Harvard Library Digital Strategy - Version 1.0

The Harvard community has made this article openly available. **Please share** how this access benefits you. Your story matters

Version 1.0

DIGITAL STRATEGY

HARVARD
LIBRARY

Harvard Library Digital Strategy, Version 1.0*

Author:

Suzanne L. Wones, director of library digital strategies and innovations at Harvard Library

First and foremost, Harvard Library is a digital library. The vast majority of our users interact with us by accessing our services and collections electronically, no matter how amazing our print and other physical holdings may be. As Deanna Marcum observed in her recent issue brief on library leadership, "what users primarily seek from libraries are the digital resources that they can have access to from anywhere they happen to be."[1] At Harvard we can see that impact by comparing circulation numbers of print publications vs. the number of times users access e-resources. In FY 16 we had 589,479 loans of physical items while, in comparison, users accessed our electronic journals, e-books, and other e-resources 18,129,363 times. We need to balance our services and workloads to support this reality and to ensure we continue to add value to Harvard University and our community of scholars as a digital library.

The Harvard Library is fortunate in many ways; we have the support of University leadership, the respect and affection of faculty and students, and a history of champions who have invested in the library's future throughout our past. It is uniquely positioned to make the shift from an analog existence to one that is enriched by the opportunities provided by the technologies of today and tomorrow. We can create a robust research platform that allows scholars to bring together data, graphics, audio visu-

Harvard Library is a digital library.

[1] Deanna Marcum, Issue Brief: Library Leadership for the Digital Age, (http://www.sr.ithaka.org/wp-content/uploads/2016/03/SR_Issue_Brief_Library_Leadership_Digital_Age032816.pdf: Ithaka S+R, 2016)

*The Harvard Library Digital Strategy is a living document. Each year the Library Leadership Team will review, revise, and refresh.

al materials, texts and other formats to create new scholarship in manifold ways. Text mining of our e-books can be married with images from our digitized special collections and then turned into an augmented reality app. Whatever possibilities our scholars imagine, the Harvard Library will be their partner in all aspects of research, teaching, and learning.

In the past we have been a leader in academic librarianship and have built not only a world-renowned collection but also a robust program of digitization. The Library Digital Initiative and Open Collections programs were ground breaking in their time and opened to the world some of the treasures held within our special collections. However, our users have a new level of sophistication in their expectations for online collections and we need to ensure that we continue to demonstrate leadership in the way we make these collections discoverable, versatile, and useful. Our users also expect immediate access to the information we license and purchase and we need to continue actively increasing our acquisition of materials in digital formats. This includes acquisitions by purchase, licensing, and the judicious selection of materials freely available on the web.

As we maintain and build our online collections and tools we need to base design and customization decisions on user research and develop a practice of routinely examining evidence of usage and user behavior to inform how we develop our tools for discovery and delivery. Over the next few years, we will revolutionize how scholars discover the information they need by investing in the development of a game changing discovery platform. Our virtual presence is of vital importance as the means by which most of our users will continue to interact with the Library. We must make sure our web sites are important research destinations that make clear the value of our services and the resources we provide both virtually and in the physical world.

Harvard faculty and students continue to innovate in their creation of scholarship and we must innovate with them. The Harvard Library will foster an environment of innovation and can look to the Library Innova-

Making collections discoverable, versatile, and useful.

tion Lab at the Law School Library and initiatives undertaken as part of the Baker 3.0 ecosystem in the Business School's Knowledge and Library Services for help and inspiration. To support our users in their creation of new modes of scholarship, we also need to formalize and increase the amount of support we provide for digital scholarship and data management. We will also streamline the processes for collecting and preserving materials not produced in the traditional means of publication.

Our users remain at the heart of our digital strategy and, as we move forward, we will focus on being a trusted partner to our scholars throughout the research lifecycle, keeping the Library tightly aligned with the University's mission. The table below details goals and planned courses of action in each of the Library's Objectives in Action: Collections & Content, Access & Discovery, Research, Teaching & Learning, Stewardship, and Professional Development.

Our users remain at the heart of our digital strategy.

Collections & Content

Building collections in support of University-wide research, teaching, and learning.

➡ GOAL 1

Develop a broad and diverse offering of networked digital resources for the Harvard community.

PLANNED ACTIONS

- Review collections policies to ensure that electronic materials are the preferred mode of acquisition, with exceptions for print dependent on unique qualities of particular materials.

- Review existing serial orders for potential shift to electronic from print.

- Increase purchase of e-books.

➡ GOAL 2

Increase the availability of electronic access to reformatted materials.

PLANNED ACTIONS

- Collaborate with external partners to increase digitization of and access to general collections.

- Develop work stream to allow users to request texts for digitization.

- Create OCR files for electronic texts and support full text searching within them.

- Implement a Pan-Harvard Digitization program to increase visibility of and access to unique materials.

- Create an engaging and useful research platform to facilitate the search and use of our digital collections.

- Continue to support digitization projects selected by curators in the various repositories at Harvard through an equitable distribution of available capacity in Digital Imaging.

- Update policies governing vendor partnerships for digitization projects to establish university-wide consistency and to ensure maximum utility for end users.

➡ GOAL 3

Enhance support for the selection, acquisition, organization, and access to born-digital materials.

PLANNED ACTIONS

- Develop workflows and policies to allow for smooth processing of born-digital sources of information.

- Collaborate with Ivy Plus libraries for the selection and preservation of materials from the web.

Access and Discovery

Enable effective access to the world of knowledge and data through intuitive discovery, networks of expertise and global collaborations.

➡ GOAL 1

Provide seamless access to and use of all content purchased, licensed, and created by the library.

PLANNED ACTIONS

- Implement e-reserves option for all schools at Harvard.
- Initiate project to redesign library website after clearly defining goals for the library's web presence. Collect impact stories highlighting production of scholarship with the use of content provided by the Harvard Library.

➡ GOAL 2

Enable users to find, access, and use the content acquired and created by the library without intervention.

PLANNED ACTIONS

- Implement a practice of active assessment regarding the creation and customization of library systems and tools.
- Fold user research into all development and enhancement projects.
- Design tools delivered online to be responsive and accessible.

➡ GOAL 3

Deliver library content to users regardless of the means of discovery.

PLANNED ACTIONS

- Use tools like LibX and Umlaut to surface library content to our users even when using non-library search tools.
- Improve authentication process for users regardless of how they get to access point.
- Clearly brand all electronic information provided by the library as such.

➡ GOAL 4

Facilitate access to digital resources through a discovery platform that supports both novice and advanced researchers.

PLANNED ACTIONS

- Explore and leverage new developments in search technologies to create ever increasingly satisfying discovery for users.
- Explore partnerships with external entities to create game changing discovery at Harvard.

Research, Teaching, Learning

Deliver innovative and programmatic support for learning and research in partnership with faculty and other researchers.

➡ GOAL 1

Partner with others inside Harvard and externally to develop a suite of advanced services in support of research, teaching, and learning.

PLANNED ACTIONS

- Clarify and supplement library support for digital scholarship by defining which services we offer (e.g. text mining, video creation, data visualization) from which libraries and by educating public services staff for effective referrals to support digital scholarship from within the Harvard Library and our academic partners such as the Academic Technology Group.

➡ GOAL 2

Clarify and supplement library support for research data management.

PLANNED ACTIONS

- Provide support for research data planning, organization, and preservation.
- Clarify where users can get subject specific assistance.
- Provide training for subject librarians to ensure the consistent provision of research data management services.
- Work closely with IQSS for the support, use, and maintenance of Dataverse.

➡ GOAL 3

Open access to Harvard's collections in support of global scholarship and public enrichment.

PLANNED ACTIONS

- Maintain and enhance DASH; thereby preserving and making freely available journal articles created by Harvard faculty.
- Investigate the creation of a shared repository for open access content with peer institutions.
- Convert journals published by the library to open access.
- Investigate ways library can act as an electronic publisher either as a library imprint or by providing a self-publishing platform for users.

➡ GOAL 4

Create a rich online environment for instructors and students to use library content in classes and for scholars to work with in their research.

PLANNED ACTIONS

- Provide means of self-curation from our digital collections for assignments and independent research.
- Integrate library services and tools in Canvas.
- Support student directed learning with digital scholarship services and the development of e-portfolios.

- Offer student internships in digital scholarship services.
- Encourage use of digitized materials for research and teaching by facilitating self-curation by end users.

➡ GOAL 5
Blend the library's physical and digital spaces and make both vital to the research and teaching goals of the university.

PLANNED ACTIONS

- Redesign library web spaces to be enticing and effective sites where users can find all the sources and tools they need for their research and be quickly connected to services and physical spaces.
- Develop a Harvard version of the "Spacefinder" app created by the University of Cambridge to help users find the best space for them at the point of need.
- Create Virtual Reality tours of library spaces.
- Incorporate the library's electronic content and tools in its physical spaces.
- Add augmented reality apps to our stacks and study spaces.

➡ GOAL 6
Partner with others inside Harvard and externally to develop a suite of advanced services in support of research, teaching, and learning.

PLANNED ACTION

- Clarify and supplement library support for digital scholarship by defining which services we offer (e.g. text mining, video creation, data visualization) from which libraries and by educating public services staff for effective referrals to support digital scholarship from within the Harvard Library and our academic partners such as the Academic Technology Group.

Stewardship

Steward vulnerable and critical research information in partnership with academic and administrative functions across the University and beyond.

➡ GOAL 1

Ensure sustainability of digital objects through a program of stewardship which embraces international standards.

PLANNED ACTION

- Strengthen infrastructure to allow for the long-term preservation of and access to digitized and born-digital sources of information.

➡ GOAL 2

Create and maintain trusted and understood storage and preservation options for Library and University digital assets.

PLANNED ACTION

- Investigate and provide a tiered approach to digital collections supporting need for short term, medium, and long term preservation options.

Professional Development

Support a learning organization for library staff to achieve the Harvard University mission.

➡ GOAL 1

Reallocate staff time from the support of physical materials to support of user engagement with library digital content and tools.

PLANNED ACTION

- Create a new Library Institute to provide up-front and on-going training for staff to support essential services.
- Recruit for skills that can be used to support data and digital scholarship services.
- Build digital competencies into every job description.