

University of California Libraries
Systemwide Plan and Priorities, FY 2014-2017
Version 4.0 10/18/13
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 in 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 the building blocks and products of scholarship and research, 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 to provide access to a broad array of scholarly information resources in support of these programs remains one of the highest priorities for the UC libraries.

Priorities for FY 2014-17:

- 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.

- i. Explore systemwide strategies for data curation outlined in the “UC Libraries Strategic Agenda for Shared Data Curation” in support of UC researchers and in collaboration with other university stakeholders.
 - ii. Vigorously pursue digitization programs that emphasize public domain resources and explore additional digitization opportunities, capabilities, and workflows.
 - iii. Explore systemwide strategies for acquiring and managing born-digital content
- b. Preserve cultural and scholarly heritage materials that will contribute to both the UC and national research agendas.
 - i. Review the ecosystem to ensure a comprehensive strategy to capture and preserve cultural and scholarly heritage materials.
 - ii. Identify preservation strategies for audio/visual materials.
- c. Explore the possibility of a strong, single federal depository library collection for the UC system.

On-going Priorities:

- 1. Explore preservation strategies for non-print.

Completed and/or Being Monitored for Further Issues:

- 1. Support streaming media in Calisphere and eScholarship.

- 2. Capitalize on 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 behaviors, the UC libraries must continue to create and make available technological tools that enhance discovery, access, use, and reuse.

Priorities for FY 2014-2017:

- a. Whenever possible acquire e-versions as the default for new acquisitions unless there is a strong academic or business rationale for maintaining print or other extenuating circumstances.
- b. Determine what the UC role will be in the Digital Public Library of America (DPLA).
- c. Maximize long-term access to digital content
 - i. Play a leadership role in the development of regional, national, and international digital preservation programs and services – including the Digital Preservation Network (DPN), HathiTrust, and arXiv – to ensure that the cultural record is preserved and accessible.

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. Continue HathiTrust development
3. Continue Web Archiving Service
4. Implement a systemwide technical and organizational infrastructure for digital collections via the UC Libraries Digital Collection project.

Completed and/or Being Monitored for Further Issues:

1. Simplify the recharge process
2. Investigate the cost/benefit of a consortial shelf-ready contract.
3. Investigate the cost/benefit of a new shared cataloging service/model for non-print materials
4. 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.
5. Implement a pilot project to develop and assess workflows and recommend best practices for shared cataloging of non-Roman resources.
6. Accelerate processing of archival and manuscript collections.

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 FY 2014-2017:

- a. Develop a policy regarding sharing of UC metadata.
- b. Review and reassess policies that govern sharing of all types of information resources across the system (text, media, images, etc.)
 - i. Implement revised resource-sharing policies across the campuses to clarify which materials will be shared, under which terms and conditions.
- c. Offer enhanced user services to make discovery and access intuitive and easy.
 - i. Implement Aeon as a tier 2 project to streamline discovery, access to, and management of special collections across the campuses.
 - ii. Advance single sign-on for members of the UC community (e.g., for improved access to e-resources).
- d. Participate in UC efforts to create and expand technology-enabled education programs (e.g., online instruction)

On-going Priorities:

1. Deploy or, as necessary, develop mobile applications that will provide information resources wherever UC faculty, students, and staff are,
2. Provide just-in-time assistance by developing and providing shared instructional and reference materials and tools at the network level.

- 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 FY 2013-2017:

- a. Develop sustainable collection development and management strategies.
 - i. Transform collection development practices.
 - ii. Maximize shelf space across the campuses and at the RLFs by implementing a shared print in place program.
 - iii. Manage print collections on a systemwide basis to make maximum use of all available UC library facilities.
 - iv. 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 for rationalizing UC's collective library collections.

On-going Priorities:

1. Continue to invest in the development of the WEST multi-state print journal archiving initiative.
2. Whenever reasonable, give preference to acquiring 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 faculty are the true owners of the system. UC librarians must support faculty in their efforts to foster such change.

Priorities for 2014-2017:

- a. Prepare the infrastructure to support an Open Access Policy once one is adopted systemwide or campus by campus.
 - i. Develop the eScholarship functionality to support the policy.
- b. Determine what the UC Libraries' role would be in participating in open education resource initiatives and affordability of higher

education in coordination with other statewide, regional, and national efforts

- c. Assist and support faculty as they explore and use alternatives to traditional methods of scholarly publishing.
 - i. Explore funding models to support alternative publishing strategies that provide economically sustainable open access.
 - ii. Ensure that the infrastructure to support use of alternative modes of publishing (including perpetual access) is in place.
- d. Advocate for policies and laws that promote open sharing of information.

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: Due to the changing nature of librarianship and the role of the library in higher education, 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 2014-2017:

- 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).
 - i. Engage LAUC in a discussion about the evolving library workforce.
 - ii. Play a leadership role in national discussions about the library workforce of the future, including supporting diversity.
 - iii. Advocate for effective systemwide and national legal and policy support for issues affecting libraries (e.g., rights management, Fair Use).
 - iv. 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.
 - i. Advance the research agenda of the UC Libraries by exploring partnerships with OCLC Research and other organizations.