Library Strategy

2024-2027

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1 Foreword

1.1 Mission and purpose of the Library

The Library of the Corvinus University of Budapest (hereinafter: Library), is one of the basic institutions of lifelong learning. As part of the academic ecosystem, it supports the acquisition of knowledge, the creation and dissemination of new knowledge and skills through its infrastructure, information transmitting services and community-forming activities.

The Library's Mission is to contribute to the creation and maximisation of the impact of the cutting-edge scientific achievements of Corvinus University (hereinafter: University), to the education of responsible, motivated, broad-minded, and highly qualified professionals and leaders of the future, and to the international reputation of the University through its high-quality, customer-oriented services and learning spaces in line with international trends.

The Library's vision is to support the research community by providing access to scientific resources, research databases, innovative services, and by transmitting the culture change of knowledge sharing, to increase the educational-research potential, to enhance the University's reputation and social impact through the broad dissemination of its knowledge and intellectual heritage, to contribute to a nuanced appreciation of academic achievements, to enrich the learning experience through student-centred learning support activities, and to promote student success.

1.2 Aim of the Library's strategy

The library strategy aims at building on the current elements of the research infrastructure, the Library's traditional scope of duties and the services it offers, to identify the development lines and activity areas that will contribute to fulfil the University's mission and promote individual and institutional success.

2 Situation analysis, strategic directives

The development of digital and ICT technologies and the spread of artificial intelligence applications for education and research purposes represent a huge challenge and, at the same time, opportunity for the scientific community. Additionally, they involve fundamental transformation of the knowledge sharing culture and the education and research processes. The transformation is affecting all elements of the academic ecosystem and has influence also on the service strategies and operational processes of academic libraries.

The library, with its information provider and scientific content management functions, as defined in the National Higher Education Act (CCIV of 2011. 14.§ (2),) is a driving force for the digital transformation and scientific culture change. Its activities help the University as an institution and as a community of lecturers, researchers, and students to exploit the potential of the researcher process and maximise the scientific impact of the University.

Based on feedback from lecturers and students, the Library is a well-functioning organisational unit providing important services and is also a popular public library for external users. In Hungary, it has a unique collection in the field of economics, business, and management sciences, both in terms of historical and recent literature. The focus of its activities is supporting education, research and studying, promoting both individual and institutional success, building on services that go beyond the traditional role of the Library. The Library is a member of some international professional networks and an active, leading institution in the national scientific information ecosystem.

2.1 Strategic directives

As a *core institution for lifelong learning* the library's commitment to integrate its transversal competence development training sessions into the educational processes and the complex talent management system of the University. Our aim is to support research and publication effectiveness at different stages of the research lifecycle, through individual and group consultation. with a special focus on the early stages of the research career,

Following the University's *internationalisation* strategy, the Library is integrating into the international higher education space through the network of higher education libraries and professional organisations (EBSLG, ZBW, LIBER, COAR, EKK, ODR), and is an active participant in library staff mobility programmes. It promotes the integration of international best practices into the academic world, through research support, publication dissemination, Open Science education and the provision of scientometrics and publication data reporting services, and it supports the University's *international embeddedness* and accreditation processes, additionally, it contributes to the growth of its reputation.

During the university recruitment and onboarding processes, special attention is paid to monitoring and supporting the integration of international researchers and students into the university community.

The Library forms its q*uality-focused, efficient* services, data, and literature resources by monitoring the needs and feedback of the university community and following international benchmarks. It communicates the latest international publishing expectations and helps avoid publication pitfalls. It ensures both the institutional coordination of modern technologies and artificial intelligence platforms, that support qualitative and competitive education and research, and the administration of subscriptions.

3 The strategic goals of the Library

A. The Library develops *Research support services for University researchers* a collaborative and responsive range of literature, data resources and services that support the whole research process and promote research, publication and application success and excellence.

B. Through its *Education Support Services* for *University Lecturers,* it provides support services that help lecturers to carry out their teaching duties effectively and to the highest international standards.

C. The Library offers *Learning support services for the students at the University* in the form of extracurricular competence development courses to promote their academic success. It operates a modern infrastructure that meets accreditation requirements, and inclusive, competent learning spaces that are adapted to learning customs.

D. With its *Scientometrics services* the Library supports institutional decision making, the individual advancement system and the national and international accreditation processes by providing scientific metrics and publication data reporting based on its publication management activities.

E. *Social impact, third mission* – The library is a partner for the university and the wider community in supporting the creation and dissemination of scientific results and innovative knowledge projects. It strives to strengthen the University's role in local society and its links with the civil society, and to promote its knowledge and intellectual heritage in real and virtual space.

F. *Public and Research Library role* - The library, as part of the national academic library supply system, carries out its information and collection management activities in accordance with modern library professional standards, as defined by

law.

4 How to achieve our aims?

4.1 Research Support

The Library builds *its collection* according to the needs of researchers, helping to identify and access literature and data sources. It ensures access by coordinating needs, developing optimal licensing conditions, and helping to choose access modes, improving the cost-effectiveness of research.

It operates *digital institutional repositories* to ensure the visibility and maximise the impact of the university's knowledge. It helps researchers to place their publication version in a legal, publisher-contract-compliant format. It ensures compliance with the open publication requirements of the European call for proposals and increases the searchability of publications with enriched data content. By operating the repositories Digital History of Hungarian Economic Thought and the Hungarian Economic History Archive, it makes the intellectual heritage of the University widely searchable and researchable and increases its prestige.

With its *research excellence* training courses integrated in the University's internal training system, the Library contributes to the conscious development of researchers' careers and publication success.

Through its educational activities, the Library communicates and raises awareness of national and international *Open Science* directives and promotes their practical application and integration into institutional policies.

With its *research data management* service, the Library provides advice to support the implementation of new data management tools, strategies and licences, FAIR guidelines, research data management and preservation practices. The Library participates in the development of RDM institutional policy, maintaining the visibility of the University's data asset and ensuring their visibility. It promotes the sharing of research data results, multiplying the impact of research results.

The Library participates of the University's *Artificial Intelligence Integrated Centre,* coordinates and manages the University's subscriptions to artificial intelligence applications for education-research.

In the frame of its *publishing activities*, the Library coordinates the publishing process of scientific (mainly digital) publications of the University, operates a free, open-source editorial platform, supports the university's journal and book publishing.

4.2 Scientometrics

The Library records and displays individual and institutional *publication output*. It supports the University's application and individual advancement system, the national and international accreditation processes (EQUIS, AACSB, AMBA) and the University's presence in the QS rankings by subject with validated publication data.

Participating *in professional communities* (e.g., CoARA) the Library contributes to a nuanced assessment of scientific performance using innovative metrics for impact measurement.

The Library also participates in the development and operation of the university workflow systems to promote research excellence.

4.3 Education support

The library participates in the development of the *artificial intelligence* policy based on international best practices, and in the elaboration of teaching materials in collaboration with the University departments.

It tracks the compulsory and recommended literature needs of subjects by monitoring subject datasheets and operates interfaces to submit the demands. The library provides

lecturers a personal copy of the textbooks used as compulsory literature for each subject.

Its digitisation activities contribute to the *integration of learning materials into learning systems*.

It ensures that its training courses can be integrated into criterium and professional communication subjects according to the needs of the lecturers, and contributes to the assessment of student performance by developing tests and task banks. Its ambition is to integrate its training modules into the thematic of professional communication subjects during the *development of study programmes*, and to include them in bachelor, master, doctoral and specialisation courses.

With its courses integrated into *doctoral programmes* the Library helps young researchers to develop their research potential.

4.4   Learning Support

In cooperation with the organization units of the University, the Library participates in the *complex talent management processes*, in activities supporting academic success and student excellence.

As part of the innovative, flexible learning-educational ecosystem, the Library provides intentionally designed *transversal learning pathways* to develop mainly digital literacy skills and enhances students' conscious and ethical use of resources and critical thinking.

With its *extracurricular courses* the Library complements the learning opportunities provided by the curriculum.

Supporting the University's *internationalisation ambition* the Library pays particular attention to integrate foreign students by providing its courses and guides also in English.

The Library extends its learning support services to different *learning environments*. Training sessions are available in face-to-face and virtual formats.

The Library, *by creating its learning spaces*, is adapting to changing user habits and makes efforts to increase the proportion of shared learning spaces.

Its consultation rooms and classrooms serve as a meeting point for lecturers and students and can be used *as community spaces* for communities and student organisations.

4.5   Social impact, Third mission

In the field of social responsibility and *sustainability* the Library cooperates with the University's departments. It supports the University's ambitions through its events, and the principles of environmental consciousness and sustainability are applied in its work processes and operations.

As a core institution for lifelong learning, in its role as a public Library, it contributes to the University's *third mission* of being a knowledge centre in the local and wider community by *providing information and shaping communities*.

By *extending access,* the Library promotes the democratisation of science, facilitating the widespread and ethical re-use of scientific results. By operating institutional repositories, the Library increases the University's *social impact*.

The Library is involved in the University's *science communication* projects. It organises events, conferences, exhibitions to display the traditions, values, intellectual heritage and knowledge of the University and the Library, both at local and national level in real and virtual space.

To *ensure equal opportunities and support for students with special needs,* the Library is involved in the Student Support Group's activities and participates in the development of university services.

4.6   Public and Research Library role

In addition to its role as defined in the National Higher Education Act, the Library performs the tasks defined in the Act CXL of 1997 on Museums, Public Libraries and Cultural Community Services. Through its international and national collaborations, it shapes and influences the functioning of the national academic information ecosystem (EISZ, EOSC participation, MTMT, Ni4OS).

It operates its information providing services and collection management activities in a network-based, coordinated, aggregated system, and builds *a collection to facilitate access*.

The Library *optimises continuously its search systems and platforms*, following the evolution of ICTs, data mining and text analysis tools. It supports intuitive search and aims to create a user-centric, personalised digital experience.

5 Implementation plan

Initiatives	Related target	Schedule	Contributors
1. Research Support			
a) Fulfilling individual data needs, providing access to data sources and databanks		ongoing	✓ Research Management
b) Introducing Research Data Management Policy		2024/25.	✓ Vice-Rector Organisation for Academic Development ✓ Research Management ✓ LARS
c) National and international grant activities and supporting of research management processes			✓ ERGO
d) Strengthening research competences and their multiplier effect: reforming the Library's course proposal in the University's internal programmes, focus themes:		2024/25.	✓ HR ✓ CEQEM ✓ AI Integrated Centre
• Research Infrastructure			
• AI in education, research			
• Open Science in education, research			
e) "Libcafé": ensuring regular group and individual consultations			
f) Appearance in the Research Week programme - communicating the current academic ecosystem		ongoing	✓ Research Management
g) Patron-driven collection management: increasing the proportion of patron-driven acquisitions (PDA)		2026/27.	✓ Finance
2. Scientometrics			
a) The University's grant schemes for academic excellence (CRE, Corvinus Long Term Academic Impact Award, Corvinus Early Stage Researcher Award)		2024/25.	✓ Research Management
b) Revise of the current MTMT provision		2024/25.	✓ Research Management
c) Support for international accreditation processes (EQUIS, AACSB)		2024/25.	✓ International Relations and Accreditations ✓ Research Management
d) Participation in the development of an action plan to implement the University CoARA guidelines		2024/25.	✓ Vice-Rector Organisation for Academic Development

			✓ Research Management
e) Strengthening the prevalence of CoARA guidelines in institutional research evaluation processes		2027	✓ Vice-Rector Organisation for Academic Development ✓ Research Management
f) Support for the renewal of the ACM		2026/27.	✓ Vice-Rector Organisation for Academic Development ✓ Research Management
3. Education support			
a) Development of a public thesis repository Automatic transfer of theses uploaded into the Neptun education system to the university thesis repository run by the library.		2024	✓ Digital Innovation
b) Implementation of student data synchronisation between the university education system and the integrated library system via interface		2024/25.	✓ Digital Innovation ✓ Monguz Kft.
c) Developing training content			✓ CEQEM ✓ AI Integrated Centre
• Establishing a task bank for the Personal and Learning Skills course		2024/25.	
• Participating in the development of AI curriculum:		2025/26.	
• Developing the Information literacy training module of the Master (bootcamp) programme		2025/26.	
• Providing English versions of training content		2025/26.	
d) Course integration into Curriculum			✓ CEQEM ✓ Education Management ✓ CDS
• Adult education			
o Training session integration into university courses, ensuring on-demand individual and group consultations		2024/25.	
o Integration of information management competence development into thesis seminars		2026/27.	
• Bachelor programme			
o Training session integration into the curriculum for all specialised study programme (in the frame of Personal and Learning Skills subject)		2025/26.	
o Integration of information management competence development into thesis seminars		2026/27.	

• Master programmes			
○ Participation in the Bootcamp project: integrating information management skills training sessions into the course		2025/26.	
○ Integration of information management competence development into thesis seminars		2025/26.	
4. Learning Support			
a) Library spaces - designing and operating inclusive, competent spaces adapted to user habits:			
• Section 1: Journal Reading Room		2024/25.	✓ Campus Services
• "Lobby", establishing coworking community spaces		2025/26.	
• Optimising individual learning spaces		2026/27.	
• Developing self-service applications, convenience services 7/24 applications: deployment of a book vending machine		2024/25.	
• Developing English versions of training content, self-revision tests, guides		2024/25.	✓ CEQEM
• Restructuring the portfolio of extracurricular skills training sessions		2027	✓ CEQEM ✓ Education Management ✓ Talent Management Centre
• Supporting talent management processes: participation in initiatives of academic immersion and broad intellectual horizon module (SSA)		2027	✓ Talent Management Centre ✓ SS
5. Social impact, Third mission			
a) Exhibitions, events, science communication Implementing regular open events in the local social space		2024-2027	✓ "Kisképző" (Secondary School of Visual Arts) ✓ Ferencváros - Local History Collection ✓ Alumni ✓ ERS Hub ✓ Research Management ✓ Communication ✓ Science Shop
• 100-year-old books			
• Join the *European Week for Waste Reduction*			
• Science Day			
• Researchers' Night			
• Open Science week			
b) Corporate social responsibility, sustainability:		2024/25.	✓ HR ✓ ERS Hub ✓ Communication
• Support of the "Family Friendly University" programme, revision of the library rules			

	• Expanding the range of activities offered for the school community service			✓ Research Management
	• Establishing a virtual and physical "green corner": displaying sustainability publications written by University lecturers (science communication)			
	c) Community building • "My Favourite Book" discussion series, an informal forum for lecturers and students			✓ Communication
6. Public and Research library role				
a)	In line with the University's infrastructure policy, restructuring of stacks areas, introduction of new inventory management practices and convenience 7/24 services		2024/25.	✓ Campus Services
b)	Preparing the transition to the Marc 21 international metadata schema		2025/26.	✓ Finance ✓ IT Support Centre
c)	Switching to Marc 21 metadata schema		2026/27.	✓ Monguz Kft.
d)	Obtaining the title "Qualified Library"		2026/27.	✓ MCI (Ministry of Culture and Innovation) ✓ Library and Information Science Library
e)	Preserving and ensuring the researchability of historical importance documents (small prints) of the university		ongoing	✓ Communication ✓ Print and Copy Shop ✓ IT Support Centre
f)	Preserving and ensuring the researchability of historical importance documents (small prints) of the university - building of a repository		2026/27.	✓ IT Support Centre
g)	Increasing the processability and searchability of the holdings		ongoing	✓ Monguz Kft.
h)	Development of the Hungarian Economic History Archive		ongoing	✓ Institute of Economics