



Library Strategic Plan
2018-2023



MISSION

Queens College Library facilitates creativity and intellectual inquiry in support of research, study, teaching, and the pursuit of knowledge.

VISION

The Library will be a user-centric hub for information, learning and creativity that engages the campus and the broader community.



GOAL ONE
Cultivate innovative pedagogy that fosters student success.

1.1
Foster critical thinking, information literacy, and active engagement with information.

Initiatives:

- a) Create a robust, scaffolded information literacy program.
- b) Encourage students to practice active reading, critical thinking, and mindful curation of their personal data.
- c) Support emerging forms of literacy, such as data, digital, and cultural literacies.
- d) Develop and extend our research and information services in order to improve engagement.

1.2
Identify, develop, and experiment with innovative technologies and approaches that support teaching, learning, and research.

Initiatives:

- a) Provide information resources, services, and support to users anytime and anywhere at their point of need.
- b) Embrace emerging technologies, digital scholarship, and other new ways of engaging with and creating knowledge.
- c) Support open data, open-source software, open educational resources, and open knowledge.

1.3
Support diverse information needs and learning styles and reach groups with specific needs and experiences.

Initiatives:

- a) Work with academic departments to identify their needs and their students' needs and the most appropriate interventions.
- b) Partner with student-support organizations, clubs, and other student organizations to identify and support all members of the QC community and their specific information needs.
- c) Develop innovative spaces, access points, and programs to support diverse information needs and learning styles.

1.4
Help build civic engagement and experiential learning that values diversity.

Initiatives:

- a) Provide students with meaningful opportunities for innovative and hands-on knowledge creation.
- b) Broadly support experiential and service learning opportunities on campus.
- c) Collect and preserve relevant cultural materials and archive social and community projects.

GOAL TWO
Provide relevant and accessible spaces, collections, and programming to facilitate active engagement with scholarship.

2.1
Create accessible physical and virtual environments conducive to student learning, as well as the work of the library and its partners.

Initiatives:

- a) Identify and remove barriers to the library's physical and digital spaces to create a more positive user experience.
- b) Explore new ways to connect the library and its resources to members of the CUNY community.
- c) Create a variety of accessible spaces that promote engagement and creativity, including maker spaces, active learning classrooms, collaboration spaces, and other spaces where students and faculty can work with technology and each other.
- d) Further develop the library's digital spaces, tools, infrastructure, and expertise.

2.2
Engage in responsive, curriculum-based and format-neutral collecting in line with user needs and expectations.

Initiatives:

- a) Implement a collection policy in line with current curriculum and mission of the college, ensuring that we



find the best resources to engage with each department in the most productive way.

- b) Provide efficient collections via demand-driven and evidence-based acquisitions, document delivery, and leveraging-shared consortial resources.
- c) Create a process to digitize outdated/obsolete media, prioritizing course-relevant materials, and provide access at point of need.
- d) Provide access to course readings and content, and support open educational resources and diverse approaches to educational design.

2.3
Participate in the scholarly conversation in accessible, inclusive, and equitable ways.

Initiatives:

- a) Support all stages of the research life cycle, from identifying a research question, to reviewing the literature, and engaging in research data management through publications.
- b) Celebrate and promote student and faculty scholarly and creative output.
- c) Encourage open-access publishing, participation in the institutional repository, and engagement with scholarly communication issues.
- d) Develop an expertise in copyright and actively practice fair use.



GOAL THREE

Collaborate, partner, and communicate effectively within and beyond the library.

3.1

Develop strategic partnerships which positively impact the Library, the College, and the community.

Initiatives:

- a) Redefine the library's relationship with campus support services, such as Information Technology Services, Development, the Center for Teaching and Learning, and the Academic Support Center, based on our shared mission of student success.
- b) Facilitate, support, and participate in interdisciplinary partnerships across academic departments.
- c) Develop partnerships with off-campus stakeholders, including alumni.

3.2

Expand the culture of teamwork and responsible risk-taking in the Library to empower an innovative and responsive faculty and staff.

Initiatives:

- a) Improve internal communications to encourage transparency and open dialogue.
- b) Organize work flow and internal collaborations around goals and projects.
- c) Encourage collaboration and cross-training across library units and ensure that we are all knowledgeable

about what our colleagues do.

- d) Create clear expectations and job descriptions that are living documents.

3.3

Support professional development of Library faculty and staff.

Initiatives:

- a) Mentor faculty and staff in their library roles, research, and career goals and create a workflow for onboarding new people.
- b) Provide leave and funding support for library faculty and staff, including part-timers, to participate in professional development and networking opportunities.
- c) Facilitate the sharing of expertise, research, conference, workshop, and other experiences of faculty and staff.
- d) Encourage library faculty and staff to engage with collaborative tools and emerging technologies.

3.4

Articulate our role as a contemporary academic library.

Initiatives:

- a) Create robust programming that reflects Queens College's values and engages with the campus and broader community.
- b) Increase awareness of the library through outreach activities.
- c) Integrate the library into campus initiatives and events.

GOAL FOUR

Develop a culture of ongoing purposeful library assessment and data-driven decision making.

4.1

Establish baseline measures of the quality and impact of library services, teaching, and collections and how they impact student success and faculty excellence.

Initiatives:

- a) Look at what other libraries have done. Explore best practices in assessment and compare to peer institutions.
- b) Analyze the delivery of library public services and space usage to assess performance and resource needs.
- c) Assess library involvement in the core college curriculum to improve library support and participation in teaching.
- d) Analyze collection use in support of curriculum-based and mission-based collecting.

- e) Conduct needs assessment to evaluate the expectations and needs of the Queens College community.

4.2

Make and document data-driven decisions to improve user experience for our diverse constituencies.

Initiatives:

- a) Develop effective and systematic data collections and reports (quantitative and qualitative) to support decision making.
- b) Apply data to our resource allocation.
- c) Employ ethical best practices in data privacy.
- d) Participate in campus-wide assessment and reporting by creating and leveraging working relationships with other assessment entities on campus.



