Strategic Priorities, 2019

**DIGITAL STRATEGY**
Implementing a digital first strategy embracing opportunities and technologies of tomorrow

**DEVELOPING STAFF SKILLS**
Training and equipping staff with skills needed in a 21st century library

**COLLECTIVE COLLECTING**
Collaborating with others to build and share collections

**INCLUSION & BELONGING**
Achieving a diverse and inclusive environment and designing services that welcome all

**REVOLUTIONIZE RTL**
Reimagining library services that support research, teaching, and learning

**DISTINCTIVE COLLECTIONS**
Enhance our unique and distinctive collections
Our Preeminent Library in the 21st Century

Managing the World’s Greatest Collection
Planning for our 5th century of success

- Maintain our identity, our preeminence, and our value to the University and the scholarly world
- Methods change, but not values
- Collaborate deeply
- Continue to build the broadest, most diverse collections in support of cutting edge scholarship
Enabling strategies: Building the future

1. Duplicate less, and strategically: less duplication=more titles

2. Expand our definition of a collection: the collective collection is our collection (MIT, ReCAP, Ivy Plus, etc.)

3. Be less ordinary, be more extraordinary
Enabling strategies: Make space for the future

- **Slow** the growth of tangible general collections, preferring digital/streaming/shared
- **Deduplicate** against ourselves and our strategic partners (MIT, ReCAP)
- Make our current space count: build collections, not modules
“The Harvard University Library is one of the world’s great conservators of the written word, but the institution itself has not been conservative.

Its history is not just the story of oaks from acorns. John Harvard’s bequest, which created the first library in the English colonies, did not preordain the library’s present contribution to learning.

That has come about because generation after generation of men (and since 1859, women) have changed the library...

**Growth and change have gone together.**

- Derek Bok, *The First 350 Years of the Harvard University Library*. 1986
Implementing Digital Strategy

JULY 2018
Upgraded HOLLIS

FALL 2018
Launched Staff Portal
- AEOD
- Digital Strategy
- Preservation Services

JULY 2018
Released Library.Harvard

NOW
Creating digital collections platform

CURIOSity Digital Collections
Develop Staff Skills

Promoting a vibrant culture of learning by providing structured opportunities to develop staff to deliver high-impact services for our users
Inclusion & Belonging

Be welcoming

- Planned and hosted First Year Retreat Experience for 1st generation College students
- Hosted conference, A More Complete Record: The Case for Archival Partnerships, on preserving and making available collections of underrepresented communities

Be proactive

- Hiring a new position, senior-level Diversity & Inclusion Officer
- Engaging a consultant to create library-specific diversity and inclusion roadmap
- Participate in Association of Research Library’s Diversity Fellowship Program, offering fellowships at Harvard Library

Be accessible

- Analyze and review services, spaces, and collections for usability
- Renovating Houghton Library, making it accessible to users with physical disabilities
- Supporting our User Research Center and partnering to assess our digital products and their accessibility
Revolutionize Research, Teaching & Learning

Develop deeper engagement and stronger collaboration with faculty in teaching and research

- A more active role as partners with faculty, researchers, and other programs will demand a more proactive stance from Harvard Library with the goal of:
  - **Partnership** opportunities for library expertise to complement and grow from involvement in non-library projects
  - Zealousness in our **user focus**, fueled by research where the user is at the center
  - Increasing **experimentation** to hasten the exploration and learning possibilities
Cultivate Distinctive Collections

Capitalize on Harvard’s unique position to collect one-of-kind original materials to share and preserve for future generations

The Dian Shi Ce, the handwritten article from the final imperial examination presided over by the emperor, Harvard-Yenching Library

Suffrage stamps from the Papers of Edna Lampre Stantial, Schlesinger Library

A map charting the German retreat during the Hundred Days Offensive in WWI, Harvard Map Collection

1894 German family bible, Andover-Harvard Theological Library

Harvard Campus, 1794, Harvard University Archives

Nuremberg Trial transcript, Harvard Law School Library