

**REPORT TO THE COLLECTION MANAGEMENT PLANNING GROUP (CMPG)
ON
COLLECTION MANAGEMENT AND COORDINATION: A STRATEGY FOR THE
UC LIBRARIES**

Prepared by the CMPG Steering Committee
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Great universities have great libraries. The University of California has built nine campus libraries of distinction (and has launched the development of a tenth) comprising world-class collections that give a competitive edge to UC research and instruction. The UC Libraries have also won an unparalleled reputation for innovation and service. Maintaining the breadth and depth of those collections and services in the face of continuing increases in the volume and cost of scholarly publication is the single greatest challenge confronting the University's library program today. To meet this challenge, the UC Libraries have collaborated closely and pooled their resources to ensure that all UC faculty, students and staff, irrespective of their location, have access to library collections befitting an eminent research university.

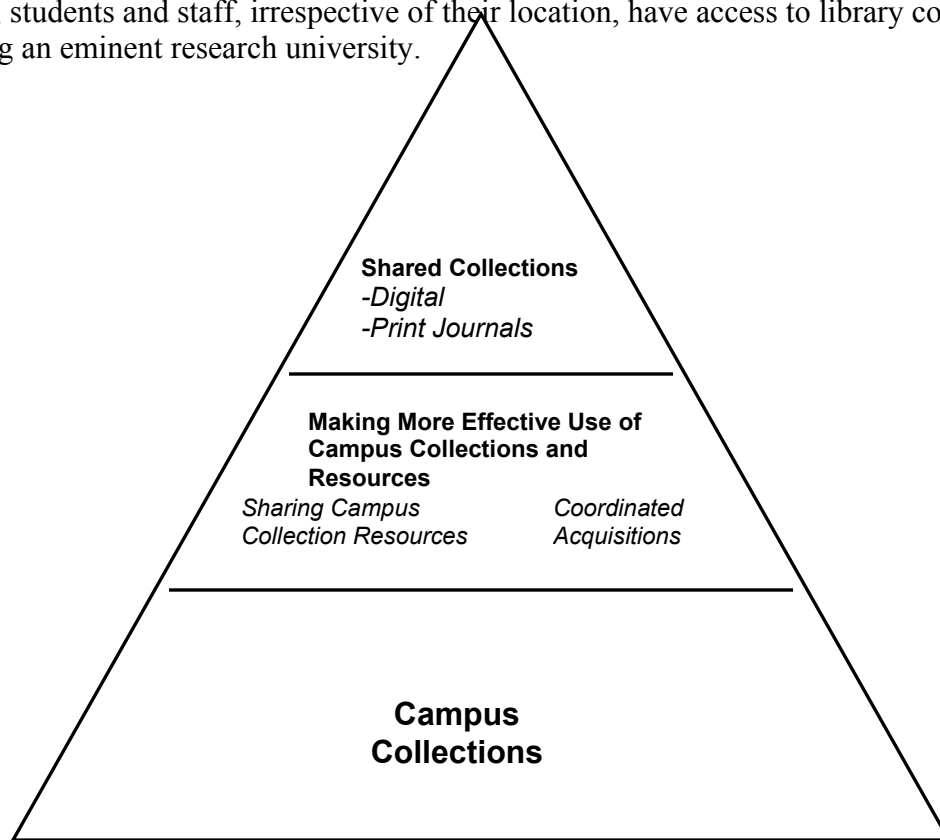


Figure 1: The Hierarchy of UC Collections

This strategy has resulted in a carefully coordinated and collaboratively managed hierarchy of library collections and services in which the collections of the individual campuses are augmented and enriched by ever-improving capabilities to access and make use of the resources of all the others. More recently, campus collections have been enhanced by the development of shared collections that are held in common and are equally available and accessible to all members of the University community (see Figure 1). As a result, each UC faculty member and student can make use of a campus library that not only offers rich local collections, but provides a portal to the extensive resources of the entire UC system, integrated and presented by the campus library in a way that responds to the particular needs of the campus community. Of equal importance, collaboration helps ensure that the diversity of the Universitywide collection is maximized, thus increasing the likelihood that information needed for research and teaching will be available somewhere within the UC system.

Campus collections

The 32 million volumes (and countless maps, manuscripts, microforms, audio, video, and pictorial materials) held by the UC campuses provide the foundation of the University collection. The vast majority of faculty and student information needs are satisfied by the holdings of their campus libraries. Campuses acquire, organize and preserve onsite print and digital holdings, and provide access to their own collections through local catalogs and to the Melvyl catalog of all Universitywide holdings. They provide instruction in library research skills and offer high-quality, personalized services to faculty, students and staff, and people in their local communities. Campus libraries also provide electronic reserves for locally taught courses, customized websites offering access to unique or noteworthy resources, and civic programs that enrich and enliven the region's cultural life.

Making More Effective Use of Campus Collections

Sharing Campus Collection Resources

The University of California's strategic approach to development of library collections and services has emphasized multi-campus collaboration, application of new technology, and expanded Universitywide sharing of the information resources within UC library collections. These strategies have been successful in applying the leverage available to a multi-campus system of strong and distinguished institutions to maintain high-quality research collections and services in the face of rising costs and other challenges to traditional library models. Examples of resource sharing among the UC campuses include Melvyl, shared library facilities (the RLFs), interlibrary loan, the *Request* service and desktop delivery.

The **Melvyl Catalog** was first implemented in the early 1980s to combine in one place information about the bibliographic and serial holdings of the University of California system. The catalog integrates the holdings information of the libraries as if they were part of a single collection and thereby facilitates access to and use of campus collections on a systemwide basis.

The two **Regional Library Facilities** (RLFs) in northern and southern California were completed and occupied in the early 1980s and expanded in the early 1990s (with another phase of expansion still to come). The two facilities currently house about 10 million volumes. All Regional Facility holdings are included in Melvyl, their collections are extensively used, and the RLFs have been thoroughly integrated into the operations and services of all campuses and of Universitywide systems.

Interlibrary lending and borrowing among UC's libraries has more than doubled in the last ten years, a trend that can be attributed in large part to the high level of coordination that exists in the UC library system, the effectiveness of existing automated tools, and the recently implemented patron-initiated *Request* service. *Request* provides library patrons with a quick and easy option for ordering an item not available on their home campus directly from a record in the union catalog. An integrated service built upon Melvyl, *Request* reduces the complexities of interlibrary loan for users, thereby encouraging and supporting the use of a virtual Universitywide library. For the campuses, *Request* ensures an efficient and effective transaction between systems to fulfill orders. Between its implementation in 1999 and 2001-02, *Request* transactions grew from 36,000 per year to 193,000, an increase of 436%.

Coordinated Acquisitions

Beyond sharing collections that are selected and developed independently by the campuses, the University has a long history of coordinating its library acquisitions. Coordination of acquisitions helps ensure that unnecessary duplication of holdings among the campuses is minimized and that the ability to acquire unique material within the UC system is maximized. A Shared Purchase program (more recently, Shared Collections and Access Program or SCAP) was established in 1976 to provide joint funding for research materials too costly for a single campus to buy; since the early 1990s, this program has supported the licensing of shared bibliographic databases that provide enhanced Universitywide access to the journal literature. For nearly 20 years, Universitywide groups of bibliographers in specific subject areas have met to coordinate their collecting activities and sponsor shared purchases; there are currently about a dozen of these groups operating under the oversight of the UC Libraries' Collection Development Committee. In addition, a proposal currently under consideration for collaboration on the approval plans that the libraries place with book vendors would allow each campus to know in real time what books other UC libraries are purchasing, and to compare its own planned acquisitions and those of other campuses with the universe of books available in a particular area. This would enable campuses to make acquisition choices that minimize unnecessary duplication and increase the scope and diversity of the Universitywide collection.

Preservation

Since the early 1980s, a collaborative Universitywide preservation program has provided leadership, coordination and funding for key strategies that extend the longevity of the University's print collections, including disaster planning, acquisition of disaster recovery supplies, and repair and reformatting of damaged and deteriorating materials.

The Libraries' preservation and conservation program is now beginning to confront the formidable challenges of ensuring the persistence of the University's digital library resources.

Shared Collections

A more recent strategic innovation expands upon the coordination of campus acquisitions to embrace the creation of collections that are explicitly developed for, managed on behalf of, and equally accessible to the University system as a whole. The collaborative development and management of shared collections in all formats promises to:

- Enhance the collections and services that each UC campus library makes available to its faculty and students;
- Further expand the breadth and depth of collections available systemwide to support the University's distinguished teaching and research programs; and
- Reduce unnecessary duplication of campus holdings and make more efficient use of scarce campus library space.

The development and management of explicitly shared collections began with the establishment of the CDL and focused on digital content, most of which is available under license. In the last year or so, the University Librarians, through a variety of groups, many including faculty representation, have begun exploring the advantages and practicalities involved in extending to selected print materials our successes in developing and managing shared digital collections.

Shared Digital Content

Digital collections, by their nature, lend themselves most readily to shared development and management. A digital work can be made simultaneously available to any number of users throughout the UC system, at any time of day or night, obviating the need for campuses to acquire multiple print copies or maintain duplicate subscriptions. The establishment of the California Digital Library in 1997 embodied this concept and gave UC scholars at all campuses access to all shared electronic information licensed by the University. Supported by library co-investment and central University funding, the shared digital collection complements and expands the print and digital collections of the campus libraries. In addition to enhanced access to resources, the shared digital collection represents a significant organizational innovation in collaborative, systematic collection development and acquisition.

Shared Print Collections

The shared development and management of print collections presents significant additional challenges, but the Universitywide collaborative services already developed by the UC Libraries can overcome many of the potential barriers. The shared Regional Library Facilities can provide space to house shared print collections, Melvyl provides Universitywide access to shared holdings, and overnight courier service provides rapid delivery to requesters regardless of University location. Perhaps the least problematic of potential shared print collections would be journals that are also available in electronic form through the shared digital collection. To explore this possibility, the UC libraries

have begun implementation of a pilot program to acquire and maintain one print copy of all Elsevier and ACM titles that the University receives in digital format. The contracts for these electronic journals include one “free” print subscription to the journal.

Looking forward, the Scholarly Information Program Task Force of the Systemwide Library and Scholarly Information Advisory Committee (SLASIAC) proposed in its October 21, 2002 report that the shared collection concept, which has been successful in the digital realm, be expanded to include, on a selective basis, other kinds of print collections. The University Librarians, at their November 2002 retreat, endorsed and created an initial working definition for the concept of a shared print collection within the context of enhanced and expanded resource sharing and collection coordination by the UC libraries, and SLASIAC’s Collection Management and Planning Group has initiated discussion on further refinements of the shared print collection concept.

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