The National Library of Israel:
Master Plan for Renewal 2010-2016
Table of Contents

Preface 8
Introduction 9

The Concept of Library Renewal 11
The Information Revolution and the National Library 11
The National Library in the Year 2020 11
Library Collections 13
An Institution for Research and Study 16
A Centre of Culture and Education 17
A Hybrid Physical–Digital Library 18
A New Physical Infrastructure 19
Funding Sources 19

Objectives for 2010–2016 23
Collection Development 26
Research and Reference Services 28
Cultural and Educational Centre 30
Digital Library 32
Collaborative Relationships 34
Work Processes 36
Collection Preservation 38
Adaptation 40
Integration of Technology 44
Public Standing and Legal Status 46
Financial Sustainability 48
New Building Construction 50
Ongoing Activity in the Current Building 54
The National Library of Israel: Master Plan for Renewal
2010-2016
The National Library of Israel: Master Plan for Renewal
2010-2016

Introduction

Following is a master plan for the renewal of the National Library of Israel and the development of a 21st century library that will preserve generations of Jewish and Israeli culture in its full diversity, provide superior services to the general public and community of scholars in Israel and the world, and play a central role in the intellectual and cultural life of all residents of Israel and of the entire Jewish people.

In 2016 the Library is slated to open its doors in a new home with appropriate physical space and infrastructure. The lion’s share of the plan focuses on the development of the organisation and the existing collections until the relocation. Our goal is to arrive at the new premises with collections, personnel, processes, services and information systems that will enable immediate exploitation of the new Library’s potential and full realization of the vision for the Library.

In preparing the plan, we were assisted by top experts and advisors from Israel and abroad. The plan was approved by the Library’s Board of Directors following a series of discussions with representatives of the Ministry of Education, the leaders of The Hebrew University, scholars, users and Library staff. The implementation of the plan is being conducted with the active support and assistance of Yad Hanadiv and in collaboration with the Government and The Hebrew University.

Preface

The National Library of Israel is experiencing a surge of renewal, aimed at making it a central and active player in the cultural and intellectual life of all citizens of the State of Israel, of Diaspora Jewry and of the general public worldwide. The plan presented in this booklet focuses on practical steps, providing a detailed description of the renewal process, as well as addressing the main objectives and values underlying the Library’s redesign.

We aspire to turn the Library into a genuine national library - a leading national institution of culture that is committed to serving all segments of the population, and which seeks to continually increase the number and diversity of the individuals utilizing its physical and virtual services. The Library will continue to serve as a research library and will aim to constantly enhance the collections and services it offers to the research community in Israel and abroad. However, it will also place great emphasis on its national role and will aim to faithfully serve a very diverse public that includes large groups of immigrants and members of various religious and national groups. The Library must adapt its array of collections, services and cultural and educational activity to the needs and interests of each thread composing the rich fabric of Israeli society. As a central library of the Jewish people, it must adapt its language and services to the needs of an international public.

The democratization of knowledge is a central value that will guide and be promoted by the new Library. This will be pursued with scrupulous adherence to copyright legislation while making use of knowledge derived from the most reliable, high-quality and up-to-date sources. The Library collects and preserves cultural treasures that serve as raw material for the work of scholars. By making as much material accessible as possible and through a range of educational and cultural activity, it will be possible to reach diverse populations and promote the use of these treasures for a host of creative needs. We hope to make an impact on Israeli’s cultural discourse and contribute to forging a better society. Our ambition is not merely to attract educated citizens outside of academia, but also to develop this community: to broaden the public’s horizons and encourage familiarity with other cultures and ideas from the very finest sources of information.

The implementation of the renewal plan and the Library’s relocation to an appropriate, accessible and friendly building will enable the realization of these aspirations. Bearing in mind the national importance of this project, we are fully confident of our ability to succeed.

David Blumberg
Chairman of the Board
The Concept of Library Renewal
The Information Revolution and the National Library

Libraries in general, and national libraries in particular, play a major role in the collection of human knowledge, its preservation and dissemination, and in advancing research. The information revolution has transformed human society into a ‘knowledge society’ and has brought about far-reaching changes in the way the public consumes knowledge, in research methods and fields and in publishing. The public, and researchers among them, have come to expect that information will be accessible at all times and places, for every type of device: computer, cellular phone, and so on. The availability of information over the Internet and the ease of its accessibility to all require that the appropriate tools be provided to pinpoint reliable and relevant content quickly and easily in the vast ocean of information, and to enable its presentation in a clear and intelligible manner. The democratization of publishing – the result of the availability of tools to publish written, spoken, musical or audio-visual works – and the enormous abundance of ephemeral content present the National Library with two challenges: collecting a broad variety of exponentially increasing quantities of digital and printed material, and long-term preservation of digital material. Libraries of the 21st century will have to maintain a dynamic balance between physical and virtual spaces, and the services they offer will have to be adapted to users inside as well as outside the physical structure of the Library. Library buildings themselves will serve not only to physically reposit, preserve and organise the collections, but also as venues for cultural and educational programmes, for discourse and encounter among creative and scholarly minds and study groups, and for facilitating access to virtual space. The renewal of the National Library of Israel during a period of change and upheaval in the world of information demands that the definition of its role and areas of responsibility be revitalized and updated, its influence expanded to include new circles of users, and the services rendered improved.

The National Library in the Year 2020

Our challenge is to imagine the library of the future and to develop the infrastructure and mechanisms that will allow it to fulfil its potential for seminal cultural creativity. By law, nature and design, the National Library is a vast repository of knowledge focused on central domains: Jewish civilization, the history and culture of Israel, Islam and the Islamic world, and general humanistic studies. Perhaps more than any other institution in the Jewish world, the National Library is poised to embody the richness of Jewish experience over the last three millennia: an experience that has always been interwoven with great human cultures yet rooted in its own particularity and cumulative cultural memory. For this reason, the Library must truly be the primary site of Jewish knowledge in the widest sense of the word, preserving and providing access to the raw materials for understanding the whole of Jewish civilization in its

interaction with an astonishing range of cultural contexts throughout history. The National Library has become one of the finest Humanities collections on the eastern littoral of the Mediterranean; this role needs to be maintained and expanded.

But it is perhaps misleading to think of the Library primarily as a repository in which ‘information’ is amassed and stored. Any great library is a living organism that serves as a matrix for intellectual, artistic and spiritual creativity – that is, for the works of the imagination and the generation of the new. The collection and preservation of information is the foundation for active, original, creative enterprise. It is thus crucial that the Library continue to be the main research centre for the Israeli academic community and that it provide scholars throughout the world with the finest, most efficient and effective means of pursuing their work. It is also crucial that the Library create powerful bonds with much wider audiences within Israel and the Jewish world: schoolchildren and students of all ages, specialized sectors and communities (including Israeli Arab and Palestinian users), professional organisations and specialists of many kinds, and the vast numbers of people whom we call the ‘general public’, who are, like most human beings, curious and hungry to learn. The Library must assume its rightful place as one of the leading, most active, lively and inventive cultural institutions in the State of Israel and throughout the Jewish world.

All this is occurring in the midst of the most far-reaching technological revolution since the invention of writing in the fourth millennium BCE. We are building the Library of the future at a moment of change so rapid that we can only guess at the modes of knowledge that will become available and predominant in the next decades. On the one hand, we have an historic opportunity, unique in the history of this institution, to create an environment for documentation, study and cultural productivity at the cutting edge of what is humanly possible. This environment must be efficient, aesthetic and attractive to old and new users of the Library, and it must allow, on principle, for the serendipity effect: for new discoveries that emerge out of unanticipated connections and unconventional juxtapositions, maximizing this potential. On the other hand, given the tremendous uncertainty about future technological advances, we have to build enough flexibility and open space into the physical and organisational structures of the Library to allow for modes of work that we cannot foresee today.

Underlying the plan is the assumption that offering content, relevant and attractive services, the provision of excellent organisation and staffing, and an efficient information system, are essential not only for present but also for future audiences.

Library Collections

The Library’s core areas of specialization are Judaica, Israel, and Islam and the Middle East. In addition, the Library will develop a General Humanities Collection. In each area, the collection will be defined by subject and will include materials in a wide range of formats: manuscripts, press, digital texts and images, archives and so on. In its role as a living organism and as a part of the Jewish and the Islamic world, the Library bears a national responsibility, and it will serve as curator for the coming generations and as the chief provider of content that will include audio and video material, in addition to the written word.

Recruited from the scholarly community, the Library’s content experts will be well-versed in all types of physical and digital content, the Library’s current holdings, and the inventory of private and public collections in their fields. These experts will establish a collection policy for all formats, and will expected to be constantly on the lookout for opportunities to augment and develop the collections through acquisitions, gifts or inter-library cooperation. They will remain in continuous contact with other scholars and will cultivate the collections in accordance with users’ needs. To maintain quality, the collections will be appraised at regular intervals and compared to similar collections in other institutions.

Judaica Collection

The Judaica Collection, among the most important collections in this area in the world, will continue to serve as one of the Library’s central pillars. Its development is based on a comprehensive collection policy: amassing as much material as possible on Judaism and Jews, and the creation and expression of Jewish culture in writing, music and image from ancient times to the present. The collection will include comprehensive primary and secondary sources in a variety of formats: manuscripts, books, newspapers, archives, ephemera and digital material.

The development of the Judaica Collection will include local Israeli material and works from around the world, selected according to users’ needs, cost and the risk of loss. The Library will examine publication deposit and preservation systems in national libraries in countries with major holdings in Judaica, relying on them for long-term preservation of these materials and limiting its acquisitions to digital copies whenever possible.

The Library will initiate cooperation with university and national libraries around the world with an eye towards mapping physical and digital collections in the field of Judaica, developing ties and participating in the establishment of an international consortium of digital manuscript collections.
Archives

Archives will constitute a main pillar supporting the Library’s specialization in the fields of Judaica and Israel. The possible incorporation of the Central Archives for the History of the Jewish People into the Library would significantly expand the Judaica Collection and open a window into the lives of Jewish communities in the Diaspora. The gathering of the personal archives of leading contributors to culture and inter-archival cooperation will facilitate digital access to archives throughout the country and will expand the documentation of the cultural life of the State of Israel.

In addition, a project entitled “Documenting Israel” will be established to include all material reflecting the life, art and culture of Israeli society on all levels, from all ethnic groups and sectors. This collection will serve as the basis for online and digital exhibitions.

The Judaica and Israel Collections will include sub-collections organised by format, including music and archival collections.

Music

The music sub-collection is based on Judaica and Israeli materials: video and audio recordings and archive material, which include preliminary versions of works, letters and photographs. The sound archive will broaden the scope of its collection policy as well as initiate new recordings of prayers, liturgical songs, ceremonies, folk music and artistic compositions, with the aim of documenting the musical traditions of ethnic groups and communities in Israel. The Library will aspire to serve as a centre for Israeli music and composition and in this context will continue to collect, document and provide access to recordings of Hebrew songs and early Hebrew music and commercial recordings from the birth of the recording industry in Israel.

Islam and Middle East Collection

The Islam and Middle East Collection will encompass the religion and history of Islam, the Muslim world past and present, and the countries in which Muslims were or are dominant or represent a significant minority. In addition to religious and geographic content, the Library will collect material relating to the languages of the Muslim world and the literature created in these languages. The enormous scope of the collection will require varying levels of coverage for the subjects involved. Emphasis will be placed on the Middle East and North Africa and on subjects of particular consequence to the Muslim world in the past and present. Content experts will follow current affairs and research trends and will update the collection’s priorities accordingly. Collection development will be based largely on creating access to materials held by other institutions in Israel and the world by initiating inter-institutional collaboration and careful coordination of acquisitions on a national level.

The collection will accommodate the needs of a heterogeneous audience, including scholars of Islam from Israel and abroad as well as the general public – in particular the Arab community in Israel. The digital content will enable regional online access, will contribute to the Library’s cultural and educational activities, and is intended to attract the Arab population to the Library.

General Humanities Collection

The General Humanities Collection will include subjects not subsumed in the above-mentioned principal areas of concentration. The collection will contain sub-collections related to subjects researched in
the core areas, including Christianity, philosophy and the general history of the Western world and the Middle East. The collection will serve the general public for reference and study purposes and will function as the research library of The Hebrew University in the Humanities in coordination and cooperation with the Bloomfield Library for the Humanities and Social Sciences on Mount Scopus. The various aims and heterogeneous nature of users will require ongoing feedback and adaptation to the needs of the target audience.

Expanding the Collection through Collaboration

Collaborating with local and international libraries and heritage institutions will bring about expansion of the core collections. The enormous mass of relevant content which exists and which has yet to be produced, its dispersion over the face of the globe and budget constraints necessitate such collaboration. By working together with libraries in Israel and with libraries specializing in Judaica around the world, the National Library will strive to unite cataloguing standards and expand sharing of material. In an effort to cooperate with libraries in the Middle East and with libraries specializing in Judaica, the National Library will work to create ties among digital collections, share knowledge and expertise in digitization and digital preservation, and initiate joint projects.

An Institution for Research and Study

The research and reference services will benefit a wide variety of users – institutions in Israel and abroad, students of all ages working on projects as well as individuals interested in the Library holdings. The Library will work on finding ways to increase the number of users and to enhance the ‘user experience’. The Library will develop a culture of evaluation and monitoring that will employ focus groups, user surveys, and close and continuous dialogue with the academic community and involve the public-at-large to improve existing services and introduce new ones. Scholarly projects, programmes for research fellows, seminars and conferences, and initiatives by the Library staff will enable research communities to emerge around the Library. The reference and study area for the main collections – Judaica, Israel, Islam and the Middle East, and the General Humanities – will be designed to inspire users, encourage user interaction, aid in interdisciplinary research and offer a range of formal and informal working environments. A secured area will be dedicated to special collections, to support both research and teaching frameworks for all age groups. The Library building and its Internet site will serve as a magnet for pupils in the Israeli formal and informal educational systems, who will be exposed to the full range of Israeli cultural works and Jewish and Israeli classics to reinforce their ties to their cultural roots. In cooperation with the Ministry of Education, the treasures of the Library will be integrated into the curriculum, which will be enriched with original documents in subjects such as history, Bible, Talmud, literature, civics and art. The Library will be a partner in activities drawing students closer to the Hebrew book and the Hebrew language and to creating a culture of reading. Attention will be paid to the development of activities geared to the Arabic-speaking public.

Cultural Activities

Collaborating with local and international libraries and heritage institutions will bring about expansion of the core collections. The enormous mass of relevant content which exists and which has yet to be produced, its dispersion over the face of the globe and budget constraints necessitate such collaboration. By working together with libraries in Israel and with libraries specializing in Judaica around the world, the National Library will strive to unite cataloguing standards and expand sharing of material. In an effort to cooperate with libraries in the Middle East, the Library will work to create ties among digital collections, share knowledge and expertise in digitization and digital preservation, and initiate joint projects.

An Institution for Research and Study

The research and reference services will benefit a wide variety of users – institutions in Israel and abroad, students of all ages working on projects as well as individuals interested in the Library holdings. The Library will work on finding ways to increase the number of users and to enhance the ‘user experience’. The Library will develop a culture of evaluation and monitoring that will employ focus groups, user surveys, and close and continuous dialogue with the academic community and involve the public-at-large to improve existing services and introduce new ones. Scholarly projects, programmes for research fellows, seminars and conferences, and initiatives by the Library staff will enable research communities to emerge around the Library. The reference and study area for the main collections – Judaica, Israel, Islam and the Middle East, and the General Humanities – will be designed to inspire users, encourage user interaction, aid in interdisciplinary research and offer a range of formal and informal working environments. A secured area will be dedicated to special collections, to support both research and teaching frameworks for all age groups. The Library building and its Internet site will serve as a magnet for pupils in the Israeli formal and informal educational systems, who will be exposed to the full range of Israeli cultural works and Jewish and Israeli classics to reinforce their ties to their cultural roots. In cooperation with the Ministry of Education, the treasures of the Library will be integrated into the curriculum, which will be enriched with original documents in subjects such as history, Bible, Talmud, literature, civics and art. The Library will be a partner in activities drawing students closer to the Hebrew book and the Hebrew language and to creating a culture of reading. Attention will be paid to the development of activities geared to the Arabic-speaking public.

Educational Programmes

The Library will develop study and enrichment programmes on a variety of cultural topics for educational and teaching frameworks for all age groups. The Library building and its Internet site will serve as a magnet for pupils in the Israeli formal and informal educational systems, who will be exposed to the full range of Israeli cultural works and Jewish and Israeli classics to reinforce their ties to their cultural roots. In cooperation with the Ministry of Education, the treasures of the Library will be integrated into the curriculum, which will be enriched with original documents in subjects such as history, Bible, Talmud, literature, civics and art. The Library will be a partner in activities drawing students closer to the Hebrew book and the Hebrew language and to creating a culture of reading. Attention will be paid to the development of activities geared to the Arabic-speaking public.

Educational programming will include permanent and revolving exhibitions, meetings with writers, poets, artists and scholars, Library tours, performances, study days and conferences. Professional curators, working with the Library’s content experts, will aspire to present academic content in interesting and accessible formats to the knowledge-seeking public.
A Hybrid Physical–Digital Library

A 21st century National Library must integrate physical space and cyberspace. The digital library complements the physical institution and significantly enhances its ability to serve a physically remote public. The digital library is also a major tool for on-site users, offering online services and ease of access to its content. The Library will continue to repopulate physical items, augmenting and renewing its collections – focusing in particular on items that are rare or unique – but will give increasing priority to acquisitions in digital formats.

The Library will develop a comprehensive and extensive technological infrastructure, expand its technology staff and integrate information technology in all aspects of its operations. Library services – e.g., search aids, book orders, consultations, reference and exhibitions – will be available in the building itself and provided online. The Library will continually expand its collection of digital materials through the digitization of its holdings and the acquisition of born-digital material and by increasing access to collections of other institutions. Content will be accessible at no charge – subject to copyright law. The Library will push advanced discovery and display tools into operation, including a search engine that will scan all collections regardless of media and formats; theme portals that cluster information on a given subject for a specific target audience; as well as interactive content tools that enable users to upload content. Catalogues and timely items will appear via online commercial search engines. An open interface will enable external content providers (e.g., Snunit and the Centre for Educational Technology) and developers to integrate the Library’s holdings into their services.

The Library’s digitization efforts will focus on the subjects of Judaism, Israel and Hebrew writings with the aim of becoming the chief provider of digital information in these fields. In addition, the Library will convert materials on Islam, particularly manuscripts, to digital format to enable expansion of the collection through cross-linkage to digital collections of partner institutions.

The Library will build its digital collections based on a thematic approach, bearing in mind the desire to serve a constantly growing audience. The thematic areas selected are as follows:

- **One Hundred Years of Jewish and Zionist History** – Material on the history of Jewish communities from the Enlightenment to the early years of the State, such as newspapers, archival documents, photographs and audio-visual materials. This period is aligned with the Ministry of Education curriculum;
- **Jewish Cultures and the ‘Jewish Bookshelf’** – Collections reflecting modern Israeli cultural works, including literature, poetry and music;
- **Jewish Manuscripts: the Bible and the Collection of Manuscripts from the Biblical Period to the Middle Ages** – Manuscripts from the Institute of Microfilmed Hebrew Manuscripts, excerpts from the Cairo Geniza and the Dead Sea Scrolls in the framework of collaboration with the Geniza Project and the Israel Antiquities Authority, and additional manuscripts obtained from partner institutions.

The Library will consider establishing cooperative working relationships with digital content providers such as Google and Internet Archive, as well as with leading technology providers, and will leverage the existing capabilities in Israel’s high-tech industry to adopt and implement new, proven technologies for widespread use. In addition, the Library will investigate and test new directions, such as computer-aided analysis of manuscripts and ancient texts; digitization services for other institutions in exchange for deposit of copies of documents for preservation and access; and collaboration with computer scientists to develop semantic and associative analytical tools for Hebrew texts.

A New Physical Infrastructure

The Library’s physical space will have the capacity to hold a large number of users and visitors, areas for cultural and educational activities, expanded collections and reading rooms featuring individual work and study spaces. In addition, rooms will be allocated for study groups and teamwork. In planning the construction of a new building, intended to serve the Library for many years to come, future developments in IT and in library management must be taken into account; this necessitates construction of flexible internal spaces that are easily and flexibly modified, while considering principles of ‘green’ planning. The new building will be located near the Knesset building, the Israel Museum and the Edmond J. Safra Campus of The Hebrew University. The site was determined based on principles detailed in the Report of the Committee for Changing the Status of the National Library (1998):

...a fitting presence in its surroundings and creation of an image in keeping with that of a national institution; easy public access; operation separate from The Hebrew University campus; reciprocal ties with the academic community; economic efficiency; suitable physical infrastructure; ability to utilize the facilities for cultural and educational activities; adaptation to needs issuing from the Master Plan.

**Funding Sources**

The new Library building and all that it contains and the Library’s technological infrastructure will be funded with the support of Yad Hanadiv, the Government of Israel and additional organisations. The remaining needs of the Library in its current and future premises, including maintenance, upkeep of technological infrastructure, operations and development, will be financed from the Library’s operating...
budget, funds obtained from the Government, The Hebrew University, private contributions and self-generated income.

The Library’s annual budget will support only a portion of the goals of the Master Plan. The Library will be obliged to develop other sources of income; establish an energetic fundraising infrastructure; formulate clear priorities in all its areas of activity; introduce an organisational culture of continuing improvement and streamlining of day-to-day work processes; and take ongoing maintenance costs into account when considering possible acquisitions and investments. In all circumstances, the Library will exercise fiscal responsibility, adapting the scope of its activities to the resources it has at its disposal and will not commit itself to activities that are beyond its budget.

Open access to the general public and offering a wide variety of services free of charge, or for a nominal fee, are basic values of the National Library. Simultaneously the Library, like other national libraries, will strive to develop income-generating services that provide additional sources of revenue.
Objectives for 2010-2016

The following goals set out the principal directions of activity for the coming years, which are geared towards ensuring a successful transition to the Library’s new premises. Realization of these objectives requires a high level of organisational cooperation. Each of the following chapters elaborates a specific goal:

- **Collection development:** To significantly develop the collections in the Library’s specialty areas with respect to quantity, quality and suitability to the needs of diverse target audiences

- **Research and reference services:** To serve a constantly growing audience of users within the general public and scholarly community in Israel and the world by providing state-of-the-art, user-oriented research and reference services and to encourage research activity by organisations and individuals based on the Library’s holdings

- **Cultural and educational centre:** To act as a national centre of culture and education utilizing the Library’s holdings and to offer a full range of activities with the inauguration of the new building

- **Digital library:** To develop a broad-based digital library to supply users with online content and services and to serve as a central provider of digital information in the areas of Judaica and Israel

- **Collaborative relationships:** To establish reciprocal agreements with local and international libraries and other cultural, educational and heritage institutions and with IT companies to significantly and consistently increase the scope of the material that can be accessed by users and enrich the educational and cultural activities of the Library

- **Work processes:** To improve and streamline internal work processes required to develop and document the collections

- **Collection preservation:** To serve as a “trusted repository” for Jewish and Israeli cultural works of all generations and strata, and to preserve and restore the Library’s treasures in keeping with international standards

- **Adaptation:** To adapt the organisational structure, administrative style, staff and work processes to the needs and objectives of the Library

---

1. A trusted repository ensures the long-term preservation of the materials it holds and provides users with maximum access to authentic materials and true copies.
- **Integration of technology**: To act as an advanced, technology-driven organisation that utilizes the latest innovative information technology.

- **Public standing and legal status**: To solidify the status of the Library in the public mind as the leading cultural heritage institution, and to update the legal framework within which it functions.

- **Financial sustainability**: To ensure the Library’s long-term financial sustainability by securing Government and University funding of the annual operating budget, establishing a fundraising infrastructure and developing income-generating services.

- **New building construction**: To construct new premises for the Library that will include a main building and a storage facility capable of serving the anticipated long-term needs of the Library.

- **Ongoing activity in the current building**: To enable activity of the Library in the existing premises to continue while realizing the Library’s goals for renewal and ensuring the integrity of the collections.
Collection Development

To significantly develop the collections in the Library’s specialty areas with respect to quantity, quality and suitability to the needs of diverse target audiences

Description

• The development of the collections will be carried out based on a detailed policy that will be updated every two years.
• In the specialty areas of Judaica and Israel, the Library will strive to obtain a collection as comprehensive and exhaustive as possible, including access to digital or other copies of relevant materials, the originals of which are held by other institutions. The collection policy in these areas will be informed by issues of preservation, for example, in selecting the most desirable formats for new acquisitions. The formulation of a specific policy for each core collection, as well as a general policy, is crucial to building the collections judiciously. The general policy sets collection boundaries in terms of extent of their coverage, e.g., subjects, periods, geographic areas and languages; it defines the depth of coverage and the principles and priorities which guide acquisitions, such as issues of format, treatment of gifts and acquisition of entire collections.

Related goals

• Establishment of a digital library; forging collaborative relationships; reinforcing public and legal status

Near-term objectives

• To transfer the administration of the core collections to content experts, who will supplement the content of the collections and draft a detailed policy for each collection; they will, in addition, participate in drafting a general collection policy
• To complete the formulation of an archives strategy and devote special attention to the issue of integrating the Central Archives for the History of the Jewish People, and to articulate a policy for integrating new archives
• To build up the Israel Collection, distinct from the Judaica Collection, in accordance with the new collection policy

Multi-year objectives

• To use the existing Asia-Africa Collection as the basis for the construction of the new Islam and Middle East Collection
• To fill the gaps, as far as possible, in the core collections

• To build ‘comprehensive collections’ in the areas of Judaica and Israel in order to attain a position of global leadership in their respective fields
• To build a ‘research collection’ of international standing in the area of Islam
• To adapt the collections to the existing and anticipated needs of diverse users
• To examine the quality of collection coverage based on control mechanisms, such as comparisons to similar collections, analysis of user requests and consultation with outside experts
• To expand the Israel Collection and emphasize documentation of broad-ranging expressions of intellectual and cultural life among all strata of Israeli society, including archiving of the Internet
• To implement the archives strategy (see section 2) and, in that context, to expand public access to the archives
• To significantly expand the collection of content in digital formats
• To significantly improve the collection of ‘legal deposit copies’ to expand the acquisition of books and other publications from all sectors and ethnic groups in Israeli society

2. A ‘comprehensive collection’ strives to achieve full coverage and to exhaust, as far as possible, a defined area. The coverage encompasses all types of physical or digital formats, including manuscripts, ephemera, photographs, archives and maps in the languages relevant to the subject.

3. A ‘research collection’ includes the principal primary and secondary sources in the languages required to carry out research on the level of a PhD dissertation and other professional studies on a high scientific level.

4. Archiving the Internet involves copying websites from the Internet to the Library’s server for long-term preservation, and providing access to pages that existed at the time they were copied.
Research and Reference Services

To serve a constantly growing audience of users within the general public and scholarly community in Israel and the world, by providing state-of-the-art, user-oriented research and reference services and to encourage research activity by organisations and individuals based on the Library’s holdings.

Multi-year objectives

- To adapt the services to priorities of existing and potential users and initiate new services based on periodic surveys of needs and user satisfaction.
- To consistently increase the number and variety of research and reference service users, in physical and virtual spaces.
- To enable exhaustive, speedy and effortless online searches of all collections using state-of-the-art tools.
- To enable access to archival material using online discovery tools.
- To provide reference services for diverse audiences in the Library’s physical and virtual space.
- To assimilate and complete the Hebrew Bibliography Project.
- To offer a unified, exhaustive database of private and public collections throughout the world on Judaica and Israel.
- To improve inter-library circulation services through arrangements with local and international libraries.
- To formulate a charter of guidelines for Library services.
- To encourage scholarly use of Library holdings by institutions, individuals and groups, producing research associated with the Library and contributing to its standing, particularly in the international scholarly community.

Description

• Giving high priority to users, with the aim of encouraging the general public in Israel and the world to utilize the Library’s resources – those located on its premises as well as those in cyberspace – is a central pillar of the approach that characterises the new Library. In parallel, the Library will work to maintain its existing user base within the scholarly community in Israel and abroad and attract large numbers of new users from that community.

• Providing timely and efficient research and reference services is the key to creating a loyal and constantly growing audience of regular users. The Library will also become proactive in its efforts to attract new users, for example, by instituting cultural and educational activities.

• Assisting users with a broad range of reference services constitutes critical added value to a library in an age of information revolution and of mushrooming quantities of available information. The development and expansion of reference services in the physical and virtual spaces will be accessible within the next few years.

Related goals

- The operation of a cultural and educational centre; establishment of a digital library; development of collaborative relationships; streamlining work processes in the Library; integration of technology; solidifying the Library’s public and legal status.

Near-term objectives

• To significantly improve opportunities for online search and discovery by means of integrated search tools.

• To update the Library’s borrowing policy.

Multi-year objectives

- To adapt the services to priorities of existing and potential users and initiate new services based on periodic surveys of needs and user satisfaction.
- To consistently increase the number and variety of research and reference service users, in physical and virtual spaces.
- To enable exhaustive, speedy and effortless online searches of all collections using state-of-the-art tools.
- To enable access to archival material using online discovery tools.
- To provide reference services for diverse audiences in the Library’s physical and virtual space.
- To assimilate and complete the Hebrew Bibliography Project.
- To offer a unified, exhaustive database of private and public collections throughout the world on Judaica and Israel.
- To improve inter-library circulation services through arrangements with local and international libraries.
- To formulate a charter of guidelines for Library services.
- To encourage scholarly use of Library holdings by institutions, individuals and groups, producing research associated with the Library and contributing to its standing, particularly in the international scholarly community.

Research and Reference Services

To serve a constantly growing audience of users within the general public and scholarly community in Israel and the world, by providing state-of-the-art, user-oriented research and reference services and to encourage research activity by organisations and individuals based on the Library’s holdings.

Multi-year objectives

- To adapt the services to priorities of existing and potential users and initiate new services based on periodic surveys of needs and user satisfaction.
- To consistently increase the number and variety of research and reference service users, in physical and virtual spaces.
- To enable exhaustive, speedy and effortless online searches of all collections using state-of-the-
Cultural and Educational Centre

To act as a national culture and education centre utilizing the Library’s holdings and to offer a full range of activities with the inauguration of the new building

Description
- Implementing a full range of activities in the physical space will only be possible in the new building. The period of time leading up to the move will be used to plan activities, gain experience in various types of activities by test options and the reactions of the target audiences, establish a system of online activities and exhibitions and prepare for rapid transition to a wide range of activities in the new Library building.
- A ‘National Library experience’ program will be initially designed for organised groups. It will highlight the Library’s major holdings, goals and services without hindering the work of users or Library staff. The lessons learned from the visitors’ pilot will be applied to the planning process.
- Educational and cultural activities planned for virtual space will already be implemented fully within the coming years. Consequently, effort will be invested in creating a rich cultural-educational stratum on the Internet through the digital library.
- A primary target audience for educational activities will be school pupils, as well as those responsible for their education. To enrich the Library’s educational and cultural activity, it will collaborate with the Ministry of Education, the Ministry of Culture, the IDF, various museums and additional cultural and heritage institutions.

Related goals
- The establishment of a digital library; development of collaborative relationships; integration of technology; solidifying the Library’s public and legal status

Near-term objectives
- To establish a team responsible for culture and education
- To define the target audiences for whom educational and cultural activities will be prepared and to determine which are to be given priority

Multi-year objectives
- To prepare a multi-year programme for cultural and educational activities in the physical and digital spaces of the Library
- To gain experience in receiving visitors, formulating visitors’ programmes in the Library and operating visitors’ pilot programmes on a limited scale
- To establish working relations with the Ministry of Education and other organisations involved in curriculum development to identify subjects which could benefit from integration of content and sources from the Library’s holdings

To offer a variety of cultural and educational activities, e.g., exhibitions, tours of the building, conferences, at a frequency and scope that will increase as the renewal process gains momentum and that will take advantage of its achievements
- To create a rich educational-cultural stratum in the virtual space: including exhibitions, highlighted items from the collection, lesson plans and subject-specific portals
- To offer curriculum-supplemented educational activities based on content from the Library’s collections
- To plan exhibitions for display in the new Library building to be open to the public as soon as the building is inaugurated
- To plan cultural and educational activities to be held in the new building for various target audiences and to operate them on an experimental basis in the current building or in nearby spaces rented for that purpose
Digital Library

To develop a broad-based digital library in order to supply users with online content and services and to strive to serve as a central provider of digital information in the areas of Judaica and Israel

Description

• ‘Digital library’ is a general term for the digital content placed on the web by a library, and the related services that it offers. It will provide local and international users with access to the Library’s holdings, treasures from its own collections and from the collections of institutions with which it has established cooperative agreements.

• The digital and physical libraries will be fully integrated; the digital library will be a major aid for the users of the physical building. Digital content protected by copyright will only be available on the physical premises.

• The digital library will contain material from the Judaica and Israel Collections in Hebrew with a view to becoming the central provider of digital content in these areas. The materials will include items from the Library collections that have been digitized, born-digital materials and materials from the collections of cooperating institutions.

• The technological and knowledge base that will be formed during the development of the digital library will also serve the National Heritage Project.

Related goals

• Expansion of research and reference services; establishing collaborative relationships; integration of technology

Near-term objectives

• To bring the Digitool software system for the management of digital objects to a fully operational state

• To implement a single search and detection tool for all Library collections to facilitate searching and locating physical and digital items

Multi-year objectives

• To establish a structured system for creating digital content in formats contained in the core collections based on efforts to develop production lines for the digitization of different materials

• To build a new website for the Library to serve as an appropriate and primary gateway to the contents of the digital library and to the services that reflect the renewal process

• To assess the value of a partnership with Google or Internet Archive from the perspective of managing digital content, digitization processes, costs and public image

• To operate full-scale production lines for the digitization of content in the core subjects, including tens of thousands of books, millions of pages of newspapers, hundreds of thousands of archival documents, thousands of photographs and thousands of hours of audio recordings

• To enable users to enrich digital items by adding comments, labels and more

• To continually and significantly increase the number of items accessible to users in digital format by linking to digital items from the collections of cooperating institutions

• To create theme portals in the Library’s specialization areas that will coordinate links to relevant information and content inside and outside the Library for the use of researchers

• To establish theme-focused content sites in cooperation with other organisations that integrate digital content with educational or cultural topics such as The Founders of Zionism

• To test innovative technologies and services that could expand horizons for the use of digital content
Collaborative Relationships

To establish reciprocal agreements with local and international libraries and other cultural, educational and heritage institutions and with IT companies in order to significantly and consistently increase the scope of material accessible to users and to enrich the educational and cultural activities of the Library.

Description

- The aim is to achieve reciprocal cooperation agreements with multiple partners as a means of enabling mutual access to content in digital format, and to improve online services provided by the Library and the information systems it uses. The primary measure of success will be the amount and quality of content that can be accessed and services that can be offered, rather than the number of institutions or commercial companies with which agreements are formed.
- In the fields of Islam and the Humanities, in which the holdings will be decidedly selective, the development of the collections will be based largely on collaborations of this kind.
- In the fields of Judaica and Israel, the Library will strive to forge reciprocal agreements and partnerships with the Friedberg Genizah Project, the Israel Antiquities Authority Dead Sea Scrolls, the Gnazim Institute, and others.

Related Goals

- Development of the collections; establishing the digital library

Near-term objectives

- To develop a limited number of working agreements, directed primarily at attaining mutual access to content, and to utilize the experience in order to derive a method for development of cooperation, based on lessons learned.
- To formulate various models of collaboration, based on the above experience and on an examination of existing examples of inter-library cooperation around the world.
- To reach agreements on coordinating sub-specializations and acquisitions in the fields of Islam and the Humanities with The Hebrew University’s Bloomfield Library for the Humanities and Social Sciences on Mount Scopus; to create a basis for the defining collection policies in these areas, and to work to achieve similar arrangements with other universities and institutions in Israel that have relevant collections.

Multi-year objectives

- To reach arrangements with large numbers of local and international libraries and institutions with holdings in the areas of the Library’s specialties, in order to access content in digital format.
- To establish reciprocal agreements with local and international cultural and heritage institutions in order to expand the collections and enrich the Library’s educational and cultural activities.
- To build regional relationships within the Middle East that will include the implementation of joint projects as well as the sharing of knowledge regarding the treatment and care of materials in Semitic languages.
Work Processes

To improve and streamline internal work processes required to develop and document the collections

Description
- The collections will be developed and made discoverable according to established methodologies. To increase access to the collections, the Library must catalogue, sort, store and preserve them for the long-term, and restore them when necessary. Given the critical nature of these processes, the Library must carry them out as efficiently and professionally as possible, and ensure the effectiveness of the various ‘production lines’ needed to integrate the materials.
- To increase the efficiency of discovery tools and of the ability to collaborate with institutions in Israel and abroad, the Library will adopt international cataloguing standards, and will develop systems in Hebrew for knowledge sharing with local institutions that are active in this area.
- Advances in technology make it possible to integrate support systems which facilitate the planning of efficient work processes, automate some of them, share knowledge among Library professionals and pinpoint malfunctions and problematic areas of activity.
- Effective monitoring of inventory requires the introduction of tools that will make it possible to track individual items.

Related goals
- Expanding research and reference services; preservation of collections; adaptation of the organisation; assimilation of technology

Near-term objectives
- To plan and implement a registration and cataloguing project for all un-catalogued material in the Library
- To complete the online catalogue so that it encompasses all currently catalogued material

Multi-year objectives
- To streamline the Library catalogue by merging catalogue departments, and cataloguing according to subject and language (rather than by format or media)
- To accelerate cataloguing of individual items by using a two-stage method: basic cataloguing and advanced cataloguing, which will prevent a further increase of cataloguing gaps
- To unify the Library’s classification systems and adapt them to international standards
- To examine the need to manage archives by means of an independent information system
- To separate the selection process from the actual acquisition of items
- To acquire and assimilate a unified resource-management system for the Library that will enable efficient management of the inventory of all items, both physical and digital
- To examine the advisability of acquiring systems which facilitate automation of digital-material treatment
- To initiate the establishment of a professional library forum that will formulate binding bibliographical and technical standards for libraries with Hebrew-language collections
- To facilitate cooperation in the cataloguing process within the Library’s cataloguing department, and with other institutions, by integrating an appropriate information-technology system
- To design an integrated technological infrastructure to create, maintain and access indices which can be applied to computerize the Library’s existing indices
- To create technological infrastructure and work processes for digital deposit, including the transfer of bibliographical data from publishers directly to the Library
- To increase frequency of the use of the collections in the reading rooms by carrying out periodic evaluations and, accordingly, transferring items in lower demand to storage
Collection Preservation

To serve as a ‘trusted repository’ for Jewish and Israeli cultural works of all generations and strata, and to preserve and restore the Library’s treasures in keeping with international standards

Description
• The National Library is responsible for the preservation of material in the Judaica and Israel Collections for the coming generations. To the extent that it is possible, the Library will procure copies, for purposes of preservation, of rare or unique items that are of value to users of the Library, items that are held by other institutions where their preservation for future generations is not guaranteed.

• Preservation in a hybrid library includes preservation in both physical and digital formats. A great deal of experience has been accumulated throughout the world in the area of physical preservation; satisfactory solutions exist and standards have been established. In the area of digital preservation, on the other hand, proven solutions and standards have yet to be consolidated and are in the formation process.

Related goals
• Organisation of working processes; continued activity in the existing building

Near-term objectives
• To conduct a survey to examine the current state of preservation in the Library and seek out recommendations regarding the steps that need to be taken, their scope, and the best practices necessary to rectify the situation

• To draft – based on the above-mentioned recommendations – a preservation and restoration programme for existing and future collections in all formats, physical and digital, which will address the issue of human resources, including training of staff

• To upgrade the Library’s preservation and restoration unit to international standards by recruiting and training preservation and restoration experts and purchasing appropriate equipment

• To formulate and implement a detailed programme, prioritising steps to rescue at-risk items

Multi-year objectives
• To reach the level of “trusted repository” in all matters related to the Judaica and Israel Collections, and to complete essential preservation and restoration for the entire inventory

• To integrate a system for preservation of digital content

• To properly train the preservation and restoration team in cooperation with professional centres abroad

• To develop a “dark archive”, which will include digital copies of rare or unique materials that are of value to the Library’s users and that are held by other institutions and are unavailable to users through inter-institutional agreements

5. A dark archive refers to data storage that cannot be accessed by most users. In most cases, the purpose of a dark archive is to preserve information as a failsafe backup for the original copies.
Adaptation

To adapt the organisational structure, administrative style, staff and work processes to the needs and objectives of the Library

Description

• As stated in “The Concept of Library Renewal”, organisational culture and structure must change for the Library to realize its vision. The new organisational structure (see diagram) will create a broad executive with diverse skills, decentralize decision-making, and encourage cooperation among divisions and work in cross-divisional teams. Such change demands clear definition of the roles and areas of responsibility of each unit, and a redefinition of the work processes within the organisation.

• The Library, like all information-intensive organisations, is dependent on professionals. The recruitment of high-quality staff and investment in ongoing professional development, aided by top-notch consultation and guidance, will enable the transition to a National Library which meets the standards of the 21st century. A milestone in this process is the recruitment and training of a team of content experts shaping the development of collections and an IT team capable of leading the integration of technology and developing digital library infrastructure.

• Deployment of a measurement and evaluation system based on predefined success indicators will enable effective monitoring of the renewal process.
Multi-year objectives
- To establish a professional staff training and development system and instil the use of technology
- To formulate a system for the search for and recruitment and training of staff members in the professions in which the training period is especially long, or for which training that can be obtained only outside Israel is needed
- To continually monitor the renewal process and the attainment of goals by means of a measurement and evaluation system
- To plan and implement periodic evaluations to examine and streamline Library work processes
- To encourage initiatives to improve processes and services

Near-term objectives
- To staff the positions of department heads and collection managers and complete the reorganisation process
- To redefine Library work processes, emphasizing customer service and effective use of technology
- To define goals of all departments for 2010 and prepare a multi-year work plan
- To develop and reinforce the staff by hiring high-quality professionals
- To plan and implement training for new department heads and collection managers
- To define and implement knowledge transfer from veteran employees and volunteers to new staff
- To define with the staff values of the renewed Library and instil them through training, workshops and role modelling
- To operate at an appropriate level of transparency, introducing channels to update staff and stakeholders on the renewal process
- To define indicators for monitoring change; to create infrastructure for implementation of systematic measurement
- To complete preparation for separation from The Hebrew University and transformation into an independent company

Related goals
- Organising Library processes; integration of technology
Integration of Technology

To act as an advanced, technology-driven organisation that utilizes the latest innovative information technology.

Description

- The Library is responsible for collection, preservation, accessibility and dissemination of information to clients. In the 21st century, information and technology are intrinsically intertwined: in customer service, the digital library and online content and services, and in information systems streamlining internal operations.
- To take full advantage of modern technology and create a salient presence in virtual space, the information systems division must include IT experts and experienced project managers.
- Close cooperation between IT and other divisions is key to integration of technology in all areas. The IT division will additionally aid in inculcating technology in the organisational culture.
- The information revolution is ongoing. The Library will choose modular solutions that afford flexibility.
- Additional goals related to the integration of technology have been cited in previous sections.

Related goals

- Expansion of research and reference services; operation of a cultural and educational centre; establishment of a digital library; organisation of work processes in the Library; adapting the organisation.

Near-term objectives

- To shore up the IT division with personnel required for its operation
- To upgrade the Library’s technological infrastructure to facilitate development of the digital library and streamline the work flow in the Library as a whole, with the aid of advanced IT systems
- To formulate a method for the planning and management of multiple IT projects running simultaneously
- To draft a service charter that will detail the services and support that the IT division will provide to Library users and staff

Multi-year objectives

- To complete the process of separation from the technological infrastructure of The Hebrew University and integrate required infrastructure and systems
- To adapt Library information systems to existing and projected needs of users and staff by introducing new systems and improving those currently in use
- To help Library users and staff optimize their use of the Library’s information systems and digital services through direct and online training and technical support
- To develop an Intranet portal for staff use to improve work flow and support internal communications
- To encourage technological innovation by examining options to improve and streamline the work of the organisation
- To work jointly with IT companies to effect constant improvement and updating of the Library’s services
Public Standing and Legal Status

To solidify the status of the Library in the public mind as a leading cultural heritage institution and to update the legal framework within which it functions

Description
- The positioning of the Library as a central, national cultural heritage institution is critical to attracting new users to research and reference services, increasing participation in cultural and educational activities, establishing collaborative relationships with other institutions and fundraising from public and private organisations.
- The Library’s public relations efforts will utilize online tools, such as social networks and blogs, to reach new audiences.
- The National Library’s areas of responsibility and tasks are defined by various pieces of legislation, including The National Library Law (2007); The Books Law (2000) (requiring the deposit of two copies of every publication in Israel); and The Copyright Law (2008). This legislation will have to be revised to legally overcome the obstacles that copyright law currently poses, and to enable the Library to expand its collection capability, maximize acquisition of born-digital items and afford online access to substantial digital content. In the future, the need for further revisions and amendments to legislation on intellectual property can be anticipated.

Related goals
Development of the collections; expansion of research and reference services; deployment of a cultural and educational centre; establishment of the digital library; assurance of financial sustainability

Near-term objectives
- To institute a public relations infrastructure and formulate a plan to advance each of the above-mentioned goals
- To draft a programme to precisely define required revisions to existing legislation, and formulate guidelines for action vis-à-vis legislative bodies
- To find ways to optimize the Library’s work within the framework of existing legislation

Multi-year objectives
- To institute a forum on the subject of intellectual property in Israel, to draft recommendations on digitization processes for the Library and for updating relevant legislation
- To run an active PR and marketing campaign and infrastructure that will operate simultaneously along a wide variety of channels to advance the Library’s goals appropriate to the pace and achievements of the renewal process
- To effect a revision of The Books Law to cover born-digital material and allow the systematic collection of these items by means of online deposit mechanisms
- To amend The Copyright Law so as to broaden the scope of the Library’s online access
Financial Sustainability

To ensure the Library’s long-term financial sustainability by securing Government and University funding of the annual operating budget, establishing a fundraising infrastructure and developing income-generating services

Description

- The renewal plan involves significant expansion of the Library’s activities. The new building and the technological infrastructure will be implemented with funding from the Israeli Government, Yad Hanadiv and additional philanthropic institutions. The funding of other components, such as ongoing operations and maintenance, will be drawn from the Library’s current annual budget.

- The operating budget currently allocated by the Government and The Hebrew University, together with the Library’s commitment to raise at least an additional 25 per cent through donations, will not suffice to realize all the goals outlined in the Master Plan. The work plan will adhere to the available budget. Financial planning will take into account estimated future maintenance costs.

- To ensure the Library’s financial sustainability over time, financing agreements with the Government and The Hebrew University must be finalized. Determined and energetic fundraising efforts will be carried out, income-generating services will be developed, and budgets will be continually streamlined. New activities will be undertaken only after the budget to sustain them has been secured.

Related goals

- To reinforce the Library’s public and legal status

Near-term objectives

- To validate the current budget by concluding agreements with the Government and The Hebrew University

- To define a decision-making process for initiatives, special acquisitions, new projects and services that will take into account initial one-time investments (such as the cost of absorbing a newly acquired collection) as well as the cost of ongoing operations (such as the costs of the storage and preservation of the acquired collection)

Multi-year objectives

- To create long-term sources of funding to supplement the operating budget, such as endowment funds and income-generating services

- To build infrastructure for raising funds from private and public institutions and to cultivate relations with donors
New Building Construction

To construct new premises for the Library that will include a main building and a storage facility capable of serving its anticipated long-term needs

Description

- The Library’s physical premises will consist of a single main building and an external storage facility. The construction is slated for completion in 2016.
- Storage will include open shelves, with capacity for some 400,000 titles; a local warehouse in the main building for high-demand items; and an external storage facility for low-demand items and large archives. The main building will also contain storage for special collections. All spaces will be fully secured. Future increases in volume of storage will be accommodated by the external facility. Monitoring of demand for items will be ongoing, as will the process of transferring low-demand items to the external storage facility.
- The main building will contain research and reference space for the Judaica, Israel, Islam and Middle East, and General Humanities Collections. A nearby secured area will be set aside for special collections.
- The main building will also feature a cultural and educational space, an auditorium, seminar and conference rooms, and a public area with bookshops, a café and other social spaces.
- The Library offices in the main building will contain work stations and offer an appropriate work environment for staff, as well as the requisite technological infrastructure for digitization projects, preservation and restoration activities.

Near-term objectives

- To confirm that an appropriate piece of land is allocated for the construction of the main building. Investigation has shown that the most suitable location for the construction of the new National Library building is the “triangular plot”: lot number 40 in the Jerusalem town building scheme no. 4300, block no. 30135. This plot of land covers an area of about 14,000 square metres and is located in what is known as Kiryat HaLeom (the “National Compound or Precinct”), between the Knesset building and the Israel Museum.
- To update and confirm the assessment of the space allocated to the various functions and complete the preparation of the main building and external storage facility functional brief, including an estimate of costs and adaptation of the programme to the construction project budget.
- To conclude the agreement with Yad Hanadiv regarding the construction of the new physical premises and the acquisition of equipment, and to secure the Library’s involvement in the planning process.
- To validate current data regarding numbers of users in the existing Library, and estimates with regard to future use.

Multi-year objectives

- To select an architect, plan the main building, obtain the building permits and construct the building.
- To plan the external storage facility and begin construction with the aim of having it completed and in use prior to the move to the new main building.
- To draft a detailed plan for the preparation for the move to the new building, the move itself and the operation of the building.
## Space requirements

These are the initial estimates for the dimensions of the required spaces:

<table>
<thead>
<tr>
<th>Function</th>
<th>Existing Area (m²)</th>
<th>Required Space (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reading rooms</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase in number of stations of various sizes/ configurations from 350 to 500</td>
<td>2,700</td>
<td>6,700</td>
</tr>
<tr>
<td>• Increase in open shelves from 190,000 to 380,000 volumes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special collections</td>
<td>2,300</td>
<td>3,700</td>
</tr>
<tr>
<td><strong>Culture and education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 3 exhibition spaces</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• An auditorium with a capacity of 400 seats</td>
<td>400</td>
<td>2,200</td>
</tr>
<tr>
<td>• 6 seminar rooms for 25 people each</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 4 seminar rooms for 50 people each</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Local storage</strong></td>
<td>9,000</td>
<td>2,500</td>
</tr>
<tr>
<td>• Reduction in number of volumes from 3.5 million to 1.2 million</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Use of high-density storage</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public spaces</strong></td>
<td>1,900</td>
<td>3,200</td>
</tr>
<tr>
<td><strong>Library processes</strong></td>
<td>1,200</td>
<td>1,400</td>
</tr>
<tr>
<td><strong>Preservation, restoration and digitization</strong></td>
<td>800</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Administration offices and staff sections</strong></td>
<td>400</td>
<td>550</td>
</tr>
<tr>
<td><strong>Research projects</strong></td>
<td>300</td>
<td>450</td>
</tr>
<tr>
<td><strong>Technical rooms</strong></td>
<td>1,000</td>
<td>3,800</td>
</tr>
<tr>
<td><strong>Total area in the main building</strong></td>
<td>20,000</td>
<td>25,000</td>
</tr>
<tr>
<td><strong>Remote storage</strong></td>
<td>4,000</td>
<td>7,000</td>
</tr>
<tr>
<td>• Increase in number of volumes from 1.3 million to 3.6 million</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ongoing Activity in the Current Building

To enable Library activity in the existing premises to continue while realizing the Library’s goals for renewal and ensuring the integrity of the collections

Description

- In order for the Library to be able to continue to function in its current facilities until the move to the new building (a period of about six years) and to achieve the renewal goals during this period, it is crucial that ongoing repairs and preventive maintenance be carried out in the current premises, especially with regard to maintenance of storage conditions and security of the collections. At the same time, because all investments in the current building are limited to the relatively short period prior to the move to the new building, the guiding principle will be that of making the minimal essential investment.

- Improving the working conditions of the Library staff in the existing building will be a major factor in instilling values of efficiency and excellence.

Near-term objectives

- To adapt the allocation of space in the building to the new organisational structure in order to create appropriate work spaces for the new units that will be established and for requisite staff members

- To create appropriate work spaces for the digitization of production lines

- To explore alternatives for improving the working environment of the Library staff

- To prepare the requisite physical infrastructure to upgrade the Library’s technological infrastructure

- To find a suitable storage solution for the anticipated increase in collections during the time leading up to the inauguration of the new external storage facility

Multi-year objectives

- To implement ongoing and preventive maintenance activities to ensure that the collections stored in the building and external storage facilities are secured against possible damage or destruction, and to enable the Library staff and users to work under reasonable conditions

- To improve the security of the collections by upgrading the protection systems
The illustrations in the booklet are from the collections of the National Library of Israel.

Pages 6-7

Autograph copy of Maimonides' 'Commentary on the Mishnah' in Judeo-Arabic, Seder Nashim
Egypt, 12th century
Manuscripts Collection
Ms. Heb. 4° 5703

Page 10

Worms Mahzor Germany
13th century
Manuscripts Collection
Ms. Heb. 4° 781

Page 21

'Palestine or a New Description of the Promised Land'
from the first modern-day atlas of Abraham Ortelius
Antwerp, 16th century
Eran Laor Cartographic Collection
Pal 213

Page 22

Ketubba
Iran, 1879
Ketubbot Collection
K 584

Page 25

'The superiority of Newton's system over the Gregorian Calendar'.
Isaac Newton, autograph copy
England, 17th century
Yahuda Collection
Ms. 24D f. 1

Page 53

Manuscript compiled according to 'Evronot', a work on the Jewish calendar by R. Eliezer ben Yaakov Bellin
Written, decorated and illustrated by Pinchas ben Avraham Halevi (Segal)
Saxony (Germany), 18th century
Manuscripts Collection
Ms. Heb. 8° 2380

Page 56

'Autograph copy of Maimonides' 'Commentary on the Mishnah' in Judeo-Arabic, Seder Nashim
Egypt, 12th century
Manuscripts Collection
Ms. Heb. 4° 5703

Page 57

The illustrations in the booklet are from the collections of the National Library of Israel.
The illustrations in the booklet are from the collections of the National Library of Israel.

Pages 6-7
- Musical notes for the song ‘Yesh Li Chalom’ (I Have a Dream) autograph copy of the musical score for voice and piano written by Moshe Wilensky for the song ‘Yesh Li Chalom’ by Y. Mohar. Israel, 1969
- Music Department
- Page 10

Page 18
- Advertisement for the "Shemen" Company, published for Purim 5716 (1956), Tel Aviv
- Periodicals and Newspaper Collection
- PA 1505=X2

Page 21
- Official notification of food rationing for the month of December, designed by Achim Shamir. Israel, ca. 1960
- Broadsides and Posters Collection
- Archives Department
- V 2130/12

Page 45
- Detail from 'Palestine, or a Description of the Holy Land', drawn by Jan Jansson. Amsterdam, 1677
- Eran Laor Cartographic Collection
- Pal 979

Page 46
- Advertisement for the company 'Shemen' for Purim 5716 (1956), published in Maariv, 23 February 1956, Tel Aviv
- Periodicals and Newspaper Collection
- PA 1505-X2

Page 50
- Official notification of food rationing for the month of December, designed by Achim Shamir. Israel, ca. 1960
- Broadsides and Posters Collection
- Archives Department
- V 2130/12

Page 51
- Musical notes for the song ‘Yesh Li Chalom’ (I Have a Dream) autograph copy of the musical score for voice and piano written by Moshe Wilensky for the song ‘Yesh Li Chalom’ by Y. Mohar. Israel, 1969
- Music Department
- Page 10

Page 18
- Advertisement for the "Shemen" Company, published for Purim 5716 (1956), Tel Aviv
- Periodicals and Newspaper Collection
- PA 1505=X2

Page 21
- Official notification of food rationing for the month of December, designed by Achim Shamir. Israel, ca. 1960
- Broadsides and Posters Collection
- Archives Department
- V 2130/12

In order to enable the continuation of the Library's activities in the current building and thus implement the Library's renewal goals while ensuring the integrity of its collections.

In order to enable the Library to continue operating in its current location until the move to a new location – a period of about six years – and achieve the Library's renewal goals during this period, it is essential to carry out certain renovations and maintenance measures, especially in terms of the conditions of storage and security of the collections. However, since all investment in the current building is only for the period until the move to the new location, the guiding principle is to do only the necessary minimum.

The improvement of the work environment of Library employees in the current building is an important component in implementing efficiency and excellence goals in the short term.

To adjust the floor plans in the building to meet the new organizational structure, to create or expand large work spaces for specific work sections and work bureaus.

To initiate or create large work spaces for the production phases that will be used to perform digitization.

To examine options for improving the work environment of Library employees.

To prepare the physical infrastructure required to upgrade the technological infrastructure of the Library.

To find an acceptable storage solution for the anticipated increase in collections over the period until the use of the external warehouse.

To carry out maintenance measures to ensure the preservation of the items stored in the building and external warehouses in front of danger and enable the Library staff and users to operate in reasonable conditions.

To improve security of the collections through infrastructure upgrades.

Objectives

- To increase the number of reading places (and create a variety) from 350 to 500
- To increase the open shelves from 2,700 to 5,700
- To increase the special collections from 1,900 to 3,700
- To increase the exhibition areas to three large exhibition spaces
- To increase the seating places from 400 to 500
- To increase the auditorium capacity from 25 to 50
- To increase the seminar rooms from 6 to 4
- To increase the local warehouse capacity from 1,200,000 to 3,500,000
- To reduce the number of books to use higher density storage from 9,000 to 2,500
- To increase the public spaces from 1,900 to 3,200
- To increase the work processes in the Library from 1,200 to 1,400
- To increase the preservation, conservation and digitization from 800 to 1,500
- To increase the office and secretariat space from 400 to 550
- To increase the research workspaces from 300 to 450
- To increase the total floor space in the main building from 20,000 to 25,000
- To create an external warehouse with capacity as follows:
  - To increase the number of books to use higher density storage from 4,000 to 7,000

An initial estimate of the required area:

<table>
<thead>
<tr>
<th>Category</th>
<th>Current Area (sqm)</th>
<th>Estimated Area (sqm)</th>
<th>Increase (sqm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading Places</td>
<td>350</td>
<td>500</td>
<td>150</td>
</tr>
<tr>
<td>Open Shelves</td>
<td>2,700</td>
<td>5,700</td>
<td>3,000</td>
</tr>
<tr>
<td>Special Collections</td>
<td>1,900</td>
<td>3,700</td>
<td>1,800</td>
</tr>
<tr>
<td>Exhibition Areas</td>
<td>3</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Seating Places</td>
<td>400</td>
<td>500</td>
<td>100</td>
</tr>
<tr>
<td>Auditorium</td>
<td>25</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Seminar Rooms</td>
<td>6</td>
<td>4</td>
<td>-2</td>
</tr>
<tr>
<td>Local Warehouse</td>
<td>1,200,000</td>
<td>3,500,000</td>
<td>2,300,000</td>
</tr>
<tr>
<td>Work Processes</td>
<td>1,200</td>
<td>1,400</td>
<td>200</td>
</tr>
<tr>
<td>Preservation, Conservation and Digitization</td>
<td>800</td>
<td>1,500</td>
<td>700</td>
</tr>
<tr>
<td>Office and Secretariat</td>
<td>400</td>
<td>550</td>
<td>150</td>
</tr>
<tr>
<td>Research Workspaces</td>
<td>300</td>
<td>450</td>
<td>150</td>
</tr>
<tr>
<td>Total Main Building Area</td>
<td>20,000</td>
<td>25,000</td>
<td>5,000</td>
</tr>
</tbody>
</table>

Note: The above estimate is a preliminary estimate of the required area.

הספרייה הלאומית: תכנית האב להתחדשות

ה 입장 הפיזי של הספרייה יהיה במבנה ראשי אחד ובמתקן אחסון חיצוני. ההערכה היא שהבנייה תסתיים עד סוף 2016. במספר הכרות, 400,000 ספרים ייחס מבנה אחסון במרחב המחקר והיוזמה, בהיקף של כ־40% מה阳县 הספרייה, ומתקן אחסון חיצוני 1,200,000 מטרים מרוסים בכיבוי树木 אסאלה, במרכזהIFEST וארחיבים רחבי היקף. כמו כן יהיה במבנה הראשי מרחב אחסון לאוספים מיוחדים, מותאם לדרישות אבטחה מוגברת. מרחב האחסון יותאם לדרישות השימור הרלוונטיות למאגרים ארכיוניים.

גרידול עתידי בём הארץ יהיה במתקן אחסון החיצוני. ייערך מעקב שוטף אחר הביקוש לפריטים ותהליך תקופתי של פינוי פריטים בביקוש נמוך למחסן החיצוני.

המבנה הראשי יכיל מרחב מחקר ויוזמה (לשעבר אולמות קריאה) לאוספים הנושאים יהדות, בישראל, אסאלה והאספים הכללי במדעי הרוח. מרחב מאובטח סמוך יוקדש לאוספים המיוחדים. אזור מיוחד יוקצה למפעלי מחקר שיתפסו בספרייה.

המבנה הראשי יכיל גם מרחב תרבות וتعليم שיאפשר קיום שתי תערוכות קבועות ואחת מתחלפת, עריכת אירועים באודיטוריום וכנסים בחדרי סמינרים בגודל משתנה. כמו כן ייכלל בו מרחב ציבורי כללי ובו חנויות ספרים, בית קפה ועוד.

משרדי הספרייה במבנה הראשי יכילו עמדות עבודה וסביבת עבודה ראויה לכל עובדי הספרייה, וכן את התשתיות הנדרשות לטכנולוגיה, למפעלי הדיגיטיזציה ולפעילויות השימור והשיקום.

יעדים לטווח קצרצך

להבטיח הקצאת מגרש מתאים לבניית המבנה הראשי. לאחר בדיקות שנערכו נמצא כי המיקום המתאים והאפשרי, בגוש 4300 בניין ערים מספר 40, להקמת המשכן החדש לספרייה הוא 'המגרש המשולש' – מגרש מספר 35 דונם והוא מצוי בקריית הלאום, בין משכן הכנסת 14 (ראה נספח 30135 מספר למוזיאון ישראל).

לעדכן ולאשר את הערכת גודל השטחים ולהסתיים את פרוגרמה השטחים למבנה הראשי ולמתקן אחסון החיצוני, בכלל זה הערכת עלויות והתאמת הפרוגרמה לתקציב פרויקט הבנייה.

לחתום על הסכם עם יד הנדיב בנוגע לבניית המשכן הפיזי החדש וציודו, ולהבטיח שיתוף הספרייה בתהליך התכנון לתקף את ההערכות הקיימות לגבי נתוני השימוש בספרייה הקיימת גם לגבי הצרכים העתידיים.

לבחור אדריכל, לתכנן את המבנה הראשי, לקבל את היתר הבנייה ולהקים את המבנה לתכנן את מתקן האחסון החיצוני ולהקימו מתוך שאיפה להשלימו ולהתחיל להשתמש בו עוד לפני המעבר למבנה הראשי.

לגבש תכנית מפורטת להכנה למעבר למשכן החדש, למעבר עצמו ולהפעלת הבניין.
The National Library of Israel: Master Plan for Renewal

The bookkeeper will guarantee financial viability for a long-term period for the library by setting up a shared budget, establishing a financial collection, and developing income-generating services.

The renewal plan includes a significant expansion of all library activities. Certain components of the plan, such as new building and technological infrastructure, will be funded by the Israeli government, the benefactor, and other philanthropic bodies. Funding for other components of the expanded activities, as well as shared operational and maintenance costs, will be based on the shared budget the library receives from the government and the Hebrew University, and the library will commit to raising at least 25% of the budget from other sources. The library will adapt its work plan to the budget at its disposal. The library's work plan and budget will include an estimate of future maintenance costs (beyond the current plan and budget) and will be based on these costs being included in the future budget.

To ensure financial viability over time, the library will negotiate funding agreements with the government and the Hebrew University, and will operate effectively and continuously to raise additional funds, develop income-generating services, maintain a continuous improvement process, and make decisions on new activities only after finding funding for them over the long term.

Objectives

To consolidate the library's public and legal status

To ensure the shared budget through contracts with the government and the Hebrew University

To define the decision-making process for initiatives, purchases, projects, and new services, which will take into account the initial and ongoing costs – for example, the cost of acquiring a new collection, and the cost of ongoing operation – for example, the cost of storing and preserving a new collection.

To create additional long-term funding sources, such as foundations and income-generating services

To activate a system for raising funds from private and public bodies and to cultivate relationships with donors.

The service provides a summary of the information in the image, which includes details about the National Library of Israel's renewal plan. The plan aims to ensure financial viability for a long-term period by setting up a shared budget, establishing a financial collection, and developing income-generating services. The library will also adapt its work plan to the budget at its disposal, and will negotiate funding agreements with the government and the Hebrew University. The library will operate effectively and continuously to raise additional funds, develop income-generating services, maintain a continuous improvement process, and make decisions on new activities only after finding funding for them over the long term. The plan includes a significant expansion of all library activities, with certain components funded by the Israeli government, the benefactor, and other philanthropic bodies. Funding for other components of the expanded activities will be based on the shared budget the library receives from the government and the Hebrew University, and the library will commit to raising at least 25% of the budget from other sources. The library's work plan and budget will include an estimate of future maintenance costs and will be based on these costs being included in the future budget.

The service provides a summary of the information in the image, which includes details about the National Library of Israel's renewal plan. The plan aims to ensure financial viability for a long-term period by setting up a shared budget, establishing a financial collection, and developing income-generating services. The library will also adapt its work plan to the budget at its disposal, and will negotiate funding agreements with the government and the Hebrew University. The library will operate effectively and continuously to raise additional funds, develop income-generating services, maintain a continuous improvement process, and make decisions on new activities only after finding funding for them over the long term. The plan includes a significant expansion of all library activities, with certain components funded by the Israeli government, the benefactor, and other philanthropic bodies. Funding for other components of the expanded activities will be based on the shared budget the library receives from the government and the Hebrew University, and the library will commit to raising at least 25% of the budget from other sources. The library's work plan and budget will include an estimate of future maintenance costs and will be based on these costs being included in the future budget.

The service provides a summary of the information in the image, which includes details about the National Library of Israel's renewal plan. The plan aims to ensure financial viability for a long-term period by setting up a shared budget, establishing a financial collection, and developing income-generating services. The library will also adapt its work plan to the budget at its disposal, and will negotiate funding agreements with the government and the Hebrew University. The library will operate effectively and continuously to raise additional funds, develop income-generating services, maintain a continuous improvement process, and make decisions on new activities only after finding funding for them over the long term. The plan includes a significant expansion of all library activities, with certain components funded by the Israeli government, the benefactor, and other philanthropic bodies. Funding for other components of the expanded activities will be based on the shared budget the library receives from the government and the Hebrew University, and the library will commit to raising at least 25% of the budget from other sources. The library's work plan and budget will include an estimate of future maintenance costs and will be based on these costs being included in the future budget.

The service provides a summary of the information in the image, which includes details about the National Library of Israel's renewal plan. The plan aims to ensure financial viability for a long-term period by setting up a shared budget, establishing a financial collection, and developing income-generating services. The library will also adapt its work plan to the budget at its disposal, and will negotiate funding agreements with the government and the Hebrew University. The library will operate effectively and continuously to raise additional funds, develop income-generating services, maintain a continuous improvement process, and make decisions on new activities only after finding funding for them over the long term. The plan includes a significant expansion of all library activities, with certain components funded by the Israeli government, the benefactor, and other philanthropic bodies. Funding for other components of the expanded activities will be based on the shared budget the library receives from the government and the Hebrew University, and the library will commit to raising at least 25% of the budget from other sources. The library's work plan and budget will include an estimate of future maintenance costs and will be based on these costs being included in the future budget.

The service provides a summary of the information in the image, which includes details about the National Library of Israel's renewal plan. The plan aims to ensure financial viability for a long-term period by setting up a shared budget, establishing a financial collection, and developing income-generating services. The library will also adapt its work plan to the budget at its disposal, and will negotiate funding agreements with the government and the Hebrew University. The library will operate effectively and continuously to raise additional funds, develop income-generating services, maintain a continuous improvement process, and make decisions on new activities only after finding funding for them over the long term. The plan includes a significant expansion of all library activities, with certain components funded by the Israeli government, the benefactor, and other philanthropic bodies. Funding for other components of the expanded activities will be based on the shared budget the library receives from the government and the Hebrew University, and the library will commit to raising at least 25% of the budget from other sources. The library's work plan and budget will include an estimate of future maintenance costs and will be based on these costs being included in the future budget.
## The National Library of Israel: Master Plan for Renewal

### Objectives for the National Library of Israel:

- To establish a proactive public relations system operated at all times in various fields to promote the library’s goals according to the pace of development and implementation.
- To bring about the update of the Law of Books to include items produced in the digital format from the beginning, in a way that allows the systematic collection of such items through data collection systems on the web.
- To bring about an update of the Copyright Law to extend the library’s access to online content.

### Foundation and Legal Status

The responsibilities and tasks of the National Library are defined by several laws, including the National Library Law, 5768; the Law of Books (Requirement to Deliver Information and Marking), 5769; the Copyright Law, 5768; and others. Updates to these laws are required to find a legal way to overcome the obstacle posed by copyright in the present and allow the library to expand its ability to collect, find digital items, and make a large range of digital content available on the web. In the future, additional updates may be necessary.

### Goals

- Development of collections; expansion of research and ideas services; operation of a cultural and educational center; establishment of a digital library; assurance of financial viability.

### Objectives for the Long Term

- To establish a network of public relations and develop a public relations plan for each of the goals mentioned above.
- To develop a plan that defines the updates required in the existing legislation and adapts the actions of the legislative body to
- Examine ways to conduct effective actions within the existing legislation.
- To organize a forum on intellectual property issues in Israel, draft recommendations to management about the process of digitization in the library, and
- Keep updated with relevant legislative changes.

### Objectives for the Short Term

- To establish a network of public relations and develop a public relations plan for each of the goals mentioned above.
- To develop a plan that defines the updates required in the existing legislation and adapts the actions of the legislative body to
- Examine ways to conduct effective actions within the existing legislation.
- To organize a forum on intellectual property issues in Israel, draft recommendations to management about the process of digitization in the library, and
- Keep updated with relevant legislative changes.
The National Library of Israel: Master Plan for Renewal

2010-2016

The National Library of Israel is a body primarily engaged in information – acquisition, preservation, access to and dissemination to clients. In the digital age, information and technology are intertwined, in the provision of services to clients – the digital library and contents and services provided online, and in systems of information in the organization, for continuous improvement of work processes to make the jump to modern technology, create a strong presence in the virtual space and get the best from technology, the library will need an information systems department, which will include information technology experts and experienced project managers. Close cooperation between the technology department and other departments is crucial for successful integration of technology in all aspects of the library’s activities. An important role of the department’s team will be to help implement the technology in the organization and its culture of technology.

The transformation of information is taking place rapidly and is expected to lead to developments in the field of information technology. The library will choose modular solutions that will ensure flexibility.

Additional goals related to technology implementation were noted in previous goals.

Objectives

- To expand research and creativity; the operation of a cultural and educational center; the establishment of a digital library; organizing library processes;
- To adapt the organization to the development of information technology;
- To strengthen the information systems department by increasing its human capacity needed to operate it;
- To upgrade the library’s technological infrastructure so that it will enable the development of the digital library and accelerate processes in the library as a whole, through advanced information systems;
- To define a methodology for developing library information technology, based on planning and managing projects over a period of one year.
- To draft a service agreement that will outline the services and support that the information systems department will provide to library clients and its staff.

Technology Implementation

- To implement the technology infrastructure.
- To enhance the library’s knowledge and understanding of the technologies used.
- To develop the library’s digital environment.
- To improve and update continuously the library’s services.
- To develop an organizational portal for employees, so as to aid in improving processes and strengthening internal communication.
- To encourage technological innovation by examining technologies for improving and optimizing organizational work.
- To cooperate with companies specializing in information technology, so as to continually improve and update the library’s services.

By 2016, the National Library of Israel will be a modern, information-rich organization, utilizing the latest achievements in information technology to provide excellent services and disseminate high-quality content.

The Importance of Information

Information is a strategic resource that enables the library to provide excellent services and disseminate high-quality content in the digital age. Information is a tool that enables the library to adapt to the rapid changes in technology and shape its activities in accordance with the needs and expectations of its users and staff. A key role of the library is to ensure that all its systems and services are equipped with the latest in technology, so as to meet the needs of the present and the needs that are expected in the future.

The Library’s Digital Environment

The library’s digital environment is an essential component of its strategic plan for renewal. It is a tool that enables the library to adapt to the rapid changes in technology and shape its activities in accordance with the needs and expectations of its users and staff. A key role of the library is to ensure that all its systems and services are equipped with the latest in technology, so as to meet the needs of the present and the needs that are expected in the future. A key role of the library is to ensure that all its systems and services are equipped with the latest in technology, so as to meet the needs of the present and the needs that are expected in the future.

The Importance of Information

Information is a strategic resource that enables the library to provide excellent services and disseminate high-quality content in the digital age. Information is a tool that enables the library to adapt to the rapid changes in technology and shape its activities in accordance with the needs and expectations of its users and staff. A key role of the library is to ensure that all its systems and services are equipped with the latest in technology, so as to meet the needs of the present and the needs that are expected in the future.

The Library’s Digital Environment

The library’s digital environment is an essential component of its strategic plan for renewal. It is a tool that enables the library to adapt to the rapid changes in technology and shape its activities in accordance with the needs and expectations of its users and staff. A key role of the library is to ensure that all its systems and services are equipped with the latest in technology, so as to meet the needs of the present and the needs that are expected in the future. A key role of the library is to ensure that all its systems and services are equipped with the latest in technology, so as to meet the needs of the present and the needs that are expected in the future.
The National Library of Israel: Master Plan for Renewal
2010-2016

The goals are tied to:

• Emphasizing the processes of the library; integrating technology

The goals for the short term:

• Appoint new heads of departments and complete the organizational change

• Define new processes within the library and stress the service to customers and efficient and effective use of technology

In 2011:

• Define the goals of each department for

• To open and strengthen the library team through the incorporation of quality professionals

• To plan the training of the heads of departments and the new managers and implement it

• To transfer knowledge from the old team to the new team and implement it

• To define the values of the library that the library will undergo

• To define together with the team the values of the library that the library will undergo and implement them among the employees through training

• To operate in an appropriate manner in the public sector: to report and update in a systematic manner the development in the renewal process and the relevant decisions

• To define indicators for development, implementing the framework and starting the measurement

• To complete the preparation for the transition to a self-sufficient body and the separation from the Hebrew University as needed

• To comply with the conditions of the library and the library's services

• To lead the team and provide a guide for a clear and transparent process of decision-making
The National Library of Israel: Master Plan for Renewal

2010-2016

תכנית האב להתחדשות

התאמת הארגון

להתאים את הארגון לצורכי הספרייה ומטרותיה, מבחינת הנהלה, מבנה ארגוני, צוות, תרבות ארגונית ותהליכים.

בהאות

מימוש מטרות ההתחדשות בדרך להגשמת החזון מחייב שינוי בתרבות הארגון, כמפורט בתפיסת ההתחדשות, ובמבנה שלו. המבנה הארגוני החדש של הספרייה (תרשים מצורף) מאפשר לבנות הנהלה רחבה עם כישורים מځונים, לבזר את תהליך קבלת ההחלטות וליצור שיתוף פעולה בין אגפים ועבודה בצוותי משימה מטריציוניים.

שינוי המבנה מחייב הגדרה ברורה של תפקידיה ותחומי האחריות של כל יחידה והגדרה מחדש של תהליכים עבודה בארגון (ראה נספח).

הספרייה, ככל ארגון עתיר ידע, נשענת על אנשי מקצוע בכל אחד מתחומי פעילותה. גיוס עובדים איכותיים והשקעה מתמדת בהתפתחותם המקצועית של כל העובדים, בשילוב ייעוץ והדרכה איכותיים, יאפשרו לספרייה להשלים ב共同努力 של תהליך זה את היעדים הפוטנציאליים של המעבר לספרייה לאומית בסטנדרטים של המאה ה-21.

 réseau התחדשותי של הספרייה, שיעביר את פיתוח אוספי הספרייה, ו réseau הטכנולוגיה, שיעביר את ההתקדמות ויפתח את התשתית הנדרשת לספרייה דיגיטלית.

הפעלת מערך מדידה והערכה המבוסס על הגדרת מדדי הצלחה ליעדים ומדדי ביצוע לתהליכים עבודה יאפשר לעקוב אחר התקדמות תהליך ההתחדשות על כל היבטיו.

דירקטוריון

יו"ר הדירקטוריון

מנכ"ל

מנהל אקדמי

מבקר פנים

יועץ משפטי

אגף האוספים

יהדות

ישראל

אסלאם

ומזרח התיכון

מדעי הרוח הכלליים

אגף שירותים קהל

השאלה והשאלה ספרייתית

אולמות קריאה

אגף תהליכים ספרייה

ארגון האוסף

רכישה וקליטה

מפעלים ביבליוגラפיים

שימור ושיקום

אגף תרבות

וחינוך

תכניות תרבות

מרכז מבקרים

תכניות חינוך

אגף מערכות מידע

תשתיות ותמיכה

תפעול אינטרנט

מערכות תפעול ספרייה

דיגיטיזציה

אגף לוגיסטיקה

כספים ותפעול

משאבי אנוש

שכר

הדרכה

מחטנים

תפעול

בטיחות

בטיחות
The National Library of Israel: Master Plan for Renewal (2010-2016)

טרבייל הלאומית: תכנית האב להתחדשות (2010-2016)

The book is divided into five-year objectives.

The book is divided into five-year objectives.

The book is divided into five-year objectives.

The book is divided into five-year objectives.

The book is divided into five-year objectives.

The book is divided into five-year objectives.

Touring

The objective of the Album Apple is to preserve the contents that are not accessible to the wider public. According to the book.

The Book is divided into five-year objectives.
To examine if there is a need to manage the archives through an independent information system.

To distinguish between selection processes and purchase processes.

To create a unified system for managing resources, allowing for effective management of all items, physical and digital, in one, and to implement systems for verifying the benefits of purchasing systems that allow for digital content automation.

To initiate the establishment of professional libraries in which a bibliographic and technical standard concerning libraries with written collections in Hebrew is established.

To allow sharing in the cataloging process within the catalog department in the library, and between other institutions, through the implementation of a technological system.

To create a technological and working framework for digital creation, including the transfer of bibliographic data from publishers to the library.

To increase the frequency of using the collections in the reading rooms, through regular examination of their use, and accordingly, moving items in low demand to storage, and moving items in high demand from storage to the reading rooms.

To improve and optimize the internal processes of the library required for building the collections and recording them.

The clarifications:

- The library develops and reveals collections based on library and archival treatment and organization. In order to increase access to the collections, the library catalogues, organizes, stores, preserves them for the long term, and in the case of need, recovers them. Due to the great importance of these processes in building the collection, the library must perform them efficiently and professionally and ensure their efficiency.
- Technological progress allows for improving some organization processes through the implementation of systems that support them, and allow for planning efficient processes, automatic parts, information sharing between professional staff in the library and identification of operational and technical problems.
- Effective control of the collections requires tools that will allow for controlling at the individual item level.

Objectives:

- To expand research and ideas; preserve the collections; adjust the organization; implement technology.

Goals for the short term:

- To plan a registration and cataloging project for all the material in the library that has not been cataloged, and to implement it.
- To complete the online catalog so that it includes all the material cataloged to date.
- To optimize the library catalog through the unification of cataloging and cataloging by subject and language (and not by format or media).
- To speed up the catalog at the individual item level through two stages: basic cataloging and advanced cataloging, in order to prevent cataloging gaps.
- To unify cataloging methods in the library and adjust to international standards.
- To establish a database of all workers in the library, including their roles and responsibilities.

The library:

- A service for all library users.
- A center for research and information.
- A center for training and education.
- A center for special collections.
- A center for cultural activities.
- A center for the development of technological services.
The National Library of Israel: Master Plan for Renewal

2010-2016

הספרייה הלאומית: תכנית האב להתחדשות

The goals are to reach agreements with digital formats with a large number of libraries and institutions across the country and around the world who hold collections in the fields of the Library’s specialization.

The goal is to work with cultural institutions around the world to expand the collections and enrich activities.

The goal is to work with libraries in the Middle East, including joint projects and sharing of knowledge regarding the care of written materials.

Creating a pilot project with libraries, cultural institutions, and companies that specialize in information technology, in a way that significantly and continuously expands the content available to users and enriches educational and cultural activities in the Library.

The goal is to reach a large number of partnerships whose purpose is to reach digital content availability, and to form partnerships that will improve the services of the Library and its information systems in use. The primary success criterion will be the amount of content available and its quality, and the services that can be offered, not the number of institutions or companies with whom partnerships are formed.

In the fields of Islam and science, the collection will be selective, and the development of the collections will be significantly based on such partnerships.

The Library will aim to form partnerships and joint ventures with the project of the Frideric Rabin Collection of the Archeological Department – Hidden Scrolls, the Ganz Archive and others.

Objectives

Development of collections; Establishing a digital library

Objectives for the short term

To establish a limited number of partnerships, primarily for digital content availability, in a way that allows one to define, based on the assumptions, the method for developing mass partnerships.

To establish desirable profiles of partnership types on the basis of the assumptions above and the examination of models that exist in libraries around the world.

To reach agreement in the fields of Islam and science with the central library of science and society, in order to establish a basis for defining policies in these fields and to act in a similar way with universities and other institutions in the country that hold relevant collections.

The long-term goal is to establish partnerships with universities and institutions around the world for the purpose of expanding the content available to users and enriching educational and cultural activities in the Library. The primary success criterion will be the amount of content available and its quality, and the services that can be offered, not the number of institutions or companies with whom partnerships are formed.

The goal is to work with libraries in the Middle East, including joint projects and sharing of knowledge regarding the care of written materials.

The goal is to work with cultural institutions around the world to expand the collections and enrich activities.

The goal is to reach agreements with digital formats with a large number of libraries and institutions across the country and around the world who hold collections in the fields of the Library’s specialization.

The goal is to work with libraries in the Middle East, including joint projects and sharing of knowledge regarding the care of written materials.

The goal is to work with libraries in the Middle East, including joint projects and sharing of knowledge regarding the care of written materials.

The goal is to work with libraries in the Middle East, including joint projects and sharing of knowledge regarding the care of written materials.
The National Library of Israel: Master Plan for Renewal
2010-2016

To build a new Internet site to serve as a principal gate to the digital contents of the library and services and reflect its renewal in terms of digital contents, digitization processes, costs.

Considering cooperation with Internet Archive or Google to determine the feasibility of cooperation with them and public standing.

Multi-year goals to operate in full extent production lines for digitization of contents in the selected subjects, including tens of thousands of books, millions of pages of newspapers, hundreds of thousands of archive pages, tens of thousands of photos and thousands of hours of audio (sound).

To allow users to enrich digital items through adding notes, tags and similar.

To steadily and significantly increase the number of accessible digital items through linking digital items from other institutions' archives based on cooperation agreements.

To create portals in the subjects of specialization of the library, which collect links to relevant information within the library and extended to the researchers.

To establish with other bodies content centers integrating digital contents with educational or cultural cover such as 'Father of Zion'.

To examine new technologies and services that expand the possibilities of using digital contents.

To open a wide digital library that will provide users with digital contents and services remotely and will serve as a central digital information center in various Jewish and Israel domains.

The digital library is a general term for the digital contents that the library places on the internet for users and the services that she offers around them. It will provide a large public in the country and the world access to the library and its collections.

The digital library and the physical library are combined, since the digital library is an essential tool for those using the building. Digital contents protected by copyright will be accessible freely within the building only.

The digital library will contain materials from the Jewish and Israeli domains in Hebrew with the intention to provide, in addition to the central digital information center in these domains. The materials will include items from the library's archives that go through the process of digitization, materials collected from the very beginning in a digital format and materials from other archives related to the library in frameworks of cooperation.

The technological infrastructure and the knowledge that will be acquired during the development of the digital library will also serve the national heritage network framework.

Objectives

- To expand research services and ideas; creating cooperation agreements; implementing new technologies

- To introduce full use of Digeven to manage digital objects

- To implement a unified discovery tool for all of the library's archives, which will allow searching and discovering physical and digital items together

- To define a systematic method for creating digital content in the formats included in the selected subjects, based on experiences from the development of production lines for digitization of various materials.
The National Library of Israel: Master Plan for Renewal
2010-2016

The National Library: Master Plan for Renewal
2010-2016

This chapter describes the goals of the renewal project, which will be achieved through a range of activities and campaigns in accordance with the schedule and budget of the renewal process, and will be based on the results of the renewal process.

The renewal project will create a rich cultural and educational path online: exhibitions, virtual museums, teaching materials, content sites, and more. The renewal project will implement educational activities based on contents from the library's collections integrated into study programs.

The program will plan the exhibitions that will be held in the new building and schedule them so that they can be opened to a wide audience in the near future.

The program will plan cultural and educational activities in the new building for different audiences and maintain them in an experimental manner in the current building or nearby areas that will be rented for this purpose.

The program will operate as a cultural and educational center based on the library's collections and prepare for full-scale activity immediately upon the move to the new building.

The program will make corrections to the budget, in the first years, for organized groups and will make them aware of the 'state of the nation' of the National Library – its main collections, its purpose, and its services – without interfering with the work of the users and the library staff.

The virtual space enables full educational-cultural activity already in the near future. Therefore, efforts will be made to foster a rich cultural-educational path in the network through the digitized library.

A central audience of educational activities is schoolchildren and all those responsible for their education – teachers and the educational system, in general. To enrich educational and cultural activities, the library will cooperate with the Ministry of Education, the Ministry of Culture, the Israel Defense Forces, museums and other cultural and educational institutions.

The goals

Objectives

Medium-term

To establish a team dedicated to culture and education

To define target groups for which educational and cultural activities will be planned and to set priorities for them

To prepare a multi-year plan for cultural and educational activities in the physical space and the virtual space

To gain experience in receiving visitors through the preparation of visit programs and the operation of a reduced visitor unit

To establish working relations with the Ministry of Education and with bodies developing study programs in order to define study subjects in which the library's contents and primary sources can be integrated

The virtual space already enables full educational-cultural activity in the next years. Therefore, efforts will be made to foster a rich cultural-educational path in the network through the digitized library.

The goals

Objectives

Medium-term

To establish a team dedicated to culture and education

To define target groups for which educational and cultural activities will be planned and to set priorities for them

To prepare a multi-year plan for cultural and educational activities in the physical space and the virtual space

To gain experience in receiving visitors through the preparation of visit programs and the operation of a reduced visitor unit

To establish working relations with the Ministry of Education and with bodies developing study programs in order to define study subjects in which the library's contents and primary sources can be integrated

The virtual space already enables full educational-cultural activity in the next years. Therefore, efforts will be made to foster a rich cultural-educational path in the network through the digitized library.

The goals

Objectives

Medium-term

To establish a team dedicated to culture and education

To define target groups for which educational and cultural activities will be planned and to set priorities for them

To prepare a multi-year plan for cultural and educational activities in the physical space and the virtual space

To gain experience in receiving visitors through the preparation of visit programs and the operation of a reduced visitor unit

To establish working relations with the Ministry of Education and with bodies developing study programs in order to define study subjects in which the library's contents and primary sources can be integrated

The virtual space already enables full educational-cultural activity in the next years. Therefore, efforts will be made to foster a rich cultural-educational path in the network through the digitized library.
הספרייה הלאומית: תוכנית האב להתחדשות 2010-2016

ティブ-שנתיים

לימים שונים, לצרכיו של היעד ונתונים של פעולות לשיפור השירותים ברשתות העבריות, יישובים חדשים

לאפשר חיפוש מקוון ממצה, מהיר ונוח בכל אוספים הספרייה באמצעות כלים גילוי עדכניים

להנגיש את החומר הארכיוני באמצעות כלים גילוי מקוונים

לספק שירותים ייעודיים מגוונים ומותאמים למגוון המשתמשים, הן על ידי ייעודיים בממשכן הפיזי והן באמצעות רשת האינטרנט

לקלוט את מפעל הביבליוגרפיה העברית ולהשלימו

להציע למשתמשים מסד מידע מרכזי ומלאכות בתחומים היהדות וישראל, שיספק נתונים על חומרים רלוונטיים באוספים פרטיים וציבוריים בארץ ובעולם

לשפר את מערכת ההשאלה הבין-ספרייתית כך שתתאים לצרכיו של היעד ב峿לי אוספי הספרייה

לקבוע אמנת שירות שתגדיר את רמת השירות לשירותי הספרייה למיניהם

לעודד פעילות מחקרית של מפעלי מחקר, יחידים וקבוצות, פעילות שתיתוסף לעם ולהם, באמצעות אוצרות הספרייה, ופירותיה יושרו בשיטה שיתווך לברירת מעמדם, בייחוד בעולם צרכנים

לשרת קהל גדול והולך של משתמשים מקרב הציבור הרחב ו公社ון החוקרים בישראל ובעולם באמצעות שירות מחקר ועיון עדכניים ומוכווני-לקוח

הצבת קהל המשתמשים בעדיפות גבוהה, במטרה למשוך את הציבור הרחב בארץ ובעולם להשתמש באוצרותיו, הן במשכניו הפיזי והן דרך המרחב הווירטואלי, היא יסוד מרכזי בתפיסה שיתינייה את הספרייה החדשה. במקביל, תאמון הספרייה לשמור על את הממשכן הנוכחי עלתה משגרון ובעולם ולמשוך אליה חוקרים חדשים מתוכן

натון שירות ויעדים מגוונים הוא ערך מוסף חיוני של ספרייה בעידן של מהפכת המידע והכמה בקצב מסחרר של מידע זמין שהיא מייצרת. פיתוח והרחבת שירותים ייעודיים בבניין ובמרחב הווירטואלי ניתנים להשהה כבר בשנים הקרובות

היעדים

לטווח קצרים

לשפר באופן ניכר את אפשרויות החיפוש והגילוי המקוון באמצעות כלים גילוי אחוד

לעדכן את מדיניות ההשאלה של הספרייה

ל

לניהול תורכי花纹 תורכים

לwingConstants דרג

להת serviוס מחקר ועיון עדכניים

ל_buf of users, למשתמשים באמצעות שירותים ייעודיים מגוונים הוא ערך מוסף חיוני של ספרייה בעידן של מהפכת המידע והכמה בקצב מסחרר של מידע זמין שהיא מייצרת. פיתוח והרחבת שירותים ייעודיים בבניין ובמרחב הווירטואלי ניתנים להשהה כבר سنوات הקרובות

לטועב תורכים תורכים

הלשון דרג

לשגה היעדים

לورية תחגרת

לヮ

לגיוס

ל了一口气 לمديرية לשגרה ולהשאלה תחגרתית Петр

ל挝

לגיוס

ל onKeyDown דרג

לשגה היעדים

לورية תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לورية תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לورية תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לورية תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לورية תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לורה תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לורה תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לורה תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לורה תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לורה תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לורה תחגרת

ל lặngה

לגיוס

ל onKeyDown דרג

לשגה היעדים

לורה תחגרת

ל⇐
The National Library of Israel: Master Plan for Renewal

The National Library of Israel, the leading Jewish and Israeli library in the world, has a mission to provide comprehensive coverage of Jewish and Israeli studies. In the field of Islam, the library aspires to be a research library for the main publications in this field.

Objectives of the Plan

- To reach leading status in the world in the fields of Jewish and Israeli studies.
- To reach a world-class standing in the field of Islam.
- To develop the collection significantly in the fields of special interests of the library, in terms of scope, quality, and adaptation to the needs of various user groups.
- To review the quality of the collection, based on control mechanisms such as comparison with parallel collections, analysis of user requests and the opinions of experts.
- To expand the Israeli collection and emphasize the documentation of various forms of religious and cultural life in Israeli society, including the collection of the internet archive.
- To implement the strategy of archives and in this context expand public access to archives.
- To expand significantly the collection of digital content.
- To improve significantly the collection of required materials in order to increase access to books and other publications from all segments and sources.

Collection Development

Collection development will be based on detailed collection policies that will be revised once every two years. In the fields of Jewish and Israeli studies, the library aspires to collect comprehensive and significant materials, including access to digital documents or copies of relevant materials in their original form in the possession of other institutions. Decisions regarding the preservation of material will influence the collection policies in these fields, such as the choice of preferred formats for purchase. Determining detailed collection policies for each of the fields to be handled, as well as a general collection policy for building a sophisticated collection.

A general collection policy will frame the collections in terms of coverage (subjects, periods, geographical areas, languages, and so on) and define the level of coverage and the criteria and priorities according to which they will be established, including issues such as formats chosen, treatment of donations, integration of full collections, and so on.

Objectives

- To establish a digital library; to form partnerships; to strengthen the public and legal status.
- To pass to the management of the collections by content experts. They will complete their plan and develop detailed collection policies for each one of them and a general collection policy in order to complete the strategy of archives, and pay special attention to the issue of receiving the national archive, and the definition of a policy for receiving new archives.
- To build the Israeli collection as a separate collection from the Jewish collection, according to the definition of the fields.
- To use the existing Asia-Africa collection as a basis for building the Islamic and Middle Eastern collection in its new form, and to decide the future of the materials in the Asia-Africa collection that will not be included in the Islamic collection.
- To fill all the gaps in the core collections.

The national library is committed to providing comprehensive and significant coverage of a defined field. The coverage includes all types of physical and digital formats, including handwritten manuscripts, maps, archives, and so on, in the relevant languages. The internet archive refers to the copying of active websites to the library's server for preservation and long-term access to them.
The National Library of Israel: Master Plan for Renewal

2010-2016

To ensure the long-term financial sustainability of the library, a budget is required for:

- Long-term financial sustainability
- Building fundraising and development services

To establish a new physical home for the library, including a main building and storage facilities that meet the expected needs:

- New building

For the long-term sustainability of the library to allow continued library activities within this framework:

- Continue library activities within the current building

Ensuring the continuation of library activities in the existing building and thus implementing the library’s renewal goals, while ensuring the integrity of the collections.

The National Library: Master Plan for Renewal 2010-2016

The goals below mark the main directions of the Library in the next seven years, towards a desired state at the time of the move to the new home. The goals do not necessarily match the new organizational structure — some goals are particularly relevant to a specific unit, but others involve several units and even the entire Library. Implementation of the goals will require cooperation between the units.

In the following paragraphs, each goal will be addressed one by one.

To develop the Library's collections in the fields of its expertise, in terms of scope, quality:

- Development of collections and their adaptation for the needs of various target groups.

To serve a growing and expanding public of users, and researchers:

- Expansion of research and innovative services in Israel and the world through the provision of timely and focused services and to encourage research activities by bodies and individuals based on the Library's repositories.

To function as a national and cultural center based on the Library's collections and prepare for its full operation immediately after the move to the new home.

- Functioning as a national and cultural center.

To establish a digital library of broad scope that provides users with online content and services:

- Establishment of a digital library and its function as the center of information on Jewish and Israeli affairs.

To establish a network of cooperation with libraries, cultural and educational institutions in the country and the world, and with organizations:

- Creation of networks of cooperation.

To promote technological expertise, in a way that will significantly increase the scope of available materials and enrich the Library's educational and cultural activities:

- Organization of processes and documentation.

To promote Jewish and Israeli culture for generations to come, and to preserve and revitalize:

- Preservation of a trusted repository.

To adapt the organization to the needs of the Library and its purposes, in terms of management, organizational structure, team, culture:

- Adaptation of the organization and processes.

To function as an advanced information organization and make use of the innovations in this field:

- Integration of technology.

To establish the Library's position in the public mind as a central repository of culture and work:

- Update the legal framework in this regard that is in operation.

To ensure a long-term preservation of the archived materials and provide users with authentic and reliable materials:

- To ensure the long-term preservation of the archived materials and provide users with authentic and reliable materials.
The National Library of Israel: Master Plan for Renewal

2010-2016

The National Library of Israel: Master Plan for Renewal

Vocally with Technology Providers

Internet Archive

and Google

The library will consider establishing partnerships with content providers like leaders, and will expand the existing capabilities in Israel in advanced technology in a way that enables it to adopt and implement new technologies, but proven, for widespread use. In addition, the library will examine and explore new directions, such as: research in written texts and ancient texts with the help of computers; digitization services for institutions for reproduction and access; collaboration with computer science researchers in the development of semantic and associative tools for Hebrew text.

New Physical Infrastructure

The physical space of the library will include a large number of users and visitors, space for cultural and educational activities, expanded collections and reading rooms that will enable, among other things, space for personal learning. In addition, rooms will be allocated for group study and teamwork. All these require the establishment of a new library infrastructure. In the design of the building, which is intended to serve the library for many years, you should take into account the future changes in the world of information and libraries, and therefore build functional, flexible and climate-friendly spaces, and bring in a calculation of ‘green’ planning principles. The new building will be located near the seat of the Knesset, the Israel Museum and the Edmund J. Safra campus of the Hebrew University. The location is based on the criteria detailed in the report of the committee for changing the status of the national library: a suitable presence in the environment; a clear usability for the general public; separate operation from the Hebrew University campus; contact with the academic community; economic efficiency; proper physical infrastructure; the ability to use the building for cultural and educational activities; meeting the needs of the master plan.

Sources of Funding

The new building and its technological infrastructure will be funded by benefactors, the State of Israel and other bodies. Other library needs in the existing building and its future – ownership, technological infrastructure maintenance, jointly operated and development – will be funded by the library’s annual budget, which is received from the government, the Hebrew University, donations and self-reductions.

The annual budget of the library will enable only a part of its objectives in the master plan. The library will act to increase its budget: to continuously acquire funds in a significant way; to establish clear priorities in all areas of its activity; to lead an organizational culture of constant improvement and efficiency of work processes; to consider purchases and investments in relation to the life cycle of investments. In any case, the library will adapt the scale of activities to the resources available to it and will not be bound to operate beyond the annual budget or to acquire funds.

Openness to the general public and the offer of a wide variety of free or fee-based services are basic values of a national library. Along with this, the library will offer services by income-generating publishers that serve as an additional source of funding, similar to other national libraries.

A hybrid physical-digital library

The need to combine the physical space with the digital space. The digital library completes the national library in the 21st century and significantly expands its possibilities to serve a distant public. The digital library is a central tool for users in the physical space, in the online services it offers and in the ease of access to its content. The library will continue to uphold physical items and expand and renew this collection, and especially items of rare or unique character, but it will give increasing and growing priority to digital formats – in new acquisitions and in the development of digital content.

The library will establish a comprehensive technological infrastructure, expand its technological staff and introduce information technology in all aspects of operation. Library services available on the premises (search assistance, book requests, advice, exhibitions, etc.) will also be offered online. The library will continue to develop its digital materials holdings – by digitizing library collections, acquiring materials that ‘born digital’, and presenting materials from other collections in collaboration with them. The contents will be presented for free if copyright allows. The library will implement advanced search and display tools – including a search engine that will scan at the time all the collections, the media that collect information on a given topic for a specific audience – as well as content tools that allow addition and formats; topical portals are used by users and researchers. Library contents and catalogues will appear in commercial search engines on the Internet. An open interface will allow external content providers (such as ‘Snooky’ and ‘Machtk’) and initiatives to integrate its resources into their services.

Efforts at digitization of the library will focus on Jewish, Israeli and Hebrew subjects in order to make it the central provider of digital information in these fields. In addition, the library will transform materials in the field of Islam, especially manuscripts, in order to allow expansion of its collection through collaborative efforts.

The library will build its digital collections in a thematic manner, and in pursuit of serving a growing and increasing audience. The selected areas of content are these:

Materials on the history of Jewish communities from the beginning of the enlightenment movement until the present day: a century of Jewish and Zionist history; the initial years of the state, including press, archival documents, photos, audio-visual materials and more. This period corresponds to the Ministry of Education studies;

Collections reflecting Israel’s cultural modernity, especially Israel’s cultures and ‘Arkon Ha’ishvani’, to a large extent literature, poetry and music;

Manuscripts from the Institute of Photography: Jewish manuscripts of the Bible and the Dead Sea Scrolls in cooperation with the Dead Sea Scrolls Project and the Antiquities Authority, and other manuscripts in cooperation with the institutions that maintain them.
ניוביאת תרבות לשדרות

יתרי תדמיתי

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרת התוכן

 compromכון

כותרתhtubית

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון

כותרתהתוכן

 compromכון
The National Library of Israel: Master Plan for Renewal

2010-2016

The National Library serves as a 'national memory' for a nation, a country and the land it is located in. The Israel Collection, which until today did not exist as a collection in its own right, will serve as such based on a comprehensive policy, that is, a systematic collection of all contents that appear in Israel and are preserved as defined in the Copyright Law; the collection of personal archives of outstanding culture creators; the expansion of the figurative art, poetry and music collections; the collection of Israeli creation on the Internet; publications that appear in the world and touch on Israel; graduation works for advanced degrees; and more.

Oral history

Publications of the government; photographs of Israel from all periods; oral history.

In addition, the project 'Israel Documentation' will be established, which will involve the collection of materials that reflect the life, art and culture of the Israeli society on all its branches, its testimonies and its strata. These materials will serve as a basis for exhibitions and physical exhibitions.

Jewish and Israel collections will include sub-collections organized according to format, including music archives and personal archives.

The music sub-collection is based on materials of Jewish and Jewish: tapes, audio archives, containing also manuscripts of works, research notes, letters, testimonies and photographs. The sound archive will expand the collection of tapes, and will also initiate new tapes of prayer, songs, ceremonies, popular songs, and art music, with the aim of recording the music tradition of all strata and testimonies in Israel. The National Library will strive to become the center for Israeli music, and in this context it will continue to collect, document and publish tapes of Hebrew songs, of the first Hebrew singer and commercial tapes, from the beginning of the recording industry in the country.

Archives

The National Library will serve as a nucleus for strengthening the activities of the National Library in the fields of Judaism and Israel. Recording the central archive for the history of the people, if decided on this, will enable the expansion of the Jewish collection and open a world of Jewish life in the Diaspora. The collection of personal archives of leading culture creators and the creation of joint actions for digital presentation of archives throughout the country, will help to expand documentation of Israel's culture.

The treatment of archives will be according to the policy of recording including ease of access, digitization, development of discovery tools, dictionaries and guided tours are critical components in presenting the archives to researchers. In order to attract the public, it is necessary to perform selective digitization of items that excite interest, in addition to regular discovery tools.

The assumption behind the plan is that relevant and attractive contents, services and activities are worth it, the customer service is worth it, the National Library brand and the efficient marketing of its services will continue to attract new customers of various types, both in the physical hotel and in the service of research.

The library will move to a new building in which the daily number of users will exceed 25,000 entrances per year, as well as 250,000 users per year, and the idea in the physical hotel - or up to more than 10 million users who participated in tours and cultural and educational activities, and more than 100 million in the internet.

The collection

The central fields on which the National Library will focus are Judaism, Israel and Islam. In addition, the National Library will have a general collection in the humanities.

In all fields, the collection will be defined according to topics, and will include materials in various formats - handwritten manuscripts, periodicals, electronic media, archives and more. In the fields of Judaism and Israel, the National Library will have a national responsibility, and will serve as an archive for the generations to come and provide key information in addition to the written word, also sound, music and testimony (digital).

Content experts, who will be drawn from the community of researchers, will be familiar with the collection, in all types of physical and digital contents and private and public collections in their field, and will comply with the collection policy in all formats. They will continue to monitor the opportunities for strengthening and developing the collections, either through purchases, donations, or joint actions with other libraries. They will maintain a dense contact with the researchers, and develop the collections according to the needs of the users. The collections will be evaluated periodically, for example, by comparing them with similar collections in other institutions, in order to ensure their quality.

The Jewish collection, which is one of the most important collections in the world, will become a platform for the National Library. Its development will be based on a comprehensive policy - collecting as much as possible of materials on Judaism and the Jews, and on the culture and expression of their writings, in other words, in sound and image - from ancient times until today. The collection will include primary and secondary sources in various formats - digital material.

The development of the Jewish collection will be based on materials from Israel and on the collection of materials from the world, according to priorities that reflect the needs of the users, costs and danger of loss. The National Library will examine the framework of the copyright and preservation in national libraries in countries where many materials on Judaism are published, hoping to meet, whenever possible, with a digital copy only, and to rely on the preservation of long-term of these libraries.

The National Library will cooperate with university and national libraries in order to create a universal mapping of physical and digital collections in the field of Judaism, to build links between them, and to participate in the establishment of a transnational consortium of digital manuscript libraries.

The library will be a platform for the display of works of the world, the presentation of materials that are located in the Diaspora. The National Library will also establish a virtual community in order to allow researchers from all countries to access these materials.
תפיסת התחדשות הספרייה

ספריות בכלל וספריות לאומיות בפרט ממלאות תפקיד מרכזי באיסוף הידע האנושי, בשימורו ובהנחלתו, וכן בקידום המחקר. מהפכת המידע מעצבת את החברה האנושית כ’חברת ידע’ ומביאה לשינויים ניכרים بصورة一般来说, ב boşות, פלט, וסימון תחומי מחקר בשטח ה而出産, ובשיטות העבודה ובתחומי העבודה בעולם המחקר ובשטח ההוצאה לאור. הציפייה של הציבור, ובכללו החוקרים, היא לקבל מידע בכל זמן ומכל מקום, לכל סוג מכשיר – מחשב, טלפון נייד וכדומה. זמינות המידע ברשת האינטרנט והגישה הנוחה לכול מחייבים העמדת כלים מתאימים לאיתור תוכן אמין ורלוונטי במהירות ובקלות באוקיונוס המידע העצום, ולהצגה בצורה ברורה ובהירה. ה’דמוקרטיזציה’ של תחום ההוצאה לאור, הנובעת מזמינותם של כלים להפקת יצירות כתובות – קוליות, מוזיקליות ואורקוליות – והשפע העצום של תוכן הוא בעל ‘חיי מדף’ קצרים, מציבים בפני ספריות לאומיות שני אתגרים: איסוף חומר דיגיטלי ומודפס בנפח ובتنوع הגדלים בהתמדה, ושימור ארוך-טווח של חומר דיגיטלי. ימי התחדשות הספרייה הלאומית של ישראל, בתקופה של השתנה ותסיסה בעולם המידע, מחייבת, בדומה לנעשה בספריות לאומיות אחרות, לרענן ולעדכן את הגדרת תפקידה ותחומי אחריותה, להרחיב את השפעתה למעצי משתמשים חדשים, ולשפר את השירות הניתן להם.

הספרייה הלאומית

הספרייה הלאומית שוכנת בירושלים והיא אוצר של העשייה האינטלקטואלית והיצירה התרבותית של העם היהודי לדורותיו והחברה הישראלית על רבדיה, ומרכז תרבותי לאומי עבור הציבור ועבור קהל החוקרים בישראל ובעולם. הספרייה אוספת, מפיצה, מנחילה ומשמרת את המורשת התרבותית וההיסטורית של העם ושל המדינה על כל אזרחיה, ומתמחה בתחומי היהדות, ישראל והאסלאם. היא משתמשת ככל ה[cell] בטכנולוגיות המידע וברשת האינטרנט על מנת לאפשר גישה לאוצרותיה מכל קצווי תבל, בהתאם לתכתיבי זכויות היוצרים. הספרייה היא מקור ומדריך למידע מקיף בשטחי תמחיה, הן בתחומיה הן בעזרת שיתופי פעולה המנגישים תכנים רלוונטיים מספריות אחרות בעולם.

מוכוונות לקוח היא מאפיין מרכזי של הספרייה. הספרייה שמה לה למטרה לשרת את צוותה בשירותיה כ özellikleri עיקריים וخروج לה התאמה בין השירותים الاجتماعيים, בתחום ההדרכה והמענה, בתחום פיתוח ובריאות ההורים, בתחום הפעילות האנשיים, בתחום הפעילות בתחום התרבות וה어서נים, בתחום הפעילות בתחום התרבות וה어서נים, בתחום הפעילות בתחום התרבות וה어서נים, בתחום הפעילות בתחום התרבות וה어서נים, DAMAGE. הספרייה היא מחנה במשכן הפיזי ובגרסתה הדיגיטלית, הספרייה היא מקום מזמין עבור אזרחי ישראל והעולם כולו ליהנות ממכמני תרבות ישראל והעם היהודי. ביקור בבניין מאיר הפנים של הספרייה מאפשר למבקרים להתרשם מרוחב היריעה של היצירה הישראלית והיהודית ומיחסי הגומלין שלה עם תרבויות העולם.
הספרייה הלאומית: תכנית האב להתחדשות

(INTRODUCTION)

This document presents a master plan for the renewal and development of the National Library of Israel for the Jewish and Israeli generations and for those to come, to provide the best services for the general public and for the research community in Israel and around the world and to perform a central role in the life of the spirit and culture of all its citizens and the Jewish people in general.

The library will undergo a new home with physical spaces, infrastructure, in the years 2010-2016. The plan covers the years 2010–2016 and includes a detailed outline of short-range and long-term goals. The goals of the library for the years 2010–2016 are presented in the introduction, including the definition of the concept of renewal.}

The library hopes to become a real national library, and to serve all citizens on all its levels, and to increase the number of users of its physical and virtual services and to attract a diverse audience as much as possible. The library will continue to serve as a research library, and to improve its collections and services to the research community in Israel and around the world. However, in addition, it will place a strong emphasis on its role as a national library, and will strive to serve a very diverse community composed of large groups of immigrants and of different religions and countries.

The library will adapt its collections, services, and educational and cultural activities to the needs and interests of all the components of the rich tapestry of Israeli society. In addition, as a central library and a of the Jewish people in general, it will adapt its language and services to the needs of a very large public, connected to the world.

Democratization of knowledge is a central value in the library's values system, to which it will work, and to develop. This, of course, alongside consideration of the legal limitations of copyright, and focusing on the most reliable, accessible, and up-to-date sources.

The implementation of the renewal plan presented here, and the transfer of the library to a suitable, accessible, and friendly new home, will enable the implementation of these aspirations. From a national perspective, we believe that we will succeed.
I HAVE A DREAM

Moderato, Temпо giusto $d=100$

\[
\begin{align*}
&\text{Dm} & \text{Am} & \text{Bm}_5 & \text{E}7 & 1 & A \\
& & & & & & \\
& & & & & & \\
& & & & & &
\end{align*}
\]
The National Library of Israel: Master Plan for Renewal
2010-2016

Contents
11 Opening
12 Old Library in a New World
13 Setting the Conceptual Framework
14 The Library in the Framework of the Research and Education Center
15 The Center of Culture and Education
16 The Hybrid Physical Library
17 New Physical Infrastructure
18 Funding Sources
19 Orientation in
22 Development of Collections
24 Expansion of Research and Educational Services
26 Operation of a Center for Culture and Education
28 The Digital Library
30 Creation of Collaborative Activities
32 Organization of Processes
34 Preservation of Collections
36 Adaptation of the Organization
38 Integration of Technology
40 Consolidation of Social Status and Law
42 Guaranteeing Financial Sustainability
44 Building a New Residence
45 Continuing Operations in the Existing Building