Queen's University Library

Organizational Design

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Contents

Introduction

The organizational design of Queen's University Library (QUL) is that of a 21st century research library, one that is no longer defined by the physical collections of particular disciplines and their related spaces. Now, we meet our users in the multiple virtual and physical locations they inhabit: in everyday online research activities, in online course sites, and in a variety of library facilities and other spaces across campus.

One of our library's strengths has been our integration with each of the university's six faculties. This close working relationship provides a user focus that benefits the student learning experience and supports excellence in research. Retaining this strength has been one of the goals of our organizational model. At the same time, we are striving to build further capacity in specialized professional knowledge that crosses all disciplines. For several years, we experimented with including "specialist" assignments in librarians' roles and then migrated them to ongoing position responsibilities as appropriate. Thus, while some libraries have abandoned the concept of faculty liaison roles, we have developed a hybrid, matrix model of functional divisions and faculty-based liaison units. We operate as one library with a shared allegiance to common goals and a "learning organization" philosophy of continuous staff development, engagement and teamwork.

This Organizational Design document is an introduction to our organization for new staff, and for others interested in our operations, and a framework for all staff. It draws upon and complements the following continuously updated documentation:

- QUL Strategic Priorities, covering a rolling three-year timeframe and updated annually in conjunction with our annual multi-year budget plan;
- QUL Standard Service Level Definitions, updated annually at the start of the fiscal year;
- QUL Organizational Framework, including the name of every staff member and updated continuously as changes occur.

The Organizational Design document provides an overview of how we plan together, work together, and learn together.

Vision, Mission, Values and Service Philosophy

Our organization and our individual roles are continuously evolving, along with the opportunities of today's information realm. What remains constant are our vision, mission, values and service philosophy.

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, 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're entrusted with ensuring that all information is available to all people, for all time.

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.

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

Service Philosophy

Queen's University Library is a welcoming, inclusive environment that provides an exceptional student learning experience and facilitates research excellence. Every member of our staff is an ambassador for the library and committed to collaborating with every individual within our global community: student, staff or faculty member, alumnus and friend.

We will:

- Seek opportunities for meaningful interactions with you.
- Adapt to meet your needs, and provide accessible, quality service that is respectful, convenient, and efficient.
- Share our expertise and foster your ability to navigate the world of information.
- Build long term, supportive, attentive relationships in an effort to anticipate and exceed your expectations.
- Work together as a team to facilitate learning and innovation to support academic programs and research.

We are your library, and we are here to build community and advance creativity, learning, research, and teaching. If there is something we can help you with, please let us know.

Annual Planning and Strategic Priorities

Library planning aligns with the university's [Strategic Framework 2014-2019](#), which has at its core four interconnected strategic drivers: student learning experience, research prominence, financial sustainability, internationalization. Our planning also seizes the opportunities of the continually evolving information landscape.

On an annual 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 for the next multi-year budget and plan. The following documents result from this planning:

- Strategic Priorities for the current academic/fiscal year
- Strategic Priorities for the current academic/fiscal year, with Action Leads
- Summary of Accomplishments for the previous academic/fiscal year
- Annual Report for the previous academic/fiscal year
- Diversity and Equity Assessment and Planning Tool
- Budget Plan for the next three fiscal years

Month	Activities
May	• Heads submit summaries of unit/division accomplishments of the previous academic year • All Staff meet at a planning event to review accomplishments and discuss strategic priorities • Board of Trustees approves the budget for this fiscal year
June	• OVPUL compiles Summary of Accomplishments • Heads meet to discuss Strategic Priorities • Library technicians' annual reviews are completed • OVPUL writes Budget Plan
July	• OVPUL updates Strategic Priorities document • OVPUL writes Annual Report
August	• Heads meet to discuss Strategic Priorities Action Leads
September	• All Staff meet to launch the new academic year and review updated Strategic Priorities • OVPUL presents Budget Plan to the Provost's Advisory Committee on Budget
October	• OVPUL issues Annual Report
January	• Librarians' annual/bi-annual reports are completed
February	• OVPUL receives draft budget allocation for coming fiscal year
March	• Librarians annual/bi-annual reviews are completed and priorities for the current calendar year are discussed • Board of Trustees reviews draft budget for the coming fiscal year
April	• OVPUL presents draft library budget for coming fiscal year to all staff

Organizational Design Objectives

1. Facilitate strong alignment with the university's Strategic Framework and all academic programs and research.

2. Provide collaborative leadership, at Queen's and externally, in ensuring appropriate policies, infrastructure and services for long-term access to the information needed and produced by Queen's.

3. Contain operating costs within financial constraints while enabling the continued delivery of excellent services.

4. Promote close productive working relationships and continuous learning within and across units and divisions.

5. Provide collaborative leadership and authority for system-wide functions and discipline-tailored services outside of the Office of the Vice-Provost and University Librarian (OVPUL) and enable a small OVPUL to connect effectively with library operations.

6. Enable decision-making informed by strong cross-system consultation, listening and respect.

7. Enable agility, continuous planning and assessment, and ongoing organizational change.

8. Minimize time spent on standing groups and maximize staff engagement through multiple short-term project groups spanning the organization.

9. Facilitate pathways for ideas to become projects and for effective project management.

10. Strategically manage staff resources across the library system as a whole, closing, opening and adjusting positions according to system-wide priorities.

Collaborating and Learning Across the Matrix

Strong, collaborative, supportive relationships are key to organizational success. In this section, a brief description of the purpose of each component of the organization is included, followed by a brief summary of its key relationships. Overarching strong relationships must exist between:

- Ourselves and our users, in support of our service philosophy
- Individuals and their supervisors, whether residing together or in separate physical locations
- Multiple supervisors to whom one individual reports
- Individuals and their colleagues, whether residing together or in separate physical locations
- Group members and their chair and sponsor
- Division Heads and unit Heads
- Members of the Library Leadership Team
- The Office of the Vice-Provost and University Librarian and all elements of the organization.

Divisions and Units

Office of the Vice-Provost and University Librarian

Purpose

Queen's University's Vice-Provost (Digital Planning) and University Librarian (VPUL) provides leadership in the ongoing development of information resources and services to support the university's academic programs and research. She is a member of the Provost's team and the Provost-Deans group and is the university's primary representative for external library organizations or library-related initiatives.

The Office of the Vice-Provost and University Librarian (OVPUL) is responsible for the administration of the library: strategic planning, project management and assessment; staff training and professional development; human resources management, health and safety; financial management; facilities management; communications strategies; advancement; external collaborations and partnerships.

Relationships

The OVPUL works closely with all of the divisions and units of the library, the offices of the Provost, the other Vice-Principals and the shared services reporting to them, student organizations, and multiple external organizations.

Faculty Liaison Units

Purpose

Faculty liaison units maintain a strong understanding of the curriculum and research programs of the faculty with which they are aligned and the strategic priorities and key initiatives of the library as a whole. Working together with specialists across the library, liaison librarians help individuals design research strategies, access and effectively use key information resources, manage research data, publish research, and understand copyright. Liaison librarians also work with faculty and students to offer a wide range of teaching and learning support, including course-related instructional sessions and programs, support for inquiry-based learning, and experiential learning opportunities. With information resources at the foundation of learning and research, liaison librarians also play a key role in ensuring that the library is providing access to needed resources.

The Faculty liaison units are:

- *Education*: works directly with teacher candidates, faculty, graduate students, the School of English and Continuing Teacher Education in the Faculty of Education, and community teachers and librarians.
- *Engineering and Science*: works directly with students, faculty and staff in the Faculty of Engineering and Applied Science and science departments of the Faculty of Arts and Science, as well as related research centres.
- *Health Sciences*: works directly with students, faculty, staff and health professionals in the Faculty of Health Sciences disciplines of medicine, nursing and rehabilitation therapy, and the life sciences. The team also provides a range of supports for clinicians in community hospitals.

- *Humanities and Social Sciences*: works directly with students, faculty and staff in the humanities and social sciences departments of the Faculty of Arts and Science, the Smith School of Business and the School of Policy Studies.
- *Law*: works directly with students, faculty and staff in the Faculty of Law and other members of the Queen's and local communities engaging in legal research.

Relationships

Reporting to the Vice-Provost (Digital Planning) and University Librarian, the Head of a faculty liaison unit is the library's primary representative to that faculty. This includes ongoing communication and collaboration with the faculty; examples include chairing a faculty library advisory committee, serving on curriculum committees and identifying support needed for research clusters and individual researchers.

The Head provides leadership for a team of liaison librarians and a reference assistant, all of whom work closely with divisions and units across the library system to both draw upon and inform the development of all functional areas of the library:

- *Discovery and Technology Services*, regarding discovery and resource management and access for print and online content, web services, and technical infrastructure, to build shared knowledge of the needs of students and researchers across the disciplines, and to collaborate in developing and delivering appropriate services including the digital environment for teaching, research, and outreach, and staff training for emerging services
- *Information Resources*, regarding selection, collection development and budgeting support, collection management, and evaluations for new or modified program proposals, Cyclical Program Reviews and accreditation reports
- *Information Services*, regarding learning and research referrals, knowledge of information resources, building shared knowledge of the needs of students and researchers across the disciplines, and collaborating in developing and delivering appropriate services (in person or online)
- *Open Scholarship Services*, regarding teaching, outreach, and training for services and support for the dissemination of Queen's scholarly output (including research data management and scholarly publishing) and the use of data-intensive resources
- *Office of the Vice-Provost and University Librarian*, regarding strategic directions and priorities, facilities, human resources, communications and advancement
- *Other faculty liaison units and University Archives and W.D. Jordan Rare Books and Special Collections* to collaborate in developing and delivering services across the disciplines

Discovery and Technology Services

Purpose

Discovery and Technology Services (DTS) is responsible for a set of interrelated services, systems and tools connecting users with rich and varied information resources and services. The division's name emphasizes the user experience as its raison d'être, and an understanding and application of user experience design in all its work.

The division is responsible for technical leadership and the planning, development, delivery, evaluation and support of high quality user-centred digital library services, particularly in the areas of web development, current and next generation electronic and print resource management, discovery systems, and other information systems and support, including managing the library's hardware and software infrastructure. DTS provides leadership, support and technical expertise to staff involved in the planning and use of campus information systems such as the institutional repository, digital asset management, research data management and digital scholarship initiatives. The division is responsible for ensuring full and timely access to print and online content through a range of resource management functions including acquisitions, cataloguing, invoice/renewals, and troubleshooting support.

Relationships

The Head of Discovery and Technology Services reports to an Associate University Librarian and leads a team of librarians, staff and library technicians.

The division collaborates with other groups on campus with intersecting roles, such as ITServices, and works closely with other divisions and units across the library system:

- *Faculty liaison units and University Archives and W.D. Jordan Rare Books and Special Collections*, regarding discovery, web services, and technical infrastructure, to build shared knowledge of the needs of students and researchers across the disciplines, and to collaborate in developing and delivering appropriate services including the digital environment for teaching, research, and outreach, and staff training for emerging services
- *Information Resources*, regarding coordination of workflows and support for acquisition, cataloguing, discovery, interlibrary loan and management of physical and electronic resources, including library services platform support, reporting, web services and technical infrastructure
- *Information Services*, regarding virtual services and their technical support and in-person service point support, acquisitions, cataloguing, discovery of collections, interlibrary loans, library services platform support and reporting, and to ensure a common understanding of services and the delivery of effective user support and referral
- *Open Scholarship Services*, regarding discovery, web services, and technical infrastructure for digitization, digital asset management, digital scholarship research data management, scholarly publishing, open education resources, research data management and digital preservation
- *Office of the Vice-Provost and University Librarian*, regarding strategic directions and priorities, financial resources allocations, facilities, human resources, communications and advancement

Information Resources

Purpose

The Information Resources (IR) division provides leadership and coordination in the development, stewardship and assessment of information resources to support the

research, teaching and learning needs of the university. The division supports the OVPUL in managing the acquisitions budget by: working with units to determine spending targets and providing monthly budget updates; planning and monitoring spending in all acquisitions accounts, including operating and endowments/trusts; managing e-resource decisions and license agreements; managing interlibrary loans; representing Queen's interests in consortia and vendor relationships. IR provides support for collection evaluations and writes/reviews reports involving analysis and descriptions of collection strengths. IR manages re-shelving and stacks maintenance in all facilities except W.D. Jordan Rare Books and Special Collections and the University Archives, and plans and executes weeding and shifting projects in accordance with Library and Archives Master Plan (LAMP) principles. IR collaborates with the OVPUL in ensuring adequate insurance coverage for the collections and in managing the evaluation and receipt of gifts-in-kind and donor correspondence.

Relationships

The Head of Information Resources reports to an Associate University Librarian and leads a team of librarians and library technicians.

The division collaborates with other divisions and units across the library system:

- *Discovery and Technology Services*, regarding coordination of workflows and support for acquisition, cataloguing, discovery and management of physical and electronic resources, including library services platform support, reporting, web services and technical infrastructure
- *Faculty liaison units,* regarding selection, collection development and budgeting support, collection management, and evaluations for new or modified program proposals, Cyclical Program Reviews and accreditation reports
- *Information Services*, regarding various aspects of information access, such as course materials and interlibrary loans, and the management of physical collections related to service points, and to ensure a common understanding of services and the delivery of effective user support and referral
- *Open Scholarship Services*, regarding collections policies and decisions for data-intensive resources, directions in scholarly communications, publishing, open access, research data management
- *University Archives and W.D. Jordan Rare Books and Special Collections*, regarding gifts, appraisals, funds management, risk assessment, insurance, collections preservation and disaster recovery
- *Office of the Vice-Provost and University Librarian*, regarding strategic directions and priorities, financial resources allocations, facilities, human resources, communications and advancement; collaborate with Copyright Manager

Information Services

Purpose

Information Services manages the development and delivery of high-quality user experience at the library's physical and virtual service points, where questions are answered or referred and a variety of interactions occur relating to library services, collections and spaces. Accessibility, diversity and inclusion are foundational aspects of these interactions. The physical service locations include Stauffer Library, Douglas Library, Bracken Health Sciences Library, Education Library, and Lederman Law Library; service points at W.D. Jordan Rare Books and Special Collections and the University Archives are currently managed by staff at those locations, due to their focus on physical collections.

The work of the Information Services division intersects with the user interactions occurring through the teaching, learning and research programs of faculty liaison units, and through the work of all library divisions. The division monitors trends, new technologies, and new developments in information services, and shares this knowledge with colleagues as appropriate. Many aspects of Information Services training are intended for all library staff.

Information Services develops strategies for the effective deployment of library technicians and student peer assistants at all service points (virtual and in person). The division coordinates the library's role in the Queen's Learning Commons partnership, including the promotion of academic support programs and events and the management of an effective student peer assistant program.

Relationships

The Head of Information Services reports to an Associate University Librarian and leads a team of librarians, staff and library technicians.

The division collaborates with other divisions and units across the library system:

- *Information Resources*, regarding various aspects of information access, such as course materials and interlibrary loans, and the management of physical collections related to service points, and to ensure a common understanding of services and the delivery of effective user support and referral
- *Discovery and Technology Services*, regarding virtual services and their technical support and in-person service point support, acquisitions, cataloguing, discovery of collections, library services platform support and reporting, and to ensure a common understanding of services and the delivery of effective user support and referral
- *Open Scholarship Services*, to ensure a common understanding of services and the delivery of effective user support and referral
- *Faculty liaison units, W.D. Jordan Rare Books and Special Collections and the University Archives*, regarding learning and research referrals, knowledge of information resources, building shared knowledge of the needs of students and

researchers across the disciplines, and collaborating in developing and delivering appropriate services (in person or online)

- *Office of the Vice-Provost and University Librarian*, regarding strategic directions and priorities, financial resources allocations, facilities (including library hours and security), human resources, communications and advancement; collaborate with Copyright Manager on e-reserves service

Open Scholarship Services

Purpose

The Open Scholarship Services (OSS) division develops a culture and services that encourage the sharing, as openly as possible, and preservation of Queen's scholarly output, including research publications, research data and related computer code, student digital scholarship, and open course materials. The division also encompasses services supporting access to and use of data-intensive resources outside Queen's, including maps and geospatial data, Statistics Canada data and other government information.

Relationships

The Head of Open Scholarship Services reports to an Associate University Librarian and leads a team of librarians and library technicians. The Head or a division librarian represents the library on university committees and working groups as appropriate and collaborates regularly with the Office of the Vice-Principal (Research), University Research Services, the School of Graduate Studies, and other relevant groups.

The OSS team works closely with other divisions and units to plan and execute the growth of services and programs related to the research lifecycle, including compliance with data management requirements, the emergence of new forms of scholarship and educational resources, and continuing/long-term access through repositories and sound digital asset management practices:

- *Discovery and Technology Services*, regarding discovery, web services, and technical infrastructure for digitization, digital asset management, digital scholarship, open educational resources, research data management, and digital preservation
- *Faculty liaison units and University Archives and W.D. Jordan Rare Books and Special Collections* regarding teaching, outreach, and training for services and support for the dissemination of Queen's scholarly output (including research data management and scholarly publishing) and the use of data-intensive resources
- *Information Resources*, regarding collections policies and decisions for data-intensive resources, directions in scholarly communications, publishing, open access, research data management
- *Information Services*, to ensure a common understanding of services and the delivery of effective user support and referral
- *Office of the Vice-Provost and University Librarian*, regarding strategic directions and priorities, facilities, human resources, communications and advancement; collaborate with Copyright Manager

University Archives and W.D. Jordan Special Collections

Purpose

Queen's University Archives preserves and provides access to the information assets and historical record of the university, private papers related to Kingston and the region, and the City of Kingston Archives.

W.D. Jordan Rare Books and Special Collections preserves and provides access to impressive collections of rare books, maps, posters and other special resources covering all subjects.

This unit maintains a strong understanding of curriculum and research programs spanning the university. It works with faculty and students to offer a wide range of teaching and learning support, including course-related instructional sessions and programs, support for inquiry-based learning, and experiential learning opportunities. It works with specialists and liaison librarians across the library system on a variety of initiatives. It builds collections that support the research of students, faculty and the external community.

Relationships

The University Archivist and Associate University Librarian reports to the Vice-Provost (Digital Planning) and University Librarian and leads a team of librarians, archivists and library technicians in the University Archives and W.D. Jordan Rare Books and Special Collections.

The unit has a variety of collaborative relationships in the university and externally, for example with the City of Kingston, the Agnes Etherington Art Centre and the Department of Art History and Art Conservation. The unit works closely with divisions and units across the library system to both draw upon and inform the development of all functional and faculty-based areas of the library:

- *Discovery and Technology Services*, regarding support for digital scholarship and the digital environment for teaching and research services
- *Faculty liaison units*, to collaborate in developing and delivering services across the disciplines
- *Information Resources*, regarding gifts, appraisals, funds management, risk assessment, insurance, collections preservation and disaster recovery
- *Information Services*, regarding learning and research referrals, knowledge of information resources, building shared knowledge of the needs of students and researchers across the disciplines, and collaborating in developing and delivering appropriate services (in person or online)
- *Open Scholarship Services*, regarding teaching, outreach, and training for services and support for the dissemination of Queen's scholarly output and the use of data-intensive resources
- *Office of the Vice-Provost and University Librarian*, regarding strategic directions and priorities, financial resources allocations, facilities, human resources, communications and advancement

Copyright Advisory Office

Purpose

Situated in the library and working closely with Queen's University Legal Counsel, the Copyright Advisory Office is dedicated to educating, supporting and engaging Queen's faculty, students and staff in matters pertaining to the relationship between copyright, access to knowledge and learning, teaching, research and scholarly communications.

Relationships

The Copyright Manager reports to the Vice-Provost (Digital Planning) and University Librarian, works closely with Queen's University Legal Counsel, and provides advice to other university administrators as needed. The ongoing services of the Copyright Advisory Office require close working relationships with divisions and units across the library system:

- *Discovery and Technology Services*, regarding e-reserves service infrastructure and intellectual property aspects of other digital library services
- *Faculty liaison units*, to collaborate in developing and delivering copyright services across the disciplines
- *Information Resources*, regarding copyright aspects of information resources licenses and any collections implications of copyright clearance requests
- *Information Services*, regarding the e-reserves service and copyright aspects of accessibility of information resources, and to ensure a common understanding of services
- *Open Scholarship Services*, in supporting the copyright aspects of the dissemination of Queen's scholarly output
- *Office of the Vice-Provost and University Librarian*, regarding strategic directions and priorities, copyright policy developments or issues, staffing needs and communications

Working Groups

The objectives of the library's organizational model include limiting the number of standing working groups, to encourage effective use of everyone's time. Therefore, only very broad-based working groups are established, and short-term project groups are formed as particular needs arise (see Project Management below).

There are frequently university groups engaged in work of interest across the library. Library representatives on these university groups update and seek input from library staff as appropriate and alert the Library Leadership Team of any implications for the planning and delivery of library services.

Project Management and Ideas Pathway

The library's strategic priorities guide and are informed by the activities of all parts of the organization described above – individual staff, units and divisions. To encourage

agility and effective use of time, the library has few ongoing working groups and short-term projects are articulated as particular needs arise.

Everyone across the organization is encouraged to employ sound project management techniques supported by the library's project management tool kit. This tool kit includes a project proposal template that outlines the purpose, a project charter that articulates deliverables and other details, and work plan template that assists in the accomplishment of specific tasks. These tools are very useful for establishing the scope of any project and identifying the groups or individuals that need to be involved.

To encourage broad engagement across the library in the initiation and management of projects, the library has articulated the QUL Ideas Pathway shown below. Major projects (usually those sponsored by the Library Leadership Team) are listed on the staff website under the heading Projects. Each major project has its own staff web page where all staff can find information about the project. Any staff member may "subscribe" to receive automatic updates about information added to the project group page.

QUL Ideas Pathway

STEP	WHO / WHAT
Propose an Idea (Anyone!)	Individual staff members External requests: faculty, students, administrators Communities of Practice Existing Project Groups Informal groups who want to do something Library Leadership Team (LLT)
Develop the Idea (You're not alone!)	Proponent acts as or finds a QUL champion to refine the idea in consultation with others, including Head, to confirm initial sense of cost, infrastructure and expertise requirements, potential duplication/ overlap with existing operations and projects etc.
Develop/Present Initial Proposal	Assuming the initial idea is viable and holds promise, the champion then develops a Project Proposal (a "light" or preliminary version of a project charter) for initial consideration and preliminary support/direction from LLT, including determination of whether this is a project sponsored by a particular unit/division or by LLT.
Final Proposal & Approval Process	A final detailed proposal, with funding estimate/request, goes to the sponsor for approval and decisions on scope/charter, timelines, resource allocation and assignment for action (e.g. to division or unit, project group, etc.). For LLT-sponsored projects, LLT assigns project manager(s) and members through calls for expressions of interest or individual assignments, depending on project objectives.

Decision-making

Decision-making across the organization is supported by the following principles:

- Each individual in the organization exercises judgment according to their roles and responsibilities, and in consultation as appropriate. In assessing whether a matter needs to be considered by others, there are several key factors:
    - does it require work on the part of other library units or divisions or organizations outside the library?
    - are there policy implications?
    - will it incur costs?
- Unit heads make decisions about the spending of their unit's acquisitions budget allocations, they inform decisions about system-wide acquisitions, they decide how to allocate their staffing resources for the most effective support for teaching, learning and research in their disciplines, and they inform decisions regarding the development of all of the library's functional areas.
- Division heads have system-wide authority for the functional areas for which they are responsible. They have decision-making authority for division-specific policies and procedures, informed through appropriate consultation across the system.
- The Library Leadership Team facilitates the decision-making of divisions and units and provides input to the OVPUL.
- The Office of the Vice-Provost and University Librarian has decision-making authority for administration of the library: strategic planning, project management and assessment; staff training and professional development; human resources management, health and safety; financial management; facilities management; communications strategies; advancement; external collaborations and partnerships.

Internal Communications and the Learning Organization

Organizational success depends to a large degree on attention to "social capital": the ways in which the library functions as a community and facilitates the building and sharing of knowledge amongst staff.

All Staff Meetings and Events

Staff gatherings have many purposes: to help build a sense of community and shared allegiance to common goals; to provide opportunities to learn about university activities outside the library; to share information and provide a forum for library-wide discussion. These are not governance meetings, and to encourage broad discussion and informality there are no minutes, but outcomes may be recorded as appropriate (for example as part of a planning exercise). All Staff meetings and events are scheduled regularly throughout the year.

Learning Programs

The library is a "learning organization" in that it facilitates the learning and ongoing development of all members of the organization as it continuously transforms. Many forms of staff training and professional development have been offered over the years.

Currently, there is an emphasis on building a sustainable learning framework that encourages sharing knowledge across the organization.

Library Leadership Team 2018-19

There is a Library Leadership Team (LLT) consisting of the Vice-Provost and University Librarian, the Associate University Librarians and the division and unit Heads. The Manager of Finance and Operations, Manager of Human Resources, and Communications Coordinator are resources to the team. The purpose of the team is to:

- build effective connections across the library and ensure awareness of issues and opportunities;
- provide input to the OVPUL, in particular to inform strategic planning, project management and assessment, and staff training and professional development;
- inform and support the decision-making of division and unit Heads.

Members of the LLT maintain an understanding of the strategic priorities and key initiatives of the library, convey the perspectives of their divisions and units, appreciate the perspectives and expertise of their colleagues, and act in the interests of the library and university as a whole.

In general, the LLT meets monthly and meeting notes are posted on the library's staff website.

Library Leadership Team Norms

Overarching:
- Our discussions are guided by the library's strategic priorities and statements of vision, values and service philosophy
- We each act in the interests of the library and university as a whole
- We ensure that the perspectives of our divisions and units are understood

Interactions with each other:
- We listen to each other, respect each other's perspectives and expertise, and support each other's decision-making responsibilities
- A friendship motivation drives our interactions, and our questions come from curiosity and a desire to understand
- We trust each other's motives and avoid jumping to conclusions
- We embrace disagreement and disagree respectfully
- Our discussions are open and honest and we respect confidentiality

Interactions with people external to the team:
- We communicate as openly as possible
- We deliver consistent communications from the team to our divisions and units
- We share in the ownership of team discussions and conclusions, and we are each able to say "It was a full discussion, these concerns were addressed, and here is what was decided and why"
- We model our team norms externally and lead by example

Meeting protocols:
- We each come to meetings prepared to contribute to discussions
- The agenda and background information are posted at least one business day (and preferably more) in advance of the meeting
- Documents are shared in Microsoft Teams: Groups-Library-LLT
- Impromptu agenda items are welcome, and may be placed in a "parking lot" for future meetings or other discussion venues
- Standing agenda items include Chair's Report, Project Updates, Information Resources and Roundtable Updates
- Written Roundtable Updates are provided every second month

Staff Website

The library's staff website is one of the primary vehicles for internal library communications. Groups (including divisions and units) can easily post information, and individuals across the system can subscribe to particular groups to receive updates as new information is posted.

People News

As vacancies are filled or retirements occur, they are listed on a page on the staff website. Academic leaves are also listed. The QUL Organizational Framework, which shows each individual in the organization, is continually updated.

VPUL Updates

The Vice-Provost and University Librarian writes periodically to all staff to highlight current initiatives in the library, developments at the university and beyond, and her activities.

Advisory Bodies

Library Advisory Committees

The library has established Library Advisory Committees related to each of the university's faculties. The purpose of these committees is to provide a forum for the library and the faculty to discuss and inform library services and strategic priorities. The committees are not only a connection to a particular library faculty liaison unit, but to the library system as a whole: as well as the appropriate faculty liaison unit Head and liaison librarians, division Heads are included in Library Advisory Committee meetings. The Committee is advisory to the Vice-Provost and University Librarian, who collaborates with the Dean. For the appointment of members, the faculty liaison unit Head asks the Dean to appoint the faculty and student members via the method that works best for the faculty.

Senate Library Committee

Queen's University Senate has many standing committees, one of which is the Senate Library Committee. On an annual basis, this committee determines and explores library

topics of particular current interest to the academic community, so that it can advise Senate regarding: continuing matters and broad policies relating to the library's support for the academic needs of the university; strategic planning for the library, including but not limited to the budgetary process; Senate policies that affect the library. The committee is also positioned to support Senate in serving as a forum for discussion and exchange of ideas among the members of the university community in all matters of an academic character relating to library services and resources. For example, the Senate Library Committee has recently advised the library on ways to engage Senate and other academic bodies in the challenges of modifying practices regarding the acquisition of library resources. The Senate Library Committee provides a written report annually to Senate and may report at such other times as may be necessary or appropriate.

Conclusion

This Organizational Design document is an introduction to our organization for new staff, and for others interested in our operations, and a framework for all staff. It is an overview of how we plan together, work together, and learn together.

We operate as one library with a shared allegiance to common goals and a learning organization philosophy of continuous staff development, engagement and teamwork.

Our values as a library remain constant, but just as our information realm and users' needs are continuously evolving, so too are our organization and our individual roles. This Organizational Design document is reviewed and updated annually. The QUL Organizational Framework, which includes the name of every staff member, is updated continuously as changes occur.

The representation of every individual in the QUL Organizational Framework is very deliberate. Each of us plays an important role in building close working relationships across and outside the library, relationships that make all the difference in ensuring a user focus that is one of the fundamental building blocks of Queen's student learning experience and excellence in research.