Harvard Library's Smart Restart for Research

Latest Revision: June 17, 2020

Introduction

Harvard Library Mission

We are expert partners on the pathways to knowledge. We engage with our communities in the creation and sharing of new knowledge, connecting them with vast collections that we curate and steward with collaborators around the world. At its core, our mission is to advance the learning, research and pursuit of truth that are at the heart of Harvard.

The COVID-19 pandemic has dramatically changed teaching, learning and research at Harvard, and the ways that Harvard Library fulfills its mission. As the campus closed to all but essential functions, the Library was well positioned with robust digital infrastructure and services to sustain many of the activities of virtual classrooms and remote research. Indeed, the Library strives to be embedded in academic programs and research wherever they take place. With students, researchers and our staff working remotely, we increased our efforts to expand and enhance access to digital information and online services. As well as these successes, however, the research enterprise depends on access to our remarkable tangible collections.

The University is beginning the phased re-opening of facilities that are critical for research, in a manner and timeframe that is compatible with our obligation to protect the health of our community and those with whom we come in contact, and with state and local orders and advisories. *Harvard Library's Smart Restart for Research* is being developed in conjunction with plans for the phased re-opening of research laboratories and museums, and with University guidance regarding health and safety protocols and human resources policies.

This planning is being led by the Harvard Library Local Emergency Management Team (LEMT) in collaboration with the Harvard Library Leadership Team, which includes representatives of each School, the Faculty of Arts and Sciences (FAS), and shared library services. Consultations include library employees, the Harvard Library Faculty Advisory Council, faculty and committees within FAS and the Schools, and administrative units and committees.

It is important to note that many different kinds of activities occur in physical libraries:

- borrowing of books and other research materials stored on campus or off campus;
- use of archives, rare books and special collections in secure reading rooms;
- use of specialized technologies for information access and production;
- access to spaces for individual study, group learning, events and exhibitions;
- processing of new acquisitions or retrospective processing of older collections;
- digital imaging of tangible collections using specialized equipment;
- collections preservation activities using specialized equipment;
- consultations with specialists supporting the discovery, exploration, creation and sharing of research and scholarship.

"Re-opening" does not mean opening the doors of all libraries and resuming this full range of activities. It means a phased restart that takes into account the distinct health and safety considerations of each activity, as well as the current needs of research and course development and delivery.

This document will be continually reviewed and may be revised as new information becomes available.

Scope

As a "one Harvard" initiative, Harvard Library comprises libraries administered by FAS and each other School, as well as the collaborative structure and shared services administered by the unit called Harvard Library. *Harvard Library's Smart Restart for Research* provides guidance for Harvard Library as a whole. It aims to support School-specific needs while ensuring a consistency of health and safety protocols across our University community.

This document provides a high-level summary of factors relating to on-campus library functions that support research. Details for each function, including staffing plans, workflows and physical facilities arrangements, are in separate documents.

There are many other Library services supporting research, teaching and learning that are outside the scope of this document. Further information is available on the [Harvard Library website](#) and individual School library sites.

Goals

Our overarching goal is to deliver on our mission while protecting the health and safety of the staff and users of libraries as well as the broader community.

In the immediate term (the focus of this document), we aim to expand on-campus activities beyond essential services while minimizing both the number of people who come to campus and their physical proximity to each other within our facilities.

In the longer term, we aim to return to providing Harvard's students, faculty, staff, visiting scholars, and in many cases the general public with a full range of rich experiences provided by our physical facilities, tangible collections and in-person interactions.

Principles

The development of this plan is based on the following guiding principles:

- Place health and safety as our highest priority.
- Adhere to University, local, state and federal government regulations.
- Focus on key research, teaching and learning needs across FAS and Schools.
- Allow for variation in employees' abilities to return to campus.
- Practice fairness, equity and anti-bias.
- Clearly communicate policies and decisions.
- Acknowledge that we are facing considerable uncertainty.

Prerequisites

The University will determine when it is possible to resume activities in physical libraries beyond essential services (security of facilities and collections), based on factors that include:

- Government officials allow such activities to resume and under what conditions.
- Process is available for all employees to raise personal risk factors while preserving personal privacy.
- Process to attest to good health is available and required for all employees assigned to work on campus.
- Safety training is completed by all employees assigned to work on campus.
- Adequate University-authorized masks are available, and procedures are in place for daily distribution.

For particular Library services to resume, the following will be required:

- Safe service workflows and collections-handling protocols have been developed.
- Workspaces have been configured according to safety guidelines.
- Appropriate levels of cleaning and disinfection are scheduled.
- Safety monitoring and reporting mechanisms are in place.
- Timely Human Resources consultation mechanisms are in place for managers and employees.

Safety guidelines

The following guidelines are informed by Harvard's Research Laboratory Re-Entry Plan, which was developed by a committee including medical expertise and reviewed by the University's COVID-19 medical advisory group. Those guidelines have been augmented with special considerations for the Library, including extensive handling of print materials and other objects, service point interactions, workplace configurations involving specialized equipment such as large-scale scanners, and high-capacity spaces for individual and group learning. Guidelines will be updated as new information emerges. See also Harvard Environmental Health & Safety.

1. **Occupational health services (in development)**
   o Individuals working on campus must comply with the program overseen by University Health Services, which will direct individuals to testing and monitor data for possible infections on campus.
   o Any instances of symptoms, exposure or a positive test must be disclosed, and University Health Services will provide further guidance.
   o Individuals will comply with isolation and quarantine policies established by the Commonwealth of Massachusetts and the University.
   o Viral and serological tests will be determined by existing resources and public health guidance.

2. **Required self-evaluation for COVID-19 symptoms and attestation as symptom-free for entry**
   o Individuals will follow a symptom screening protocol defined by University leadership.
   o Any individual who uses their ID card to enter a building is making an attestation that they are free of COVID-19 symptoms. In addition, an affirmative daily declaration will be submitted, ideally electronically.
   o Any individual who has had a COVID-19 diagnosis will follow public health guidelines for return to work.

3. **Mandatory use of University-approved protective face coverings**
   o University-approved face masks will be worn at all times while in campus buildings except when eating or drinking. Face coverings will also be worn outdoors on campus.
   o Mask usage (i.e. donning, doffing and storage) will follow the EH&S protocols described in a required training module.
   o Any exceptions to the described mask usage policy require approval at the School or Harvard Library LEMT level.
   o A process will be developed and implemented for the daily distribution of masks at a designated location.

4. **Density and distance requirements**
   o Work that can successfully be done remotely should continue to be done remotely.
   o Access to library facilities will be limited initially to library employees, in order to minimize facility density and proximity between individuals. Library stacks, studies, reading rooms and common areas present numerous challenges for physical distancing logistics and monitoring.
   o Employee workstations will be distanced from one another. CDC recommendations and Commonwealth safety standards are that individuals maintain a minimal distance of 6 feet from one another, but we will try to achieve a distance of 9 feet or greater between workstations where feasible.
   o Wherever possible, a single employee should be assigned to a particular workstation. For workstations that must be used by more than one employee, there should be disinfection of equipment and surfaces between uses and shifts.
   o Use of shared offices is discouraged and efforts should be made to maximize space capacity (e.g. offices and reading rooms not in use).
   o Typical group and 1:1 meetings will continue to be held remotely, whether or not employees have on-campus work assignments.

5. **Constraint of social contacts through shift work**
   o Fixed shift teams limit the size of any given person's potential interactions over time, and also limit the number of people who may need to be quarantined should an infection emerge.
   o Shift models may vary, depending on the requirements of particular service areas.

6. **Enhanced facilities design and cleaning**
   o For each facility, there will be an entry/exit and common space management plan.
   o HVAC performance will be optimized to maximize air exchange and enhancement of filtration where feasible.
   o Protocols will be established and communicated for use of restrooms, elevators and other common areas to minimize shared occupancy and increase opportunities for surface decontamination.
   o University-approved building and workplace signage will be posted.
   o Cleaning supplies for surface decontamination and hand sanitizers will be available for employee use.
   o Enhanced cleaning and disinfection of workspaces and common areas will be provided between shifts.
   o Where necessary, additional modifications may be made to minimize surface contact and to establish appropriate physical distancing.

7. **Collections handling and service points**
   o Harvard Library Preservation Services is monitoring research on how the virus survives on different types of library materials and how they can be handled to mitigate exposure. Based on early research, a quarantine period of at least 72 hours is recommended for books returned by users.
   o Retrieval, re-shelving, digitization and other collections workflows will be reviewed with an eye to minimizing proximity between employees and minimizing contact with common surfaces.
   o For services involving employee interactions with users, workflows will be designed to minimize the use of common surfaces and the duration of the interaction.

8. **Work breaks**
   o The Library will identify places for individuals to eat and drink separately from each other. People with individual offices will be encouraged to eat alone in their offices with the door closed.
   o If sharing a space for eating and drinking is unavoidable, seats will be separated by a minimal distance of 6 feet and ideally 9 feet or greater.

9. **Individuals' preventative measures**
   o Individuals have responsibility for mitigating their personal risk of infection and the risk of infecting others, and will be required to take COVID-19 Safety Awareness Training before resuming work on campus.
   o In addition to complying with health monitoring policies, staying at home when ill, and using protective face coverings, employees should know when and how to wash hands or use hand sanitizer and avoid touching eyes, nose and mouth, and will be trained on hygiene protocol.
   o Patrons will be expected to comply with all policies and guidelines, including wearing face coverings.

10. **Compliance**
   o Responsibility for compliance is at the level of the School, the Harvard College Library or the Harvard Library.
   o On-site managers should monitor compliance, take notice of facilities and staff health symptoms, and report and resolve concerns.
   o Deficiencies should be brought to the attention of department/library heads or directors, or EH&S.
   o The LEMT or the appropriate body within a School will work with the appropriate department/library to establish corrective action in case of infractions. First responses may include education, retraining, or reconsideration/modification of the restart plan.
   o Repeated infractions or willful non-compliance by an individual may result in disciplinary action.

Phases

Once the prerequisites listed on page 2 of this document are met, the re-opening of physical libraries will proceed in phases. The details of each phase will depend on many factors, including the particular needs of each School, but in general they are envisioned in the priority order indicated below. Phase 1 and phase 2 may blend, depending on the logistics of preparing a variety of different workspaces for re-entry; both are priorities for Stage 1 of the University's re-opening plan. Phase 3 details will be further developed based on the trajectory of the pandemic, University and government guidance, and emerging information and experience gained in the earlier phases.

Phase 1: Focus on expanding online access to information, enhancing services for virtual teaching, learning and research, and establishing safe workflows for print collections
- Some employees would be assigned to fixed shift teams in physical libraries to retrieve, digitize, lend and conserve high-demand collections; all others are expected to work remotely.
- The scan and deliver service would fulfill on-demand research requests and curriculum needs. In this initial phase, as safe workflows are being established, the service would be limited to items in Widener, Lamont and Harvard Depository.
- The request pick-up service would provide a single pick-up location at Lamont Library. In this initial phase, as safe workflows are being tested, requests would be limited to items in Widener, Lamont and Harvard Depository.
- Collection development would continue to focus on ordering e-books rather than print whenever possible.
- Records management services may need occasional scheduled access to the Harvard Depository to address needs of the Office of General Counsel and Schools.
- There would be no faculty, student or public access to physical libraries other than the book pick-up service point at Lamont. Rare exceptions may be made for limited-time access to Widener Library spaces managed by FAS (faculty studies, departmental collections) through a request to the Dean of Arts and Humanities.

Phase 2: Continue and expand activities of phase 1, and resume additional activities supporting access to physical collections
- More employees would return to campus while still maintaining the required degree of physical distancing.
- The scan and deliver service would expand to other general collections and content in archives, rare books and special collections may be available for digitization upon request, within the bounds of copyright.
- The request pick-up service would expand to other circulating collections, still with a single pick-up location at Lamont Library.
- The resumption of the BorrowDirect service would depend on both our readiness and on activities at partner libraries.
- Activities would include ordering and receipt of print collections, processing of new acquisitions, retrospective processing of older collections, additional digital imaging of tangible collections, and additional preservation activities.
- Physical libraries would remain closed as in Phase 1. In exceptional cases, arrangements may be made for individual Harvard faculty and graduate students to use archives, rare books, special collections or other non-circulating materials in a supervised reading room by scheduled appointment. Class visits are not anticipated in this phase.

Phase 3: When circumstances allow for greater density, resume user access to physical libraries
- Flexible work arrangements would remain in place for many employees.
- Safety guidelines would need to be applied to all offices, service points and common areas and appropriate preparations undertaken. User access may be limited to a capacity level to be determined and reading room access may be restricted to use of collections by scheduled appointment.
- Consideration would need to be given to when and how services expand beyond Harvard users to visiting researchers and in some areas the general public.

Staffing guidelines

Employees may have a combination of remote work and on-campus assignments. Work assignments will be as fair and equitable as possible. See also Harvard Human Resources.

On-campus Staffing Selection Process

In consultation with Human Resources, selection processes will be determined based on needs and may vary by School or Department. They are likely to include:

- Existing job responsibilities
- Job-specific skills and experience
- Hours of availability based on amount of regular work that can be done remotely
- Member of most relevant work group
- Implementation of opt-out and/or alternative scheduling process to include (but not limited to):
  - underlying health conditions
  - member of high-risk group
  - dependent care responsibilities
  - transportation limitations

If a sufficient number of employees are not identified to accomplish necessary work, the job description will be distributed more broadly until adequate staffing is confirmed.

New Job Responsibilities

In some cases, employees may need to take on work tasks that are typically completed by students or other employees who are unable to return to campus. In these cases, new, temporary, job descriptions will be developed. These roles will be filled according to the On-campus Staffing Selection Process described above.

Responsibilities checklist

Employer
- Develop and communicate clear policies and guidelines
- Develop clear methods for monitoring compliance with safety guidelines and corrective actions
- Prepare facilities for re-entry consistent with University and Library COVID-19 facilities standards and plan
- Comply with control plan, compliance certification and public notice requirements under State's re-opening plan
- Ensure confidentiality of health information
- Provide training

Employee
- Complete required training
- Comply with all policies and guidelines, including:
  - University-wide testing, contact tracing, isolation and quarantine protocols
  - Monitor personal health/symptoms
  - Agree that each and every access of buildings represents an attestation – that you declare yourself symptom-free and agree to comply with all safety measures, both inside and outside buildings
- Report concerns

Manager
- Lead by example
- Monitor compliance
- Take notice of state of facilities and staff health symptoms
- Report and resolve concerns

Patron
- Comply with all policies and guidelines, including wearing face coverings

Appendix 1: Summaries of On-Campus Functions

The following functions pertain to providing access to tangible collections, as outlined in Phase 1 and 2. Details for each function, including staffing plans, workflows and physical facilities arrangements, are in separate documents. School libraries may also have School-specific appendices to this plan.

Access Services

The following services will ramp up gradually in Phase 1 as conditions permit. Services are focused on Harvard students, faculty and staff.

- Clean up returns and transfers: emphasis in Widener/Lamont and HD to sort what was left when the facilities were quickly emptied and ready these locations for resuming service deliveries.
- Scan and Deliver: resume scanning services with small teams of staff in Widener/Lamont and at HD; priority for course reserves.
- Circulation: open Lamont exclusively for pick-up of requested physical items. Initially, requests will be limited to items located in Widener, Lamont, and HD. As conditions permit, add retrieval of items at other locations (for continued pick-up in Lamont).
- No other onsite services provided.

Archives and Special Collections

Overall focus will be on local digitization for teaching and research, with staff reassigned to assist with increased volume and need for quick turnaround, in addition to what Imaging Services can provide. Rotating staff with a handful coming in and remainder continuing to work from home. Research by staff for others will be necessary from sources not yet digitized, staff rotating to fulfill this need. Some onsite processing may be necessary. Eventual shift to welcoming researchers will need a longer lead time with decisions needed about who can enter, when they can enter, how they enter, and rules about social distancing and PPE supported and widely shared. In exceptional cases, arrangements may be made for individual Harvard faculty and graduate students to use archives, rare books, special collections or other non-circulating materials in a supervised reading room via a scheduled appointment. Staff at the University Archives and the special collections and archives at the HBS and the HMS will continue to collect materials virtually and via mail documenting the Harvard community response to the COVID-19 episode.

Collection Development

A "digital first" approach will be used to support immediate teaching and research needs wherever possible. Print/tangible collection development will resume with intensified emphasis on collaborative collections.

Facilities

Building Operations is working closely with EH&S and groups across the University to develop guidelines and best practices for facilities managers to ensure the building systems and physical environments are safe to reoccupy. Building Operations will follow the essential steps for the buildings and work with the libraries and departments on all workflow specific needs to ensure a safe environment for all staff and users. School libraries will also work with their facilities departments on these matters.

Imaging Services

A phased approach will gradually introduce services as conditions permit.

- Curriculum support digitization will be given first priority to bolster the Library's ability to support remote teaching in the fall. New and modified workflows will be required if Imaging Services is enlisted to support Access Services and increased demand for e-reserves and possibly scan-and-deliver scanning. A reallocation of staffing resources may be necessary.
- On-demand digitization services (these include rush services) will be the given additional resources as needed, to fulfill requests from external researchers that can only access collections remotely.
- Collections digitization (fixed-scope projects, and ongoing programmatic digitization) will resume but at a reduced overall allocation for repositories.
- Object scanning (creation of 3D models to support teaching with objects, remotely) will be introduced to support object-based learning experiences online.

Information and Technical Services

In this period, support for acquiring library materials and making them discoverable will focus on:

- Adjusting/developing workflows that support a hybrid workforce (on-site/remote).
- Adding support for an increase in digital collecting.
- Considering options and priorities for how to address processing backlog.

Preservation

Some preservation work, particularly in AV and digital preservation, has continued remotely while staff work from home. With a modified return to campus, Preservation Services will be able to quickly ramp up preparing general and special collections for digitization, for use in research and online instruction. Basic monitoring and attention to the collections will help safeguard the University's valuable assets.

Records Management

Priorities for Records Management Services are to prepare for urgent records retrievals; prepare for requests to move records into storage; manage destruction of high-risk records; complete the Legacy project; move all instruction from in-person workshops for University staff to recorded, virtual instruction; and begin planning in earnest for e-only records in 2026 or before.

Appendix

PROFESSIONAL SCHOOL RESTART PLANS
As of June 17, 2020

Accessibility Note: If you experience any issues accessing the information in the appendices, please contact Harvard Library communications at harvard_library@harvard.edu

Gutman

HGSE Library

As of June 4, 2020

Phase 1: That's where we are right now. I don't expect this phase to conclude before the summer ends – meaning that there will be no print access or physical access to Gutman Library or its collections. During this time, I expect Gutman Library will experience renovation of our fire/sprinkler systems. It might be possible that my leadership team (Rebecca Martin, Ning Zou, and myself would need to be onsite only briefly to work with HGSE operations; Depending on what's needed, I may need to call upon Preservation Services for their advice at a distance).

Phase 2: Perhaps this phase could start as soon as September 1? This phase requires training to be completed on the dangers of person-to-person physical encounters, handling of collections, maintaining egress in hallways, etc. I expect Phase 2 to be in place the entirety of the fall semester. Phase 2 **could introduce eventual** on-site labor of some team members – the percentage to be physically in place and when is unknown; it might include staggering of shifts; it is highly likely that it would only be Access Services and Library Services (collections management) team members. All other Gutman team members will most likely work from home the remainder of 2020. Any work to be completed in this phase would carry into phase 3 and 4: digitization of print for course reserves, processing of returned books, account remediation, etc. We do not expect there to be book circulation – only returns.

Phase 3: Could be introduced later in the fall semester or most likely in spring 2021. Same as Phase 2, except we might be able to perform book retrieval and circulation services from the 1st floor to keep others from entering the building. No access to the 2nd floor would be allowed to any users.

Phase 4: Uncertain when it would be introduced. Includes some elements of Phases 2 and 3, but perhaps with limited or full access to the 2nd floor – including return to more-usual circulation services and user access to physical space (but still with concerns about egress and proximity).

Countway Library Smart Restart

Introduction

- This document is done in collaboration with the Harvard Libraries and is an appendix to the Harvard Library smart restart plan.
- This plan also follows HMS business continuity guidelines for resuming staff work on campus.
- We see these activities as part of phase I of the library start up

Countway's Rational & Principles

- All full and part time FTE's (excluding LHT's) will be assigned to a rotating team (A, B, C or D). The teams would focus on any service pertaining to access to the physical collection.
- The requirement for all staff to participate on a team regardless of job title and/or expertise is to maintain equity amongst employees.
- Return on investment for the BML inventory project: If all staff return to campus in shifts, many can also contribute time to work on the BML inventory project. We are contractually obligated to complete the inventory project by December 2021. We could take this opportunity to have many of the staff work together to make real progress and as a result save money on the need for temps/contractors to complete the project.
- Countway needs to support world wide access to important print materials, which have not been readily available since March, that support COVID-19 research efforts and NIH grants.
- When we return to Countway, the focus will be on print materials that are not available electronically.
- The Harvard Libraries are also thinking along these same lines with one point of pick up in Cambridge which is not a convenient location for our users in the LMA.

Countway's Plan

- All Countway staff would return to campus to assist with in building tasks that need attention, mostly centered around
  - Providing scan and deliver services as well as a grab and go model for print material
  - Moving the inventory project forward (serials inventory below)
  - Sorting the backlog of mail and journal deliveries
  - Checking in books that have been returned along with re shelving of these books

- There will be 4 teams of 7-8 people each who would be in the building on a rotating basis.
- We anticipate that the full number of assigned staff on each day will not report to work which will lower the number of people on each team per day.
- We are asking that every staff member of the library be part of a team (excluding LHTs) to assist with the onsite work.
- Each team would work a Monday/Tuesday or Wednesday/Thursday block every other week (see below schedule).
- Each employee would work an assigned 4 hour shift on campus each of their designated days
- Due to the size of our building we are able to follow all social distancing protocols and, in most cases, there would be a small number of people working on each floor during any given shift, there will be plenty of physical separation given the way the floors are designed.
- We will follow all HMS absence policies if staff are unable to work their scheduled shifts on campus.

Countway Social Distancing Considerations

- Teams will report to Countway for their scheduled on site shift
- Staff will all work the same scheduled hours (same shift TBD)
- Staff will be provided equipment
- Equipment will be cleaned at the end of each shift
- Staff will be provided wipes, masks and hand sanitizer
- Directional arrows and signage will be added to the floors and in the stacks to insure proper distancing is followed
- Yellow caution tape will be put up where staff will be working to allow other staff to be aware of who is in that space

Countway Staff Rotating Schedule

	Monday and Tuesday			Wednesday and Thursday		
	Team A	**Unit**	**Parking Needed?**	**Team B**	**Unit**	**Parking Needed?**
	TBD	ACCESS		TBD	ACCESS	
	TBD	ADMIN		TBD	ADMIN	
	TBD	CHM		TBD	CHM	
Week 1 (TBD)	TBD	COL		TBD	COL	
	TBD	DSCC		TBD	DSCC	
	TBD	R&I		TBD	R&I	
	Team C	**Unit**	**Parking Needed?**	**Team D**	**Unit**	**Parking Needed?**
	TBD	ACCESS		TBD	ACCESS	
	TBD	ADMIN		TBD	ADMIN	
	TBD	CHM		TBD	CHM	
Week 2 (TBD)	TBD	COL		TBD	COL	
	TBD	DSCC		TBD	DSCC	
	TBD	R&I		TBD	R&I	

Second Floor Seating Chart

The below seating chart is provided as a visual of where staff offices are located however, the majority of the work will not take place in offices, it will be taking place in the stacks on L1 and L2 (see serials inventory floor plan and workflow diagram).

Construction Considerations

- Construction is expected to restart in June pending University and city approval.
- The library will not be open the Longwood Medical Area (faculty, staff, students at HMS, HSDM or Chan School) or the public until at least January.
- The construction team has strict COVID-19 protocols in place for the safety of the workers and our staff. These include but are not limited to separate elevators, entrances, and bathrooms for the workers coupled with temperature checks, altered work hours and smaller crews.

In Building Tasks and Details for Staff Work

1: Serials Inventory & Remaining Monograph Inventory

1. Serials Inventory
   a. BiblioTemps staff have completed inventory for titles A through P and V through X. Q through U and Y through Z need to be completed
   b. While BiblioTemp staff collected multiple pieces of information while in the stacks (holdings at other Harvard libraries, online holdings) utilizing a complex relational database that will help the Countway with future collection management decisions, we will capture only three pieces of information and the remainder can still be completed by BiblioTemp staff offsite: 1. Ownership, 2. Amount of shelf space used and 3. An H/B or B/H mark on the spine.
   c. Ownership will not be clear in many situations. For many volumes, the only identifying information is a stamp (usually in red ink) that indicates "Countway Library of Medicine – Harvard Medical Library/Boston Medical Library" or what is called the "joint stamp." This usually means that the items were purchased at different times by funding from either HML or BML without the thought that either would ever consider separating the collection. However, an H/B or B/H mark on the spine is an indicator of who paid for the binding which will serve as the best indicator of ownership.
   d. Using an Excel spreadsheet, capture:
      i. Title (in column A)
      ii. Ownership via drop-down box for 1. HML, 2. BML, 3. Joint H/B, 4. Joint B/H, 5. Mixed >50% HML, 6. Mixed >50% BML (in column B)
      iii. Amount of shelf space for each title (in column C)
      iv. Any additional notes that might further help to identify ownership
2. Remaining Monograph Inventory
   a. The BiblioTemps staff completed the inventory on the majority of the monograph collection on L1 with a few exceptions: 1. The general W's (because these were in the process of being moved down to L2 because of work that needed to be done in L1 ceiling for

the renovations and 2. The "LC's" – that is, the general titles in LC ranges A to P.

b. During this phase of the inventory, the BiblioTemps team used an Access database to collect not just ownership information but other condition issues about each book. For these components of the collection, we will only collect ownership information.

c. Ownership should be readily identifiable for the monographs by examining the bookplate in the front cover and/or the stamp on the book.

d. Using an Excel spreadsheet, capture:
    i. Barcode (using a barcode scanner) in column A
    ii. Ownership via drop-down box for 1. HML, 2. BML, 3. None (some books may have no identifiable ownership information. These may have come to the collection via gifts/donation or transfers from former libraries such as the once separate Public Health School Library, the former Primate Center library, etc. – this data in column B)
    iii. Any additional notes that might further help to identify ownership.

Equipment needed – barcode reader, computer

Serials inventory floor plan (L2) and workflow
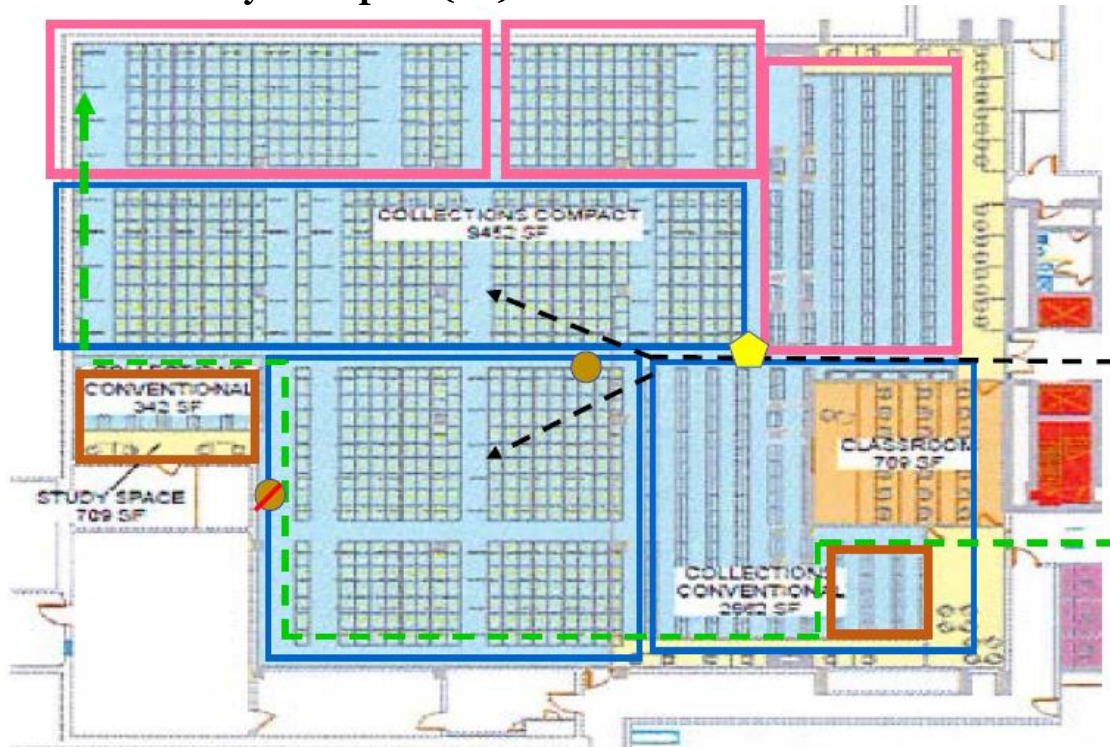
LEGEND

(pink box)	Areas where serial inventory still needed
(blue box)	Areas where serial inventory complete
(brown box)	Areas where GEN W's located

(brown circle)	Possible temp location for file boxes	– – – –	Pathway for access services staff
(brown circle with slash)	Current location for file boxes	– – – –	Pathway for inventory staff
(yellow pentagon)	Transfer book cart		

2: Mail Sorting

Details outlining the process
- Sort mail by department/floor.
- Deliver sorted mail to designated floors (6, 3, 2, and L2).

What steps are taken to complete the process
- Mail arrives in a bin on the first floor (in front of the Circ. desk).
- Sort the mail according to department/floor (with the help of a master list of department employees as well as what floor they are located on).
- Use a rolling cart to help deliver mail/packages to different floors of the library.
- Due to COVID-19 protocols, it would be good to have mail bins located in the area of the elevator banks (outside the door leading to each department), in order to avoid human contact. This is mainly for floors 6, 3, and L2 (NEJM, DBMI, and CHOM), as Countway staff is almost all on the second floor and a mail bin can be placed in the Admin suite.
- Only the elevators located on the right side of the main stairwell on the first floor will be used for mail delivery.
- It is recommended that all departments have a box of gloves next to their designated mail bin for people to put on before looking through/taking their mail. NEJM and DBMI will need to provide their own box of gloves.

What equipment, if any, is needed
- Gloves, rolling cart, a comprehensive list of department employees as well as what floor they are located, extra mail bins for outside each department (four empty mail bins for floors 6, 3, 2, L2, and one extra for sorting. Total of five).

How many people can work on this task at one time
- 1 person daily (usually two people work on this task, but it should be done by one person due to 6 ft. protocol).

Where in the library could this task take place and how can it work properly keeping in mind social distancing protocols (6 feet away)
- First floor or L1 (away from the construction site). The mail gets dropped off in front of the Circ desk. The location in which this task can take place is flexible.

3: Books ready for shelving

Purpose: big push when we first reopen to clean up the returned books. Access services staff should be able to handle the on-going discharging/reshelving needs.
- Details outlining the process
    - Discharging all books returned to Countway book return

- place Countway books on cart in call number order so that they can be reshelved;
- Place other books from other libraries in bins; HUMS will pick up bins and deliver to owning libraries; *need to designate pickup/drop off location for HUMS; will HUMS access to building be restricted to certain days/times?*
- What steps are taken to complete the process
  - Log into Alma student account (AlmaAccessMED1/ AlmaAccessMED2)
  - Navigate to Fulfillment – Return items
  - Scan item barcode
  - Read prompt:
    - Place items for WID in designated green bin (add *WID* address flag to bin)
    - Place items for Resource Sharing and ILL in designated green bin (add *Resource Sharing* address flag to bin)
    - Place items for all other libraries in designated bin (add *Other* address flag to bin)
    - Place items for HD and Recap in red bins (no address flag required)
    - Place Countway books on cart in call number order so that they can be reshelved; journals on separate cart for reshelving
  - Place Countway books on cart in call number order
  - Reshelve Countway books
- What equipment, if any, is needed
  - computer (desktop or laptop) per person
  - barcode scanner per person
  - book carts
- How many people can work on this task at one time
  - 2-3 people each
- Where in the library could this task take place and how can it work properly keeping in mind social distancing protocols (6 feet away)
  - L1 and L2 and Circ office on 2nd floor

GSD

Frances Loeb

Frances Loeb Library's Possible Operation Levels

The following levels of service correspond to 5 scenarios: (1) Close to normal operations; (2) reduced in-person operations; (3) Campus is for GSD personnel only; (4) all online operations; (5) complete closure of all forms of operations.

	Building Hours	Access	Staffing	Services	Securitas Staffing	Others?	Additional Notes
Phase 1	No open hours	GSD community - for pick up of materials only	10 % staff (in Gund Hall) : 2-3 staff on site at one time (rotating) - Access Services - 1 upstairs, 1 downstairs; Collections - 1 Special Collections person per day (rotating)	**ONSITE: P**rovide mediated access to collections only available in print for faculty only. Provide scan and deliver, course reserves scanning; possible on-site digitization/photography of special collections materials for fall courses. **REMOTE:** Research support; Writing tutors; GIS/Data support;increased access to electronic collections.	Normal		Staff upper level: One person per day; o Disinfect the staff lounge every use. Remove all but one seat from staff lounge. Staff lower level: up to 3 people on lower level, working in different spaces (L10, L12, L02) - dependent upon air circulation. Staff will have to wear nitrile gloves to handle library materials. Multiple people will not be able to use the same items from any collections, including Special Collections, in order to allow time for decontamination. Will need to set aside space for returning library materials to "decontaminate" for up to two weeks.
Phase 2	Reduced hours	GSD community + Harvard-affiliated researchers;	Flexible schedules; remote working for some/most staff. Changes for Access Services dependent on staffing availability	Research support; Writing tutors; GIS/Data support; increase electronic collections; digitization; photography of materials; reconfiguring of library furniture to increase social distancing; change SC reading room for social distancing	Reduced to building hours		Flexibility for majority of GSD staff/faculty to continue working in person at FLL.

Level 3	Reduced hours TBD, depending on staffing	Only GSD staff and faculty; HL shared services staff	Flexible schedules; Majority will work from home with more services transitioned to online interactions	See Scenario 2.		Reduced to building hours		Flexibility for essential GSD staff/faculty to continue working in person at FLL.
Level 4	Closed	None	Online only			None?		No one is allowed on campus except for emergency personnel.
Level 5	Closed	None	None			None?		Campus operations are completely closed.

Schles–inger

Plan for Schlesinger Library Smart Restart for Research
June 10, 2020

The Arthur and Elizabeth Schlesinger Library aims to align the restart of its operations with the restart of Harvard Library operations, expected by the end of June, 2020. At the same time, it is important to acknowledge that a safe return to campus are contingent on a stable environment. The Schlesinger Library reaffirms all of the safety and health prevention steps and assurances that are included in the Harvard Library restart plan, (see pp. 2-3 of "Harvard Library's Smart Restart for Research") and will follow all guidelines established by Radcliffe Institute.

At RIAS we have clearly heard that anyone who can, must work from home until further notice. Across RIAS, the initial phase of the planned return to campus for work that simply cannot be done remotely is calibrated to 10% of total staff members. Schlesinger Library is generously allocated approximately 50% of that number, 5.5 staff, at any given time. With that in mind we have prioritized work and ordered actions that must go forward to facilitate a return to campus by a few of us and a return to meeting our obligations to researchers by all of us.

Principles
- Align with our core mission of research, teaching, and learning
- Build from strategic and authentic thinking
- Embrace the Radcliffe Engaged vision through Schlesinger's commitment to a building a more diverse and complete record, and our expertise in "User-Centered Praxis"
- Seek to preserve and enhance SL's preeminence as a world class interdisciplinary collection supporting an entire subfield of American history
- Seek partnerships for efficiency and innovation; deploy technology to advance mission when possible
- Position the Library and through it the Institute for success in post COVID-19 environment

Restart Goals
- To support research needs of Harvard faculty, students, and grant recipients to the greatest extent possible while working remotely or with limited access to collections
- To continue to partner with faculty in support of curricular goals, participating remotely in course instruction
- To support researchers external to Harvard University
- To maintain the accuracy of Schlesinger Library records, update OCLC record, Serials check-ins and manuscript accessions
- To support Radcliffe Engaged to the extent possible while working remotely

Priorities

- Deliver remote research and instructional services to Harvard faculty, students, grant recipients and support curricular goals of faculty
- When possible, deliver services to external researchers
- Partner with Harvard Library imaging services to preemptively digitize large sections of Schlesinger collections that experience suggests will be in great demand
- Leverage technology: create new access to collections through digitization and provide greater access to existing digital assets
- Digitize individual documents or portions of collections in support of curricular goals and faculty, student, and grant recipients' research
- Ensure that Library records are updated
- Select, collect, and promote e-books
- Align work with SL collection development goals and with RIAS strategic plan, Radcliffe Engaged

Innovate

- Launch new Pforzheimer Fellowship program for 15 undergraduates, including academic support, peer meetings, and community building activities
- Support Long 19th Amendment Project Radcliffe Summer Research Team, enhancing reach and ambition of the Mellon-funded special initiative
- Pilot direct to digital processing
- Establish greater capacity for the creation of digital assets through in-house imaging
- Expand pedagogical approaches
- Distribute "born digital collections" for processing archivists to arrange and describe while working from home
- Plan for a virtual reading room in Phase 2 of reopening
- Deliver physical objects from published materials department to catalogers so that they may catalog from home

Acknowledge Limitations

- The limited numbers of staff allowed to work on site must adapt to working in a different way that varies significantly from previous norms
- Working differently to provide services remotely will require training and experimentation
- Staff doing in-house digitization will require training
- Materials located at the Harvard Depository are inaccessible currently; there is no information about when access will resume.

- HL Imaging Services, located in Widener Library, plans to resume services in July, but turn-around times may be delayed because of staffing and other limitations that unit faces.

Phase 1 Operations
- Establish physical spaces that respect protocols for social distancing
- Follow all Radcliffe Institute's protocols for access to building spaces and their instructions and protocols for continuous cleaning
- Establish infrastructure for ramping up to complete unprecedented levels of in-house scanning
- Continue all ongoing remote operations
- Digitize materials to support Radcliffe summer research student grant recipients
- Receive all materials that have been held pending reopening for the RIAS campus
- Accession new manuscript collections and "end process" collections anticipated to be in high demand
- Begin different strains of digitizing:
    - to support curricular and research needs for Harvard community for fall semester '20, Radcliffe summer research students, and pending requests
    - to provide appropriate collections for virtual processing, including born-digital collections
    - in anticipation of high demand for large collections and to meet previous contractual obligations (Adam Matthew Digital), route materials through the Imaging Services when possible
    - to satisfy requests for access to physical, non-circulating materials

Phase 2 operations
- All of above
- Incorporate on-site processing of collections
- Assess plans for and pilot virtual reading room

Phase 3

    Resume normal Library operations