic records management procedures and tools.

The incumbent ensures the seamless integration of the above four broad areas of functional responsibility, all of which are tied together by the concept of the record as a vital institutional asset that adds value to the University when managed effectively, but exposes the University to increased costs, risks, and liabilities when managed poorly. The incumbent promotes the role and importance of the Archives and Records Management Department, ensuring its activities are in alignment with the University's mission by supporting the administrative, teaching, learning, and research needs of administrators, faculty, staff, students, and alumni, as well as members of the broader academic community and the general public.

DUTIES AND RESPONSIBILITIES

Strategic Direction, Leadership, and Management

Oversees and coordinates the overall planning and goal setting of the Archives and Records Management Department and its many functions. Specific responsibilities include:
• Developing and implementing strategic plans and program activities within the context of the University's long-term goals and objectives, and setting priorities for achieving them using the Department's human and fiscal resources;

• Positioning SFU Archives and Records Management Department as a national leader in post-secondary archives, records management, privacy and access, and digital preservation programs by being innovative, professional, and transparent in the delivery of its services and tools;

• Providing leadership and inspiration by communicating the vision and overall strategic direction of the Archives and Records Management Department to internal and external stakeholders;

• Identifying clear and achievable departmental goals and objectives to include in strategic plans and engaging staff and stakeholders effectively in the realization of these specific goals and objectives on a planned multi-year cycle;

• Exercising project management skills (managing, planning, and costing) to ensure that deadlines are met, expenditures are on budget, and goals are achieved;

• Preparing reports required for planning and accountability;

• Collaborating with other memory institutions on digital preservation initiatives to leverage resources and knowledge;

• Developing risk mitigation strategies relating to information governance practices within the University;

• Balancing long-term goals and strategies against the Department's pressing short-term requirements and needs to ensure services are delivered in a timely and effective manner while not losing sight of the strategic positioning of the Department;

• Prioritizing the delivery of services by evaluating their organizational impact;

• Encouraging constant improvement in the Archives and Records Management Department, including the evaluation of existing personnel and activities, the consideration of alternative approaches to delivering services, and the fostering of innovation where appropriate or as needed;

• Acting as a resource for university administrators on the records-related matters that fall within the Department's areas of expertise, namely archives administration, records management, access and privacy administration, and digital preservation; and

• Communicating clearly the implications of new developments in the fields of archives administration, records and information management, privacy and access administration, and digital preservation to all levels of university staff.

Archives Administration

Oversees and coordinates the identification, acquisition, preservation, discovery, and accessibility of archival records created by the University and its affiliated institutions, campus organizations, and individuals (collectively constituting the University community), as well as non-university records, in support of the University's core mission of teaching, learning, and research. Specific responsibilities include:
• Responding to requests from or initiating contact with institutions, organizations, or individuals to discuss the acquisition of records, negotiate and approve donation agreements, maintain ongoing contact and recognition, respond to requests for assistance and address concerns;

• Appraising both university and private records by developing and implementing documentation strategies and specific acquisition initiatives to ensure appropriate primary research materials are acquired to meet the needs of the Archives' research clientele;

• Accessioning both university and privately donated records to gain intellectual control over new acquisitions, and to identify conservation issues and processing priorities;

• Prioritizing a backlog of archival processing to make the records of greatest research value available to the Archives' clientele in as timely a fashion as resources will allow;

• Arranging and describing records to facilitate their use by members of the university community and the general public through finding aids, research guides, and online discovery tools and in compliance with nationally and/or internationally recognized descriptive standards;

• Delivering client-oriented reference services to students, staff, faculty, visiting scholars, and members of the general public to meet their instructional, informational, and research needs as effectively as possible within the constraints of available resources;

• Negotiating and overseeing access restrictions on records that are imposed by private donors or required by privacy and access legislation, always with an aim to facilitating the greatest access possible within these legitimate constraints;

• Exercising preventative conservation measures to protect archival holdings and arranging for active conservation treatments when required and/or resources allow; and

• Maintaining an emergency preparedness and disaster recovery plan to protect archival holdings from damage or loss.

Records and Information Management

Oversees and coordinates the provision of a full range of records management services to approximately 180 academic and administrative units located on three campuses, enabling the University to manage its information assets effectively and efficiently. Services include records system design and retention scheduling, semi-active storage and retrieval, confidential destruction, and vital records identification and stewardship. Specific responsibilities include:

• Conducting records inventories and designing file classification systems (analogue and digital) to achieve intellectual control over the University's information assets;

• Writing and approving records retention schedules, including records management and archival appraisal rationales, to ensure the University's corporate records are disposed of (through transfer to the Archives or through confidential destruction) in a consistent manner and in compliance with applicable legal and policy authorities;

• Auditing departmental record-keeping practices to identify liabilities and weaknesses and to suggest means for improvement;

• Researching statutory, regulatory, and policy authorities that affect the retention and disposal of corporate records to ensure the University meets its legal obligations;
• Identifying and preserving university vital records needed to begin recovery of business in the event of a disaster; as well as rights-and-interests records necessary to protect the assets, obligations, and resources of the University and those of its employees and students;

• Developing and implementing electronic records management tools, procedures, and technologies to complement and/or replace traditional, analogue ones; and

• Optimizing the record-making and record-keeping activities of academic and administrative units by tailoring policies and procedures, evaluating and introducing new services, and investigating the feasibility and appropriateness of using new information technologies.

Digital Preservation and Curation

Oversees and coordinates a series of activities aimed at ensuring continued access to digital materials for as long as deemed necessary and beyond the limits of media failure or technological and organizational change. Digital materials include "born-digital" records acquired from the University or from private donors as well as the products of digitization projects undertaken by the Archives. Specific responsibilities include:

• Testing and deploying scalable preservation and access software and other technologies designed for the long-term preservation and discovery of the Archives' digital holdings;

• Developing and maintaining a digital repository, including all associated OAIS-compliant functions—pre-ingest, ingest, archival storage, data management, administration, and access—to ensure the University can preserve, make accessible, and safeguard the authenticity of its information assets (corporate and privately donated) over the long term;

• Conducting digital repository self-audits to identify organizational strengths and weaknesses and to prioritize needed improvements;

• Designing and implementing services and tools that support appraisal, retention scheduling, and proactive transfer of electronic records of long-term value from university records creating and storage systems to the Archives' digital repository;

• Adapting international standards to institution-specific workflows, policies, and procedures, promoting alignment with industry best practices; and

• Selectively digitizing analogue holdings to make them more widely discoverable and accessible to the Archives' research clientele, while also promoting SFU's stories, achievements, legacy, and identity.

FIPPA Administration

Oversees and coordinates access to information and protection of privacy activities, which enable academic and administrative departments and programs to fulfill their legal obligations under British Columbia's Freedom of Information and Protection of Privacy Act (FIPPA). Specific responsibilities include:

• Delivering services relating to the protection of personal information collected, used, maintained, and disclosed by academic and administrative departments and programs and belonging to staff, faculty, students, alumni, and members of the general public to ensure the University is in compliance with its legal obligations. Activities include but are not limited to advising on, reviewing and recommending for approval Privacy Impact Assessments (PIAs), and responding to privacy breaches and privacy complaints;
• Answering access to information requests received from applicants, using established processes and according to the provisions of the Act, in order to fulfill the University's legal obligation to provide public access to information in the custody or under the control of the University, subject to the application of exceptions to the right of access. Activities include, but are not limited to assisting and communicating with applicants, coordinating the search, retrieval, and production of records, reviewing and severing records, and accurately documenting and tracking each applicant request;

• Supporting the University when responding to requests for review of access decisions and complaints made to British Columbia's Office of the Information and Privacy Commissioner (OIPC), following its mediation, inquiry, or investigation processes to resolve disagreements;

• Reviewing and approving research agreement applications, promoting access to and research use of university records subject to privacy restrictions;

• Maintaining the University's Personal Information Directory, keeping it up-to-date, complete, and accurate to ensure the University is in compliance with the Act;

• Responding to informal access requests made by the Archives' research clientele by reviewing archival records containing personal and confidential information to ensure the University complies with its legal obligations under the Act;

• Promoting a culture of openness, transparency, and administrative fairness in university operations that is in balance with an informed respect for the confidentiality needs of the University and the privacy rights of staff, faculty, students, alumni, and members of the general public;

• Liaising with colleagues, legal counsel, staff, administrators, faculty, and the Office of the Information and Privacy Commissioner (OIPC) on privacy matters, complaints, investigations, or appeals; and

• Acting as a university-wide resource regarding the interpretation of access and privacy legislation.

Advising

Advises the Archives' research clientele, university employees and administrators, and FIPPA applicants on a full range of records-centric issues, ensuring all parties understand their rights and responsibilities while also ensuring that the University's legal and ethical obligations are met. The recipients and subjects of advice include:

• University Executive on matters pertaining to record-making and record-keeping to promote efficiency and accountability in the University's business transactions;

• University departments on records management matters to promote the efficient management of the University's information assets;

• Archives' research clientele on privacy, confidentiality, and copyright restrictions as they apply to the access and use of archival materials;

• University departments on fair information practices – collection, accuracy, correction, protection, use, disclosure, and retention of personal information;

• University departments and administrators on the access and privacy implications of new technologies and data processing systems;
• Staff, administrators, and faculty on new and emerging issues relating to the administration of FIPPA in a university setting;

• University staff and administrators on digital records management, preservation, and access strategies and issues; and

• University employees and administrators on the use of the Archives' holdings in the promotion and celebration of SFU's stories, achievements, legacy, and identity.

Education and Training

Oversees and coordinates the planning, delivery and evaluation of university-wide education and training on archives, records management, and access and privacy topics for the benefit of university employees and administrators as well as the Archives' research clientele. Specific responsibilities include:

• Speaking at new faculty and employee orientation sessions;

• Making presentations to specific groups of university employees proactively or upon request;

• Implementing and maintaining a communications plan;

• Preparing educational and training materials such as handouts, information sheets, research guides, and website content;

• Designing and delivering online and/or in-person workshops for university staff and administrators;

• Supporting academic pedagogy by instructing the Archives' research clientele on the use of archival discovery tools and research methods so that they can efficiently locate information responsive to their information needs, and collaborating with faculty to introduce and integrate archives into the teaching and research activities of the University; and

• Guest lecturing in undergraduate and graduate classes on archival science, records management, access and privacy administration, and digital preservation topics in support of the University's teaching and learning functions.

Public Outreach and Marketing

Oversees and coordinates the promotion and marketing of the full range of archives, records management, and access and privacy services to both internal and external user communities. Specific responsibilities include:

• Designing outreach tools (print and web-based) to raise awareness of the Archives and its historical research holdings;

• Planning and approving the Department's communications, public relations, publications, and promotional materials to promote increased clarity and awareness of the mission of the Department as well as its programs, services, and events via print, web, and in-person channels;

• Serving as a spokesperson and an advocate for the Archives and Records Management Department by representing the interests of the Department to a wide range of audiences and stakeholder groups, both internal and external, and networking with those stakeholders to advance issues of importance relating to archives administration, records management, privacy and access administration, and digital preservation;
• Liaising with potential donors to promote the Archives as a suitable repository for their records of enduring value;

• Maintaining a current web presence, and when appropriate, a social media strategy to enhance the visibility of the Department; and

• Enhancing the profile of the Archives and Records Management Department by organizing and delivering talks, tours, presentations, seminars, events, and exhibitions.

Policy Development

Oversees and coordinates the development and implementation of university-wide and departmental records and information management policies, procedures, standards, and guidelines. Comments and provides feedback on university-wide policies that have record-making, record-keeping, long-term retention, preservation, or privacy and access implications. Specific responsibilities include:

• Interpretation and maintenance of the Board of Governors' approved "Information" university-wide policy suite;

• Advising the University Secretary on the need for new or revised "Information" policies;

• Acting as a delegated Head with prescribed decision-making and implementation authority under Policy 110.02;

• Participating in legislative reviews of FIPPA by identifying potential improvements to the language and administration of the Act that would be in the best interest of the University, and drafting submissions to Government to lobby for such improvements;

• Developing, implementing, interpreting, and directing a comprehensive suite of departmental policies relating to a multitude of records-related and administrative functions, including access, acquisition, appraisal, arrangement, description, authority control, communications, preservation, disposal, education, information technology management, intellectual property rights management, office administration, physical control, privacy protection, record-keeping systems design, reference, reproduction, and retention scheduling;

• Ensuring university-wide "Information" policies and departmental policies and procedures are in compliance with federal and provincial legislation and industry best practice;

• Providing authoritative information, analysis, and policy recommendations on records-related matters as requested by the University Secretary and members of the Executive Committee;

• Maintaining awareness of and acting as a resource on copyright as it relates to the discovery and access of archival materials; and

• Providing authoritative advice to senior administration on information technology issues as they affect the long-term reliability and retrievability of the University's information assets.

Human Resource Management

Oversees and coordinates staff relations, recruitment, hiring and performance management, labour relations issues, and training and professional development opportunities. Specific responsibilities include:
• Directing, managing, coaching, and mentoring both faculty and staff employees, and maintaining a good working knowledge of the rights and responsibilities of both unionized employees and of management;

• Directing and managing contractual staff, graduate students, interns, and volunteers to supplement the Department's permanent staff complement;

• Fostering collegial and professional practice among departmental staff and in their interactions with the University community as a whole;

• Establishing individual goals and objectives, assigning specific work activities and individual projects, and providing direction in response to staff requests for assistance in dealing with specific issues;

• Building and maintaining high morale by providing effective leadership, motivation, and encouragement to staff;

• Conducting informal and formal performance reviews of staff, especially in relation to work planning by monitoring staff progress and accomplishments and meeting regularly with direct reports;

• Developing and ensuring a high-quality work environment by providing professional development opportunities to employees as appropriate, to ensure that staff possess the necessary skills and aptitudes to achieve departmental goals and objectives;

• Recruiting talented professionals and running hiring competitions to staff the Department with qualified and effective personnel;

• Negotiating the terms of employment and salary for contractual employees, hired to supplement the Department's permanent staff complement;

• Orientating and training new staff to university-specific requirements and expectations as well as department-specific workflows and policies and procedures;

• Liaising with Human Resources and Faculty Relations to coordinate the appointment and supervision of Archives' personnel;

• Chairing staff meetings;

• Promoting teamwork and the integration of all the Department's records-centric functions;

• Disciplining and terminating staff;

• Conducting succession planning, when necessary, to ensure the Department's programs are delivered uninterrupted and as efficiently as possible;

• Writing, updating, and maintaining position descriptions for all staff;

• Ensuring proper classification of staff positions through participation in classification review requests and appeals; and

• Remaining fluent in applicable university policies and procedures and collective bargaining agreements as they relate to the supervision and management of professional and clerical staff.
Financial Management

Oversees, coordinates, and approves all departmental and project budget planning activities, departmental expenditures and revenues, and all other financial transactions to ensure the prudent and effective use of departmental financial resources. Specific responsibilities include:

- Preparing annual departmental budgets and maintaining control of allotted funds through regular monitoring of all expenditures (approximately $1.398M per annum) to ensure program areas and strategic initiatives are effectively and optimally funded;
- Reviewing all expenditures to ensure adherence to university financial policies and procedures;
- Identifying funding opportunities and preparing internal and external grant applications to supplement the Archives' recurring budget allocation;
- Costing projects and strategic initiatives to ensure goals are achieved and delivered on time and on budget;
- Gathering information on and/or negotiating the purchase of products and services to support and enhance departmental operations;
- Overseeing the collection of fees and charges for access requests to information, archival reproductions, or project-based services delivered to university departments;
- Arranging for the monetary appraisal of privately donated records and the tax credit issuing process; and
- Engaging the National Archival Appraisal Board to prepare monetary appraisal reports for significant, privately donated records and writing effective Outstanding Significance and National Importance (OS/NI) justifications for the certification of cultural property by the Canadian Cultural Property Export Review Board (CCPERB);

Facilities Management

Oversees and coordinates departmental physical plant maintenance and space planning activities. Specific responsibilities include:

- Planning and managing the redesign of office and records storage facilities to optimize work spaces;
- Operating three records centres, providing university departments with record storage, retrieval, and disposal services at the lowest possible cost to the University;
- Liaising with Facilities Services' staff in the maintenance of records centre environmental systems to achieve optimal conservation conditions;
- Making regular requests to Facilities Services for basic maintenance attention for all the Archives' office and storage areas; and
- Maintaining the Archives' Category A designation for the storage of moveable cultural property as required and audited by the Department of Canadian Heritage.
General Duties and Responsibilities

Undertakes a variety of duties and responsibilities that are consistent with the main duties described in this document and that contribute to both the professional development of the incumbent and the continual improvement of departmental operations. Examples include:

- Keeping abreast of new developments in the professional fields of archives administration, records and information management, privacy and access administration, digital preservation, and university management through professional reading and attendance at conferences, workshops, and seminars in order to keep knowledge and skills current;

- Providing service to professional communities by participating in professional associations and committees, and/or organizing conferences and events;

- Providing service to the University community by participating in standing and ad-hoc committees, working groups, celebratory and ceremonial functions, and/or governance opportunities;

- Liaising with colleagues within British Columbia and in other Canadian and international jurisdictions to exchange information on issues of mutual concern, and to develop proposals for harmonizing standards and best practices;

- Contributing to the development of professional knowledge by carrying out research, scholarly work, and innovative practice in the fields of archival science, records and information management, privacy and access administration, and digital preservation;

- Keeping abreast of information technology developments that may improve the delivery of the Department's programs and services; and

- Performing other related duties as assigned.

REQUIRED KNOWLEDGE, SKILLS AND EXPERIENCE

Education and Training

- A Master's degree in archival studies, a Master's degree with an archival studies specialization, or an equivalent university degree earned in an information studies discipline.

Management Experience

- Management experience obtained through progressively more senior and responsible positions related to archives administration, records and information management, and/or access and privacy administration work.

Professional Knowledge and Experience

- Comprehensive knowledge of archival science, records and information management, and access to information and protection of privacy functions and activities. Successful track record of planning, delivering and evaluating an integrated program of records centric initiatives and services for a complex organization.

Strategic Vision

- A strategic understanding of trends and issues in archives, digital records/information management and of technology developments relating to information discovery, access and preservation. An innovative thinker with experience and success in developing and implementing strategy.
• Capacity to envision, promote and advance the Archives’ role in a rapidly evolving digital records environment and its contribution to achieving the University’s mission and vision.

• Ability to align operational plans and activities with strategic goals and priorities.

Leadership, Interpersonal and Communication Skills

• Excellent leadership and interpersonal skills with a demonstrated ability to work effectively with people, both as a team leader and team member.

• Ability to establish trust relationships, build consensus and work effectively with employees at all levels of university administration in a constructive and positive manner, while still exercising professional integrity and independence.

• Ability to respond to differing opinions in a constructive manner.

• Ability to foster a collaborative environment, willingly contributing personal strengths while leveraging the strengths of others.

• Ability to work as a member of a team of information management professionals and to move comfortably between different but integrated program areas and functions.

• Proven record of effective collaboration with researchers – students, faculty, visiting scholars, and members of the general public.

• Demonstrated success in identifying, cultivating, and stewarding donor relationships.

• Ability to delegate effectively to provide direct reports with increased responsibility, confidence, and visibility.

• Ability to exercise conflict resolution and negotiation skills under potentially adversarial conditions to resolve contentious or sensitive issues.

• Ability to exercise tact, discretion and good judgement to deal effectively with a variety of people and when working with highly sensitive personal and confidential information.

• A demonstrated passion for archives and cultural heritage.

• Excellent oral and written communication skills.

• Ability to convey complex information to a wide variety of audiences.

• Ability to be persuasive in promoting the need for and the value of the Department's programs and services.

User Focused

• Demonstrated commitment to and appreciation for client-oriented service.

Administrative Skills and Experience

• Able to effectively lead, coordinate and oversee a broad range of financial, human resource, facility and other administrative functions.

• Experience preparing and monitoring budget plans.

• Record of achievement in writing and obtaining grants, gifts, and awards.

• Ability to select, train, and supervise staff.

• Ability to develop the potential and expertise of staff by fostering long-term learning and professional development.

• Ability to manage multiple projects.
• Proven ability to set goals, problem-solve, work well under pressure, meet multiple deadlines and adapt to changing objectives and priorities.
  • Ability to work independently and be self-motivated with only general supervision.
• Evidence of excellent research, analytical and critical thinking, organizational and decision making skills.
  • Ability to evaluate risk and make decisions on analysis of incomplete, ambiguous or conflicting information.
  • Ability to evaluate and ensure risk and harm to individuals and the University is considered when managing access and privacy matters.

Professional Service
• An established record of professional development and service to the profession and community.

**DESIRED KNOWLEDGE, SKILLS AND EXPERIENCE**

• General knowledge of federal and provincial acts and regulations that inform the operations of the Archives and Records Management Department (e.g., British Columbia Freedom of Information and Protection of Privacy Act, Copyright Act, University Act, the Electronic Transactions Act, and the Personal Information Protection Act).
  • Experience interpreting legislation as it relates to records-centric issues, and relaying complex information in non-technical and easily digestible form to non-expert stakeholders.
• Knowledge of and experience working in a higher education environment, including university constituencies and governance structures, or in an organization of comparable size and complexity to a university.
  • Experience providing advice and consultation to a wide range of stakeholders within a large and complex institution.
• Political acumen in applying knowledge and networking skills to champion innovative models and practices in archives administration, records management, access and privacy administration, and digital preservation to further organizational goals.
  • Capacity to develop and implement significant policy initiatives.
• Experience developing customized information technology solutions in archival and information management settings.
  • Familiarity with a variety of computer operating systems, social media applications, and open-source software.
  • Knowledge of digital file formats, technical and metadata standards (e.g., OAIS, RAD, and CGSB and ISO standards relating to records and information management, etc.), electronic records management, and digital preservation theory and practice.
• Experience with physical plant maintenance and space planning activities.
• Training and/or education in the field of management.
• Experience developing and promoting community engagement through outreach and exhibition programs.
  • Good presentation skills.