Bodleian Libraries Implementation Plan 2013-2016

In October 2013, The Curators of the University Libraries approved the Bodleian Libraries' Strategy for 2013-16. The Strategy will provide direction and help to set priorities for our work over the next three years. It will also further our mission to provide an excellent service to support the learning, teaching and research objectives of the University of Oxford; and to develop and maintain access to Oxford's unique collections for the benefit of scholarship and society.

This Implementation Plan shows exactly how we will deliver the items in the Strategy. It lists specific, high-level projects that are outside of our "business as usual" work. It has been developed after extensive consultation within the Libraries and with readers through the Committees on Library Provision and Strategy (CLiPS). The Implementation Plan includes actions arising from the 2012 LibQual+ survey of readers and activities derived from the University Strategic Plan.

We will monitor our progress in delivering the projects listed below, and will report annually on completed work and active projects. The Implementation Plan will be reviewed every year to ensure that it still reflects our priorities in meeting the needs of our stakeholders. If you have any questions about or feedback on this Implementation Plan, please pass them to your Faculty, Departmental or Divisional CLiPS, or to bodleys.librarian@bodleian.ox.ac.uk.

This Implementation Plan was updated February 2015, following the annual review.

Strategy: Collections

1. Acquire books, articles, source materials and special collections in all formats and across all disciplines to support teaching and research and to preserve cultural and scientific heritage
2. Care for the Libraries' collections
3. Improve the accessibility of materials through cataloguing, digitization and academic initiatives
4. Support the curation, preservation and accessibility of research data generated by the University

How we will implement this strategy by the end of 2016:

1.1 Review the subject and special collections Collection Development policy statements and update as needed. [Time period 13-14/14-15]

1.2 Provide greater e-book coverage of high demand titles. [Time period: 13-14/14-15/15-16]
1.3 Develop a business case to sustain the development, management and accessibility of born digital special collections. [Time period: 14-15/15-16]
1.4 Evaluate how to make best use of the opportunity of e-legal deposit. [Time period: 14-15]
1.5 Identify resources required to adequately resource the processing of special collections to prevent increasing backlogs. [Time period: 14-15]

2.1 Develop and implement policies for the effective management of collections in the Weston Library, including workflows for archival processing and use of stack space. [Time period: 13-14 (development), 14-15/15-16 (implementation)]
2.2 Create a business case and identify funding for a conservation and exhibitions database to provide consistent recording and sharing of preservation data. [Time period: 14-15]

3.1 Develop a resource discovery strategy including setting parameters for what will and will not be included in SOLO. [Time period: 13-14/14-15]
3.2 In response to reader feedback, improve SOLO and other resource discovery tools to enhance the user experience. [Time period: 13-14/14-15/15-16]
3.3 Improve the quality of the descriptive metadata in Aleph. [Time period: 13-14/14-15]
3.4 Reclassify open shelf collections in the Gladstone Link to address reader feedback about the challenges of browsing. [Time period: 14-15]
3.5 Complete funding and implement Heritage Lottery Fund 'Skills for the Future' scheme, employing trainee archivists. [Time period: 13-14/14-15/15-16]
3.6 Complete digitization projects for the benefit of resource discovery and access. [Time period: 13-14/14-15/15-16]
3.7 Pilot a special collections ordering system (Aeon) with Oriental collections and the Conservative Party Archive, and produce a full cost-benefit analysis. [Time period: 15-16]
3.8 Create an effective and efficient integrated document delivery service to improve the ease of access to our collections and collections held elsewhere [Time period: 14-15]
3.9 Develop a transport strategy to streamline the book delivery service by integrating services. [Time period: 14-15]
3.10 Improve the readers' experience of printing, copying and scanning [Time period: 13-14/14-15/15-16]

4.1 Launch ORA:Data as a service available to support University research. [Time period: 13-14/14-15/15-16]
4.2
4.3 Establish ORA as a complete record of Oxford University's research output without requiring researchers to double-key their data. [Time period: 13-14/14-15/15-16]
4.4 Embed the service for processing gold open access article payment charges for the University into the acquisitions workflow. [Time period: 14-15]

Strategy: Service & Staff

5. Provide a well-informed staff able to help readers and other users receive the best possible service
6. Collaborate with academics and students to support and contribute to research, teaching and learning
7. Support the professional development of library staff through training, best practice and innovation

How we will implement this strategy by the end of 2016:

5.1 Develop front-line reader services staff skills in the use of e-books and tablets, and other relevant emerging technologies. [Time period: 13-14/14-15/15-16]
5.2 Establish a procedure for training front-line reader services staff in key e-resources. [Time period: 14-15]

5.3 Increase staff involvement in professional and other forums to develop specialist expertise in areas relevant to the work of the Bodleian Libraries. [Time period:14-15/15-16]

5.4 Sign a Service Level agreement with IT Services that ensures the timely updating of staff computers and software in order to support readers. [Time period: 13-14/14-15.]

5.5 Ensure access to specialist staff by readers in the Weston Library. [Time period: 13-14/14-15]

6.1 Establish effective methods to inform students, academic staff and library staff which Librarian is the specialist in each subject. [Time period: 13-14/14-15]

6.2 Provide tailored support for Centres for Doctoral Training. [Time period: 13-14/14-15]

6.3 Work with partners across the University to implement the plan for supporting the Digital Humanities at Oxford. [Time period: 14-15/15-16]

6.4 Produce a detailed plan for integrating Conservation Research into the package of services in support of research, teaching, and learning. [Time period: 15-16]

6.5 Seek funding for additional fellows for the Centre for the Study of the Book. [Time period: 13-14/14-15/15-16]

7.1 Critically review service provision and begin to set benchmarks for current services. [Time period: 13-14/14-15]

7.2 Using a toolkit provided by staff development, audit staff skills and inform staff development of training needs. [Time period: 14-15/15-16]

7.3 Implement a mentoring scheme to provide staff with developmental career support. [Time period: 13-14]

7.4 Implement a job shadowing scheme to provide staff with developmental career support. [Time period: 13-14]

7.5 Formalise policies for volunteers, interns, and work experience students at the Bodleian Libraries. [Time period: 13-14/14-15/15-16]

Strategy: Digital Initiatives

8. Develop digital technologies that benefit research, teaching and learning
9. Provide a robust digital infrastructure that supports innovative services
10. Expand access to content using established and emerging platforms
11. Help shape legislation and policies relating to digital resources

How we will implement this strategy by the end of 2016:

8.1 Write user involvement into every plan for Bodleian Digital Library Services and Systems (BDLSS) developed projects. [Time period: 14-15]

8.2 Write a testing plan, including user acceptance testing, for every product delivering services from BDLSS. [Time period: 14-15]

8.3 Increase the number of services available via mobile devices. [Time period: 15-16]

9.1 Ensure we have sufficient staff resources to support existing digital initiatives. [Time period: 13-14/14-15]

9.2 Develop a business plan for Research Data Management to fund the service, staff and infrastructure. [Time period: 13-14/14-15]

9.3 Increase the capacity of our digitization services to accommodate large-scale digitization of special collections. [Time period: 13-14/14-15]

9.4 Establish a sustainable cost/funding model for digital services and initiatives. [Time period: 14-15/15-16]

9.5 Retire legacy digital collections. [Time period: 13-14/14-15/15-16]

9.6 Obtain funds to support digital innovation in support of research and teaching. [Time period: 14-15/15-16]

9.7 Design and implement an IT infrastructure capable of delivering the Libraries' digital services for the next 5 years. [Time period: 14-15/15-16]

9.8 Design and implement a digital preservation infrastructure and archiving services capable of preserving digital collections, including research data, on a multi-petabyte scale. [Time period: 14-15/15-16]

10.1 Extend the scope of digital policies for preservation, metadata, digitization, rights and IT across the University. [Time period: 15-16]

10.2 Develop and implement a strategy to promote the use of digitized special collections. [Time period: 15-16]

Strategy: Library Spaces

12. Ensure our spaces meet our readers' requirements
13. Care for and enhance historic library spaces

How we will implement this strategy by the end of 2016:

12.1 Taking into account feedback, improve the existing working environment for readers. [Time period: 13-14/14-15/15-16]

12.2 Move staff and collections in to the Weston Library from October 2014 and offer services to the public in Spring 2015. [Time period: 14-15]

12.3 Understand readers' requirements for reading and research spaces. [Time period: 13-14, 14-15]

12.4 Undertake gap analysis of reading and research spaces to identify deficit in provision. [Time period: 14-15]

12.5 Develop a plan for a new Humanities Library building on the Radcliffe Observatory Quarter site in consultation with the Division that takes into account the latest research and teaching needs. [13-14/14-15]

12.6 Make our spaces more physically accessible. [Time period: 13-14/14-15/15-16]

12.7 Sign a Service Level Agreement with IT Services to ensure appropriate IT infrastructure in our physical spaces to service the needs of staff and readers. [Time period: 13-14/14-15/15-16]

12.8 Develop a Humanities Libraries estates strategy. [Time period: 14-15]

12.9 Collaborate with the Social Sciences Division to deliver a successful Law Library estate project. [Time period: 14-15/15-16.]

13.1 Develop and utilize our spaces to support teaching, research and wider access, including the provision of meeting rooms, exhibition and event spaces, and facilities [Time period: 14-15]

13.2 Allocate space vacated by the opening of the Weston Library and plan moves of staff and equipment. [Time period: 13-14/14-15/15-16]

13.3 Implement providing space at the BSF, and associated services, to external bodies including Oxford Colleges. [Time period: 13-14/14-15]

Strategy: Communication

14. Understand the needs of readers and other users through consultation and analysis of data and feedback
15. Communicate news, policies and services in a clear and timely manner

How we will implement this strategy by the end of 2016:

14.1 Develop an Assessment Plan. [Time period: 13-14/14-15]

14.2 Co-ordinate efforts to understand the needs of readers and other users, and share best practice. [Time period: 14-15]

14.3 Develop and implement a method of aggregating formal feedback from faculties/departments and making it available for assessment activities. [Time period: 13-14/14-15]

14.4 Establish a mechanism for the collection and collation of informal feedback. [Time period: 15-16]

14.5 Train and support staff in the use of empirical evidence to inform decision-making. [Time period: 14-15/15-16]

14.6 Develop and implement a strategic plan for liaison with academic staff, students and other library users concerning library provision for all subjects in the general and Special Collections. [Time period: 14-15/15-16]

15.1 Develop, produce and implement a style guide for Bodleian Libraries' communications. [Time period: 14-15]

15.2 Finish the re-design and rollout of the Bodleian's 31 websites. [Time period: 13-14]

15.3 Develop a service-wide audience development plan, including user group profiles. [Time period: 15-16]

15.4 Develop and implement an external communication strategy to improve communication with readers, stakeholders, and university staff. [Time period: 13-14/14-15]

15.5 Develop and implement an internal communication strategy to cascade internal information to all Bodleian Libraries staff to keep them informed. [Time period: 13-14/14-15]

Strategy: Outreach

16. Promote the Bodleian's collections to a wide audience through exhibitions, events [publications, tours, products] and other initiatives
17. Use digital technologies to share the collections
18. Contribute to local, national and international cultural life

How we will implement this strategy by the end of 2016:

16.1 Develop a strategy for working with student curators. [Time period: 13-14/14-15/15-16]

16.2 Expand the public lectures programme. [Time period: 14-15/15-16]

16.3 Develop and release a new suite of publications about the Bodleian Library and its collections for a general audience. [Time period: 13-14/14-15]

16.4 Increase use of communication channels to bring collections to the public. [Time period: 14-15/15-16]

17.1 Release and promote the digital.bodleian collection. [Time period: 13-14/14-15]

17.2 Expand ORA as a vehicle to comply with University and research sponsors' requirements for open access research outputs. [14-15/15-16]

17.3 Provide training and enquiry support to academics and graduate students at the University of Oxford in fulfilling their obligations to the Research Councils with regard to open access. [Time period: 13-14/14-15]

17.4 Develop a production and distribution strategy for digital publications. [Time period: 14-15]

17.4 Work toward a seamless physical/digital user experience by making more collections accessible on mobile devices and through the judicious use of digital technologies in the libraries. [Time period: 15-16]

18.1 Showcase recent research activities and teaching projects, both from within the University of Oxford, and other institutions. [Time period: 13-14/14-15/15-16]

18.2 Increase the number of staff submitting papers to journals and conferences, writing books and book chapters and other forms of professional engagement. [Time period: 14-15/15-16]

18.3

18.4   Scope an externally funded conservation internship programme and a technical studies fellowship programme. [Time period: 15-16]

18.5   Develop a public engagement strategy. [Time period: 14-15]

Strategy: Governance

19.   Manage the Bodleian Libraries' resources effectively
20.   Secure funds [and generate income] to further the work of the Libraries and the University
21.   Maintain a strong leadership role in the international library sector
22.   Pursue partnerships and shared initiatives with academics and organisations to mutual benefit and in support of the University's mission

How we will implement this strategy by the end of 2016:

19.1   Streamline the process of collecting, managing and reporting statistical information about the Bodleian Libraries. [Time period: 13-14/14-15]

19.2   Use evidence to determine the value for money of services. [Time period: 14-15/15-16]

19.3   Use evidence to streamline service provision and implement best practice. [Time period: 14-15]

19.4   Reduce the amount of time and money spent on processing acquisitions. [Time period: 13-14/14-15/15-16]

19.5   Provide a mechanism to enable staff release for training, development, team meetings and team building to be undertaken. [Time period: 14-15]

19.6   Implement the Safety Office HASMAP audit and ASUC Review recommendations. [Time period: 13-14]

19.7   Review this implementation plan annually. [Time period: 13-14/14-15/15-16]

19.8   Make information to support decision making about electronic resource purchasing available via Knowledgebase+. [Time Period: 13-14]

19.9   Survey all staff in the Bodleian Libraries to determine perceptions on the organisational climate. [Time period: 15-16]

20.1   Grow non-PRAC sources of income. [Time period: 14-15/15-16]

20.2   Increase grant writing skills amongst staff. [Time period: 14-15]

20.3   Raise £10M for the Weston Library. [Time period: 13-14/14-15]

20.4   Develop a fundraising strategy. [Time period: 14-15/15-16]

21.1   Develop a policy to increase and publicise staff participation in the leadership activities of appropriate professional bodies. [Time period: 15-16]

21.2   Articulate our contribution to national and international policy setting. [14-15/15-16]

21.3   Create a policy regarding attendance at events necessary for members of staff to do their jobs. [Time period: 14-15]

22.1   Develop shared Collection Support services with Cambridge University Library. [Time period: 13-14/14-15/15-16]

22.2   Develop shared Digital Library services with Cambridge University Library. [Time period: 14-15/15-16]

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