

Synthesis of Feedback on Themes

The Library Administration Team (LAT) would like to thank all participants who attended the December 11 session for sharing their excellent questions and comments regarding the draft strategic plan version 0.7. We all appreciated the discussions. We prepared the table below summarizing the comments and questions expressed during the consultation session. Many modifications to the strategic plan document were made to answer your concerns and questions. In addition to the text of the strategic plan itself, you will find below brief responses. If you would like to know more, please do not hesitate to contact anyone from LAT.

General comments on the strategic plan v. 0.7

Comments / Questions / Suggestions (note that any references to #s are from the strategic plan version 0.7)	Response	Reference (in version 0.11)
Who is the audience for the strategic plan? (e.g., define “advancement”)	<p>The audience is the Concordia community in general, and the library team in particular.</p> <p>The strategic plan will be approved by the Provost and the President of the University.</p> <p>Advancement (goal 5) is the fundraising service of the University. See http://www.concordia.ca/alumni-friends/about-us.html for more information)</p>	-
Disconnect between very specific goals and very broad statements.	Goals (numbered 1-20) are intended to be broader, while the objectives (identified with letter a), b), etc.) are more specific. All of these will be described more concretely, along with measurable outcomes, in each annual plan.	-

Organize for Empowerment

Comments / Questions / Suggestions (note that any references to #s are from the strategic plan version 0.7)	Response	Reference (in version 0.11)
Clarify what the HR program is. Need more information about what this is.	The HR program is being developed by Concordia HR and is not being rolled out for several years. It has been removed from the Library's strategic plan.	N/A
All training must be relevant in context of your job; Is project management training really needed for all staff?; Cross-training between departments to enable flexibility in staffing; How can we impart training when we are understaffed? Need more time and resources.	Good questions, and will be addressed in the annual plan. Modifications were made in version 0.10 reflecting these comments.	1
Very ambitious, huge. Perhaps fewer priorities, more focused	Maybe. At the same time, five years is a long period. Some objectives were removed.	N/A
Research (E.) Librarians need research training and support; How to get more time for librarians to do research?; Develop research community among librarians to foster communications and increase research. Like the research unit – setting trends	The goal is to increase capacity and foster a culture of research. Through the objectives, we hope to develop a research community and increase communications and research.	6
Empower committees to implement decisions	The library has started very recently to work with a new library committee structure. It is definitely the intention and will of LAT to empower committees to implement changes and projects recommended to and that are approved by LAT.	3
Mentorship opportunities. Training should include mentorship	This was added.	1a)

What about a structure for knowledge transfer? E.g., retirees). This goes with open communication between all staff. Need better framework for collaboration. Encourage all staff to share ideas	These are good suggestions to consider when working on this objective.	4a)
Theme is positive, empowering to all library staff, makes library staff feel involved. Good to emphasize training and development.	Thank you, we agree.	N/A
Maybe we need to reprioritize what we do and cut some things	Excellent comment. Questions to consider when working on many of our objectives.	N/A

Provide Spaces for Learning and Research

Comments / Questions / Suggestions (note that any references to #s are from the strategic plan version 0.7)	Response	Reference (in version 0.11)
Needs to include digital spaces. Learning and research also happen in digital spaces	This has been added to the overall theme.	N/A
Not only about our spaces. We need to be in the spaces where our learners, teachers and researchers are (Moodle, classroom, campus buildings); Make the collections more visible through other university spaces outside the Libraries. Work with student groups/clubs to host events. Support events that bring faculty, students into the library (highlight university research & projects). How do we get faculty to spend time in the Library? Have satellite libraries – go out to our users.	These are good suggestions to consider when working on these goals.	N/A
Make sure we are doing the basics well, in conjunction with innovation	Good comment. We will have to define what are “the basics” in 2016-2021.	N/A

<p>2-A ii Implementation of a communication plans – needs to be 2 plans, internal for staff and external for users. It should be easy for users to provide feedback; what is meant by the communication plan?</p>	<p>This objective is about the communication plan to our users and the community. We refer to the internal communications in 4a). Then there are two communication plans, one for our users, and one to improve communications among us, the library team.</p>	<p>7b)</p>
<p>Vanier renovations: Include a space for special collections in Vanier renovation; ensure librarians/ref staff are close to the desk; can we do things differently at Vanier? What is the consultation process for the Vanier transformation? Is it a clean slate or based on the Webster transformation? With the renovation maintain/enhance Vanier’s unique personality?</p>	<p>Yes, we are starting with a clean slate for the Vanier transformation. The Webster planning took place 3-4 years ago. Things have already changed. In addition, the Vanier Library, and the Loyola campus, have their own particularities. It is a completely different project.</p>	<p>8</p>
<p>Emphasize communications to ensure success of new cultural program; generate ideas for cultural events to showcase the technology sandbox etc.</p>	<p>These are good suggestions and questions to consider when working on this objective.</p>	<p>7c)</p>
<p>Need collection maps with LC call numbers, more simple tools to help access our collections</p>	<p>This is a good suggestion to consider when working on this objective.</p>	<p>11a)</p>
<p>Difficult to understand the technology program. What is the vision? The possibilities?; If we have 3D printing, will we have a role as a “maker space”?</p>	<p>The <i>Technology Program</i> is central to the Library. The 3D printing will be available to all, in order to democratize technology for all students, from any program. This is broader than the “maker space” concept. More communication will follow about the program.</p>	<p>7c)</p>
<p>Difficult to make digital collections visible.</p>	<p>It is a challenge that we have to address. It is part of our mission to make our users aware of what is published and to “stimulate” their interest, including outside of their principal field of study.</p>	<p>11a)</p>

Nothing in plan for Grey Nuns	The GN library spaces were very recently delivered. There is no plan to change that space for the moment. Normal maintenance will continue to be planned and done. This being said, many objectives are related to our services at Grey Nuns as well (12, for example).	N/A
Consider improved access to resources for non-academic community. Problems for walk-in users and alumni. Is guest access possible?	These is a good suggestion and good questions to consider when working on this objective. We have been discussing these questions for too long. We consider it is now time to make decisions.	11c)
Wayfinding: opportunity for improved signage, interactive kiosks on each floor. Students are lost.	We agree. These are good suggestions and questions to consider when working on this objective.	11b)
Maintenance of space: involve students in taking care of the spaces. Hall monitor program is helpful.	Thank you. We will continue to work on this.	10c) 10d)
Remove the paragraph about “recreational activity”	This has been removed.	

Transform Library Service in Line with Changing Needs

Comments / Questions / Suggestions (note that any references to #s are from the strategic plan version 0.7)	Response	Reference (in version 0.11)
Perhaps remove last sentence of description, “The Library wants to participate in supporting researchers through the entire research cycle...” or temper it as it seems overly ambitious.	We are referring to “library support”. Modifications were made.	Theme description

How can we support entire research cycle and provide our core services?	This is a good question. Modifications were made. The kind of support the library will offer will be defined in working on these objectives.	Theme description
and ensure accessibility	This has been added in another section.	12b) 12c)
Target services for mature students (consultant, liaison person)	This is part of the objective.	12b)
How will we do A-i?	This is a good question and will be addressed when we work on this objective. Within the current environment, we cannot afford not asking ourselves this question.	12a)
A –i) Change wording to “continue to” review... What about rethinking the service desk model? How do we move away from that?	We are perpetually reviewing our services. If we change it for this objective, we would have to do it for many others.	12a)
Wayfinding mechanisms should be translated into many languages. More collaboration between Student Success Centre and library staff. Offer more library orientation sessions.	These are good suggestions and questions to consider when working on this goal and objectives.	12
B) we need more people involved in this (teaching/instructional programs for diverse user groups)	Good point.	13
B-i & ii) too vague	Will be developed and specified with the annual plan.	13a) 13b)
B-iv) partner with Concordia. Share service offerings (within the Library) need to be better defined (as to who is responsible for them). What services will be retired? (in order to be able to implement the new ones?)	Good questions. For the moment, we don’t know. We cannot make these decisions without the discussions and analyses that we will conduct while working on this objective.	13d)

C-i) promote usage of Student Success Centre in the Library	We agree. It is in objective 12c)	12c)
Dii) add the word “continue” to develop and implement...This sounds like a platform for all oral history projects, maybe make it an example.	In the long term, this platform is intended to serve the research community in the preservation and dissemination of oral history projects.	15b)
F) Need a librarian (“Emerging Technologies Librarian” similar to NCSU) to oversee technology program	This is a good suggestion to consider when working on this goal.	13
D & E) Have we decided not to support the creation of open access journals? (i.e., provide IT infrastructure for OJS); Could the Concordia University Press publish journals? Maybe a libraries journal?	Support for open access journal publishing is not part of the strategic plan. Many Canadian academic libraries already offer this service. Concordia Library is distinguishing itself, and being strategic, in creating an open access university press.	16
Need mechanism to communicate frequent questions and issues at service points to all staff to improve service and training.	Excellent suggestion. To consider when working on this goal.	12
Distinction between A-iv and F-i is unclear	We clarified the language somewhat for these 2 objectives. 12d) concerns an IT troubleshooting help service in the library; 17a) concerns instruction on usage of technologies offered as part of the Webster Library’s <i>Technology Program</i> .	12d) 17a)
What is our role in the Montreal community? It would be great to be able to codify this. The West End community is underserved. Our role could be expanded.	Apart the Fine Arts Library project, we don’t have this theme covered in our strategic plan. Unfortunately, our scarce resources imply to make choices.	N/A

<p>Embedded librarianship: what can't librarians be embedded in departments?</p>	<p>We decided to change this objective to a broader concept of a program, which could take many forms. We will consider this suggestion when working on the objective.</p>	<p>15e)</p>
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Collections at the Heart of Teaching, Learning, and Research

<p>Comments / Questions / Suggestions (note that any references to #s are from the strategic plan version 0.7)</p>	<p>Response</p>	<p>Reference (in version 0.11)</p>
<p>If collections are the heart of teaching and learning, maybe this item shouldn't be last?; No action verb for this theme heading compared to others (e.g., position, encourage, celebrate, highlight)</p>	<p>The order does not represent the priorities. The four themes are at the same level. Thank you for the suggestion about adding verbs, but after consideration, we decided to keep the wording as is, since the verb is implied.</p>	<p>Theme heading</p>
<p>Simplify sentence "Our collections and related services form part of our identity..."</p>	<p>We modified this sentence.</p>	<p>Theme description</p>
<p>We need a central point (physical and electronic) to inform users of our complete offering of services and collections</p>	<p>Indeed. This question is addressed in objectives of goal 14.</p>	<p>14</p>
<p>Quick turnaround time: how do we do that with current staffing?</p>	<p>Good question. This will be analyzed and determined when we will work on this objective.</p>	<p>Theme description</p>
<p>Add to the sentence: Improving turnaround time and access to our digital collections and delivery systems in a high priority "and therefore the Library will invest in collections professional librarians and staff."</p>	<p>This is a good suggestion and will be considered when working on this theme. Adding staff is not always the answer.</p>	<p>Theme description</p>

<p>Love the action plan to reveal hidden collections. More staff and resources should be part of the plan; prioritize this. Include items that are catalogued (e.g., microfilm); Adding links to the data we already have in the catalogue records. Also find strategies to avoid/prevent hidden collections (proactive, not just reactive)</p>	<p>These are good suggestions and will be considered when working on this objective.</p>	<p>19b)</p>
<p>Special Collections needs a purchasing budget (in support of acquisitions program); Need a digitization program; Consider having a fun/cool special collection that generates research</p>	<p>This new sector is in development. These questions will be considered in the coming months/years as part of the strategic plan .</p>	<p>20a)</p>
<p>Choose to specialize so we can focus our resources.</p>	<p>Good point. Choices will be made every year. We will make them clearer with our annual plans.</p>	<p>N/A</p>
<p>A-i) Assess “user experience” and usage of digital collections, e.g., MINES user survey on databases. Focus also on qualitative aspects (best interfaces, authentication, etc)</p>	<p>This objective will possibly involve conducting MINES – an assessment tool for understanding how users interact with e-resources. It will be considered when working on this objective.</p>	<p>18a)</p>
<p>A-iv) What does this entail? PDA?</p>	<p>The library is conducting a pilot project with other university libraries in Quebec on patron-driven acquisition (PDA) through BCI. We will better assess the impact and interest for Concordia at the end of this first pilot project and consider it as part of this objective.</p>	<p>18d)</p>
<p>Clarify B) “In the industry” – information or collections industry?</p>	<p>Actually, this refers to both, so “industry” in the general sense. (e.g., distributors, publishers, library consortia, new processes developed in other academic libraries, etc.).</p>	<p>19a)</p>

<p>B-iii) shared ILS: will it confuse or overwhelm users? How accessible will materials from other institutions be? Will our students be able to request things from other libraries?; How do we maintain autonomy for the collection when sharing a collection with others? How do we ensure service is maintained?</p>	<p>These are good questions and will be considered by all potential participants in the BCI committees and groups tasked with this mandate. We will communicate more about this project in the coming months. Concordia's participation in the shared ILS will be decided and confirmed in spring 2017.</p>	<p>19c)</p>
<p>B-v) new: design a big picture overall view of these processes from beginning to end in order to make sense of these processes as part of an overall system and discover opportunities</p>	<p>This is a good suggestion. The methodology to adopt for this objective will be determined in the coming months.</p>	<p>19</p>
<p>User-driven collection organization (scanning, tagging)</p>	<p>This is not something we put in our strategic plan, for the moment at least. It is although a very interesting concept.</p>	<p>N/A</p>
<p>Implement more flexible systems (e.g., on the fly processing for reserves)</p>	<p>This is a good suggestion and it will be considered when working on this objective.</p>	<p>19a)</p>
<p>Support the idea of assessment. Is more staff needed for this?; Assessment should not be based solely on usage; Use assessment to find balance between print and digital</p>	<p>We are just at the beginning of our thinking and development of our assessment activities. These are excellent questions we will consider in working on this goal.</p>	<p>19</p>
<p>Can we influence vendors to make e-books more user-friendly? Make digital content friendlier for mobile devices and e-readers.</p>	<p>This is an excellent question. We must work with our colleagues from other institutions to really have an impact. We agree that there is a lot to be done to improve e-book interfaces.</p>	<p>19d)</p>
<p>Be more proactive about collaborating with other libraries, BCI, etc.</p>	<p>We agree. It is why we use the phrase "extreme collaboration".</p>	

Need facilities for exhibitions	Exhibitions can be both physical and digital. The Vanier Library renovation plan will consider exhibition space for special collections. The Webster Library will have new exhibition spaces on LB2.	20c)
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