

QUEEN'S UNIVERSITY LIBRARY

Strategic Priorities

2016-17 to 2018-19

MANDATE/MISSION

The Library stimulates excellence in research and scholarship through its collections, people, partnerships and services, and its physical and virtual environments. The Library is a strategic asset to the University, contributing to the exploration and sharing of knowledge and the development of lifelong inquiry skills for the betterment of a global society.

VISION

Queen's University Library inspires learning, sparks creativity and builds community. Entering our libraries – virtual and physical – our students and faculty feel the world at their fingertips, the knowledge of the ages and the potential of the future. This community of learning and research, this library, is the keystone of our balanced academy where people engage deeply with each other to ask critical questions and build new ideas.

Librarians and staff work closely with students and faculty in every discipline and in the spaces where they intersect. Our best innovations happen through collaboration – across the library, with our faculties and schools and through our regional, national and international partnerships. Together, we're entrusted with ensuring that all information is available to all people, for all time.

PRINCIPLES/ VALUES

- Information access, stewardship and preservation, on a global scale for local needs
- Collaboration and partnerships across the university, region, nation and world
- Service that is people-centred, high quality, discipline-focused and inclusive
- Learning, inquiry, experimentation, innovation, knowledge and continual assessment
- Community, welcoming space, inclusivity and engagement
- Communication, consultation and sharing of expertise
- Wellness, kindness, safety and respect



Enhancing our Student Learning Experience

"Our fundamental mandate is to exemplify the quintessential balanced academy, which is characterized by an exceptional student learning experience and outstanding student engagement within a research intensive environment. As our Academic Plan highlights, a transformative student learning experience is central to Queen's identity and its vision. Our students and faculty are highly engaged and Queen's offers a wealth of resources to foster student success..."

LIBRARY-WIDE OBJECTIVES

- Design and deliver learning opportunities for students that build upon the value of Library resources and services and inform Library strategic directions

Envisioned:

- Unit plans for sustainable information literacy teaching, supporting defined learning outcomes and assessment
- Co-ordination and promotion of experiential learning opportunities offered in the Library
- A renewed focus on undergraduate research programs in collaboration with campus partners
- Development of a graduate student initiative on publishing and knowledge transfer
- A continually evolving service model supporting engagement with students, from initial inquiries through to in-depth research
- Engagement in support for the recommendations of the Truth and Reconciliation Commission

Measures:

Teaching metrics; number of opportunities; student, faculty and supervisor assessment; learning outcomes assessment

- Integrate key information services and resources with Queen's online learning programs

Envisioned:

- Library website that is a welcoming, informative, helpful virtual service point
- Development and delivery of an online credit course on research skills, in collaboration with the Faculty of Arts and Science and available as an elective across faculties

- Co-ordination of the adaptation of online research skills modules in courses across the curriculum
- Co-ordination with course authors and developers on identifying cost-effective information resources for online courses
- E-reserves service that supports copyright compliance and enables seamless student access to the resources recommended by instructors in all disciplines
- Integration of online learning platforms with Library information systems (for example, explore the relationship between e-portfolios and digital repositories)
- Effective, accessible sustainable technical infrastructure and support for QUL's online initiatives

Measures:

Usage and related metrics; user assessment

- Implement a re-envisioned information network of learning/study/research spaces, services and research resources as described in the Library and Archives Master Plan (LAMP)

Envisioned:

- Completion of high-priority LAMP projects, as funding allows
- 25% increase in learning/study spaces when full renovations can occur
- Inclusive, accessible spaces that welcome all members of the community
- New collection paradigm supporting the layers of information access envisioned in LAMP
- Improved access to and preservation of rare, valuable and unique scholarly resources
- Operating efficiencies

Measures:

Area of repurposed space; projects completed; user assessment



Strengthening our Research Prominence

"Queen's is recognized as one of Canada's outstanding research institutions. To sustain and enhance our research prominence requires that we guide and support our research enterprise, including the continuation of our aggressive pursuit of research funding and re-alignment of university research services. We must be guided by our Senate-approved Strategic Research Plan..."

LIBRARY-WIDE OBJECTIVES

- Develop a comprehensive information resources strategy that addresses the challenges and opportunities of the evolving scholarly record, in all its forms, and raises awareness of resources

Envisioned:

- Stakeholder engagement in strategy development and promotion, including researcher champions
- Collaboration in regional, national and international strategies relating to policy development, digital infrastructure and management of collections
- Appropriate collections, in all formats, supporting current research and academic priorities
- Promotion of and support for Open Access, Open Data and Open Education Resources
- Increased showcasing (both physical and virtual), awareness and use of special collections, archives, and current collections

Measures:

Strategy progress and stakeholder engagement; usage and related metrics; user assessment

- As part of the comprehensive information resources strategy, modify acquisitions practices to address the issues of current publishing models, foreign currency exchange fluctuations, and new and continuing teaching, learning and research needs

Envisioned:

- Continued support for current research and academic priorities
- Flexible serials purchasing practices, with targeted content selection to meet evolving academic needs within available funds
- Leveraging of collaborations with consortia partners

Measures:

Acquisitions budget balance; usage and related metrics; user assessment

- As part of the comprehensive information resources strategy, broaden the reach of Queen's research with expanded digital platforms and services, in collaboration with and in support of emerging regional and national initiatives

Envisioned:

- Unit plans for engaging with and providing value to the research programs of their faculties, drawing on expertise across the Library
- Expanded capacity across the Library to raise awareness of opportunities for research dissemination and to assist faculty and student researchers in developing data management plans and depositing scholarly publications and research data in digital repositories, in compliance with granting agencies' principles and policies
- Engagement in collaborative developments of interoperable digital repositories and the vision of a global knowledge commons
- Strategic analysis of the challenges and opportunities of existing and potential research output measures in collaboration with campus partners
- Expanded capacity to support the digital scholarship of Queen's researchers and the digitization of cultural heritage

Measures:

Publications/data files deposited; usage and related impact metrics; user assessment

- As part of the comprehensive information resources strategy and in support of the Accessibility for Ontarians with Disabilities Act, enable access to information resources and related services for all individuals with disabilities at Queen's

Envisioned:

- Sustainable procedures supporting Section 18 of the Information and Communications Standard (libraries of educational and training institutions "shall provide, procure or acquire by other means an accessible or conversion ready format of print, digital or multimedia resources or materials for a person with a disability, upon request")
- Effective working relationships between the Adaptive Technology Centre (ATC), other campus units responsible for other aspects of accessibility, and external partners

Measures:

ATC usage; accessible materials obtained externally, by user type; accessible materials created locally, by user type; user assessment



Ensuring Financial Sustainability

"Our emphasis on maintaining Queen's as the balanced academy must be matched by our commitment to achieving financial sustainability. With the activity-based budget now in place, giving units incentives to grow revenues and reduce costs, we are better positioned to make the university more resilient in difficult economic times..."

LIBRARY-WIDE OBJECTIVES

- Demonstrate the value of Library services and resources and potential areas for change, working closely with the Office of Institutional Research and Planning and other university units

Envisioned:

- Comprehensive Library assessment, marketing and communications strategies
- Improved data access to inform planning and decision-making
- Library metrics available for university data bank

Measures:

Strategies' progress; user assessment

- Effectively and sustainably deploy the Library's people as key resources in the learning and research community, through a program of ongoing sharing of expertise, mentoring, professional development, reassignment and recruitment

Envisioned:

- Increased support for digital initiatives and learning and research services
- Efficiencies in information resources management and services

- A public services model that makes the best use of staff resources in providing effective 'touch points' for users
- Further development of organization-wide learning programs

Measures:

Staff performance; user assessment

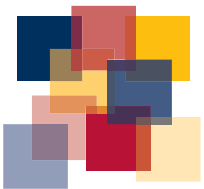
- Leverage the paradigm shift in web-scale technology opportunities to plan for the replacement of the Library Management System and new technical processes for acquiring and providing access to information resources

Envisioned:

- Participation in OCU's Collaborative Futures project to prepare for Queen's critical migration to a new Library Services Platform
- Within OCU and at Queen's, opportunities for new processing workflows and efficiencies that will improve resource allocations in budget years beyond the current 3-year cycle

Measures:

Staff time dedicated to resource management; user assessment



Raising our International Profile

"We will strengthen our international reputation by emphasizing what has built Queen's enviable national reputation, namely the transformative student learning experience in a research intensive environment. Focused and sustainable international student recruitment will be supported by an equally focused and sustained international marketing and communications strategy. Because our transformative learning experience is so inextricably linked to our research prominence, we will at the same time strive to strengthen our international research collaborations, in part through our membership of the Matariki Network of Universities."

LIBRARY-WIDE OBJECTIVES

- Maintain an inventory of Library services focused on international research, international mobility and international students on campus

Envisioned:

- Information to assist in the further development of Library services supporting Queen's University's Comprehensive International Plan

Measures:

Inventory progress

- Develop a program of Library services in relation to the university's priority of "international research engagement"

Envisioned:

- Library awareness of Queen's researchers' international research activities and needs
- Access to appropriate information resources and services for Queen's researchers engaged in international scholarship
- Research data management and scholarly communications services supporting the research outputs of international research collaborations
- Library engagement in the Matariki Network and other international professional activities, such as collaborating with international colleagues or hosting international visitors
- Visible Library support for inclusivity and Queen's international profile

Measures:

usage and related metrics; user assessment

- Develop a program of Library services in relation to the university's priority of "international mobility"

Envisioned:

- Library awareness of Queen's students participating in opportunities abroad and their needs
- Access to appropriate information resources and services for Queen's students studying abroad
- Strong working relationship with the Bader International Study Centre
- Visible Library support for inclusivity and Queen's international profile

Measures:

usage and related metrics; user assessment

- Develop a program of Library services in relation to the university's priorities of "international enrolment" and "international at home"

Envisioned:

- Library awareness of Queen's international students on campus and their needs
- Library staff development activities promoting cultural awareness
- Service points (physical and virtual) and spaces that deliberately welcome international students
- Orientations, displays and teaching programs tailored for international students
- Visible Library support for inclusivity and Queen's international profile

Measures:

usage and related metrics; user assessment

THE LIBRARY'S FOUNDATION OF CORE ACTIVITIES SUPPORTS ITS STRATEGIC PRIORITIES AND QUEEN'S VISION:

- Collection Development and Assessment
- Teaching, Learning and Research Services
- Discovery and Technology Services
- Information Services
- Adaptive Technology Centre
- Queen's Learning Commons
- Research Data Services
- Scholarly Communications Services
- Administrative services
- Copyright Advisory Office
- Space for learning, services, collections
- University Archives

