

Martynas Mažvydas  
National Library of Lithuania

# STRATEGIC DIRECTION AND PRIORITIES

2024-2026



MARTYNAS MAŽVYDAS  
NATIONAL LIBRARY  
OF LITHUANIA

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# VISION

To be an integrating part of the advancement of public information policy, culture, education, science and economy

To be Lithuania's knowledge space, creating value for society

# MISSION







# ENVIRONMENT OF THE NATIONAL LIBRARY OF LITHUANIA

**The Martynas Mažvydas National Library of Lithuania is a national memory institution, accessible to all, operating in the fields of information dissemination, culture, science and education, ensuring the implementation of the state information policy within its competence.**

The National Library operates in a rapidly changing environment, which influences the forms of its activities, in order to fulfil the tasks assigned to it and to contribute to the implementation of national and international strategic goals. Rapid technological change is transforming the information and communication infrastructure, the development of AI and the use of robotics are gaining momentum, and the boundaries between the virtual and physical worlds are becoming increasingly blurred. Technological advances and synergies are accelerating, impacting public policy, the economy, culture, science, education and other areas.

Global trends are manifesting themselves in the national sphere, affecting and challenging the entire socio-cultural environment. Geopolitical trends call for a special focus on preserving the cultural and national identity of society. The development of innovative and value-added services also needs to take into account the growing demographic imbalance resulting from the unfavourable trends of human migration, declining birth rates.

The National Library aims to contribute to the development of a socially responsible society and, due to the scale and acceleration of global change, is aware of the need to apply a socially responsible performance management model. While the fundamental principle of the National Library's objectives as a social institution is to respond to the needs of society through its activities, the public has a reasonable expectation that the broadest possible range of societal interests will be taken into account, including the fact that organisations must also consider the societal implications of their activities. Social responsibility is important to the National Library in all areas: governance, employment, human rights, the environment, as well as consumer and service issues and in building and maintaining links with the community.

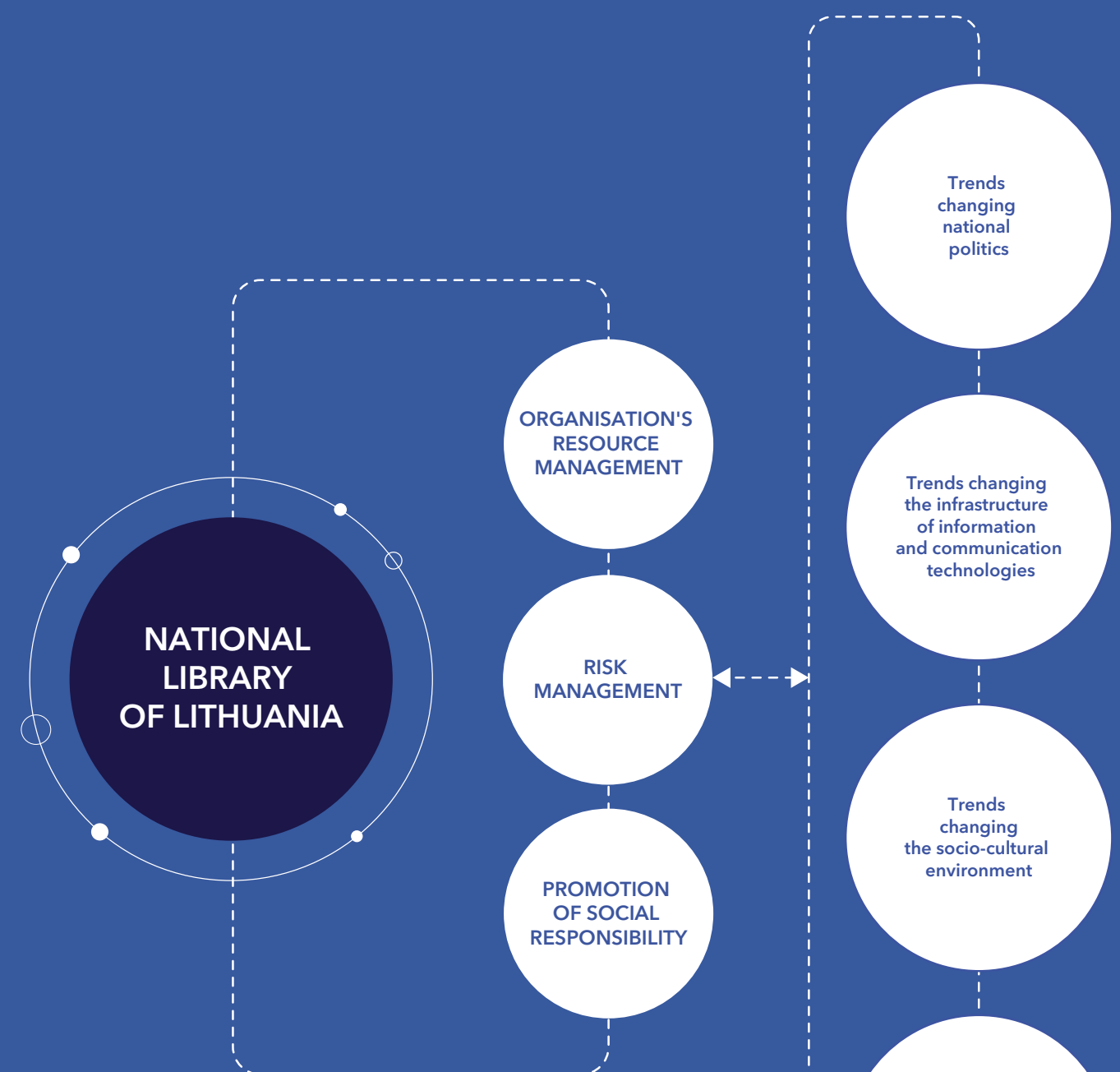
As information and data flows continue to increase, the importance of finding relevant, reliable information, safeguarding security and privacy in the virtual world, and comprehending how media shape culture, public opinion and influence personal choices is growing significantly. These concerns are becoming relevant and a priority for both decision-makers and individuals in society. Advances in the sciences, the availability of information and the variety of new educational methods and forms are driving innovation and development in non-formal education and lifelong learning.

In order to bring about the desired change, it is no longer enough to act only in one's own field, but it is necessary to understand and appreciate the potential offered by strategic partners. National and international cooperation contexts allow for a more rational use of resources and more sustainable solutions.

As stated in the Roadmap for the State Progress Strategy "Lithuania 2050": "Culture is the proof of a state's independence and the basis for its survival and prosperity." It is culture that helps unlock the creative powers of society and achieve a new quality of life, to find the keys to meet challenges and seize new opportunities.







**The National Library of Lithuania is a reliable strategic partner in the development of knowledge and information access, contributing to the acceleration of the progress of Lithuanian society and the enhancement of the country's international competitiveness.**



# VALUE CREATION BY THE NATIONAL LIBRARY OF LITHUANIA

In defining the strategic directions and priorities of its activities, and in order to ensure the sustainability of its activities, the National Library takes into account national and international strategic documents that define the directions and trends of cultural, educational, scientific, economic and social life.

The National Library is firmly committed to the same mission, objectives and values; in setting strategic objectives for the future, it aims to incorporate many of the innovations that have been developed in recent years and to renew its commitment to other initiatives of value to society.

Between 2024 and 2026, the National Library will continue to develop the information and cultural competences of society, to ensure the preservation and dissemination of Lithuania's cultural and documentary heritage, and to contribute to the strengthening of the country's statehood by ensuring a favourable environment for the creation, dissemination and use of knowledge.

The National Library of Lithuania is a leader in the policy of heritage digitisation, it is guided by its long-standing experience and coordinates the processes of digitisation, updating and integration of heritage into the international cultural heritage space. The National Library provides access to heritage research and aims to be a school for such research.

The National Library, aware of the importance of cultural policy in the country's socio-economic development processes and based on the strategic documents of cultural policy, gives priority to the following areas:

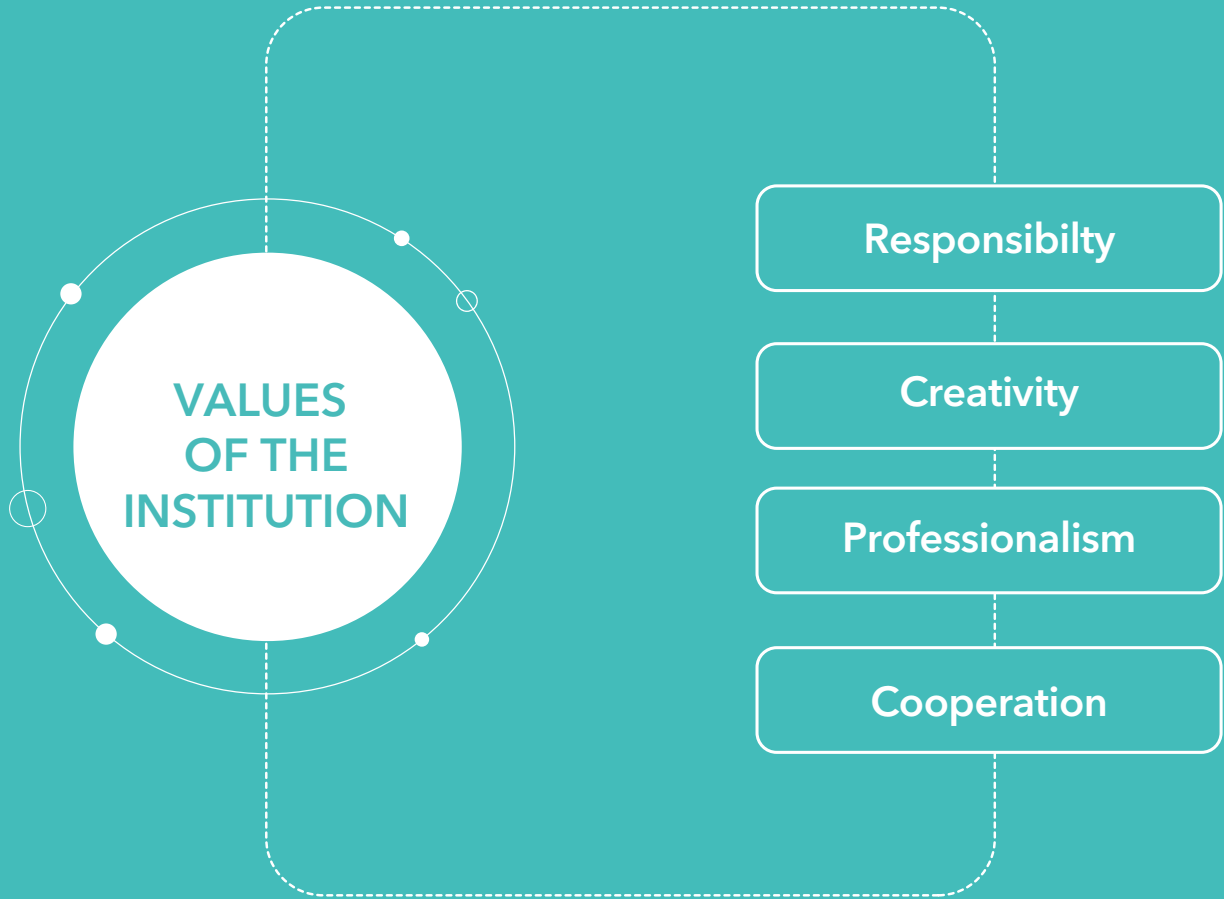
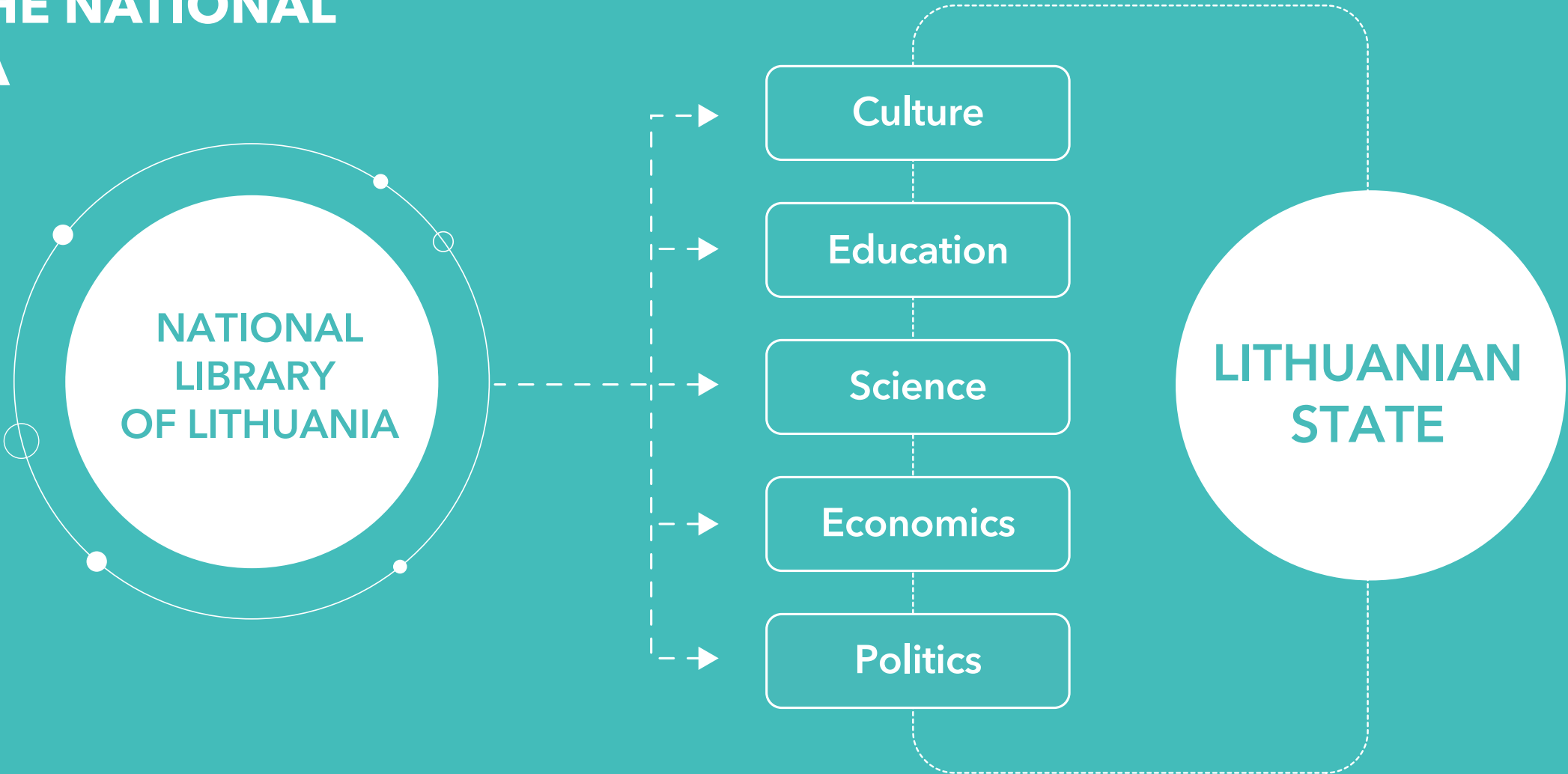
- a balanced and inclusive cultural policy;
- a creative personality and a society with a strong identity;
- a culture that creates value.





# VALUE CREATION BY THE NATIONAL LIBRARY OF LITHUANIA

The National Library plays a significant role in preserving, updating and integrating the national cultural heritage into the European Data Space.



The range of services provided by the National Library is very broad, including the presentation of the arts and creative industries, the promotion and dissemination of Lithuania's cultural heritage, cultural media and information resources. Services are constantly enriched by the innovations emerging in society, and quality management of services helps to ensure that they meet the professional, intellectual and spiritual needs of members of the public, thus creating the value of contemporary culture.

Cultural heritage resources are a key tool for the creation and expression of knowledge, influencing innovation, creativity and economic growth. The National Library is involved with partners in the development of a common European data space for cultural heritage. This EU initiative aims to accelerate the digital transformation of the European heritage sector and the re-use of cultural heritage content. The national projects will create a common infrastructure of digitised and digital cultural and audiovisual content, e-services

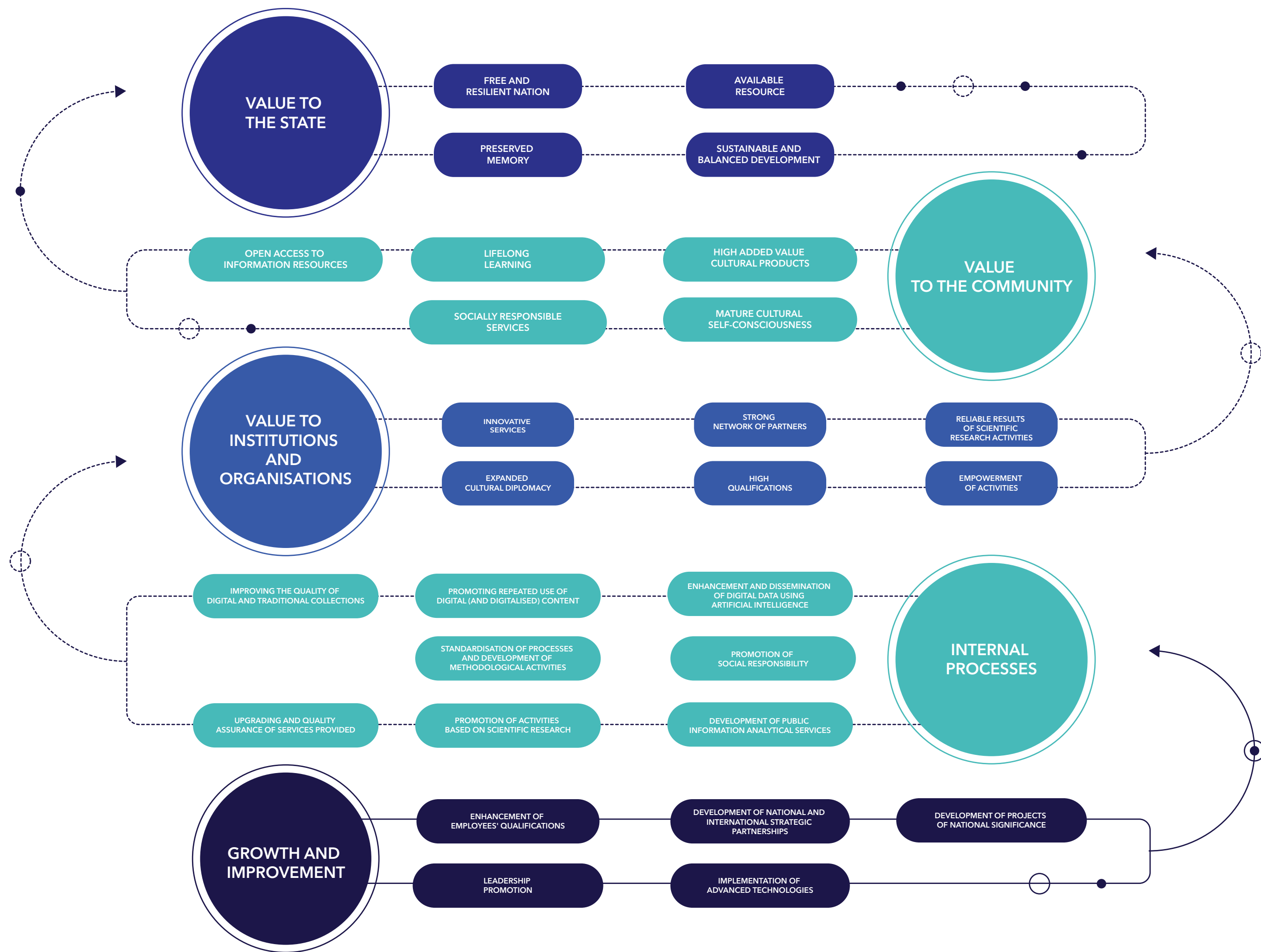
and dissemination to ensure the long-term preservation of Lithuania's cultural heritage, develop innovative tools for dissemination and publicity of the content and make Lithuania's cultural heritage data part of the Common European Data Space.

The relevance of Lithuania's cultural heritage through artistic expressions, by integrating documentary and audiovisual heritage into the conceptual content of professional works of art, provides an opportunity to make the country's cultural heritage an even more important and effective factor in the creation, preservation and transmission of national identity.

The ability to consistently implement initiatives of national significance, covering areas of national importance and to initiate interdisciplinary projects of sustainable lasting value on the basis of the results of these initiatives are a potential strength of the National Library, enabling the institution to become an active implementer and important contributor to national cultural policy.

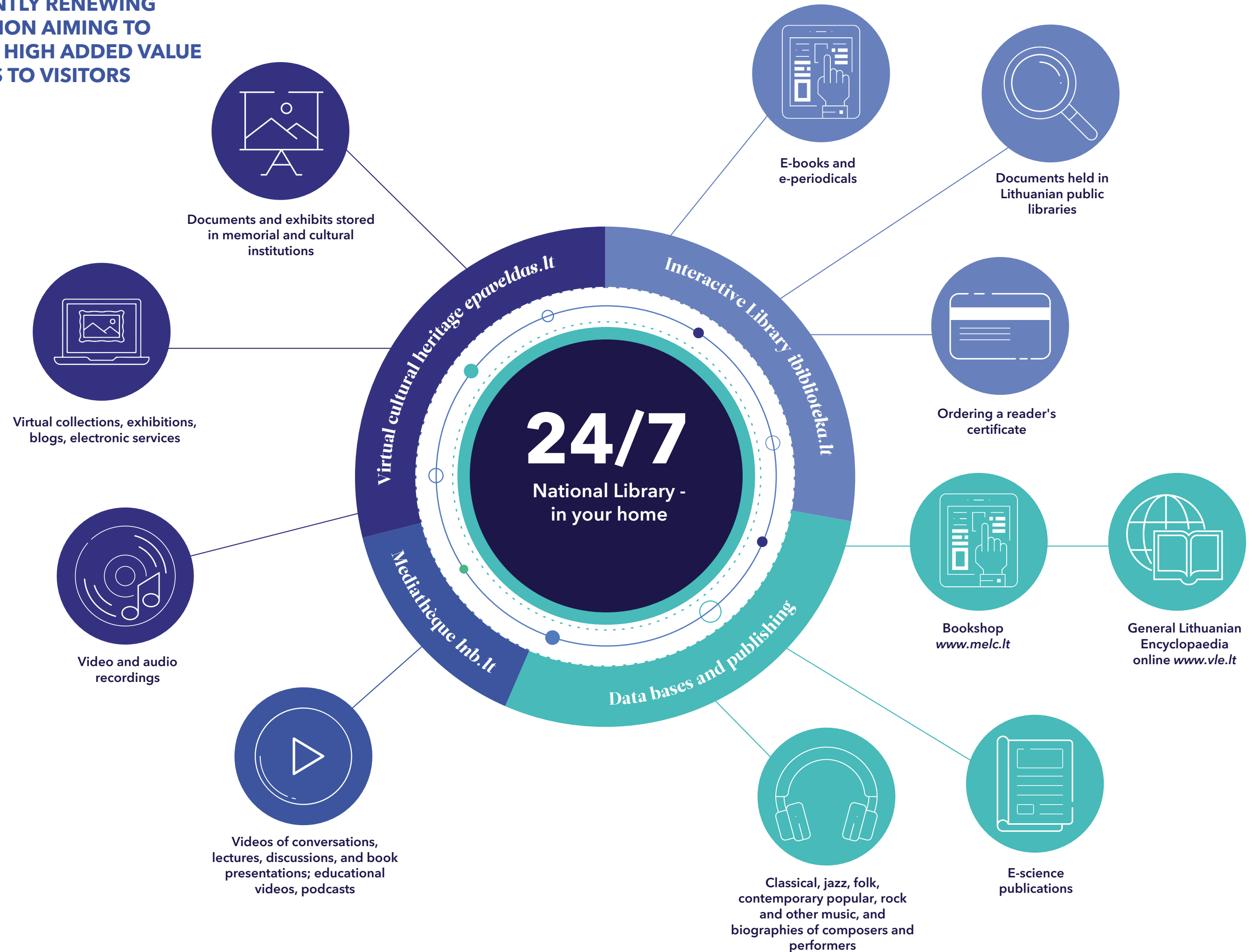


STRATEGY MAP OF THE LITHUANIAN NATIONAL LIBRARY





THE NATIONAL LIBRARY - A  
CONSTANTLY RENEWING  
INSTITUTION AIMING TO  
PROVIDE HIGH ADDED VALUE  
SERVICES TO VISITORS





# STRATEGIC DIRECTIONS OF THE NATIONAL LIBRARY OF LITHUANIA

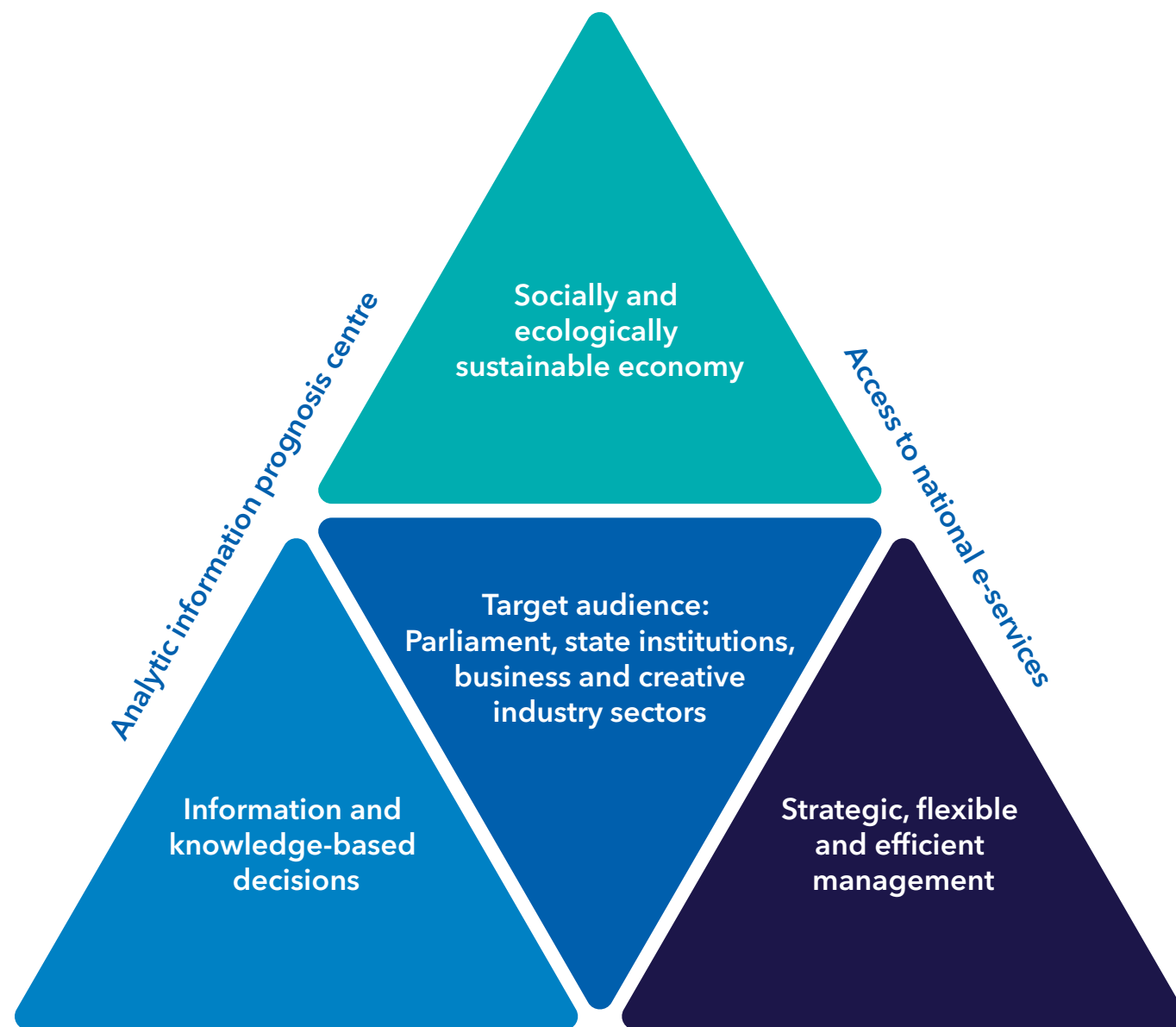
Beneficiaries of the value created by  
the National Library:

**THE STATE,  
THE PUBLIC,  
INSTITUTIONS,  
ORGANISATIONS.**

The National Library actively contributes to the creation of an inclusive and accessible culture for all, not only by providing access to published documentary heritage and world knowledge, but also by providing spaces for creation, work and collaboration, by organising events and by developing educational activities for different groups of society, enhancing their cultural experience, social integration and competitiveness in the labour market. The National Library is continuously improving its infrastructure to support lifelong learning and to promote the fundamental values of a democratic state: justice, freedom and equality, respect for human dignity.





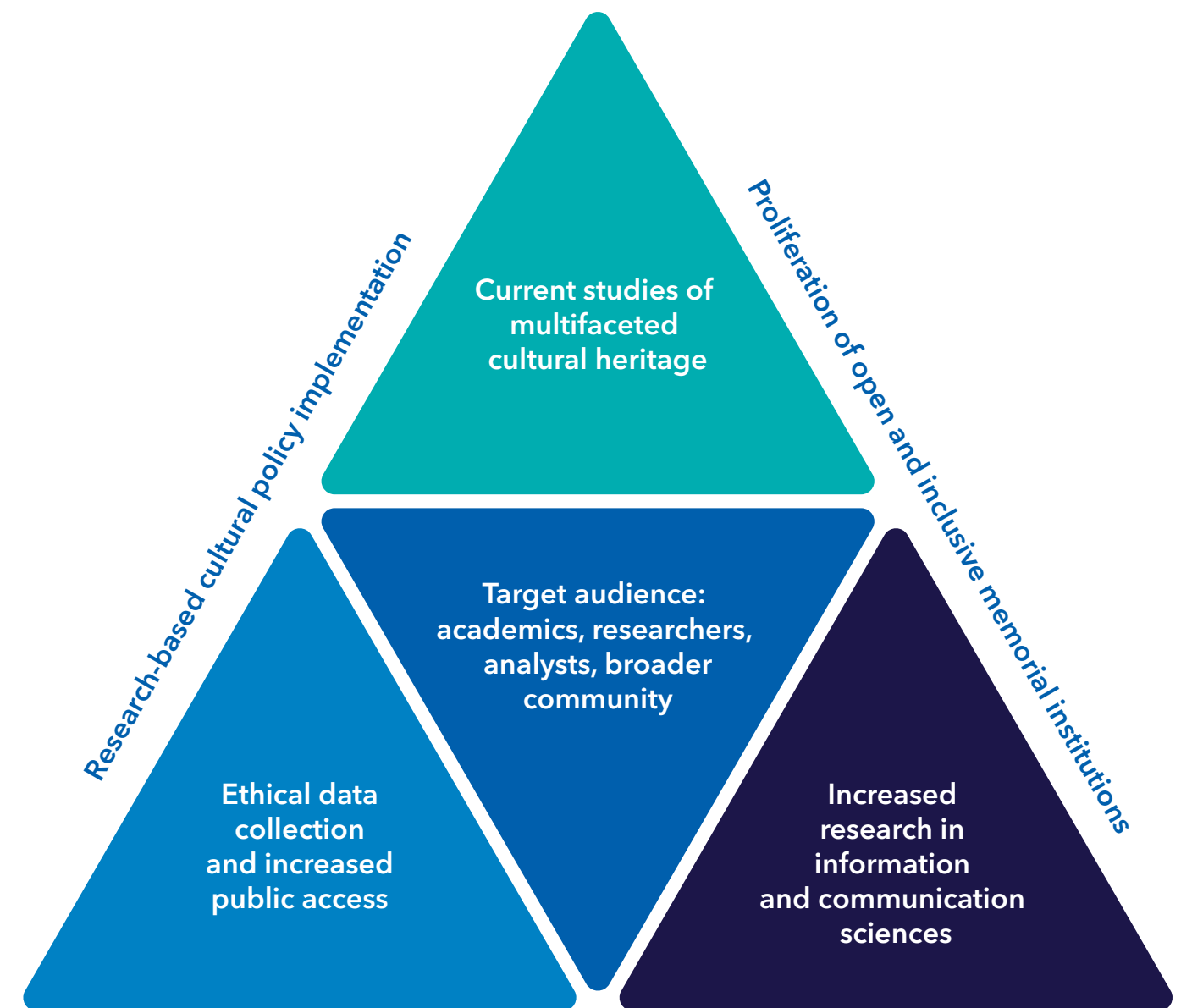


Sphere of collaboration

## THE NATIONAL LIBRARY'S PRIORITIES FOR VALUE CREATION

### POLITICAL AND ECONOMIC VALUE

The functions of the Parliamentary Library include the provision of information analytics, management solutions and intellectual services to public institutions, bodies, businesses and other organisations. By managing comprehensive and reliable information resources, the library is an important partner for public authorities in the legislative and regulatory phases. The National Library develops strategic partnerships with interested Lithuanian scientific and state institutions in the development of big data processing models and tools and seeks to represent the network of Lithuanian libraries in this area. The National Library develops information and other services for the business community, prioritising publishers and e-publishing, and the innovative development of information and cultural products.

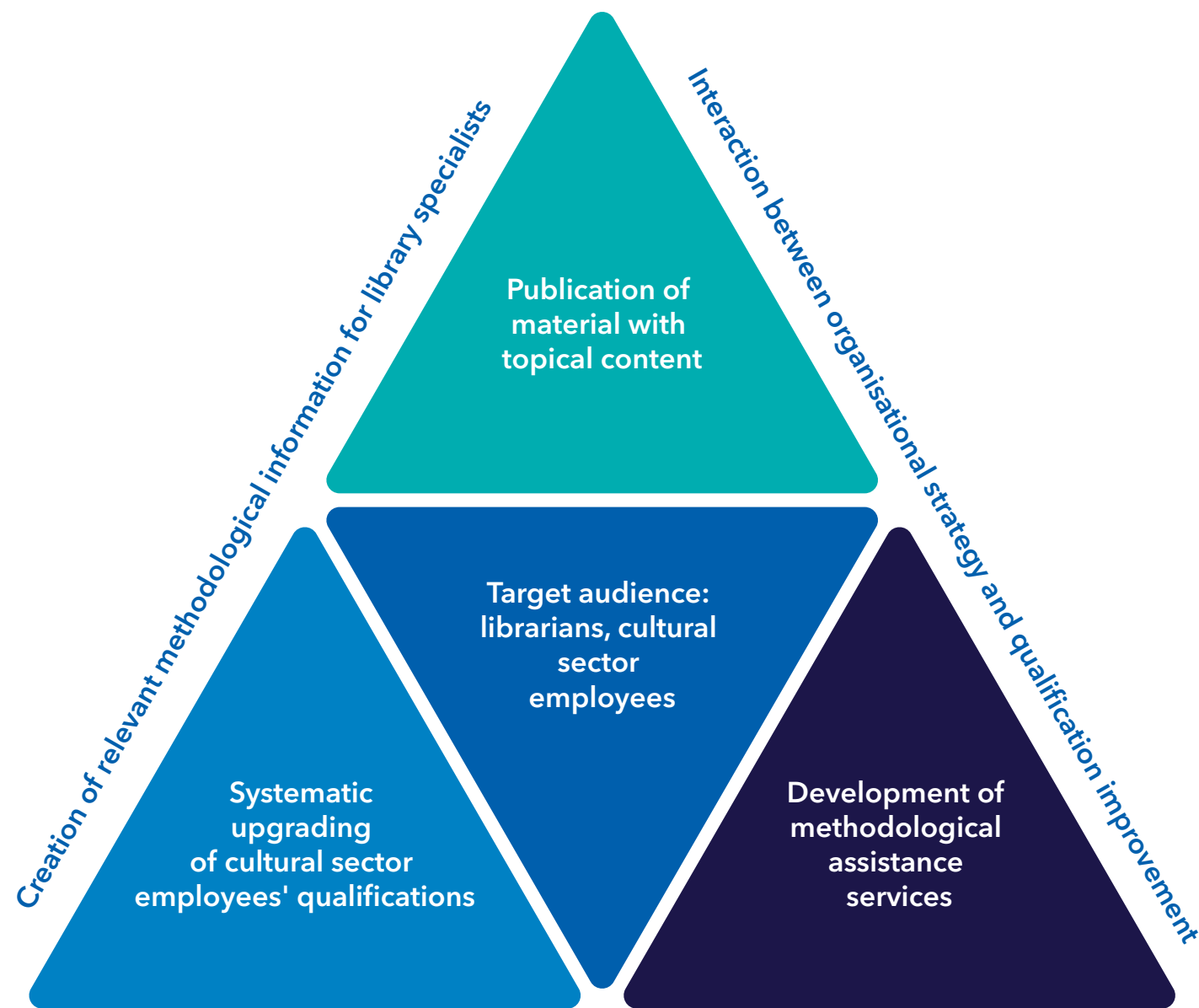


Creation of a balanced smart library

### VALUE FOR APPLIED SCIENCE AND RESEARCH

The National Library ensures the preservation and opening of documentary and intangible cultural heritage as a fundamental value of Lithuania. The National Library actively cooperates with experts, scientists and politicians in the humanities and social sciences, politics, economics, culture and art, and it prepares regular analytical reviews. The National Library is a platform for discussion for scientific conferences, symposia and seminars by scholars from all over the world, and its papers are successfully published in scientific and professional journals and collections of articles. Researchers, creative industries and information technology professionals are involved in the updating of cultural heritage and information resources, and the National Library is becoming an integral part of the networking.





Publication of material of high cultural value

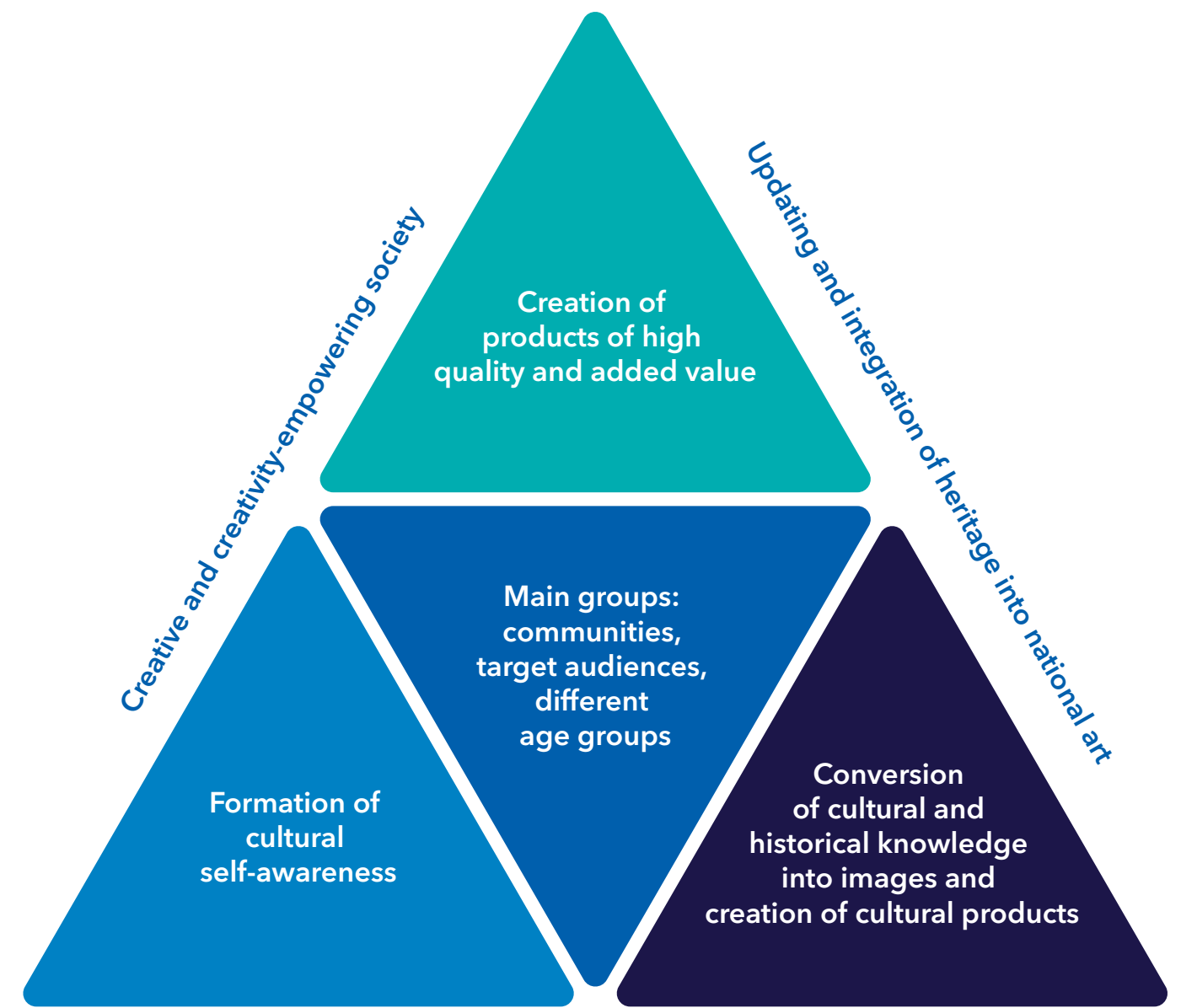
#### VALUE FOR PROFESSIONALS IN THE CULTURAL SECTOR

The National Library cooperates successfully with the most important state institutions, non-governmental organisations, the most solid international institutions and creative industries associations. The synergy of the library's accumulated competences and the partners' contributions enables the successful implementation of initiatives and projects of national importance.

In order to achieve ambitious and meaningful goals on a national level, it is necessary to ensure systematic competence development of cultural sector staff with a lasting impact. The National Library's experience in this field allows

it to anticipate, test innovations and find appropriate solutions. By strengthening professional communities and ensuring the development and dissemination of quality methodological content, the National Library contributes to the creation of quality cultural services for the Lithuanian society.

It is important to mention that the National Library aims to become a methodological centre for cultural education, which carries out research, methodological and consultancy activities in the field of cultural education in order to improve the quality of cultural activities in cultural institutions throughout Lithuania.



Development of society's creative potential

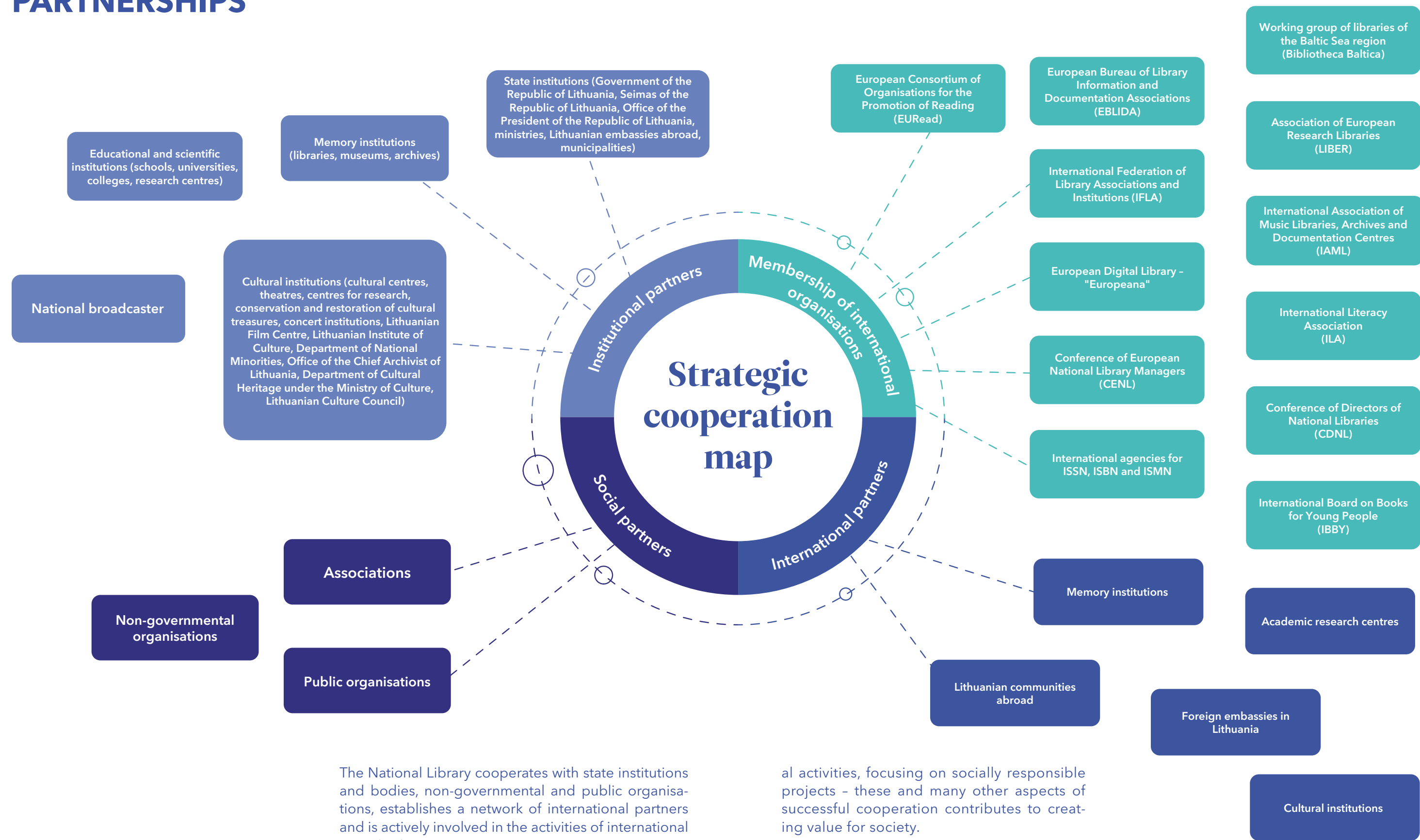
#### VALUE FOR THE CULTURAL AND CREATIVE INDUSTRIES

The National Library contributes to and promotes the development of high-quality products for the creative industries through visual arts, video, photography, design (book design), publishing and printing, fashion, cinematography, animation, performing arts (theatre, dance), interactive technologies, augmented reality and audiovisual expression.

The value created by the National Library is multifaceted and adapted to different social groups, communities and individuals. It offers a wide range of educational and creative activities, and its spaces become not only a medium for the development of cultural self-awareness, but also a creative environment for the self-creation and expression of every member of society. The library can also provide the tools to develop the competences of creativity and openness in society.



PARTNERSHIPS



The National Library cooperates with state institutions and bodies, non-governmental and public organisations, establishes a network of international partners and is actively involved in the activities of international organisations.

Partnership in the activities of the National Library manifests itself in various ways: exchange of available resources and expertise, international cooperation, search for solutions relevant to the sector, joint events, exhibitions, projects of national scope, etc. Expanding resources, innovative solutions, attracting new audiences, raising funds for addition-

al activities, focusing on socially responsible projects - these and many other aspects of successful cooperation contributes to creating value for society.

Over more than 100 years of activity, the National Library has built up a wide range of partners, and the importance of partnerships and the sustainability of their results in their activities is only growing. Trust, close cooperation, flexibility and openness are the values that the National Library seeks to bring to its partners, even in a small joint project.



# NATIONAL LIBRARY PRIORITIES AND KEY CHALLENGES 2024-2026

The National Library's priorities are set in the context of national and global cultural, educational, scientific and economic strategies. As an information, memory and cultural institution, the library aims to ensure the management of the use of information and knowledge, the creation of social capital, the promotion of societal resilience and social responsibility, and the enhancement of competitive advantage in the digital world, thus contributing to the development of technological and creative potential and to the development of the national ecosystem of science, technology and innovation.

## DISSEMINATION OF CULTURAL HERITAGE, MAINTAINING THE DIVERSITY OF CULTURAL CONTENT AND SERVICES:

- Applying community marketing approaches through coordinated inter-institutional cooperation to attract and retain new users
- Ensuring the conditions necessary to accelerate the opening up and preservation of quality digital cultural heritage and introducing innovative tools for digital humanities scholarship for wider re-use of data
- Mobilising and opening audiovisual cultural content for users
- Increasing the potential for the use of cultural content (for research, education, tourism and creative industries) and creating added value by attracting different audiences
- Expanding the integration of Lithuanian cultural data into the European Data Space, in line with common EU strategies







## DEVELOPMENT OF HIGH ADDED VALUE PRODUCTS AND SERVICES:

• Expanding advanced information and big data analytics and research services for decision-makers, in cooperation with other organisations working in this field, to ensure a real-time information service model

• Seeking to become a focal point for Lithuanian libraries and cultural institutions providing media and information literacy services, encouraging them to use their experience, competences and adapted learning environments to develop a wide range of educational and training content, integrating media and information literacy education into formal and non-formal education

• Contributing to the promotion of lifelong learning by developing and implementing a competency development model for cultural sector workers, by developing an environment that promotes reading, early reading skills, creativity and cultural education activities

• Representing Lithuanian culture in the international context, unite, socialise and educate Lithuanian society through a wide network of partnerships and a broader range of cultural diplomacy activities

• Embracing new forms of expression and their potential through the organisation of high-quality events, and to encourage greater public participation in culture

## IMPROVING TECHNOLOGICAL CONDITIONS FOR ACCESS TO INFORMATION AND INFRASTRUCTURE:

• Developing semantic, technical, legal, organisational interoperability between information systems and digital resources in the cultural sector

• Ensuring the long-term preservation, management, integrity and reliability of digital cultural resources

• Improve access to digital cultural resources created by ageing technologies

• Developing instruments to both open up and protect copyright

• Pooling the competences and resources of modern technologies (AI, etc.) for the development of curated content, e-services and improved search tools

• Improving access to cultural digital content for people with different needs

• Implementing sustainable infrastructure management solutions and promote responsible use of resources

## DEVELOPING RESEARCH AND SCIENCE DISSEMINATION:

• Contributing to the competitiveness of Lithuanian research by implementing applied research and dissemination projects in the humanities and social sciences, promoting interdisciplinarity and the integration of culture and education; collaborating with research libraries, other memory institutions, research institutions and organisations

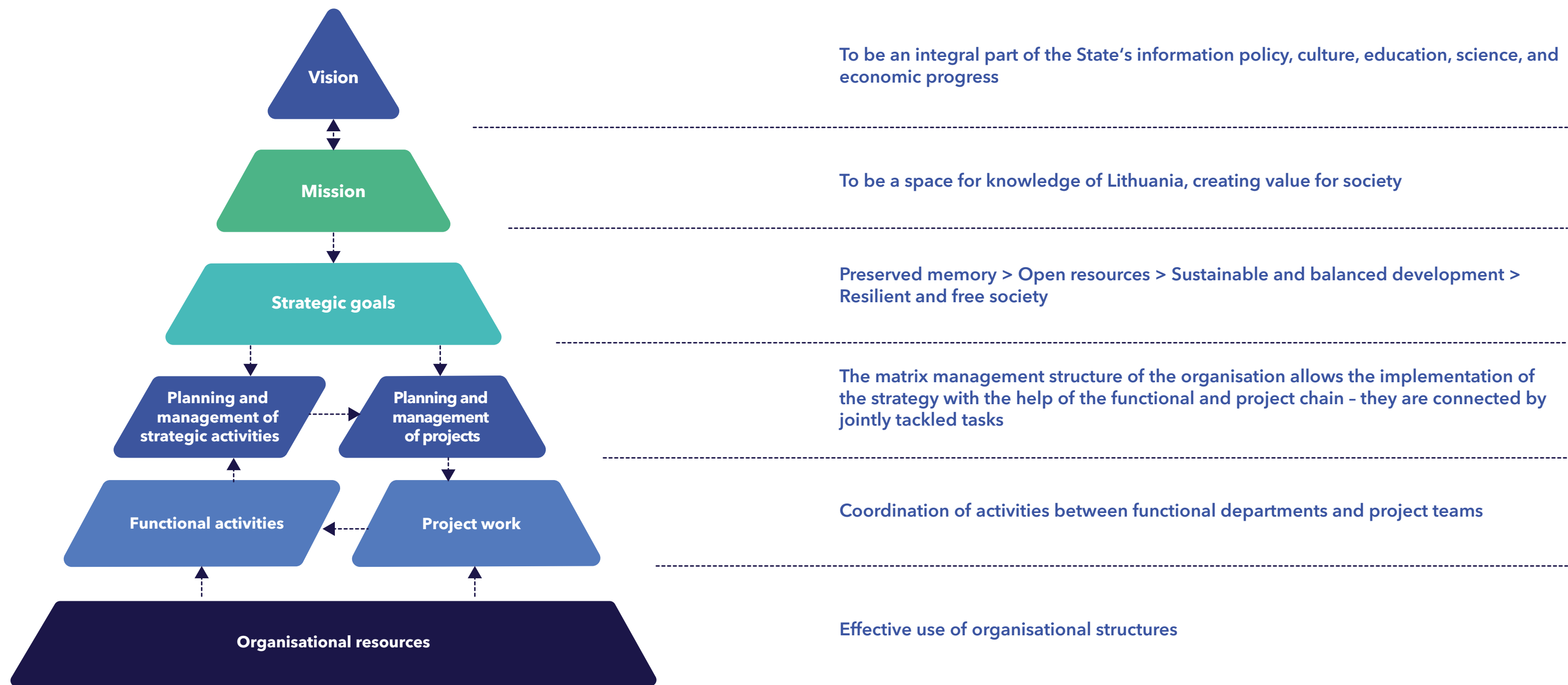
• Collecting data on Lithuania's cultural heritage and creating favourable conditions for researchers to represent the resources of the heritage preserved in the National Library, to research the history of writing and literature, to update the written heritage and to reveal its relation to the processes of creating an innovative Lithuania; restoring and transferring old sources and manuscripts

• Collecting and analysing communication and information data and promoting the transformation of data into knowledge; researching information and communication, public relations strategies and the processes of information creation and dissemination; highlighting rhetoric, information dissemination and information programming as influential strands in the communication cycle

• Ensuring the efficient production of bibliographic publications and their digital transformation, promoting the moderate development of a smart library; increasing the availability and awareness of thematic and universal bibliographic indexes in Lithuania and internationally; enabling comprehensive information retrieval and accessibility for interested scholars and researchers

• Developing research in practical librarianship and bibliotherapy and its dissemination; tracking and analysing relevant statistical data on publishing and reading; cooperating at the national level in the standardisation of terminology for the preservation of writing and written heritage, the standardisation of librarianship processes and the development of methodological tools





## WHAT THE NATIONAL LIBRARY OF LITHUANIA SHOULD BE LIKE IN ORDER TO ACHIEVE ITS VISION

In response to national and global strategies in the fields of culture, education, science and the economy, the National Library is constantly evolving, creating the necessary internal structures and partnerships to help achieve its goals. The National Library's performance management structure is based on the link between planning and management of strategic activities and the planning and management of ongoing projects.

In order to achieve the vision of the National Library, priority is given to the development of a system of staff competency development (developing the capacity of staff to engage in and initiate change, to participate in strategic management and decision-making processes); to the

targeted planning and analysis of activities, to the assessment of the impact of performance on society and the institution; and to the introduction of management models oriented towards effective results. The National Library strives to be astute in monitoring and analysing social and cultural change and technological innovation in order to provide only high-quality information, cultural and educational services to its visitors.

The National Library, through its information and human resources, realises its enormous intellectual, cultural and educational potential on a daily basis. The main tasks of the library are: to strengthen the leadership and competitive advantage of the institution in the area of information and intellectual services; to integrate into the processes of socio-economic development and data opening; to develop the leadership competencies of the staff; to initiate and carry out project activities of national importance.

The well-being of Lithuanian society and its interests is the priority task of the National Library staff.



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