

Provost and Vice-Principal (Academic) Review of Queen's University Library Terms of Reference

Purpose

At the request of the Interim Provost and Vice-Principal (Academic), Dr. Thomas J. Harris, the Queen's University Library will undergo an external review. The purpose of the review is to help the senior administration of the University prepare for the search for a new Vice-Provost and University Librarian and to explore the current state and potential direction of the Library.

Context

Recent changes in senior leadership within the University, including the appointment of a new Principal and Vice-Chancellor and the departure of the Vice-Provost (Digital Planning) and the University Librarian, make this an opportune time to undertake an external review of Library services and operations.

The Library has found it helpful over the years to seek external perspectives on a variety of matters. Beginning in 2010, the Library has undertaken significant restructuring and engaged in reviews and redesigns of several key areas, including their public service model, the University Archives and W.D. Jordan Rare Books and Special Collections, University Records Management, and structure related to acquisition practices.

Scope of the Review: Areas for Consideration

Aided by a *Self-Study* provided by the Library, background documents, and internal reports¹, the Reviewers will be asked to visit campus for two days to conduct meetings with key stakeholders, make an assessment, and compile a report.

In conducting the assessment that will inform their report, the review team should consider the following topics:

1. Governance and administration: The organizational structure of the Library and existing reporting relationships within the University should be examined to determine whether they are appropriate to the Library's work and best serve the University's interests.
2. Mission and planning: The Library's values, mission, and strategic priorities should be examined to determine whether they are aligned with the University's mission and strategic priorities.
3. Provision of services: Library services should be examined to determine whether they meet the needs and expectations of the University community, including supporting the University's mission with respect to teaching, learning, and research across disciplines, and having a positive impact on student success and engagement.

¹ Background documents include the library's organization design, strategic priorities, budget submissions, summary of accomplishments and annual reports. Reports will be provided summarizing recent organizational changes including the library's Restructuring Action Plan (2010), Organization Structure Review (2012), External Review of Records Management (2013), Public Services Renewal (2014), and External Review of University Archives and W.D. Jordan Rare Books and Special Collections (2017). Access will also be provided to the library's staff website, a source of documentation on multiple projects and initiatives, including the Comprehensive Information Resources Vision, Service Philosophy and Modifying Acquisitions Practices projects.

4. Collections and information resources: Library collections and information resources should be examined to determine the extent to which they support the University's mission with respect to teaching, learning, and research across disciplines. The Library's effectiveness in responding to changes and emerging challenges in the information resources landscape should be considered.
5. Facilities and spaces: The Library's facilities, including spaces for studying, learning and research, and its equipment, should be examined to determine whether they meet the priorities of the Library and the University, and are being used fully and effectively to promote academic success.
6. Financial resources: The financial resources provided to the Library should be considered. Is the Library adequately resourced to support the current and emerging study, learning, and research needs of the University?
7. Internal and external relationships: The effectiveness of the working relationships of the Library with academic faculties, departments, institutes, and centres should be examined, and should include consideration of the faculty liaison librarian model. The effectiveness of the Library's engagement within its consortia and other strategic partnerships, and with other cultural heritage institutions locally, nationally, and internationally, should be considered.
8. Operations: The reviewers should consider the daily operations of the Library in terms of efficiency, working conditions, and employee engagement.
9. Future development: The review should identify the challenges and opportunities facing the Library, and make recommendations concerning possible directions for its future growth and development.

Outcomes and Recommendations

The consultants will prepare a written report. This draft assessment of the Library will first be circulated to the Provost and Vice-Principal (Academic) and the Interim Vice-Provost & University Librarian for correction of any factual errors and follow-up with the reviewers. In addition, as is standard with external review processes, the Library will have the opportunity to provide a written response to this assessment.

Recommendations for consideration arising from the Library review will be based on these terms of reference, the external reviewers' assessment, and the Library's response to their report. The findings of the reviewers will be summarized for the university community.

Review Team

Jonathan Bengtson, University Librarian, University of Victoria
Vivian Lewis, Librarian, McMaster University