LIBRARY AND ARCHIVES MASTER PLAN

**QUEEN'S UNIVERSITY LIBRARY STAFF
FOCUS GROUP HIGHLIGHTS
JANUARY 10, 2013
REVISION O**

*Participants:
See participant list
In Association with:
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Executive Summary

Attached are meeting proceedings from the staff focus group held on January 10, 2013. The purpose of the workshop was to get further input from staff on the Library and Archives Master Plan. The results will be collated with other inputs and used by our planning partners and the steering committee to shape the key elements of the plan.

The group was asked four questions:
1. What types and configurations of spaces would you like to see incorporated into the master plan?
2. What improvements (modifications, tweaks etc.) would you like to existing library and archives spaces? (Consider: (e.g. programming, security, access, egress, food services, lighting etc.).
3. In what ways do you see technology incorporated into the master plan?
4. Guiding principles and priorities. Imagine you are writing the executive summary of the plan and you need include a few key guiding principles that must be maintained in all the suggestions, strategies and recommendations contained within the plan.

Below are the highlights from each question.

Top Ideas for New Spaces

1. **Flexible, bookable user group and individual space** with equitable access, and ability to reconfigure to suit user needs (focus on small group rooms 2-6 people);
2. **New teaching spaces** that are flexible, interactive and durable, that all of QUL (not just librarians at that location) can access for teaching (up to 50 people)
3. A **new Archives facility**; accessible, spacious, climate-controlled with secure vault space
4. **Play space:** some cool technology such as cool games, 3D printing & a bistro bar and resting space in DL (should be flexible, adaptive & immersive learning space to accommodate new devices, new technologies, new media)
5. **Archives and special collections** should be combined in some way - collections need similar types of care, staff have some of the same skills, researchers have similar focus & needs. Both need exhibit space.
6. Dedicated, team-based **collaborative staff space** to foster good communication, new ideas and improve rapport
7. **Remote storage and automatic retrieval.** Solution to space problems without sacrificing quick access. Room for growth. Archives could use a new space for storage or retrofit current archives to use space more efficiently.
8. Spaces that **encourage collaboration between different stakeholders** (IT Services, TLC) - a space where those stakeholders can meet and work together on common issues. For example, where IT Services, TLC staff, librarians, library staff, operations can work together with faculty to support the goals of entire institution (one stop seamless shopping).

Selected changes to existing spaces

1. Explore **more user space, individual space vs. Group space**, safe environment for users, social space. Space for creating new media (media lab).   Refurbish the 1960 reading room in DL and add more new study rooms in ES
2. Serious **maintenance and refurbishment** needs to be done in certain libraries - e.g., painting, repairs, cleanliness, uncluttered spaces. Some libraries have no air conditioning and are not usable by patrons during the summer.

3. **Amazing Grad space** (they really need it) - should support new initiatives, including digital humanities (e.g. Digitization centres in the Libraries and Archives), collaborative workspaces and individual quiet study space)
4. **Better staff spaces:** inspiring, accessible, and accommodate small meetings. (Offices and staff rooms.)
5. **Movable flexible furniture**. Students already move furniture around to accommodate social learning and studying. Movable furniture that facilitates this would improve the lifecycle of the furniture and floor finishes while improving the experience of the students.
6. Have a space like **Speaker's Corner** for stellar guest speakers that is not disruptive to students. This space could also be used to screen films, show timely world events.
7. **Improve security:** theft issues. Is there a way to secure belongings? More locking carrels or lockers? Security cameras? Security of collections (archives, special collections)

Technology

The group brainstormed technology ideas and then categorized the ideas into four buckets
- Principles/guidelines (things we should adhere to in implementation)
- Infrastructure (space, equipment, physical resources, etc.)
- Concrete technology suggestions
- People/staffing

Individual ideas are in section 2.

Guiding Principles

1. **User centered**: align services and programs with current academic needs, meeting the needs in timely way ensuring relevance and flexibility;
2. Provide a **welcoming, accessible space available to all members** of the Queen's and broader community ...Respect for all learners
3. **Alignment with QU mission**, academic plan and other overarching directions: exemplify the Queen's Spirit of Initiative..
4. Inspiring and **inviting beautiful spaces** for students, faculty AND staff
5. **Core function on campus**: remain a central hub on campus ("what is a university without a library and archives"")
6. **Space for people to "EXPLORE":** preserve freedom of inquiry that ensures fairness, equal treatment across faculties and allows everything on table

Path Forward

Task	Resp/Date
1. Prepare/Distribute meeting proceedings	Erik 1/12

See project plan

Editor's Notes:
    a. The symbol // or … indicates that two similar ideas have been merged together.
    b. This document contains the meeting proceedings and is not intended as a "Final Report"

1.0 – Space

1.1 – New Spaces

Voting Results (select top FOUR)
> Multiple Selection (maximum choices = 4) (Allow bypass)
> Number of ballot items: 11
> Total number of voters (N): 44

#votes	Idea
29	1. Flexible, bookable group and individual space with strategies for equitable access, with ability to reconfigure to suit user needs ... small group rooms 2-6 people. (for users)
29	2. Develop new teaching spaces that are flexible and durable, that all of QUL (not just librarians at that location) can access for teaching. ...New Teaching spaces that are flexible, interactive, and that accommodate up to 50 people
24	3. A new Archives facility; accessible, spacious, climate-controlled...secure vault space ...ideally move archives to p4w.
18	4. Play space some cool technology such as cool games, 3D printing & a bistro bar and resting space in DL -> Flexible, adaptive & immersive learning spaces to accommodate new devices, new technologies, i.e. media lab.
18	5. archives and special collections should be combined in some way - collections need similar types of care, staff have some of the same skills, researchers have similar focus & needs. Both need exhibit space.
15	6. Dedicated, team-based collaborative space for staff to foster good communication, new ideas and improve rapport
15	7. Remote storage and automatic retrieval. Solution to space problems without sacrificing quick access. Room for growth. Archives could use a new space for storage or retrofit current archives to use space more efficiently.
13	8. Spaces that encourage collaboration between different stakeholders (IT Services, TLC) - a space where those stakeholders can meet and work together on common issues. For example, where IT Services, TLC staff, librarians, library staff, operations can work together with faculty to support the goals of entire institution (one stop seamless shopping).
8	9. there are various areas on campus where staff used to sit that are now empty. Some of this can be repurposed -- either for other staff uses or for public use.
5	10. much more prominent display space, special collections and arts and in ES with new interactive technologies such as touch screen with appropriate programs for display designing and a common gathering place for speakers or faculty

Note: prior to voting, the group brainstormed ideas and then merged the similar items.

Below in *non-bold* ***are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group).   Items that did not have any ideas merged are not included.***

2. Play space some cool technology such as cool games, 3D printing & a bistro bar and resting space in DL -> Flexible, adaptive & immersive learning spaces to accommodate new devices, new technologies, i.e. media lab.
Merged comments
>   user space for creating new media - i.e. media lab.

4. Flexible, bookable group and individual space with strategies for equitable access, with ability to reconfigure to suit user needs ... small group rooms 2-6 people. (for users)
Merged comments
>   More small group study rooms that support the way students work today.

6. Develop new teaching spaces that are flexible and durable, that all of QUL (not just librarians at that location) can access for teaching. ...New Teaching spaces that are flexible, interactive, and that accommodate up to 50 people
Merged comments
>   Flexible teaching space for up to 50 students, media labs and group spaces -- ensure rooms facilitate AV technology. Move from chalkboards to whiteboards to smart boards. Need seminar rooms, teaching classroom, flexible space and consultation rooms to meet with 2 - 4 researchers.
>
>   More instruction spaces that could be shared with faculty

7. A new Archives facility; accessible, spacious, climate-controlled...secure vault space ...ideally move archives to p4w.
Merged comments
>   new archives building
>   ARCHIVES - Climate-controlled, secure vault space to support 25 years of growth

8. Remote storage and automatic retrieval. Solution to space problems without sacrificing quick access. Room for growth. Archives could use a new space for storage or retrofit current archives to use space more efficiently.
Merged comments
>   Adequate space for deep historical print collections, perhaps with automatic retrieval systems

1.2 – Improvements to Existing Spaces

Voting Results

Multiple Selection (maximum choices = 5) (Allow bypass)
Number of ballot items: 15
Total number of voters (N): 45

#votes	Idea
36	1. Explore more user space, individual space vs. group space, safe environment for users, social space. user space for creating new media - i.e. media lab. etc. - refurbish the 1960 reading room in DL and add more new study rooms in ES
35	2. serious maintenance and refurbishment needs to be done in certain libraries - e.g., painting, repairs, Clean, uncluttered spaces.. . Some libraries have no air conditioning and are not usable by patrons during the summer.
22	3. Amazing Grad space (they really need it) - should support new initiatives, including digital humanities (e.g. digitization centres in the Libraries and Archives), collaborative workspaces and individual quiet study space)
21	4. Better staff spaces should be provided that are inspiring, accessible, and accommodate small meetings. (This refers to offices and staff rooms.)
17	5. Spaces with movable flexible furniture. Students already move furniture around to accommodate social learning and studying. Movable furniture that facilitates this would improve the lifecycle of the furniture and floor finishes while improving the experience of the students.
17	6. Have a space like Speaker's Corner for stellar guest speakers that is not disruptive to students. This space could also be used to screen films, show timely world events.
17	7. Improve security -- theft issues. Is there a way to secure belongings? More locking carrels or lockers? Security cameras? Security of collections (archives, special collections)
16	8. Archives - move reading room to the main floor ... renovate and reconfigure main floor of archives .
13	9. built-in accessible spaces - all spaces are usable by everybody. Physical and digital spaces are ubiquitous.
8	10. complete the vacant place in Jordon
7	11. RFID the whole collection, result in streamlining circ operations, less time-consuming for students, improved use of library space
5	12. Improved lighting (LED) that cuts lighting costs and improves the ambiance of the libraries
5	13. Staff more centrally located.. more visible
5	14. Align our libraries with our faculties

Note: prior to voting, the group brainstormed ideas and then merged the similar items.

Below in *non-bold* ***are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group).   Items that did not have any ideas merged are not included.***

2. Archives - move reading room to the main floor ... renovate and reconfigure main floor of archives .
Merged comments
      ARCHIVES - Changes - Move the reading room (and all public space) to the main floor

3. serious maintenance and refurbishment needs to be done in certain libraries - e.g., painting, repairs, Clean, uncluttered spaces.. . Some libraries have no air conditioning and are not usable by patrons during the summer.
Merged comments
      design space around the reality of student use -- some spaces are so outdated,
      unattractive and unappealing that students don't use them. Also,

      Retrofit current spaces that have not recently been updated.

6. Explore more user space, individual space vs. group space, safe environment for users, social space. user space for creating new media - i.e. media lab. etc.
- refurbish the 1960 reading room in DL and add more new study rooms in ES
Merged comments
      there is a significant lack of group study space in some libraries.
      Collaborative user spaces for students to work on group .

14. Improve security -- theft issues. Is there a way to secure belongings? More locking carrels or lockers? Security cameras? Security of collections (archives, special collections)
Merged comments
      Improve security -- theft issues. Is there a way to secure belongings? More locking
      carrels or lockers? Security cameras?

2.0 - Technology

In what ways do you see technology incorporated into the master plan?

The group brainstormed ideas and then categorized the ideas into four buckets
- Principles/guidelines (things we should adhere to in implementation)
- Infrastructure (space, equipment, physical resources, etc.)
- Concrete technology suggestions
- People/staffing
- Miscellaneous

Principles/guidelines

1. Adaptable and flexible
2. Make technology accessible for everyone
3. Technology should facilitate and not drive what we do
4. Plan should reflect potential future needs, not the current needs.
5. Exploit social media to a greater degree
6. Sustainable resource(financial) for ongoing new initiatives/upgrading
7. Keeping up with technology
8. Funding for technology
9. Technology embedded so that it is not an obstacle but rather facilitative
10. Machines that work
11. Simplify web presence
12. Intuitive, easy-to-use user interface (seamless)
13. Push electronic resources to users (especially under-used resources)
14. Not technology for technology's sake

Infrastructure

1. Hard wired
2. Charging stations for phones, laptops, etc.
3. Lots of power outlets
4. More outlets for students to connect to electricity
5. Improve Wi-Fi in archives
6. More computers for user,
7. Spaces for users to explore technology
8. Smart classroom in each library / archives
9. Wireless signals need to be more dependable
10. Easy access to internet
11. Interactive large screens (magic wall type technology aka cnn) in collaborative spaces for users and staff
12. More printers
13. Universal Wi-Fi across all library / archives spaces
14. Upgrade technology in terms of speed, storage size
15. Some place to showcase the new technologies
16. Support for older technologies (portability)
17. Trusted digital repositories

18. Create spaces that allow for use of new presentation technologies, e.g., smart boards, interactive screens
19. New spaces for using technology for distance teaching
20. Storage for eresources (electronic records, research data, digitized materials)
21. Larger virtual and digital spaces
22. Better printing, scanning and copying facilities for both staff and users
23. Future maintenance plans for virtual space

Specific technology suggestions

1. Support for bring your own devices
2. Track and display booking registration space -> communications
3. Digitizing collection, provide remote access
4. Digitizing more print materials to replace physical collections.
5. Hubs for digitization
6. Digital humanities spaces
7. Support for digital humanities
8. Spaces for digitization
9. Digitization for preservation
10. Improve library's presence in virtual space -- ex. Course management systems
11. Sophisticated room booking system that displays live bookings at rooms
12. New technology lending service
13. Lending of devices for use by individuals and classes
14. Ability to scan to email and other formats
15. Robotic retrieval for deep storage
16. Virtual reference chat
17. Tablet or ebook lending system.
18. Self-check-out that works, and space tweaked to account for it.
19. Interactive touch screens to guide patrons
20. Serious mobile apps to book space, use collections, etc.
21. More adaptive technology for accessibility
22. Seamless integration of accessibility technologies
23. More scanning services

Staffing / people

1. Create a position in the area of emerging technologies
2. Better ongoing and timely staff training
3. Technical support
4. Partnership with private technology business or faculty for showcasing and financial support

Miscellaneous

1. Research data management
2. Support for augmented reality

3.0 – Guiding Principles

Overarching Priorities of the LAMP
Imagine you are writing the executive summary of the plan and you need include a few key
guiding principles ... These guiding principles or priorities would include:

Key Principles

1. User centered: align services and programs with current academic needs, meeting the needs
in timely fashion ...remain relevant and flexible
- planning begins with serious focus groups with enough representation from all stake holders
- Staff needs in addition to user needs
Merged comments

  library and archives are designed to service the needs of our users

  Providing services and spaces that reflect the needs of the Queens community.

  Meet current and evolving needs of all users in a flexible and timely way

  align services and programs with current academic needs, meeting the needs in timely
  fashion

  anticipating future needs without discarding our history

  focus on user needs

  space planning should be driven by learning behaviours and user needs

2. Provide a welcoming, accessible space available to all members of the Queen's and broader
community ...Respect for all learners … accessible to all users

3. Queens / align with the university's academic plan ... in everything that the library does
exemplify the Queen's Spirit of Initiative..support academic priorities that help to advance the
university's mission

4. inspiring beautiful spaces ...inviting and inspiring spaces for students, faculty AND staff
    pleasant staff space

5. core function on campus ... remain a central hub on campus ...what is a university without a
library and archives

Supporting Principles

7. Space for people to "EXPLORE": Freedom of inquiry - everything on table, equally
valued...All faculties/libraries equally important ...recognizing the similarities and difference of
faculties and disciplines in the institution and balancing to ensure fairness

8. Maintaining a funding system that ensures that the library spaces and services that are current, relevant and sustainable.

9. Technologies: keep pace with the emerging technology

10. use space more effectively, creating new space

11. Excellence in service and products

12. fixed schedule for repair and maintenance that rotates amongst ALL library locations and spaces

13. environmentally sustainable "GREEN"

14. Promoting and supporting the health and wellness of our staff.

15. Collections... curation preservation and growth of our collections ..Space for physical collection
Merged comments

      Shared use of collections

      Space for physical collection

16. Meet or exceed established requirements for maintaining current statuses (e.g. as an ARL institution, as a Class "A" Institution under Canadian Heritage)
Merged comments
      maintain Class A designation for Heritage Canada

Appendices

A – Session Overview

As announced before the break, there will be an event this **Thursday, January 10th from 9:30-11:30 in the Douglas Library 1966 Reading Room**, for all staff to contribute ideas to the Library and Archives Master Plan. If you have not yet signed up and would like to attend, please RSVP to Lindsay (lindsay.campbell@queensu.ca) by noon on Tuesday.

If you will be attending, please continue reading. This message includes the following:
A. **Session Overview**
B. **Pre-Session Work**

Please read this as soon as possible, so your ideas can begin to percolate.

A. Session Overview

As you know, we are in an idea generating and investigative phase in the development of our Library and Archives Master Plan. The purpose of this session is to get further input from staff. The results will be collated with other inputs and used by our planning partners and the steering committee to shape the key elements of the plan. Given the short time we have for this session, our facilitator has asked that we do some thinking prior to January 10. Please take a few minutes to complete the pre-session homework found below.

The session will be facilitated by Erik Lockhart from the Queen's Executive Decision Centre. Erik's approach uses state of the art technology. The process is fun, accessible and user-friendly. The benefits are time savings by getting to the key issues more quickly, simultaneous participant input, structured decision-making and focused discussions.

In small groups, and then as a whole, we will brainstorm and discuss:
• New big ideas for spaces
• Improvements and modifications to existing spaces
• Technology
• Guiding principles and priorities

B. Pre-Session Work

1. New spaces. What types and configurations of spaces would you like to see incorporated into the master plan?

2. Changes to current space. What improvements (modifications, tweaks etc.) would you like to existing library and archives spaces? (Consider: (e.g. programming, security, access, egress, food services, lighting etc.).

3. Technology. In what ways do you see technology incorporated into the master plan?

4. Guiding principles and priorities. Imagine you are writing the executive summary of the plan and you need include a few key guiding principles that must be maintained in all the suggestions, strategies and recommendations contained within the plan. These guiding principles or priorities would include:

1.
2.
3.

5. Other questions for consideration in all of the above

- What do you like most about current library spaces?

- What kinds of library/archives space would enable you to perform your job more effectively? What spaces currently inhibit rather than enhance your performance?

- Do you have suggestions for the physical set-up of public service points to improve effectiveness and workflow?

- What kinds of library/archives space would better facilitate research and teaching?

- What kinds of teaching spaces are needed in the libraries/archives for librarians/archivists, faculty and students?

- What do you see as the biggest challenges in the differentiation and sharing of library/archives space? What resolutions would you suggest?

B – Space (Brainstorm)

> New spaces. What types and configurations of spaces would you like to see incorporated into the master plan?
>
> Changes to current space. What improvements (modifications, tweaks etc.) would you like to existing library and archives spaces? (Consider: programming, security, access, egress, food services, lighting etc.).

Table 1

2. With a new building do we combine Special Coll. And Archives under 1 roof with library.
3. We should have offsite storage with specialized storage for different medium - audio visual, etc.
4. Collaborative user spaces for students to work on group.
5. Secure Separate research space - library/archives/special coll.
6. User space for creating new media - i.e. media lab.
7. Good high quality for digitization space.
8. Specialized equipment for people with disabilities.
9. Less library collections to open up space.
10. Flexible space. Renovated north reading room.
11. Renovated existing facilities.
12. Renovate and reconfigure main floor of archives.
13. Extension on Kathleen Ryan hall.
14. Higher profile and visibility for archives on campus. Improved accessibility.
15. More additional compact shelving.
16. Ideally move archives to p4w.

Table 2

2. New Teaching spaces that are flexible, interactive, and that accommodate up to 50 people
3. Flexible furniture, equipment
4. Seminar room, lab
5. Space assessable to all the people
6. New archives building
7. Safe space
8. Examine circulation footprint
9. Staff more centrally allocated, more visible
10. Consulting space closer to circulation desk
11. Explore more user space, individual space vs. Group space, accessibility, safe environment for users, social space etc.
12. People using laptop at a workstation; rearrange the space so we can use the space more efficient
13. Social space
14. Open sightlines, greenwall
15. Better offsite storage

Table 3

2. Flexible teaching space for up to 50 students, media labs and group spaces -- ensure rooms facilitate AV technology. Move from chalkboards to whiteboards to smart boards. Need seminar rooms, teaching classroom, flexible space and consultation rooms to meet with 2 - 4 researchers.
3. Remote storage and automatic retrieval. Solution to space problems without sacrificing quick access. Room for growth. Archives could use a new space for storage or retrofit current archives to use space more efficiently.
4. Archives - move reading room to the main floor
5. Archives - receiving room / work room for incoming materials
6. Receiving rooms. Ensure space exists to work on new materials
7. Reading room on main floor in Stauffer Library with current periodicals and newspapers
8. Improve security -- theft issues. Is there a way to secure belongings? More locking carrels or lockers? Security cameras? Security of collections (archives, special collections)
9. Review the use of security cameras in archives and libraries
10. More display space - library and archives
11. Temperature and humidity control
12. Lunch room for patrons in archives
13. Review location of food in libraries - where it is purchased and consumer
14. Increasing compact shelving
15. Office space: keep close to promote collegiality and communication.
16. More server space for digitizing projects

Table 4

2. Small group rooms 2-6 people.
3. Grad student spaces
4. Natural light
5. Better lighting
6. Clean, uncluttered spaces
7. More instruction spaces that could be shared with faculty
8. More compact shelving
9. Accessible facilities, including parking/transportation
10. Coat check / lockers - secure staffed area
11. Direct street access to the library
12. Retrofit current spaces that have not recently been updated.
13. Make better use of the DL reading room (this room)
14. Increase study seating
15. Move Archives into DL, with Special Collections; move Engineering into Archives building
16. Move sciences into Stauffer with Arts & Sciences
17. Align our libraries with our faculties

Table 5

2. Play space some cool technology such as cool games, 3D printing and a bristol bar and resting space in DL
3. Much more prominent display space, special collections and arts and in ES with new interactive technologies such as touch screen with appropriate programs for display designing and a common gathering place for speakers or faculty
4. Larger common communal campus wide gathering space for events like lectures and speakers and mini lunch concerts, etc.
5. More group study spaces with variety of sizes
6. Some resting space for relaxing and sleeping
7. A bistro bar in DL with hours similar to library operation hours

8. Refurbish the 1960 reading room in DL and add more new study rooms in ES
9. Better lightening for 1923, and air conditioning for both reading rooms in DL
10. Complete the vacant place in Jordon
11. More staff working space for Special collection
12. More processing space for Sp collection
13. More stack space for Sp. Col with env. Controlled
14. Art collection moved to 1923 reading room
15. Remove the cancelled print col to free up lib space for users

Table 6

2. Immersive learning environments (ST Holodeck); applied to drama teaching, lit classes, history classes, etc.
3. Flexible, adaptive and immersive learning spaces to accommodate new devices, new technologies
4. More and better learning spaces, e-classrooms, mobile furniture
5. Preserve the unique architectural spaces and designs, also the "academic" atmosphere
6. Space customized for graduate students
7. Adequate space for deep historical print collections, perhaps with automatic retrieval systems
8. 24 hour access
9. Comfortable chairs for napping and private study
10. Printing facility for printing e-books and other digital works
11. Scanning facilities
12. Large format printers
13. Built-in accessible spaces - all spaces are usable by everybody. Physical and digital spaces are ubiquitous.
14. Better office space for librarians
15. RFID the whole collection, result in streamlining circ operations, less time-consuming for students, improved use of library space
16. Secure spaces - personal security
17. Sensible floor numbering

Table 7

2. More study space
3. More cubicles
4. More desks
5. Amazing Grad space (they really need it) - should support new initiatives, including digital humanities (e.g. Digitization centres in the Libraries and Archives), collaborative workspaces and individual quiet study space)
6. Movable furniture
7. Lockers - secure space
8. Laptop docks
9. More outlets
10. Laptop locks on desks
11. ARCHIVES - Seminar room / group work space
12. ARCHIVES - Class room
13. ARCHIVES - Climate-controlled, secure vault space to support 25 years of growth
14. More shelf space
15. Dedicated, team-based collaborative space for staff to foster good communication, new ideas and improve rapport
16. Multi-purpose spaces - flexible, movable, light furniture, movable dividers
17. Clean, bright, cheery and welcoming space

18. Maintainable space - ease of maintenance (flooring, e.g.)
19. Bookable space (tables, cubicles)
20. ARCHIVES - Lunch area for researchers
21. More soft seating in all libraries - on wheels
22. More nooks (for impromptu group work)
23. Appropriate space for multimedia viewing
24. ARCHIVES - Changes - Move the reading room (and all public space) to the main floor
25. Flexible, bookable group and individual space with strategies for equitable access, with ability to reconfigure to suit user needs
26. Displays outside bookable space, showing schedule of bookings (prevents disputes)
27. Better dedicated lunch/snack facilities in each library space
28. ARCHIVES - Cold storage
29. ARCHIVES - Loading dock

Table 8

2. Serious maintenance and refurbishment needs to be done in certain libraries - e.g., painting, repairs. Some libraries have no air conditioning and are not usable by patrons during the summer.
3. Archives and special collections should be combined in some way - collections need similar types of care, staff have some of the same skills, researchers have similar focus and needs. Also both need exhibit space.
4. Spaces need to be flexible - for example during busy times we could have group study space which could be turned into single study space at other times
5. Spaces need to be flexible so they can be changed over time (e.g., as technology changes) with relative ease and without much expense
6. There are various areas on campus where staff used to sit that are now empty. Some of this can be repurposed -- either for other staff uses or for public use.
7. Reconsider spaces with stacks - some low-use materials can be moved to storage
8. Design space around the reality of student use -- some spaces are so outdated, unattractive and unappealing that students don't use them. Also, there is a significant lack of group study space in some libraries.
9. We need a space for staff where staff can work together across libraries -- some place where ideas can be generated
10. Some libraries have no air conditioning and students can't use them during the summer -- too hot.
11. Some libraries have no staff washroom - staff must use the same washroom as the students
12. Policies on the use of space are necessary to make sure that space is used optimally - must enforce policies in addition to creating them
13. Consider moving music library closer or into a music building.
14. The art collection should be able to grow and not be confined by the physical space. Wherever the art collection is housed, it must have space to expand.

Table 9

2. A new Archives facility; accessible, spacious, climate-controlled.
3. More graduate student facilities e.g. Spaces they can store resources, work quietly for long periods of time.
4. Develop new teaching spaces that are flexible and durable, that all of QUL (not just librarians at that location) can access for teaching.
5. More high-tech spaces in the library that are accessible to faculty, us, grad students etc.
6. Have a space like Speaker's Corner for stellar guest speakers that is not disruptive to students. This space could also be used to screen films, show timely world events.

7. Spaces should be aesthetically pleasing while also functional. Student art, for example, could rotate through spaces.
8. Current spaces need to be CLEAN.
9. Temperature in the spaces needs to be sorted out.
10. Consider noise/acoustics. For example, the atrium at Stauffer is very loud.
11. Mobile interface for room booking
12. More sophisticated room booking. Perhaps each room could have an electronic display that indicates the bookings.
13. Security gates should be accessible to the access services staff in libraries to prevent people from the "just keep walking when it beeps" reaction.
14. Better staff spaces should be provided that are inspiring, accessible, and accommodate small meetings. (This refers to offices and staff rooms.)
15. Make 309 at SL a staff space, or even better find a space on the main floor.
16. Off-site storage (not referring to archives)

Table 10

2. Cool coffee spaces (bookstore feel) - social with proper cleaning staff (clearing tables etc.)
3. More small group study rooms that support the way students work today.
4. Spaces with movable flexible furniture. Students already move furniture around to accommodate social learning and studying. Movable furniture that facilitates this would improve the lifecycle of the furniture and floor finishes while improving the experience of the students.
5. Wide variety of different types of spaces and libraries to support study habits and different learning styles (the principles do not have to be the same for different libraries)
6. Spaces that encourage collaboration between different stakeholders (itservices, TLC) - a space where those stakeholders can meet and work together on common issues. For example, where itservices, TLC staff, librarians, library staff, operations can work together with faculty to support the goals of entire institution (one stop seamless shopping).
7. Spaces that instill pride in the institution (Spirit of Initiative)
8. Improved lighting (LED) that cuts lighting costs and improves the ambiance of the libraries
9. User space for creating new media - i.e. media lab.

C – Space (1ˢᵗ screening for new and changes to existing)

Top 2 New Space Priorities
New spaces. What types and configurations of spaces would you like to see incorporated into the master plan?

1. Play space some cool technology such as cool games, 3D printing & a bistro bar and resting space in DL -> Flexible, adaptive & immersive learning spaces to accommodate new devices, new technologies, i.e. media lab.
Merged comments
        user space for creating new media - i.e. media lab.

2. Dedicated, team-based collaborative space for staff to foster good communication, new ideas and improve rapport

3. Flexible, bookable group and individual space with strategies for equitable access, with ability to reconfigure to suit user needs ... small group rooms 2-6 people. (for users)
Merged comments
        More small group study rooms that support the way students work today.

4. archives and special collections should be combined in some way - collections need similar types of care, staff have some of the same skills, researchers have similar focus & needs. Both need exhibit space.

5. Develop new teaching spaces that are flexible and durable, that all of QUL (not just librarians at that location) can access for teaching. ...New Teaching spaces that are flexible, interactive, and that accommodate up to 50 people
Merged comments
        Flexible teaching space for up to 50 students, media labs and group spaces -- ensure
        rooms facilitate AV technology. Move from chalkboards to whiteboards to smart boards.
        Need seminar rooms, teaching classroom, flexible space and consultation rooms to
        meet with 2 - 4 researchers.
        More instruction spaces that could be shared with faculty

6. A new Archives facility; accessible, spacious, climate-controlled...secure vault space ...ideally move archives to p4w.
Merged comments
        new archives building
        ARCHIVES - Climate-controlled, secure vault space to support 25 years of growth

7. Remote storage and automatic retrieval. Solution to space problems without sacrificing quick access. Room for growth. Archives could use a new space for storage or retrofit current archives to use space more efficiently.
Merged comments
        Adequate space for deep historical print collections, perhaps with automatic retrieval
        systems

8. there are various areas on campus where staff used to sit that are now empty. Some of this can be repurposed -- either for other staff uses or for public use.

9. much more prominent display space, special collections and arts and in ES with new interactive technologies such as touch screen with appropriate programs for display designing and a common gathering place for speakers or faculty

10. Spaces that encourage collaboration between different stakeholders (IT Services, TLC) - a space where those stakeholders can meet and work together on common issues. For example, where IT Services, TLC staff, librarians, library staff, operations can work together with faculty to support the goals of entire institution (one stop seamless shopping).

Top 2 changes to current space
Changes to current space. What improvements (modifications, tweaks etc.) would you like to existing library and archives spaces?   PICK FIVE...

1. Archives - move reading room to the main floor
Merged comments
... renovate and reconfigure main floor of archives .
        ARCHIVES - Changes - Move the reading room (and all public space) to the main floor

2. serious maintenance and refurbishment needs to be done in certain libraries - e.g., painting, repairs, Clean, uncluttered spaces.. . Some libraries have no air conditioning and are not usable by patrons during the summer.
Merged comments
        design space around the reality of student use -- some spaces are so outdated,
        unattractive and unappealing that
        students don't use them. Also,

        Retrofit current spaces that have not recently been updated.

3. Improved lighting (LED) that cuts lighting costs and improves the ambiance of the libraries

4. Spaces with movable flexible furniture. Students already move furniture around to accommodate social learning and studying. Movable furniture that facilitates this would improve the lifecycle of the furniture and floor finishes while improving the experience of the students.

5. Explore more user space, individual space vs. group space, safe environment for users, social space. user space for creating new media - i.e. media lab. etc.
Merged comments
- refurbish the 1960 reading room in DL and add more new study rooms in ES
        there is a significant lack of group study space in some libraries.
        Collaborative user spaces for students to work on group .

7. Amazing Grad space (they really need it) - should support new initiatives, including digital humanities (e.g. digitization centres in the Libraries and Archives), collaborative workspaces and individual quiet study space)

8. built-in accessible spaces - all spaces are usable by everybody. Physical and digital spaces are ubiquitous.

9. Better staff spaces should be provided that are inspiring, accessible, and accommodate small meetings. (This refers to offices and staff rooms.)

10. Staff more centrally located.. more visible

11. RFID the whole collection, result in streamlining circ operations, less time-consuming for students, improved use of library space

12. Have a space like Speaker's Corner for stellar guest speakers that is not disruptive to students. This space could also be used to screen films, show timely world events.

13. Align our libraries with our faculties

14. Improve security -- theft issues. Is there a way to secure belongings? More locking carrels or lockers? Security cameras? Security of collections (archives, special collections)
Merged comments
     Improve security -- theft issues. Is there a way to secure belongings? More locking carrels or lockers? Security cameras?

15. complete the vacant place in Jordon

D – Consultation Process Overview

The focus group session was conducted using an electronic meeting system (EMS), an innovative facilitation process developed from research at the Queen's School of Business. The Queen's EMS, called "the Decision Centre", combines expert facilitation with a state of the art group decision support system to enable groups to rapidly accelerate idea generation and consensus building.   This facility consists of a network of laptops accessing software designed to support idea generation, idea consolidation, idea evaluation and planning. The tool supports, but does not replace, verbal interaction; typically 25% of interaction takes place on the computers.   Feedback from groups who have used the Executive Decision Centre process includes: meeting times can be cut in half; participation goes way up; better idea generation and alternative evaluation; a more structured process; and automatic documentation of deliberations.

Over 500 organizations around North America use the Centre for meetings such as: strategic planning, visioning, annual planning, focus groups, team building, budgeting, program review, project planning, risk assessment, job profiling, 360 degree feedback, alternative evaluation, new product development and a variety of other meeting types.

In the focus group, participants were asked, for example, "What types and configurations of spaces would you like to see incorporated into the master plan?" Participants typed in ideas on the laptops all of which appeared on a public screen at the front of the room. These ideas were then discussed and categorized into common themes. The group was then asked "if we could only address five of these, which ones are most critical?"   Individuals selected his/her top 5 and the overall results were then displayed to the group and further discussed.