Teresa e Alexandre Soares dos Santos **Library**

STRATEGIC PLAN 2023-2026

NOVA SCHOOL OF BUSINESS & ECONOMICS

Teresa e Alexandre Soares dos Santos **Library**

STRATEGIC PLAN 2023-2026

Opening remarks

This strategic plan aims to guide the library for the next three years (2023-2026). Just like the action plan for 2020-2022 this document is a work in progress and is open to collaboration and input by the school's stakeholders.

Strategic plans are successful as long as a team is aligned under the same goals and governing bodies supporting that team in its mission. The Library team is not alone or should not be alone in its efforts to provide innovative and quality services.

The team is aware that this strategic plan can only be successfully implemented if great importance is given to qualification, innovation, and lifelong learning. The team's enthusiasm and hard work are key to the success of the Library.

This strategic plan is aligned with national and international guidelines and several documents served as inspiration and support. Among the most important are:

- cOAlition S. (n.d.). *cOAlition S: Accelerating the transition to full and immediate Open Access to scientific publications.* https://www.coalition-s.org/addendum-to-the-coalition-s-guidance-on-the-implementation-of-plan-s-principles-and-implementation/

- European Commission. (2018). *Prompting an EOSC in practice.* https://doi.org/10.2777/620195

- European Commission. *Directorate General for Research and Innovation. (2018). Turning FAIR into reality 2018: final report and action plan from the European Commission Expert Group on FAIR Data.* https://doi.org/10.2777/54599

- Guédon, J.-C. 1943-. (2019). *Future of scholarly publishing and scholarly communication: report of the expert group to the European Commission.* https://doi.org/10.2777/836532

- Principe, P., Diana Silva, Tatiana Sanches, Susana Lopes, Ana Alves Pereira, Carlos Lopes, Maria Luz Antunes, Madalena Carvalho et al. (2020). *Recomendações para as Bibliotecas do Ensino Superior de Portugal 2020-2022.* https://doi.org/10.5281/zenodo.3841363

- UNESCO. (2021). *UNESCO Recommendation on Open Science.* https://unesdoc.unesco.org/ark:/48223/pf0000379949.locale=en

This plan is organized into two sections:
1. Our mission and vision as defined in 2020;
2. Three strategic priorities and the key actions defined to achieve them.
Concrete measures, financial resources and specific indicators for each priority will be presented yearly in a separate document.

December 2022

Susana Lopes,
Head Librarian

Vision

Teresa e Alexandre Soares dos Santos Library is committed to providing effective access to information resources and services specially designed to meet the curriculum, research, and teaching needs of the scholarly environment.

The Library is fully aligned with the School's mission and vision for the future and aims to support it in the development of talent and knowledge that impacts the world.

The Library is devoted to human enhancement by connecting the past (history) with the present (empathy) and the future (foresight) of business and economics. The Library supports Nova SBE by incentivizing the exchange and dissemination of interdisciplinary knowledge, (re)connecting science and society, enhancing teaching, advancing research, and co-creating meaningful future(s) with and for society.

Mission

The Library's mission is to provide comprehensive resources and services in support of the research, teaching, and learning needs of the school's community.
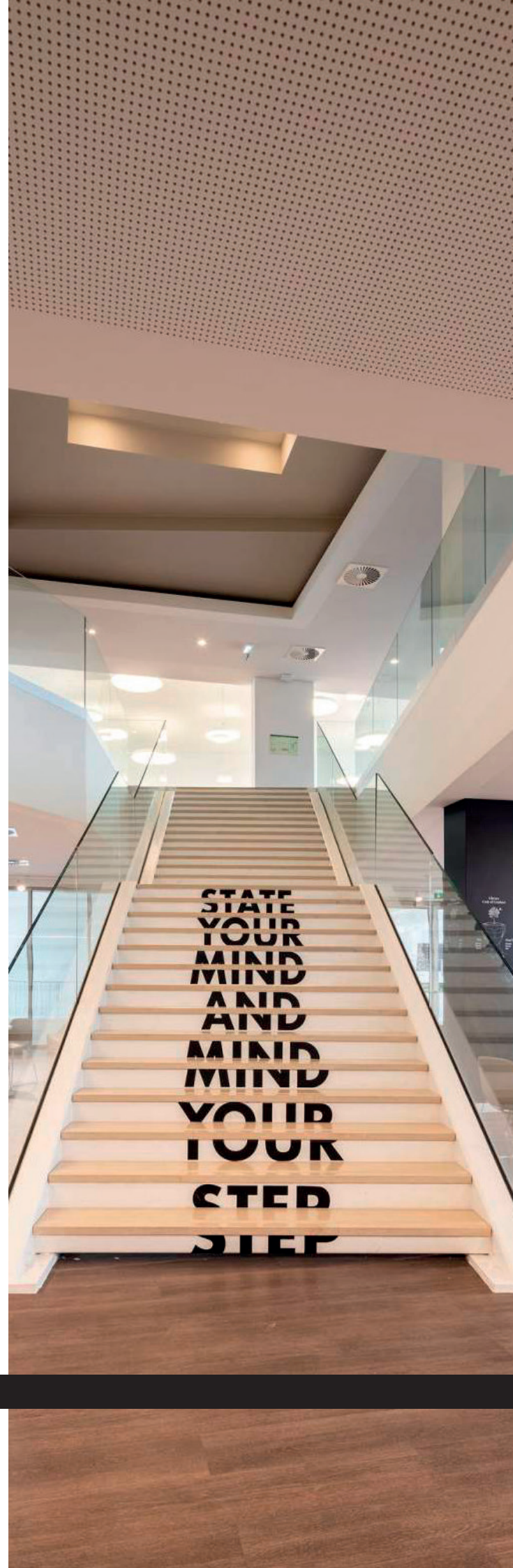
Our strategy

1. Open Science

2. Visibility and impact in, and for the community

3. User-driven sustainability

1. Open Science

We have been working to provide a better service to support research and to deepen our knowledge about Open Science and its pillars. We have the knowledge and confidence to improve and strengthen our role.

Acknowledging the role of science, technology, and innovation (STI) in achieving a better and sustainable future is an important step and with it recognizing "the potential of open science for reducing the existing inequalities in STI and accelerating progress towards the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals (SDGs) and beyond..."(UNESCO, 2021).

Being a hub for knowledge can also make us the driving force for this shift in culture towards an open science mentality and reality.

Considering that more open, transparent, collaborative and inclusive scientific practices, coupled with more accessible and verifiable scientific knowledge subject to scrutiny and critique, is a more efficient enterprise that improves the quality, reproducibility and impact of science, and thereby the reliability of the evidence needed for robust decision-making and policy and increased trust in science (UNESCO, 2021).
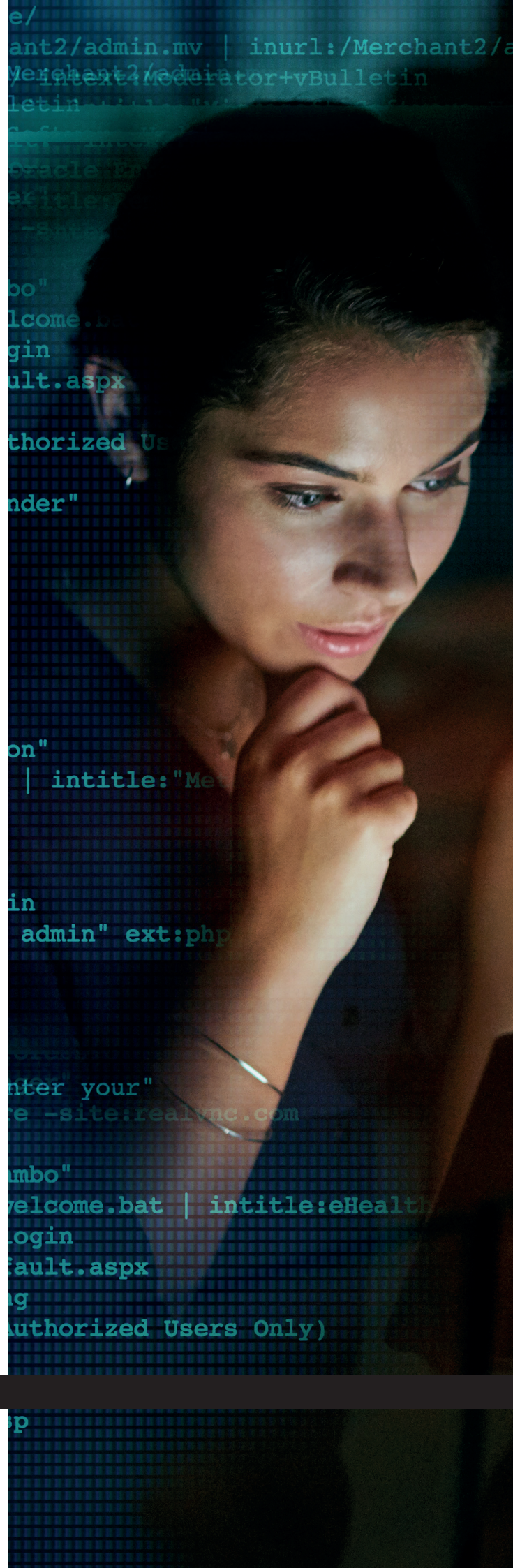
Our Plan

The Library's approach is to facilitate and drive this change to a culture based on Open Science's values and principles while providing the necessary information, training and infrastructures.

At the national and international levels, we keep collaborating and contributing to the debate about open science policies, research assessment under the open science pillars and sharing of publications and data.
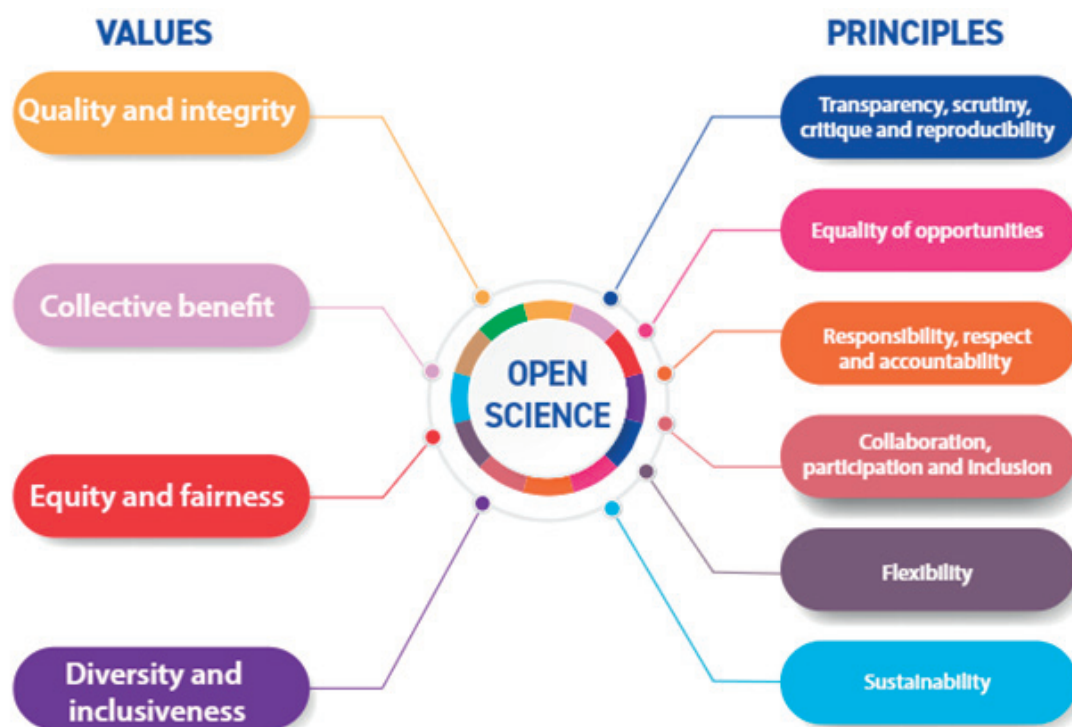

Figure 1 - Open Science core values and guiding principles
(UNESCO, 2021, p. 19)

Key actions

KEY ACTION 1
Promoting open science as the standard working method for day-to-day research and leaving no one behind.

KEY ACTION 2
Developing and investing in infrastructures to make research as open as possible affirming the need for information for all (SDG10 – Reduced inequalities). Repositories are a community-building effort, and this effort must be recognized and incentivised.

KEY ACTION 3
Fostering open science practices - openness transparency and inclusiveness – re-use and distribution of scientific work improving effectiveness and productivity by reducing duplication costs in collecting, creating, transferring, and reusing data.

KEY ACTION 4
Collaborating – allowing others to engage in scientific processes including citizen science, democratizing knowledge, and fighting misinformation and disinformation.

2. Visibility and impact in, and for the community

Making Nova SBE's research outputs visible, findable and easily accessible is part of the Library's mission but we also have a key role in the creation of knowledge since we offer our academics the best resources and the most relevant scientific publications.

Guaranteeing visibility for our research is far more than managing scientific publications, and data sharing guaranteeing compliance with FAIR principles is not limited to infrastructure, it needs raising awareness and support.

Our Plan

The Library will support researchers in finding the best bibliographic resources and databases but will also work on improving visibility for current outputs by exploring new platforms to showcase research like working papers, case studies and research data.

We work for the Nova SBE community, but we want to reach our peers, individual and institutional.

Key actions

KEY ACTION 1
mplementing a data repository to showcase research and research data from Master to PhD students, faculty, and researchers.

KEY ACTION 2
Guaranteeing visibility for research outputs such as case studies, working papers, datasets, software and more.

KEY ACTION 3
Guaranteeing the update of information in our Current Research Information System – Pure - and giving the necessary visibility to publications and data, ensuring that these outputs have the correct metadata and necessary open license for upload to the institutional repository.

KEY ACTION 4
Providing faculty and researchers with bibliometric analysis to assess the traditional impact of publications (via citations) and providing insights on the use of research by assessing the number of downloads in our repository and/or alternative metrics via PlumX's integration with Pure.

3. User-driven sustainability

The Library is well-established as a space where everyone is welcome to study in peace and quiet. We aim to maintain our role as a place for knowledge and knowledge sharing, a place to find knowledge for study, personal development, and research and position ourselves as an inclusive and safe space for all.

Digitisation is changing the role of the library from just a physical space to something more, we are a space on campus, but we also extend our services outside of the library and off-campus, at home, at the office and in class.

The digitisation of science already places changes and challenges to our role in research support, but for the purpose of this plan and since the digitisation and openness of science are already covered in our strategic priority 1 – Open Science – digital transformation is the process by which hybrid and digital formats are becoming more relevant.

Our Plan

The Library will continue to guarantee traditional library services but will keep up with international trends to anticipate and adjust to the changes imposed by digitisation on research as well as on working practices.

We plan to keep listening to our users and focus on these changing practices while also collaborating and sharing experiences and good practices with our peers in foreign countries.

It is key that we use data analytics tools for more in-depth information on the use of our resources. To guarantee the necessary data we need interoperability with the school's systems and IT support.
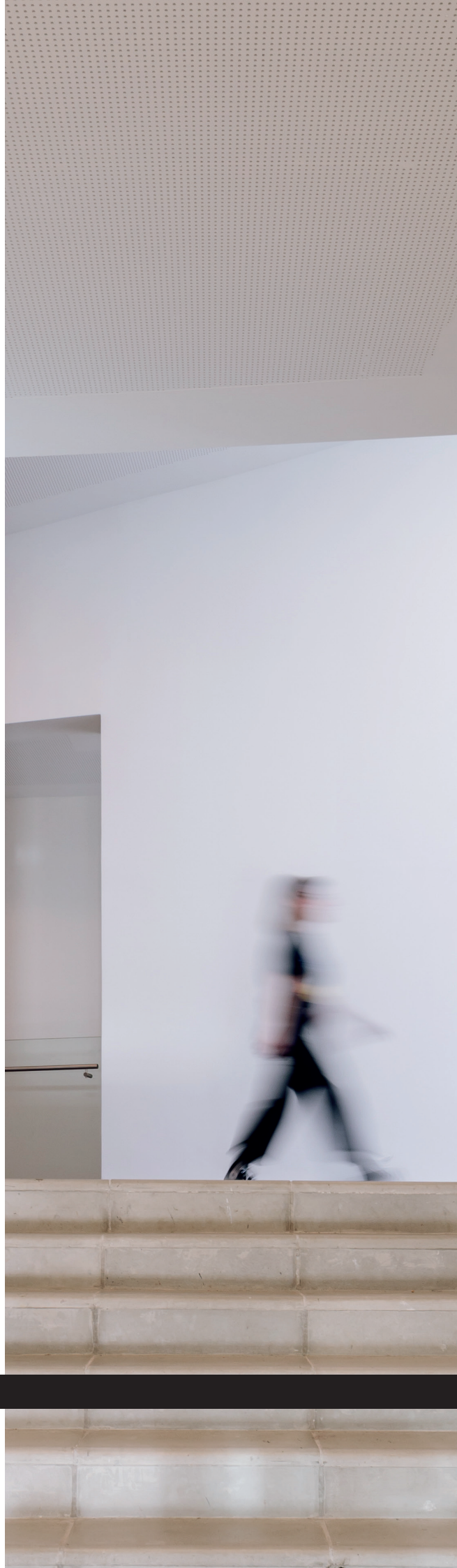
Key actions

KEY ACTION 1
Leading the discussion on financial sustainability for the library by partnering with the school's key stakeholders, internal and external.

KEY ACTION 2
Focusing on our user experience project and guaranteeing the school's commitment to the required outcomes. Rebranding the Library according to these findings and what we want to achieve for the future.

KEY ACTION 3
Requesting the participation of faculty and researchers for library activities but also for collection building (physical and electronic) purposes.

KEY ACTION 4
Improving data visualisation with in-house tools or SaaS with the purpose of better understanding usage, allocating costs and demonstrating the impact of the library on students' outcomes.

What we need (short–term)

BETTER SYSTEMS

In an era of user-driven services, interoperability, and linked data we need systems that facilitate access to information, usage consolidation for reporting and data analytics as well as integrated acquisitions and electronic licenses management. Switching our Library Information System (LIS) to a solution fully integrated and based on BIBFRAME and Dublin Core is essential for the short term.

The opportunities arising from digital transformation are changing working practices for our users but can also help our team in making our administrative workflows more efficient and more aligned with policies and legal requirements.

INTEROPERABILITY

Interoperability works only when the information on different systems has the necessary granularity. It is not possible to do data analytics if our people directory does not have the necessary attributes and granularity. The library's information needs must be perceived as a priority.

FEEDBACK FROM THE COMMUNITY

We need more opportunities to hear from our users. The school's surveys must have the library's input to guarantee that we also have feedback not only about opening hours but specific services and resources.

We need to update our physical space to meet the needs and practices of our users and do so in a sustainable way. After the pandemic user behaviour in libraries changed and we need to reflect that on our space, furniture, and technology.

STAFF

The current team is not as multidisciplinary as it should be. We need a team engaged with the mission but also with the necessary technical skills to implement and maintain projects. The team needs continuous development in accordance with their individual skills and projects to strengthen autonomy and self-development.

The team also needs stability. It is absolutely necessary to guarantee that we can separate the back office from the front office work and for that, we need qualified human resources.

2023 Action plan

Each year a set of actions will be defined to guarantee that we achieve our strategic priorities.

1. OPEN SCIENCE

- Designing materials and tutorials to raise awareness and engagement with Open Science practices.

- Developing a Researcher's kit for "all things library".

- Designing an Open Science and data policy for internal discussion.

2. VISIBILITY AND IMPACT

- Updating and maintaining our CRIS with research outputs (publications and data).

- Implementation of the Nova SBE Data Repository and definition of data sharing policies.

- Curating of the data repository including validation of metadata and datasets.

- Improving communication, internal and external, to guarantee that the School is aware of what we are doing and to raise accountability.

3. USER-DRIVEN SUSTAINABILITY

- Launching a survey for faculty and researchers to gather inputs on electronic resources.

- Starting the user-experience project already presented and validated.

- Publishing internally the first outputs.

- Updating the library space and technology to suit the needs of our community.

NOVA SCHOOL OF BUSINESS & ECONOMICS

Carcavelos Campus
Rua da Holanda 1
2775-405 Carcavelos

Tel: +351 213 801 600
www.novasbe.unl.pt
library.novasbe.unl.pt

www.facebook.com/novasbe.pt
www.twitter.com/novasbe
www.instagram.com/nova_sbe
www.linkedin.com/school/nova-school-of-business-and-economics/
www.youtube.com/user/NovaSBEofficial