הספרייה הלאומית
The National Library of Israel
المكتبة الوطنية الإسرائيلية

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

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פרקרביעי

מחברו למודר ממנו מאכל עם
חבירו ואינו שאין עושין בהן אוכל נפש המודר מאכל מחבירו לא ישא
ישראל נתה וכברה וריתים וקנור אבל משאילן חלוק ושל גזמים ושבעות וכל
דבר שאין עושין בו אוכל נפש ומקום שמשכירין כו' ישאל בהן אסור: המודר מו
הו אין יקול לה הנאת מאכלך עלי ותיגיל הגזמה הלה של אחכאם שמו ופה:
המודר הנייה מחבירו שוקל את שקלו ופורע את חובו ומחזיר לו אבדתו ומקנה
שנטלו עליה שהרי הקול הנייה לבקדש: שוקל שקלו אין ידוע עוה מתנה
השקל לאחם לה לאנה לם ויש אלה פאידה אעיל אנה מא דטעלה עי ואשלי
מנע עוה אליה ולא יחרם עלי כאובן אלא נדר אלא יבה מנה שמעון אם
מנע אליה מן אם בשל שמעון ואנמא יחרם עלה ונבעה בם קדל ומחזיר
אבדתו לאנה מדוה נברה עלבאה של שדע פאן כאנה לעזרה אן יאכל לי
ירד לה מלבה עי פלא יחלה לאנה קל כיל בם עאלה ען חכם שדע וכאנה מ
אכל לעי לי יאכל כדהא וקל נפע לך לי תלא אלא נפעה מן אכל לעי לי

אין בין מודר הנייה מחבירו לבין מודר מאכל מחבירו אלא שזה אסור
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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 Israel'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

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.

The document begins by presenting *The Concept of Library Renewal*, including the vision of the new Library. *The Library's Objectives for 2010-2016* are then defined and explained, including a list of near-term and multi-year goals.

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. There will be hard choices to be made and many specific problems that derive from the scope of our vision. Not everything is feasible; yet today, if we plan wisely, much more is possible for the National Library than ever before.

Underlying the plan is the assumption that offering content, relevant and attractive services, the provision of excellent customer service, appropriate positioning and efficient marketing of the Library will draw many new clients of different types to the Library itself as well as to its Internet site. Over 600 users will visit the new Library building daily to use the research and reference services located in the physical quarters – more than 250,000 visits annually; approximately 250,000 visitors each year will participate in tours and educational and cultural activities offered in the building. More than 10 million visitors are expected to access the Library's Internet site annually.

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 the areas of Judaica and Israel, 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.

Israel Collection

The newly established Israel Collection will stand as a record of 'national memory' for the people, nation, State and land of Israel. Based on a comprehensive collection policy, its brief will include: systematically collecting and preserving all content published in Israel and deposited with the Library, as defined by law; amassing the personal archives of Israel's prominent cultural leaders and artists, collections of ephemera, audio and video recordings, Israeli Internet text creation and other materials, publications throughout the world that concern Israel, theses and dissertations submitted for advanced university degrees, Government publications, photographs of the Land of Israel in all periods, oral history and more.

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.

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.

The archives will conform to the collection policy, which takes into consideration degrees of access, digitization and preservation required for a given archive. The development of discovery tools, dictionaries and online indices is vital to making the archives accessible to researchers. Selective digitization of items likely to arouse special interest is expected to attract the public.

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 unify 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. Physical and virtual spaces will complement one another: clients will make use of digital services within the Library and continue accessing them in their homes or institutions; online users will be able to acquaint themselves with the physical layout of the Library and submit requests to reserve physical resources – such as preferred work stations, or reserved or archived materials – or order a time slot for consultation with an expert.

A Centre of Culture and Education

The library will aspire to serve as a central force in shaping the cultural discourse in Israel and in the Jewish world by actively creating access to its treasures, both physical and virtual, for all who seek them. The creation of a lively and attractive venue, with hundreds of thousands of on-site visitors and millions of virtual visitors annually, is an attainable goal.

Cultural Activities

The Library will leverage its unique role as the trusted repository of the cultures of Israel and the Jewish people, and as a contributor to shaping and developing these cultures through its ties to the academic community. It will utilize its central location on Museum Row to foster new perspectives on Israeli and Jewish history. The Library will aspire to stimulate public discourse through in-depth treatment of subjects such as the complex relations among Judaism, Islam and Christianity, and the cultural interrelationships forged among them, and between them and other cultures; relations between Israel and the Diaspora from a cultural perspective; the place of the Bible in the cultures of the world; the history of Hebrew writing and the Hebrew book; and the development of the Hebrew language. Cultural programmes relying on and relating to the Library collections will be hosted on the Library premises and in its virtual space.

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 expanse 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 reposit 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 put 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 Judaica, 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 functional internal spaces that are flexible and easily 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.

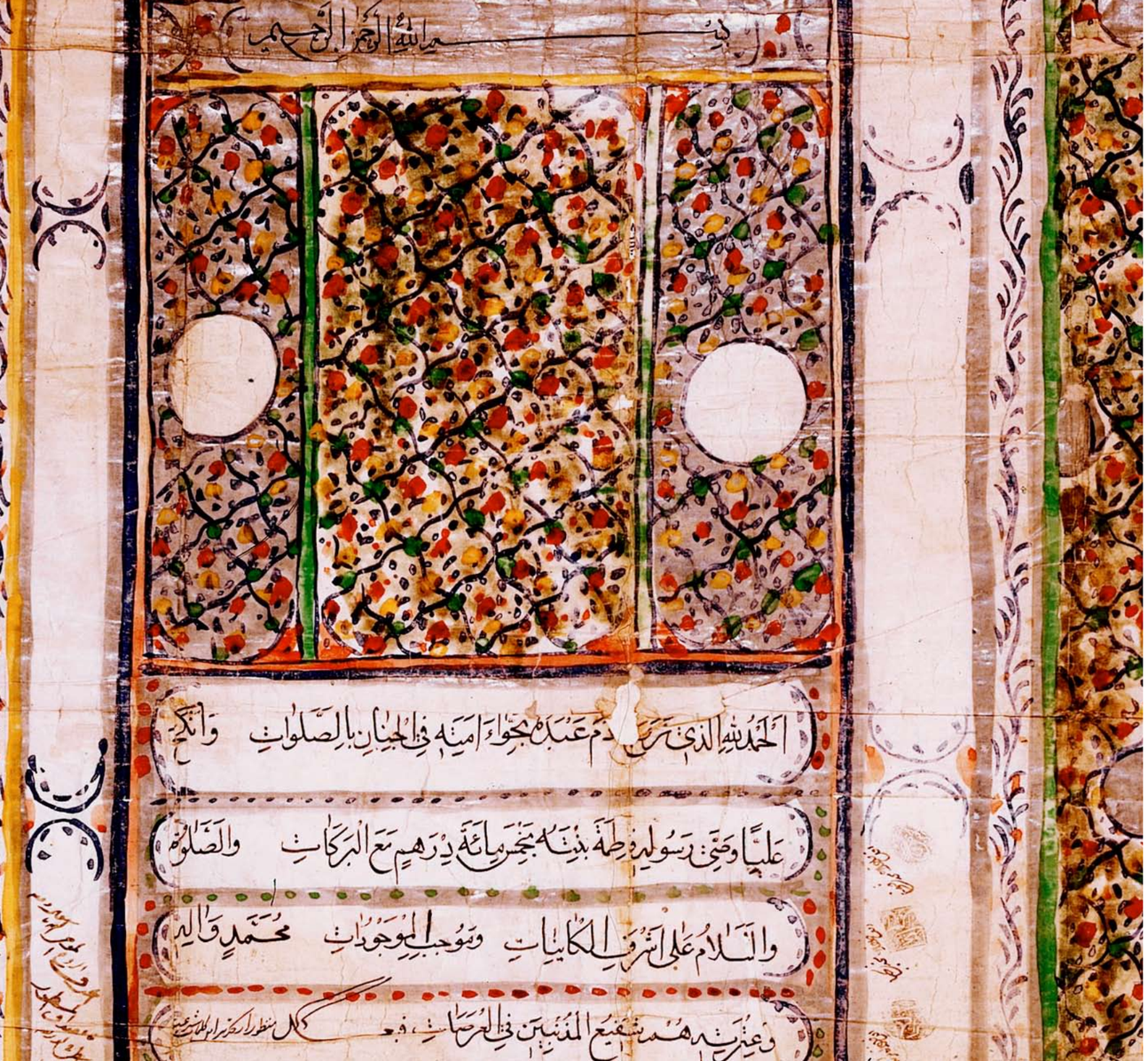
Funding Sources

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.



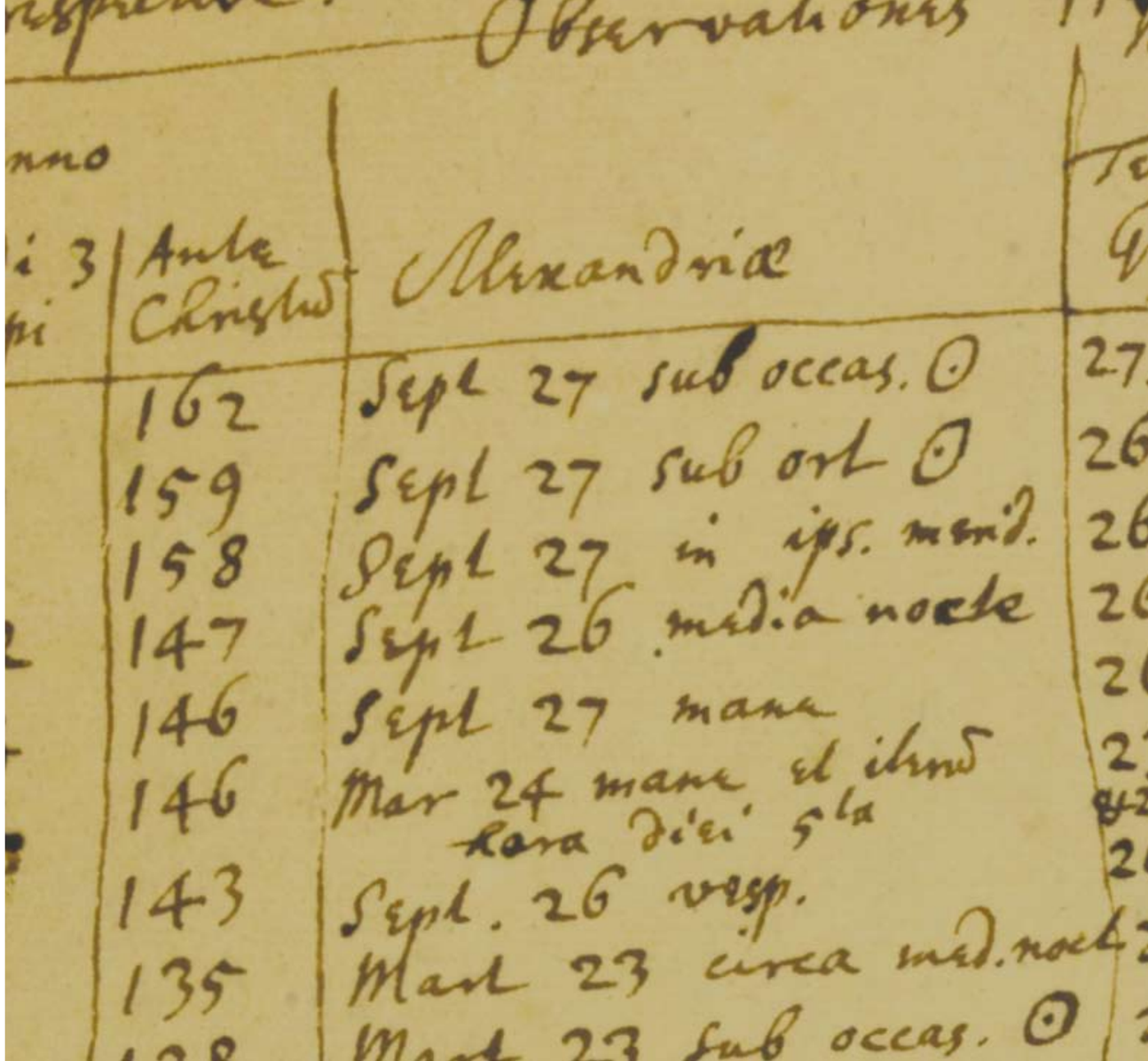
Objectives for 2010-2016

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'[1] 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

- 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

Multi-year objectives

- To build 'comprehensive collections'[2] 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'[3] 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[4]

- 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

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

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' programme 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

- 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

Multi-year objectives

- 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 fullyoperational state

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

- 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

Multi-year objectives

- 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

- 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

Multi-year objectives

- 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',[5] 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

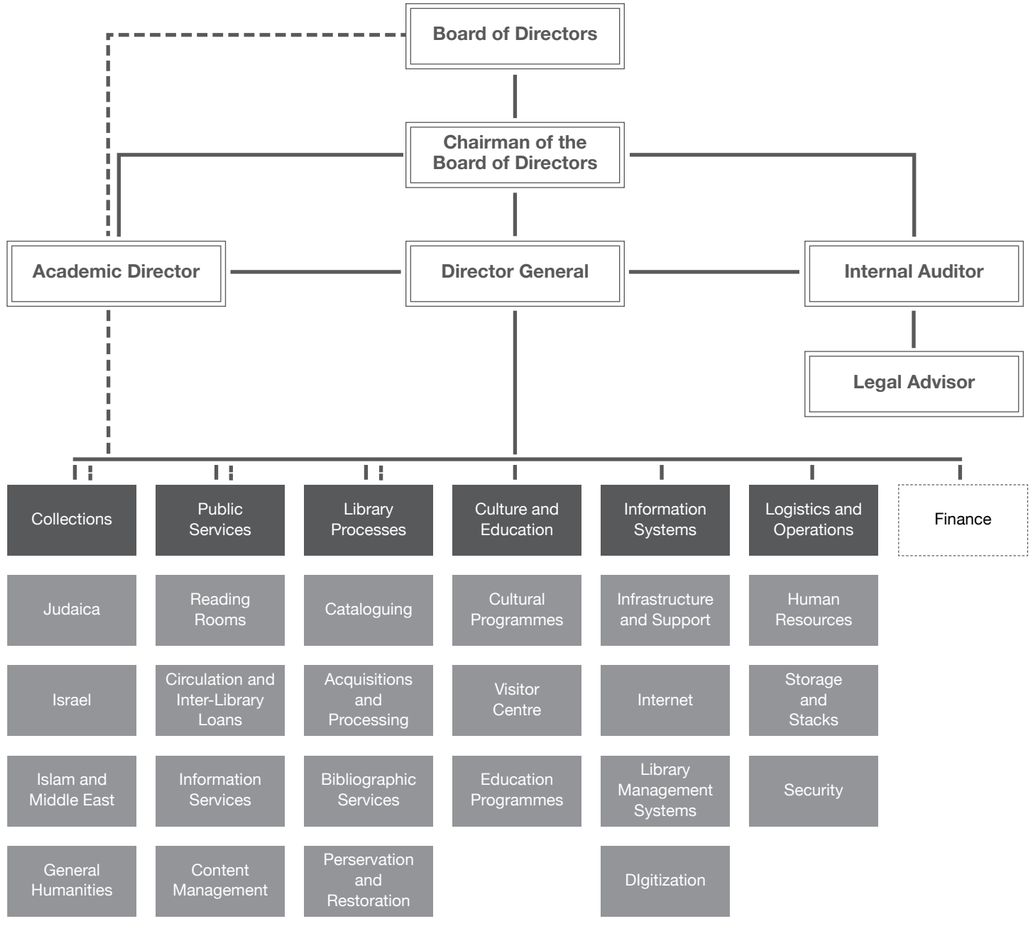
To adapt the organisational structure, administrative style, staff and work processes to the needs and objectives of the Library

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.



Related goals

- Organising Library processes; integration of technology

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

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

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 inextricably 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

- 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

Multi-year objectives

- 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:

Function	Existing Area (m²)	Required Space (m²)
Reading rooms • Increase in number of stations of various sizes/ configurations from 350 to 500 • Increase in open shelves from 190,000 to 380,000 volumes	2,700	5,700
Special collections	2,300	3,700
Culture and education • 3 exhibition spaces • An auditorium with a capacity of 400 seats • 6 seminar rooms for 25 people each • 4 seminar rooms for 50 people each	400	2,200
Local storage • Reduction in number of volumes from 3.5 million to 1.2 million • Use of high-density storage	9,000	2,500
Public spaces	1,900	3,200
Library processes	1,200	1,400
Preservation, restoration and digitization	800	1,500
Administration offices and staff sections	400	550
Research projects	300	450
Technical rooms	1,000	3,800
Total area in the main building	20,000	25,000
Remote storage • Increase in number of volumes from 1.3 million to 3.6 million	4,000	7,000

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

- 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

Multi-year objectives

- To carry out periodic investigations in order to identify, in a timely fashion, threats and malfunctions that require attention

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

On the next page:
Photo of the plot of land where the new National Library of Israel building will stand, adjacent to the Knesset and Avenue of the Museums
Photo: Asaf Pinchuk