Brock University Library Strategic Plan

Introduction

The University Library operates in a complex and rapidly changing environment where major forces in higher education, the global digital information ecology, and society itself are at play. Guided by its renewed strategic plan, the Library will continue to redefine itself to fulfill its role as an essential partner in the teaching, learning and research endeavours of the Brock community.

Vision

At the intellectual crossroads of the University, we are a dynamic and innovative library that inspires exploration, discovery and knowledge creation.

Mission

We advance teaching, learning and research by:

- Providing access to scholarly information resources of the highest possible quality
- Empowering our users to find, evaluate and use information effectively
- Ensuring learner-focused library services and facilities
- Collaborating to create and develop the digital research infrastructure

Values

We are committed to the seven core values of the University:

- Integrity and respect
- Freedom of thought and expression coupled with academic responsibility
- Unique student experience
- Innovation
- Accountability and stewardship
- Sustainability
- Generation and mobilization of knowledge

In addition, the following values inform and strengthen our actions:

- Service excellence
- Stewardship of the scholarly record
- Open access to scholarly information
- Collaboration with campus and community partners

Strategic Priorities

We are committed to four strategic priorities:

- Improve access to scholarly information
- Enhance student learning
- Expand the reach of Brock research
- Ensure the Library is a preferred place to work and study

From Priorities to Actions

1. Improve access to scholarly information

Strategic Objectives	Strategic Actions FY 2012-13	Measures of Success	Timeline
A. Dramatically upgrade systems for finding and using scholarly information	A.1. Assess and enhance the library website as a discovery portal based on best practices in user experience	A.1.1. Baseline for website traffic provided through existing web metrics (Google Analytics) A.1.2. Basis for measuring effectiveness of planned improvements determined by collecting and analyzing user feedback	Summer-Fall 2012
	A.2. Implement 'web scale discovery service' technology to make the Library's resources more accessible and easier to find	A.2.1. Meaningful usage statistics tracked and analyzed A.2.2. User research conducted before, during and after discovery service launch	Summer/Fall 2012
	A.3. Develop, enhance and promote geographic and data services	A.3.1. Growing usage of Scholars GeoPortal (baseline data from launch in March 2012 tracked by Scholars Portal) A.3.2. ArcGIS software installations up by 15-25%; increased usage of ArcGIS in course assignments and faculty research A.3.3. Physical presence for data and statistics service established in Map Library	2012-13
	A.4. Create a portal to provide access to local Niagara data	A.4.1. Portal developed by Map Library	2012-13

B. Deliver access to critical information resources in a highly volatile information economy	B.1. Experiment with demand- driven collection strategies (e.g. buy rather than borrow on interlibrary loan; purchase e-books on-demand)	B.1.1. Viability of demand-driven and fast-track strategies determined by means of a pilot project	Winter 2013 (or later, depends on staffing levels)
	B.2 Implement online delivery of interlibrary loan articles	B.2.1. Significant improvements in timeliness and convenience for faculty and students: 50% of articles delivered online	Fall 2012
		B.2.2. Streamlined processes and reduced handling by staff: 50% reduction in article printing; majority of articles requested by other institutions delivered online	
	B.3. Develop copyright infrastructure in collaboration with campus partners to support the appropriate use of copyright materials	B.3.1. Revised policies and procedures in place	2012-13

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2. Enhance student learning

Strategic Objectives	Strategic Actions FY 2012-13	Measures of Success	Timeline
A. Prepare students to succeed in an information-intensive world	A.1. Increase partnerships with faculty to address student learning outcomes by embedding highly relevant library resources and services within courses	A.1.1. Baseline data gathered to determine the extent of librarian activity in Sakai	Fall 2012
	A.2. Target specific courses throughout the curriculum to help students build information competencies	A.2.1. Courses identified in programs under ARC review in 2012-13 [Applied Health Sciences (grad), History (undergrad + grad) Integrated Arts & Sciences (undergrad) Geography (undergrad + grad), Tourism & Environment]	Fall 2012
	A.3. Align liaison teaching strategies with degree level expectations (DLEs)	A.3.1. Gaps and areas for future development identified through the library teaching profiles inventory	2012-13
	A.4. Equip all public workstations with accessibility software (i.e. ZoomText, Jaws; Kurzweil 3000)	A.4.1. Upgrade completed	September 2012
	A.5. Promote collaboration with Learning Commons partners by revising and enhancing the 'Advantage Plus' online learning program	A.5.1. User feedback and program completion statistics analyzed	Fall 2012

B. Expand outreach and customized support for graduate students	B.1. Increase individual research consultations with graduate students	B.1.1. Baseline established by tracking numbers of consultations	2012-13
	B. 2. Increase participation of liaison librarians in graduate student orientation and research methods courses	B.2.1.Baseline established by tracking participation	2012-13
	B.3. Target promotion activities to graduate students to raise their awareness of library services	B.3.1. Increased graduate student contact achieved by liaison librarians	Fall 2012
C. Improve the learning experiences of international students	C.1. Provide workshops in cross-cultural awareness and diversity to library staff (On hold in 2012-13 due to key librarian on sabbatical leave)		
	C.2. Continue to collaborate with ESL Services to provide library support for international students	C.2.1. Changing library needs of ESL Services met	2012-13

3. Expand the reach of Brock research

Strategic Objectives	Strategic Actions FY 2012-13	Measures of Success	Timeline
A. Raise the profile and impact of Brock research by disseminating scholarship through open access channels	A.1. Open Research: Identify Brock research collections for the Brock Digital Repository	A.1.1. Collection for one unique research area identified and developed	2012-13
	A.2. Open Student Research: Expand access to graduate student research output	A.2.1. All graduate theses submitted electronically to the Digital Repository	September 2012
		A.2.2. Feasibility of including graduate Major Research Papers and/or Masters of Education Projects in the Digital Repository determined by Library and Faculty of Education	Winter 2013
	A.3. Open Journals: Establish a hosting service for Brock scholarly journals via Scholars Portal	A.3.1. All journals created at Brock fully hosted on OJS platform at Scholars Portal	Winter 2013
	A.4. Open Data: Explore opportunities to support research data management and curation	A.4.1. Partners identified to participate in a DataVerse pilot project in conjunction with Scholars Portal	Winter 2013

B. Establish the Brock Library as an internationally recognized destination for archival materials in unique and strategic areas	B.1. Expand the scope and quantity of culturally significant collections	B.1.1. One to two culturally significant collections targeted and acquired	2012-13
	B.2. Explore opportunities with researchers, community members, potential donors and others to develop new archival collections in strategic areas	B.2.1. One new collection focus added to support transdisciplinary research	2012-13
	B.3. Expand digitization initiatives to expose the richness of unique Brock collections to researchers worldwide	B.3.1. Priorities and technical standards for digitization projects established	2012-13
		B.3.2. About 600 unique items contributed to the Internet Archive digitization project	
		B.3.3. Scanning of 1954/55 Niagara air photo series completed	
		B.3.4. Georeferencing added to Map Library's historical maps (projected increase of 50%)	
		B.3.5. Fifty new items (e.g. letters, books, newspapers) added to War of 1812 web site	
		B.3.6. Two advertizing campaigns from Terry O'Malley Archive available online	
C. Collaborate in the development of Brock's digital infrastructure	C.1. Identify possible opportunities to collaborate with ITS and Research Services to develop the digital research infrastructure	C.1.1. Organizational and technical feasibility of a local (Brock) digital infrastructure for research is demonstrated with a modest proof-of-concept project.	Winter 2013

4. Ensure the Library is a preferred place to work and study

Strategic Objectives	Strategic Actions FY 2012-13	Measures of Success	Timeline
A. Transform library spaces to meet evolving student and faculty needs	A.1. Expand study space in the Learning Commons	A.1.1. Learning Commons study space expansion project completed - two new group study rooms; eight additional wired carrels	2012
	A.2. Develop a library space management strategy to guide ongoing planning and decision-making	A.2.1. Identify priorities for the next 3 to 5 years and action items for 2013-14	Winter 2013
B. Develop and promote user-driven services using evidence-based assessment practices	B.1. Evaluate existing model of delivering research help to students; engage students to explore new models of service delivery	B.1.1. Team established to act on this initiative; input obtained from staff, students and others; recommendations prepared	2012-13
C. Provide professional development and self-directed learning opportunities to enable staff to adjust to new roles and retool for a digital learning environment	C.1. Deliver a Learning 2.0 technology program for staff	C.1.1. Project team established; program implemented	2012-13
	C.2. Provide a structured mentoring program for new librarians and library school co-op students	C.2.1. Effectiveness of program reviewed with participants and mentors	2012-13
	C.3. Ensure that all library staff are familiar with university accessibility policies and guidelines	C.3.1. Training refresher delivered	Fall 2012

D. Provide more opportunities for broad-based collaboration and input in support of the Library's strategic priorities	D.1. Increase support staff participation in new project teams	D.1.1. Functional and project teams established and/or membership reconstituted	Summer-Fall 2012
	D.2. Establish staff suggestion and feedback mechanisms to improve library operations and services	D.2. 1. Feedback process established; suggestions analyzed for action	2012-13
E. Improve operational effectiveness by implementing standard knowledge management practices	E.1. Establish an infrastructure, and develop policies and procedures for managing library documents and statistics	E.1.1. Infrastructure, policies and procedures in place	Winter 2013
F. Strengthen research capacity and success within the Library	F.1 Introduce a "Research Community of Practice" to foster collegial support for librarians' scholarly activities	F.1.1. Series of events organized and assessed by 2-3 librarians serving as 'community' facilitators	2012-13
	F.2. Identify the research learning needs of Brock librarians	F.2.1. Results of informal survey analyzed, and recommendations developed	Winter 2013