

H A R V A R D | B U S I N E S S | S C H O O L

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

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

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

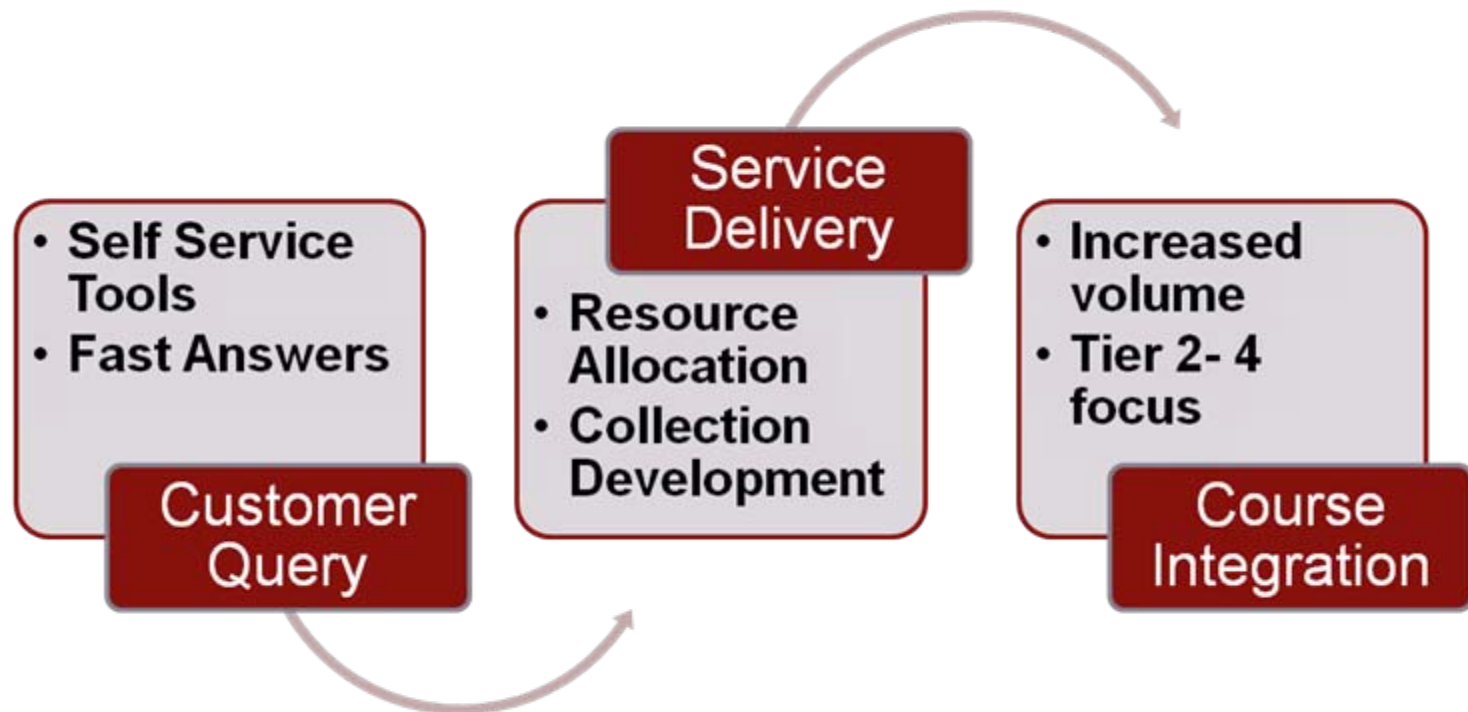
Tier
3

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

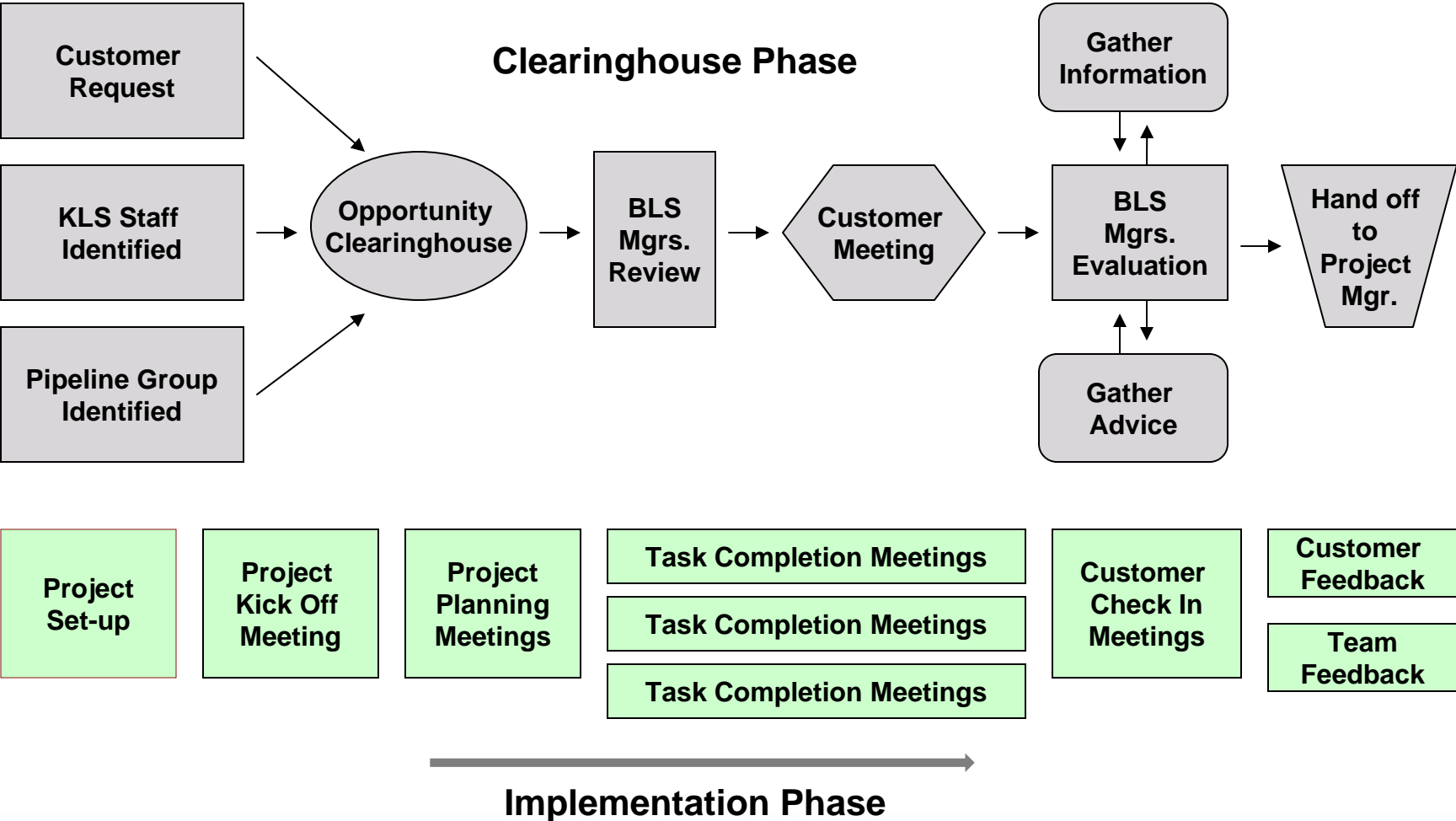
Tier
4

- Knowledge Creation
- Help me analyze information and create new knowledge

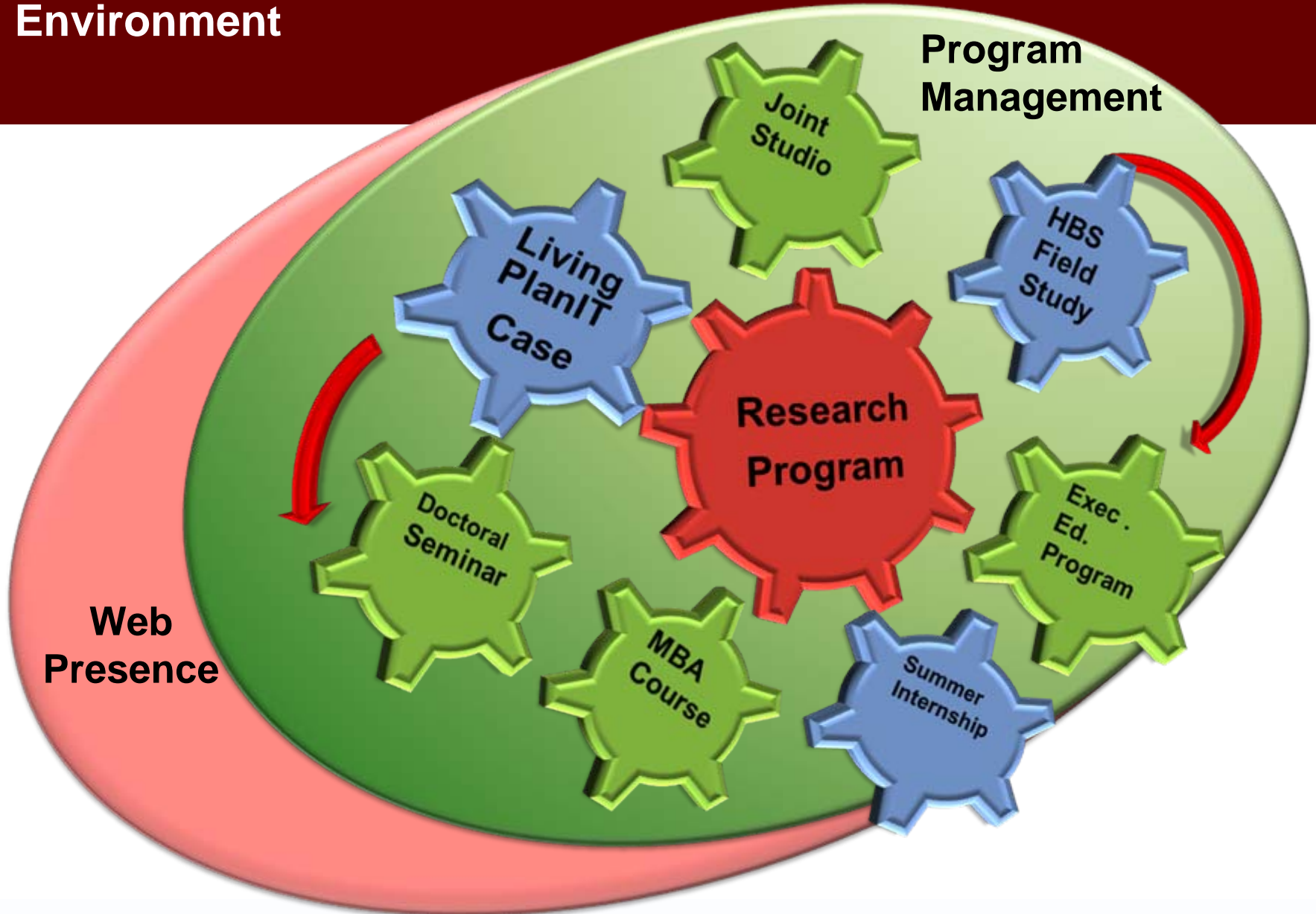
Research Services Model



BLS Project Management Office



Collaborative Research & Course Development Environment



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**

Contact Information

Thank you !

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