Strategic Directions Staff Retreat: Themes Identified

Prepared by Brigitte St-Laurent (June 2015)

1. CREATE KNOWLEDGE/INNOVATION OURSELVES

Definition: Developing and sustaining our institutional capacity of innovation

Examples:

- Being proactive
- Experimentation with new technology (gaming, maker spaces/sandbox)
- Digital curation

Strategic Directions:

- Experiment boldly
- Go beyond
- Mix it up
- Take pride

2. DEVELOPING AN EMPOWERED ORGANIZATIONAL CULTURE

Definition: Cultivating, encouraging and enabling a team of people who are informed, engaged, motivated and flexible in an environment of mutual respect, continuous learning and shared visions and values

Examples:

- Increase cross-training
- Staff cafés (share ideas)
- Staff suggestion forum: worktime assigned; support from administration
- Staff voices (suggestions/opinions); input encouraged, valued and necessary
- Knowledge sharing amongst staff & best practices
- New employee introduction & orientation

Strategic Directions:

- Take pride
- Go beyond
- Mix it up

3.1. CORE LIBRARY SERVICES

Definition: Proving access to core functions necessary to patrons

Examples:

- Lending of materials: more computers, laptops
- Human services: more instruction about library use; better services for printing
- Access to digital resources: better wi-fi; faster online institutional videos and tutorials
- Space is also a core serve

Strategic Directions:

- Mix it up
- Take pride
- Teach for tomorrow
- Double the research
- Go beyond

3.2. CORE LIBRARY SERVICES

Definition: Core services are essential services that define the library including:

- Lending/borrowing/preservation
- Printing/photocopying/scanning
- Access to computers/internet
- How-to and support (teaching)
- Space: physical and digital

Optimizing core services as a first step to innovation

Examples:

- More print and more online = bigger collection
- Library app for finding books
- Reliable access to library material
- More flexibility for ILL pickup and delivery
- Loading ID cards online and paying fines online
- More reliable wi-fi coverage
- Compulsory workshops (UG)

Strategic Directions:

- Grow smartly
- Teach for tomorrow
- Double our research

4.1. COLLABORATION

Definition: A strategy using relevant partnerships at every level to achieve the library's goals.

Examples:

a) Within the library
- Learning circles/learning together
- Équipe volante (pool of staff)
- Flat organization 'engage across hierachies'
b) Within the university
- Projects with students: hackaton, Cinema Politica, etc.
- Infrastructure: IITS, OOR, CTLS (IT, research support)
- Designated areas: Hospitality, Security, Facilities, IITS
c) Within the community
- Partner with other libraries (McGill, etc.)
- Fundraising, endowment

Strategic Directions:

- Mix it up
- Get your hands dirty
- Embrace the city, embrace the world

4.2. COLLABORATION

Definition: Engaging with others to improve and to achieve mutual benefits: 'Alone we go faster; together we go further'.

Examples from the Library:

- CSU Fund, GradPro Skills, InterLibrary Loans, Group study rooms, new collaborative space, BCI, inter-departmental collaboration ,library staff and curriculum (Students, faculty, classes), chat reference with other libraries, Student services, Research services, Advancement, PDA (patron driven acquisitions), explore new ways to collaborate with Faculty.

Examples from the data:

- indecision-making, provincial chat reference, collegiality, engagement, inclusivity/accessibility, connections, digital space to collaborate.

Strategic Directions:

- All 9!

5.1. STAFF DEVELOPMENT/TRAINING

Definition: Create an environment that facilitates continuous learning and collaboration, which encourages staff development, creativity and dynamic engagement.

Examples:

- Learning circles

- Lateral learning
- New technologies
- Mentorship
- Evaluation of training
- Lifelong learning
- Life satisfaction
- Self-directed
- Mult-skills

Strategic Directions:

- All 9! But more specifically:
- Take pride
- Mix it up
- Grow smartly

5.2. KNOWLEDGE AND SKILL BUILDING (formerly known as training!)

Definition: Giving everyone in the Library the confidence, ability and knowledge to engage, collaborate and innovate.

Examples: none

Strategic Directions:

- Mix it up
- Get your hands dirty

6.1. SPACE, RESOURCES & ENVIRONMENT: A LIVING LIBRARY

Definition: Development of an intellectually and visually stimulating and comfortable destination that effectively meets the research, learning and teaching needs of the Concordia University community.

Examples:

- Noise: proper, flexible noise environment
- Funds: fundraising
- Security: Safety, enforcing rules
- Food: Don't forbid but accommodate café; as much as you need but as little as possible
- Tools: More new tools, enough scanners, printers, computers, tablets, tables, chairs
- Town square: Must discuss, exceptional, unplanned, creative/innovative use of space
- Livable: Routine, habitual, every day, relax, seating, lighting, tables (standing), comfortable, kids-friendly, clean, sleep, play, meditate, earplugs

Strategic Directions:

- Take Pride
- Experiment Boldly
- Mix it up
- Embrace the city, embrace the world
- Get your hands dirty
- Go beyond
- Grow smartly

6.2. SPACE & ENVIRONMENT

Definition:

- Space is the number one service for our students
- Space is where there is interaction between our services and our users
- Space impacts the perceived quality of services provided

Examples:

- Example from practice: Security: Reinforcing Code of Conduct; more security agents; more communication
- Example from practice: The number one service for our students; public space (other university services – such as Success Centre-, solo –silent or quiet-, group, innovation space – technology and more. Staff space: solo or group/collaborative space (furniture, quality of air and light, activity/disciplinary zones.
- Example from Data: Vanier Reno; Yoga/meditation; spaces to decompress; digital work; project spaces; better chairs, lighting, etc.
- Space environment: Library as a town square; get in the mood

Strategic Direction:

- Double our research
- Teach for tomorrow