
The National Library of Finland

THE NATIONAL LIBRARY'S STRATEGY FOR 2016–2020

CHANGE THROUGH DIGITAL SERVICES AND OPENNESS – NATIONAL LIBRARY
SERVICES OPEN TO ALL

Approved by the Board on 12 February 2016



Digital services and openness for change – National Library services open to all

The new Strategy of the National Library of Finland is based on the national digital library's open service environment and solutions that support Finna, its client interface. The goal is to serve researchers by supporting their use of research resources in a digital environment, the general public by offering cultural heritage resources in the formats they need, and memory organisations and other partners by providing infrastructure services.

The extensive digitisation of society, the requirements for openness and research challenges associated with international connections, innovativeness and competitiveness all impact the National Library's upcoming strategic period.

Mission of the National Library

The National Library ensures the availability of the published national heritage in the community.

It disseminates and produces information content for research, education, citizens and the community and develops services jointly with the library network and other institutions in the information society.

Vision of the National Library

National treasures for all.

"Treasures" refer to the Library's diverse – in some cases unique – collections and the content offered to information users in various ways, particularly through digital service concepts. These treasures belong to the whole nation. In line with the Library's mission, "all" encompasses every kind of information user and time of use, both now and in the future. In the strategy period, the National Library will dynamically seek open service forms with which shared content can be made available to a variety of users. This will be done with both collection- and technology-related infrastructure.

1. Background of the strategy work

Central changes in the operating environment

Several important changes are underway in the operating environment of the National Library. In addition to financial challenges, the Library's operations must adapt to rapid technological changes and how they affect the availability of information. Issues of legal informatics add their own challenges to the use of digital information. The International Federation of Library Associations (IFLA) has placed particular emphasis on these new challenges in its Trend Report.

Forms of publication and their distribution environments are changing. This shift is apparent in the statutory duties of the National Library laid down in the Act on Collecting and Preserving Cultural Material. The reform of metadata will be a significant paradigm shift, transcending the borders

between the library sector and other institutions. The National Library is the key institution of linked bibliographic data in Finland. In the future, the open data generated by the National Library will be extensively available outside the library sector, opening new opportunities for application developers and companies alike.

Open science and changing research methods require closer cooperation between the academic community and memory organisations. Different models and experiments with crowdsourcing as well as citizen science are becoming increasingly common, providing new opportunities for the National Library's digital services.

Digitisation is also a prominent topic in the government programme. New cooperative solutions are required to provide digital content in an online environment. The institution that can identify potential digital clients when building new services will succeed. The digital client is part of the digital process – a perspective on the provision and development of services.

The National Library sees the following as the key aspects of change in its environment: increasingly rapid digitisation, an open sharing culture, increasingly international research and the maintenance of the competitive edge of top research. These are the key topics of the National Library's strategy for 2016-2020, and the challenges it rises to.

Extensive participation in preparing the strategy

The strategy process comprised several workshops and leadership meetings. The workshops featured the National Library's specialists and leadership and focused on the different elements of strategy work. A separate workshop was organised for the Library's partners, including researcher advisory boards and their members. A dedicated workshop was also arranged for representatives of the library sector as well as for the Board of Directors. A staff workshop took place in the autumn.

Many ideas on potential new National Library services and operations arose at the partner workshops. Participants found that building and supporting partnerships generated significant added value for all parties. The advisory boards in particular thought that the National Library could be an increasingly prominent research enabler in the future.

Libraries are looking for joint services particularly in the fields of linked data, automatic content description, management services for electronic resources and centralised specialist services, for example in metadata or legal affairs. In general, the libraries hope that the National Library will offer modular services.

At its workshop, the Board of Directors of the National Library emphasised increasing cooperation with researchers, companies and international service providers. The Board of Directors suggested that the National Library participate in the creation of national big data, and placed great importance on the openness of publications and data. The Board of Directors demanded that the National Library focus its digitisation spearhead projects.

Impact, indicator and process workshops

The National Library also organised workshops focusing on the impact of its national services in support of the drafting of the strategy. The National Library also intends to draft cost-benefit analyses for all its most significant national services.

An indicator workshop was arranged during preparations for the implementation programme, in an effort to launch the work of defining the indicators used to monitor the implementation of the strategy.

The reform of the Library's process map and key processes was also launched to complement the drafting of the strategy.

Competence challenges during the strategy period

Creating digital services and contents intended for extensive use requires considerable competence. The National Library is largely responsible for many services on a national scale, which demands additional skill requirements.

The National Library has highlighted the following areas in its skills audit: new open architectures, metadata and open data services, online services and the promotion of accessibility, customer management and productisation as well as digital curation.

Implementing and monitoring the strategy

The National Library supports the implementation of its strategy by taking advantage of its overall enterprise architecture. The enterprise architecture also includes certain process descriptions. In the future, numeric indicators and monitoring will be added to the same environment.

To support the implementation, the National Library has drafted the following policies at the end of the strategy process: the Open National Library and the National Library's Digital Humanities Policy. Together with its client organisations, the Library drafted substrategies for the FinELib and Finna services.

The Library will implement its strategy annually according to its action plan and resources. An annual report will document the Library's performance with the help of indicators agreed on together with the Ministry of Education and Culture as well as the University. In addition, the Library has indicators to more closely monitor the implementation.

Our practices

All of the National Library's practices are based on partnership, cooperation and experimentation.

2. The National Library's Strategy 2016-2020

Strategic goals

The working environment of researchers and library customers has become digital. The National Library seeks to use strategic solutions to construct an effective, open customer service environment.

Goal 1

We provide digital services which are extensively accessible to the public.

What this means:

We promote the digitisation of our country by constructing a service environment for researchers and the general public with new methods and service solutions. The National Library generates online content and reaches new clientele and partnerships through new service channels. The Library will use its services to increase its social impact and cost-effectiveness.

The National Library as an agent of change

Most public services have already been transferred to an online environment. The National Library wants to be a central agent of cultural change and to provide its collections, metadata and services to meet the needs of its customers and the general public. Online services increase public recognition for the collections and the National Library's new service profile.

The National Library wants to overcome the challenges related to licensing services and increasing costs associated with electronic resources, and to generate copyright solutions that promote the distribution of its collections. The promotion of open scientific publication will be part of the national licensing negotiations. The metadata created by the National Library will generate cost benefits for the publishing industry and supports business in a variety of fields.

Clientele and customer expectations

Our clientele includes culture and research organisations, publishers, content producers and individuals (students, researchers, professionals and the general public).

Customer expectations:

Customers expect constant, agile development of the National Library's service concepts. The services are developed in a cooperative and client-driven way. The library network needs a national collections policy to develop the management of printed collections, storage and electronic material. IT systems must be mutually compatible and modular.

Strategic priorities of this goal (objectives)

How we will achieve this goal:

- By producing services as components of the national service architecture
- By disseminating digital cultural heritage to an increasingly extensive user base

Which objectives will we have achieved by 2020?

- The Library's centralised services are available through the public service network.
- The Library is a sought-after development partner for digital services.
- The Library has tripled the number of users of its digital services.

Goal 2

Our information resources and services support openness.

What this means:

We are systematically building solutions that support the reuse of content and data. Through our solutions, our customers can enrich their user experience and create new information. The National Library is a key partner in the production of open data and the services that support their use. The National Library has particular expertise in metadata. During the strategy period, the National Library will create and actively support the ecosystem of content description and descriptive metadata. In addition to libraries, this ecosystem includes various institutions in the publishing industry, publication agencies and other memory organisations. The Library seeks to increase the amount of digitised cultural heritage and to provide it to an extensive user base.

The National Library as an agent of change

Many areas of our society are moving towards a culture of openness. The National Library seeks to promote open knowledge. The National Library supports research and the publishing industry in the new challenges raised by the open publication of research data and new types of data use. The role of the National Library as an institution that renders data open, and then publishes and disseminates them, is becoming increasingly important. The National Library wants to help facilitate the creation of sustainable digital services and new business. The

National Library promotes the centralised coordination of metadata and healthy network-based cooperation. The National Library supports the reform of the legal deposit network and the expansion of the availability of open online resources.

Clientele and customer expectations

Our clientele includes researchers and students, publishers, the general public and memory organisations. Together with other organisations, we create online resources.

Customer expectations:

Libraries/users and developers expect the National Library to provide open data services and to centralise their management. Libraries hope that the National Library will arrange a centralised long-term storage service. The libraries also hope for the National Library to take primary responsibility for expertise in legal informatics as it relates to openness and digitisation.

Strategic priorities of this goal (objectives):

How we will achieve this goal:

- By reforming the national ecosystem of data description
- By building infrastructure that supports open publishing
- By producing solutions that promote the reuse and enrichment of contents

Which objectives will we have achieved by 2020?

- The Library is an important expert and service provider in the field of open data, metadata, publication archives and content.
- The National Library is recognised as a centre of the published cultural heritage.
- The National Library digitises more than one million pages annually.

Goal 3

We provide the necessary conditions for digital research and learning environments.

What this means:

The National Library makes its collections and methods available for use in digital humanities research, and is helping to make this field a national success factor. The National Library participates in developing digital humanities projects, expertise and methods. The National Library supports open publication in all fields.

The National Library as an agent of change

With its digital library solutions, the National Library is supporting the international goals of research and the competitiveness of universities. Data-intensive research and science are becoming increasingly common, requiring digital resources and research environments (big data, etc.). The Library develops solutions for open science.

Clientele and customer expectations

The Library's relevant clients are researchers and research groups, universities and research institutes, with national and international research infrastructures as partners of the National Library.

Customer expectations:

The National Library's strength is its understanding of traditional research clients and digital library clients as well as its ability to market and customise services for each client. The National Library's services are considered integral to the research process. The National Library participates in discussions on national research strategies and the development guidelines for research.

Strategic priorities of this goal (objectives):

How we will achieve this goal:

- By building services for digital humanities in research projects and groups
- By supporting open scientific publication and sharing open data

Which objectives will we have achieved by 2020:

- The National Library boasts established research data services and good partners who help it support the quality and progress of Finnish research.
- The National Library is a partner in three significant research projects.

Action programme 2016–2020

Goal 1: We provide digital services which are extensively accessible to the public	
By producing services to act as components of the national service architecture	<ul style="list-style-type: none"> - Integrating Finna into the national service architecture as appropriate (Finna.fi) - Integrating Digi/Digi2 into the national service architecture as appropriate - Identifying other services for integration (e.g., the resource name data service; URN and ISNI already on the roadmap) - Planning, acquiring and implementing a new library system that supports new types of library services (National Library, libraries for institutions of higher education, Melinda libraries)
By disseminating digital cultural heritage to an increasingly extensive user base	<ul style="list-style-type: none"> - Taking action to reform the Act on Collecting and Preserving Cultural Materials - Planning and implementing a user-friendly method for sharing digital resources with large audiences - Digitising and releasing newspapers and selected magazines from 1945 and earlier for open use - Digitising Finnish literary history - Actively providing network-based legal service for digital information - Drafting a communications and marketing plan for digital resources and following it
Goal 2: Our information resources and services support openness	
By reforming the national ecosystem of data description	<ul style="list-style-type: none"> - Releasing metadata as open linked data - Establishing a national metadata service (incl. the resource name data service, identifiers, RDA)
By building infrastructure that supports open publishing	<ul style="list-style-type: none"> - Developing the infrastructure for publication archives (parallel publishing and public administration publications) - Coordinating publication archives nationally together with research organisations - Developing a search and display system for a large user base (e.g., for newspapers)
By producing solutions that promote the reuse and enrichment of content	<ul style="list-style-type: none"> - Creating interfaces (Digi, Finna, Fennica), testing in pilot projects and communicating the results - Ensuring the compatibility and reciprocity of links to publications and (research) data
Goal 3: We provide the necessary conditions for digital research and learning environments	
By building services for digital humanities in research projects and groups	<ul style="list-style-type: none"> - Opening existing National Library metadata and resources (data catalogue, describing formats and content, metadata for use rights, open interfaces) - Creating developer partnerships for digital research environments

	<ul style="list-style-type: none"> - Collecting and storing digital material based on researcher needs - Implementing the Digital Humanities policy and communicating its progress
<p>By supporting open scientific publication and sharing open data</p>	<ul style="list-style-type: none"> - Creating the concept for opening research data - Building a basic toolkit for research to help process and describe research data, and developing the conditions for storing research data and defining our role in the process. - Making copyrighted resources more available for research and teaching, and working to reform relevant national legislation - Integrating national infrastructures (ATT, Finna...) - Supporting open science as part of national licensing negotiations - Creating a strategy for depository library services and research the possibility to participate in the Memory Park project.