



Strategic objectives
of the Library and Information Center of the
Hungarian Academy of Sciences
2019-2025

Accepted by the Library Committee of the Hungarian Academy of Sciences
at its meeting on December 4, 2018.

Accepted by the Board of the Hungarian Academy of Sciences
at its meeting on January 29, 2019.

Preamble

The strategic plan of the Library and Information Center of the Hungarian Academy of Sciences (LIC HAS/Library) for the period 2019–2025 was drawn up in such a way that, for the entire strategic period, it must carry out the national tasks defined in the Academic Act, the Electronic Information Services National Program (EISZ) and the Hungarian National Scientific Bibliography (MTMT). The LIC HAS also has in mind the preparation period for the reconstruction works involving the Palace of the Hungarian Academy of Sciences and the Library building. However, this aspect does not appear in the present strategy due to its contingency. If the renovation works start, the strategy will be reviewed and revised accordingly.

To achieve the goals set out in the strategic plan, LIC HAS wants to actively participate in the work of the various committees of the Academy that support scientific organization, asset management and organizational operations. It is changing its organizational structure to achieve the goals set out below. At the same time, the Library, which operates along the lines of new objectives and tasks, considers its previous tasks to be just as important, i.e. ensuring the operation of the Library, which primarily preserves the history and scientific heritage of the Hungarian Academy of Sciences. The management of LIC HAS and the work of the Department of Finance and Economic Administration must be developed in such a way that the programs serving the fulfilment of various national tasks and scientific research appear as a unified economic activity. Management must support the tasks of the Library, its tasks are not self-serving.

Mission statement

The Library and Information Center of the Hungarian Academy of Sciences, as a national specialist library and guardian of Hungarian science and national and international cultural heritage, maintains its traditional values and makes its collection and services increasingly widely available with an IT background that meets the requirements of the times. The Library is one of the key centres of the national research support system, LIC HAS provides access to foreign electronic scientific content by purchasing a national license, is the technical supporter of domestic open access publications, and maintains and makes accessible the Hungarian National Scientific Bibliography that records domestic scientific research.

Vision

Thanks to its unique collection, the Library stands out among the Hungarian specialized libraries, it is a defining institution for the preservation of domestic and international cultural heritage and a recognized player in research support. Our goal is for LIC HAS to become the library of the entire Academy as a national specialist library, and to be the custodian and provider of domestic scientific works. With its renewable services, it supports academic researchers, all the country's research communities, university lecturers and students. As a national specialist library, it is one of the key players in the renewal of the national library system. Along with its librarian professional and scientific international relations, it makes the Hungarian scientific heritage part of the world's library records. Following the scientific and cultural political goals of the Hungarian Academy of Sciences and Hungary, it reevaluates and presents its museum collections in various forms – exhibitions, and thematic internet websites.

EXECUTIVE SUMMARY

LIC HAS defines its strategic objectives in the following points:

1. LIC HAS provides the Hungarian scientific community with information in an efficient and well-organized manner, ensuring the proper functioning of the science evaluation system.

The Library is one of the defining centers of the national research support system, it provides the entire Hungarian scientific community with continuous access to foreign electronic scientific content by purchasing a national license, it also acts as a coordination center for domestic open access publications, promoting the greatest possible visibility of Hungarian scientific performance and the use of its results. LIC HAS maintains and makes accessible the Hungarian National Scientific Bibliography which takes into account domestic scientific research, which provides an authentic record of scientific results as a basis, and presents the results, in Hungarian and partially in English.

Provides access to full-text publications through bibliographic data. As a research institute, it plays a decisive role at the international level in the field of scientometrics with its research on modern methods.

2. LIC HAS will become a Hungarian scientific national library by preserving the Academic property.

LIC HAS physically preserves, digitizes, and provides electronically the scientific documents that have been published in Hungary and/or show Hungarian scientific achievements, which have been preserved and discovered by the all-time Academic research institutes. The Library digitally collects, explores, and provides open access to scientific works that are considered Academic property and that are the only copies in Hungary.

3. By developing our services and taking care of our staff, LIC HAS ensures the fullest possible access to our national cultural heritage preserved in the Library, and to the treasures of the Academy.

LIC HAS, to ensure that its services meet the expectations of 21st-century researchers as much as possible, develops its organizational culture, and continuously provides the opportunity for learning and further training for its employees. LIC HAS wants to become a competence center in the field of electronic scientific databases purchased with a national license in Hungary.

LIC HAS explores its collection using the most modern standard processing methods and makes it accessible through its electronic catalogue. It presents the parts of our national heritage preserved in the Library's holdings to the widest possible audience in the framework of temporary exhibitions, digitizes its manuscript collection and rare books, publishes them through thematic websites and in printed form accompanied by studies, and promotes the treasure of the Hungarian Academy of Sciences.

4. Developing the scientific image of LIC HAS

LIC HAS develops the scientific image of the institution, the elements of which are the cultivation of the Academy's historical sources at the level of basic research, the exploration and documentation of Hungary's book cultural historical past, the display of written cultural heritage in electronic space, theoretical research and scientometric analyses.

Outline of the objectives of the LIC HAS strategy

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Hungarian Academy of Sciences and Hungary, it reevaluates and presents its museum collections in various forms – exhibitions, and thematic internet websites.

1. LIC HAS provides the Hungarian scientific community with information in an efficient and well-organized manner, ensuring the proper functioning of the science evaluation system.

LIC HAS is one of the defining centers of the national research support system, a center of excellence recognized by the scientific community.

The Electronic Information Services National Program (EISZ) becomes a central public procurement body, making it the indispensable national center for foreign electronic scientific content. EISZ continues to expand the range of electronic databases offered according to the needs of research institutes, universities, public collections, and healthcare institutions. EISZ coordinates the funding of national open access (OA) publication fees and subscriptions in such a way that all journal subscription contracts implemented within the framework of EISZ include OA publication elements.

The Hungarian National Scientific Bibliography (MTMT), which takes into account domestic scientific performance, performs retrospective data expansion in addition to the expansion of current data. By the end of the strategic period, the data acquisition of the MTMT database will be largely automated. With the launch of the new software, MTMT also becomes a source of professional information. Based on the MTMT Department's communication strategy, it renews and deepens the relationship with partner institutions and develops new channels for fast, smooth information sharing.

LIC HAS supports and promotes sustainable scientific communication activities and is a promoter of the Hungarian Open Science movement. Following international trends, the Library renews its repository services, primarily in the field of data and text mining, creates new repository libraries and updates existing software. As a promoter of Hungarian Open Science, it spreads the use of ORCID and DOI identifiers.

As a research institute, LIC HAS plays a decisive role at the international level in the field of scientometrics with its research on modern methods.

As a national specialist library, LIC HAS coordinates and supports the establishment of a scientific and specialist library platform based on national collaboration, the connection of various domestic scientific databases, and the recognition of Hungarian science.

The Academy Archives will become a service archive following the challenges of the 21st century, strengthen the archival supervision of the institute's records management and prepare to perform the tasks arising from electronic records management.

2. LIC HAS will become a Hungarian scientific national library by preserving the Academic property.

The Library and Information Center of the Hungarian Academy of Sciences physically preserves, digitizes, and provides electronically the scientific documents that have been published in Hungary and/or show Hungarian scientific achievements, which have been preserved and discovered by the all-time Academic research institutes. LIC HAS digitally collects, explores and provides open access to academic works that are the only copies in our country. The Library

performs preservation and scientific history documentation functions in the field of various natural sciences. As a national specialist library, the Library continues to adhere to the collection it has developed over the past two hundred years. Following physical preservation and continuous development, it provides its collection with stock protection appropriate for the 21st century and ensures the appropriate storage conditions.

LIC HAS continues to develop its digitization activities based on a predetermined plan. To ensure the sustainability of digitized electronically accessible documents, it increases the security of content preservation, and information processing and supports archiving along common professional protocols. LIC HAS supports the joint searchability and mining of domestic digitized content and the coordination of digitization.

3. By developing our services and taking care of our staff, LIC HAS ensures the fullest possible access to our national cultural heritage preserved in the Library, and to the treasures of the Academy.

With the development of the organizational culture of LIC HAS, and the more effective cooperation of the Department of Collection Development and the Department of Reference and Reader Services, the professional reference activity is being transformed. Based on a systematic, predetermined plan, the Library's staff members participate in internal and external training in line with the expectations of researchers and library users and technical developments in the 21st century.

Taking advantage of our collaborations with international and domestic professional organizations and libraries, we make it possible for colleagues to participate in study tours, and by processing the experiences and integrating them into the work processes, LIC HAS also becomes a reference center.

LIC HAS monitors international trends in the area of renewing its services, and always takes international standards as a basis during its work. By setting up a new-generation library platform, it ensures and supports renewing and new library services, and introduces data management support services in order to spread open science as widely as possible.

One of the outstanding tasks of LIC HAS is to present and make visible our national cultural heritage preserved in the Library. According to the exhibition plan, the Library organizes periodical exhibitions from the funds provided for this purpose and strengthens its cultural mediating and information dissemination activities by presenting the documents kept in the Library.

Following Hungary's policy of opening up to the East, the Library emphasizes the scientific, attractive and spectacular presentation of the documents related to the East in the collection, without relegating the works carried out along the links of Hungarian cultural history (German countries, Italy) to the background.

Based on LIC HAS' publication plan, it continuously ensures that the treasures kept in the Library are published in facsimile editions, thereby ensuring that unique treasures that are not accessible to readers reach the widest possible audience to popularize science, spread knowledge and convey culture.

LIC HAS is committed to the values created and provided by the Library, which is why it focuses on increasing the visibility of the Library as an institution. It will continue to pay special attention to its knowledge dissemination and science popularization programs. The Library develops a

communication plan, adapts its public relations channels to its target audience, and strengthens its PR activities in the virtual space.

4. Developing the scientific image of LIC HAS

In addition to continuing to support the individual research activities of the employees of the Library and Archives, develops the scientific image of the institution. In preparation for the 2025/2026 bicentennial anniversary, the Library will strengthen the cultivation of the Academy's historical sources at the level of basic research. To explore and document the historical past of book culture in Hungary, the Library strengthens the Collection of Rare Books. By increasing its digitization capacities, the Library makes the written cultural heritage documents available electronically, which also supports theoretical research.

LIC HAS is a European center of excellence concerning scientometrics research. The Library further strengthens its internationally recognized research activity, the European research group formed jointly with the University of Leuven in the area of supporting modern information services with bibliometric methods. LIC HAS strengthens industry-academic relations with collaborations based on its methodological and knowledge base, contract research and joint tenders.

LIC HAS SWOT analysis

Aspects: taking stock of the strengths (S) and weaknesses (W) of the internal environment of the library, as well as the opportunities (O) and threats (T) arising from external environmental influences

STRENGTHS (internal factors)

LIC HAS is the defining and initiator of the Hungarian library system.
EISZ – stable, balanced management, coordinated team.
An extensive international network.
Good professional relationship with EKK (College of University Libraries) and national specialist libraries
Determining national collections (manuscripts, rare books, oriental, academic publications).
Significant publishing activity: cultural heritage and professional methodological publications.
Implementation of large-scale exhibitions.
A significant amount of digitization (Hungarian scientific works).
Retrospective conversion (94% processed).
National research support projects implementation, European Center of Excellence (Department of Scientometrics).
A proactive approach to professional tasks, and dedicated colleagues.
Providing highly qualified employees, with continuous training.
The recognition of the Academy Archives within the Hungarian Academy of Sciences.
Quantity and quality of data in the Hungarian Scientific Bibliography (MTMT) database

WEAKNESSES (internal factors)

The possibility of organizational interoperability is low, the structure is too hierarchical.
The number of quitting colleagues has increased.
Lack of development of library services (Department of Collection Development and the Department of Reference and Reader Services).
Lack of communication strategy, and image building.
Difficult integration of new technologies into everyday traditional library workflows.
Cooperation with Research Institute libraries is nominal.
The over-complexity of MTMT.

OPPORTUNITIES (external factors)

We have the support and recognition of the management of the Hungarian Academy of Sciences.
The Academy's Library Committee recognizes the professional work of LIC HAS.
Further development of EISZ, and coordination of OA funds.
Expanding collaborations along the National Public Collections Digitization Strategy.
National association of specialized libraries, performing consortium management tasks.
Utilization of research institute status.
The possibility of closer cooperation and joint work processes with research institute libraries.
Academy/LIC HAS reconstruction.

THREATS (external factors)

There is no Ministry policy management, no national strategy.
National Library System (OKR) project procrastination
A rapidly changing technical environment.
There is no adequately qualified supply.
Librarian salaries (public employee salary scale) are kept at a low level.
The growing volume of national digital content is difficult to manage.
Unresolved MTMT financing.