

DALHOUSIE UNIVERSITY LIBRARIES
STRATEGIC PLAN
2015 - 2018

A MESSAGE FROM THE UNIVERSITY LIBRARIAN

During the winter of 2015, Dal Libraries staff developed a new series of strategic priorities, designed to align with the priorities outlined in **Inspiration and Impact: Dalhousie Strategic Direction 2014-18** (Appendix “A”). An academic library at a research-intensive university provides the scholarly resources, spaces and services necessary to foster curiosity, provide answers, preserve the cultural record, disseminate information, and stimulate the creation of new knowledge. We support the priorities of the University and our community.

A committee including representatives from all units in the Dal Libraries – the Dunn, Kellogg, Killam, MacRae and Sexton Libraries, Library Information Technology Services (LITS), Archives & Scholarly Communications – formed to create this document. The committee was chaired by Marc Comeau, and included Anne Matthewman, Michael Moosberger, Jim Kennedy, Jan Pelley, Heather MacFadyen, Margaret Vail, Sarah Jane Dooley, Jennifer Adams, Jolene Reid and Michelle Paon. Facilitated sessions were facilitated by Scott Comber from the Faculty of Management, and he provided guidance and advice to the committee. A first draft of this document was shared with all Libraries staff at a workshop in April, and additional drafts of this plan were reviewed by staff, Library Council, the Senior Management Team, and the wider Dalhousie Community.

The Dal Libraries are grateful for the strong contributions made by everyone involved during the creation of the **Dalhousie Libraries Strategic Plan 2015 – 2018**. We look forward to implementing the actions outline here, in support of the academic mission at Dalhousie University.

Donna Bourne-Tyson, University Librarian
June 2015



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.



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) Build and execute a structured plan to assess and redesign our virtual branch (the Dal Libraries' website libraries.dal.ca)
 - b) Add local resources to our discovery layer (Primo) including the institutional repository (DalSpace), archival finding aids (AtoM), subject guides (LibGuides) and data services to advance our movement towards a single point of discovery.
 - c) Ensure collections and services are appropriate to the level of current academic programming and that appropriate core resources are available.
 - d) Adopt consistent processes and templates for assessing collection impact of new programs and courses.
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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 CLT that are designed to integrate the Libraries into the university teaching and learning community (e.g., seminars, speakers, boot camps, workshops).
 - e) Assess whether the library is meeting the learning and research needs of remote and distance learners.
 - f) Further integrate Libraries' 3-D printing and scanning services and Makerspace programming across the curriculum.
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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) 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) Assess needs and develop a strategy for data literacy training.
 - d) Assess information literacy needs for locally diverse and international students and develop appropriate services in response.
 - 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 Aboriginal and African Canadian Student Access and Retention Strategy.
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1.0 TEACHING AND LEARNING

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

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

- a) Co-lead the implementation, support and management of online and blended learning programs.
- b) Train the campus community on the effective use of teaching technology tools and establish communities of best practice surrounding technology enabled learning.
- c) Ensure that the online learning community and associated learning/teaching tools are effectively deployed and supported.
- d) Encourage the use of online learning tools for non-traditional functions such as establishing intra-class or extra-class learning communities, research groups, student societies.



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 execute a program for faculty Research Data Management.
 - b) Develop and execute a program to support faculty as they meet Tri-Council requirements on Open Access publishing and open data.
 - c) Create strong relationships with faculty and departments to integrate library support services such as research data management planning, systematic reviews, and metadata creation into university research.
 - d) Create a comprehensive program to support the management and preservation of faculty research outputs using the Libraries' expertise and emerging technologies that include DSpace, DataVerse, Archivematica, OJS, Archive-It, BitCurator and others.
 - e) Promote and highlight the fact that the libraries' expertise can support members of the Dalhousie research community.
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2.2 Ensure Dalhousie Libraries information resources support priority research areas.

(Aligns with Dalhousie University Strategic Priorities 2.1 and 2.5.)

- a) Establish internal priorities for the creation of digital collections.
 - b) Design and maintain an appropriate platform that provides online access to our unique digital collections to attract researchers (internal and external) engaged with priority research areas.
 - c) Develop shared processes and procedures to support liaison librarians and subject specialists as they work with Faculties and Departments to support evidence-based collection decisions related to research.
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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) Conduct an assessment study of faculty's needs, work behaviours, perceptions and understanding of library resources and services. Develop initiatives to help us improve in this area.
 - b) Measure the Libraries' impact on faculty research output, employing Ithaka survey and other best practices.
 - c) Enhance the research culture within the library system.
 - d) Establish an annual Libraries Research Day where we share our current projects with the library community.
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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) Organise an online calendar of regular Libraries events such as Open Access Week and Orientation activities and use social media to increase community awareness and improve coordination of those events.

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) Expand and support Libraries' Health & Wellness Committee fund-raising and community service activities.
- b) Increase staff participation on Dalhousie committees and university-wide initiatives at every opportunity.



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 & Research Office 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) Create linkages between DalSpace and faculty research profiles with other university-based and international research profiles, repositories and research registries.
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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) Digitize unique items in collections where possible.
 - b) Cooperate with other cultural institutions to exhibit unique items from collections.
 - c) Conduct impact assessment of distinctive collections (e.g., Kipling Collection) on Dal's regional, national and international profile.
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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 regional health authorities and consortia to improve province-wide access to scholarly healthcare-related e-resources.
 - b) Partner with outside groups on projects to digitize their unique collections and make them openly available to the world.
 - c) Use our stature as one of Esri Canada's Centres of Higher Education Excellence to grow access to GIS data and services.
 - d) Bring Libraries expertise to the Cultiv8 project in the MacRae Library and the Collider Space in the Killam.
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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 (e.g., World War I).
 - b) Contribute Libraries expertise and archival content to Dalhousie's 200th Anniversary celebrations in 2018.
 - c) Continue active engagement in national, international and local consortia and associations such as CARL, CRKN, CAUL, Novanet, CLA, APLA, NSLA, IATUL and other partners.
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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 School of Information Management (SIM) and Centre for Learning and Teaching (CLT).
 - b) Establish a program of internal workshops to familiarize all staff with new operational processes and library services.
 - c) Develop and deliver training program for Resources staff.
 - d) Cross-train Access Services and Resources staff.
 - e) Increase use of Dalhousie resources (Employee and Organizational Development (EOD), Skillsoft) as training tools across the Libraries.
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5.2 **Foster a collegial culture grounded in diversity and inclusiveness.**

(Aligns with Dalhousie University Strategic Priority 5.2 - See <http://www.dal.ca/about-dal/leadership-and-vision/dalforward/strategic-direction/infrastructure-and-support/belong.html>)

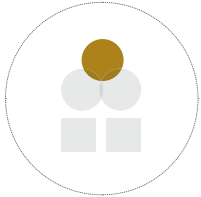


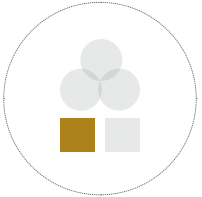
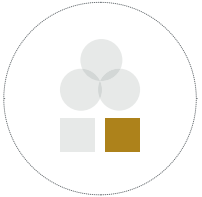
- a) Fulfill the Libraries' commitments in the Dalhousie Belong report – the Libraries are linked with 14 recommendations in the report and will work to implement those recommendations and others through participation at Senate and Deans' Council.
 - b) Position the Dal Reads shared reading program to support an inclusive, respectful community.
 - c) Work with Senate and Legal Counsel to receive approval for Library Council's Terms of Reference; Library Council is the Libraries' collegial forum for collaborative planning.
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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, multi-year operational and collections budget plan.
 - b) Monitor and discuss Strategic Plan progress as a regular agenda item at Senior Management Team meetings.
 - c) Implement a unified support ticket system for library services.
 - d) Partner with Facilities Management and all library users to conduct space planning exercises and related budgeting and fund-raising activities.
 - e) Work with Provost's Committee and other administrative bodies to establish university-wide Records Management policy and supporting services based in the Libraries.
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Appendix A - Dalhousie University Strategic Priorities

<p>1.0 TEACHING AND LEARNING</p>  <p>Enhance the transformative power of teaching and learning</p> <ul style="list-style-type: none"> 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 	<p>2.0 RESEARCH</p>  <p>Expand the opportunities for research, scholarly and artistic work</p> <ul style="list-style-type: none"> 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 	<p>3.0 SERVICE</p>  <p>Catalyze the intellectual, social and economic development of our communities</p> <ul style="list-style-type: none"> 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 	<p>4.0 PARTNERSHIP AND REPUTATION</p>  <p>Take our place nationally and internationally</p> <ul style="list-style-type: none"> 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 4.5 Attract additional external investment 	<p>5.0 INFRASTRUCTURE AND SUPPORT</p>  <p>Build our institutional capacities</p> <ul style="list-style-type: none"> 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 multi-year, 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
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