



QUEEN'S UNIVERSITY LIBRARY

Summary of Accomplishments

2017-18

Queen's University Library's planning aligns with the university's Strategic Framework. On an annual basis, in conjunction with the university's budget and planning cycle, the library reviews activities of the previous academic year, looks at opportunities and challenges going forward, and establishes priorities and service levels for the next multi-year budget plan. The summary of accomplishments indicated below for 2017-18 initiatives is a snapshot of how the library stimulates excellence in research and scholarship through its collections, people, partnerships and services, and its physical and virtual spaces.

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



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...”

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

Envisioned:

- Unit plans for supporting the information literacy learning outcomes of faculties within available resources
- Co-ordination and promotion of experiential learning opportunities offered in the library
- A renewed focus on undergraduate research programs in collaboration with campus partners
- Enhanced portfolio of skills support for graduate students and postdoctoral fellows
- Further integration of online information research modules and courses in the curriculum
- Services to support the use of open and affordable course materials
- A continually evolving service model supporting engagement with students, from initial inquiries through to in-depth research

Accomplished:

- 1,184 classes, workshops and in-depth research consultations to 17,615 students
- 16,432 responses to individual inquiries
- Information literacy learning outcomes support, such as:
 - Teaching and Learning Working Group review of units’ sustainable information literacy practices and plans for updating and promoting information literacy modules
 - Continuing outreach to faculty across disciplines to support their teaching and student inquiry skills
 - Librarian participation on various curriculum committees
 - Continued research skills development for specific programs such as Queen's Innovation Centre Summer Initiative, Master of Management Innovation & Entrepreneurship, Master of Earth and Energy Resources Leadership, Bachelor of Technology in Mining Engineering
 - Librarian participation in course redesign projects, for example in multiple Education courses, and redesign of rubrics used for library assignments, for example in HLTH 102
 - New information literacy components for new courses, for example in the Dan School of Music and Drama
 - Student engagement in hands-on research skills with primary sources in special collections
 - Focus on legal research skills for first year JD students, including instruction and support in the mandatory Introduction to Legal Skills course, and a new emphasis on formal instruction in the Law graduate program.
 - New approaches to teaching large courses in Health Sciences, utilizing opportunities with entire classes and online modules and assignments
 - Individual assignments and meetings with librarians for a critical enquiry course for second year medical students, and follow-up assessment of student learning and satisfaction

- Librarian responsibility for the information skills module and related assignments in the Online Bachelor of Health Sciences Program
- Further integration of information literacy in life sciences courses: six courses with librarian presentation in person, and six online courses where students have access to a library module
- Librarian support for Competency Based Medical Education (CBME), which started July 2017 for all 31 residency programs at Queen's
- Formal program of library experiential learning opportunities, in collaboration with Queen's Experiential Learning Hub; student experiences included: Information Services Student Assistants; HIST 501/502 Archives Internship; English 892 Literary Internship; Digital Humanities Undergraduate Assistantship; Conservation Graduate Assistantship
- Focus on undergraduate research programs, such as: completion of Information Research and Management online course (ADRS 200); 12th Annual I@Q Undergraduate Research Conference, March 8-9, 2018, with 83 student presenters including 56 oral presentations in 12 themed sessions and 16 poster presentations; sponsorship and adjudication of the 2017 Principal's Teaching Award for Promoting Student Inquiry
- Portfolio of support for graduate student and postdoctoral fellows, including: completion of a full review of skills support, in collaboration with the School of Graduate Studies; graduate student workshops in the Expanding Horizons series (Citation101; How to Research Patent Information; Your Research Impact: What Gets Counted and What Counts); graduate student orientations and training sessions for specific academic programs; Personal Librarian Program for the Faculty of Education, with a new focus on PhD candidates; hosting of an Education Graduate Student Society-sponsored 2-day Writing Retreat, including workshops with librarians; individual research consultations and research skills development across the disciplines
- Integration of online information research modules and courses in the curriculum, such as: a new online module on advanced PubMed searching for medical students; new instructional videos for the online BSc in Mining Technology; assistance with the selection and provision of course materials for online courses and programs across the disciplines; development of multiple online guides to support priority teaching areas and specialized subjects
- Consultations and successful pilot projects through the library-led Open and Affordable Course Materials Working Group, resulting in a foundation of goals for services to support faculty in creating, adapting and adopting open textbooks in Queen's courses; librarians are also working with faculty to highlight opportunities for research using open information resources that students will continue to have access to after graduation
- Continuing evolution of service model with initiatives such as piloting of a new self-check-out system in the Lederman Law Library and enhanced student assistant training
- Accessibility support for over 140 students, including referrals for software and equipment consultations to support students with a range of disabilities
- Engagement in all academic program proposals across all the faculties, and program reviews and accreditation processes
- Launch of a new service in partnership with the AMS: SyllabusBank, a collection of previous and current syllabi from the courses offered at Queen's to help students during course selection and in their studies, alongside a new and improved ExamBank

Develop and implement an action plan to support anti-racism, diversity, inclusion and Indigenous cultures, in support of the recommendations of the Truth and Reconciliation Commission Task Force and the Principal's Implementation Committee on Racism, Diversity, and Inclusion

- Envisioned:**
- Services that embrace Queen's commitment to inclusivity and diversity
 - Access to information resources that support a diversified curriculum and diverse research interests
 - Further development of inclusive, accessible spaces that welcome all members of the community

- Accomplished:**
- Library Action Plan on Anti-Racism, Diversity, Inclusion and Indigenous Cultures, focusing on services, information resources and spaces
 - Participation in the Positive Spaces program offered by Human Resources
 - Deliberate efforts to purchase information resources supporting diversity and inclusion, and works by Indigenous authors and presses
 - Broadening and showcasing of Indigenous and Aboriginal Law collections
 - Support for publicizing and distributing *Glooskap and Other Stories Told By Maliseet Elders*, a book that faced publishing difficulties due to Canadian copyright law treatment of Indigenous works
 - Collaboration with the Philosophy Department on a project to determine a set of resources for instructors to assist them in including readings in their syllabi that address diversity and inclusion, including gender, disability and race
 - Creation or expansion of online guides to highlight information resources in the areas of Black Studies and African Diaspora Studies, Indigenous health, Aboriginal media sources in Canada; Indigenous and Aboriginal Law; how to find journal articles, books and other information created by Indigenous authors
 - Project planning to exhibit student art on the theme of diversity and inclusion in the Bracken Health Sciences Library
 - Participation in multiple opportunities to learn about Indigenous matters, including a workshop hosted by Library and Archives Canada: Exploring Decolonization as the Road to Reconciliation

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
 - Incremental increases in study spaces while fundraising for project-enabling gifts

- Accomplished:**
- Library Information Network at Queens (LINQ) in Watson Hall, funded by the Stauffer Foundation, providing a welcoming new study space with the look and feel of favourite library spaces
 - Stauffer Library terrace renovations, enabling the use of the space for community events and preparing it for open study space when funding allows
 - Education Library renovations of the former Teacher Resource Centre space, showcasing teaching resources and enhancing student study spaces
 - Bracken Library lower level renovations, meeting a Faculty of Health Sciences space need and enhancing student study spaces
 - Preparations for development of the Helen Howard Graduate Students Reading Room in Stauffer Library, to open Fall 2018
 - Review of public and e-lab computer offerings, based on needs and user behavior and expectations, to provide the best mix and placement of equipment and software across library spaces

- Community engagement and wellness events, including stress relief activities at all locations during exams, and establishing a Designated Movement Space in Stauffer Library in a partnership with the Queen’s Athletics & Recreation Centre (ARC)
- Learning events and promotions such as poster presentations by classes and campus groups in Stauffer Library
- Rethinking of available spaces to meet peak study space demands, such as opening Graham George Seminar Room when not booked
- Increase in hours at the Lederman Law Library and the Education Library to accommodate exams in the winter term
- Collections analysis projects to determine materials to be showcased in open stacks, in support of renovation projects



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...”

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

Envisioned:

- Stakeholder engagement in vision development and promotion
- Collaboration in regional, national and international strategies relating to policy development, digital infrastructure and information resources management
- Access to and promotion of appropriate information resources, 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) and use of archives, rare books and special collections

Accomplished:

- Information Resources Vision developed through a series of iterative consultations, addressing the elements envisioned above
- Continuing collaboration in regional, national and international initiatives, such as with the Ontario Council of University Libraries (OCUL), Canadian Association of Research Libraries (CARL) and its Portage research data management network, the federal Leadership Council on Digital Research Infrastructure (LCDRI) and the international Confederation of Open Access Repositories (COAR)
- Curation, access to and promotion of information resources, including:
 - Continuous analysis of print and electronic resources holdings for retention and renewal decisions and best vendor options
 - Purchase of new resources to support current research and academic priorities
 - Acquisitions program for special collections, in particular the Schulich-Woolf Rare Book Collection with funding from the Schulich Foundation
 - Colocation and de-duplication of Geological Survey maps and documents, to make these specialized items easier to discover and use, and promotion of the collection through displays and presentations
 - Improved management of infrastructure to host and distribute licensed and unlicensed data and software
 - Evaluation of potential gifts, including 542 classical guitar scores and 132 classical

- guitar CDs and 29 vocal scores to enhance the music collection
 - Specialized metadata support, for example for materials processed for the Keep@Downsview shared storage service
 - Migration of Archives data from legacy platforms, to consolidate data and make updated content accessible to the public
- Development of a researcher training series to promote and support open access opportunities and research data management services
- Displays to support topics under discussion in courses and to showcase particular collections, such as classroom materials for Education and collections in the Lederman Law Library
- Partnership with Library and Archives Canada (LAC): we pledged to work together to share expertise and knowledge; to collaborate in supporting academic advancement, research practices and technological developments; and to proactively facilitate community outreach to promote Canadian documentary heritage
- 35th annual Queen's University Archives Lecture, "Don't know much about geography: perspectives on local, regional and national archives," given by Guy Berthiaume, Librarian and Archivist of Canada
- Multiple one-time "pop-up" exhibits of special collections materials, for example for Doors Open Kingston, Graduate Student Welcome and Resource Fair, Science Literacy Week Open House, Homecoming Open House, Robert Burns Day, Love in the Stacks for Valentine's Day, and "Bring Your Thing" with the Kingston Association of Museums, Art Galleries and Historic Sites
- An extensive exhibition program in W.D. Jordan Rare Books and Special Collections: The Taste of the Library: An Exhibit of Historical Canadian Cookbooks; Canadian Travel: Celebrating over 150 years of travel in Canada; Biblia Sacra: The Bible as Book; Instagram on Exhibit.
- Books@Queen's podcast project, in collaboration with the instructor and students of MUSC156 (Introduction to Digital Audio Recording, Editing and Mixing) and CFRC Radio; the project created more than 30 podcasts featuring Queen's students, faculty and staff discussing information resources that have inspired them

As part of the comprehensive information resources vision, 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
- Accomplished:**
- Analysis of Journal Usage Project results to identify priority titles for Queen's
 - Development of Information Resources Strategy website, database and communications strategies to support further consultation with Queen's researchers
 - Presentations to Senate, Library Advisory Committees and several Faculty Boards on information resources strategies and next steps regarding journal access decisions
 - Leadership and conclusion of the CRKN Licensing Transition Task Group, providing recommendations for CRKN support for institutions seeking alternatives to the unsustainable "big deal"
 - Regular consultations with peer institutions engaged in analyzing journal acquisitions and potential modification of practices
 - Preliminary planning for article-level access options and support
 - Analysis of foreign exchange risk and mitigation options with Financial Services

As part of the comprehensive information resources vision, 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:

- Leadership in advancing scholarly communications and the long-term management of the digital scholarly record, including participation in the collaborative development of emerging models
- Unit plans for supporting the research programs of their faculties within available resources, 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
- Expanded capacity to support the digital scholarship of Queen's researchers and the digitization of cultural heritage
- Strategic analysis of the challenges and opportunities of existing and potential research metrics in collaboration with campus partners

Accomplished:

- Development of principles and recommendations for support for research data management at Queen's, through the university-wide work of the library-led Digital Scholarly Record Working Group
- Leadership in CARL's Portage Network Data Management Plan expert group, and collaboration on Directors Steering Committee, Dataverse North Working Group, and Federated Research Data Repository (FRDR) Working Group
- Completion of Research Data Management Surveys Summary of Findings, a summary overview of Queen's research data management needs in three discipline clusters: 1) Engineering and Science; 2) Social Sciences, Humanities, Law, Education, Policy Studies, and Business; 3) Health Sciences
- Fourth annual Queen's University Data Day: Building a Community, exploring Queen's data services, national initiatives and local services for managing, linking and promoting research data
- Support for research data management projects serving Queen's researchers from a variety of disciplines and supporting numeric and textual data
- Planning of an open overlay journal project in collaboration with the Confederation of Open Access Repositories (COAR) and Fields Medalist Sir Timothy Gowers of Cambridge University
- Expansion of services to support Queen's journal hosting, including: DOI minting, improved workflows and publication capabilities with significant Open Journal Systems (OJS) platform upgrade
- Open Monograph Pilot Project, in collaboration with an interested researcher, to explore the possibility of setting up an open monograph hosting platform
- Presentations, guides and individual support on scholarly publishing topics such as predatory publishers, copyright, altmetrics, open access publication options, open education resources
- Digital asset management project to update library support for storing, accessing, and preserving digitized and born-digital assets, in the context of other university services and regional and national initiatives
- Pilot project to support the dissemination of Canadian Institute for Military & Veteran Health Research (CIMVHR) research via QSpace and the international Veterans and Family Research Hub
- Development of a process with the Faculty of Education for teacher candidates to post to QSpace the teacher resources they complete as assignments, enable the sharing of Queen's Bachelor of Education-authored open educational resources that are based on the Ontario curriculum

- Continued deposit service for faculty to submit papers to QSpace, in compliance with the Tri-Agency Open Access Policy on Publications, and outreach to SSHRC, NSERC and CIHR grant awardees about the policy and the service
- Project to use QSpace to promote access to government records released under access to information legislation and utilized by Queen's researchers, in partnership with the Surveillance Studies Centre
- Collaborative pilot projects, the Diniacopolous Collection project and Polychrome Images project, to develop a service framework to support access to the digital scholarship of students and faculty using resources within and outside the library
- Development of guidelines for virtual exhibit hosting at the library, and support to faculty, staff, and researchers in their use of library-hosted platforms (WordPress and Omeka)
- Support for the multi-year Vulnerable Media Lab (CFI) project and related multi-institutional Archive/Counter Archive (SSHRC Partnership grant) project
- Completion of web archiving pilot project with recommendations for ongoing service
- Streaming and cataloguing of a collection of Art Department VHS tapes as a pilot to inform digitization of similar collections
- Hosting of GIS Day to provide a local forum for users of geographic information systems (GIS) technology to demonstrate real-world applications that are making a difference in our society
- Review of the complete Canadian Opinion Research Archive (CORA) and migration to Scholars Portal <odesi>, so that CORA data is now completely open to the world
- Participation in the OCUL historical topographic map digitization project to collaboratively digitize, georeference and make publicly available over 1000 historical topographic maps of Ontario
- Continued technical infrastructure streamlining and improvement, such as decommissioning previous webserver, migrating all functionality to other parts of existing infrastructure, and researching solutions for legacy Inmagic databases



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...”

Demonstrate the value of library services and resources and potential areas for change, in alignment with university measures

Envisioned:

- Comprehensive library assessment, marketing and communications strategies
- Improved data access to inform planning and decision-making

Accomplished:

- Further development of a user experience program and application to several services and projects
- Significant collections analysis initiatives supporting print stewardship and e-resource subscription decisions
- Updating of broad marketing and communications plan and continual support for project-specific communications plans
- Specific marketing projects such as production and distribution of a postcard describing services that liaison librarians provide to students, faculty and staff
- Ongoing support for advisory committees related to each Faculty

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

- Envisioned:**
- Learning organization program of ongoing sharing of expertise, mentoring and professional development
 - Increased staff support for digital initiatives and learning and research services
 - Efficiencies in the acquisition and management of information resources that meet learning and research needs
 - High quality services that make the best use of staff resources
 - Welcoming facilities that provide effective space for library services, collections and learning

- Accomplished:**
- Launch of the Learning Organization Working Group and processes to support a wide range of learning events
 - Annual staff engagement activities, including regular all staff meetings with guest speakers, annual all staff planning and development event, social events, and the 7th annual Kaleidoscope conference to showcase library staff research and professional development activities
 - Increased reference support through reallocation of funds
 - Increased capacity for research data management infrastructure support, with the hiring of a Research Data Management Systems Librarian, in an innovative collaboration with Ontario Scholars Portal
 - Staff training workshops on common software using Lynda.com
 - Expansion of staff roles in Discovery and Technology Services to provide direct information services support, building an increased range of skills
 - Further cross-training in Information Services to ensure coverage for essential services
 - Further implementation of Slack software as a communication tool supporting referrals
 - Successful mobile self-check pilot project at the Law Library, and plan to expand into other locations in the upcoming year
 - Successful implementation of Acquire procurement software for library purchase and compliance requirements

Engage in OCU's Collaborative Futures project to prepare for Queen's migration to a new shared Library Services Platform

- Envisioned:**
- Enhanced service, including new catalogue interface, and successful transition for users
 - Optimized local processes and operational efficiencies
 - Consortial opportunities

- Accomplished:**
- Intensive involvement in the strategic planning of the Collaborative Futures project, including leadership roles in the development of a Memorandum of Agreement and chairing the working group tasked with developing and evaluating a Request for Proposal for procurement and negotiation of agreement
 - Local implementation project to plan and prepare users and staff for the upcoming changes
 - Preparations for the upcoming migration, including initiating data cleanup projects and resolving data problems
 - Review of existing fund structure, locations, and patron types with an eye to simplification



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.”

Develop a program of library services in relation to the university’s priority of “international research engagement”

- Envisioned:**
- 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 international professional activities, such as Matariki Network of Universities initiatives, collaborating with international colleagues or hosting international visitors

- Accomplished:**
- Ongoing consultations with researchers regarding their information resources needs, through faculty-based units
 - Highlighting of information resources relating to international areas through the creation of subject guides, for example on global health, international aspects of legal topics, etc
 - Development of a training program for the Joanna Briggs Institute to train librarians in systematic reviews using the Joanna Briggs methodology, and delivery of this training program to librarians from Africa who form part of the Consortium for Advanced Research Training in Africa (CARTA) group
 - Continued development of research data management and scholarly communications services in the context of international initiatives and best practices
 - Collaboration with Matariki Network library partners on projects to advance scholarly communications and open access initiatives internationally
 - Librarian engagement in international professional activities and associations

Develop a program of library services in relation to the university’s priority of “international mobility”

- Envisioned:**
- Access to appropriate information resources and services for Queen’s students studying abroad
 - Strong working relationship with the Bader International Study Centre

- Accomplished:**
- Ongoing engagement with curriculum developments and needs of students studying abroad through faculty-based units
 - Support for programs encouraging international mobility, such the Queen Elizabeth II (QE II) Scholars in International Community Based Rehabilitation, hosted by the School of Rehabilitation Therapy (scholarship holders are Canadian Master’s or PhD students, international students, and international placements for Queen’s professional stream students)
 - Support for a collaboration between the School of Rehabilitation Therapy and the University of Gondar to develop an occupational therapy program for Ethiopia, including discussion of resources needed to support the program

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

Envisioned:

- 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

Accomplished:

- Ongoing engagement with curriculum developments and international student needs through faculty-based units
- Librarian participation in instructional planning with School of English staff; delivery of workshops, creation of multi-lingual guides, and development and promotion of collections of English language learning materials
- Introductory workshop for a group of 40 Panamanian teachers who visited the Faculty of Education for intensive English language study
- Support for the annual Teachers' Overseas Recruiting Fair (TORF) attended by 70 recruiters from 30 different countries
- Research methods introductory workshops for international graduate students
- Orientation sessions for exchange students, with tailored support materials