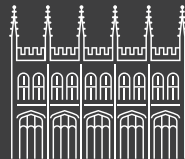# BODLEIAN LIBRARIES STRATEGY

2022–2027

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

BODLEIAN
LIBRARIES
UNIVERSITY OF OXFORD

THREE KEY AIMS

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.

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GUIDING PRINCIPLES FOR OUR STAFF IN DELIVERING THE STRATEGY

1. We will listen to our readers and focus on their experience of using the library service.

2. We will foster and value inclusion and diversity in everything we do.

3. We will actively lead and engage with change, and be curious and agile learners.

4. We will be clear and constructive communicators.

5. We will play a full and active part in the collegiate University, especially as part of GLAM (Gardens, Libraries and Museums).

TRANSFORMING OUR SERVICES

CONVENOR:
ASSOCIATE DIRECTOR,
ACADEMIC LIBRARY SERVICES

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1.1 Develop our physical and digital services in order to improve access to, and benefit from, library collections (eg books, ejournals, data, manuscripts and archives) and provide for disciplinary differences.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Establish effective staffing models to translate service innovation during COVID-19 to an integrated set of onsite and remote services, operating across all Bodleian Libraries.

- Increase the use of the modern print collections through revised and unified lending policies, and expand the proportion of books available for borrowing.

- Scope and realise the functionality of the integrated library system to help deliver a programme of service improvement.

1.2 Collaborate with Oxford's students, researchers and academic staff to improve their library experience, and partner with Oxford's diverse graduate community to design library services to support their specific needs.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Embed user experience approaches throughout the libraries, supporting staff with training and expertise in using evidence-based methods within their work.

- Investigate and improve library support and communications for academic transition and progression, helping students and Early Career Researchers make the most of library services.

- Strengthen and further evaluate Oxford Reading Lists Online as a core service for flexible and inclusive teaching that is integral to the University's digital education technologies, and successfully transition to a new platform that meets Oxford's requirements.

1.3 Improve our library spaces to support scholarship and well-being, deliver key Bodleian building developments, and promote the unique value of library study spaces for learning, research and collaboration.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Review and improve existing library spaces to provide comfortable, accessible study environments suitable for modern scholarship and provide well-equipped, bookable spaces for collaborative and hybrid working.
- Complete the refurbishment of the Radcliffe Science Library to provide library facilities for Oxford's scientific communities and Reuben College.
- Open a new merged Humanities library at the heart of the Stephen A. Schwarzman Centre for the Humanities which reflects the current and changing service requirements of its readers.
- Work with the museums to deliver additional off-site storage and access for researchers to collections.

1.4 Develop services to support new forms of digital scholarship, build capacity for collaborative research partnerships, and provide accessible, integrated expert support for the research lifecycle.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Review the content, delivery and impact of information skills training, and demonstrate pedagogical innovation in supporting the advanced use of scholarly materials and research data.
- Through the Centre for Digital Scholarship, expand the provision of services to enable new uses of the Bodleian's collections across all academic Divisions.
- Work across academic divisions to deliver the DiSc initiative, the Digital Humanities @ Oxford Summer School and the new MSc in Digital Scholarship.

1.5 Deliver an enhanced and inclusive physical and digital public engagement programme which inspires both new and existing audiences to share knowledge and make connections with our collections, Oxford research, buildings and history.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Work through external networks, collaborative projects and partnerships to co-design projects to encourage participation from under-represented audiences.
- Expand the public education programme through the creation of a dedicated and well-equipped learning space in the Weston Library.
- Build effective collaborations across all academic divisions to use the collections, spaces and expertise of the Bodleian Libraries to support public engagement with research and impact case studies of its readers.
- Work with the museums to deliver additional off-site storage and access for researchers to collections.

TRANSFORMING OUR COLLECTIONS

CONVENOR
ASSOCIATE DIRECTOR,
SCHOLARLY RESOURCES

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2.1 Develop better infrastructure and services to enable the curation, discovery, access, use and long-term preservation, of the full breadth of our collections.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Build on Digital Bodleian for our image collections, develop platform(s) and delivery mechanisms for other forms of digital content (eg text and AV).
- Further enhance the digital preservation provision for our digital repositories to ensure we hold (at least) two copies on disk in a technology-agnostic structured layout (eg Oxford Common File Layout [OCFL]).
- Deliver a new service for search and discovery across manuscript and archival collections held in the Bodleian Libraries and Oxford colleges, currently in development as part of the Mellon-funded FAMOUS project.

2.2 Develop a digitisation programme that transforms the scale and scope of our digital library collections, offering greater diversity and a broader representation of our collections.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

Determine the available approaches to digitisation that are scalable, sustainable and appropriate for the collection being digitised, (ie consider in-house or outsourced approaches).

2.3 Create a sustainable, world-leading capability, to preserve and give access to born-digital collections, covering Oxford research outputs (publications and data) and collections acquired by the Bodleian Libraries.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Unlock the potential of our existing born-digital collections (ie BEAM) by using existing or developing new discovery and access solutions.
- Implement the recommendations from the University Review of Research Data Management, using the ORA4 Phase II project to develop our institutional repository to integrate it fully within the research lifecycle, facilitating access to Oxford's unique outputs.
- Work with the museums to deliver additional off-site storage and access for researchers to collections.

2.4 Ensure the resources provided by the library enable us to remain in step with the research and education strategies of the University, including support for Open Scholarship.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Ensure that, when major new research initiatives are begun in one of the Divisions, that new funding for research resources is considered from the outset.
- Support a sustainable transition to Open Access via Read & Publish deals and innovative forms of publishing that deliver value for money and foster market diversity.

2.5 Enhance the Bodleian's unique and distinctive print and digital collections and associated curatorial mission for a diverse global audience.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

- Consider how we present our global collections to a global audience, in particular through non-English language user interfaces.

- Review and refresh our existing policies and practices of global and inclusive collecting, considering digital approaches, for example through an expansion of web archiving and the proactive purchasing of collections that reflect a breadth of scholarship and include previously under-represented areas.

TRANSFORMING OUR WAYS OF WORKING

CONVENOR:
CHIEF OPERATING OFFICER

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3.1 Develop new ways of working across the libraries, considering options for adopting hybrid working models and optimising the use of both remote working technology and library office space.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

Conclude the New Ways of Working (NWW) pilot, in line with the University's framework, and roll out a set of principles for use across the libraries.

3.2 Scope and implement a plan to become a model of excellence and innovation in equality, diversity and inclusion, aligning where appropriate with the University's Equality Policy and seeking to act as an exemplar for the sector. Remove barriers to our services, promote a culture of inclusiveness and maximise the personal achievement of our users and staff.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

Lead a programme of activities designed to advance strategy, policy-making and practice in the Bodleian Libraries regarding inclusion, ethnicity and the legacies of Empire.

3.3 Review and integrate environmental considerations into operational decisions and activities across the libraries, and embed a culture of environmentally sustainable behaviour among staff. Contribute to the University's aim to achieve net zero carbon and biodiversity net gain, both by 2035.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

Pursue carbon reduction and offsetting initiatives – taking forward packages of work as well as policy and contract improvements to reduce the environmental impact of the Bodleian.

3.4 Establish a balance of costs and income generation in order to continue developing services and new initiatives, with a particular focus on raising philanthropic income and developing a new commercial strategy, in line with the GLAM Commercial Vision, to support recovery to pre-pandemic levels.
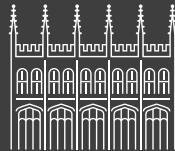
SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

• Increase spend per visitor (SPV) via tailored product development in both shops, enhanced visitor experience in the café and further development of the tours programme.

• The Development team will continue to identify and engage with Trusts, Corporations and individuals to seek donations to the Bodleian, with a target of £10m per annum.

3.5 Deliver a programme of Digital Skills development to underpin the goals of the Bodleian Strategy and measurably improve levels of digital confidence, competence, and contribution of library staff.

SUGGESTED IMPLEMENTATION PLAN OBJECTIVES:

Use the output of the JISC Digital Competence Framework tool to undertake a 'gap analysis' of the skills needed to deliver the Bodleian strategy.