

QUEEN'S UNIVERSITY LIBRARY

Strategic Priorities

2015-16 to 2017-18

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

"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

- Design and deliver learning opportunities for students that build upon the value of Library resources and services and inform Library strategic directions

Envisioned:

- Sustainable information literacy teaching supporting defined learning outcomes and assessment
- New online information research skills modules and courses
- Expanded experiential learning opportunities
- Student research and communications skill development
- Digital scholarship demonstration projects
- Guides or exhibitions highlighting collections and services for students

Measures: Teaching metrics; number of opportunities; student, faculty and supervisor assessment; learning outcomes assessment

- Transform Queen's University Library (QUL)'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:

- Welcoming, informative, helpful virtual service point

- Compelling 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

- 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:

- New collection paradigm supporting the layers of information access envisioned in LAMP
- Completion of several high-priority LAMP projects
- 25% increase in learning/study spaces when full renovations can occur
- Improved access to and preservation of valuable and unique scholarly resources
- Reduction in Library operating costs

Measures: Area of repurposed space; projects completed; user 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

- Develop a comprehensive information resources strategy that addresses challenges and opportunities in the evolution of digital content, stewardship of collections, and new external collaborations in collection development and management, and raises awareness of resources

Envisioned:

- Appropriate collections, in all formats, supporting current research and academic priorities
- Promotion of Open Access, Open Data and Open Education Resources
- Increased awareness and use of special collections, archives and legacy collections

Measures: Strategy progress and stakeholder engagement; 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/data files deposited; usage and related impact metrics; user assessment

- Enable access to information resources and related services for all individuals with disabilities at Queen's, in support of the Accessibility for Ontarians with Disabilities Act

Envisioned:

- Sustainable procedures supporting Section 18 of the Information and Communications Standard (libraries of educational and training institutions "shall provide, procure or acquire by other means an accessible or conversion ready format of print, digital or multimedia resources or materials for a person with a disability, upon request")
- Effective working relationships between the Adaptive Technology Centre (ATC) and other campus units responsible for other aspects of accessibility

Measures: ATC usage; accessible materials obtained externally, by user type; accessible materials created locally, by user type; user assessment



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

- Review and implement changes to acquisitions expenditures to address the issues of the Canadian dollar's fallen value, publishing models and licensing costs, and new and continuing teaching, learning and research needs

Envisioned:

- Continued support for current research and academic priorities
- Containment of serial costs
- Effectively curated monograph collections
- Leveraging of collaborations with consortia partners

Measures: Acquisitions budget balance; usage and related metrics; user assessment

- Demonstrate the value of Library services and resources and potential areas for change, working closely with the Office of Institutional Research and Planning and other university units

Envisioned:

- Comprehensive Library assessment, marketing and communications strategies
- Improved data access to inform planning and decision-making
- Library metrics available for university data bank

Measures: Strategies' progress; user assessment

- Effectively and sustainably deploy staff as key resources in the learning and research community, through professional development, mentoring, reassignment and recruitment

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

- Leverage the paradigm shift in web-scale technology opportunities to plan for the replacement of the Library

Management System and new technical processes for acquiring and providing access to information resources

Envisioned:

- Participation in OCU's Collaborative Futures project to prepare for Queen's critical migration to a new Library Services Platform
- Within OCU 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

- Compile an inventory of existing Library services focused on international research, international mobility and international students on campus

Envisioned:

- Information to assist in the further development of Library services supporting Queen's University's Comprehensive International Plan

Measures: Inventory progress

- Develop a program of Library services in relation to the university's priority of "international research engagement"

Envisioned:

- Library awareness of Queen's researchers' international research activities and needs
- Access to appropriate information resources and services for Queen's researchers engaged in international scholarship
- Research data management and scholarly communications services supporting international research collaborations
- Library engagement in the Matariki Network and other international professional activities
- Visible Library support for Queen's international profile

Measures: usage and related metrics; user assessment

- Develop a program of Library services in relation to the university's priority of "international mobility"

Envisioned:

- Library awareness of Queen's students participating in opportunities abroad and their needs
- Access to appropriate information resources and services for Queen's students studying abroad
- Strong working relationship with the Bader International Study Centre
- Visible Library support for Queen's international profile

Measures: usage and related metrics; user assessment

- Develop a program of Library services in relation to the university's priorities of "international enrolment" and "international at home"

Envisioned:

- Library awareness of Queen's international students on campus and their needs
- 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
- Visible Library support for Queen's international profile

Measures: usage and related metrics; user assessment