

# QUEEN'S UNIVERSITY LIBRARY

# Strategic Priorities

## 2018-19 to 2020-21

### OUR VISION

The 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, archivists 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 are entrusted with ensuring that all information is available to all people, for all time.

### OUR 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.

### OUR 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



**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



# Enhancing our Student Learning Experience

## Library-Wide Objectives

### **Design and deliver learning opportunities that build upon the value of library resources and services and integrate seamlessly with academic programs**

#### **Priority Tactics**

- Operationalize the ongoing review and updating of library learning objects and their integration with online learning environments
- Implement services to support the adoption, adaptation and creation of open and affordable course materials
- Pilot an updated virtual reference service supporting students from initial inquiries through to in-depth research
- Explore additional supports required for distance students' access to print materials
- Continue to teach classes and offer individual consultations, supporting information literacy learning outcomes, research and open access

*Measures: Number of teaching sessions and participants; number of consultations; student, faculty and supervisor assessment; learning outcomes assessment*

### **Build and sustain a library culture that supports the alignment of library services with the principles of diversity and inclusion and creates a positive, inclusive workplace**

#### **Priority Tactics**

- Assess current library services through the lens of diversity and inclusion to discover where additional or re-directed support or training is needed
- Embed the principles of diversity and inclusion into all staff development and learning programs
- Build on and support the success of learning programs that support diversity and inclusion, such as the Queen's Positive Space Program
- Invest in educational approaches and formats that will accommodate different learning styles, preferences and other diverse cultural needs

*Measures: User assessment; student staff exit interviews; staff workshop attendance and assessments*

### **Continue to develop inclusive, accessible spaces that welcome all members of the community and facilitate learning, research and community engagement**

#### **Priority Tactics**

- Complete high-priority projects, as funding allows, based on the framework of the Library and Archives Master Plan and placing an emphasis on diversity and inclusion
- Engage the Queen's community in celebrating the 25<sup>th</sup> anniversary of Joseph S. Stauffer Library in 2019

*Measures: Study spaces gained; user assessment*



# Strengthening our Research Prominence

## Library-Wide Objectives

### **Develop, promote and preserve diverse and inclusive collections of information resources that enable high impact research and scholarship**

#### Priority Tactics

- Review and update collection development and stewardship policies to support diversity and inclusion
- Showcase diverse collections and research
- Develop our own knowledge to inform our work
- Explore options for engaging Indigenous expertise to help expand our knowledge and cultivate partnerships across campus and with Indigenous communities
- Identify opportunities to contribute to the development of Indigenous learning portals through our expertise in digital asset management and digital scholarship support
- Following Library Services Platform migration, leverage partnerships and technology to address issues of classification and cataloguing of Indigenous materials
- Plan and implement print stewardship initiatives with a view to LAMP priorities
- Continue to assess, acquire and provide access to information resources, supporting open access to information as much as possible

*Measures: User assessment; projects completed; events and exhibits held*

### **Modify acquisitions practices to address the issues of current publishing models and support new and continuing research needs**

#### Priority Tactics

- Continue to engage researchers in journal usage analysis and pilot new methods of article-level access
- Update serials acquisitions policies and procedures in light of new procurement software and rules, modified acquisitions practices, and new Library Services Platform
- Plan for the impact of modified acquisitions practices on resource sharing services, focusing on digital document delivery opportunities

*Measures: User assessment; usage and related metrics*

### **Give VOICE<sup>1</sup> to Queen's research with enhanced library research services and digital infrastructure**

#### Priority Tactics

- Define the suite of library services supporting the research lifecycle and clarify roles and responsibilities across the library
- Implement a refreshed digital asset management infrastructure in collaboration with campus and external partners
- With campus partners, articulate Queen's institutional strategy for research data management in support of the Tri-Agency Research Data Management Policy

*Measures: User assessment; digital assets deposited*

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<sup>1</sup> VOICE Principles: Value, Openness, Inclusivity, Collaborative Platforms, Engaged Researchers



## Ensuring Financial Stability

### Library-Wide Objectives

**Effectively and sustainably deploy the library's people as key resources supporting the financial sustainability of all strategic priorities**

#### Priority Tactics

- Increase staff capacity and digital skills required for library services
- Further implement project management processes across the organization that facilitate innovation and the best use of time and resources
- Operationalize the learning organization framework including a Library Learning Hub that creates and promotes better awareness of staff learning opportunities aligned with the library's strategic priorities
- Foster individual and team learning and knowledge transfer that is focused on the library's strategic priorities

*Measures: Staff performance; user assessment*

**Collaborate on implementing a new Library Services Platform through OCU's Collaborative Futures project**

#### Priority Tactics

- Engage staff and users to address local requirements
- Prepare for data migration, such as data cleanup
- Assess local processes and practices to prepare for mapping into the shared system
- Develop and deliver staff training and user orientation

*Measures: Successful data migration; limited disruption of services and processes; user assessment*



# Raising our International Profile

## Library-Wide Objectives

### **Develop and deliver library services in relation to the university's priority of "international research engagement"**

#### **Priority Tactics**

- Provide and promote access to information resources for Queen's researchers engaged in international scholarship
- Advance the development of a global knowledge commons supporting open access to research outputs
- Engage in international professional activities, such as the Matariki Network of Universities initiatives, collaborating with international colleagues or hosting international visitors

*Measures: Usage and related metrics; user assessment*

### **Develop and deliver library services in relation to the university's priority of "international mobility"**

#### **Priority Tactics**

- Provide access to appropriate information resources and services for Queen's students studying abroad
- Maintain strong working relationship with the Bader International Study Centre

*Measures: Usage and related metrics; user assessment*

### **Develop and deliver library services in relation to the university's priorities of "international enrolment" and "international at home"**

#### **Priority Tactics**

- Develop and promote collections of English language learning materials in support of the School of English
- Deliberately consider and enhance the user experiences of international students
- Provide welcoming orientations and teaching programs tailored for international students

*Measures: Usage and related metrics; user assessment*