

BODLEIAN LIBRARIES
STRATEGY 2018–2022

A decorative metalwork element with a repeating pattern of stylized acanthus leaves and scrolls, likely part of a building's facade or interior railing.

Sharing knowledge, inspiring scholarship

Advancing learning, research and innovation from the heart of the University of Oxford through curating, collecting and unlocking the world's information.





MESSAGE FROM BODLEY'S LIBRARIAN

The Bodleian is currently in its fifth century of serving the University of Oxford and the wider world of scholarship. In 2017 we launched a new strategy; this has been revised in 2018 to be in line with the University's new strategic plan (www.ox.ac.uk/about/organisation/strategic-plan).

This new strategy has been formulated to enable the Bodleian Libraries to achieve three key aims for its work during the period 2018-2022, to:

1. help ensure that the University of Oxford remains at the forefront of academic teaching and research worldwide;
2. contribute leadership to the broader development of the world of information and libraries for society; and
3. provide a sustainable operation of the Libraries.

The Bodleian exists to serve the academic community in Oxford and beyond, and it strives to ensure that its collections and services remain of central importance to the current state of scholarship across all of the academic disciplines pursued in the University. It works increasingly collaboratively with other parts of the University: with college libraries and archives, and with our colleagues in GLAM, the University's Gardens, Libraries and Museums.

A key element of the Bodleian's contribution to Oxford, furthermore, is its broader role as one of the world's leading libraries. This status rests on the depth and breadth of its collections to enable scholarship across the globe, on the deep connections between the Bodleian and the scholarly community in Oxford, and also on the research prowess of the libraries' own staff, and the many contributions to scholarship in all disciplines, that the library has made throughout its history, and continues to make.

This strategy acknowledges the library as an engine of strategic intellectual leadership in essential areas such as knowledge creation, dissemination, and utilization; developments in pedagogy; learning and research spaces; digital scholarship; and wider engagement with society.

The historic mission of preservation is key to ensuring future access to information created inside the University, as part of Oxford's research activities, as well as the vast quantities of information – books, journals, manuscripts, maps, music, digital data – from across the globe needed for education and research.

The Bodleian's role in preserving knowledge, whether to support the reproducibility of research, or to ensure a correct and complete historical record, is essential to ensure an open society, and this strategy supports the enhancement of our digital preservation capabilities. The Bodleian also makes a key contribution to the education of our community in understanding and using information wisely in a world where sources of information have never been more varied, complex and uncertain.

The Bodleian's role in the research life of the University will be crucial for the coming period, both in supporting the lifecycle of research, from creation to dissemination (including with the Open Access and Open Data agendas) and in developing the research culture of the University, centred around the Bodleian's physical and digital collections.

This strategy is designed to assist the Libraries in making their collections engage more deeply with the wider community, through making them more readily visible (metadata creation, discovery and digitization), through public engagement with research (exhibitions, public programmes and digital applications), or through partnerships with other organizations and institutions.

Finally, this strategy continues to lay emphasis on the importance of investing in the development and training of our staff, in the renewal of our work with new skills and in facilitating innovation. The efficient operation of our facilities, buildings, finances and organizational arrangements are key components in ensuring that the Bodleian Libraries can continue to operate for the benefit of scholarship in Oxford and beyond, long into the future.

A handwritten signature in blue ink that reads "Richard".

Richard Ovenden, Bodley's Librarian

LIBRARY AS PARTNER

Working in partnership with researchers, academics and students to create and deliver content

EDUCATION SUPPORT

- We will demonstrably increase the use of the Bodleian Libraries' unique physical and digital collections for teaching and we will increase our engagement with teaching academics across the Divisions. We will develop library-focused teaching and outreach resources and ensure library collections are available for learning.
- We will provide extensive resources for learning, including increased online content delivery and enhanced reading-list services. We will invest in e-resources for student use.

OPEN SCHOLARSHIP

- Taking the lead within the University, we will prioritize open access and open data support for the Research Excellence Framework, upgrading systems and improving services. We will also support Research Data Management and invest in the growing area of Open Scholarship.

DATA-INTENSIVE SCHOLARSHIP

- We will develop the Centre for Digital Scholarship as a hub that brings together Bodleian collections with innovative digital technology, enabling them to be more effectively exploited for teaching, learning, research and public engagement. We will ensure the Centre supports reproducible research and the reuse of our collections in an open way.

PUBLIC ENGAGEMENT WITH RESEARCH

- We will strengthen the relationships between subject librarians and research facilitators across the University, and explore new opportunities to work together to engage the public with research from all the Divisions.

PARTNERSHIP WITH COLLEGES

- We will develop an action plan for further collaboration between Bodleian and College libraries and archives.

COLLECTIONS

Opening up world-class collections to researchers, students, and others across the globe

OPENING UP ARCHIVES & MANUSCRIPTS/SPECIAL COLLECTIONS

- We will increase access to our unique archive and manuscript holdings, unlocking their potential for research, learning and teaching, by implementing a modern discovery and online ordering system for Special Collections material.
- We will make inaccessible collections available through cataloguing. We will convert legacy hardcopy catalogues into digital forms, incorporating catalogue descriptions into easily searchable digital records.

DIGITAL CONTENT FOR RESEARCH AND EDUCATION

- We will seek funding for additional content, to enhance electronic resources provision across all divisions and to ensure that the University has online research resources which are the best in the UK and comparable to the top US institutions.
- We will work with the other Legal Deposit Libraries to increase and promote access to Non-print Legal Deposit items through the introduction of digital maps, music scores and emerging formats.

LIBRARY MANAGEMENT SYSTEM

- We will scope and implement a new Library Management System, benefiting from the latest technology to make our collections more findable, streamline our operations, and optimize efficiency in acquiring and delivering content.

DISCOVERABILITY OF OUR DIGITAL COLLECTIONS

- We will transform the global digital discoverability of all Bodleian collections, in the context of the Garden, Libraries & Museums (GLAM) Digital Strategy, redeveloping Digital Bodleian 2.0 and continuing to develop it as a central, discoverable hub for our digital collections.



LIBRARY SPACES & INFRASTRUCTURE

Enhancing physical and digital spaces to support the rapidly changing needs of readers

LIBRARY SPACES

- We will consult with users to deliver an interdisciplinary Humanities Library, which will increase access to material, support and expertise.
- We will collaborate with academic divisions and GLAM institutions to create a re-imagined Radcliffe Science Library and Collections Research Centre as part of the University's new college to be located in the RSL building.
- We will provide the infrastructure necessary to ensure optimum storage by expanding capacity at the Book Storage Facility as part of the GLAM Collection Storage Strategy.

ENVIRONMENTAL SUSTAINABILITY

- We will pursue green initiatives in line with wider University of Oxford Sustainability policy in order to increase efficiency, make savings and further the environmental sustainability of the Libraries.

DIGITAL INFRASTRUCTURE

- We will put in place extensible, resilient, replicated preservation storage infrastructure to hold all of the Bodleian Libraries' digital assets, in collaboration with other areas of the University and GLAM partners in particular.

ACCESS, ENGAGEMENT & OUTREACH

Increasing access to collections and promoting greater discovery & engagement

OPENING HOURS

- We will improve access to highly used hub libraries by increasing opening hours to better reflect user requirements, especially taught and research postgraduates.

POSTGRADUATE STUDENTS

- We will develop enhanced services to support a growing postgraduate population across all Divisions, in line with the growth of the postgraduate community.

PUBLIC ENGAGEMENT

- In support of the University strategy of widening access, we will encourage school children from groups who are currently under-represented at Oxford to engage with our collections by developing and delivering a schools education programme.
- Working alongside institutions across GLAM, we will use existing and new data better to identify and understand our audiences, to inform programming and to help attract new and under-represented audiences.
- We will migrate the Bodleian Libraries' visitor-focused and academic library sites to the Mosaic WebCMS platform and transform our digital presence to reflect the needs and search patterns of our diverse user groups.





LIBRARIES WORKFORCE

Developing our staff to support 21st-century library scholarship

STAFF DEVELOPMENT

- We will expand access to a range of staff development opportunities by addressing the changing and wide-ranging needs of staff in terms of skills, progression, and leadership, with an emphasis on developing a plan for increasing digital skills amongst our workforce.

STAFF DIVERSITY

- We will develop a more diverse Libraries workforce in conjunction with the University's Equality and Diversity Unit strategies.



FINANCE

Controlling costs and diversifying our sources of funding

OPERATIONAL EFFICIENCY

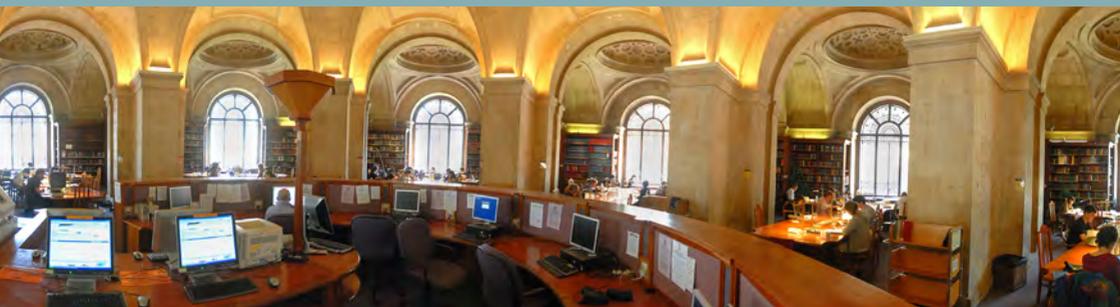
- We will prioritize key areas across the Bodleian Libraries in which efficiencies can be made in order to control costs, and with the aim of increasing the effectiveness of the organization, and lowering dependency on University funding.
- We will further investigate, where appropriate, the integration of Technical Services operations in order to achieve greater economies of scale and improve efficiencies. We will review processes in line with the implementation of a new Library Management System.
- We will review the overall operations (including efficiency and customer service) of the Bodleian Admissions Office and the potential for the development of an online application process (working with the identity and access management project).

ENDOWMENT

- We will increase our endowment to £88m through a combination of capital growth and fundraising, from its current base of £63m.

INCOME GENERATION

- We will ensure that the Bodleian Libraries seeks every opportunity to increase income from research activity and research collaboration.





BODLEIAN LIBRARIES

Bodleian Education Library

Bodleian Health Care Libraries: Cairns Library, John Radcliffe Hospital

Bodleian Health Care Libraries: Horton Library, Horton General Hospital

Bodleian Health Care Libraries: Knowledge Centre

Bodleian Health Care Libraries: Girdlestone Memorial Library, Nuffield
Orthopaedic Centre

Bodleian Japanese Library

Bodleian K B Chen China Centre Library

Bodleian Latin American Centre Library

Bodleian Law Library

Bodleian Library: Old Bodleian Library

Bodleian Library: Radcliffe Camera

Bodleian Library: Weston Library

Bodleian Music Faculty Library

Bodleian Oriental Institute Library

Bodleian Social Science Library

English Faculty Library

Leopold Muller Memorial Library

Philosophy and Theology Faculties Library

Radcliffe Science Library

Rewley House Continuing Education Library

Sackler Library

Sainsbury Library at the Saïd Business School

Sherardian Library of Plant Taxonomy

Taylor Institution Library

Tylor Library

Vere Harmsworth Library at the Rothermere American Institute

Wellcome Unit for the History of Medicine Library



Bodleian Libraries
UNIVERSITY OF OXFORD

www.bodleian.ox.ac.uk