



KWANTLEN POLYTECHNIC UNIVERSITY  
Library

A photograph of a modern, multi-story library building with large glass windows and a curved facade. The building is surrounded by greenery, including several young trees and tall grasses in the foreground. The sky is a clear, bright blue.

2021-2023  
**KPU Library**  
**Strategic Plan**

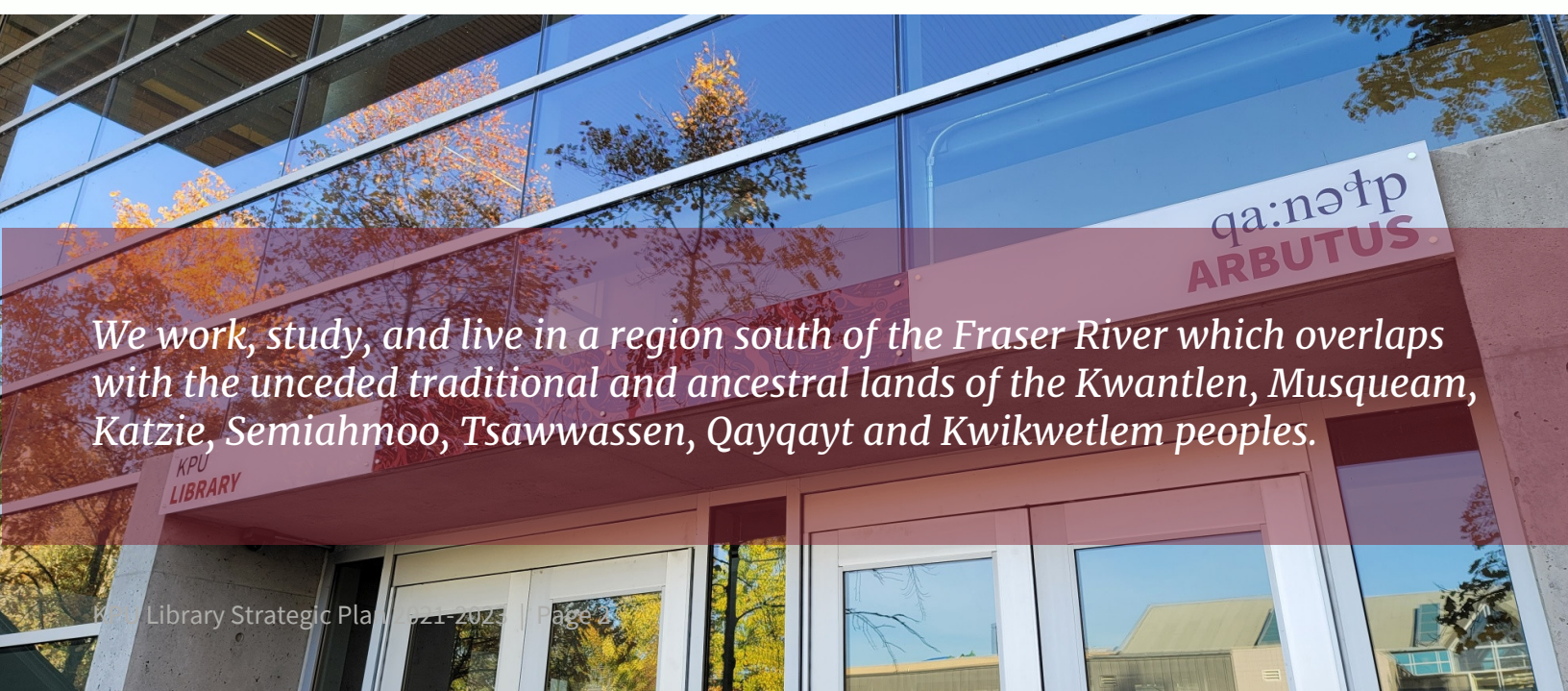
# A Message from the University Librarian

I am pleased to present the KPU Library Strategic Plan 2021-2023. It's been almost a decade since the last plan and this one has been guided by both *Vision 2023* and *Academic Plan 2023*. We have developed a set of aspirational goals that strengthen our commitments to students and faculty while acknowledging the value all library employees bring to that endeavour.

2020 is a prime example of why the plan is written with flexibility to adapt as things change. I encourage you to continue the conversation and share your ideas to help us achieve the goals as set out.

I want to thank everyone who has contributed to the evolution of this plan but I especially thank the KPU Library Strategic Plan Working Group who laid the foundation, crafted your feedback into the goals and set KPU Library on its path to the future.

Todd Mundle  
University Librarian



*We work, study, and live in a region south of the Fraser River which overlaps with the unceded traditional and ancestral lands of the Kwantlen, Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt and Kwikwetlem peoples.*



# Overview

## The Process

In the fall of 2019, KPU Library began the process to develop a strategic plan to meet KPU's goals as outlined in *Vision 2023* and *Academic Plan 2023*.

A library working group was struck to review the key objectives from those two documents, putting them into a library context in order to support the University's goals.

## The Context

KPU Library's strategic plan is directly linked to KPU's *Vision 2023* and *Academic Plan 2023*. It was developed with both budget and Senate priorities taken into account. It is intended to maintain enough flexibility to adapt as things change, and will include measurement and accountability.

## The Focus

The Working Group reviewed the *Vision 2023* and *Academic Plan 2023* objectives, narrowing the focus down to six areas:

Goal 1: Create Innovative Spaces and Services

Goal 2: Deliver Excellent Library Instruction

Goal 3: Indigenize Library Practices and Inspire Reciprocal Reconciliatory Relationships

Goal 4: Support Research Advancement at KPU

Goal 5: Invest in Relationship Building with our Communities

Goal 6: Develop Collections and Open Education



# Our Commitments

## Employees

We foster a culture of trust, engagement and career development of employees. The growth of our employees is vital to the evolution of KPU Library.

## Learners

We ensure that our priority and focus are the learners and educators we serve. We provide responsive experiences to our learning community: building capacity, encouraging belonging and locating knowledge.

## Partners & Supporters

We serve and enrich our local and global communities by cultivating mutually beneficial relationships.

## Sustainability

We steward our economic, human, and environmental resources to best meet our goals and to ensure that future generations continue to thrive in our communities.

## Technology

We provide innovative, equitable and accessible technologies to facilitate learning, teaching and research at KPU.

# Mission, Vision, Values & Motto

## Mission

KPU Library provides leadership, resources and expertise to empower its students, faculty and staff to engage in locating, creating, sharing and preserving knowledge.

## Vision

KPU Library is an innovative, responsive and vital partner in the creative, academic and research pursuits of its educational community.

## Values

### Equity

We respect the cultural, academic, and physical diversity of the communities we serve.

### Empowerment

We support and inspire confident skill development and self-sufficiency.

### Flexibility

We respond to emerging challenges and the evolving needs of our communities.



Our purpose is to help you achieve yours.

# Goal 1: Create Innovative Spaces and Services

Design transformative library spaces and services to elevate learning, discovery and independence.

## Key Actions

- 1 | Design effective and inclusive services and improve digital learning experiences across all environments.
- 2 | Ensure equitable and accessible services to students on and off campus.
- 3 | Expand and improve spaces for active learning and collaboration.

# Goal 2: Deliver Excellent Library Instruction

Develop a flexible and relevant teaching program that equips diverse learners to become effective researchers and engaged citizens.

## Key Actions

- 1 Establish a clear and sustainable plan for KPU Library's teaching program, under the coordination of a Teaching and Learning Librarian.
- 2 Evaluate our teaching program on an ongoing basis and incorporate best practices supported by research.
- 3 Improve the student learning experience through the effective use of innovative instructional technology.
- 4 Collaborate with other service areas to deliver integrated supports for student learning.



# Goal 3: Indigenize Library Practices and Inspire Reciprocal Reconciliatory Relationships

## Key Actions

- 1 Enhance Indigenous presence within library spaces and reduce colonial barriers within the institution.
- 2 Elevate Indigenous authority within the institution; specifically, in relation to Indigenous Intellectual Property, Traditional Knowledge Keepers, and Indigenous Information Literacy.
- 3 Amplify Indigenous voices within KPU Library's collections and address the legacies of colonialism within the collection.
- 4 Inspire KPU Library faculty and staff to broaden their knowledge on Indigenous Peoples.
- 5 Bridge relationships within KPU's Indigenous and non-Indigenous faculty, staff and students.
- 6 Initiate reciprocal reconciliatory relationships within Indigenous communities, with a focus on the Nations whose territories we inhabit.

**Amplify Indigenization within library services, collections, spaces and outreach.**



# Goal 4: Support Research Advancement at KPU

Provide expert service and resources for KPU scholars and student researchers.

## Key Actions

- 1 Partner with the Office of Research Services and the Teaching and Learning Commons, providing relevant research support to advance the scholarship of faculty and students.
- 2 Participate in the formulation of a KPU Graduate Commons.
- 3 Accelerate the profile and use of KORA (Kwantlen Open Resource Access) within KPU to deliver global access to research at KPU.
- 4 As funds allow, work with the Office of Research Services to provide research data management services and resources for the KPU community.

# Goal 5: Invest in Relationship Building with our Communities

Engage with our community partners while managing our resources effectively and positioning employees for sustained change and growth.

## Key Actions

- 1** Empower our employees to be innovative stewards of the library.
- 2** Energize community partnerships to accomplish shared goals.
- 3** Create new experiences for knowledge sharing and engagement by expanding relationships with our campus partners.
- 4** Connect with learners by fostering curiosity, participating in community events and generating learning opportunities.



# Goal 6: Develop Collections and Support Open Education

## Key Actions

- 1 Build, sustain and provide access to dynamic, scholarly collections in different formats, recognizing the diverse and changing needs of our users.
- 2 Invest time and financial resources to support scholarly communication.
- 3 Support the adoption of open educational resources across all Faculties and Schools.
- 4 Establish guiding principles for the selection and collection of open access resources, where appropriate, in the development of the library's collection.
- 5 Strengthen our publishing infrastructure and systems to support the creation and adaptation of open educational resources.
- 6 Become a leader within the library community, showcasing support for open educational resource creation and adaptation.

**Acquire and promote collections to enrich learning and support KPU instruction, open research and scholarship.**