Queen's University Library
Annual Plan 2013-14

The Library engages in an annual planning cycle aligned with Queen's University's strategic framework and our aspiration to be the Canadian research-intensive university with a transformative student learning experience.

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.
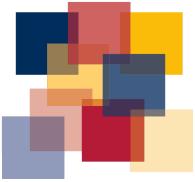
Mandate/Mission

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.

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

QUEEN'S UNIVERSITY LIBRARY

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.

Priority Initiative	Expected Outcomes
Staff redeployment	Balanced budget.
	Achievable service level definitions.
Staff training and development	Competencies for core activities.
Wellness, Health, Opportunities, Learning, Engagement (WHOLE)	Strengthened lines of communication.
	Enhanced transparency within the university community.
	Enhanced support for Academic Plan (Health, Wellness, Community).

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.

Priority Initiative	Expected Outcomes
Academic services for teaching and learning: program integration	Information literacy competencies aligned with QUQAP learning outcomes.
	Online learning – embedded information resources and teaching.
	Enhanced participation in Academic Plan (student learning experience, disciplinarity/interdisciplinarity).
	Sustainable librarian and archivist teaching roles.
Accessibility compliance	Accessible information plan.
	Enhanced support for Academic Plan (student learning experience; globalism, diversity and inclusiveness).
Archives and Library opportunity development	Balanced budget.
	Cost containment and increased efficiency.
	Enhanced synergies between archivists and librarians.
	Experiential learning opportunities.
	Enhanced support for Academic Plan (student learning experience; integrating teaching, learning, research) and SRP.
Graduate student program development	Enhanced support for graduate student growth.
	Improved research and information management skills.
	Enhanced support for Academic Plan and SRP.
Inquiry@Queen's and Queen's Learning Commons	Enhanced support for Academic Plan (student learning experience; integrating teaching; learning, research; disciplinarity/interdisciplinarity).
	Enhanced support for SRP (transformative student research experiences).
Internationalization	Plan for library support for international students at Queen's and studying abroad.
	Enhanced support for Academic Plan (globalism).
	Multicultural collections.
Research data service development	Enhanced support for SRP (knowledge mobilization).
	Data preservation and reuse.
	Leveraging of consortial partnerships.
	Cost containment.
Scholarly communications services development	Broader reach for Queen's research.
	Enhanced support for SRP (knowledge mobilization).

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.

Priority Initiative	Expected Outcomes
Restructuring Action Plan continuing implementation	Balanced budget. Cost containment and increased efficiency. Support for the Academic Plan and SRP.
Assessment framework development	Balanced budget. Support for the Academic Plan and SRP.
E-reserve service implementation	Regulatory compliance (copyright). Enhanced online learning environment.
Records management review outcomes	Records Manager succession. University-wide vision and support for records management program. Sustainable operations.
Special collections cataloguing/discoverability	Return on investment in rare, special and archival collections. Support for the Academic Plan and SRP.

4. Discovery

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

Priority Initiative	Expected Outcomes
Digitization and digital humanities	Exposure of hidden special collections and archives. Enhanced support for SRP.
Knowledge base consolidation	Cost containment and increased efficiency. Fewer e-resource access problems.
Public computing and printing optimization	User-driven service delivery. Improved functionality for users. Consistent print experience across campus.
Webscale library management systems exploration	Consolidation of disparate library management systems.

5. Library as Place

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

Priority Initiative	Expected Outcomes
Library and Archives Master Plan implementation	New learning and community space. Stewardship plans for legacy collections. Cost containment and increased efficiency. Case statements for donor investment in capital projects.