

14 December 2010

**TO:** UC Libraries Staff  
**FR:** Council of University Librarians  
**RE:** Next-Generation Technical Services Phase 2 Final Reports

This document, prepared by the Council of University Librarians (CoUL), provides background and context for the Next-Generation Technical Services Phase 2 Final Reports,<sup>1</sup> and conveys the priorities assigned by the CoUL to the recommendations made in those Final Reports.

The goal of the Next-Generation Technical Services (NGTS) initiative has been “to move Technical Services operations to the network level and to pursue a transformative approach to the ‘backend’ infrastructure needed to support the user discovery experience.”<sup>2</sup> In the first phase of NGTS (NGTS1, concluded February 2010), task groups were charged with rethinking Technical Services operations so that they better support the full range of UC collections.. The NGTS 1 reports made recommendations for more efficiently and effectively collaborating on the management of “commonly held” resources (i.e., resources held by several of the campuses), and surveyed the range of Technical Services support for less commonly held resources: non-Roman language materials, special collections, UC scholarship, and born-digital materials.

Subsequently, in March 2010, Phase 2 (NGTS2) task groups were charged with building upon the analysis and recommendations made by the NGTS1 task groups. Specifically, three NGTS2 task groups were charged with following up on the following critical issues:

1. Improvement of the Financial Infrastructure [aka the “Financial Infrastructure” Task Group]
2. Development of Enterprise-Level Collections Management Services [aka the “Enterprise Collection Services” Task Group]
3. Development of New Modes for Organizing and Providing Access to Special Collections, Archives, and Digital Formats [aka the “New Modes” Task Group]

The NGTS2 task groups were charged with making actionable and cost-effective recommendations for improving the library user experience and transforming Technical Services operations by:

1. achieving efficiencies systemwide by rethinking the tools, cataloging practices, organizational structures, HR support, and financial infrastructure needed to work at the network level with common, enterprise resources; and, thus,
2. freeing up resources for all the campus libraries to focus on the digital, the special collections, and languages that make our libraries valued and valuable.<sup>3</sup>

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<sup>1</sup> [http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/ngts\\_phase2.html](http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/ngts_phase2.html)

<sup>2</sup> [http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/NGTS\\_charge\\_22Jan2009.pdf](http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/NGTS_charge_22Jan2009.pdf)

<sup>3</sup> <http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/NGTSNextSteps100216rev100224.pdf>

In carrying out their charge, the three NGTS2 task groups consulted and worked with various stakeholders, particularly HOTS.

The Final Reports from the NGTS2 groups have been reviewed by the Council of University Librarians (CoUL), the Systemwide Operations and Planning Advisory Group (SOPAG), and the All-Campus Groups (ACGs) with the aim of prioritizing the many recommendations the reports put forward and developing plans for moving ahead assertively. Some recommendations are immediately actionable, if not already underway. Others require additional investigation, but seem likely to be critical to achieving longer-range goals and objectives. Some will require collaborative development with initiatives now being identified by SOPAG's Digital Library Services Task Force 2 (DLSTF2). Many will require careful coordination between Collections and Technical Services staff. Most will require close consultation with User Services staff.

CoUL has assigned the following priorities to the recommendations contained in the NGTS2 Final Reports:<sup>4</sup>

- High Priority [= Pursue Now]
  - F4a. Move to a deposit account model to reduce the number of recharges processed by CDL Acquisitions and the campuses.
  - E5. Implement the HOTS systemwide Shelf-Ready recommendations.
  - E6. Implement a “good enough” record standard for all of UC.
  - E8. Expand and adjust the Shared Cataloging Program.
  - E12. Develop a systemwide model for collection services staffing and expertise.
  - NM1. Implement efficient “More Product, Less Process” (MPLP) tactics for processing archival and manuscript collections.
  - NM2. Support streamlined processing workflows and reuse descriptive data with systemwide use of the Archivists’ Toolkit.
  - NM3. Systematically and efficiently digitize high-use, high-priority collections for access to UC primary resources.  
*[CoUL: SOPAG to consider as part of next steps for DLSTF2.]*
  - NM4. Implement a coordinated, systemwide solution for creating and managing digital objects.  
*[CoUL: SOPAG to consider as part of next steps for DLSTF2.]*
  - NM5. Using the University of California Curation Center (UC3) micro-services as the foundation, develop and implement infrastructure to manage the unique digital assets created or purchased by the UC system.  
*[CoUL: SOPAG to consider as part of next steps for DLSTF2.]*

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<sup>4</sup> [F = Financial Infrastructure Task Group recommendation; E = Enterprise Collection Services Task Group recommendation; NM = New Modes Task Group recommendation.](#)

- Medium Priority [= Explore Further—More Information Needed]
  - F1. UC Libraries fund commonly held collections and technical services operations from a central source. Systemwide resources and technical services activities common to all campuses would be funded off the top.
  - F2. Positions doing work on behalf of systemwide collections and technical services based at a campus need consistent and stable funding, and should be granted terms of employment consistent with their campus-funded peers.
  - F5. Establish a secure web site to allow campus representatives and CDL to see CDL invoice and recharge activity and supply account strings for recharges in real time.
  - E2. Electronic Resource Management Systems (ERMS).
  - E3. Database of Record.
  - E4. Systemwide and multi-campus collection development activities.  
*[CoUL: High priority for CDC.]*
  - E7. Define and implement UC-wide Collection Services Centers.
  
- Long Range [= Pursue once implementation of High Priority items above is underway and more information about Medium Priority items above is in-hand]
  - F3. Tools and services used by CDL and the campuses to support collections and technical services, (with the exception of campus-based OCLC accounts) should be funded and negotiated and acquired centrally.
  - E10. Eliminate non-Roman backlogs.  
*[CoUL: Generalize to all backlogs, not just non-Roman.]*
  - E11. Reduction of redundant serials management processes.
  - NM6. Reallocate library staff from units other than archives and special collections for surveying, processing and digitizing materials through implementation of an inter-campus processing program.
  
- Not Endorsed [= Don't Do]
  - F4b. Establish a CDL Acquisitions “pass through” account at UCOP, that will allow CDL Acquisitions Staff to process campus co-invests—reducing the need to send out and receive recharges for specific resources.
  - F6. Campuses should be encouraged to make better use of campus procurement cards, whenever possible, to reduce the overhead associated with paying invoices and cutting checks.  
*[CoUL: To be pursued on the campuses as appropriate.]*
  - F7. The University of California needs to develop interoperability between campus financial systems that allow inter-campus transactions to flow more smoothly.  
*[CoUL: While the lack of interoperability between campus financial systems is a serious impediment to collaboration and efficiency, this is not an issue that can be taken up by the Libraries. Rather, it requires systemwide attention at a higher level—the need for which the CoUL strongly endorses.]*

- E9. Systemwide historical federal government documents repository.  
*[CoUL: Rather than pursuing independently, even at the systemwide level, UC should coordinate with and through ARL.]*
- Bigger than NGTS [= To be Discussed Further by CoUL]
  - E1. Cloud-based systemwide ILS.

CoUL has asked SOPAG, working in consultation with NGTS, to develop a plan for implementing the prioritized recommendations above, including coordinating campus discussions, identifying or constituting appropriate groups to pursue specific recommendations, and integrating their pursuit into other systemwide processes and initiatives. Taking these next steps will begin our transformation of the technical services that support the UC collections, an effort that will require the coordinated contributions of staff throughout the UC Libraries. We anticipate that there will be considerable discussion needed on each campus and in systemwide groups as we work through the implications of, and next steps for, the prioritized recommendations above. If you are interested in participating, please let your University Librarian or your campus' SOPAG representative know as we move forward with these ambitious and transformative initiatives.