

## Interim Strategic Plan – Adjusted priorities in response to COVID-19

By Strategic Plan number pages 1-8

By Priority pages 7-10

### 1.0 TEACHING AND LEARNING

#### 1.1 Align teaching, research, technology and information resources to support academic innovation and curricular activities.

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|--------|------|---|
| medium | 1.1a | Increase accessibility through website development (libraries.dal.ca) to comply with Web Content Accessibility Guidelines (WCAG).<br><i>Website will be main point of interaction for Spring/Summer/Fall</i>  |
| high   | 1.1b | Develop and implement a plan for regular accuracy audits of the Libraries' website content.<br><i>Website will be main point of interaction for Spring/Summer/Fall</i>  |
| high   | 1.1c | Improve usability of access tools such as the SFX resolver, and continue to add local and Open Education Resources (OER) to Primo.<br><i>Website will be main point of interaction for Spring/Summer/Fall</i> |
| high   | 1.1d | Ensure collections support current academic programming and that appropriate core resources are available.<br><i>Shift focus to electronic resources to support online classes.</i>                           |
| medium | 1.1e | Investigate closer integration between Document Delivery and Resources Teams as an approach to inform data-driven collection development.   |
| medium | 1.1f | 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

- |      |      |   |
|------|------|---|
| high | 1.2a | Integrate selected Library Services with the Learning Management System (Brightspace).<br><i>Support online classes.</i>  |
| high | 1.2b | Lead in the development of sustainable, ethical copying practices through the Libraries' Copyright Office services.<br><i>Increased considerations for online teaching.</i>                                   |
| high | 1.2c | Increase efficiency of eReserves and Copyright Office processes through promotion, training and automation.<br><i>Support online classes.</i>   |
| high | 1.2d | Develop a series of training and engagement events in collaboration with partners, designed to more fully integrate the Libraries into the teaching and learning community.<br><i>Support online classes.</i> |
| high | 1.2e | Support the University's e-Learning Strategy.   |

high 1.2f *Support online classes.*  
Provide learning outcomes-based Library and Learning Management System instruction scaled to users at different needs and different levels.

low 1.2g *Support online classes.*  
Provide library spaces designed to meet the needs of various and diverse individual and group users.  
medium 1.2h Enhance the user-focused service point experience.

### 1.3 Contribute to student retention and success.

medium 1.3a Develop initiatives for increased one-on-one research assistance for students in need.  
medium/low 1.3b 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.  
low/hold 1.3c Develop a strategy for data and algorithmic literacy instruction.  
medium/high 1.3d Continue to develop appropriate instructional services for locally diverse and international students.  
medium 1.3e Conduct qualitative analysis of existing feedback, and improve mechanisms to solicit feedback from students.  
low/hold 1.3f Contribute Library usage data to campus-wide data collection for the purposes of student success programs.  
high 1.3g Review and implement changes related to the Indigenous and African Canadian Student Access and Retention Strategy.

### 1.4 Expand awareness and usage of our Academic Technologies

high 1.4a Refresh and redevelop introductory materials to orient students to the online learning environment.  
*Support online classes.*  
high 1.4b Review the suite of supported instructional technology tools to determine effectiveness, user satisfaction, and any gaps in functionality  
*Support online classes.*  
high/medium 1.4c Develop an inventory of academic technologies across campus  
high 1.4d Promote the function and adoption of our academic technologies  
*Support online classes.*

### 1.5 Establish a sustainable foundation for classroom technology infrastructure and support.

high 1.5a Develop a sustainable and scalable university-wide video conference support service.  
low/hold 1.5b Standardize classroom technology through infrastructure renewal and deploy tools to remotely monitor and support the equipment.  
high 1.5c Leverage communications, training and a shift in approach to services to improve the faculty experience.  
low 1.5d Focus team efforts on concept design and commissioning, leveraging vendors for classroom technology deployment.  
low/hold 1.5e Take measures to reduce faculty dependence on AV equipment loans.

## 2.0 RESEARCH

### 2.1 Develop and foster support services for Dalhousie's research excellence.

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|-------------|------|--|
| medium      | 2.1a | 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.  |
| medium      | 2.2b | Strengthen relationships with faculty members, departments and the Research Services Office to integrate Libraries services into the research process.   |
| medium/low  | 2.2c | Create a program to support the management and preservation of faculty research outputs including Research Data Management planning, metadata creation, discovery, and short- and long-term storage solutions. |
| medium/high | 2.2d | Promote the Libraries' Research Data Management services to support members of the Dalhousie research community.   |

### 2.2 Ensure Dalhousie Libraries information resources support priority research areas.

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|------|------|---|
| high | 2.2a | Advance open access (OA) initiatives and awareness for faculty, students and staff at Dalhousie (e.g. Plan S, OER (Open Educational Resources), OA2020 etc) |
|------|------|---|

### 2.3 Enhance and assess the value of Dalhousie Libraries contribution to Faculty research.

- |     |      |   |
|-----|------|---|
| low | 2.3a | Enhance the research culture within the library system. |
|-----|------|---|

## 3.0 SERVICE TO OUR COMMUNITIES

### 3.1 Coordinate, support and promote a program of unique and creative community engagements and collaborations.

Low 3.1a Increase community awareness of library events through the use of an online calendar and social media.

### 3.2 Maximize the opportunities for staff to contribute to the community both inside and outside the university.

Hold 3.2a Increase staff participation on Dalhousie committees and university-wide initiatives.

low 3.2b Explore opportunities for community engagement through outreach initiatives such as the Seed Library, DalReads, the Literary Events Committee, and others.  
*Programming adapted to online environment*

high 3.2c Strengthen our partnership with Halifax Regional Centre for Education and Chignecto Centre Regional Centre for Education high schools.

### 3.3 Increase awareness of library services to faculty.

low 3.3a Conduct Insync user survey to assess performance and determine what is most important to user groups.

high 3.3b Develop a communications strategy for Library services (Access Services, Copyright, 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.

high 3.3c Continue ongoing communications plan with faculty about sustainable collection development and related decisions.

High 3.3d Conduct an assessment study of library services and the online learning environment.

*\*new\**

### 3.4 Develop a model for Indigenous Services

high 3.4a Work collaboratively with the University and local Indigenous community to develop Indigenous library services.  
*Indigenous Services Librarian hired for September 1, 2020.*

high 3.4b Conduct an assessment study of Indigenous student and researcher needs.  
*Follow up on recommendations from the Indigenous SIFT, and then plan second phase of assessment.*

## 4.0 PARTNERSHIP AND REPUTATION

### 4.1 Develop services in partnership with Dal Analytics & Research Office to emphasize research impact and value.

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|------------|-------|--|
| low/medium | 4.1 a | Use bibliometric measures to highlight the output and impact of Dalhousie research.  |
| low/medium | 4.1 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.

- |        |       |   |
|--------|-------|---|
| medium | 4.2 a | Identify, digitize and profile unique items in the Dalhousie Libraries collections.   |
| hold   | 4.2 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.

- |             |       |   |
|-------------|-------|---|
| hold        | 4.3 a | Partner with library consortia and health agencies to improve regional access to scholarly health-related e-resources.  |
| hold        | 4.3 b | Partner with community groups to support the digitization of their unique collections, to make them openly available to the world.  |
| medium      | 4.3 c | Grow access to geospatial data and services, working with partners such as ESRI Canada and their Centres of Higher Education Excellence program.                              |
| hold        | 4.3 d | Collaborate more closely with partners running the Cultiv8 project in the MacRae Library and the Collider Space in the Killam.  |
| medium/high | 4.3 e | Partner with community groups and cultural institutions on programming and initiatives related to libraries, literacy, culture, and/or connecting with the broader community. |

### 4.4 As a U15 research library, contribute to national and international library and archives organizations and initiatives.

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|------|-------|--|
| low  | 4.4 a | Contribute to national and local archival projects.  |
| high | 4.4 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) NDSSC (National Heritage Digitization Strategy Steering Committee), IATUL (International Association of Libraries) and other partners. |

medium	4.4 c	Grow partnerships with the National Centre for Truth and Reconciliation, Confederacy of Mainland Mi'kmaq, Gord Downie & Chanie Wenjack Fund, Native Council of Nova Scotia, Atlantic Policy Congress of First Nation Chiefs Secretariat (APC), Mi'kmaw Kina'matnewey and related organizations. <i>Indigenous Services Librarian hired for September 1, 2020.</i>
low	4.4 d	Develop and grow partnerships with provincial and regional LGBTQ organizations to support development of archival and related initiatives.
low	4.4 e	Expand activities through the Memorandum of Understanding with Library and Archives Canada.
medium/high	4.4 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

### 5.1 Expand opportunities to develop employee competencies.

medium	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).
hold	5.1 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.

high	5.2 a	Support campus equity, diversity and inclusion initiatives where possible.
medium	5.2 b	Provide and promote opportunities for staff learning on Indigenous topics.

### 5.3 Improve the effectiveness and efficiency of library operational processes

hold	5.3 b	Partner with Facilities Management to conduct space planning exercises and related budgeting and fund-raising activities.
medium	5.3 c	Work with Provost's Committee and other administrative bodies to support university-wide Records Management policy and supporting services based in the Libraries.

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In priority order

### HIGH PRIORITIES

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- 1.1 b Develop and implement a plan for regular accuracy audits of the Libraries' website content.
- 1.1 c Improve usability of access tools such as the SFX resolver, and continue to add local and Open Education Resources (OER) to Primo.
- 1.1 d Ensure collections support current academic programming and that appropriate core resources are available.
- 1.2 a Integrate selected Library Services with the Learning Management System (Brightspace).
- 1.2 b Lead in the development of sustainable, ethical copying practices through the Libraries' Copyright Office services.
- 1.2 c Increase efficiency of eReserves and Copyright Office processes through promotion, training and automation.
- 1.2 d Develop a series of training and engagement events in collaboration with partners, designed to more fully integrate the Libraries into the teaching and learning community.
- 1.2 e Support the University's e-Learning Strategy.
- 1.2 f Provide learning outcomes-based Library and Learning Management System instruction scaled to users at different needs and different levels.
- 1.3 g Review and implement changes related to the Indigenous and African Canadian Student Access and Retention Strategy.
- 1.4 a Refresh and redevelop introductory materials to orient students to the online learning environment
- 1.4 b Review the suite of supported instructional technology tools to determine effectiveness, user satisfaction, and any gaps in functionality
- 1.4 d Promote the function and adoption of our academic technologies
- 1.5 a Develop a sustainable and scalable university-wide video conference support service.
- 1.5 c Leverage communications, training and a shift in approach to services to improve the faculty experience.
- 2.2 a Advance open access (OA) initiatives and awareness for faculty, students and staff at Dalhousie (e.g. Plan S, OER (Open Educational Resources), OA2020 etc)
- 3.2 c Strengthen our partnership with Halifax Regional Centre for Education and Chignecto Centre Regional Centre for Education high schools.
- 3.3 b Develop a communications strategy for Library services (Access Services, Copyright, 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.
- 3.3 c Continue ongoing communications plan with faculty about sustainable collection development and related decisions.
- 3.3 d Conduct an assessment study of library services and the online learning environment.

**\*new\***

- 3.4 a Work collaboratively with the University and local Indigenous community to develop Indigenous library services.
- 3.4 b Conduct an assessment study of Indigenous student and researcher needs.  
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) NDSSC (National Heritage Digitization Strategy Steering Committee), IATUL (International Association of Libraries) and other partners.
- 4.4 b Support campus equity, diversity and inclusion initiatives where possible.
- 5.2 a Develop a sustainable, multi-year operational and collections budget plan.

**Medium-High**

- 1.4 c Develop an inventory of academic technologies across campus
- 1.3 d Continue to develop appropriate instructional services for locally diverse and international students.
- 2.1 d Promote the Libraries' Research Data Management services to support members of the Dalhousie research community.
- 4.3 e Partner with community groups and cultural institutions on programming and initiatives related to libraries, literacy, culture, and/or connecting with the broader community.
- 4.4 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.

**Medium**

- 1.1 a Increase accessibility through website development (libraries.dal.ca) to comply with Web Content Accessibility Guidelines (WCAG).
- 1.1 e Investigate closer integration between Document Delivery and Resources Teams as an approach to inform data-driven collection development.
- 1.1 f Enable the smooth transition of the upgrade from Ex Libris Aleph to Alma and optimization of functionality.
- 1.2 h Enhance the user-focused service point experience.
- 1.3 a Develop initiatives for increased one-on-one research assistance for students in need.
- 1.3 e Conduct qualitative analysis of existing feedback, and improve mechanisms to solicit feedback from students.
- 2.1 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.



- 2.1 b Strengthen relationships with faculty members, departments and the Research Services Office to integrate Libraries services into the research process.
- 4.2 a Identify, digitize and profile unique items in the Dalhousie Libraries collections.
- 4.3 c Grow access to geospatial data and services, working with partners such as ESRI Canada and their Centres of Higher Education Excellence program.
- 4.4 c Grow partnerships with the National Centre for Truth and Reconciliation, Confederacy of Mainland Mi'kmaq, Gord Downie & Chanie Wenjack Fund, Native Council of Nova Scotia, Atlantic Policy Congress of First Nation Chiefs Secretariat (APC), Mi'kmaw Kina'matnewey and related organizations.
- 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).
- 5.2 b Provide and promote opportunities for staff learning on Indigenous topics.
- 5.3 c Work with Provost's Committee and other administrative bodies to support university-wide Records Management policy and supporting services based in the Libraries.

## Medium – Low

- 1.3 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.
- 2.1 c Create a program to support the management and preservation of faculty research outputs including Research Data Management planning, metadata creation, discovery, and short- and long-term storage solutions.
- 4.1 a Use bibliometric measures to highlight the output and impact of Dalhousie research.
- 4.1 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.

## Low Priorities

- 1.2 g Provide library spaces designed to meet the needs of various and diverse individual and group users.
- 1.5 d Focus team efforts on concept design and commissioning, leveraging vendors for classroom technology deployment.
- 2.3 a Enhance the research culture within the library system.
- 3.1 a Increase community awareness of library events through the use of an online calendar and social media.
- 3.2 b Explore opportunities for community engagement through outreach initiatives such as the Seed Library, DalReads, the Literary Events Committee, and others.
- 3.3 a Conduct Insync user survey to assess performance and determine what is most important to user groups.
- 4.4 a Contribute to national and local archival projects.

- 4.4 d Develop and grow partnerships with provincial and regional LGBTQ organizations to support development of archival and related initiatives.
- 4.4 e Expand activities through the Memorandum of Understanding with Library and Archives Canada.

## Low/on hold

- 1.3 c Develop a strategy for data and algorithmic literacy instruction.
- 1.3 f Contribute Library usage data to campus-wide data collection for the purposes of student success programs.
- 1.5 b Standardize classroom technology through infrastructure renewal and deploy tools to remotely monitor and support the equipment.
- 1.5 e Take measures to reduce faculty dependence on AV equipment loans.

## On hold

- 3.2 a Increase staff participation on Dalhousie committees and university-wide initiatives.
- 4.2 b Cooperate with GLAMs (Galleries, Libraries, Archives and Museums) and other cultural institutions to exhibit unique items from collections.
- 4.3 a Partner with library consortia and health agencies to improve regional access to scholarly health-related e-resources.
- 4.3 b Partner with community groups to support the digitization of their unique collections, to make them openly available to the world.
- 4.3 d Collaborate more closely with partners running the Cultiv8 project in the MacRae Library and the Collider Space in the Killam.
- 5.1b Continue Dal Libraries' Staff Conference, alternating years with Dal Libraries' Research Day.
- 5.3b Partner with Facilities Management to conduct space planning exercises and related budgeting and fund-raising activities.