Bodleian Libraries
Strategy 2017–2022

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

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. This new strategy has been formulated to enable the Bodleian Libraries to achieve three key aims for its work during the period 2017-2022, 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 repro-ducibility of research, or to ensure a correct and complete historical record, is essential to ensure an open society, and this strategy supports the enhance-ment 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 Bod-leian'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 appli-cations), 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.

Richard

Richard Ovenden, Bodley's Librarian

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 at the heart of the Science Area.

■ 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 Environmental 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's digital assets, in collaboration with other areas of the University and GLAM partners in particular.

LIBRARY AS PARTNER: OPEN SCHOLARSHIP & DATA-INTENSIVE RESEARCH

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

OPEN ACCESS AND RESEARCH DATA

- We will scope, plan, and build the next-generation Open Access repository, which will meet researchers' needs for the Research Excellence Framework (REF) and Oxford's desire to share its research globally, making it easy to use, both for those depositing and for those accessing Oxford's research.

- We will transform our research data repository into a sustainable repository of choice for University researchers, by developing new tools and services.

- We will complement these initiatives through our librarians supporting the associated principles, policies, and practices that underpin them.

ESTABLISH A RESEARCH INSTITUTE WITHIN THE BODLEIAN

- We will build on the developments of the Centre for the Study of the Book, the Centre for Digital Scholarship, Conservation Science initiative, and the Visiting Fellowship programme, by bringing these activities together under the umbrella of a Bodleian Research Institute.

USING LIBRARY RESOURCES IN TEACHING

- We will demonstrably increase the use of the Bodleian's unique and distinctive physical and digital collections for teaching and we will increase our engagement with teaching academics across the divisions. We will develop library-focused teaching, outreach resources and skills provision to support teaching excellence, in partnership with other GLAM institutions, and engage with the Virtual Learning Environment (VLE) to ensure library collections are available for learning.

- We will provide extensive resources for learning, including enhanced reading-list services and increased online content delivery.

- We will underpin teaching at Oxford by giving students the tools and skills to be critical users of information, and provide them with bibliographic research and information management skills.

ACCESS, ENGAGEMENT & OUTREACH

Increasing access to collections and promoting greater discovery and engagement

OPENING HOURS

- We will improve access to highly used hub libraries by increasing opening hours to better reflect user requirements, focusing especially on weekend and vacation hours.

BORROWING MATERIALS

- We will explore the issues around increasing access to post-1900 print material for members of the University of Oxford by making these available for borrowing. We will review and define what can and cannot be borrowed, in order to create a clear set of guidelines that are used across the Bodleian Libraries.

PUBLIC ENGAGEMENT

- We will encourage local community members 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 to better identify and understand our audiences, to inform programming and to help attract new and under-represented audiences.

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.
- We will make inaccessible collections available through cataloguing and prioritizing the conversion of legacy hardcopy catalogues into digital forms, incorporating catalogue descriptions into easily searchable digital records.

CATALOGUE SYSTEMS

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

DISCOVERABILITY

- We will transform the discoverability of all Bodleian collections (in the context of the GLAM digital strategy) – for example through:
  - social media;
  - intuitive new discovery tools underpinned by robust metadata management systems;
  - exploring the potential of Linked Open Data for libraries and museums, and
  - by optimizing all Bodleian collections with existing digital metadata for discovery through search engines.

DIGITAL CONTENT AND RESOURCES

- We will continue to expand access to digital content, identifying funding for extra resources and prioritizing digital content for student use.
- We will review and update our licensing policies to ensure that Bodleian digital content is accessible and usable, in a clear and consistent manner.

LIBRARY 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.
- We will ensure staff can engage in national and international professional networks.

STAFF DIVERSITY

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

STAFF RESEARCH CULTURE

- We will develop and implement a programme to encourage evidence-based decision-making and increase research activity by Bodleian Libraries staff, creating a culture where the undertaking and use of research is made visible and is adequately funded, where appropriate in tandem with the Bodleian Research Institute and GLAM.

FINANCE

Controlling costs and diversifying our sources of funding

CREATING EFFICIENCIES

■ 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.

INCOME GENERATION STRATEGY

■ We will develop a Libraries marketing and programming strategy to support further income generation.

ENDOWMENT

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

BODLEIAN LIBRARIES

Alexander Library of Ornithology
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 History Faculty Library
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