DALHOUSIE UNIVERSITY LIBRARIES

INTERIM STRATEGIC PLAN

2019–2020

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DALHOUSIE
UNIVERSITY

Dalhousie Libraries

A MESSAGE FROM THE UNIVERSITY LIBRARIAN

An academic library at a research-intensive university provides the scholarly resources, learning spaces, digital infrastructure, expertise and services necessary to foster curiosity, find answers, preserve the cultural and scholarly record, disseminate information and stimulate the creation of new knowledge. In a rapidly evolving digital and physical landscape, we support the strategic priorities of the University community.

The committee responsible for this Interim or 'bridge' Plan — which will take us from our last full planning process to a new plan in late 2020 — was co-chaired by Marc Comeau and Sarah Stevenson, and included Ann Barrett, Creighton Barrett, Linda Bedwell, Sandy Dwyer, Lachlan MacLeod and Jackie Phinney.

The committee first assessed the progress made on the previous plan, and then determined what should be continued in the bridge plan. They considered feedback received about the previous plan, and university-wide input from faculty, staff and students via the 2019 online user survey. The bridge plan was a major focus of the November 2018 all-staff meeting.

In this plan, we added additional sections to reflect the new services provided by Academic Technology Services for Classroom Technologies, and the mandate of the first Indigenous Services Librarian.

The Dal Libraries are grateful for the strong contributions made by those involved in the creation of the Interim Strategic Plan 2019–2020. We look forward to implementing the actions outlined, and to your ongoing feedback, as we begin to identify strategic priorities for 2021.

Donna Bourne-Tyson,
University Librarian
May 2019

MISSION AND VISION

Mission:

Our mission is three-fold:

- To support teaching and learning through innovative services, physical and virtual spaces and the dissemination of knowledge in all forms.

- To actively partner in the research endeavour through collaboration, dissemination and management of information resources and the preservation of Dalhousie's scholarly output.

- To provide inclusive and inviting spaces to enable our diverse communities to thrive intellectually.

Vision:

We strive to be a leading research library that inspires the creation, exploration and discovery of knowledge in all forms through user-focused engagement with our diverse communities.

Dalhousie University is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. We are all Treaty people.
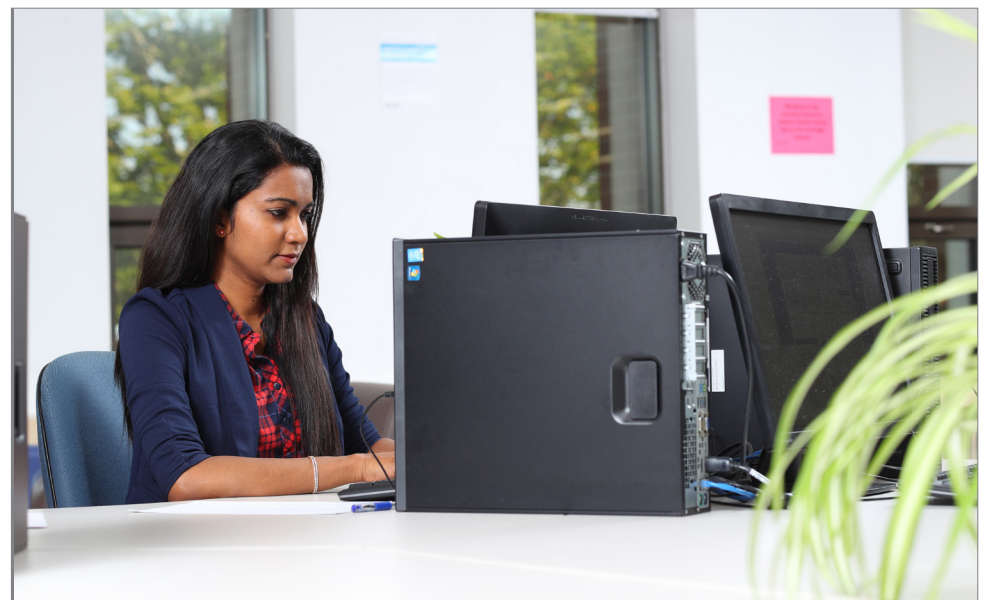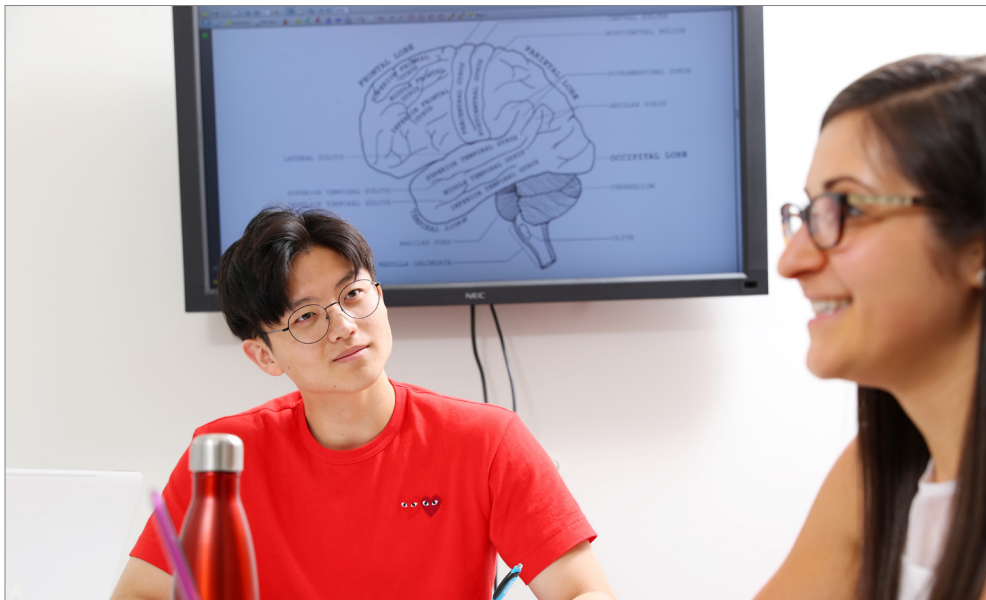
1.0 TEACHING AND LEARNING

Enhance the transformative power of teaching and learning (Dalhousie Strategic Priority 1.0)

1.1   Align teaching, research, technology and information resources to support academic innovation and curricular activities.
(Aligns with Dalhousie University Strategic Priorities 1.1 and 1.4.)

a)   Increase accessibility through website development (libraries.dal.ca) to comply with Web Content Accessibility Guidelines (WCAG).
b)   Develop and implement a plan for regular accuracy audits of the Libraries' website content.
c)   Improve usability of access tools such as the SFX resolver and continue to add local and Open Education Resources (OER) to Primo.
d)   Ensure collections support current academic programming and that appropriate core resources are available.
e)   Investigate closer integration between Document Delivery and Resources Teams as an approach to inform data-driven collection development.
f)   Enable the smooth transition of the upgrade from Ex Libris Aleph to Alma and optimization of functionality.

1.2   Integrate services, spaces and staff into student research and learning activities.
(Aligns with Dalhousie University Strategic Priorities 1.1, 1.4 and 1.5.)

a)   Integrate selected Library Services with the Learning Management System (Brightspace).
b)   Lead in the development of sustainable, ethical copying practices through the Libraries' Copyright Office services.
c)   Increase efficiency of eReserves and Copyright Office processes through promotion, training and automation.
d)   Develop a series of training and engagement events in collaboration with partners, designed to fully integrate the Libraries into the teaching and learning community.
e)   Support the University's e-Learning Strategy.
f)   Provide learning outcomes-based Library and Learning Management System instruction scaled to users at different needs and different levels.
g)   Provide library spaces designed to meet the needs of diverse individuals and group users.
h)   Enhance the user-focused service point experience.

1.0 TEACHING AND LEARNING

Enhance the transformative power of teaching and learning (Dalhousie Strategic Priority 1.0)

1.3   Contribute to student retention and success.
       (Aligns with Dalhousie University Strategic Priorities 1.1, 1.3 and 1.5.)

a)   Develop initiatives for increased one-on-one research assistance for students in need.
b)   Continue to develop joint service initiatives with student service partners such as the Writing Centre, Studying for Success, Academic Advising, Counselling and Psychological Services and the International Centre.
c)   Develop a strategy for data and algorithmic literacy training.
d)   Continue to develop appropriate instructional services for locally diverse and international students.
e)   Conduct qualitative analysis of existing feedback and improve mechanisms to solicit feedback from students.
f)   Contribute Library usage data to campus-wide data collection for the purposes of student success programs.
g)   Review and implement changes related to the Indigenous and African Canadian Student Access and Retention Strategy.

1.4   Play an active role in the development and deployment of the upcoming campus-wide e-Learning Strategy.
       (Aligns with Dalhousie University Strategic Priorities 1.2 and 1.4.)

a)   Refresh and redevelop introductory materials to orient students to the online learning environment.
b)   Review the suite of supported instructional technology tools to determine effectiveness, user satisfaction, and any gaps in functionality.
c)   Develop an inventory of academic technologies across campus.
d)   Promote the function and adoption of our academic technologies.

1.5   Restructure and renew classroom technology infrastructure and support.
       (Aligns with Dalhousie University Strategic Priorities 5.6.)

a)   Develop a sustainable and scalable university-wide video conference support service.
b)   Standardize classroom technology through infrastructure renewal and deploy tools to remotely monitor and support the equipment.
c)   Leverage communications, training and a shift in approach to services to improve the faculty experience.
d)   Focus team efforts on concept design and commissioning, leveraging vendors for classroom technology deployment.
e)   Take measures to reduce faculty dependence on AV equipment loans.

2.0 RESEARCH

Expand the opportunities for research, scholarly and artistic work (Dalhousie Strategic Priority 2.0)

2.1   Develop and foster support services for Dalhousie's research excellence.
(Aligns with Dalhousie University Strategic Priority 2.5.)

a)   Develop and deliver a program for Research Data Management, to support faculty as they meet Tri-Council requirements on Open Access publishing and open data.

b)   Strengthen relationships with faculty members, departments and the Research Services Office to integrate Libraries services into the research process.

c)   Create a program to support the management and preservation of faculty research outputs including RDM planning, metadata creation, discovery and short- and long-term storage solutions.

2.2   Ensure Dalhousie Libraries information resources support priority research areas.
(Aligns with Dalhousie University Strategic Priorities 2.1 and 2.5.)

a)   Advance open access (OA) initiatives and awareness for faculty, students and staff at Dalhousie (e.g. Plan S, Open Educational Resources (OER), OA2020, etc.)

2.3   Enhance and assess the value of Dalhousie Libraries contribution to Faculty research.
(Aligns with Dalhousie University Strategic Priorities 2.2 and 2.5.)

a)   Enhance the research culture within the Dal Libraries.

3.0 SERVICE

Catalyze the intellectual, social and economic development of our communities (Dalhousie Strategic Priority 3.0)

3.1   Coordinate, support and promote a program of unique and creative community engagements and collaborations.
        (Aligns with Dalhousie University Strategic Priority 3.1.)

a)   Increase community awareness of library events through an online calendar and social media.

3.2   Maximize the opportunities for staff to contribute to the community both inside and outside the university.
        (Aligns with Dalhousie University Strategic Priorities 3.2 and 3.3.)

a)   Increase staff participation on Dalhousie committees and university-wide initiatives.
b)   Explore opportunities for community engagement through outreach initiatives such as the Seed Library, Dal Reads, the Literary Events Committee, and others.
c)   Strengthen our partnership with Halifax Regional Centre for Education and Chignecto-Central Regional Centre for Education high schools.

3.3   Increase awareness of library services to faculty.
        (Aligns with Dalhousie University Strategic Priorities 1.5.)

a)   Conduct Insync user survey to assess performance and determine what is most important to user groups.
b)   Develop a communications strategy for library services (Access Services, Copy-right, Reserves, Document Delivery, Digital Scholarship, Scholarly Communication, Research Data Management, Reference & Research Services, etc.) to ensure faculty, students and staff are aware of current service offerings and procedures.
c)   Continue ongoing communications plan with faculty about sustainable collection development and related decisions.

3.4   Develop a model for Indigenous Services.
        (Aligns with Dalhousie University Strategic Priorities 1.3, 3.2/3.3 and 5.2.)

a)   Work collaboratively with the University and local Indigenous community to develop Indigenous library services.
b)   Conduct an assessment study of Indigenous student and researcher needs.

4.0 PARTNERSHIP AND REPUTATION

Take our place nationally and internationally (Dalhousie Strategic Priority 4.0)

4.1   Develop services in partnership with Dal Analytics & the Office of Research Services to emphasize research impact and value.
(Aligns with Dalhousie University Strategic Priority 4.2.)

a)   Use bibliometric measures to highlight the output and impact of Dalhousie research.
b)   Develop integration between institutional repository (DalSpace) and faculty research profiles with other university-based and international research profiles, repositories and research registries using tools such as UNIWeb and ORCID.

4.2   Ensure our unique local collections can be easily discovered by national and international researchers.
(Aligns with Dalhousie University Strategic Priority 4.2.)

a)   Identify, digitize and profile unique items in the Dalhousie Libraries collections.
b)   Cooperate with GLAMs (galleries, libraries, archives and museums) and other cultural institutions to exhibit unique items from collections.

4.3   Pursue strategic partnerships by fostering community and industry relationships.
(Aligns with Dalhousie University Strategic Priorities 4.1 and 4.2.)

a)   Partner with library consortia and health agencies to improve regional access to scholarly health-related e-resources.
b)   Partner with community groups to support the digitization of their unique collections, to make them openly available to the world.
c)   Grow access to geospatial data and services, working with partners such as Esri Canada and their Higher Education program as a Centre of Excellence.
d)   Collaborate more closely with partners running the Cultiv8 project in the MacRae Library and the Collider Space in the Killam Library.
e)   Partner with community groups and cultural institutions on programming and initiatives related to libraries, literacy, culture and/or connecting with the broader community.

4.0 PARTNERSHIP AND REPUTATION
Take our place nationally and internationally (Dalhousie Strategic Priority 4.0)

4.4   As a U15 research library, contribute to national and international library and archives organizations and initiatives.
(Aligns with Dalhousie University Strategic Priorities 4.2 and 4.4.)

a)   Contribute to national and local archival projects.

b)   Continue active engagement in local, national and international consortia and associations such as NSLA (Nova Scotia Library Association), APLA (Atlantic Provinces Library Association), CAUL (Council of Atlantic University Libraries), Novanet, CARL (Canadian Association of Research Libraries), CRKN (Canadian Research Knowledge Network), CFLA (Canadian Federation of Library Associations), LAC (Library and Archives Canada), NHDSSC (National Heritage Digitization Strategy Steering Committee), IATUL (International Association of University Libraries) and other partners.

c)   Grow partnerships with the National Centre for Truth and Reconciliation, Confederacy of Mainland Mi'kmaq, the Gord Downie & Chanie Wenjack Fund, Native Council of Nova Scotia, Atlantic Policy Congress (APC) of First Nation Chiefs Secretariat, Mi'kmaw Kina'matnewey and related organizations.

d)   Develop and grow partnerships with provincial and regional LGBTQ organizations to support development of archival and related initiatives.

e)   Expand activities through the Memorandum of Understanding with Library and Archives Canada.

f)   Support University initiatives pertaining to information governance, security, privacy, data use and storage, through participation on relevant committees developing policies and procedures, and the development of related services.

5.0 INFRASTRUCTURE AND SUPPORT

Build our institutional capacities (Dalhousie Strategic Priority 5.0)

5.1   Expand opportunities to develop employee competencies.
        (Aligns with Dalhousie University Strategic Priority 5.1.)

a)   Design librarian-focused professional development opportunities or instructional certification working collaboratively with the School of
        Information Management (SIM) and the Centre for Learning and Teaching (CLT).

b)   Continue Dal Libraries' Staff Conference, alternating years with Dal Libraries' Research Day.

5.2   Foster a collegial culture grounded in equity, diversity and inclusiveness.
        (Aligns with Dalhousie University Strategic Priority 5.2
        http://www.dal.ca/about-dal/leadership-and-vision/dalforward/strategic-direction/infrastructure-and-support/belong.html)

a)   Support campus equity, diversity and inclusion initiatives where possible.

b)   Provide and promote opportunities for staff learning on Indigenous topics.

5.3   Improve the effectiveness and efficiency of library operational processes
        (Aligns with Dalhousie University Strategic Priorities 5.6 and 5.7.)

a)   Develop a sustainable, multiyear operational and collections budget plan.

b)   Partner with Facilities Management to conduct space-planning exercises and related budgeting and fund-raising activities.

c)   Work with the Provost's Committee, the University Records Committee and other administrative bodies to support university-wide Records Management Policy and supporting Records Management services based in the Libraries.
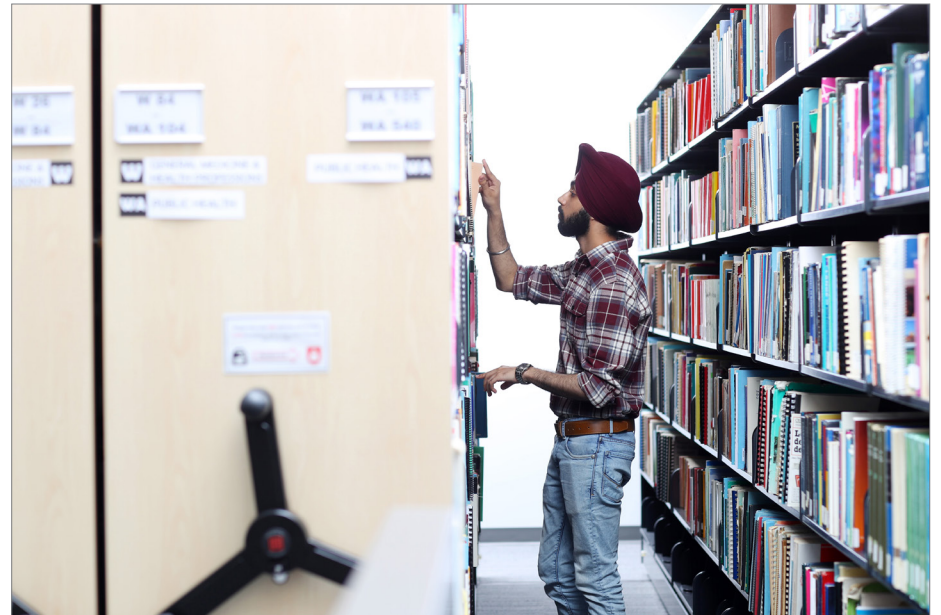
APPENDIX A - Dalhousie University Strategic Priorities

1.0 TEACHING AND LEARNING	2.0 RESEARCH	3.0 SERVICE	4.0 PARTNERSHIP AND REPUTATION	5.0 INFRASTRUCTURE AND SUPPORT
Enhance the transformative power of teaching and learning.	Expand the opportunities for research, scholarly and artistic work.	Catalyze the intellectual, social and economic development of our communities.	Take our place nationally and internationally.	Build our institutional capacities.

1.0 TEACHING AND LEARNING

1.1 Increase retention and degree completion.

1.2 Focus on strategic student recruitment based on discipline, level and diversity.

1.3 Strengthen student experience, leadership development and additional support for our locally diverse and international students.

1.4 Embark on strategic program reviews to enhance the effectiveness and student focus of our program offerings.

1.5 Foster and support innovation in program development and excellence in teaching and pedagogy.

2.0 RESEARCH

2.1 Direct and attract resources to priority research areas, with local, national, and international importance.

2.2 Attract and retain outstanding professors.

2.3 Attract and support excellent graduate students and postdoctoral fellows to strengthen the impact of research.

2.4 Foster undergraduate research.

2.5 Enhance research with state-of-the-art facilities and resources in accordance with the Institutional Framework for the Support of Research.

3.0 SERVICE

3.1 Contribute to cultural and economic vitality, locally and globally, by fostering creativity, innovation and entrepreneurship.

3.2 Maximize the opportunities for students, faculty and staff to contribute to community both inside and outside of the university.

3.3 Promote a culture of service and engagement among students, faculty and staff.

4.0 PARTNERSHIP AND REPUTATION

4.1 Foster and support key external partnerships and relationships with alumni, other universities, governments, businesses and NGOs.

4.2 Strengthen the recognition for our academic excellence and reputation at national and international levels.

4.3 Develop a plan to secure and maintain top 200 status.

4.4 Prepare for Dalhousie's 200th anniversary in 2018.

5.0 INFRASTRUCTURE AND SUPPORT

5.1 Develop a human resource strategy that allows us to attract, support, and reward the best faculty and staff.

5.2 Foster a collegial culture grounded in diversity and inclusiveness.

5.3 Develop a multiyear, integrated budget.

5.4 Reduce the deficit of our pension plan.

5.5 Enhance our infrastructure with a multiyear capital plan that promotes environmentally sustainable development.

5.6 Improve the quality and inventory of research and teaching spaces.

5.7 Improve the effectiveness and efficiency of administrative and operational processes aligned with our academic mission.