Refocusing Distinctive Capabilities: Strategic Shifts in Baker Library Services

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Presentation Overview

1. **Context for the Strategic Shifts**
   - Mission
   - Enduring goals
   - Precursors to Success

2. **Developing New Capabilities**
   - Research Support Continuum
   - Research Services Model
   - Project Management Office
   - Collaborative Research Environment

3. **Next Steps**
We support Harvard Business School’s mission by enabling the creation and exchange of ideas, expertise and information.
Enduring Goals

1. Deliver the greatest possible value to KLS’s customers by integrating our expertise and resources in support of their teaching, learning, and research.

2. Build and enrich a knowledge and information ecosystem that delivers what the customer needs when they need it, seamlessly.

3. Be the “trusted advisor” for HBS in knowledge, information and learning practices.
### Setting the Context: KLS Strategic Shifts

<table>
<thead>
<tr>
<th>Strategic Shifts</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Integrate with Research and Course Development</strong></td>
<td>Integrate with Research and Course Development</td>
<td>3 pilot MBA projects</td>
<td>34 projects Model developed</td>
<td>Develop - 9 Revise - 9 Enhance - 60 10% Growth Focus MBA and Exec Ed</td>
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<tr>
<td><strong>Organize the School's priority information</strong></td>
<td>Catalog books Socialize information management</td>
<td>Catalog electronic information: Institutional Memory (IM) Information Lifecycle Management Program</td>
<td>IM and Centennial Assets Scholarly Asset Standards for SharePoint (Intranet)</td>
<td>Scholarly Assets Information management standards and governance Expert resource</td>
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<tr>
<td><strong>Develop an enterprise Web service</strong></td>
<td>Ad hoc – mainly work for KLS</td>
<td>iTRAC 89 projects</td>
<td>74 + projects Intranet Program Office</td>
<td>Transferred to ITG</td>
</tr>
<tr>
<td><strong>Move to electronic products and services</strong></td>
<td>Status Quo 2.5X $ electronic vs. print</td>
<td>First Knowledge Center – BBOP HC web properties 2.9X $ electronic vs. print</td>
<td>Institutional Memory Agribusiness KC OPM eBaker 2.9X $ electronic vs. print*</td>
<td>Deliver our products in SharePoint 2.3X $ electronic vs. print*</td>
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<tr>
<td><strong>Support Global Research and Education</strong></td>
<td>No Focus</td>
<td>European universities Research Centers Global content (China, India)</td>
<td>Chinese Universities Harvard collaborations Launch GKEN – 40 269 global research reqs</td>
<td>GKEN + China, Europe, India China Knowledge Center</td>
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<td><strong>Increase reach of faculty knowledge dissemination</strong></td>
<td>Working Knowledge (WK) website and newsletter</td>
<td>WK for Exec Ed, Publishing, news media WK moved to daily content</td>
<td>Economic Crisis site WK for School’s Initiatives Align with HBS Marketing Scholarly Communications Task Force</td>
<td>Strategy for knowledge dissemination WK stakeholder analysis “Platform” management Healthcare collaboration Scholarly Communications</td>
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Precursors to Success

- Professional graduate school program only
- Single-focus teaching model (case method)
- Entrepreneurial faculty (open to innovation)
- High ratio of professional to paraprofessional staff
- Change mandate from Dean’s Office
Overarching Goal

Leverage our distinctive capabilities through strategic shifts aligned with HBS priorities in order to institutionalize the integration of research and course development, creating greater value for our faculty, students, and community.
New Capabilities – Enabling the Shift

1. Research Support Continuum – shift in focus from reference to research
2. Service Delivery Model – staff and procedural shifts to support research
3. Project Management Office – new individual and organizational capabilities to support project-driven work
4. Collaborative research and course development environment – introduction of new technology
Research Support Continuum

**Tier 0**
- Self Service
  - Provide me with tools to find resources

**Tier 1**
- Ready Reference
  - Point me in the direction of resources I can use myself

**Tier 2**
- In-Depth Reference
  - Help me find resources for a complex question

**Tier 3**
- Consultation
  - Help me find and use resources for a complex question

**Tier 4**
- Knowledge Creation
  - Help me analyze information and create new knowledge
Research Services Model

- Self Service Tools
- Fast Answers

- Resource Allocation
- Collection Development

- Increased volume
- Tier 2-4 focus

Customer Query

Service Delivery

Course Integration
BLS Project Management Office

Customer Request

KLS Staff Identified

Pipeline Group Identified

Opportunity Clearinghouse

BLS Mgrs. Review

Customer Meeting

Gather Information

Gather Advice

BLS Mgrs. Evaluation

Hand off to Project Mgr.

Clearinghouse Phase

Project Set-up

Project Kick Off Meeting

Project Planning Meetings

Task Completion Meetings

Customer Check In Meetings

Customer Feedback

Team Feedback

Implementation Phase
Collaborative Research & Course Development Environment

Program Management

Joint Studio

Living PlanIT Case

HBS Field Study

Research Program

Exec. Ed. Program

Web Presence

Doctoral Seminar

MBA Course

Summer Internship
Next Steps

1. Continue to develop individual capabilities: research support, course development, project management, subject matter expertise, collaborative research environments and digital scholarship

2. Build out research and course development toolkit: self-service tools, project templates, resource allocation, assessment approach

3. Expand targeted marketing and outreach approach

4. Develop broader knowledge sharing community

5. Position for new Dean
Thank you!

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