University of California Libraries
Systemwide Plan and Priorities, FY 2013-2016
Version 2.0, October 15, 2012
Internal Audience

Vision

Agile, focused, efficient, and data-driven, the UC libraries will be leaders in providing the broadest access to the world's knowledge and developing innovative services, strategies, and technological systems that promote discovery and preserve knowledge.

Mission

The UC libraries provide information resources and services to UC faculty, students, and staff in direct support of the University of California's teaching, learning, research, patient care, and public service goals by:

- Enabling seamless discovery and access to scholarly information at the network level;
- Managing knowledge, including content created by UC scholars;
- Offering expert support and education to find, evaluate, use, and manage information resources;
- Creating and sustaining high-quality spaces for learning, collaboration, and research; and
- Leading and actively participating in partnerships for national and global initiatives that inform and shape the future of libraries and scholarly communications.

Goals

1. **Enrich the systemwide library collection:** Print, digital, data, and archival collections of the University of California are fundamental building blocks for the University's teaching, research, patient care, and public service programs. Building and managing collections that provide access to a broad array of scholarly information resources to support these programs remains one of the highest priorities for the UC libraries.

Priorities for 2013-2016:

A. Expand the UC library collection to embrace new content types and formats produced at all stages of the information and scholarly record life cycle.
   1. Explore systemwide strategies for data curation activities.
   2. Support streaming media in Calisphere and eScholarship.
   3. Consider the viability of a California Digital Newspaper Collaborative.
   4. Continue digitization programs that emphasize public domain resources and explore additional digitization opportunities, capabilities, and workflows.

B. Identify and preserve cultural and scholarly heritage materials that will contribute to both the UC and national research agendas.
   1. Clarify the purposes for which the Merritt digital repository service is to be used in relation to other available campus and national digital repository services.
   2. Identify tools and services to support emerging e-scholarship initiatives.

On-going Priorities:
   1. Continue development of the UC Curation Center (UC3), in the context of other regional, national, and international curation services.
   2. Expand the scope of the Web Archiving Service and increase accessibility of archived materials.

2. **Capitalize on technological opportunities to accelerate the transition to a primarily digital environment:** Technology is driving far-reaching changes in the methods of research, scholarship, and teaching. The effects are manifesting themselves differently and adoption rates vary among academic disciplines. In response to these changes in student and faculty information-seeking behaviors, the UC libraries must create and utilize technological tools to enhance discovery and access.

Priorities for 2013-2016:

A. Maximize digital library service capacities.
   1. Implement a systemwide technical and organizational infrastructure for digital collections.

B. Maximize long-term access to digital content
   1. Play a leadership role in the development of regional, national, and international digital preservation programs and services—including the Digital Preservation Network (DPN), HathiTrust,

arXiv, and emerging initiatives around federal documents—to ensure that the cultural record is preserved and accessible.

C. Maximize library processing efficiencies by making progress on recommended pilots from the Next Generation Technical Services initiative.
1. Investigate the cost/benefit of a consortial shelf-ready contract.
2. Investigate the cost/benefit of a new shared cataloging service/model for non-print materials
3. Implement a pilot project to develop and assess workflows and recommend best practices for shared cataloging of non-Roman resources.
4. Accelerate processing of archival and manuscript collections.
5. Maximize the effectiveness of the Shared Cataloging Program for e-resources by implementing a pilot project to develop and test workflows for expanding shared cataloging of such content.

On-going Priorities:
1. Continue to develop models for licensing eBooks that are cost-effective and that ensure long-term access to such content.
2. HathiTrust development
3. Merritt digital repository services
4. Web Archiving Service
5. arXiv

Completed and Being Monitored:
1. Simplify the recharge process

3. **Maximize discovery of and access to information resources:** Faculty and staff are adopting new techniques to identify, find, and use information resources. As user behaviors evolve, library services must adapt to provide better, faster, and broader access and support.

Priorities for 2013-2016:
A. Review and reassess policies that govern sharing of all types of information resources across the system (text, media, images, etc.)
1. Gather and revise existing resource-sharing policies across the campuses to clarify which materials will be shared, under which terms and conditions.

B. Offer enhanced user services to make discovery and access intuitive and easy.
1. Identify and develop mechanisms to share core information elements about the UC libraries in support of robust systemwide e-reference services.

2. Deploy or, as necessary, develop mobile applications that will provide information resources wherever UC faculty, students, and staff are.
3. Investigate using Aeon to streamline discovery, access to, and management of special collections across the campuses.
4. Implement Shibboleth access to Tier 1 resources.

C. Provide just-in-time assistance by developing and providing shared instructional and reference materials and tools at the network level.
1. Explore potential next steps in systemwide collaborations to develop online learning objects.

D. Participate in UC efforts to create and expand technology-enabled education programs.
1. Explore and address implications of UC Online Education (UCOE).

On-going Priorities:
1. Contribute to enhancement of Next-Generation Melvyl.
2. Expand and enhance the "Ask a Librarian" service.

4. **Optimize and repurpose physical library space:** The UC libraries will take advantage of increased efficiencies in management of print collections to create opportunities for the libraries to repurpose existing space.

Priorities for 2013-2016:
A. Develop sustainable collection development and management strategies.
1. Transform collection development practices.
2. Maximize shelf space across the campuses and at the RLFs by implementing a shared print in place program.
3. Manage print collections on a systemwide basis to make maximum use of all available UC library facilities.
4. Reduce unnecessary duplication among the UC library collections by decreasing, as appropriate, overlap in library materials in all formats, de-duplicating the holdings of the RLFs, and exploring other strategies.

On-going Priorities:
1. Continue to invest in the development of the WEST multi-state print journal archiving initiative.
2. Whenever possible, acquire digital formats for materials added to UC library collections.

5. **Expand engagement in scholarly communication:** The UC libraries continue their efforts to work with publishers and vendors to keep inflationary increases in the prices of scholarly publications to a reasonable

level, but rapid escalation continues. UC faculty could bring their influence to bear to change the model for scholarly communication since they are the true owners of the system. UC librarians must support faculty in their efforts to foster such change.

Priorities for 2013-2016:
A. Assist and support faculty as they explore and use alternatives to traditional methods of scholarly publishing.
    1. Explore funding models to support alternative publishing strategies that provide economically sustainable open access
    2. Ensure that the infrastructure to support use of alternative modes of publishing (including perpetual access) is in place.

B. Continue to build services to underpin changing research, discovery, and dissemination practices.
    1. Establish mechanisms to document and share best practices among UC librarians and other research libraries.

On-going Priorities:
1. Convey to faculty and administration the costs of publications and expenses incurred by UC libraries in providing access to scholarly information.
2. Encourage and support the adoption of Open Access publishing.

6. **Build and leverage expertise:** As the size of the UC libraries' staff diminishes, the UC libraries must identify gaps in knowledge and expertise and implement efficient and effective mechanisms for sharing proficiencies across the system—all in the context of reevaluating and redefining the roles of librarians in the evolving information environment.

Priorities for 2013-2016:
A. Play a leadership role in generating discussion of the evolving library workforce in order to build and share expertise (e.g., subject, language, technical and/or legal) and develop centers of excellence.
    1. Engage LAUC in a definitional discussion about the evolving library workforce.
    2. Play a leadership role in national discussions about the library workforce of the future.
    3. Advocate for effective systemwide and national legal and policy support for issues affecting libraries (e.g., rights management, Fair Use).
    4. Collaborate on staff recruitment, development and training, and succession planning.

B. Develop a Research & Development (R&D) agenda in support of digital collections and services.
    1. Establish criteria and processes for managing the agility fund to support R&D.
    2. Consider how to best take advantage of OCLC Research and other organizations in advancing the research agenda of the UC libraries.