

The University Library
is an intellectual hub
where people, information, and ideas
connect to create and share knowledge
to ensure a sustainable future.

STRATEGIC FRAMEWORK

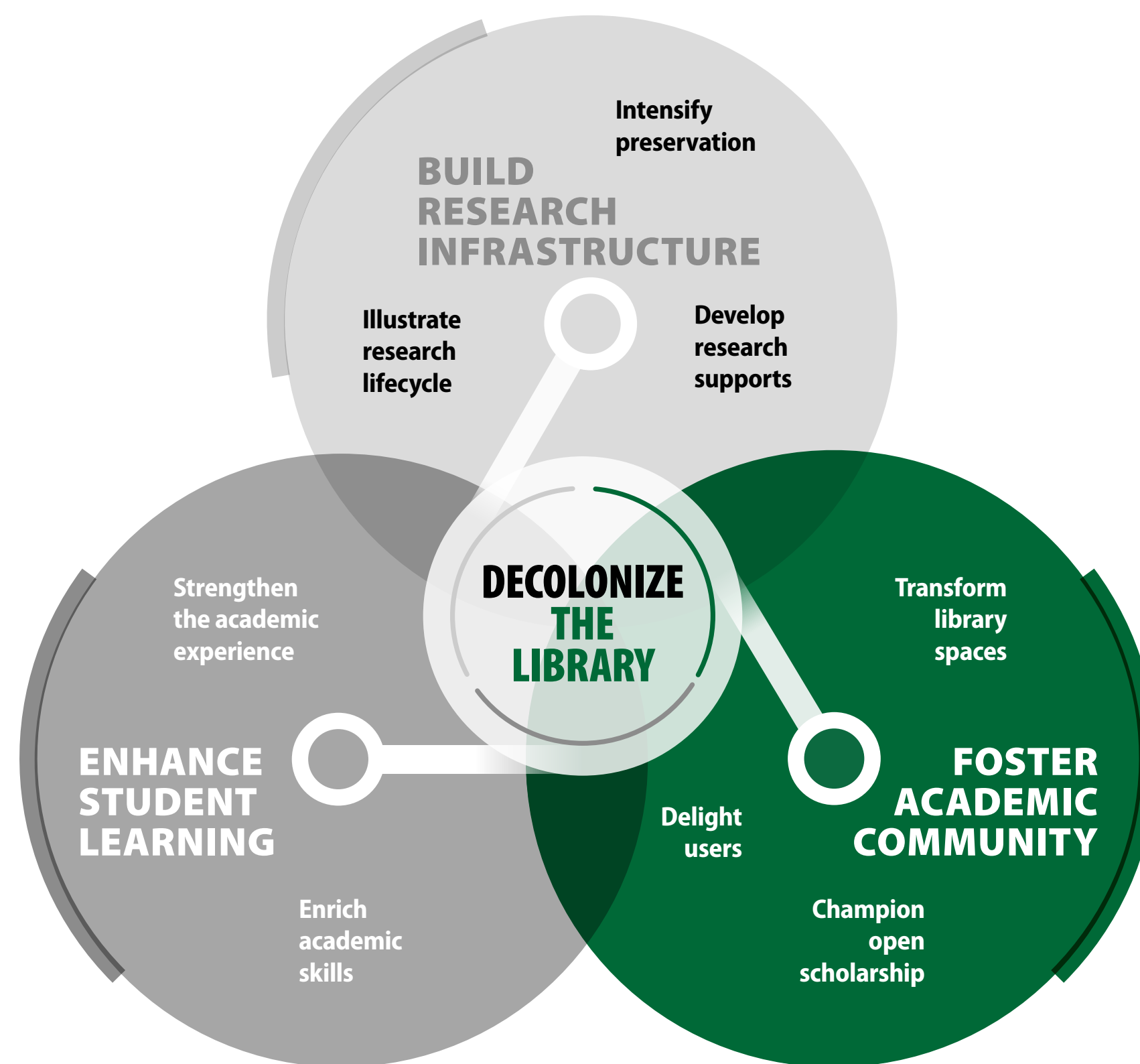
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UNIVERSITY OF SASKATCHEWAN
University Library
LIBRARY.USASK.CA



COMMITMENTS



STRATEGIC COMMITMENTS

ASPIRATION

The University Library is an intellectual hub where people, information, and ideas connect to create and share knowledge to ensure a sustainable future.

CORE PURPOSE

We advance learning, research, and collaborations across our diverse community through the unique combination of academic support services, inclusive spaces, and relevant and distinctive collections.

DECOLONIZE THE LIBRARY

GOAL

Understand and dismantle the colonial perspectives underpinning library practices to make everything we do welcoming, responsive, and accessible to all. This foundational goal will inform the activities and outcomes of all of the Framework's strategic commitments.

DESCRIPTION:

The library strives to be an open and inclusive environment that respects and uplifts Indigenous voices and perspectives. However, modern library practices arose out of and reflect colonial worldviews. We must actively broaden our approaches to collection development, description, and ownership; service design and delivery; and space design and allocation to reduce barriers of access and use. Success requires partnership with Indigenous campus and community stakeholders.

OBJECTIVES:

Bring together activities, programs, services, and expertise currently scattered throughout the library to create a cohesive and strategic approach to decolonization.

Develop and implement an action plan that advances *ohpahotân I oohpaahotaan* (the University of Saskatchewan's Indigenous Strategy), addresses the *Truth and Reconciliation Commission of Canada's Calls to Action*, responds to the *Canadian Federation of Library Associations' Truth and Reconciliation Report and Recommendations*, and the *Steering Committee on Canada's Archives' Reconciliation Framework*,

and advances the National Centre for Truth and Reconciliation and USask Partnership Agreement.

Support education and personal development of employees related to understanding the purpose and impacts of colonial perspectives, including unlearning what we were taught about the history of Canada and discussing the effects of residential schools and intergenerational trauma, and other colonial policies that have had, and continue to have, detrimental impacts on Indigenous peoples in Canada.

Implement a strategy that builds and supports a diverse and inclusive workforce, including increasing Indigenous representation, and creates a culture of belonging.

Enhance collections, through re-energizing the iPortal and addressing colonial, out-dated, and offensive descriptions within library and archive catalogues.

Identify and undertake actions to ensure our collections are welcoming, responsive, and accessible.

DEVELOP RESEARCH SUPPORTS

GOAL

Develop robust research infrastructure, services, and expertise to support scholarship and to collect, make accessible, and promote the university's research, scholarly, and artistic outputs.

DESCRIPTION:

Libraries are well positioned to work with researchers and campus units to provide infrastructure, services, and expertise to support scholarship at all stages. Currently our initiatives in this area are ad hoc and project based. Creating an ongoing suite of services in the library will support researchers in their scholarship, assist them in collaborating, creating, and curating, and allow the library to collect, make accessible, preserve, and promote the university's research, scholarly, and artistic outputs to the international scholarly community.

OBJECTIVES:

Support and promote creativity and interdisciplinary digital scholarship by providing services that enable researchers to collect, create, curate, and interact with diverse forms of knowledge.

Collaborate with researchers to plan and realize digital projects throughout the research lifecycle.

Promote appropriate metadata use and preservation standards and practices to help researchers with their digital projects.

Lead digital scholarship training and outreach in collaboration with research partners on and off campus.

Enhance and promote research support services and programmatic training, including synthesis reviews and research data management (RDM).

Promote and expand HARVEST as a venue for making the university's research, scholarly, and artistic outputs accessible to the international community.

ILLUSTRATE RESEARCH LIFECYCLE

GOAL

Lead the collaborative development of an institution-wide framework that illustrates all services, systems, and supports across the full research lifecycle as a practical tool for researchers.

DESCRIPTION:

Academic libraries support the many steps along the research lifecycle: idea generation, grant writing, the research itself, dissemination, and preservation. However, the research lifecycle needs to involve many other campus units and this distributed research support model can be confusing and challenging to navigate. Creating an illustrative framework that incorporates all campus-wide research services, systems, and supports will help USask researchers efficiently use all components to successfully progress their research.

OBJECTIVES:

Connect with the Office of the Vice President Research (OVPR) and Information and Communications Technology (ICT) to determine how to achieve the goal of illustrating the research lifecycle in a collaborative and positive way.

In partnership with the OVPR, ICT, and other campus stakeholders, develop a cohesive framework and shared understanding of campus research supports and determine ways to make the framework accessible and useful to researchers, including information gathered in the following ways:

- Review research lifecycles created by other universities in order to learn from the experiences and expertise of others
- Create an inventory of all existing supports for research across the university
- Identify tools and resources researchers are using to meet their research needs, both those provided by the university and those provided by others. Identify researchers' unmet needs through a needs analysis

Develop a forward-facing view of the research lifecycle.

INTENSIFY PRESERVATION

GOAL

Enhance our preservation program and services to ensure long-term access to our print and digital collections.

DESCRIPTION:

Preservation is fundamental to the mission of the University Library, ensuring the ongoing and long-term ability of researchers to access a rich variety of collections. Both digital and physical preservation require a programmatic and global approach. While we have longer experience with physical preservation, we are now able to address some important limitations of the facilities housing rare and archival materials. Digital preservation goes beyond technological solutions, also requiring a robust policy framework and sustained human and financial resources.

OBJECTIVES:

Ensure the long-term accessibility of our rare and archival physical collections through a systematically developed preservation management program, including state of the art environmental controls, security measures, and policies and procedures for staff and patrons.

Undertake large scale digitization to ensure the long-term and broader accessibility of our collections, especially at-risk media formats (film, video, audio, etc.).

Establish the foundations for a robust digital preservation program in the library, including technology, processes/policies, and sustainable financial and human resources.

ENRICH ACADEMIC SKILLS

GOAL

Design, coordinate, and deliver academic skills programming, instruction, and online resources that can be embedded or integrated at the college/school level.

DESCRIPTION:

Core academic skills and literacy practices are necessary for students to be successful at university. At USask some colleges/schools have integrated or embedded academic skills into the curriculum but it is not consistent. The library will address this gap by continuing to implement developmental and cross-disciplinary academic skills programming that aligns with the Learning Pursuits of the USask Learning Charter and supports the goals and initiatives of colleges/schools.

OBJECTIVES:

Develop and communicate a library framework for academic skill development and literacy practices that are integral for student success.

Design programming guided by the library's framework for academic skill development and literacy practices, considering mode of delivery, scalability, resourcing, and assessment.

Partner with colleges/schools to:

- Identify academic skills and literacy practices, within the library's framework, that support their curricular requirements and learning outcomes
- Embed customized programs and resources into identified courses

STRENGTHEN THE ACADEMIC EXPERIENCE

GOAL

Align our student learning programming with other campus units to enhance academic experience and success.

DESCRIPTION:

The library, along with other university portfolios and administrative areas, is working alongside colleges/schools to support student success. This decentralized service delivery can result in a lack of coordination of programming and services, a duplication of effort and resources, and referrals that may cause confusion for students. To effectively address these issues the library needs to align its programming with those units we know overlap and intersect with library services. These include the student experience units within the Teaching, Learning, and Student Experience (TLSE) portfolio; the Undergraduate Research Initiative in the Office of the Vice President Research (OVPR); Information and Communications Technology (ICT); and the College of Graduate and Postdoctoral Studies (CGPS).

OBJECTIVES:

Work at the TLSE portfolio level to develop and integrate the library's academic skills programming and learning supports with their student experience programming/units .

Consulting with ICT, create resources and programming that help students develop technology skills and familiarity with learning technologies that are critical for academic success.

Work with the OVPR to improve the collaboration and coordination between the Undergraduate Research Initiative and the library to ensure the best possible support for undergraduate research.

Work with the CGPS to integrate library academic supports into the overall graduate student program, with a particular focus on the needs of international graduate students.

TRANSFORM LIBRARY SPACES

GOAL

Transform physical library spaces
to enrich learning, discovery,
creation, and inspiration.

DESCRIPTION:

Physical library space is a key component of library services and the academic experience. Transforming library spaces will be done within the context of the University Library Master Plan while ensuring that the new spaces reflect the ever-changing teaching, learning, and research environment.

OBJECTIVES:

Identify and undertake actions to ensure our spaces are welcoming, responsive, and accessible, in partnership with campus and community stakeholders.

Relocate University Archives and Special Collections to renovated space on Murray Library 5th floor, complete with the environmental controls necessary to meet the specific needs of our unique and archival collections.

Steward the physical collection to reflect campus research and learning needs as we transform the library's public spaces .

Partner with Colleges of Law, Education, and Engineering to re-vision the library spaces located in their buildings, using the Master Plan as a guide.

Identify opportunities to progress components of the Master Plan through internal resource reallocation, donor support, and partnership with other campus units.

DELIGHT USERS

GOAL

Ensure our services and spaces are user-focused, accessible, and inclusive to create a positive and enriching user experience.

DESCRIPTION:

To meet the University Library's core purpose, aspiration, and goals, the library strives to reflect the principles of universal design in its services and physical and online spaces.

- The design is equitable in use to people with diverse abilities
- The design is flexible enough to allow a wide range of individual preferences and abilities
- The use of the design is simple and intuitive, easy to understand regardless of previous experience or skill
- The design is perceptible, such that it communicates information effectively to the user
- The design is tolerant of error, such that it minimizes adverse consequences if used incorrectly
- The design requires low physical effort, allowing use with minimal effort
- The design accommodates the size, space, and approach necessary for use
(from: The Center for Universal Design at North Carolina State University)

OBJECTIVES:

Identify and undertake actions to ensure our services are welcoming, responsive, and accessible, in partnership with campus and community stakeholders.

Develop and implement services to increase accessibility to our print collections in an increasingly distributed environment.

Develop and implement ways to both hear from library users and to actively inquire about existing, changing, and new library programs, services, and spaces.

Review services initiated during the COVID-19 pandemic to determine which should be maintained and enhanced.

Review borrower and reference services procedures and physical and online service points to assess accessibility and to ensure that they are user-focused and inclusive.

As the transformation of library spaces proceeds, establish regular and targeted consultation with library users to ensure that transformed spaces are user-focused, accessible, and inclusive.

CHAMPION OPEN SCHOLARSHIP

GOAL

Champion open and transparent scholarship to promote equitable and sustainable access to information, facilitate discovery and reuse of that information, and increase its impact.

DESCRIPTION:

To be the university the world needs, USask must reach all those who could potentially build upon, benefit from, and/or apply its research and scholarship. When the results of research are locked behind expensive publisher paywalls, these maximal benefits are not realized. We must ensure that USask research and scholarship at each stage of the research lifecycle is openly available to increase its discoverability, access, reuse, and impact. We also acknowledge that there are situations and cultural contexts in which making research products open is not appropriate.

OBJECTIVES:

Educate researchers and scholars about the benefits of open scholarship, such as improved reach and impact, and how it counters issues such as information privilege and corporatization of scholarship.

Help researchers apply open scholarship best practices across the research lifecycle by improving the reproducibility and transparency of their research, implementing data management strategies, and disseminating their scholarly outputs and research data

in open venues, such as HARVEST, subject repositories, OA journals, and the Federated Research Data Repository (FRDR).

Collaborate with campus stakeholders to determine ways to appropriately recognize and reward open scholarship.

Participate in the global movement toward open scholarship models, platforms, and infrastructure to facilitate transition to a more equitable and sustainable scholarly publishing system.