

learning • innovation • discovery • engagement

Vision 2015

Dalhousie University Libraries Strategic Alignment



Sir James Dunn Law Library
W. K. Kellogg Health Sciences Library
Killam Memorial Library
MacRae Library
Sexton Design & Technology Library

libraries.dal.ca

 **DALHOUSIE
UNIVERSITY**
Inspiring Minds

Introduction

The *Dalhousie University Libraries Strategic Alignment Plan* aligns our previous strategic plan with *Dalhousie University's Strategic Focus 2010-2013*, a bold and ambitious plan which has been largely realized over the past three years. The new University-wide plan is yet to be written. The *Dalhousie University Libraries Strategic Alignment Plan* will serve as a two-year road map, while Dalhousie welcomes our new President and collectively crafts a new strategic plan for the University. The next Dalhousie Libraries strategic plan will be written in response to the new University-wide plan.

The *Strategic Alignment Plan* addresses the major trends affecting libraries and all universities today: complex information environments, changes in learning, teaching, user behavior and expectations, shrinking budgets, and the heightened importance of collaboration among researchers and library staff. Success for the Dal Libraries will depend on our ability to provide pervasive access to scholarly information resources, the development of innovative tools and spaces, empowered users able to exercise control over their information environment, and the contributions of knowledgeable, flexible and innovative staff. As noted in *Dalhousie University's Strategic Focus 2010-2013*, the key to success is flexibility: "flexibility to support innovation and advance our collective priorities" (Traves, 2010).¹

"Access to information and the ability to use it more effectively are increasingly important to every academic discipline at Dalhousie. With this new plan, Dal Libraries is strengthening student, faculty, staff and public access to the information resources and services required for teaching, research, and lifelong learning," Dr. Richard Florizone, President of Dalhousie University.

These four principles will be used to propel the Dalhousie Libraries towards success: **learning, discovery, innovation, and engagement.**

We must select, develop and manage targeted resources that stimulate learning.

We must empower our users to navigate the information landscape for transformative discoveries.

We must support the quest for innovation through both serendipity and systematic research.

We must fully engage our communities to collectively develop excellent libraries for Dalhousie faculty, staff and students, and support the University's aspirations to become Canada's best university.

This document presents eight main strategic focus areas with accompanying objectives for the next 2 years. The next step will be to engage our staff and our principle stakeholders in developing work plans with explicit activities to move us forward in each of these strategic areas.

¹ Dalhousie University. (2010). *Dalhousie University's Strategic Focus 2010–2013*. Retrieved from: http://www.dal.ca/content/dam/dalhousie/pdf/about/Dalhousie_Strategic_Focus_2010_2013.pdf

The *Strategic Alignment Plan* responds to the recommendations put forward in the *Dalhousie University Libraries Operational Review Report* – in particular the recommendation to “use the 2010-2013 University Strategies rather than unique Dal Libraries strategies, and identify Dal Libraries goals and objectives for each of the University’s strategies.”

I would like to thank the taskforce that led the initiative to create this plan: Joyline Makani (Chair), Sarah Jane Dooley (Secretary), Patrick Ellis, Elaine MacInnis, Gwendolyn MacNairn and David Michels. Thanks as well to Marlo MacKay for her contributions to cover design and layout.

Donna Bourne-Tyson,
University Librarian

Background

The Operational Review of the Dalhousie University Libraries (October, 2012) was based upon the Libraries’ strategic plan for 2010-13. It was noted in the review that:

The Dalhousie University’s Strategic Plan while not specifically identifying the Libraries has a number of key strategies where Dal Libraries can and should be a major player.

It was recommended that the Libraries should modify its current strategic plan in 2013, and prepare to do a full strategic plan in 2014. The purpose of this modified plan was to:

Use the 2010-2013 University strategies rather than unique Dal Libraries strategies, and identify the Dal Libraries’ goals and objectives for each of the University’s strategic focus areas. This plan will clearly connect and communicate how the Libraries can strengthen the University’s strategies.

Develop better staff awareness of and commitment to the Dal Libraries strategic plan.

Strategic Alignment Team

At the request of the Senior Management Team (SMT), a small taskforce was assembled, composed of Joyline Makani (Chair), Sarah Jane Dooley (Secretary), Patrick Ellis, Elaine MacInnis, Gwendolyn MacNairn and David Michels.

Process

Consensus: Consensus was consistently reached throughout the process.

Document Review: In addition to the Dalhousie University’s Strategic Focus 2010-2013, the team reviewed other strategic plans at both the university and library level, to measure how other academic libraries had aligned their own goals with their university goals.

Tools: The team also employed a balanced scorecard for initial document framing (Kaplan & Norton, 1996).²

² Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Boston, Mass: Harvard Business School Press

Authorship: Authorship was collaborative, using our scheduled meeting times with follow up to our shared document folder.

Results: The first meeting was held on December 3, 2012. After a total of six meetings, a draft document was submitted to the University Librarian on February 20, 2013.

Consultation: The draft strategic plan was reviewed and discussed with SMT and then with all Dal Libraries staff (March 27, 2013). It provided a structural framework for us to discuss our future goals. Consensus for the document was substantial at both these meetings. Input from both staff and SMT was primarily along the lines of “how do we get there” rather than a rewriting of the strategy. The team reviewed all input provided by the staff and SMT, then made minor revisions to the final document.

Commitment: We acknowledge that the Libraries must learn to more effectively use our strategic plan in order to keep staff and managers engaged in its goals. Through participation in our target activities, we can ensure that everyone contributes to our future.

Comments: We would like to thank our colleagues in all of our libraries for their support and input.

Dalhousie Libraries’ Mission and Vision

Mission

Dalhousie Libraries strengthen the University’s learning and research communities with our expertise, services, spaces and collections, all reinforced through innovation and strategic partnerships.

Vision

Dalhousie Libraries will be one of the top ten university libraries in Canada and the leader in Atlantic Canada by stimulating learning, discovery, innovation, and community engagement.

University’s Strategic Focus	Libraries’ Strategic Focus
Fostering academic innovation	Supporting academic innovation
Enriching student experience	Enriching student experience
Strengthening enrolment	Equipping students for academic success
Supporting research excellence	Stimulating scholarly excellence
Developing outstanding human resources	Developing superlative library personnel
Sustaining campus renewal	Renewing and sustaining library environments
Ensuring financial stability	Ensuring financial stability
Engaging our community	Pursuing partnerships

Support academic innovation

Objective 1: Align technology, teaching, and research resources to support academic innovation

Targets:

- Investigate and address the issues surrounding the two Dalhousie Libraries catalogue access points by Spring 2014
- Deploy robust and comprehensive searchable tools to connect our communities of scholars (moving beyond DalSpace) by Fall 2014
- Participate in faculty level research advisory committees

Performance measures of academic innovation:

Percentage of users who say that Dalhousie Libraries' resources met or exceeded expectations (e.g. LibQUAL⁺)

Measure growth and usage of the Institutional Repository (report participation by faculties)

Liaison staff participation on research advisory or related committees

Enrich student experience

Objective 2: Consistently solicit and act upon input and advice from the students to renew library services, spaces and resources

Targets:

- Generate a plan to regularly assess student needs and expectations by Fall 2013
- Develop student engagement and outreach plan by Summer 2013
- Develop a tool for harvesting internal student feedback data by Fall 2013
- Assess student engagement and outreach plan, and effectiveness of tool for student feedback by Fall 2015
- Act upon LibQUAL+ 2013 results by making improvements or conducting further studies based on results

Performance measures of student experience:

Percentage of students who say that Dalhousie Libraries' services, spaces, and resources met or exceeded expectations (e.g. LibQUAL⁺)

Track student attendance and participation at the local level (on Advisory or Library Committees)

Evaluate:

- National Survey of Student Engagement (NSSE)
- Canadian University Survey Consortium survey (CUSC)
- Law Students Survey of Student Engagement (LSSSE)
- Dal Libraries contact form, focus group data
- Feedback from comment cards and social media (LibVine blog, Twitter, Facebook)

Equip students for academic success

Objective 3: Integrate services and staff into student research and learning activities

Targets:

- Develop appropriate measures to determine student outcomes by Summer 2014
- Develop and implement an undergraduate introduction to research module by Fall 2014
- Embed research methods programs throughout the curricula by Spring 2015
- Collaborate with the International Centre to develop an international student support plan by Summer 2013
- Embed library resources in BBLearn
- Develop a research assistance program for readmitted FASS students by Summer 2013. Expand to other “at risk” students and other departments by 2015.

Performance measures of student success:

Participation in orientation activities

- Number of undergraduate sessions
- Number of graduate sessions
- Number of international student sessions

Participation in research and learning activities

- Number of teaching sessions (include online tutorial statistics)
- Number of student contact hours
- Number of e-Reserves in BBLearn
- Number/Percentage of BBL courses that contain LibGuides
- Number of participants
- Student and faculty feedback

Measured correlation between library interaction (use of services/resources) and higher grades and retention



The GISciences Centre, Killam Memorial Library



The staff of the Dalhousie Libraries, October 2012

Stimulate scholarly excellence

Objective 4: Develop and foster support for Dalhousie's research excellence

Targets:

- Develop a clear means of assessing faculty expectations concerning research support by Fall 2013
- Develop a Research Data Management Plan by Fall 2013
- Identify additional ways to support Dal's Strategic Research Plan by January 2014
- Continue to develop Digital Scholarship Initiative (the Faculty Research Profiles in DalSpace, Open Journal System hosting, GIS / Spatial data / data visualization, digital collections development, Open Access support, makerspaces)

Objective 5: Begin using appropriate bibliometric measures to highlight the output and impact of Dalhousie research

Target:

- Identify metrics to feature by Fall 2014

Objective 6: Create strong relationships with faculty and departments to integrate liaisons into the research and curriculum practices

Target:

- Develop a measurement tool that reflects and supports the distributed nature of research support by 2014

Objective 7: Ensure Dal Libraries' information resources are the best in Atlantic Canada

Target:

- Complete collections review by Spring 2014

Objective 8: Improve collection access to meet user needs and expectations

Targets:

- Establish a Collections Committee by Summer 2013
- Complete a Collections plan by Fall 2013

Performance measures of scholarly excellence:

Percentage of faculty and graduate students who strongly agree that Dalhousie Libraries' supports their learning, research and teaching needs (e.g. LibQUAL⁺)

Library assessment reports pertaining to faculty satisfaction, and usage behaviour and statistics

Measure faculty & student scholarly output linked to the use of library resources (e.g. MINES for Libraries[®])

Liaison staff participation at faculty council meetings or other gatherings

Librarians participation in faculty planning and initiatives

Percentage of faculty profiles in DalSpace and a count of listed publications

Total number of filled document delivery requests (use CARL stats)

Analysis of document delivery requests made

Participation in research activities

- Number of faculty contact hours
- Librarian participation in faculty curriculum planning and research initiatives
- Number of library staff members' publications

Develop superlative library personnel

Objective 9: Enhance opportunities for employee competency attainment

Targets:

- Develop a system-wide ACHIEVE program plan by Fall 2013
- Establish written competencies for staff by Fall 2014
- Ensure classifications and compensation match roles by Fall 2014

Objective 10: Develop and foster a research culture

Target:

- Develop a research page highlighting library research endeavors by Winter 2014

Objective 11: Increase initiatives to develop leadership skills among library employees

Targets:

- Develop succession plan by Summer 2013
- Creation of AUL positions by Summer 2013

Objective 12: Present ourselves as skilled and engaged

Targets:

- Establish a system-wide Public Services Committee by Fall 2013
- Establish a reference and research training plan by Fall 2013
- Identify service goals for 2 or 3 priority services that can be measured to demonstrate the value of being skilled and engaged by Fall 2013
- Pursue opportunities for employee cross-training by Winter 2014

Objective 13: Improve communication mechanisms for transferring knowledge

Target:

- Develop a system-wide knowledge base available to all staff for FAQs by Fall 2013

Performance measures for library personnel:

Percentage of staff with development plans

Percentage of staff with development plans achieving 1 or more development goals

Percentage of users who consistently say that employees have the knowledge to answer user questions (e.g. LibQUAL⁺)

Percentage of users who consistently rate the overall quality of the service provided by the library as extremely good (e.g. LibQUAL⁺)

Renew and sustain library environments

Objective 14: Create value-based partnerships with other Dalhousie units to revitalize library spaces and services

Targets:

- Develop partnership plan by Summer 2013
- Complete a facilities audit and generate a master plan for each library by Fall 2014
- Explore opportunities to have a presence outside the libraries through hubs and other outreach opportunities by Fall 2014

Objective 15: Reconfigure circulation, information and reference desks, that are still separate, into single service points

Target:

- Implement where possible by Fall 2013

Objective 16: Transform system-wide technical services to prioritize the deployment of electronic products

Target:

- Rationalization of operations and reallocation of resources by Summer 2014

Performance measures for library renewal:

Percentage of users who say that Dalhousie Libraries' spaces met or exceeded expectations (e.g. LibQUAL⁺)

Percentage of users who consistently perceive the library spaces as inspiring studying and learning (e.g. LibQUAL⁺)

Ensure financial accountability

Objective 17: Provide outstanding resources and services with shrinking budgets

Targets:

- Implement an evidence-based allocation of resources by Winter 2014
- Reframe collection development as resource management and usage by Fall 2013
- In conjunction with Dalhousie External Relations develop a grant writing program to explore external funding sources by Winter 2014

Performance measures for financial accountability:

Highlight data which demonstrates usage and the cost per usage of library resources

Pursue partnerships

Objective 18: Pursue strategic partnerships that effectively characterize the Libraries' contributions to the long term development of the Atlantic provinces and Canada

Targets:

- Identify partnerships to enhance collections and their preservation and access by Fall 2013
- Investigate partnerships beyond Novanet by Fall 2013
- Discuss activities at SMT meetings on a monthly basis
- Produce for the university a report on the impact and cost benefit of all strategic partnerships on library operations by Fall 2014

Objective 19: Meet with Deans and other key stakeholders on regular basis

Target:

- Discuss new faculty initiatives and challenges they are facing by Fall 2013

Objective 20: Ensure pivotal role in Novanet decision making on discovery tools

Targets:

- Participate in new initiatives through committee involvement that is defined by Novanet governance
- Conduct a review of Dalhousie's role, voice, and expenses relating to its membership in Novanet including recommendations for long-term participation by Winter 2014

Performance measures for partnerships:

Percentage of all collection development and management dollars expended through partnerships and consortial arrangements

Report on activities with *CRKN, COPPUL, CAUL, CARL*, and the *Offsite Storage proposal*