

QUEEN'S UNIVERSITY LIBRARY

Strategic Priorities

2019-20 to 2021-22

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

The following objectives and associated priority tactics reflect the library's strategic priorities across a multi-year plan aligned with Queen's University's Strategic Framework. While each of the objectives will be addressed in 2019-20, those highlighted with an asterix (*) were identified in an all-staff planning exercise as requiring particular focus during this fiscal year.



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
- Continue to provide and promote services to support the adoption, adaptation and creation of open and affordable course materials
- Complete and assess project to pilot a virtual reference service supporting students from initial inquiries through to in-depth research
- Move forward with 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 positive, inclusive spaces *

Priority Tactics

- Work with Equity and Human Rights office to assess current library services through the lens of diversity and inclusion to discover where additional or re-directed support or training is needed
- Build relationships with Indigenous groups that will encourage QUL staff education for reconciliation and provide learning opportunities.
- Embed the principles of diversity and inclusion into all staff development and learning programs to build a sense of community and connection and ensure that all voices are welcome.
- Invest in educational approaches and formats that will accommodate different learning styles, preferences and other diverse cultural needs, including Indigenous ways of knowing.

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 placing an emphasis on diversity and inclusion and the creation of spaces where Indigenous students, staff, and faculty feel welcome and connected, and non-Indigenous members of the community feel enriched.
- Engage the Queen's community in celebrating the 25th anniversary of Joseph S. Stauffer Library in 2019
- Work with members of the Queen's community to review and improve library wayfinding, focusing on usability, accessibility, and inclusivity

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 ensure that information resources provided by the library reflect the knowledge of diverse groups and support the diverse research, teaching and learning needs of all members of the Queen's community
- Showcase diverse collections and research
- Develop our own knowledge to inform our work
- Engage the expertise of diverse communities (including Indigenous, LGBTQ, gender inclusive, and others) to help expand our knowledge and cultivate partnerships
- 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, providing targeted and timely information about new developments to staff, faculty and students
- Update serials acquisitions policies and procedures in light of new procurement software and workflows, modified acquisitions practices, and new Library Services Platform
- Monitor and analyze the impact of modified acquisitions practices on resource sharing services, focusing on digital document delivery opportunities
- Continue to develop a sustainable service to support the creation, adaption, and use of open and affordable course materials

Measures: User assessment; usage and related metrics

Give VOICE¹ 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 in alignment with other university groups supporting research
- Implement a refreshed digital asset management infrastructure in collaboration with campus and external partners

¹ VOICE Principles: Value, Openness, Inclusivity, Collaborative Platforms, Engaged Researchers

- With campus partners, articulate Queen’s institutional strategy for research data management in support of the Tri-Agency Research Data Management Policy
- Create and coordinate opportunities for units and divisions to promote library services for researchers

Measures: User assessment; digital assets deposited



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 unit-level learning plans and a Library Learning Hub to coordinate and promote awareness and understanding of staff learning and training opportunities aligned with the library’s strategic priorities
- Continue to develop an organizational culture of staff engagement, fostering mentorship, individual and team learning (eg. communities of practice), and knowledge transfer and expertise building 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 and necessary integration between Library Services Platform and campus systems
- Assess local processes and practices to prepare for mapping into the shared system and adapting processes, workflows and roles.
- Develop and deliver staff training and user orientation in preparation for December 2019 go-live and transition
- Provide timely updates and information about features, functionality, impacts, and timelines to staff, faculty and students

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

- 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

- Support the development and promotion of 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*