

# QUEEN'S UNIVERSITY LIBRARY

# Strategic Priorities

## 2014-15 to 2016-17

### 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.

### OUR VALUES

- *Information* access, stewardship and preservation, on a global scale for local needs
- *Collaboration* and partnerships across the university, region, nation and world
- *Service* that is people-centred, high quality, discipline-focused and inclusive
- *Learning*, inquiry, experimentation, innovation, knowledge and continual assessment
- *Community*, welcoming space, inclusivity and engagement
- *Communication*, consultation and sharing of expertise
- *Wellness*, kindness, safety and respect



## Enhancing our Student Learning Experience

*"Our fundamental mandate is to exemplify the quintessential balanced academy, which is characterized by an exceptional student learning experience and outstanding student engagement within a research intensive environment. As our Academic Plan highlights, a transformative student learning experience is central to Queen's identity and its vision. Our students and faculty are highly engaged and Queen's offers a wealth of resources to foster student success..."*

### LIBRARY-WIDE OBJECTIVES

- Transform Queen's University Library's virtual environment of information services and resources as one of the differentiating assets of Queen's online learning programs, and Queen's learning and research as a whole.

Envisioned:

- Compelling online experience and learning environment with a rich array of research materials and tutorials
- Increased awareness of information services and resources
- Easier information discovery and use
- A key selling point of Queen's online learning programs, in support of Faculty revenue goals
- Effective, sustainable human and technical web infrastructure

Measures: Usage and related metrics; user assessment

- Plan and implement changes to collections required for a re-envisioned information network of learning/study/research spaces, services and research resources as described in the Library and Archives Master Plan.

Envisioned:

- New collection paradigm supporting the layers of information access envisioned in the Library and Archives Master Plan
- 25% increase in learning/study spaces when renovations can occur
- Improved access to and preservation of valuable and unique scholarly resources
- Reduction in Library operating costs

Measures: Volumes processed; user assessment

- Engage and work with faculty in designing experiential learning opportunities for their students that build upon the value of Library resources and services and inform Library strategic directions.

Envisioned:

- Student research and communications skill development
- Digital scholarship demonstration projects
- Guides or exhibitions highlighting collections and services for students

Measures: Number of engagement opportunities; student, faculty and supervisor assessment



## Strengthening our Research Prominence

*"Queen's is recognized as one of Canada's outstanding research institutions. To sustain and enhance our research prominence requires that we guide and support our research enterprise, including the continuation of our aggressive pursuit of research funding and re-alignment of university research services. We must be guided by our Senate-approved Strategic Research Plan..."*

### LIBRARY-WIDE OBJECTIVES

- Increase the availability and preservation of electronic resources, and physical collections where appropriate, and promote the use of primary materials, in support of teaching, learning and research

Envisioned:

- Availability of key electronic resources for blended learning course offerings
- Improved research collections in all formats, competitive with peer institutions
- Increased awareness and use of special collections, archives and legacy collections
- Promotion of Open Access, Open Data and Open Education Resources

Measures: Resources acquired; usage and related metrics; user assessment

- Broaden the reach of Queen's research with expanded data curation services and scholarly communications services, in collaboration with and in support of emerging regional and national initiatives.

Envisioned:

- Expanded services to directly assist faculty and student researchers in depositing scholarly publications and research data in digital repositories
- Support for researcher compliance with granting agencies' open access and data management policies
- Sustainable publishing platform and related support services for journals and conference proceedings
- Greater awareness of opportunities for research dissemination and for the discovery and effective use of essential research data
- Effective research metrics in support of university performance measures

Measures: Publications and data files deposited; usage and related impact metrics



## Ensuring Financial Sustainability

*"Our emphasis on maintaining Queen's as the balanced academy must be matched by our commitment to achieving financial sustainability. With the activity-based budget now in place, giving units incentives to grow revenues and reduce costs, we are better positioned to make the university more resilient in difficult economic times..."*

### LIBRARY-WIDE OBJECTIVES

- Develop and enable the Library's strategy for professional development, mentoring, redeployment and recruitment of staff as key resources in the learning and research community.

Envisioned:

- Increased support for digital initiatives and learning and research services
- New efficiencies in information resources management and services
- A new public services model that makes the best use of staff resources in providing effective 'touch points' for users

Measures: staff performance; user assessment

- Prepare for the paradigm shift of leveraging web-scale technology opportunities to replace the Library Management System and transform technical processes for acquiring and providing access to information resources.

Envisioned:

- Participation in OCUL's Collaborative Futures project to prepare for Queen's critical migration to a new Library Management System (LMS)
- Within OCUL and at Queen's, opportunities for new processing workflows and efficiencies that will improve resource allocations in budget years beyond the current 3-year cycle

Measures: Staff time dedicated to resource management; user assessment



## Raising our International Profile

*"We will strengthen our international reputation by emphasizing what has built Queen's enviable national reputation, namely the transformative student learning experience in a research intensive environment. Focused and sustainable international student recruitment will be supported by an equally focused and sustained international marketing and communications strategy. Because our transformative learning experience is so inextricably linked to our research prominence, we will at the same time strive to strengthen our international research collaborations, in part through our membership of the Matariki Network of Universities."*

### LIBRARY-WIDE OBJECTIVES

- Engage in the planning and delivery of the university's international programs and establish a sustainable framework of related Library services.

Envisioned:

- Inclusive library services for international students at Queen's
- Effective access to information resources and services

in international collaborations and Queen's programs abroad

- Integration of library resources and services in academic programs and research at the Bader International Study Centre
- Enhanced support for research and library assessment through engagement in collaborations such as the Matariki Network

Measures: international usage statistics; user assessment

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

Academic Services for Teaching, Learning and Research

Collection Development and Assessment

Collection Management and Services

Copyright Advisory Office

Discovery and Technology Services

E-Reserve Service

Inquiry@Queen's

Library Services for Students with Disabilities

Queen's Learning Commons

Research Data Services

Scholarly Communications Services

Space for learning, services, collections

University Archives

University Records Management

Administrative services