

# QUEEN'S UNIVERSITY LIBRARY

## Strategic Priorities

### 2017-18 to 2019-20

#### 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.

#### 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.

#### 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
- Wellness, kindness, safety and respect

**THE LIBRARY'S FOUNDATION  
OF CORE ACTIVITIES SUPPORTS  
ITS STRATEGIC PRIORITIES  
AND QUEEN'S VISION:**

- Collection Development and Assessment
- Teaching, Learning and Research Services
- Discovery and Technology Services
- Information Services
- Adaptive Technology Centre
- Queen's Learning Commons
- Research Data Services
- Scholarly Communications Services
- Administrative Services
- Copyright Advisory Office
- Space for learning, services, collections
- University Archives



# Enhancing our Student Learning Experience

## LIBRARY-WIDE OBJECTIVES

### **1 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

#### ***Measures:***

- Number of teaching sessions and participants; number of consultations; student, faculty and supervisor assessment; learning outcomes assessment

### **2 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

#### ***Measures:***

- Usage and related metrics; user assessment

### **3 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

#### ***Measures:***

- Study spaces gained; user assessment



# Strengthening our Research Prominence

## LIBRARY-WIDE OBJECTIVES

### **1 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

#### ***Measures:***

- Delivery of vision; stakeholder engagement

### **2 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

#### ***Measures:***

- Acquisitions budget balance; usage and related metrics; user assessment

### **3 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

#### ***Measures:***

- Publications/data files deposited; usage; user assessment



# Ensuring Financial Sustainability

## LIBRARY-WIDE OBJECTIVES

### **1 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

***Measures:***

- Delivery and use of strategies; user assessment

### **2 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

***Measures:***

- Staff performance; user assessment

### **3 Engage in OCUL'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

***Measures:***

- Successful data migration; limited disruption of services and processes; user assessment



# Raising our International Profile

## LIBRARY-WIDE OBJECTIVES

### **1 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

#### ***Measures:***

- usage and related metrics; user assessment

### **2 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

#### ***Measures:***

- usage and related metrics; user assessment

### **3 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

#### ***Measures:***

- usage and related metrics; user assessment