

University of California
Systemwide Strategic Directions for Libraries and Scholarly Information

Faculty Perspectives

June 1, 2004

[This document summarizes and provides added perspectives on *Systemwide Strategic Directions for Libraries and Scholarly Information*, the current strategic planning document for the UC Libraries, prepared by the University Librarians and endorsed by the UC Systemwide Library and Scholarly Information Advisory Committee. *Systemwide Strategic Directions*, this and other *perspectives*, and related supporting documents are available at <http://libraries.universityofcalifornia.edu/planning/>.]

Great universities have great libraries. In fact, great universities achieve their standing in part because of their libraries, because information resources are at the foundation of effective research, teaching and learning. To enable the University of California to continue to excel in its instructional, research and service missions, the University libraries strive to:

- Enhance access to well organized, professionally managed, and comprehensive collections of scholarly information needed to realize the goals of the University's academic programs
- Improve the availability of timely, expert, relevant, and personalized services needed by faculty and students to make effective use of these vast and complex information resources
- Ensure persistent access to the high-quality digital materials that result from research and teaching at UC

To achieve these goals, each UC campus library builds and manages distinctive collections of information resources and provides leading-edge information services, tailored to the needs of the campus academic program, faculty and students. These campus-based collections and services satisfy the vast majority of the information needs of their respective campus communities and are essential to the academic quality of the University. However, our libraries face a number of challenges, including:

- Diminishing budgets, including the effects of budgetary austerity on the library collections, the value of which lies in part in the continued accumulation and preservation of information resources
- Proliferation in the amount of scholarly information and the number of formats in which it is produced, and continuing hyper-inflationary increases in its cost
- Rapid change in information technology, and the accompanying need to adopt and adapt new technology to serve the information needs of UC's faculty and students
- Much higher expectations among users about the speed and ease with which information (and associated user support services) should be discovered, located, accessed, and used
- Lack of any unifying technology that would facilitate the easy capture, organization, presentation, use and long-term management of the growing digital component of scholarly information
- The increasing financial and operational interdependence of the campus libraries in providing services to each other and supporting shared systemwide collections and services, and the resulting effects of independent campus budgetary and operational decisions on the quality of systemwide library services upon which all campuses depend

None of the UC libraries acting alone has the resources to successfully address these issues. As a result, over a 25-year history, the libraries have adopted a strategy of progressively growing cooperation and collaboration to build upon and supplement campus resources by sharing collections, leveraging technology and pooling financial resources. Many of the benefits that have been achieved through this strategy are described in *Advances in Resource Sharing and Systemwide Library Service in the University of California: A Five-Year Progress Report*" (January 29, 2003), available at <http://www.slp.ucop.edu/documents/Expanded_Progress_Report.pdf>.

As a result of the sustained application of cooperative strategies over a quarter-century, each campus library increasingly collaborates with the other libraries and with the providers of shared systemwide services to deliver comprehensive collections and high-quality services to their campus' faculty and students. *Systemwide Strategic Directions for Libraries and Scholarly Information* sets out five strategic directions that will further leverage available resources of the UC libraries:

- Expanded development and management of shared collections (*Systemwide Strategic Directions*, Sections 4.1 and 4.4)
- Elaboration of shared services (Section 4.3)
- Greater utilization of shared facilities (Section 4.2)
- Ensuring persistent access to digital information that results from and supports research and teaching at UC (Section 4.4)
- Changing the economics of scholarly communication (Section 4.5)

In applying these strategies to sustain and enhance the collections and services of the UC libraries in the face of budget constraints, continuing increases in the cost of information, changing information technologies, and the shifting service expectations of library users, the UC libraries will:

- Through the collection management and shared facilities strategies, further optimize student and faculty access to information resources by reducing unnecessary duplication, leveraging shared assets (such as the regional library facilities), and expanding the breadth and depth of information resources available systemwide, while meeting the unique information needs of each campus and enhancing the distinctiveness of each campus library's collections and services.
- Through the shared services strategy, collaborate to develop and implement new library services, and re-engineer existing services, so as to:
 - Leverage existing resources – staff, dollars, systems – to achieve cost avoidance and increased cost-effectiveness
 - Create shared infrastructure that can cost-effectively support improvements in existing services and deployment of new innovations
 - Allow campus libraries to be more responsive to the needs of their faculty and students by affording them greater flexibility to locally configure shared systems and services
 - Provide an enhanced experience for library users by more effective integration of information resources and services.
- Through the digital persistent access strategy, ensure that the digital information resources that are increasingly essential to support world-class teaching, research and scholarship are

cost-effectively captured, preserved and managed by developing a digital preservation infrastructure that can be used to a) centrally preserve the digital information in which we share a common interest (such as commercial journals and databases and web-based government information); and b) facilitate the efforts of the campus libraries to preserve digital assets in which they take a unique interest (for example, selected collections of web-based materials, digital materials produced by faculty for research or teaching, etc).

- Through the scholarly communication strategy, expand efforts to work with UC faculty and administration, scholarly societies, and publishers to address problems in scholarly publishing and the system of scholarly communication by:
 - Articulating principles and goals with regard to the economically sustainable development and maintenance of high-quality and readily accessible research collections.
 - Deepening expertise, partnerships, and effective communication to shape and support systemwide and campus-based efforts.
 - Extending the organizational capacity for innovation and building services into the layered structure of the library system in order to a) ensure effective management of the products of these innovations, b) provide a platform to share the results of these innovations with the world academic community, and c) provide a platform that reduces the overhead for faculty who wish to participate in these groundbreaking activities. The eScholarship Repository is a successful example.
 - Informing the University community about the characteristics of the current system of scholarly communication, the options that are available to them to influence the system, and the library strategies for dealing with the issues.
 - Investigating areas where little is known about the scholarly communications process and its impacts on library practices and programs. Researching the costs and benefits of hosting and acquiring alternative forms of publication and exploring new metrics to describe a publication's value to the university are two relevant examples.