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TO: NGTS Enterprise-Level Collections Management Services Task Group
(Marcus Banks-UCSF, Linda Barnhart-UCSD, Brad Eden-UCSB (chair), Adrian Petrisor-UCL, Nick Robinson-UCB, Lisa Rowlison de Ortiz-UCB, Carlo Medina-UCLA)

FROM: Next Generation Technical Services Executive Team
(Laine Farley, Martha Hruska, Bruce Miller (chair), Brian Schottlaender, Ginny Steel)

CC: Next Generation Technical Services Steering Team
(Armanda Barone (liaison to Enterprise-Level Collections Management Services Task Group), Jim Dooley, Martha Hruska (chair), Carol Hughes, Emily Stambaugh)

RE: Charge to develop enterprise-level collections management services

*Next Generation Technical Services – Next Steps*¹, endorsed by the University Librarians, 24 February 2010, specified the following action:

Develop an operational infrastructure and technical services that can function at an enterprise level in support of efficient, non-redundant, and collaborative collection services.

Background

The NGTS Scope Statement² calls for “**radically new approaches to ... operations ... to ensure that they are not only maximally efficient, but also transformatively effective.**”

We are faced with significantly reduced financial resources. We must reduce overall costs and we must do much more with much less.

We are faced with significantly more information to curate, especially in the digital realm. We must increase access to unique materials and hidden collections.

The NGTS call for transformation is a carefully focused process for drawing attention to work that needs to be done as stated in the NGTS Scope Statement “to ensure broad access over the long term to all of the extraordinary collections of the University of California. The values upon which transformative models to achieve that goal will be evaluated include:

¹ <http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/NGTSNextSteps100216rev100224.pdf>

² Next-Generation Technical Services: Changing How We Provide Technical Services for the University of California Libraries. Scope Statement. April 10, 2009
http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/NGTS_scope_10april2009.pdf

- Speed processing throughout all technical services functions
- Eliminate redundant work
- Free up resources in order to focus cataloging and other metadata description on unique resources
- Start with existing basic metadata from all available sources
- Allow for continuous improvements to basic metadata including from the world beyond the UC Libraries: our users, expert communities, vendors, and other libraries
- View technical services as a single system-wide enterprise
- Make the UC Collections easy to find and use
- Define success in terms of the user's ability to easily find relevant content"
- Define "good enough" processes from the end-user perspective in terms of timely access to more resources
- Our processes should first focus on providing access to the end user as soon as possible. There is consensus among the ULs that "good enough" is justifiable if end-user access is an outcome.

The discussion about how to meet these challenges has been complex and has many facets.³ Many questions have been raised but are as yet unanswered:

- How does the vision and scope of the University of California Library Collection⁴ statement impact technical services processes?
- If we were starting from scratch to build a support system for the full range of materials in the 21st century UC Collections, what would it look like?
- Would a single systemwide integrated library system provide significant efficiencies? Would it be worth the resources and capital that would be required to build it and put it in place?
- What does "integrated library system" mean in the context of the UC system in 2010?
- Would a single systemwide integrated library system be significantly less expensive than the ten systems that are now in place?
- Do the shortcomings of ten separate integrated library systems outweigh the successes?
- Is there an alternative to the classic integrated library system that would provide comparable management functionality at less cost?
- What functions comprise enterprise-level collections services?
- Could enterprise-level technical services be developed in a distributed, platform-independent mode that isn't dependent on a single software system?

³ NGTS Phase 1 Reports.

http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/current_activities.html

⁴ The University of California Library Collection: Content for the 21st Century and Beyond
http://libraries.universityofcalifornia.edu/cdc/uc_collection_concept_paper_endorsed_ULs_2009.08.13.pdf

- Can enterprise-level technical services be defined by a single dataset of bibliographic information that is interactively used and shared throughout the UC libraries?
- Can we move selected processes to the enterprise level so that it is unnecessary to duplicate that work on each campus? What processes must be local to each campus and why?
- How can we usefully expose the content of the collection to the end user at the earliest moment?
- How can we expand and better use existing collaborative programs within UC such as the Shared Cataloging Program?

Charge

You are charged to develop scenarios for enterprise-level collection management services that would support collaborative life-cycle management services for the collective information resources of the UC Libraries. The focus is on acquisition of information resources in all forms and the associated organization of meta-information that enables access by the end user. However, be sure to maintain a broad and holistic perspective that recognizes the role of these services is support of overall collection services including selection, management, archiving, and preservation.

Propose new approaches to technical services processes:

- that support total life-cycle curation for all materials in all UC library collections including special collections and digital materials
- that build upon existing successful systemwide collaborations and that use those successes as models for new collaborations
- that increase access to more materials and that that eliminate backlogs and hidden collections
- that provide timely and effective access for the end user
- that cost less than existing processes

Compare multiple strategies such as:

- decentralized—essentially what we have now but with changes to significantly reduce costs and increase outputs
- centralized—all processing done in a single location
- regionalized—processing done at two locations, one in the north and one in the south
- hybrid—some tasks at a single location, e.g., additional operations similar to the Shared Cataloging Program

Compare the costs and outputs of each strategy with those for the existing UC technical services operations, including:

- benefits
- obstacles (technical, legal, financial, logistical, service, and HR)
- cost analysis including savings, transition costs
- impact on end user

Recommend which strategy or multiple strategies should be implemented and for what reason.

Consultation

You are empowered to consult widely, both within and outside the UC libraries. You can enlist assistance throughout the UC libraries (with approval from supervisors as needed). The UC AULs for collections and technical services have expertise that will be especially useful.

Timeline

Provide a progress report to the NGTS Steering Team by 31 July 2010.