2013   **2016**

# STRATEGIC
PRIORITIES

DEUTSCHE
NATIONAL
BIBLIOTHEK

Preface

Publication of the Strategic Priorities for 2013 to 2016 represents the first time since its founding that the German National Library has set out in print its objectives and priorities for the further development of the library over a defined four-year period. Initiated on the basis of the 2011 employee survey and elaborated above all in internal meetings and events held at the library during 2012, the Strategic Priorities are intended to serve primarily as a work document and as an instrument for setting priorities - in selecting and carrying out projects, and in allocating and redistributing resources, above all, staffing resources. The result is a living document which forms the basis of an ongoing strategy process for determining the work of the library over the coming years. It is to be supported by an organisation development process lasting several years which is designed to equip the library for coping with the new challenges and tasks it faces. Even for the ongoing planning and decisions of 2013, the first year of the period in question, the Strategic Priorities proved to be a highly successful instrument of guidance, especially for the library staff.

The bodies of the German National Library – its administrative committee, the advisory committee of the German Music Archive and the Administrative Council – have discussed the Strategic Priorities proposed by the library intensively. Following completion of the deliberations within the bodies, the German National Library is now publishing its Strategic Priorities for the years 2013 to 2016 in order to provide its partners, users, the general public and the government with reliable information on its plans and activities. It is hoping to receive feedback especially in the form of new suggestions, partnership offers and information about new developments which the library should take into consideration. This is because, although the current Strategic Priorities provide a clear framework up to 2016, it is obvious to all parties concerned that new developments will arise within this time period, especially those of a technical nature, which require the objectives to be revised as a consequence. It will repeatedly be necessary to incorporate individual objectives into the Strategic Priorities as part of the ongoing objective assessment and revision process. The annual reports will provide information on this and on the progress made in achieving the objectives.
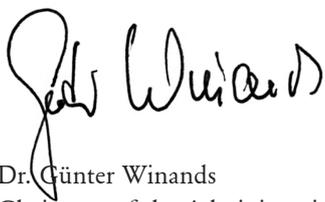
Dr. Günter Winands
Chairman of the Administrative Council
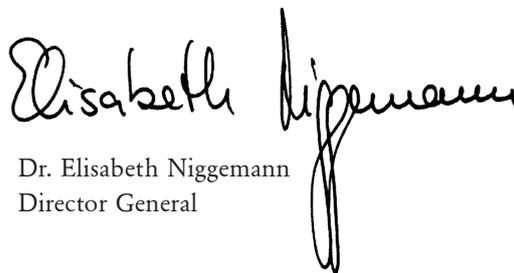
Dr. Elisabeth Niggemann
Director General

Foreword

The founding fathers of the German National Library gave the institution a clear set of tasks. During the course of its history this has been expanded, altered to reflect changing social and technical realities, specified in greater detail and formalised. Today it is the 2006 Law regarding the German National Library which defines the Library's tasks. Given Germany's varied and eventful history full of major social upheavals, it is all the more remarkable that the Library's mission has remained largely unchanged. It has also remained a challenge because the processes and communication channels with and through which information, knowledge, art and culture are documented and disseminated are also in a permanent state of flux. The German National Library, for its part, must constantly adapt its processes to ensure that it remains equal to the task of collecting, documenting and preserving published or distributed works and of making these accessible to users. Flexibility and creativity are therefore further essential requirements for the Library alongside consistency and sustainability. The pace of change, however, has accelerated at an unprecedented rate in the last ten years as a result of advances in information technology. The only appropriate response to such rapid developments is to bundle the efforts and to adopt a strict timetable.

Which is why, 100 years after its founding, the German National Library is now for the first time presenting a written record of its strategic priorities and objectives as the main focuses of its work over the next four years. By defining and reaching such objectives, the Library is adapting to reflect changing circumstances both now and in the foreseeable future, in an effort to ensure that it continues to fulfil its overall purpose, its mission, into the future. A good example is the increased concentration on the routines deployed for online publications in order to accommodate the increasing role of digital media in society more effectively. Of course, the legal mandate of the German National Library remains the guiding principle behind the change process and always takes priority.

The medium-term strategic objectives are based on a vision which outlines the role and function of the German National Library in ten years. This vision assumes a future in which the metadata, services and extensive holdings of a national and international network of partner institutions are accessible to everyone, everywhere, at all times. These holdings are easy to find, can be used under clearly defined conditions, can be accessed based on multilingual retrieval, and the services are reliable and oriented towards the users' needs.

In order to reach its strategic objectives, the German National Library is reliant upon the commitment, creativity, enthusiasm and also the courage of its employees. The strategy process will be backed up by ongoing organisational development aimed at achieving the strategic priorities and other objectives based on target agreements. Describing this process will be one of the tasks of future annual reports. The overall aim here is to make any successes and changes visible. The German National Library will engage in dialogue with cooperation partners, users and staff members in defining and implementing all changes in the work processes and services. It will consistently communicate its objectives and all necessary changes both internally and externally as a dependable partner, service provider and employer.

The Mission

Under its legal mandate the German National Library collects all publications, ensures the long-term preservation and usability of its collections and indexes them openly, in a user-friendly and dependable manner based on the latest international standards, thereby permitting them to be found and referenced worldwide. In doing so it plays a substantial role in creating a stable infrastructure for culture and science, for the cultural life of Germany and for making German science and culture available abroad.

The Vision

In 2023 the German National Library will play a leading role within a tightly meshed international network of institutions dedicated to information infrastructure, culture and science. Its data and services will be access points for text, images and sound recordings from Germany, in German or about Germany.

Strategic Priority 1

The German National Library should intensify its collection activities and adapt its acquisition processes and instruments to handle new types of publication.

The collections of the German National Library were initially restricted to printed versions of German books and journals, but today they also include newspapers, maps, sheet music and sound recordings. The Library now holds a total of 27 million physical media publications. Even though the collections will never be able to claim absolute completeness, there should be a stronger emphasis on retrospective gap filling and especially on the collection of (so-called grey) literature and music publications not issued by the publishing trade. The Library has a great deal of experience in collecting physical publications, however there has been a shift of emphasis in the strategic orientation since 2006 towards collecting the new types of publication in public networks; one million units have since been collected. The implementation of procedures aimed at achieving widespread automatic acquisition of online publications in the form of text, images, sheet music and sound recordings, and the repercussions which these acquisition procedures have on the acquisition of physical media publications will determine the procedural, financial and personnel priorities of the collection activity itself in the coming months and years. A concept is to be drawn up and specific objectives defined for the collection of non-physical sound recordings by 2015. Individual concrete objectives in the ongoing process of reviewing and adapting objectives are to be integrated in the strategic priorities by 2016.

The Collection division is responsible for building up all the collections. Above all it ensures that copies of virtually all publications which fall under the legal collection mandate are ingested into the holdings. The division's other tasks include developing web harvesting and quality assurance procedures for online publications and e-papers submitted via technical interfaces.

Objective 1: The German National Library should implement a collection workflow based on a comprehensive concept for its web harvesting activities by 2016.

2013 Based on the figure of 200 websites which were periodically harvested by a service provider at the end of 2012, up to 4,000 crawls are to be conducted.

2014 Routine operation for selective web harvesting is to be expanded in line with the collection concept.

2016 The number of crawled websites is to be tripled by 2016.

Objective 2: The collection of digital monographic publications should be 80 % complete by 2016.

2013 The digital monographic publications covered by the collection mandate and a step-by-step plan for the expansion of the collection are to be defined. A process for the systematic identification of depositors to be included in the process is to be set up and the quantities involved assessed.

The number of depositors is to rise from 3,200 to 3,500. Including sheet music, this rate is to continue increasing until 2016.

2015 60 % of publishing trade production is to be accounted for (based on the number of depositors and their production).

Objective 3: The number of periodical publications collected should be twice the current figure by 2016.

2013 The digital periodical publications covered by the collection mandate are to be defined in terms of the constituent parts and the quantities assessed.

The number of titles is to rise from 2,400 to 2,880. An annual increase of 20 % is to be reached in the following years.

In the e-paper segment, the number of daily issues is to increase from 380 to 630.

2015 All e-papers are to be collected (approx. 1,200 issues).

Objective 4: By 2016 the collection of printed grey literature should reach a completeness level of 90 %, with 80 % for sound recording production.

2013 A project is to be carried out in conjunction with a university to create a model structure for comparing the collections of the German National Library with those of the regional bibliographies of Bavaria and Saxony.

2014 The random sample alignment of the catalogues of the German National Library with regional catalogues is to be carried out automatically.

The reminder procedures are to be simplified and automated and the acquisition of sound recordings included.

Any gaps are to be systematically evaluated. The reminder procedure is to be expanded for publications issued outside the publishing trade and the commercial sound recording industry.

This is to cover 98 % of printed works and 90 % of sound recordings.

The key performance indicators required for measuring the degree of completeness of printed grey literature are to be defined and identified. These indicate how many publications are issued outside the publishing trade and the commercial sound recording industry within the given time period and how many of these are covered by the collection mandate of the German National Library.

Objective 5: Retrospective acquisitions should be actively expanded. 40 % of collection gaps should be closed by 2016.

2013 The number of gaps in the holdings is to be reduced by 5,000 titles as a result of retrospective acquisitions.

2014 The antiquarian acquisitions process is to be put out to tender.

2016 The acquisition of antiquarian works is to be continued as a measure aimed at reducing gaps in the sheet music and sound recording holdings. The main focus is on acquisitions which help render existing parts of the collection usable.

Objective 6: Awareness levels are to be raised, especially among those obliged to deposit works, about the German National Library's objective of ensuring that its collections are as up-to-date and complete as possible.

2013 – 2016 Presentations are to be given annually and journal articles published as part of the public relations work.

Strategic Priority 2

The German National Library should increase the use of automatic data acquisition for cataloguing and indexing its holdings.

Bibliographic indexing of media publications based on descriptive and content-based criteria is the core activity of the cataloguing division. This task involves developing, coordinating and laying down the relevant rules, plus testing and implementing new and automatic processes.

More than 180,000 volumes were catalogued in 2012; these were supplemented by a rapidly growing collection of online publications which now number more than one million documents and are set to grow considerably in terms of their breadth and diversity. The German National Library will only be able to meet its future bibliographic cataloguing obligations if it explores new cataloguing methods, expands its national and international partnerships and opens itself to working with new partners and their services. The Library itself offers an attractive range of services in the form of innovative instruments, such as the Integrated Authority File, which contains roughly ten million entries.

Objective 1: The German National Library is to expand its use of external data substantially by 2016, especially for sound recordings and grey literature.

2014 Procedures are to be developed for re-using catalogue data from the German-speaking library networks.

Processes are to be developed for using external data for acquisition purposes.

The import and update processes are to be refined for data from the MVB Marketing- und Verlagsservice des Buchhandels GmbH.

Objective 2: The technology and methods of automatic indexing should be developed and expanded to include further types and groups of publications by 2016.

2014 Short Dewey Decimal Classification notations are to be issued automatically for medical online university publications.

The automatic issuing of subject headings for German online university publications is to be introduced and expanded to include further online publications.

The automatic generation of descriptive cataloguing data from title pages based on structure recognition is to be tested on university publications. Expansion to include other types of publication is to be tested.

Work is to start on improving the automatic linking of bibliographic data to name authority data and the removal of duplicate name authority data records.

2015 The automatic issuing of subject classes is to be extended to monographs printed in German and English with digital tables of content.

The automatic issuing of subject classes is to be expanded to include digital journal articles.

The automatic issuing of subject headings is to be extended in a model project to include printed German monographs with digitised tables of content and digital journal articles.

A concept for maintaining the Integrated Authority File based on the automatic issue of subject headings is to be developed.

The expanded transfer of existing descriptive and subject cataloguing data is to be extended to other versions of a work.

2016 Indexing quality of at least 80 % correct assignment is to be ensured in the automatic issuing of subject classes and classification.

A system for the automatic indexing of English publications is to be developed.

Objective 3: By 2016, the German National Library should be taking a leading role in adapting the library information infrastructure standards (cataloguing codes, basic cataloguing principles, data formats) to the needs of digital production.

2013 A strategic plan for opening the Integrated Authority File up for cooperation with non-library partners is to be drafted.

The German National Library is to carry out an internal project to actively support the international BIBFRAME Initiative of the Library of Congress.

2014 Work is to begin on creating a lean code for indexing in conjunction with the partners of the German National Library.

The German National Library is to continue its active involvement in the BIBFRAME Initiative.

2015 The Resource Description and Access (RDA) standard is to be implemented in the existing systems in collaboration with all library networks. First steps are to be taken along the path towards complete identifier-based interlinking of all entities.

Objective 4: The German National Library should pursue an active communication strategy with regard to its cataloguing policy.

2013 The plan for subject cataloguing is to be published.

2013 – 2016 Each year, progress reports on the cataloguing-related developments and projects of the German National Library are to be published and presented in articles in German and international specialist journals and in talks, posters and workshops at national and international conferences and congresses.

Strategic Priority 3

The German National Library should improve the retrieval and usability of its holdings and the data describing them.

The User Services division acts as an interface between the collections, the bibliographic data and the users of the Library: it provides all the services required for making full use of the media, including all related information. These range from the search, retrieval and order functions in the online catalogue, the provision of on-site access, work spaces in the reading rooms and the use of electronic publications through to the distribution of authority and bibliographic data.

217,000 visitors used the reading rooms of the German National Library in 2012 and were granted access to 631,000 of the almost 28 million media items. The number of digital publications accessed was roughly 12,000 per day. The digitised tables of content were clicked 23.7 million times - online and at the Library sites. By the end of 2012 well over 120,000 sound recordings had been migrated from sound carriers to digital storage systems; these can now be accessed directly in the reading rooms. 90 % of the bibliographic and authority data of the German National Library can now be accessed free of charge under Creative Commons Zero licence, and a total of 114 million metadata records were supplied to data customers in 2012. Work was started on the development of an Internet platform for virtual exhibitions in order to present special inventories such as those of the German Exile Archive 1933 - 1945 or the German Museum of Books and Writing in digital form. The first exhibition - "Arts in Exile" - went online in September 2013.

Objective 1: By 2016 the proportion of digitised tables of content of all monograph holdings should rise from 17 % at present to 25 %.

2013 Work is to begin on expanding the digitisation of tables of content to include all newly acquired monographs.

Digitisation of the tables of content of the Frankfurt and Leipzig exile monographs is to be completed.

2014 At least 50,000 tables of content are to be transferred from diverse cooperation partners (especially those from the German library networks).

The retrospective digitisation of tables of content of book holdings acquired from 1985 to 2007 is to be intensified.

2015 The retrospective digitisation of tables of content is to be expanded to include the collections of the German Museum of Books and Writing.

Objective 2: By 2016 the German National Library should have digitised 50,000 books and 50,000 sound recordings (in addition to the CD migration project) or sheet music collections and offer all items for use in the reading rooms. Public domain or appropriately licensed items should be made available globally under open-access conditions.

2013 The monograph works of the exile collections of the German National Library in Frankfurt am Main and Leipzig are to be digitised.

2014 The monographs of the World War I collection and other selected special collection holdings are to be digitised.

2014 A digitisation policy is to be developed and agreed upon. The digitisation activities are to be expanded accordingly. Special sheet music collections are to be identified for digitisation.

2015 Existing digitised versions, electronic publications on data carriers and all migrated sound recordings are to be made available for use and their accessibility improved.

2013 – 2016 The copyright status of the digitised works is to be clarified. The works are to be made available for use either in the reading room, licensed for the virtual exhibition platforms or released for free use worldwide via the portal catalogue.

The ad hoc digitisation of analogue sound recordings (e.g. shellac records, vinyl records, tape recordings) is to be continued.

Objective 3: The German National Library should upgrade the bibliographic metadata of all holdings by 2016 so that they can easily be found by users at any time and from anywhere in the world and then used free of charge.

2014 Examples of all types of music, museum and archive materials are to be made retrievable via the Internet and, where possible, also accessible via the portal of the German National Library. Holdings which have already been indexed are to be linked with samples of digitised content.

2015 All authority data and bibliographic metadata are to be offered free of charge for re-use in the usual formats and under the Creative Commons Zero licence via the Internet.

2016 All metadata and public domain content are to be incorporated into the portals of at least four major Internet companies based on appropriate agreements and contracts.

The persistent identifier activities are to be expanded at the national and international level, and a European URN:NBN cluster is to be set up and put into operation.

The web offerings are to be expanded, especially those intended for use on mobile devices, and the presentation of data in the portal catalogue is to be gradually improved through projects.

Objective 4: The German National Library should improve its user services globally and locally, thereby achieving a 10 % increase in visitor numbers by 2016.

2013 The reading rooms at the Leipzig and Frankfurt am Main sites have the same opening hours.

2014 An initial draft for a new set of service regulations is to be presented which updates and brings together the previous site and user regulations while adding the use of new media.

Information services at the two sites are to be bundled and adapted to incorporate new technical possibilities (e.g. information chat, social media).

An initial user survey is to be carried out as part of the effectiveness research and analysis; this is then to be repeated at regular intervals. It should provide information on local and virtual usage, on non-usage and on the expectations of active, former and potential users.

2016 The activities aimed at achieving the set objectives which have either been started or completed are to be presented in appropriate form to general and specialist audiences.

Objective 5: The German National Library should make an ongoing contribution to the cultural life of Germany and promote German culture abroad through its exhibitions and events.

2014 Work on setting up a platform for presenting virtual exhibitions is to be completed. Three further virtual exhibitions are to be offered alongside "Arts in Exile".

2015 In order to raise its profile in the field of cultural educational work, cooperation agreements with universities, schools and other educational institutions are to be concluded. The cultural educational work is to be streamlined.

2016 The German National Library is to attract additional groups of users and customers through its (virtual and local) exhibition and events programme, thereby raising its appeal as a virtual and actual meeting place for the culturally interested.

2013 – 2016 Suitable reports are to be published about the exhibitions and events in the general and specialist media. A steady stream of specialist papers is also to be submitted to relevant academic events.

Strategic Priority 4

The German National Library should extend the scope of measures aimed at preserving the long-term accessibility of its holdings and continuously optimise the relevant processes.

The German National Library has broad-based experience in the care of physical media and in ensuring the long-term accessibility of digital resources. Both nationally and internationally it has garnered major recognition through its innovative contributions to the mass deacidification of printed works, to the preservation of digital media and as the driving force behind the "nestor" competence network for long-term preservation. The Collection Care division is striving to integrate processes which in many cases have hitherto been conducted separately to create a uniform work structure. This helps ensure consistent handling of all media and the qualitative and quantitative optimisation of the collection preservation processes, including digitisation. It also helps maintain the long-term accessibility of digital resources. The processes include prevention, preservation and, where applicable, restoration measures. Added to these are aspects such as the digitisation or recopying of at-risk objects whereby the information content is transferred to a substitute medium.

Objective 1: By 2016, long-term preservation should become an integral part of the automatic workflow for all digital publications included in the collection mandate.

2013 Access and processing figures are to be collected on a quarterly basis.

The connections to and servicing of the preservation repository are to go into routine operation.

2014 Database-supported risk management is to be set up.

2015 An emulation framework is to be implemented.

2016 At least three migration cycles are to be executed.

Objective 2: The long-term preservation service AREDO, which is also successfully marketed externally, should go into operation by 2014.

2013 A publicly accessible and bookable service is to be up and running.

2016 The service should have achieved an appropriate market share and is known for being certified by a nationally and internationally accepted certification service.

Objective 3: The preservation-based care of physical materials should be comprehensively established.

2013 Additional staff are to be allocated for collection care, and the department reorganised.

2014 The collection care plan is to be turned into a publicly announced policy. Related implementation planning is to be incorporated in workflows which are put into operation.

2015 The preservation status of 50 % of the media units (physical units) of the German National Library is to be recorded in a machine-readable form; any need for action is to be specified and recorded together with the schedule.

Once the processes have been defined, all preservation and conversion processes are to be evaluated by ongoing quality checking and assurance measures.

Preventive measures such as construction planning and implementation, stack storage and invasive measures are to be combined to form a single integrated catalogue of measures.

Objective 4: A large proportion of the non-paper materials held on physical data carriers should be converted to digital form by 2016.

2013 A status analysis has been carried out for disks (pilot projects).

2014 A status analysis has been carried out for sound recording tapes, shellac records and vinyl records. The forward planning is to be evaluated in the following year.

Preliminary projects are to be completed for cassette tapes.

2015 Test series are to be conducted for the digitisation of opto-electronic carriers following preparatory work (workflow, bibliographic analyses).

A migration concept is completed for converted materials. A final decision is to be taken on unconverted materials, e.g. no further action to be taken.

2016 All audio CDs have been digitised.

Objective 5: The German National Library should raise its national and international profile and reinforce its existing network structures.

2014 The analogue-digital conversion of magnetic and optical data carriers is to be documented and then refined to create a competence area accessible by third parties.

2015 In the field of long-term digital preservation the German National Library and others are to ensure that a suitable certification infrastructure is established for digital archives, at least at the European level.

2013 – 2016 Articles are to be published on collection preservation care at regular intervals.

Strategic Priority 5

German National Library employees should identify with the Library's objectives.

Both the number and complexity of the German National Library's tasks are increasing at a time when resources, especially staffing resources, are decreasing. At the same time, Germany is undergoing a period of major demographic change: employees are getting older and the age of retirement is rising. This makes it all the more important to concentrate resources and bundle task areas. The German National Library is already implementing a large number of staff development measures: annual performance reviews, training courses, a range of information provided via the Intranet, in Lunch Talks and in internal newsletters. The 2011 employee survey provided a snapshot of employee satisfaction and revealed their high level of commitment to the institution and its work. In the Library's centenary year the staff were given the opportunity to make an active contribution to strategic development based on the World-Café method. Adapting to the changes over the coming years will present challenges to all employees. Principal among these are the need for the will to change, and for innovative creativity and flexibility within an open, learning organisation.

Objective 1: The German National Library should be staffed by employees who have an active interest in the work offered by the Library and should help them rise to meet the strategic challenges.

2014 A personnel development plan is to be developed and implemented. It is to be supported by a modern assessment system and is to highlight e. g. career development opportunities in the German National Library within the applicable service and employment laws.

Objective 2: The employees of the German National Library should be well informed about the objectives and strategies of the institution in general and about their own field of responsibility in particular. They should also be aware of current developments, project and work results, actively contribute their ideas and skills, and take a proactive approach to their work.

2014 A sustainable long-term external and internal communication plan including operationalisation is to be developed and introduced. A framework for providing suitable (two-way) information and communication channels for all employees is to be clarified and specified.

2016 Innovative internal communication channels and platforms such as Lunch Talks, intradepartmental communication processes and work process visualisation are to be developed and introduced.

Objective 3: The German National Library should offer its managers suitable support.

2014 A cascading target agreement process for implementing strategic planning and for prioritising tasks is to be developed and implemented.

2015 Basic management principles are to be developed and implemented.

The roles and profiles of all managers are to be specified in greater detail, right down to the level of section leaders.

Here, managers at all levels are to be offered ongoing support in the form of appropriate measures such as mentoring, coaching, peer support and starter packages for managers.

Objective 4: The German National Library should remain an attractive employer.

2014 Employee satisfaction is to be monitored by means of surveys. These are to be conducted every three years.

Alongside implementation of the target agreement process there is to be greater focus/concentration upon clearly defined, communicated and prioritised core tasks aimed at ensuring innovative fulfilment of the legal mandate.

2016 To this end, a future-proof infrastructure and IT environment is to be implemented which continues to support the employees by enabling them to carry out their work in a targeted and efficient manner.

A human resources plan is to be developed. This includes staff resource levels, prioritises core tasks, identifies further tasks not related to the core business which still serve the strategic objectives, and, where applicable, the outsourcing of important yet non-core tasks.