STRATEGIC GUIDELINES, OBJECTIVES AND AREAS OF ACTIVITY
FROM 2015 TO 2017
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The Strategy 2015 – 2017 describes the path that the German National Library of Science and Technology (TIB) and the University Library (UB) of Leibniz Universität Hannover want to tread together over the next three years – the two institutions will merge into the new independent legal form of a public-law foundation of the Federal State of Lower Saxony in 2016.

The German National Library of Science and Technology was established by decree by Lower Saxony Ministry of Science and Culture (MWK) on the initiative of the German Research Foundation (DFG) as a legally dependent institution of the Federal State of Lower Saxony at Hannover College of Technology on 15 June 1959. As an infrastructure facility, TIB, which became the German national library of science and engineering, as well as architecture, chemistry, computer science, mathematics and physics, primarily provided services for science in addition to conducting applied research and providing advisory services.

TIB’s main task was initially to ensure the comprehensive procurement, provision and archiving of conventional and non-conventional (“grey”) technical and scientific literature, including special new publications that were hard to obtain and difficult to access from a linguistic perspective. The target groups for these services were researchers and developers not only from universities and non-university research institutions, but also in industry and business.

For the duration of its existence, TIB was an important partner in the DFG’s Special Collection System (SSG) for the nationwide provision of literature in Germany, and provided specialised information centres with original literature in the context of the Federal Government’s expert information programmes. Today, TIB successfully participates in projects initiated by the DFG’s Specialised Information Services (FID).

The challenges of continuing to provide effective, attractive services in the future, and also securing the foundations for their financing by the federal and state governments, are essentially influenced largely by three developments:

**The general exponential increase in scientific digital information:**

In recent years, scientific publications have increasingly been published solely or also electronically. In this case, the statutory copyright requirements relevant for document delivery services are entirely different to those for print media: in order to continue to be able to accomplish its task of providing full texts, TIB must acquire rights (licences) for the provision and preservation of these electronic materials and develop new usage models. It also negotiates national licences for scientific publications and makes these available via its access systems. With its services and projects, TIB supports the idea of Open Access.

Uwe Rosemann
Director of the German National Library of Science and Technology (TIB)
The diversification of the media types and formats produced:

In the past, print media (text and images) prevailed; today, digital, audio-visual media and research data are increasingly being used in addition to print media. Taking this into account, TIB operates a Competence Centre for Non-Textual Materials (KNM), which is currently concerned with audiovisual media, 3D objects and the general management of research data.

Customers’ growing requirements and needs for information services:

These are consistent with their general experiences with the internet – information must be available quickly and barrier-free, at any time and any place. The use of Web 2.0 services, collaborative networks and social media also has an impact on developments. Scientists’ altered communications behaviour is being investigated in the Leibniz Research Alliance Science 2.0, of which TIB is a member.

In order to be able to meet these new requirements as a provider of full texts and information, it is TIB’s task to integrate the different forms of content of scientific information, alongside traditional publications, in the services offered by TIB. Owing to the increase in the amount of knowledge objects available, however, the task no longer simply involves locating information, but also analysing the information according to relevant core elements. Search methods traditionally focus on bibliographic searches (author, title, and so on). So far, the extension of search methods within objects is at the developmental stage. The same applies for the integration of semantic methods for developing knowledge networks. The aim is to ensure that scientific and technical information and content can be located easily and provided on a permanent basis – particularly in the relevant context. This is being achieved by conducting externally funded projects at the national and EU level, and by constantly developing the organisation and optimising internal processes.

TIB is a national infrastructure facility for the provision of scientific information. Accordingly, on account of its membership of the Leibniz Association, it has been assigned the new task of establishing its own application-oriented research in order to develop new services in the context of the framework conditions described above and to optimise traditional services. For this reason, TIB will appoint its first professorship together with Leibniz Universität Hannover in 2015, which will explore the topic of “Visual Analytics”. This field of research is derived from work undertaken at the Competence Centre for Non-Textual Materials.

In addition, my successor in 2016 will hold a chair in the Computer Science Section at Leibniz Universität Hannover.

The University Library Hannover has been supplying Leibniz Universität Hannover with literature ever since it was founded in 1831. In contrast to TIB, it also supplies literature from the social sciences and humanities subjects offered at the university. Based on its mandate to supply literature and due to its close proximity to its users, the development priorities of the University Library lie in the area of information literacy and creating learning environments, particularly for students. However, it also advises the university on current topics such as research information and research data management, offers publishing services and encourages the idea of Open Access. Cooperation between TIB and the University Library always
represented a win-win situation: whilst the University Library benefits from TIB’s high potential for development and extensive holdings, the University Library shares with TIB its knowledge of user’s needs and scientific communication processes, offering interfaces to other specialisms.

In addition to perennial debates on the substantive further development of TIB, ever since TIB was evaluated in 2004, the issue of TIB’s legal form and its collaboration with the University Library Hannover has been discussed amongst the awarding authorities in the federal (German Federal Ministry of Education and Research) and state governments (Ministry of Science and Culture). TIB has worked closely with the University Library in geographical and organisational terms ever since it was founded – visitors and users are unable to distinguish between TIB and the University Library. Nevertheless, TIB and the University Library have always been two separate entities with their own financial flows and personnel. The Joint Science Conference (GWK) of the federal and state governments has always called for all Leibniz Association institutes to be legally independent so that these institutes, which are of national significance and perform national tasks, are able to formulate and realise their development strategies without reference to a local site. Consequently, the legal status of TIB had to be reformed.

However, it was important not to terminate the special situation involving the close connection between TIB and the University Library, and their very successful collaboration: the awarding authorities of TIB and Leibniz Universität Hannover therefore decided to convert TIB into a public-law foundation of the Federal State of Lower Saxony, and to transfer the University Library to this foundation. This way, it can be ensured in the long run that the synergies generated by the two libraries working together will remain: the high innovative potential of the future foundation in close cooperation with a university will guarantee successful service-based research and development.

The present Strategy 2015 – 2017 will show the library the way forward for the next three years.

Uwe Rosemann
VISION

WE ORGANISE INFORMATION FOR TOMORROW’S KNOWLEDGE
As the German National Library of Science and Technology, our forward-looking services secure the infrastructural requirements for providing scientists, researchers, teachers and practitioners across the country with high-quality information and literature. The services we provide as a University Library ensure that the members of Leibniz Universität Hannover are supplied locally with the necessary literature. Consequently, we play a part in the further development of our modern society, which is based on information and knowledge, innovation and creativity.

Our globally unique collections of technical and scientific specialist and research information provide the foundation for our services. The core of our activities centres on developing these collections in their uniqueness, preserving them as our cultural heritage, improving access to them with a reliable information infrastructure, and optimising the relevant services by engaging in research.

The digital revolution and our customers’ need for comprehensive support in the scientific research process give us the inspiration to find new, integrated solutions. We pursue our goal of creating added value in partnership with national and international organisations.

A high-performance establishment such as TIB thrives on its employees. We nurture their competence, motivation, dedication and health, developing their potential with a keen sense of social responsibility. We are strongly committed to efficient organisation and human resource development, as well as far-reaching measures for reconciling career interests and family life.
We base our actions on clearly defined values. These values shape our behaviour towards our environment – society, our partners and among each other. These values flank our strategic guidelines, and are crucial for their successful implementation.

We are open.

• We share our collections and our knowledge with the world.
• We value diversity – the diversity of cultures, opinions and experience.
• We stand for transparent decisions and processes.

We are aware of our responsibilities.

• We act sustainably and preserve our cultural heritage.
• We use the resources available to us carefully.
• We assume social responsibility and foster comprehensive knowledge transfer.

We are respectful.

• We tailor our services to the wishes and needs of our customers.
• We treat each other with appreciation, and practice a cooperative style of leadership.
• We offer family-friendly working conditions as well as extensive further education and training.
We learn.
  • We respond to social change.
  • We engage in networking throughout the world.
  • We involve our customers and employees in our further development.

We are creative.
  • We inspire people with an interest in science to produce outstanding achievements.
  • We engage in research and develop innovative solutions.
  • We aspire to play a leading role in our core competencies.

We are reliable.
  • We ensure the up-to-dateness, quality and sustainability of our collections.
  • We work quickly, flexibly and in a solution-oriented manner.
  • We are making our library viable for the future.
STRATEGIC GUIDELINES, OBJECTIVES AND AREAS OF ACTIVITY >>>
TIB preserves its globally unique stock of technical and scientific specialist and research information for future generations of people with an interest in science – irrespective of its form. Consequently, the complete, cross-media development and preservation of our collections is our main objective.

At the same time, an infrastructure for research data is created. Our holdings are archived and therefore preserved long term, ensuring that TIB contributes to preserving our cultural heritage.

STRATEGIC OBJECTIVE
We secure the completeness of our technical and scientific collections with a market, customer and relevance orientation to the needs of researchers, developers, teachers and practitioners

AREA OF ACTION
In order to achieve this objective...
• we are adapting our content strategy
• we are successfully helping to shape the national literature supply system

STRATEGIC OBJECTIVE
We shape the digital revolution

AREA OF ACTION
In order to achieve this objective...
• we are primarily acquiring digital content
• we are creating the technical infrastructure required for the provision of digital content
• we are developing new licensing and usage models

STRATEGIC OBJECTIVE
We preserve our cultural heritage

AREA OF ACTION
In order to achieve this objective...
• we are assisting the Deutsche Digitale Bibliothek and Europeana in building our scientific and cultural heritage
STRATEGIC OBJECTIVE
We ensure long-term access to printed material and electronic collections

AREA OF ACTION
In order to achieve this objective...
• we are preparing an archiving strategy
• we are developing a productive long-term preservation system with Goportis – Leibniz Library Network for Research Information
• we are operating as a service provider for other scientific institutions
• we are dedicated partners of the national digital preservation strategy

STRATEGIC OBJECTIVE
We offer an interlinked infrastructure for research data

AREA OF ACTION
In order to achieve this objective...
• we are establishing efficient research data management
• we are recruiting additional cooperation partners
• we are active partners in a variety of networks such as the DataCite consortium
TIB offers its holdings in the simplest, most easily accessible way – as far as the given legal, technical and economic conditions permit. Our goal is to increase the value of information for our customers, and to enable them to meet their information requirements at all times and from anywhere in the world. We support Open Science, and work to promote a sustainable Open Access strategy that ensures quality. Together with our Goportis partners, we are establishing a Competence Centre for Licensing, one of the tasks of which is to join forces with authors and publishing companies to develop new licensing models for access to digital content.

STRATEGIC OBJECTIVE
We support Open Science

AREA OF ACTION
In order to achieve this objective...
• we are developing an Open Access strategy embracing all forms of information
• we are expanding our Open Science Lab
• we are establishing repository services, not only on a supraregional but also an institutional basis

STRATEGIC OBJECTIVE
We bring content to the user

AREA OF ACTION
In order to achieve this objective...
• we are fostering cross-media networking by developing a search engine strategy and a social media strategy
• we are supporting the Linked Open Data movement

STRATEGIC OBJECTIVE
We ensure that information is easier to find

AREA OF ACTION
In order to achieve this objective...
• we are improving information provision using indexing tools such as meta data optimisation, text and data mining, ontologies and semantic web
• we are providing needs- and user-oriented portals
STRATEGIC OBJECTIVE
We ensure access to digital content by means of licensing

AREA OF ACTION
In order to achieve this objective...
• we are establishing a Competence Centre for Licensing in the Goportis network
• we are acting as chief negotiators of national and international consortia

STRATEGIC OBJECTIVE
We expand retro-digitisation

AREA OF ACTION
In order to achieve this objective...
• we are creating a digitisation strategy
• we are establishing our own infrastructure
• we are indexing and digitising the microform collections we exclusively possess

STRATEGIC OBJECTIVE
We simplify the usability of our collections

AREA OF ACTION
In order to achieve this objective...
• we are raising the profile of TIB
• we are developing a clear product strategy
• we are orientating all our services to usability and user experience aspects
• we are expanding our knowledge about the behaviour and needs of customers and of expert and research communities
• we are including customers’ personal working environments in the development
As an indispensable part of the national structure of the provision of scientific information, TIB supports Germany as an industrial and research location. It ensures the efficient basic and cutting-edge supply of information, including a suitable cross-media research infrastructure that is reliable. In this way, we lay the foundations for successful innovations that create growth and jobs. As an active partner in the Goportis network and in specialist and research communities, we gain fresh impetus and develop it further. We offer our customers tailored services and make knowledge widely accessible to society. The library also supports developments towards a legal sphere that is conducive to science.

STRATEGIC OBJECTIVE
We ensure a reliable research infrastructure

AREA OF ACTION
In order to achieve this objective...

• we are expanding the infrastructure for referencing research data
• we are establishing the Competence Centre for Non-Textual Materials
• we are establishing a Competence Centre for Licensing in the Goportis network
• we are acting as a service provider in the context of digital preservation for other scientific institutions

STRATEGIC OBJECTIVE
We achieve knowledge transfer

AREA OF ACTION
In order to achieve this objective...

• we are establishing our own infrastructure for knowledge transfer
• we are considering spinoffs
• we are developing small and medium-sized enterprises as a new customer group
• we are imparting information and media literacy
STRATEGIC OBJECTIVE
We are involved in science policy issues as advisors

AREA OF ACTION
In order to achieve this objective...
• we are representing interests in line with the idea of Open Access and science-friendly copyright
• we are involved in policy committees, bodies and work groups
• we are helping to shape EU programmes

STRATEGIC OBJECTIVE
We are an established actor in scientific and cultural discourse

AREA OF ACTION
In order to achieve this objective...
• we are initiating and organising events focusing on topics concerning TIB’s core competencies for various target groups
Strategic alliances and global networking expand TIB’s sphere of action, and are essential requirements for ensuring the library’s future viability. In the context of our internationalisation strategy, we collaborate with scientific libraries and research institutions on projects to create new services and to further develop existing ones. As an active member of committees, networks and groups, we establish our core competencies and experts, sharpen our profile and place our own topics on the science policy agenda. Thus we help shape future developments.

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STRATEGIC OBJECTIVE
We are a partner in global strategic networks and cooperative activities

AREA OF ACTION
In order to achieve this objective...

- we are increasing our national and international presence by performing committee work, delivering lectures, attending congresses and hosting our own conferences
- we are continuing our successful collaboration with Goportis
- we are stepping up our cooperation with FIZ Karlsruhe – Leibniz Institute for Information Infrastructure
- we are expanding our collaborative activities with WTI
- DataCite: we are recruiting additional data centres as partners within the framework of the DOI-Service
- we are recruiting additional partners and networks at the national, EU and international level
STRATEGIC OBJECTIVE
We increase the presence of our TIB experts

AREA OF ACTION
In order to achieve this objective...
• we are identifying employees’ potentials and developing competencies
• we are fostering our TIB experts by offering relevant training opportunities
• we are increasing the presence of our TIB experts by steadily increasing the number of publications and lectures

STRATEGIC OBJECTIVE
We are the leading voice in our core competencies

AREA OF ACTION
In order to achieve this objective...
• we are visible as a competent interlocutor in our TIB core competencies: indexing and standardisation of metadata, research data management, handling non-textual material, licensing, information provision and digital preservation
TIB is a research-based library and works towards establishing and developing its own applied research. These activities will be strengthened and accelerated by appointing a professor to the top management. Our goal is to improve our ability to innovate and to sustainably optimise services for our customers. To achieve this, the appropriate infrastructures and resources must be created. We attach great importance to the Competence Centre for Non-Textual Materials, which ensures that the conditions surrounding access to research data and its use are fundamentally improved.

STRATEGIC OBJECTIVE
We establish KNM as a national Competence Centre for Non-Textual Materials

AREA OF ACTION
In order to achieve this objective...

- we are establishing a professorship for “Visual Analytics”
- we are establishing and shaping the content of cooperation processes between research and the library
- we are developing methods for searching and gaining access to research data, which will be transferred to operations

>>> ENGAGE IN RESEARCH >>>

ENGAGE IN RESEARCH

>>> ENGAGE IN RESEARCH >>>

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STRATEGIC OBJECTIVE
We conduct research on the topic of “DataScience”

AREA OF ACTION
In order to achieve this objective...
• we are initiating a regional Science Campus within the Leibniz Association in cooperation with L3S Research Center

STRATEGIC OBJECTIVE
We expand cooperative research with industry and business

AREA OF ACTION
In order to achieve this objective...
• we are developing cooperation models

STRATEGIC OBJECTIVE
We transfer research results to library operations with a lasting effect

AREA OF ACTION
In order to achieve this objective...
• we are managing internal knowledge transfer within the framework of research, development and operations
The local services offered at TIB are primarily geared towards students, researchers and members of the teaching staff at Leibniz Universität Hannover; however, they are also open to the general public. We procure and index items and information for all subjects based on the specific requirements of LUH. In addition to its media offerings, TIB is a place for learning, working and networking – with long opening hours, a wide range of high-quality workspaces and a good learning environment. Services that are conducive to learning and a wide range of tools to foster LUH members’ information and media literacy are developed in cooperation with other partners. The library is also heavily involved in creating new services concerning Open Access publishing and research data management.

<<< SHAPE THE LIBRARY FOR LEIBNIZ UNIVERSITÄT HANNOVER >>>

STRATEGIC OBJECTIVE
We continue developing our local services in a future-oriented manner

AREA OF ACTION
In order to achieve this objective...

• we are aligning our content strategy to the research agendas and curricula of Leibniz Universität Hannover
• we are continuing to develop our own learning environment concept and are actively helping to shape the concept of Leibniz Universität Hannover
• we are positioning our information provision optimally in the context of the central IT and media supply of Leibniz Universität Hannover
• we are expanding our publishing services
• we are extending our information and advisory services
• we are supporting research data management

<<< SHAPE THE LIBRARY FOR LEIBNIZ UNIVERSITÄT HANNOVER >>>

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STRATEGIC OBJECTIVE
We strengthen information and media literacy

AREA OF ACTION
In order to achieve this objective...

- we are expanding our advisory and training options such as workshops and guided tours to cover specific topics and target groups
- we are drawing up a concept to enable information literacy to be entrenched in curricula at Leibniz Universität Hannover
- we are developing new forms of provision and teaching methods
- we are developing cooperation models
The library faces existing and future challenges proactively: we continuously optimise our services, and adapt them to changing scientific learning and working practices. TIB is an attractive employer for more than 500 members of staff; it assumes responsibility towards society as a whole, and ensures the future viability of the institution and its members. The precondition for maintaining an efficient organisation is the holistic and continuous development of human resources and the organisation.

STRATEGIC OBJECTIVE
We are a high-performance, future-oriented organisation

AREA OF ACTION
In order to achieve this objective...
• we are steadily continuing to develop and implement our overall strategy
• we are drawing up an organisational development concept
• we are accompanying change processes by means of change management
• we deal in an anticipatory manner with existing competencies within the organisation
STRATEGIC OBJECTIVE
We are an attractive employer that encourages and appreciates the competencies, motivation, commitment and health of its employees

AREA OF ACTION
In order to achieve this objective...

• we are aspiring to achieve the optimal allocation and flexible adaptation of human, spatial, technical and financial resources
• we are expanding measures for the reconciliation of career interests and family life
• we are ensuring equal opportunities and complying with equality directives
• we are promoting human resource development
• we are developing new working arrangements

• we are promoting needs-based apprenticeships in various occupations
• we are ensuring the transfer of know-how by offering work placements and job shadowing
• we are promoting a good working atmosphere by developing new communication tools and expanding existing ones
“TIB – Leibniz Information Centre for Science and Technology and University Library is a library of the future – that has a future – also in the future. It responds to scientists’ great demand for digital data and information, and the ever-increasing virtualisation of scientific communication: as a founder member of the Leibniz Research Alliance Science 2.0, TIB investigates the impact of social media on science, and is developing new information environments.

TIB makes its unique collections of scientific and engineering literature available not only to the German research landscape, but also on the international stage. Truly doing science and society a service, whilst looking ahead – typical Leibniz, in other words!”

Matthias Kleiner
President of the Leibniz Association