
Library Strategic Plan

April 30, 2010

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This document is the Library's response to the University-wide strategic plan. The priorities set out in this document are aligned with various university planning documents, in particular *mâmahohkamâtowin: Our Work, Our People, Our Communities*. Library staff at all levels participated in a process that provided an extensive preliminary list of ideas. This list was revised by various levels of the Library's administrative structure leading to the Library's Strategic Plan.

There are two key benefits to this process. First is the inclusive nature of this exercise that provided virtually everyone working in the Library the opportunity to contribute. Ultimately, the Library's ability to achieve its strategic goals will be based on the active participation and "buy-in" of its staff and colleagues.

Second, many more ideas were generated than could be reasonably incorporated into this document. These ideas form an invaluable resource for future planning exercises.

The management team recognize that fiscal realities and staffing constraints may limit its ability to achieve some of its goals. The Library is committed to moving forward with its plan and will develop suitable measures or benchmarks to assess progress in the areas identified.

The Plan takes as its inspiration the themes of *mâmahohkamâtowin*: our work; our people; and our communities and focuses on the top six priorities identified by the University Leadership Team:

A1 – Promote and reward the pursuit of excellence in teaching, research, and public service. Make the University widely known for excellence in all its activities.

A3 – Align our array of program offerings to respond to the needs and interests of current and prospective students.

B2 – Make the transition into university seamless; enhance accessibility and flexibility; expand early-awareness and transitional programming; and ensure that appropriate supports are in place for students with special needs.

B3 – Improve the university experience for students, promote their wellbeing, and foster a stronger campus community and spirit. Provide more scholarship and bursary support, and allocate the funding necessary to attract and retain highly qualified graduate students.

B4 – Increase our administrative efficiency and enhance productivity.

C1 – Raise the profile and increase the presence of the University regionally, nationally, and internationally. Promote community involvement of University personnel by redoubling our efforts to showcase the pursuit of excellence in teaching, research, and administration.

The Library has identified the following priorities (for more information see Appendix A):

Staff Development

The Library has adopted a working group model in order to identify practical, innovative, and doable solutions for achieving its program and service goals. Each working group is encouraged to think “outside the box” and to elicit input from all library staff, improving communication and the sharing of ideas. The staff training and development initiatives and the implementation of working groups are being piloted as a way of increasing *our administrative efficiency and enhancing productivity*.

Staff development is crucial to the success of Library programs and services. The Joint Collections and User Services Staff Training and Development Working Group was recently established with a view to planning and developing the Collections and User Services Staff Training and Development Program for 2010. The working group will prepare a report with recommendations for consideration and implementation.

The Library encourages employee attendance at training sessions, workshops, and conferences, and active participation by librarians in professional organizations and activities that may *raise the profile and increase the presence of the Library*. To date, the Library has directed funding toward the support staff training and professional development activities, subject to the availability of funds.

Assessment

The Library has for many years recognized the need for an assessment program that will inform decisions on its collections and the various services that support the library needs of faculty, students, and staff. The program would also provide the Library with a sense of user attitudes and expectations.

The Library’s assessment program was created in 2008. Although it has not yet been fully implemented due to current staffing levels, some progress in this area has been made. The Library Space Planning Committee is a new standing committee of the Librarians’ and Archivists’ Council, and will assess the space needs for Library collections and services, and will recommend ways to make the existing space more attractive to students and faculty. This

initiative will *improve the university experience for students, promote their wellbeing, and foster a stronger campus community and spirit.*

For the past three years an annual statistical review of Library services and collections has been produced which provides evidence of the actual use of the Library's electronic resources. More works needs to be done in this area, but will need to be balanced in the context of the current staff complement.

Partnership and Community

The activities detailed in this section relate to the Library's efforts to *engage in educational, research, and human resource development partnerships with other educational entities, businesses, professions, and community groups.*

The Library supports the university community in many ways through its collections and services including, for example, reference and library instruction, and outreach initiatives such as library promotions and the on-site librarian program (which places library services within a faculty or department).

The Library partners with allied educational institutions across the province. Key examples include the support provided to the libraries of the Federated Colleges, Campion, Luther, and the First Nations University. The Library provides these institutions with cataloging and acquisitions support and coordinates their circulation policies. Federated college library materials are listed in the Library's online catalogue, accessible to the entire university community.

Within the province, the Library is the host site for the Voyager Integrated Library System that supports the Regina Library Information Network (RegLIN) consortium of libraries, providing both technical assistance and IT support personnel. Other potential partnership opportunities include the proposed joint nursing program with SIAST; the extent of library support for this program will depend on the availability of funding to develop collections, and additional staff to provide the requisite level of service.

The Heritage Language partnership with the Provincial Library provides access to heritage language materials through the Voyager catalogue and will be made available to the university community.

The Library is a member of several professional organizations and consortia including CARL (Canadian Association of Research Libraries), CRKN (Canadian Research Knowledge Network), and COPPUL (Council of Prairie and Pacific University Libraries). The Library actively engages with these organizations, participating on their boards, task forces, and subcommittees.

An example of the Library's participation in the professional community of libraries and librarians is its role as a co-sponsor of WILU (Workshop for Instruction in Library Use), an annual Canadian conference where delegates meet to discuss timely topics related to information

literacy. The 2011 WILU conference will be held for the first time in Regina. WILU conference planning is a priority for 2010-2011.

Library Promotions

The work of the Library Promotions Committee continues to receive positive feedback from the university community. Initiatives such as the “Beyond the Book” lecture series provide the opportunity for the Library and university community to partner in new ways and to reach out to the broader community. This initiative is in keeping with the University’s strategic priority to *raise the profile and increase the presence of the University regionally, nationally, and internationally and promote community involvement of University personnel by redoubling our efforts to showcase the pursuit of excellence in teaching, research, and administration*. The Library will target funding to support the activities of the Library Promotions Committee. The Terms of Reference for the Promotions Committee will be revised to ensure continuity of planning and activities when there is a change to committee membership.

The Library will actively explore the potential to establish a librarian internship program that will promote the University of Regina and the Library in the broader library community, and will help to create a positive image of the Library as desirable place to seek employment.

Instruction and Library Liaison

The University’s strategic priority *to align our array of program offerings to respond to the needs and interests of current and prospective students and to increase our administrative efficiency and enhance productivity* is relevant to the Library’s Instruction Program and Liaison Program. CARL (Canadian Association of Research Libraries) statistics for the Library reflect a significant increase in the number of library instruction sessions given during recent years while there has been a decrease to the overall complement of librarians and library staff available to deliver this service, and while new courses and programs – for example, Nursing - are implemented. The traditional model for delivering library instruction – both on-site and distance – needs to be reviewed at this time. The challenge is to develop an instruction program that is flexible and will be sustainable in the longer term while taking into consideration the realities of current staffing levels. A review of the Library’s Instruction Program and the Library Liaison Program (as it relates to library instruction) will be undertaken, and will consider various models and best practices. The recommendations set out in recent reports on instruction and liaison prepared by Library committees and working groups, and the recommendations set out in the University’s Distance Education Task Force Report will provide a context and starting point for the review. The User Services Planning Committee will lead the review and will ensure wide input into the process. A report with recommendations will be prepared for Librarians’ and Archivists’ Council for consideration and implementation.

Student Engagement

The Library will actively seek out opportunities to connect with students in new ways in order to *make the transition to university seamless and to enhance accessibility and flexibility*. Key priorities identified include:

- Redesigning the Library website.
- Maximizing new library technologies to promote library collections and services across campus.
- Exploring new partnership opportunities with student support services across campus.
- Reaching out to prospective students through increased liaison with local high schools.

The Library website will be redesigned with a student focus, streamlining access to information on library resources and services in order to better serve student library needs. For greater consistency, the look and feel of the Library website will be in keeping with the new campus content management system. The initial work on the Library website project will be facilitated through the creation of working groups charged with the responsibility for reviewing and revising web content, and providing input into the navigation features of the site.

New technologies such as widgets and Libguides, for example, will be explored with a view to facilitating access to library collections and services through faculty and departmental websites. The Joint Committee on Collections and User Services (JCCUS) will serve as a forum for sharing information on new library technologies and their potential use from the Collections and User Services perspectives. Recommendations for implementation of new technologies will go forward to Librarians' and Archivists' Council (LAC) and Library Director's Executive Committee (LDEC) for consideration and implementation.

The University Engagement Centre (UEC) initiative is in keeping with the University's strategic priority to *expand early-awareness and transitional programming; and ensure that appropriate supports are in place for students with special needs*. The UEC initiative brings together in one location various student support services, providing the opportunity for UEC partners to *integrate their activities, services and resources more fully into student space* in the Dr. John Archer Library (from the Library website: www.uregina.ca/library). The primary focus of UEC activities will be the further development of the program that was initiated in 2009, while actively exploring new partnership opportunities, including the delivery of library services on-site in UEC partner locations beyond the Dr. John Archer Library. To better meet the needs of students registered with the Disability Resource Office, reference services will be made available (by appointment) to students on-site in the Disability Resource Office. The Library Liaison for the UEC will prepare a report on the pilot project, providing an assessment of the effectiveness of this service in meeting the library needs of students, faculty and staff with disabilities. The report will include recommendations for a seamless service model that may be sustainable in the longer term, and will identify core training needs for reference staff.

The Library will continue to actively participate in campus initiatives and committees that promote library awareness and provide the opportunity to connect with students early in their

U of R experience. The Library Promotions Committee will continue to take a leadership role in this area.

Current Technology and Service Efficiency

Technology can be leveraged to allow the Library to take on new roles, work with new partners and allow it to better meet the ever-changing expectations of Library users who have embraced the web, require desktop access, want personalized output, and expect a convenient self-service environment. The Library's strategic plan attempts to address some of these needs through a number of initiatives that either expand upon services already in place, add new services and value to our users, or increase staff efficiency in delivering services. The Library plan takes into account technology trends in libraries that can be applied here and addresses the goals and objectives of the University of Regina Strategic Plan.

In particular, the Library's current technology plans address the University's strategic priority to *align our array of program offerings to respond to the needs and interests of current and prospective students and take a programmatic approach to distributed teaching and learning* as well as to *improve the University experience for students*. Most projects with a technology component will also address the University objective to *increase administrative efficiency and enhance productivity*.

The internet continues to change the way Library users prefer to communicate. Weblogs, webcasts, texting, and instant messaging offer the Library an opportunity to communicate with its users in dynamic responsive ways. The Library has met the demand for online content and services by introducing an ever-expanding array of online databases and off campus authentication. Library online resources are now very complex and require more than face to face instruction to meet user needs in a mobile world.

The Library will focus on the rebuilding of its website to make it user centred and ready to be converted to the new campus web content management system which will offer web 2.0 capabilities and a new design. The Library will also investigate uses of mobile technology applications to allow students to search for resources on their phones and to text Library staff if they need assistance. A student and user focus will be emphasized not only through the redevelopment of the Library's website, but also the provision of a circulation self check out station, and electronic document delivery for interlibrary loan, and promoting the use of Google Scholar as a means of retrieving more relevant research results through Google searches. These initiatives address the University priority to *take a programmatic approach to distributed teaching and learning*.

Research Technology and Campus Support

As content standards and best practices for creating, describing and searching digital content have matured, the Library will use these standards to plan, build and preserve digital collections that are easy to use and highlight the unique collections of the Library and the University of Regina. The goal is to improve and facilitate access to collections that currently have limited availability. The institutional repository (oURspace) will be expanded to include electronic theses and dissertations, technical reports, and other key research produced by the University.

Significant higher education trends include: the proliferation of e-learning, lifelong learning, institutional repositories and open access scholarly communication. The Library's response to these trends includes the institutional repository (oURspace), support of open access to University publications and research, and the development of digital collections which showcase University Archives' collections.

Another planned project associated with scholarly communications includes a move to print-on-demand. The Library provides numerous full text databases with print-on-demand features, but plans to enhance this to allow post to web printing of articles requested through interlibrary loans. This will enable Library users to print interlibrary loan article requests and will facilitate the electronic delivery of documents directly to the desktop.

The Library plans to support campus research technology initiatives in keeping with the University's strategic priorities to showcase *the pursuit of excellence in teaching, research, and administration* and to *enhance the University's distinctive research profile*.

Student Engagement and Service Flexibility

The Library will strive to align its physical space with the University's academic and engagement goals and foster an environment conducive to discovery and learning. Related to this, service flexibility improvements will be achieved through the addition of more wireless laptops for lending, and the ultimate goal of creating a new lab on the main floor to allow instruction to more than 30 students at a time. Use of movable walls will allow clients to use the computers and space when classes are not in session. This addresses the University strategic priority to *improve the university experience for students*.

Partnerships, Outreach and Campus Support

The Library will increase its participation in educational outreach activities through integration of archival materials into University courses and assignments, cross campus collaboration in developing the records management program, development of the lending collections of the Teacher Preparation Center, and use of oURspace to provide open access to faculty and student research papers. The Library will also increase collaboration with libraries locally and regionally. A key project in this area, as mentioned above, will be the pilot project with the Provincial

Library to circulate their heritage language collections and thus serve our multilingual clients and foreign students. These projects address the University's strategic goal to *enhance the University's distinctive programming and research profile* and to *capitalize on research successes*. The records management program contributes to the goal to *put sustainability at the core of our teaching, research, and campus life*.

Staff Efficiencies

Several of the initiatives identified above will increase staff and service efficiency. Additional examples are detailed in the appendix. They illustrate how new library technologies and technology support can be used to meet University objectives to *raise our administrative efficiency and enhance productivity* and how the Library can *align our array of program offerings to respond to the needs and interests of current and prospective students*.

Technology Support

As technology is integral to and facilitates many of the planned services and projects in this strategic plan, particular attention will be paid to prioritizing projects. 'In house' technology-related projects normally have shorter timelines while technology projects requiring input and work from Information Services staff, Physical Plant or outside partners tend to have longer timelines to mesh with their project priorities. This meets the *sustainability* objective of the University Plan.

STRATEGIC PLAN REPORT

Unit: LibraryDate: 22-January-2010**Section One: Contributions to the University Strategic Plan**

(add additional lines if necessary to accommodate all actions)

Goal	Objective	Actions <i>(Existing or underway /Planned)</i>
A1 - Excellence	Faculty Support	Develop and evolve a more comprehensive liaison program <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Staff Development	Revisit and restructure Staff Training & Development program <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Update Ezproxy software to allow access to online databases from off campus and provide technical support for off campus access problems <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Research Technology	Implement and support Relais Interlibrary Loan system Post to Web to provide online document delivery to patrons wherever they are <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Profile	Continue "Beyond the Books" lecture series, highlighting the expertise of faculty members and campus experts. These lectures are open to the public and are widely advertised. <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Current Technology	Research the feasibility of testing, programming and support required to provide mobile applications supplied by vendors <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Assessment	Develop evaluation methods to gather campus feedback regarding Library services and programs <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Use oURspace to present research papers of faculty and students <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Instruction	Develop training sessions open to the campus community (RefWorks, SPSS, and other specialized databases) in collaboration with Information Services <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
A2 - Liberal arts and science	Research Technology	Continue integration of archival materials into University courses and assignments <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Use oURspace to present research papers of faculty and students <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
A3 - Program alignment	Student Engagement	Evaluate feasibility of offering RSS feeds for new books <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Institute use of library widgets through other departments' websites (eg. LibGuides) <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Efficiency	Implement structures for Interlibrary Loans to work more closely with Technical Services and Circulation to report incorrect records in Voyager <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>

A3 - Program alignment	Service Efficiency	Implement Circulation Self-Check with Voyager using SIP2 protocol <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Faculty Support	Collaborate with the Faculty of Education on Teaching Preparation Centre and English-language collections <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Explore the possibility of offering Library cards for all grade 12 students to develop a stronger high school liaison program <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Investigate mobile applications for catalog, electronic resources, and services <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Flexibility	Continue to expand "flexible learning" options, whether these be off-site face-to-face, televised, or online classes, for services including library & research skills instruction, reference assistance, and delivery of materials <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
A4 - Research	Faculty Support	Collaborate with Faculty of Education to provide circulation and staff training for new collections in literacy education for the Teaching Preparation Centre <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Partnership	Develop collaborative project with Provincial Library to circulate their heritage language collections through Voyager to increase their circulation and serve multilingual clients <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Profile	Use oURspace to raise research and scholarship profile; integrate archives into class instruction and showcase University research to the broader community/public <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Efficiency	Collaborate with Information Services to extract patron email addresses from BANNER for automatic transfer to Voyager <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
A5 - Sustainability	Materials Reduction	Continue with Records Management program, optimizing administrative efficiency and reducing duplication <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Materials Reduction	Integrate Interlibrary Loans use of Relais Post to Web and Receive FTP (File Transfer Protocol) for document delivery to U of R clients <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
A6 - Distributed teaching/learning	Research Technology	Redesign the Data Library website to a databases driven site with format and navigation that will enable it to be converted to the new campus content management system <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Employee Relations	Update the Library web site and staff zone for content, format and navigation format that will allow it to be converted to the new campus content management system <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Current Technology	Implement Contentdm software for digitization projects <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Current Technology	Setup and test Google Scholar to work with systems supported open source software and existing programming interfaces to Voyager, OCLC and online databases <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>

A6 - Distributed teaching/learning	Current Technology	Research the feasibility of testing, programming and providing the technical support required to provide mobile applications supplied by vendors <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Current Technology	Collaborate with SFU open source developers to revisit the Interlibrary Loan online request form for staff and patron usability <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Partnership	Support for joint SIAST and U of R nursing program and access to resources <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
B1 - First Nations/Métis	Community	Continue to include Aboriginal and Métis materials in oURspace, the University Publications collection, and the main archival collection <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Partnership	Continue coordination of circulation policies with FNUniv library policies <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Partnership	Continue to offer ongoing assistance to FNUniv on circulation problems <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Technology Support	Continue to provide systems and technical support for all issues related to the Voyager system used by FNUniv and Gabriel Dumont Institute <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Campus Support	Provide Interlibrary Loan service to FNUniv staff and students <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Campus Support	Offer access to LibGuides software to federated colleges library staff <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Campus Support	Continue to Provide access to the Voyager database for FNUniv and host a Voyager database for Gabriel Dumont Institute <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
B2 - Transition and accessibility	Service Flexibility	Appoint a staff member as Library liaison with the Disability Resource Office to provide a range of library services to special needs students <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Continue to collaborate with other campus units in the University Engagement Centre initiative to make students supports (such as the Disability Resource Office, UR International, the Student Development Centre, and the Aboriginal Student Centre) more visible and accessible to students who need their services <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Student Engagement	Examine student recruitment and retention initiatives via liaison <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Current Technology	Research the feasibility of testing, programming and providing the technical support required to provide mobile applications supplied by vendors <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Current Technology	Provide Systems support for instant messaging, for client interaction with Library staff for reference assistance and other services <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>

B3 - University experience	Service Efficiency	Implement Circulation self checkout using SIP2 interface to Voyager Circulation <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Continue development of University Engagement Centre <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Student Engagement	Establish "quiet floors" or "quiet study areas" on upper floors to counteract noise levels on the main floor, particularly needed by senior and graduate students <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Community	Follow up on Space Allocation Committee recommendations to establish a sense of community in the library through a more pleasant, inviting, and "flexible use" environment <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Continue active participation in the campus URConnected Committee that plans fun and informative events for prospective and new students crucial in creating a sense of campus spirit <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Flexibility	Continue to develop personalized reference service and offsite liaison services and development of disabilities liaison program <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Flexibility	Build a new lab on the main floor to allow instructions to more than 30 trainees and use of movable walls to allow patrons to use space when classes not in session <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Efficiency	Remove standalone stacks on main floor to make free up space and shift government publications to east movable stacks <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Efficiency	Collaborate with Information Services to extract patron email addresses from BANNER for automatic transfer to Voyager <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Efficiency	Weed ERIC collection to contain only materials not online; move record collection to east wall of Micro/AV area (where ERIC is now) <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
B4 - Efficiency and productivity	Assessment	Re-invigorate assessment and evaluation program <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Implement and support Relais Interlibrary Loan system Post to Web to provide online document delivery to patrons wherever they are <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Efficiency	Develop a more efficient meeting and communication structure <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Redesign the Data Library website to a databases driven site with format and navigation that will enable it to be converted to the new campus content management system <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Staff Development	Continue to stabilize leadership and provide more clear direction for staff members regarding assigned duties, working groups and training, including investigating and restructuring its User Services areas to maximize efficiency <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Technology Support	Add "tech help" pages to the web site to assist patrons and staff with use of electronic tools which Systems supports (google scholar, etc.) <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>

B4 - Efficiency and productivity	Service Efficiency	Evaluate signage improvements (eg. rename Borrowing Desk to Circulation Desk) to conform to other libraries on campus and elsewhere <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Technology Support	Implement new campus printers into Library and train staff how to use and how to support clients with scanning and faxing. <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Current Technology	Update the Library web site and staff zone for content, format and navigation format that will allow it to be converted to the new campus content management system <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
B5 - Employee relations	Transparency	Post Library reports and minutes of Library meetings on the staff zone website in a timely manner <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Staff Development	Redesign and update the web staff zone to include up-to- date information relevant to staff needs and interests <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Staff Development	Accept invitation to be a beta tester of new Ex Libris online learning web site <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Staff Development	Enable employee participation in workshops that expand their knowledge of overall Library operations, new databases, and trends <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Staff Development	Participation at conferences and professional organizations <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
B6 - Diversity	Community	Expand number of seminar rooms by building moveable walls <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Community	Encourage employee development through participation in workshops that assist in building welcoming environments <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Service Flexibility	Expand number of wireless laptops for circulation to provide flexibility of access <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
C1 - Profile and presence	Profile	More hosting or co-hosting of regional and smaller national conferences such as recent award of WILU 2011 (Workshop for Instruction in Library Use) <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Increase ties with IBP and AP students, possibly via a liaison program, and extend service to high school students taking university credit classes <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Profile	Continue "Beyond the Books" public lecture series to highlight the expertise of faculty members/campus experts. Increase promotions of library events that bring a broader population to the Library and campus <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Profile	Bring in internship students from library schools to raise profile of Regina, the U of R and Archer Library with both the professors in those schools, and the students themselves. <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Student Engagement	Redesign the Library websites with a student-based focus and update content, format and navigation formats to allow conversion to new campus content management system <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>

C1 - Profile and presence	Assessment	Establish the Space Allocation Committee as a standing committee of the Library <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Contract with OCLC for hosting ContentDm content management system for digitizing our collections <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
C2 - Collaboration	Campus Support	Continue building cross-campus connections with Records Management program and oURspace digital repository <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Campus Support	Continue to offer Interlibrary Loans service delivery for federated colleges <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Campus Support	Provide use of Voyager integrated library system to all federated colleges and GDI with ongoing technical support and staff training <input checked="" type="checkbox"/> <i>Ex.</i> <input type="checkbox"/> <i>Pl.</i>
	Research Technology	Continue development and ongoing maintenance of COPPUL web site and wiki for Interlibrary Loan resource sharing <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
C3 - Partnerships	Community	Continue development of Heritage Language project with Provincial Library and when implemented begin charging out heritage language books from the Provincial Library Collection using Voyager <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Develop oURspace and digitization on Contentdm system <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Research Technology	Collaborate with Information Services on hosting Dspace software for oURSpace institutional repository <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Community	Liaison with SIAST Library to support joint nursing program <input type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>
	Community	Continue to host site for Voyager Integrated Library Systems used by RegLIN consortium of libraries; provide technical assistance to RegLIN Library staff and their IT support personnel to maintain their Voyager databases and connections to the U of R server <input checked="" type="checkbox"/> <i>Ex.</i> <input checked="" type="checkbox"/> <i>Pl.</i>