INSPIRING SUCCESS

CONCORDIA UNIVERSITY LIBRARY

STRATEGIC PLAN 2016/21

UNIVERSITÉ
Concordia
UNIVERSITY

VISION STATEMENT

Concordia Library is an intellectually inspiring and engaging environment, which provides collections and services fundamental to academic success, creation, the advancement of knowledge, and lifelong learning.

Concordia Library is committed to serving society, supporting discovery and the freedom of speech and intellectual inquiry. The Library is an agile organization, responsive to users' needs and expectations.

As members of the library team, we put student and faculty success at the centre of our practice. We understand the strength of personal interaction to assist, teach, and empower. We embrace innovation and change to provide outstanding library services and collections. We welcome extreme collaboration, both internally and externally, and the creation of knowledge and innovation as integral to the advancement of the library.

ORGANIZE FOR EMPOWERMENT

Organize for empowerment is a call to better structure our collaborative efforts as well as to develop training, assessment, project management, communications, and fundraising processes.

We embrace the responsibility to redefine our roles in order to explore and develop new ways to support learning, teaching, and research. This will come through staff development programs, better assessment practices, effective planning, and better collaboration among us, within Concordia, and with external partners.

Every library staff member has a unique and meaningful contribution to make to respond to users' needs and to the quality of our work environment. Participation in a broad spectrum of library operations, cross training, exchange programs, collaboration, and other forms of learning and exploration will provide staff with more confidence in their own roles, more understanding of the roles of their colleagues, as well as the development of skills and an understanding of the changing library environment.

The Library will benefit from the implementation of robust planning, assessment, and communication tools that better inform the decision making process and enable all team members to feel engaged in a stimulating and rewarding work environment.

GOALS AND OBJECTIVES

1. Empower library staff to develop skills and knowledge, and to share expertise

   a) Identify the priorities for training, coaching, and mentorship and implement targeted programs

   b) Establish mechanisms for sharing and discussing current practices and expertise

2. Engage in evidence-informed decision making for planning and improvement of library services and processes

   a) Include assessment practices in the development and management of our services and procedures in order to make evidence-informed decisions

   b) Develop and implement resources (guide, dashboards, toolbox) to support the implementation of assessment measures and the use of indicators

   c) Ensure the effective communication and promotion of assessment outcomes both in the Library and to the wider university community

   d) Use findings from published research and local assessment to inform changes in the library's practices

3. Enhance library services using a project management approach, and communicate changes

   a) Develop and implement project and change management tools and processes

   b) Ensure effective training on project management tools and processes for relevant staff

4. Provide mechanism for clear internal communications in the Library

   a) Develop and implement an internal communication plan

5. In collaboration with Advancement, develop and deploy the Library fundraising campaign

   a) Develop a wide base of donors for the Library

   b) Double the number of major gifts compared with the previous campaign

   c) Increase the Library Endowment Fund by 10%

6. Promote research and innovation in library and information studies

   a) Create a new research unit within the Library to foster a culture of research

   b) Design and implement a researcher-in-residence program to inform and advance areas of interest in library and information studies

PROVIDE SPACES FOR LEARNING AND RESEARCH

The Library is composed of physical and digital spaces that provide resources and services to the Concordia community engaged in diverse learning, teaching, and research activities. Silent spaces are available for reading, writing, and study. Collaborative spaces are available for peer-to-peer learning, group work, seminars and workshops. Others stage cultural events and exhibitions. Spaces for experimentation and discovery using new technologies are available to enhance learning and teaching.

GOALS AND OBJECTIVES

7. Complete the transformation of the Webster Library

   a) With Facilities Management, deliver the four phases of the Webster Library Transformation Project

   b) With University Communication Services, complete the development and implementation of a communication plan

   c) Develop and deploy the Library's Technology Program within the new library space

8. Plan and begin the transformation of the Vanier Library

   a) Identify the needs of users at the Loyola campus and establish a vision for the new Vanier Library

   b) With Facilities Management, prepare the Vanier Library space master plan and business case

   c) With Facilities Management, write the Vanier Library space program and review conceptual plans

   d) Plan for the Vanier Library's technology program and prepare a business case

9. Explore the potential of a joint-use Fine Arts Library

   a) In collaboration with external partners, develop and plan a joint-use Fine Arts Library

10. Establish the Library as a safe and comfortable environment for learning, collaboration, and cultural activities

   a) Develop mechanisms to understand and respond to users' library space needs

   b) Create a program for cultural events, including outreach to the Concordia and Montreal communities

   c) Foster respect among library users and adherence to the Library Code of Conduct through a targeted communications campaign

   d) Develop and implement a monitoring program in library study spaces

11. Improve the discovery and visibility of services, library spaces, and print and digital collections

   a) Implement innovative and dynamic interfaces to assist with the use and discovery of spaces, services, and print and digital collections

   b) Implement "in-situ" digital interactive signage for the promotion of services and events

   c) Ensure inclusivity and accessibility of all services

TRANSFORM LIBRARY SERVICES IN LINE WITH CHANGING NEEDS

The Library embraces its responsibility to explore and develop new ways to support learning, teaching, and research. Technology is a crucial part of our environment and our services. It offers new ways to organize, curate, preserve, and provide access to data and publications.

Efficiency and innovation ensure the quality of our services. Our approach is to empower our students and give them opportunities to equip themselves for the digital culture and a life of continuous development. We want to explore new ways to interact with students and faculty beyond the traditional service desk model.

GOALS AND OBJECTIVES

12. Offer an outstanding user experience
    a) Review and enhance our in-person service model
    b) Offer targeted programs designed to respond to diverse user populations (e.g., international students, speakers of English as a second language, part-time students)
    c) Host professionals and peers from the Student Success Centre and other units within the University to provide on-site tutoring or workshops in areas such as math and writing skills
    d) Design and implement an IT support service for library users on site

13. Empower students and faculty members to make better use of Library services and collections through instruction and information services
    a) Develop and implement a program for first-year students
    b) Expand library services for graduate students
    c) Expand online library instructional resources
    d) Develop and implement a service offer for eConcordia
    e) Develop programs to enhance faculty-librarian collaboration in support of faculty teaching

14. Improve user awareness of Library services and resources
    a) Develop a communication plan to improve awareness of existing services

    b) Improve and facilitate discovery and use of our services and resources online
    c) Develop a program to use and publish library data openly (open data program)

15. Enhance library support for research activities
    a) Develop and implement a service offer in support of research data management
    b) Develop and implement a platform for the preservation and dissemination of oral history research material
    c) Assess and plan for future development of Spectrum, the institutional repository
    d) Provide services for assessing scholarly output
    e) Create a program to better support research centres and institutes

16. Create the Concordia University Press to disseminate engaging research in the form of open access scholarly books
    a) Establish the Concordia University Press
    b) Publish between 4 and 10 scholarly books per year

17. Develop programs to foster a culture of experimentation with new technologies
    a) Develop and implement assistance and instructional programs in the use of digital technologies in Library teaching and learning spaces (e.g. Multifunctional Room, Visualization Studio, Technology Sandbox, 3D printing)
    b) Develop programs for students to participate in the Library's digital initiatives

COLLECTIONS AT THE HEART OF TEACHING, LEARNING AND RESEARCH

Collections are at the heart of teaching, learning, and research. A university cannot exist without library collections. Our collections and related services form part of our identity and reflect our professional skills and our knowledge of users' needs. Our collections connect our community with the past, present, and future of humanity's body of publications.

Academic excellence implies intellectual and physical access to any document ever published. Providing access to general print and special collections as well as to digital resources is fundamental to the advancement of knowledge.

The Library is committed to processes and technologies that support developing relevant collections and providing timely access. Improving turnaround time and access to our digital collections is a high priority. Robust digital resource discovery and seamless use of our digital resources are essential for academic success while also widening horizons beyond the boundaries of enrolled programs.

GOALS AND OBJECTIVES

18. Ensure print and digital collections meet users' needs and support the teaching, learning, and research activities of Concordia University

    a) Assess the usage of digital collections by our users in order to inform collection management decisions

    b) Assess our print collections to inform access and preservation decisions

    c) Establish a viable and sustainable collections budget process

    d) Explore and implement new collection access and delivery models

    e) Develop and implement a disaster prevention and recovery plan for the Library's collection

19. Ensure timely access to print and digital collections

    a) In light of rapid technological change in the industry, review collection management processes and opportunities and redesign workflows

    b) Establish and implement an action plan to provide effective access to hidden (uncatalogued) collections

    c) Evaluate the opportunity of the BCI shared integrated library system

    d) Contribute to the development of a partnership among Montreal university libraries for the long-term preservation and access to print collections

20. Develop, manage, promote, and preserve the Library's special collections and archival holdings

    a) Implement a special collections and archival acquisitions program in support of the research and curricular needs

    b) Implement different levels of material description to enable access to special collections and archival holdings without significant delay

    c) Promote and increase visibility of special collections and archives by improving digital access and through programs, exhibitions, and publications about our holdings

    d) Develop and implement a preservation management program, including a disaster prevention and recovery plan