

Teresa e Alexandre Soares dos Santos Library

2025 REPORT & 2026 ACTION PLAN



Table of Contents

Teresa e Alexandre Soares dos Santos Library in 2025	2
Open Science - Our plan	3
Open Science – 2025 Goals.....	3
Key Actions from our Strategic Plan	3
Achievements	3
Challenges.....	4
Visibility and impact - Our plan	4
Visibility and impact - 2025 goals.....	4
Key Actions from our Strategic Plan	4
Achievements	5
User-driven sustainability - Our plan.....	5
User-driven sustainability - 2025 goals	5
Key Actions from our Strategic Plan	6
Achievements	6
Challenges and Risks	6
Research Data Infrastructure and Safe Center	6
Events @Library.....	7
Research support	7
2026 Action plan	8
Library Renovation and Learning Commons Vision	8
Open Science	8
Visibility and impact	8
User-driven sustainability	8
Looking Ahead	8
2026 Budget.....	9

Teresa e Alexandre Soares dos Santos Library in 2025

2025 marked a transition year for the Library, balancing operational sustainability with strategic transformation. Increased pressure on physical spaces, the growing demand for secure research data environments, and the acceleration of Open Science requirements reinforced the Library's role as an academic infrastructure.

Throughout the year, the Library consolidated its position as a strategic partner in research, teaching, student experience, and institutional visibility. At the same time, the Library continued to adapt to financial, technological, and operational challenges while preparing for a major renovation and service transformation project planned for 2026.

Strategic Alignment

The Library continues to align its activities with the NOVA SBE Strategic Plan (2023–2026), supporting research excellence, innovative teaching, Open Science, and societal impact.

Key alignment areas include:

- Support to Open Science and compliance with FCT and Horizon Europe requirements.
- Contribution to research visibility through PURE, RUN, and Open Access workflows.
- Enhancement of student learning experience through information literacy and embedded support.
- Support to data-driven research via the Social Sciences DataLab and Safe Center.

At a Glance

Key indicators

- **247,817** visitors. High occupancy rates and increased demand for study spaces
- **16** Training sessions delivered, 645 participants
- **34 Research** support interactions
- DataLab usage
- Collection usage – **224,081** unique sessions to our digital content and 1,378 book loans

Open Science – 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.

Open Science remained a central pillar of the Library's strategy in 2025. The Library continued supporting researchers, faculty, and students in adopting transparent, collaborative, and FAIR research practices.

Open Science – 2025 Goals

- Training sessions for faculty and PhD students.
- Training the trainers: equipping knowledge centres with the knowledge and skills to effectively manage and safeguard valuable information assets.
- Communicating the (new) National Open Science Policy

Key Actions from our Strategic Plan

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 incentivized.

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.

Achievements

KPI 1: Open Science training session for Ph.D. students focusing on open publishing and transformative agreements

KPI 2: Active collaboration in the [NOVA.ID Research Data Management Competence Centre](#), an interdisciplinary initiative designed to establish best practices, infrastructure, and training for research data management, supporting researchers in managing, storing, and sharing data according to FAIR principles. A key deliverable for this FCT project was the Nova University's Research Data Policy

KPI 3: Revision and enhancement of the [Open Science section](#) on the Library's website to ensure clarity, relevance, and alignment with current policies and practices.

KPI 4: Support to repository deposit workflows and Open Access publishing.

KPI 5: Dissemination of information regarding transformative agreements and Open Access opportunities.

Challenges

- Increasing complexity of Open Science compliance requirements.
- Need for additional staff expertise in Research Data Management.
- Growing demand for support related to AI-assisted research workflows.

Visibility and impact – 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.

The Library continued to strengthen the visibility, accessibility, and discoverability of Nova SBE research outputs through repository curation, metadata enhancement, bibliometric support, and national and international collaboration.

Visibility and impact – 2025 goals

- Updating and maintaining our CRIS with research outputs (publications and data).
- Curating of the data repository including validation of metadata and datasets.
- Enhancing the visibility of our collection and the institution's research outputs.
- Improving communication, internal and external, to guarantee that the school is aware of what we are doing and to raise accountability.
- Participating in conferences and disseminating our best practices within the library community, amplifying our impact and influence nationally and internationally.

Key Actions from our Strategic Plan

Key action 1 – Implementing 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.

Achievements

KPI 1: [SciLinkDB](#) - instance of Wikidata created to structure the Nova SBE scientific production data in RDF, respecting the FAIR principles. In 2025, 8606 items and 207 properties have been created from data exported from PURE and Renates.

KPI 2: [Nova SBE Working Paper Series](#) – seven new working papers were published in our working paper series gathering for the series a total of **4,937 downloads**.

KPI 3: **232 outputs** curated in Pure, **108** of these uploaded in **open access** to the University's Repository - RUN.

KPI 4: Participation and presentations in national and international conferences and workshops:

- Invited speakers at the EBSCO's Madrid Lunch & Learn to discuss the FOLIO implementation and impact of new practices.
- Invited speaker in the workshop "[Desvendando o Wikibase: Potencializando a Gestão de Acervos de Bibliotecas](#)" (March 27) in collaboration with Wikimedia Portugal and Wikimedia Brasil.
- Invited speakers at the EBSCO's Lisbon Lunch & Learn to discuss the FOLIO implementation and impact of new practices.
- Invited speaker at the [VCW Journey Certification](#) (January) to share the Library's experience with the VCW framework.

KPI 5: Enhanced communication and dissemination of library services and initiatives

User-driven sustainability – 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 digitization 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.

In 2025, the Library continued to focus on user experience, wellbeing, inclusion, and sustainability, while preparing a major transformation of physical spaces and service models.

User-driven sustainability – 2025 goals

- Collection management and development – continue engaging with faculty and academic directors to update and develop our collection.
- Selective dissemination of information – Leveraging our new ILS and LMS (Moodle), we plan to improve the dissemination of information through targeted strategies, streamlining the preparation process for faculty by crafting dynamic course packs. This innovation not only enhances accessibility but also elevates the educational experience to new levels of efficiency and effectiveness.
- Updating the library space and technology to suit the needs of our community.

- Updating the [Social Sciences DataLab](#) safecenter and computing facilities guaranteeing its alignment with international safe center and data center security requirements. Collaborating with the Diversity, Equity, and Inclusion team to ensure the library continuously enhances its spaces and services to be welcoming, accessible, and supportive for everyone.

Key Actions from our Strategic Plan

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 visualization 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.

Achievements

KPI 1: Strengthened engagement with faculty and academic departments for collection development – continued work with the Leadership for Impact Knowledge Centre and the Diversity, Equity and Inclusion department to enrich our special collections.

KPI 2: Strengthened engagement with faculty and academic departments for collection development.

KPI 3: Implementation of Panorama Essentials for collection analytics and ROI analysis

Challenges and Risks

- Rising subscription and research data acquisition costs.
- Procurement constraints affecting timelines and vendor management.
- Pressure on study spaces during peak academic periods.
- Need for enhanced interoperability between institutional systems.
- Staffing constraints and difficulty recruiting specialized profiles.

Research Data Infrastructure and Safe Center

The Social Sciences DataLab continued to grow as a critical infrastructure supporting data-intensive and restricted-access research.

- Support for restricted-access datasets including Revelio Labs and PitchBook.
- Preparation for the new DataLab2030 infrastructure funded through LISBOA2030
- Implementation planning for enhanced computing capacity and Safe Center governance.

- Development of data governance and operational policies.
- Interim management of large-scale datasets under temporary infrastructure constraints.

Events @Library

- February 11 - [Writing, Reading and Wellbeing](#) by NOVA Awareness Club
- March 4 - [Nova SBE Leadership for Impact Knowledge Center book selection launch](#) by LFI & Library
- May 7 - [Portugal in 60 minutes](#) by Nova SBE's Community Engagement team
- November 4 - [Defending Democracy – Open talk with students](#) by Nova SBE's Community Engagement team
- November 19 - [Comedy night](#) by Nova Students' Union

Research support

- *Library presentations and Welcome sessions* for Bachelors, Masters, Executive Masters, PhD students, Executive Education, and The Lisbon MBA.
- *How to use Mendeley for your Workproject* training session for Executive Masters.
- *How to search the Library's resources for your Workproject* training session on library resources and research methods for Master students submitting their dissertation.
- *Citations' lab* – 1-on-1 sessions to support master's students with their dissertations (52 sessions/1 hour each).
- Webinar: *UK Retail Update – Christmas Review* by GlobalData (January)
- Webinar: *Telco – Towards The Super App* by GlobalData (January)
- Webinar: *Top Trends in Non-alcoholic Beverages 2025* by GlobalData (February)
- Webinar: *Global Hiring Activity – Signals & Trends – Q4 2024* (February)
- Webinar: *Euromonitor* by Euromonitor & Library (March)
- Workshop: *Bloomberg sessions* by Bloomberg & Library (March 5-7)

The Library's 2025 initiatives were strongly aligned with Nova SBE's strategic priorities and informed by ongoing engagement with the academic community. Through the expansion of Open Science and research data services, the strengthening of research visibility and repository workflows, and the continued investment in user experience and inclusive learning environments, the Library is reinforcing its role as a strategic infrastructure for research, teaching, and student success. At the same time, preparations for the Library renovation and the development of the Social Sciences DataLab highlighted our commitment to innovation, sustainability, and the creation of dynamic, technology-enabled spaces that respond to the evolving needs of the Nova SBE community.

2026 Action plan

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

Library Renovation and Learning Commons Vision

The renovation project planned for 2026 represents an opportunity to reposition the Library as a dynamic learning environment, balancing collaborative work, silent study, wellbeing, accessibility, and digital integration.

- Creation of flexible and technology-enabled collaborative spaces.
- Introduction of interactive and modular furniture.
- Improvement of silent study areas and wellbeing spaces.
- Implementation of occupancy analytics and access control systems.
- Review of space governance policies and user behavior guidelines.

Open Science

- Expand training on Open Science, FAIR data, and AI literacy.
- Strengthen support for Open Access compliance.
- Improve integration between PURE, RUN, and data repositories.
- Support faculty and researchers in research data management planning.

Visibility and impact

- Expand bibliometric and research visibility support.
- Increase dissemination of Nova SBE research outputs.
- Enhance dashboards and data visualization tools.
- Strengthen participation in international library and Open Science networks.

User-driven sustainability

- Implement the Library renovation and new space model.
- Install occupancy analytics and access control systems.
- Improve accessibility, wellbeing, and collaborative environments.
- Expand data-driven decision-making using Panorama Essentials.

Looking Ahead

Looking ahead to 2026, the Library remains committed to strengthening its role as a strategic academic infrastructure supporting research excellence, innovative teaching, student wellbeing, Open Science, and institutional impact. The transformation of physical spaces, investment in data infrastructures, and adoption of innovative services will continue to shape the Library's evolution as a dynamic learning and research environment.

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