

图书馆行业中长期战略规划选编

「十三五」时期（下）

Compilation of
the Medium and Long-term
Strategic Plans for Libraries

国家图书馆研究院 / 编



中央编译出版社
Central Compilation & Translation Press

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CONTENTS

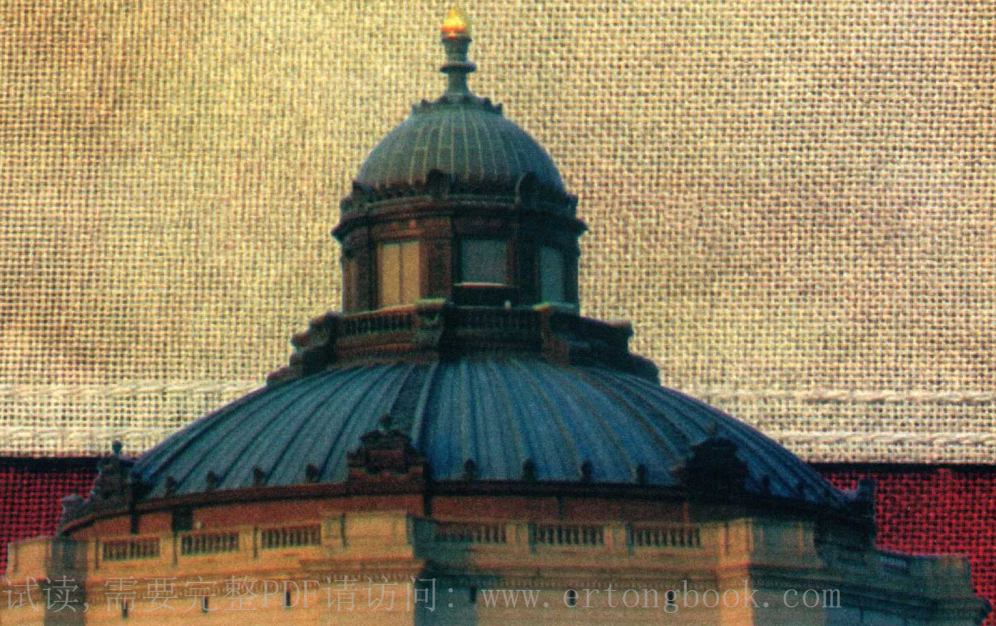
美国国会图书馆 2016—2020 战略规划 Library of Congress Strategic Plan FY 2016 through FY 2020	1001
英国国家图书馆 2015—2023 战略规划 The British Library 2015-2023	1025
英国国家图书馆 2020 年愿景 British Library 2020 Vision	1063
加拿大国家图书档案馆 2016—2019 三年发展计划 Library and Archives Canada 2016-2019 Three-Year Plan	1077
日本“国立国会图书馆中期构想《普遍利用 2020》” 以及“国立国会图书馆活动目标 2017—2020”	1092
洛杉矶公共图书馆 2015—2020 战略规划 Los Angeles Public Library Strategic Plan 2015-2020	1099
西澳大利亚州州立图书馆 2013—2017 战略规划 State Library of Western Australia Strategic Directions 2013-2017	1121
芝加哥大学图书馆 2016—2019 战略规划 The University of Chicago Library Strategic Directions 2016-2019	1129
伦敦大学学院图书馆 2015—2018 战略规划 UCL Library Services Strategy 2015-2018	1149



LIBRARY OF CONGRESS

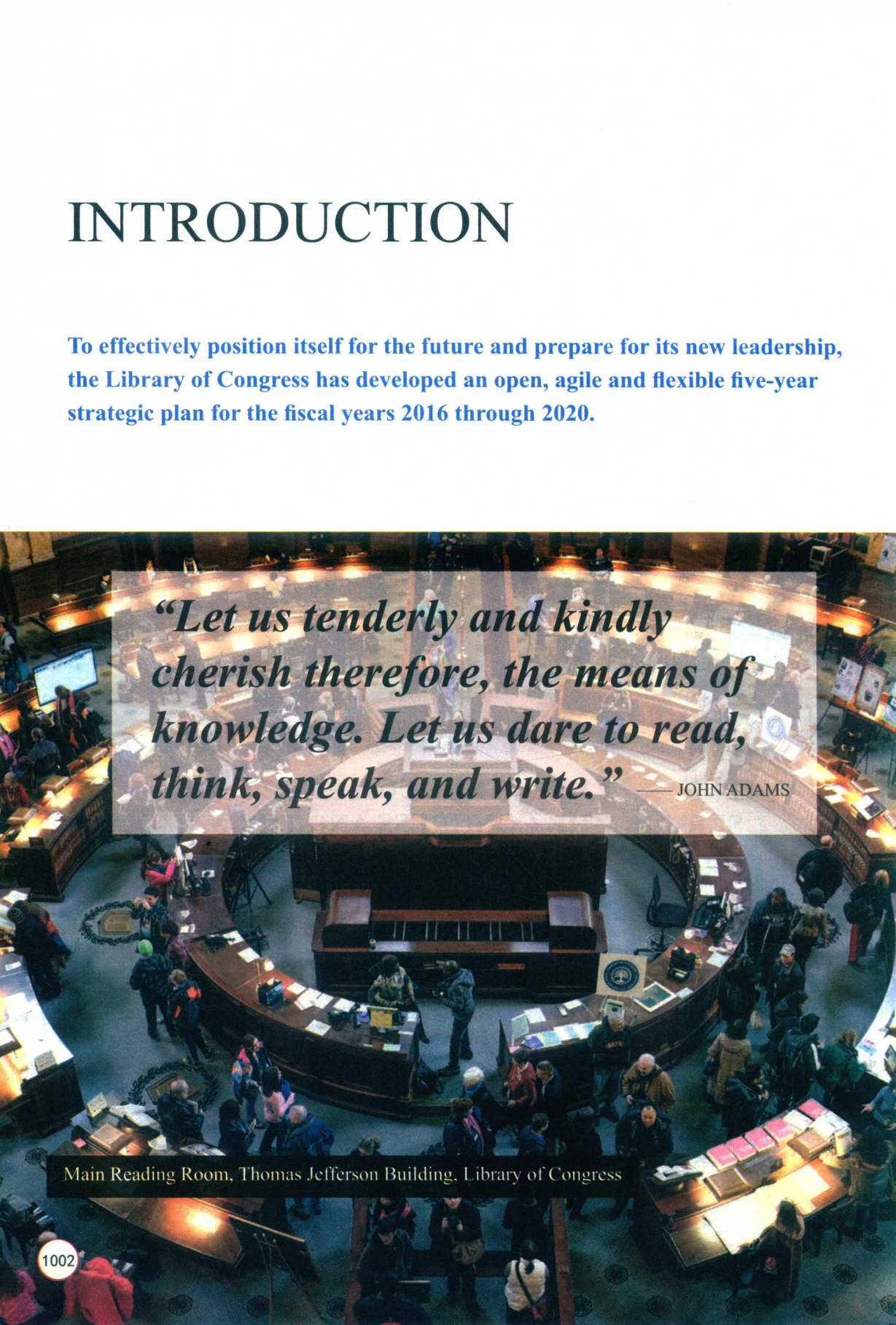
STRATEGIC PLAN

FY2016 THROUGH FY2020
SERVING THE CONGRESS AND THE NATION



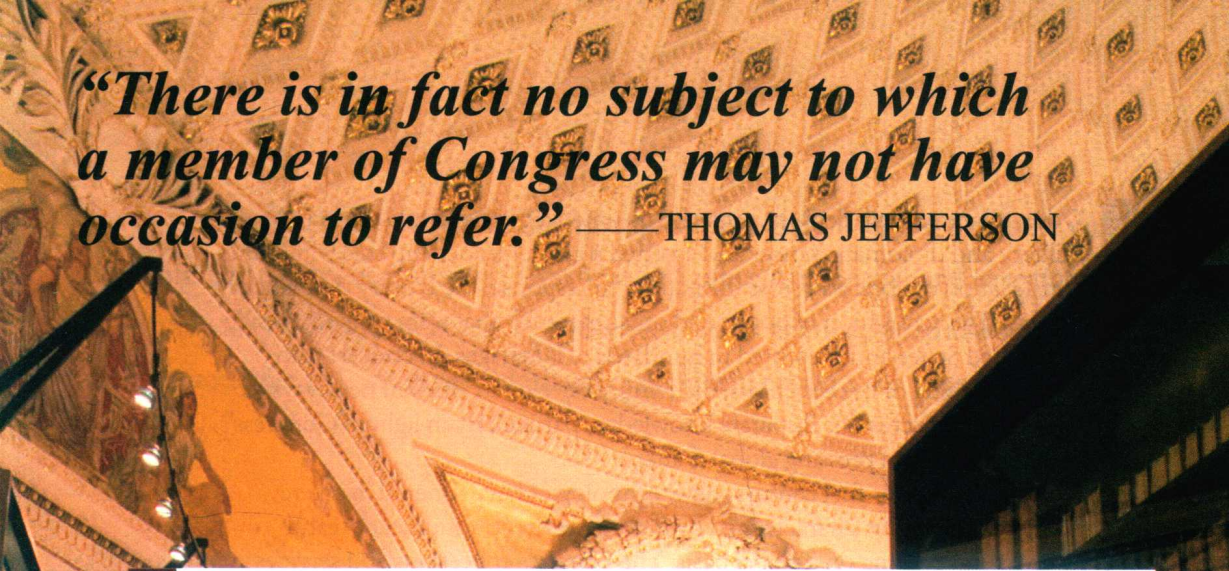
INTRODUCTION

To effectively position itself for the future and prepare for its new leadership, the Library of Congress has developed an open, agile and flexible five-year strategic plan for the fiscal years 2016 through 2020.



“Let us tenderly and kindly cherish therefore, the means of knowledge. Let us dare to read, think, speak, and write.” —JOHN ADAMS

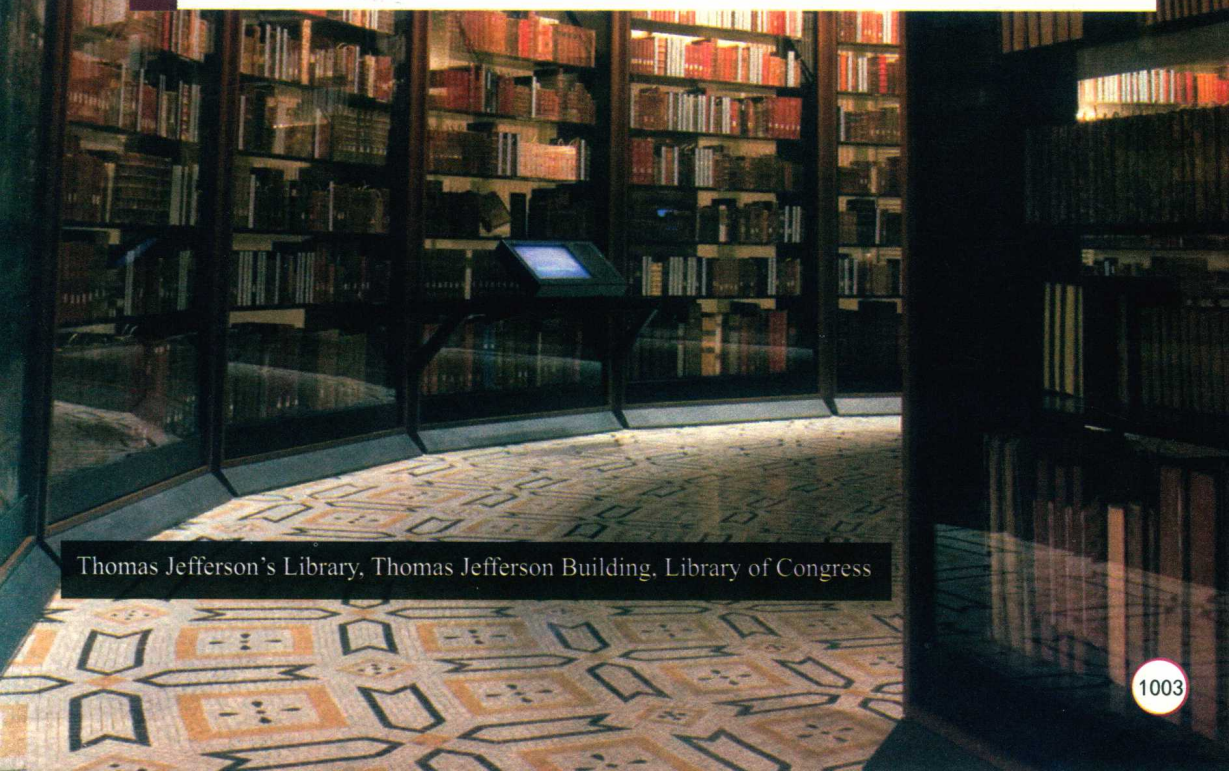
Main Reading Room, Thomas Jefferson Building, Library of Congress



“There is in fact no subject to which a member of Congress may not have occasion to refer.” —THOMAS JEFFERSON

During the development of this plan, the Library considered major strategic directions taken in its first two centuries that informed the strategic context for its third century. Analysis of the Library’s major motivating factors and its resulting actions reveal the following broad management strategies:

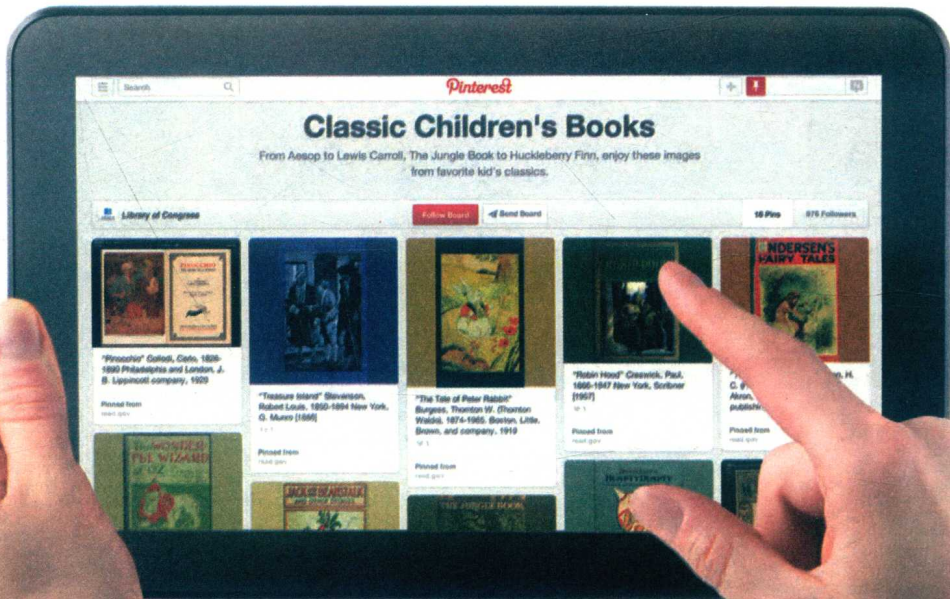
At the turn of the nineteenth century, the Library of Congress was created to provide members of Congress with access to information in support of their law-making activities. Access to up-to-date knowledge on all subjects animated the universal collection advocated by Thomas Jefferson, whose personal library was acquired by the Congress and became the cornerstone of the reconstituted Library after the War of 1812. After the Civil War, the copyright function was placed within the Library to facilitate the acquisition of more American materials.



Thomas Jefferson's Library, Thomas Jefferson Building, Library of Congress

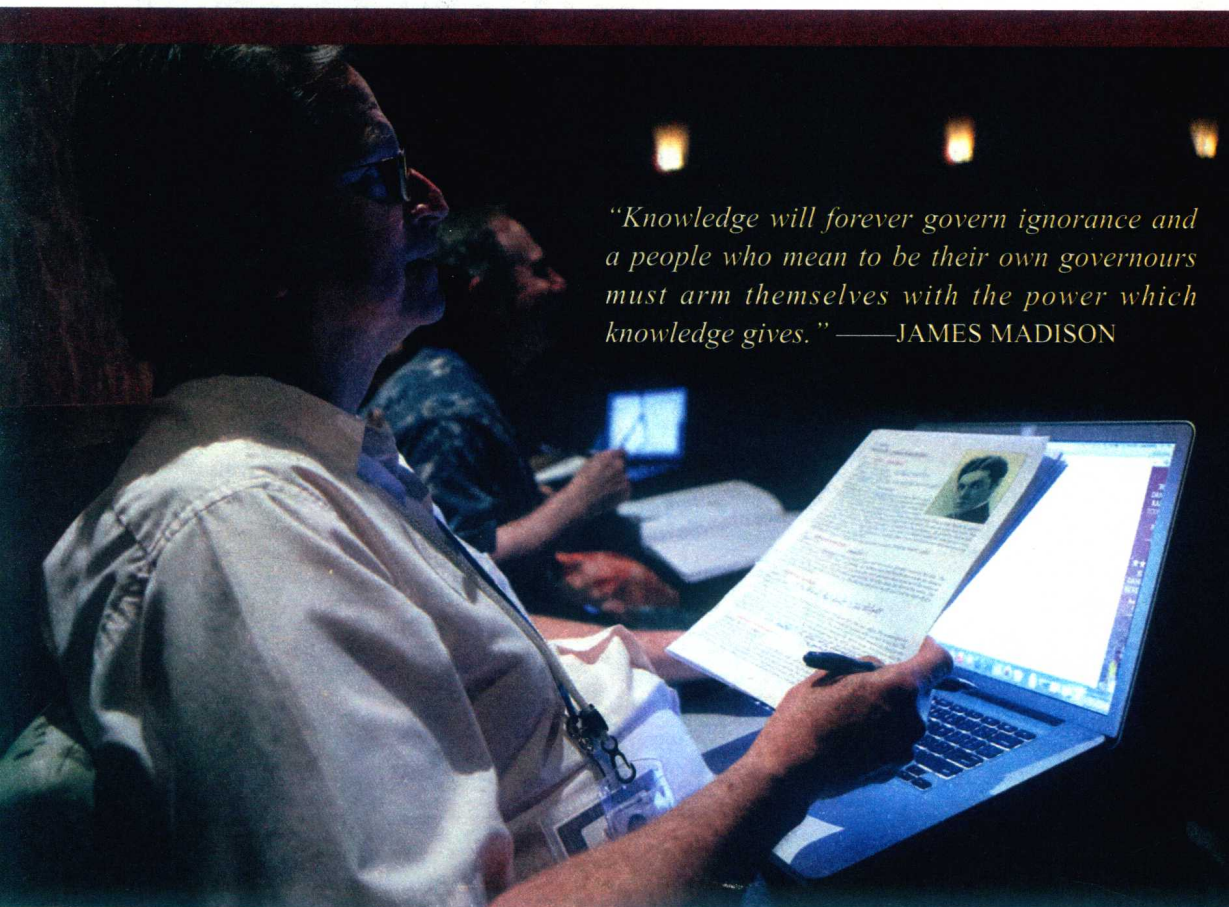
During the twentieth century, America assumed a greater role as an industrial, military and diplomatic power and asserted a greater leadership role within the constellation of libraries across the nation. In response, the Library dramatically increased its acquisition of books and other materials that were created outside the United States and presented in hundreds of languages. In concert with this broadening of its collections, the Library developed efficient new ways to organize and access this disparate knowledge, particularly in light of Congress's increased focus on pressing global matters.

Now, in the twenty-first century, new technologies have ushered in an era of interconnectivity, characterized by instantaneous communication and information-sharing on a global basis. The Library's collections and services are available to a rapidly increasing number of networked individuals across the country and throughout the world. This knowledge must be able to travel across a multiplicity of systems and sources. In order to effectively share knowledge and meet the growing demand for collaboration, accessing information in real time, immediately, easily, and globally is crucial.



Online search showing Library of Congress collections

From fiscal year 2016 through fiscal year 2020, the Library of Congress will continue to serve members of Congress, all other Americans, and researchers worldwide by providing access to collections, staff expertise, programs and other resources that will assist their decision making and enrich their lives in a variety of ways.

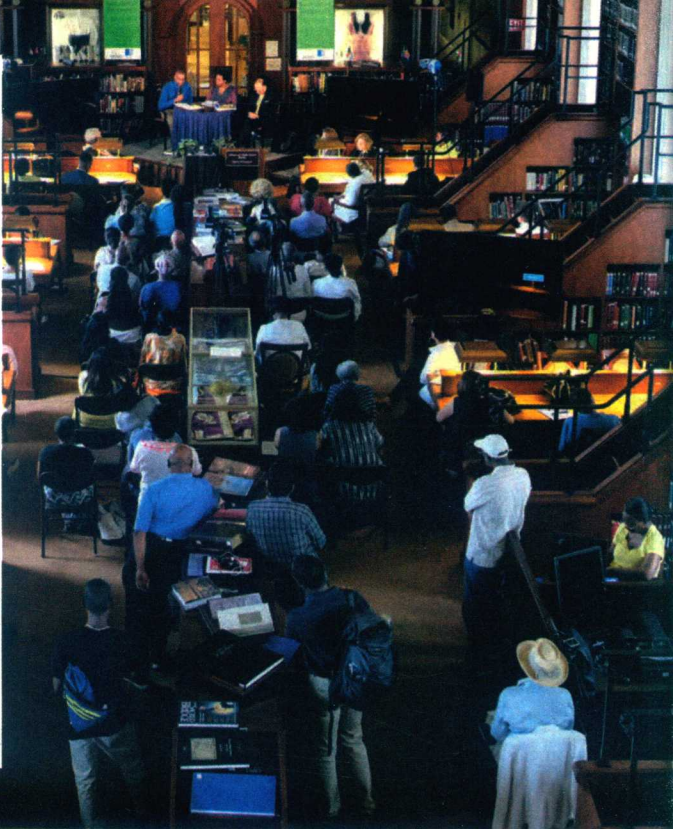


"Knowledge will forever govern ignorance and a people who mean to be their own governours must arm themselves with the power which knowledge gives." —JAMES MADISON

Larry Smith, a processing technician with the Moving Image Section, helps identify early silent films during the "Mostly Lost" film festival at the National Audio-Visual Conservation Center (Packard Campus) theater.

This plan will be accomplished through the following means:

- acquiring, cataloging, preserving and providing access to high-quality collections;
- deploying state-of-the-industry technology;
- employing management best practices;
- creating a learning environment to retain and motivate a highly qualified staff;
- sharing knowledge through online resources, public programs and publications; and
- engaging in collaboration with institutional peers and new partners around the world in order to share collections, resources, and expertise.



The African and Middle Eastern Division and the Humanities and Social Sciences Division, in cooperation with Juneteenth Book Festival, Inc., present a symposium exploring the topics of literature, literacy and the creative arts in the African Diaspora to mark the 150th anniversary of the Juneteenth observance, June 19, 2015.



Judy Dixon and Neil Bernstein of the National Library Service for the Blind and Physically Handicapped demonstrate the Braille and Audio Reading Download (BARD) application for mobile devices.

Film preservation specialist John Carter views a film at the Library's National Audio-Visual Conservation Center (Packard Campus).



PROCESS

This strategic plan was developed following reflection on the Library's role and activities, analysis of a variety of reports and recommendations that identified key challenges to a viable future for the Library, feedback from key constituents and staff, and the analysis of internal usage metrics.

FIRST, the core functions of the Library were considered.

SECOND, several key reports were analyzed [See Appendix 1]. This plan takes into account many of the valuable observations and recommendations contained in these recent documents.

THIRD, a number of strategic plans created by other entities were studied. These were the plans of institutions in two categories: (1) libraries and other cultural institutions worldwide, and (2) government entities that have been strongly affected by technological change.

FOURTH, representatives of the Library's component parts (service units) consolidated information about their units' core functions and future plans for the purpose of providing a strategic overview for the 2016 through 2020 time period.

The findings developed for the Library's strategic plan rely heavily on all these sources of current data.

Thomas Jefferson Building, Library of Congress

VISION

The Library of Congress is a chief steward of America's and the world's record of knowledge, and is a springboard to the future, while providing indispensable services to Congress.

MISSION OF THE LIBRARY OF CONGRESS

The Library's central mission is to provide Congress, and then the federal government, and the American people with a rich, diverse, and enduring source of knowledge that can be relied upon to inform, inspire, and engage them, and support their intellectual and creative endeavors.



A U.S. Poet Laureate Juan Felipe Herrera at the Library of Congress National Book Festival.
(Photo Credit: Shawn Miller)

B Children work on "Yertle the Turtle" coloring activities during a Read Across America event at the Young Readers Center.
(Photo Credit: Shawn Miller)

C Comedian Jerry Lewis, who donated his papers to the Library in 2015.
(Photo Credit: Robert Maxwell)

D Two staff members of the Law Library confer.
(Photo Credit: Abby Brack Lewis)

E The Library's Congress.gov legislative information system is accessible on mobile devices.
(Photo Credit: Abby Brack Lewis)

F Library of Congress Gershwin Prize for Popular Song honoring Billy Joel at DAR Constitution Hall in Washington, DC.
(Photo Credit: John Harrington)

VALUES

Paramount among the Library's values are the following:

- To fulfill President Madison's conviction that access to accurate, authentic, and non-partisan information is essential to a democratic society.
- To underscore the fundamental importance of literacy for all Americans, an asset that has a monumental impact on the welfare and prosperity of the nation as a whole.
- To demonstrate integrity by treating everyone with fairness and equality, being transparent in decision making, upholding democratic principles, and being open to new ideas.
- To uphold trust and confidentiality.
- To communicate clearly.
- To provide high-quality service to everyone who uses the Library's resources.
- To capitalize upon collaborations.
- To leverage the strength of diversity in the Library's staff, collections, and constituents.
- To be bold, innovative and willing to take risks.

Library staff



Library staff celebrating a colleague's accomplishment.

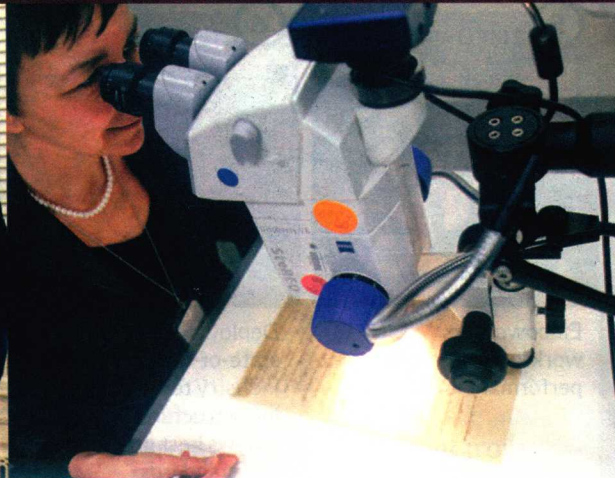
CORE FUNCTIONS

The Library's mission and values manifest themselves in the collections, the products and the services it provides to Congress, the government, and the American people. The following list comprises the core functions of the Library:

- Provide unique research and reference services to the Congress and to users who visit the Library in person, via the Internet, and by other modes of communication.
- Acquire, describe, make accessible, secure, and preserve a universal collection of knowledge in physical and electronic formats, and obtain electronic access, for its own users, to digital materials held by other entities.
- Support the statutory responsibilities of the U.S. Copyright Office in administering the copyright laws, providing expertise on questions of law and policy, and serving the public good.
- Empower the workforce by creating a culture of learning, providing appropriate technology and devising effective workflows.
- Demonstrate the scope and value of Library collections, staff expertise, and resulting scholarship through a variety of public programs, publications and online presentations.
- Innovate scientific testing of materials and practices that relate to the conservation and preservation of collection materials.
- Articulate and exemplify library and information science best practices and be a national and international role model for all libraries.



Rep. John Lewis (D-GA) views the Library's Civil Rights Act of 1964 exhibition.



Julie Biggs, senior paper conservator with the Conservation Division, examines pages of Abraham Lincoln's second inaugural address under a stereo microscope.

STRATEGIES

The Library's strategic plan comprises seven strategies:

1 SERVICE



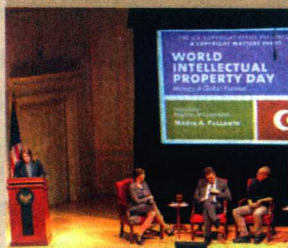
Deliver authoritative, authentic, and non-partisan research, analysis and information, first and foremost, to the Congress, to the federal government, and to the American people.

2 COLLECTIONS



Acquire, describe, preserve, secure, and provide access to a universal collection of knowledge, and the record of America's creativity.

3 CREATIVITY



Work with the U.S. Copyright Office to develop modernized copyrights systems and practices, in accordance with copyright laws and public objectives.

4 COLLABORATION



Stimulate and support research, innovation, and life-long learning through direct outreach and through national and global collaborations.

5 EMPOWERMENT



Empower the workforce for maximum performance.

6 TECHNOLOGY



Deploy a dynamic, state-of-the-industry technology infrastructure that follows best practices and standards.

7 ORGANIZATIONAL STRUCTURE



Organize and manage the Library to facilitate change and adopt new methods to fulfill its mission.

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- 7 - Shawn Miller

THE KEY COMPONENTS OF THE STRATEGIC PLAN

The enactment of the Library's strategic plan for fiscal years 2016 through 2020 has three key components: a strategic overview, annual budgets and Congressional Budget Justifications (CBJ), and the implementation plan, which incorporates annual performance goals and targets.

Strategic Overview

Preceding the implementation of this strategic plan, five key actions were taken in fiscal year 2015 to position the Library for new leadership.

The Library executed a major organizational realignment of programs and operations that had the goal of strengthening information technology and other support functions; elevating outreach work; integrating digital and analog collection management; and providing a stronger support structure that will better serve the Library's constituents. Under the realignment, a new service unit was established—National and International Outreach (NIO). This unit will manage the Library's scholarly, educational, and interpretive programs, as well as its national and international outreach programs and fee-for-service enterprises. [See Appendix 2]

Two high-level management positions were filled: the Chief Information Officer (CIO) and the Chief Operating Officer (COO). The CIO takes over responsibility for information technology, web services and repository development, among other duties. Under the new COO, financial, fiduciary, and other key operational functions are nested together to achieve full accountability, derive the greatest value from every public dollar spent, and make optimal use of the Library's staff.

The Library's already existing Web Governance Board is nearing completion of a process to clearly articulate its priorities, including audiences, with respect to what the Library plans to accomplish on the Web.

The Library has built significant digital collections from unique, rare, disparate or not widely held materials selected primarily for their research value. As a result of this effort, Americans, as well as people around the world, benefit from access to the Library's unsurpassed collections. While the Library has been developing new workflows and increasing the number of channels to bring in and share the Library's digital collections, major challenges still remain to accomplish this critical task.