

QUEEN'S UNIVERSITY LIBRARY Summary of Accomplishments 2013-14

The 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 risks going forward, affirms priorities for the current academic year, and establishes priorities and service levels for the next multi-year budget and plan. The Goals and Priorities on the following pages were set in November 2012 and reviewed in June 2013, for the 2013-14 budget/academic year.

The Library strives to inspire learning, spark creativity and build community, to help Queen's be the Canadian research-intensive university with a transformative student learning experience. The results indicated below for 2013-14 initiatives are 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 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 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.



Goals and Priorities



1. PEOPLE

Realign and develop staff for the evolving digital environment and foster an organizational culture characterized by strong cross-system consultation, listening and respect, productive working relationships and a 'learning organization' philosophy of continuous staff development, engagement and teamwork.

Staff redeployment	 Staff resources allocated to fill strategic priority positions: Geospatial Data Librarian, Academic Services (new employee) Open Government Librarian, Academic Services (new employee) Scholarly Publishing Librarian, Academic Services (new employee) Head, Discovery and Technology Services (new employee) Curator and Head, Jordan Special Collections and Music Library (new employee) Health Sciences Librarian (special appointment) (new employee) Reference Assistant – Engineering and Science Library (internal) Reference Assistant – Learning and Research Services, Stauffer Library (internal) Web Support Technician – Discovery and Technology Services (internal) Course Resource Coordinator – Collection Management and Services (internal) Course Resource, Circulation and Equipment Technician – Collection Management and Services (internal) Departmental/Financial Assistant, Office of the University Librarian (new employee) Information Systems Librarian – Discovery and Technology Services (internal – term) Circulation Coordinator, Collection Management and Services (internal – term) Access Services Coordinator, Collection Management and Services (internal – term) Circulation and Materials Processing Technician, Education Library (internal – term) Circulation Technician, Teacher Resource Centre (internal – term) Circulation Technician, Education Library (new employee – term) Temporary assignments to fill leaves of absence: Administrative Assistant, Office of the University Librarian (new employee) Systems Coordinator, Discovery and Technology Services (new employee)
Staff training and development	 Public Services Renewal project launched to develop a new sustainable and effective service model Competencies for core activities: Employees with new assignments engaged in formal in-house orientation and training The Liz Fox Memorial Endowment Fund sponsored three staff in professional development opportunities in Data Liberation Initiative training and a Health Libraries and Resources course online (Mohawk College) Two staff received administrative funding for a Reference Processes course online (Mohawk College) Excel and Word training program open to all staff Two librarians attended CARL's Research Institute, two attended ARL's Library Management II workshop and one attended OCUL's Facilitation Skills workshop Training for all cataloguers on RDA cataloguing requirements Librarians' Forum with 'Innovation Bootcamp' and 'Communication Styles and Stumbling Blocks' Kaleidoscope: Queen's University Library Annual Conference Group webinars through external agencies such as Research Data Canada, the Ontario Council of University Libraries, etc. Workshops on Accessible Information, the Library and the AODA Individuals engaged extensively in many other professional activities (see Appendix)

Wellness, Health, Opportunities, Learning, Engagement (WHOLE)

- Communication, transparency and engagement were supported with ten open events spanning the year: All staff meetings: Martha Whitehead on LAMP and Michele Chittenden on Creating an Accessible
 - Information Environment; Fall annual planning session; Nora Young (CBC); Brian Frank and Jill Scott on the Teaching and Learning Action Plan and Martha Whitehead on Planning and Budget Update; Ellis Hall classrooms tour
 - Social and recognition events: anniversaries luncheon; summer barbecue; December holiday cookie exchange; New Year breakfast; staff appreciation day refreshment breaks, book club, field trips



2. ACADEMIC COMMUNITIES

Develop information services and teaching programs that are tightly integrated with the University's teaching, learning and research programs and support new strategic directions.

Academic services for teaching and learning: program integration

Librarians worked together and with faculty on embedding information literacy in curriculum learning outcomes, developing sustainable teaching models and integrating information services and resources in online learning, in support of the Academic Plan:

- Mapping of specific learning outcomes for selected courses in each Faculty and development of information literacy assessment plan
- Teaching of 830 sessions to 14,709 students across all Faculties and Schools
- Proposal to include library services in Ontario online course proposals; services will be included in all 13 awarded to Queen's
- Writing of library reports for 14 cyclical program reviews and reviewed new program proposals in alignment with quality assurance framework
- 17 experiential learning opportunities for students in Arts and Science, Education and Engineering and Applied Science
- Participation in strategic program re-envisioning and curriculum development initiatives, e.g. redesign of BEd program
- Answering of approximately 14,000 individual research/library inquiries
- Arts and Science First Year Academic Experience Survey: of the academic support resources listed the Library was the most heavily used (by 60% of respondents)

AccessibilityAccessibility awareness and regulatory compliance, and enhanced support for the Academic Plancompliance(student learning experience; globalism, diversity and inclusiveness):

- Leadership of the Information and Communications Working Group of the Accessibility Framework, contributing to development of the Accessibility Hub, hosting of Accessibility Cafes in Speakers' Corner and engagement of the Senate Library Committee
- Implementation of AODA-related accessibility notice on Library website: *Queen's University Library is committed to an inclusive library community with accessible goods, services, and facilities that respect the dignity and independence of persons with disabilities*
- Contributions to creation and production of a series of videos that are part of Queen's Accessible Instruction for Educator's training
- Accessible format transcription training and support provided to staff
- Transcription services to 47 students including converting 106 texts and 87 course packs into etext, brailling 18 documents, and printing 3 texts and 4 course packs in Large Print from electronic transcriptions
- Contributions to Ontario Council of University Libraries ACE (Accessible Content E-Portal) project.
- Initiation of Accessibility Services Self-Study to develop sustainable funding plan for information and communications accessibility support

Archives and Library opportunity development	 Service enhancement and cost containment, with the Archives and the Library both under the administrative purview of the Office of the University Librarian: Library Systems Support Team now provides technical support to the Archives, resulting in better documentation and improved service The Digitization Working Group has brought archivists and librarians together to develop and carry out digitization and support for digital humanities City of Kingston Archives agreement was finalized Archives visiting scholar was funded by a donor endowment Experiential learning program in archival research was established with the History Department Digitization fund was established with a generous donor to provide virtual access to archival collections
Graduate student program development	 Support for graduate student growth, improved research and information management skills, and support for the Academic Plan and Strategic Research Plan: Expanding Horizons workshops: Research Data Management; Research Methods and Resources within the Library; Avoiding Plagiarism: Tips on Good Citation Practices; Introduction to RefWorks Material Matters: graduate student series hosted monthly in Speakers' Corner, Queen's Learning Commons, Stauffer Library In-depth research consultations with graduate students
Inquiry@Queen's and Queen's Learning Commons	 Support for the Academic Plan (student learning experience; integrating teaching, learning, research; disciplinarity/interdisciplinarity) and Strategic Research Plan (transformative student research experiences): 76 students presented and 35 students gave academic posters at the 2014 Inquiry@Queen's Undergraduate Research Conference Black History Month event: <i>Outside agitators: Black North American civil rights activism and the Canadian response</i> Freedom to Read week event with 20 readers participating Student Stress Relief activities in Fall and Winter exam periods across the Library system QLC student peer assistants taught 7 "How to make an academic poster with Power Point" workshops in BIOL 350, taught 4 Excel workshops in PT822, and created several online videos. In addition they helped with a variety of event in the QLC such as: USSRF Poster presentations, Inquiry@Queen's Undergraduate Research Conference, Freedom to Read, Alumni events in Speaker's Corner, Shattering the Scientific Language Barrier speaker series, Cancer Triad (AMS event)
Internationalization	 Support for international students at Queen's and those studying abroad, and support for international collaborations: All staff workshop organized with Queen's University International Centre: <i>Intercultural Competence - Some Considerations</i> Support for School of English and QBridge program, e.g. delivered 13 research workshops to more than a hundred ESL students International Centre for the Advancement of Community Based Rehabilitation: A librarian was involved in various aspects of the Centre's programs, including the Interdisciplinary Studies in Global Health and Disability course at the Bader International Study Centre, and the Bangladesh Health Professionals Institute – Centre for the Rehabilitation of the Paralysed Two visiting librarians from Shanghai University of Finance and Economics spent three months learning about our library and contributing to projects Participation in the Matariki Network Humanities Research Conference hosted by Dartmouth University, leading to Queen's involvement in the Matariki Humanities Network Review of library services at the Bader International Study Centre, and first steps in implementing recommendations, including newly defined librarian position and support for new digital humanities program Canada-Brazil library connections made through participation in the Canadian Association of Research Libraries study tour of major research libraries and associations in São Paolo, Rio de Janeiro and Brasilia

Research data service development	 Support for the Strategic Research Plan (knowledge mobilization), data preservation and reuse, and consortial partnerships in research data management: Implementation of elements of the 3-year Research Data Management Plan, e.g.: completed projects from Nursing (3), Law (2), Economics (2), Sociology (1), and Biomedical and Molecular Sciences (1); thirteen new projects underway; provided targeted RDM sessions for researchers in Law, Health, and Sociology, and for library staff; created Research Data Management Guide; worked closely with University Research Services and IT Services; began exploration of project with Queen's University Biological Station Queen's Research Data Centre: completed the CFI infrastructure project, expanded the QRDC from 10 to 15 researcher workstations; built a new meeting/teaching room in the QRDC; joined the Statistics Canada Active Directory network infrastructure; added resources and researcher profiles to the QRDC website; conducted and compiled results from the first online version of the Researcher Survey; statistics show a net growth in active researcher contracts and first time contracts, but a decline in total active researchers that will be addressed through awareness raising in 2014-15 Collaboration in Queen's and several consortial responses to the Tri-Council+ discussion paper, <i>Capitalizing on Big Data: Toward a Policy Framework for Advancing Digital Scholarship in Canada</i> Participation in provincial initiatives to advance RDM, including ODESI, Dataverse and the Ontario Digital Library Research Cloud Leadership in the Canadian Association of Research Libraries, launching and guiding a project to develop a Canadian research data management network (Project ARC)
	 develop a Canadian research data management network (Project ARC) Engagement in Research Data Canada initiatives, providing leadership in Education and Training and participating in planning for a federated pilot to support upcoming granting council data management plan requirements
Scholarly communications services development	 Broader reach for Queen's research and support for Strategic Research Plan (knowledge mobilization): Migration of Queen's journals hosted on OJS (Open Journal System) to Scholars Portal's OJS platform for expert and cost-effective support Workflow development for pilot of scholarly paper deposit with the School of Rehabilitation Therapy Promotional news series for Open Access Week Collaboration in Queen's and several consortial responses to consultation on the draft Tri-Agency Open Access Policy Participation in Queen's and several consortial responses to consultation on the draft Tri-Agency Open Access Policy

Participation in Canadian Association of Research Libraries Open Access Working Group initiatives



3. INFORMATION RESOURCES

Develop system-wide priorities, policies and procedures to acquire, disseminate, manage and preserve information resources that support the University's learning, teaching and research priorities and University records management.

Restructuring Action Plan continuing implementation

Balanced budget, cost containment and increased efficiency, and strong support for academic programs and research:

- Further consolidation of serial and monograph orders with primary agent and supplier including investigating YBP's Marketplace for OP orders
- RAP final report, with identification of outstanding recommendations and plans for further action in the implementation of system-wide policies, procedures and priorities, prioritization of e-resources, improvements to monograph workflows and handling of print serials

Assessment framework development	 Balanced budget, cost containment and increased efficiency, and strong support for academic programs and research: Implementation of 360 COUNTER to streamline acquisition of usage statistics Development of template for capturing and reporting year-over-year changes in resource use and cost per use Consolidation and storage of usage statistics from historic and new systems underway Investigation of metrics beyond usage, including assessment of CRKN's Journal Value Analytics Tool Support for Open Access Initiatives such as SCOAP3 Consultation with liaison librarians about the value of particular resources to their constituencies Continuing analysis to determine most cost-effective options for resource acquisition Review and refinement of monograph approval plans Preliminary planning for Demand-Driven Monograph acquisition to enable acquisition based on need, not just-in-case Completion of Bound Journals Disposition Pilot Project LAMP Collections Project: development of process to assess bound journal collections for disposition Continuing consortial acquisition of resources to achieve savings in the cost of resources and savings in staff time and effort
E-reserve service implementation	 Enhanced copyright compliance and course support: Transitioned from pilot phase to ongoing service offering; implemented in 176 courses with 3116 items Integration with course management systems moved beyond Moodle to D2L and planning with MedTech is in progress
Records management review outcomes	 University-wide vision and support for records management program, program leadership, and sustainable operations: Approval of review recommendations by VPOC and discussion of details of implementation; service is expected to be re-launched in 2014-15 with new leadership and a renewed focus on electronic document management with a strong customer service ethos Participation in EDRMS RFP, resulting in selection of enterprise solution with strong records management capabilities; system will aid in deployment of new records management service on campus Participation in establishing a commercial storage option for university records stored at West Campus and in departmental offices
Special collections cataloguing/ discoverability	 Return on investment in rare, special and archival collections, and support for the Academic Plan and the Strategic Research Plan: Improvements to Special Collections website, helping to expose uncatalogued collections Exhibition curated by Art History student Mollie-Claire Gillett: <i>A Pocket Cathedral: The Queen's Kelmscott Chaucer and the Arts and Crafts Private Presses</i> Completion of cataloguing of the Tellier Collection and progress on the 2010 Robertson Davies Library, Fyfe Map Collection, Gothic Fantasy Collection, Aboriginal newspapers gift, and the Canadian Theatre Program Collection



4. DISCOVERY

Explore, test and develop tools and methods to create exceptional user experiences in accessing information resources and services.

Digitization and digital humanities	 Exposure of hidden special collections and archives and support for the Strategic Research Plan: Follow-up on THATCamp hosted in February 2013, planning with English graduate student Emily Murphy and English department head Shelley King for a program to highlight digital humanities projects in development across Queen's Creation of digital exhibit for the English Department's 125th anniversary Development of a pilot program to engage two students from the new BISC Field School in Digital Humanities in part-time work in Special Collections in Fall 2014 Completion of digitization of Canadian Pamphlet Collection and 18th Century British Political Pamphlet Collection Digitization of Dr. H.C. Burleigh family files Continuation of digitization of George Whalley files and audio reels, in collaboration with a digital humanities project led by Algoma University
Knowledge base consolidation	 Cost containment and increased efficiency and fewer e-resource access problems: Migration from SFX to 360 Link for the Library's Open URL resolver, enabling further consolidation on the Serials Solution knowledge base, and simplified workflows for adding, renewing and cancelling subscriptions to licensed resources Better knowledgebase management, and more time available to carry out projects to review accuracy of knowledgebase data, resulting in fewer reported issues with access to e-resources Evaluation and implemention of 360 Counter to improve the Library's ability to collect usage statistics through acquisition of SUSHI harvesting tool; over 300 of the Library's databases are now tracked in this tool, improving annual usage reviews
Public computing and printing optimization	 User-driven service delivery, improved functionality for users and consistent print experience across campus: Collaboration with the School of Business and Residence Technologies to implement a printing system that will allow students to use their ID cards for printing; this project is a pilot for a possible enterprise printing service
Webscale library management systems exploration	 Exploration of consolidation of disparate library management systems: Project to update 800,000 MARC records in Voyager with RDA elements; this kind of clean up of bibliographic information in Voyager helps prepare for migration to another system Successful migration to virtual hosting with IT Services in summer 2013, allowing the Library to retire aging servers, avoid the costly purchase of new hardware, and ensure continued IT support for the reminder of our time with Voyager All staff presentations of Serials Solutions' Intota and Ex Libris' Alma in summer 2014, giving many staff their first view of a next generation library management system, allowing us to informally evaluate the vendors and their products, and raising awareness of our plans for moving away from Voyager Engagement in the Ontario Council of University Libraries 'Collaborative Futures' project, including Fall 2013 task group and planning for and participating in Spring 2014 Summit; this work resulted in plans for a project to assess the feasibility of a shared unified resource management system and a collective knowledgebase across multiple institutions

5. LIBRARY AS PLACE



Develop the Library's physical spaces as vibrant learning, research and academic community environments.

Library and Archives Master Plan implementation

New learning and community space, stewardship plans for legacy collections, cost containment and increased efficiency, cases for donor investment in capital projects:

- Library and Archives Master Plan approval by the Board of Trustees, December 2013
- Strong student and faculty engagement in the future of Library services and resources
- Alignment with the Campus Master Plan
- Initial stages of LAMP implementation planning and Advancement support
- Application of LAMP as a framework for the move of McGill Queen's University Press offices to Douglas Library, the Public Services Renewal project, new social and community events in library spaces, and in planning for space changes in the Faculty of Law
- Partnership with four Ontario universities (Toronto, Ottawa, McMaster, Western) in successful MTCU PIF application for a shared print repository at Toronto's Downsview facility. Project planning is in progress; facility and service availability targeted for March 2015



Appendix:

Professional activities of Queen's librarians, archivists and staff, 2013

Conference, course and workshop attendance

- Aligning National Approaches to Digital Preservation II
- American Society for Engineering Education Annual Conference and Exposition
- Archives Association of Ontario Conference
- Art Libraries of North America Meetings
- Association of Canadian Archivists Conference
- Association of Information Science and Technology (ASIST) Conference
- Association of Library Collections and Technical Services (ALCTS) course, Fundamentals of Collection Assessment
- Association of Records Managers and Administrators NCR Workshop
- Association of Research Libraries' Library Management
- Beyond the Text: Literary Archives in the 21st Century Symposium
- Canadian Association for Conservation Conference
- Canadian Association of Law Libraries Annual Conference
- Canadian Association of Research Libraries Research Institute
- Canadian Conference on Medical Education
- Canadian Engineering Education Association Conference
- Canadian Health Libraries Association Annual Conference
- Canadian Library Assessment Conference
- Canadian Library Association Annual Conference
- Coalition for Networked Information Meetings
- Consortia Advancing Standards in Research Administration Information (CASRAI) Annual Conference
- Digital Infrastructure Summit
- Digital Personal Archives Conference
- Electronic Resources and Libraries Conference
- Evidence-Based Library and Information Practice
- Guelph Accessibility Conference
- Matariki Conference on Research and the Humanities
- Mohawk College, Health Libraries and Resources course and Reference Processes course
- International Microelectronics Assembly and Packaging Society Conference
- North American Serials Interest Group
- Ontario Council of University Faculty Associations Conference: Academia in the Age of Austerity
- Ontario Chemistry Librarians Workshop
- Ontario Council of University Libraries Digital Curation Summit
- Ontario Council of University Libraries Facilitation Skills Institute
- Ontario Council of University Libraries Scholars Portal Day
- Ontario Library Association SuperConference
- Ontario Teacher Education Librarian Association Meetings
- Ontario Virtual Health Libraries Association Annual Meeting

- Medical Libraries Association Conference
- Rare Book School, cataloguing course and advanced cataloguing
- Toronto Association of Law Libraries, E-Book Forum
- University of Toronto Faculty Association Librarian's Committee 10th Anniversary
- Upstate New York Science Librarians' Meeting
- Workshop on Instruction in Library Use
- Worldviews Conference: Global Trends in Media and Higher Education

Positions held by individuals in associations, consortia or other external agencies

- American Society for Engineering Education, Engineering Libraries Division – Past Chair; Social Media Committee member; Web Committee member
- Archives Association of Ontario, Preservation Committee – *Member*
- Association for Information and Image Management, The Enterprise Content Management Association – Member
- Association of Canadian Archivists, Communications Committee *Chair*
- Association of Canadian Archivists, Education Guidelines Review Task Force – *Chair*
- Association of Canadian Archivists, Personal Archives Special Interest Section – *Chair*
- Association of Canadian Archivists, University and College Archives Special Interest Section – Chair
- Association of Faculties of Medicine in Canada, Libraries Group – Past Chair
- Association of Records Managers and Administrators International – *Member*
- Association of Records Managers and Administrators, Young Professional Mentorship Programme – *Mentor*
- Association of Research Libraries, Accessibility and University Design Working Group – Member
- Association of Research Libraries, Transforming Research Libraries Committee – Member
- Canadian Abridgment Editorial Advisory Board Member
- Canadian Association of Music Libraries, Archives and Documentation Centres, Audit Committee – *Member*
- Canadian Council of Archives, Preservation Committee
 Member
- Canadian Law Library Review Editor, Features Editor
- Canadian Association of Research Libraries Vice-President/President-Elect
- Canadian Association of Research Libraries, Project ARC
 Chair
- Canadian Association of Research Libraries Open Access Working Group – Member

- Canadian Library Association Copyright Committee Member
- CCH Customer Advisory Board Member
- Center for Research Libraries, LLMC Global Resources Law Joint Steering Committee – Member
- Consortia of Ontario Academic Health Libraries Member
- Frontiers of Legal Research *Editor*
- International Federation of Library Associations, Government Information and Official Publications Section Standing Committee – *Member*
- Institute of Parliamentary and Political Law Board of Advisors – *Member*
- LexisNexis Canada Academic Advisory Board Member
- Ontario Council of University Faculty Associations *President, Chair of the Board, member of Executive Committee*
- Ontario Council of University Libraries Vice-Chair/Chair-Elect
- Ontario Council of University Libraries, Accessibility Toolkit Working Group – Member
- Ontario Council of University Libraries, IR Standing Committee – Member
- Ontario Council of University Libraries, Planning and Assessment Committee *Chair*
- Ontario Council of University Libraries, Quality Assurance Community *Moderator*
- Ontario Council of University Libraries, Scholars Portal Standing Committee – *Member*
- Ontario Council of University Libraries, Visual Resources Working Group – Member
- Ontario Education Collaborative Marketplace, Evaluation Team, AODA Related Services RFP *Member*
- Ontario Library Association Copyright Committee Member
- Ontario Library Association Mentoring Committee Member
- Ontario Library Association Forest of Reading White Pine Steering Committee – *Member*
- Ontario Library Association Silver Birch Express Steering Committee *Co-Chair*
- Research Data Canada Steering Committee Member
- Research Data Canada Education and Training Subcommittee – *Chair*
- Royal Society of Chemistry Library Advisory Board Member
- SALALM (Seminar for the Acquisition of Latin American Library Materials), Scholarship Committee – Member

- Scholarly Publishing and Academic Resources Coalition Steering Committee – *Member*
- Society of Teaching and Learning in Higher Education Conference Program Committee – co-chair, member; Translation Committee – member, Social Media Committee – chair.

Other individual membership in associations, consortia or other external agencies

- Alcuin Society
- Art Libraries of North America
- American Chemical Society
- American Library Association
- Association of College and Research Libraries
- Association of College and Research Libraries Rare Books and Manuscripts Section
- Bibliographic Society of Canada
- Canadian Association of Law Libraries
- Canadian Association of Law Libraries Academic Directors
- Canadian Association of Music Libraries, Archives and Documentation Centres
- Canadian Association of Professional Academic Librarians
- Canadian Bookbinders and Book Artists Guild
- Canadian Engineering Education Association
- Canadian Health Libraries Association
- Canadian Library Association
- Data Liberation Initiative, Statistics Canada
- European Association for Health Information and Libraries
- International Association of Music Libraries, Archives and Documentation Centres
- International Federation of Library Associations
- Interuniversity Consortium for Political and Social Research
- Kingston Community Data Consortium
- Law Society of Upper Canada
- Librarians without Borders
- Ontario Library Association
- Ontario Teacher Education Librarian Association
- Patent and Trademark Resource Center Association
- Patent Information Users Group
- Society for the History of Authorship, Reading and Publishing
- Special Libraries Association
- Toronto Association of Law Libraries