

**SYSTEMWIDE STRATEGIC DIRECTIONS FOR LIBRARIES AND SCHOLARLY INFORMATION AT  
THE UNIVERSITY OF CALIFORNIA**

**Progress Report 2007**

**DRAFT -- FOR DISCUSSION PURPOSES ONLY**

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**1. INTRODUCTION**

In 2004, SLASIAC reviewed and endorsed *Systemwide Strategic Directions for Libraries and Scholarly Information at the University of California*, which set out five strategic directions for development of the University’s scholarly information services in the areas of collection management and coordination, shared facilities, shared services, persistent access to digital information, and scholarly communication. In 2005, the Office of Systemwide Library Planning prepared a progress report for SLASIAC. That report not only reviewed progress in each of the five areas, but recommended that, owing to both the University’s experience with them and the pressures of new external forces, two of these be expanded in scope and two added. Collection management and coordination was expanded to include strategies that comprehend integrated management of collections in all formats, and persistent access to digital information was enlarged to encompass stewardship of all the University’s scholarly digital information assets. Additional areas for strategic development included coordinated development of the University’s academic information environment and copyright issues and strategies.

As recounted below, the last two years have seen significant progress on all strategic directions. At the same time, two years of progress have brought new issues to the fore, and many of these are also discussed in the accounts that follow. Of more importance, developments both external and internal to the University are dramatically altering the environment for planning of library and scholarly information services. As these forces are not yet well understood, this report does not recommend any revision or expansion of the strategic program, but raises the issues in anticipation of the need to address them in our planning and articulate new strategies as they are

better understood. The major external driver is the continued proliferation of digital information and related services, and the concomitant challenges of effectively acquiring, accessing, managing, securing, and preserving that information, whether created internally or acquired elsewhere. Internally, strategic planning for library and information services will be shaped by a number of events that continue to unfold at this writing, including:

- Initiatives to restructure the University and recast the role and services of UCOP (<http://www.universityofcalifornia.edu/restructuring/>).
- The report of the University's Long Range Guidance Team ([http://www.ucop.edu/acadaff/swap/lrgt\\_nov06\\_final.pdf](http://www.ucop.edu/acadaff/swap/lrgt_nov06_final.pdf))
- The University's Systemwide Academic Planning Process (<http://www.ucop.edu/acadaff/swap/>)
- The impending release of the report of the Information Technology Guidance Committee (<http://www.universityofcalifornia.edu/itgc/welcome.html>)

It is increasingly evident both that the scope of academic resource and service issues will continue to widen, and that non-traditional methods will be required to bring together a wider variety of stakeholders to identify problems and opportunities and craft effective and sustainable solutions. In response to the internal and external forces enumerated above, among the likely hallmarks of the emerging planning and action environment are:

- Increased reliance on the campuses to identify information needs and craft innovative solutions;
- A reconceptualization of the role of UCOP and UC-wide services in support of the campuses and with flexibility to differentially support the unique needs and aspirations of each campus.
- An emphasis on collaboration and partnership at all levels, both to make the most effective use of available resources and ensure sustainability of operations that will necessarily involve multiple service organizations.

The discussion of publishing services provided in section 2.5 below illustrate both the challenges inherent in defining and developing innovative information services involving partnerships with previously independent organizations, and the potential benefits that can accrue if these challenges can be met. Several other illustrative examples are available:

- A "research enterprise information service" could federate existing information resources to provide integrated searchable information to staff, faculty, administrators and the public on faculty research interests, projects, publications and patents. Assuming appropriate access control mechanisms to protect confidential and proprietary information where necessary, such a service could be of value for faculty proposal development, research administration, administrative analysis, and communication to the California public, and could reduce the need for duplicative maintenance of this information in multiple locations as well as providing a foundation for support of greater research collaboration. The challenge is that the required information is held in several locations (under the custody of a variety of different functional offices) throughout the University, in the databases of federal research sponsors, and in the products of commercial organizations such as Community of Science.
- The University likely has the capability to cost-effectively host and provide access to open-source and UC-licensed online textbooks, but implementing such a service requires collaboration among library services, IT services, campus academic administrators and bookstores, and raises a number of policy issues both external (e.g., perceptions of "unfair"

competition with the private sector) and internal (e.g., the role of faculty as both officers of instruction and as textbook authors).

- Going beyond the “research enterprise information service” example, UC hosts a variety of data sources, some duplicative, that provide valuable insight into the University itself or if more effectively managed could increase efficiency and effectiveness. For example, a “personal and organizational name service,” harvested from existing online directories, corporate administrative databases, and campus Web sites, could provide a single source of authoritative “names” for individuals and units that could both be linked back to more complete information with appropriate security controls (e.g., biographies and personal bibliographies, enrollment or payroll data) and could be used by other applications (for example, in research administration, the library, student services, learning management systems). Other examples involving personnel, financial, enrollment, directory, and similar scattered compilations, and the possible relationships between them, could undoubtedly be found.

The key obstacles to pursuing these opportunities include:

- At each campus and UC-wide, determining needs and opportunities and identifying key stakeholders, and determining what role (if any) UCOP can play in meeting the identified campus needs;
- Creating venues where stakeholders can be convened for discussion, planning and action;
- Institutionalizing arrangement that allow such services to be sustainably financed, operated and governed.

## **2. PROGRESS TOWARD STRATEGIC DIRECTIONS: SUMMARY OF KEY ACCOMPLISHMENTS**

This section reviews the main developments in each of the strategic directions set out in *SSD* and the 2005 *Progress Report*. The Appendix provides more detail about developments in each area.

### **2.1. Collection management and coordination; Development and management of shared collections in all formats.**

Shared collections have grown apace since the 2005 report was issued. In addition to the specific developments detailed below and in the Appendix, particular focus has been placed on the intersections among various forms of collecting in order to maximize synergies in collection development and management. For example, decisions about shared digital purchases now take into account whether open access versions, including those made available through digital-reformatting projects (both current and planned), may obviate the need for licensing. While most digitization projects have yet to achieve sufficient scale or comprehensiveness to substitute for licensed collections, the libraries are watching these developments closely.

Conversely, the libraries have actively incorporated collection management considerations into their thinking and tool development for mass digitization (see discussion below). We anticipate that mass digitization will support further development of shared print collections within UC by providing enhanced discovery and browsing capability for materials that are located at another campus or in a shared storage facility which, coupled with robust and rapid delivery mechanisms (both physical and virtual), will improve the availability of systemwide collections. At the same time, the physical handling of books that are being digitized is allowing the libraries to capture

condition information that we hope to use to inform ‘best copy’ choices when evaluating items for persistent shared storage.

- **Shared print collections:** The shared print program is developing collections with two primary objectives in mind: first and foremost, to increase the breadth and depth of the collections that are available to UC students and faculty; and secondarily, to produce cost avoidances for the campuses by consolidating print holdings where it is feasible to do so. Despite notable advances in both areas, major challenges remain in funding shared print projects. Cost avoidances do not necessarily translate into available dollars for new projects. Processing shared collections entails staff and other related costs, for which a stable funding source has yet to be developed. Up until now, the CDL-managed Resource Sharing fund has assumed most of the costs for staffing and processing these collections, but available balances in this fund have been over-expended for the past several years in the wake of cuts imposed during the major UC budget retrenchments earlier this decade. A key goal of the shared print program in the next year is to explore new funding models that can place the shared print projects on a more sustainable footing. Additional mechanisms for shared collecting, including those that leave materials in place at the campuses with an explicitly shared mandate (thus eliminating the costs associated with relocating collections to a shared facility), will be explored to further reduce the cost of shared collection management and maximize funds available for new acquisitions.
- **Shared digital collections:** notable expansions and improvements include:
  - Over 50 new resources were licensed.
  - A major new journals contract was concluded with Taylor & Francis, representing significant cost avoidances to the campuses.
  - We have been influential in shaping new pricing models with publishers, including for example the American Chemical Society, where the pricing agreement includes a credit for UC authorship.
  - Increased support for collaborative licensing of more specialized titles at the campuses, including East Asian and music materials music, etc These arrangements, which selectively support academic strengths at specific campuses, are prompting discussion of more flexible licensing and financial support models to accommodate arrangements that involve fewer than ten campuses.
- **Mass digitization:** The UC Libraries are participating in three mass digitization projects:
  - In the **Google Book Search** (<<http://books.google.com/>>) project, books and serials (both in-copyright and in the public domain) in all languages are being scanned. The Google / University of California contract targets scanning 2.5 million volumes over a period of six years.
  - The **Microsoft Live Book Search** (<<http://search.live.com/results.aspx?q=&scope=books>>) project focuses on scanning public domain materials. The Microsoft/University of California contract currently supports the scanning of thousands of volumes annually. All UC Libraries books scanned through the Microsoft project are available on both the Microsoft Live Book Search website and the Internet Archive website.
  - The **Open Content Alliance (OCA)** (<<http://www.archive.org/details/americana>>) represents the collaborative efforts of an international group of cultural, technology, nonprofit, and governmental organizations that are building a permanent archive of multilingual digitized text and multimedia content. Public domain books are selected and

funding is provided by various organizations including the California Digital Library, Microsoft, Sloan Foundation and Yahoo. These books are available on the Internet Archive website.

Millions of books from the UC Libraries will be scanned through our participation in these projects. Mass digitization expands the UC Libraries' ability to give faculty, students and the public access to information and support our exploration of new service models and allow us to consider questions including but not limited to the following areas:

- **Collection Management:** can mass digitization help support our efforts to manage campus print collections and build shared print collections?
  - **Services to Users:** what new service opportunities and/or research paradigms are enabled by massively digitizing our library collections?
  - **Curating through Collaboration:** will participation in mass digitization projects help create access for our users to third-party materials not currently available through our libraries?
  - **Funding Reallocation:** should we consider reallocating funds currently invested in licensing online collections of out of copyright materials to the digital reformatting of our unique content?
- **UC Shared Images:** CDL negotiated a systemwide ARTstor license (except UCSF) in August 2007. ARTstor will be hosting UC Shared Images, individual collections managed by UC visual resources curators, which will be accessible to faculty and students across all campuses that subscribe to ARTstor. While initially focused on providing images for teaching within the Arts and Humanities, UC Shared Images will be useful campus-wide. UC Santa Cruz, in making their collection available to other UC campuses in ARTstor, is the first to participate in UC Shared Images. See the InsideCDL page (<<http://www.cdlib.org/inside/projects/image/>>) to learn more.
  - **Online Archive of California (OAC):** The Online Archive of California (OAC) (<<http://www.oac.cdlib.org/>>) continues to grow and expand. The OAC provides public access to archival finding aids from all UC campuses and over 70 California institutions. The OAC is seen as a vital resource for the state of California in its role as a central repository for collection descriptions.

## **2.2. Shared facilities**

The University's five-year capital plan includes a provision for construction of a new addition (Phase 3) to the Southern Regional Library Facility, with funding to be requested for the 2010-11 budget. The University Librarians have launched planning for this facility, with an initial focus on identifying functions that provide service to all UC campus libraries and their users that might beneficially be located in a shared physical facility. Discussions on new functions and services will continue through fall 2007, in anticipation of the launch of a formal Detailed Project Plan process in winter and spring 2007, and completion of a Project Planning Guide by March 2009.

Associated with the planning for SRLF Phase 3, and recognizing the substantial changes in faculty and student needs and expectations for library services over the last decade or so, the Office of Systemwide Library Planning has initiated a series of consultations with the campus libraries intended to portray a more complete picture of current needs and plans for the growth and management of campus print and digital collections, as well as facilities-based library services. It is expected that the outcomes of this consultation will be useful both for UC-wide

library facilities planning in an era of substantial competition for scarce capital funds, and to the campuses as they consider their library needs in the context of overall campus development planning.

### **2.3. Shared services**

In discussions about the Bibliographic Services Task Force (BSTF) report in 2006, library experts and faculty affirmed that improvements to our systems are essential. In a significant initiative arising from those discussions, the Libraries are pursuing partnership opportunities with OCLC to explore the next generation of the Melvyl union catalog based on a University of California pilot version of Worldcat.org. Planning for this pilot began in March 2007. This partnership will allow our users to expand discovery beyond the resources available within UC (which are considerable, yet limited on a world scale) while at the same time giving users the ability to seamlessly narrow their search to the single library level, the UC-wide level, or the regional level, when it makes sense. To further ensure that the UC Libraries' resources can be discovered with the search tools most commonly used by faculty and students, the CDL has worked with Google and Microsoft to expose our UC-branded licensed e-resources in Google Scholar, and Microsoft Live Academic search. At the same time, CDL has experimented with different approaches to providing flexible tools and services built on a common infrastructure so that campus libraries can provide services appropriate for the local environment, and is developing a new model that aids both CDL and campus libraries in making strategic choices about their development paths. The activities necessary for managing digital objects break down into broad categories: Create, Access, Manage, Preserve, and User Services. The acronym, CAMPUS, is a convenient way to compare which activities campus libraries can and should provide directly, those that may be shared with CDL, and those that may be most efficient when handled at a systemwide level, usually by CDL.

The Calisphere site (<<http://www.calisphere.universityofcalifornia.edu/>>), providing access to digital collection from UC and leading cultural memory organizations in California and elsewhere, was launched in August 2006. California State Superintendent of Public Instruction Jack O'Connell called the web site "a remarkable learning tool that will provide students with a rich experience of California's multicultural heritage." The site's content has been selected from the libraries and museums of the UC campuses, and from a variety of cultural heritage organizations across California. It provides public access to more than 170,000 digitized primary source materials with special features designed around the needs of K-12 educators. Calisphere's intuitive interface, primary source sets, and contextualized content make it ideal for classroom use. During its initial year, the site experienced continual and tremendous growth in usage and content and continues to garner praise. The site has been called a "dream resource," a "can't-miss resource," and "a teacher's dream come true" by educators and organizations in California and nationally.

### **2.4. Persistent access to digital information; Stewardship of the University's scholarly digital information assets.**

The foundation of the UC libraries Digital Preservation Program, the Digital Preservation Repository (DPR) serves the stewardship mission of the UC libraries by providing a single shared solution for the preservation, management, and controlled dissemination of digital collections that support UC's research, teaching, and learning. The UC libraries are actively using the DPR to preserve content ranging from art images for teaching and research, tobacco

papers, photographs of early California from the Eastman collection, images for medical research, and more. The service has also enabled public libraries in the state to preserve materials, such as Dorothea Lange photos, that are also important to the University's mission.

Further, the DPR has launched or is actively exploring other services, including preservation of UC's electronic theses and dissertations (ETDs) and the digital versions of the books scanned through our mass digitization partnership with Google, the capture and preservation of academically valuable Web sites, and the development of new technologies to effectively transfer large files across UC's telecommunications networks to facilitate their deposit in the DPR. Finally, recognizing that the DPR represents a capability that may be broadly applicable to a broad range of campus digital information management problems, staff are visiting each campus to discuss approaches being taken locally to address these problems both within and outside the library.

### **2.5. Scholarly communication**

Exciting opportunities have emerged as collective attention has turned to coordination of systemwide publishing services as one means of improving support for research, teaching and learning. Perhaps an even more significant development, though, is the standard by which we now evaluate university-based publishing initiatives. While continuing to focus on services that build the University's research capacity and advance scholarship, new opportunities are emerging to strengthen the communication of research results in ways that will extend access to and improve the quality of education, better inform public policy and public opinion, and appropriately shape professional and industry practice.

Thus, the full range of academic information services — including the university press, the California Digital Library's publishing activities, the University television station, our research computing grid, and support for instructional uses of technology — can be viewed as part of a common information infrastructure supporting the University's tripartite mission. And we are mobilizing ourselves organizationally and financially to realize a more coordinated approach to an information environment that is as central to the University's infrastructure as its buildings, classrooms, and libraries.

As one component of this broader exploration of publishing by the University, Lynne Withey, Director of UC Press, and Catherine Candee, Director of Publishing and Strategic Initiatives for the California Digital Library (CDL) have conducted a survey of current UC publishing activities and anticipated future needs. The survey is complete and a draft report has been circulated for the 2007 SLASAIC meeting. In addition, a number of specific projects have developed, including the development of online courses and "open" textbooks with the California Community Colleges and new modes of support for multimedia publication of UC-sponsored conferences and seminars.

In addition, through the Office of Scholarly Communication, the University has facilitated the development and Universitywide discussion of a faculty-led proposed UC Open Access Policy, whose aim is to provide a mechanism for faculty management of copyright rights that would maximize the dissemination and the resulting impact of the research and scholarship produced at UC. The UC libraries continue actively to pursue a variety of collaborative collection practices

that reshape the marketplace and participate in national debates about public access to federally-funded research.

## **2.6. Coordinated development of the University's academic information environment.**

Library representatives contributed substantially to the work of the University's Information Technology Guidance Committee, and academic information issues figured prominently in the Committee's deliberations. The collaborative accomplishments of the UC Libraries and the CDL are mentioned frequently as examples of what can be achieved through systemwide collaboration, and the proposed recommendations hold the promise for a robust, scalable and flexible networking and information technology platform that will serve as an essential foundation for a host of advanced campus and UC-wide collections and services.

## **2.7. Copyright issues and strategies.**

Pursuant to SLASIAC's June 6, 2006 letter to Provost Hume and further discussion at the November 2006 SLASIAC meeting, the Office of Systemwide Library Planning, in partnership with other key UCOP stakeholders, sponsored a series of consultations, chiefly in the winter and spring of 2007, to better understand campus and UC-wide needs for copyright support and to begin to identify strategies to address them. These included an ad hoc committee appointed by the University Librarians to develop strategies for dealing with copyright problems and concerns among the UC Libraries, a consultation with a group of individuals with substantial responsibilities related to production or use of copyrighted works or provision of copyright-related services at UCOP, and a similar one-day consultation with interested campus stakeholders representing a wide variety of perspectives. As one outcome of these consultations, a UC-wide email list has been established to promote communication and sharing of knowledge and expertise among those with copyright-related responsibilities, and the results are under study to determine whether there are areas where UCOP could be immediately helpful to the campuses in dealing with their copyright concerns.

Also pursuant to SLASIAC's June 6, 2006 letter to Provost Hume, the process of merging the former Standing Committee on Copyright into SLASIAC has been completed, and the new SLASIAC Standing Subcommittee on Copyright Policy has been established and will hold its first meeting on October 22, 2007.

Finally, as noted previously, the Office of Scholarly Communication facilitated the development of, and the UC Libraries facilitated Universitywide discussion of, a faculty-led proposed UC Open Access Policy.

## APPENDIX. DETAILS OF PROGRESS TOWARD STRATEGIC DIRECTIONS

### ***Collection management and coordination; Development and management of shared collections in all formats.***

The shared print program is developing collections with two primary objectives in mind: first and foremost, to increase the breadth and depth of the collections that are available to UC students and faculty; and secondarily, to produce cost avoidances for the campuses by consolidating print holdings where it is feasible to do so.

- The first type of collection is exemplified by the libraries' project to purchase prospective monographs in the field of Canadian literature. The central goal of this type of collection is to leverage UC resources (financial and personnel) more effectively so as to achieve greater breadth and depth in UC research collections without an increase in funding. This is a model in which a campus with a particular collection strength takes the lead in building a systemwide Shared Print collection and shoulders a greater proportion of responsibility and funding, thus allowing other campuses to reduce expenditures on the subject and focus resources on items that need to be acquired locally. Although the Canadiana pilot is modest in scope, it has been designed to carefully test workflows and related cost and service parameters. It is expected that this model can be used to support a wide range of monographic format and subject collections, including videos, CD's, slides, and area studies collections. An assessment of the project to guide future collections of this type is planned for 2008.
- Shared collections aimed at cost avoidance are exemplified by the retrospective JSTOR print repository project (funded in part by a grant from JSTOR) and by shared prospective print archives that have been negotiated as part of licensed journal packages. To date, 23,000 volumes have been amassed for the JSTOR print archive and approximately 18,000 volumes for the prospective licensed journals archive (comprising some 4,000 titles in all). These projects have been extremely successful in reducing the expense of maintaining large duplicative runs of print journals at the campuses where digital access has dramatically reduced the demand for print, while continuing to provide UC with a secure permanent archive. Cost avoidances in the form of reclaimed shelf space and subscription avoidance in these projects are in the millions of dollars.

After a year-long vacancy, a new Manager of Shared Print Collections has been hired beginning November 1<sup>st</sup>. While no new projects have been mounted during this period, an ambitious set of goals and objectives has been established to guide the shared print program through 2009.

In the area of mass digitization, the UC Libraries concluded a digitization agreement with Microsoft in February 2007 that extends the partnership first begun under the auspices of the OCA, through which Microsoft will fund the digital conversion of out-of-copyright materials from UC library collections on an accelerated basis. Over 100,000 public domain books have been scanned through the combined Microsoft and OCA projects. The Microsoft contract complements the library's digitization arrangement with Google by expanding scanning operations on the UCLA campus to accommodate more rapid digitization of library collections at the southern campuses. Materials currently being digitized by Google are from the Northern Regional Library Facility, where the complex workflows for this high-volume operation are



being worked out. Recently the University Librarians approved expanding the Google project to the campus libraries. Discussions are currently underway with UCSC, UCSD and UCLA campus libraries as part of a phase one expansion which is projected to begin in first quarter 2008. The first shipment of books was sent to Google for digitization in October 2006. Since that date over 500,000 books have been scanned, with current production now exceeding 18,000 volumes per week. The process is highly efficient, with materials returned to the shelves within two weeks. Recently, the Data Acquisitions and Digital Preservation Groups completed downloading to CDL managed servers all image and OCR files produced from scanning of UC Libraries' books. UC will own copies of the digital files resulting from both the Google and Microsoft projects, which can be made available in perpetuity for non-commercial purposes. Examples of the digitized output can be seen at <http://books.google.com/books?vid=UCALB3950440> (Google) and <http://www.archive.org/details/fromorienttoocci00boyerich> (Microsoft). Planning has also begun to integrate the fruits of book digitization into library services and systems such as the Melvyl catalog and to investigate new digitally-based discovery and delivery services. These efforts will take some time and will likely involve collaboration and cross-fertilization with other library partners engaged in developing similar services.

### ***Shared facilities***

### ***Shared services***

CDL's Bibliographic Services team is playing a significant role in the strategic changes recommended by the Bibliographic Services Task Force (BSTF) report, commissioned by the University Librarians in 2005, through planning, analysis and development to support the upcoming systemwide pilot of OCLC WorldCat Local product. As part of this effort, the CDL is including samples of a broad range of digital assets in the pilot, including content from the eScholarship repository. And, we are working with OCLC and our mass digitization partners to automate the expose UC's digitized content in the Worldcat Local pilot. This exposure will enable discovery and discovery of the digitized content.

An extensive series of interviews of key library staff conducted by CDL's Assessment staff during spring 2006 has informed the development of CDL services. The interviews sought to understand how CDL's work had been communicated and deployed, areas for future development, and general perceptions about digital library development. The interviews gathered information on:

- **Campus priorities** in regard to current and future digital information tools and services.
- **Campus perspectives** on existing digital information tools and services (their strengths, weaknesses and areas ripe for improvement or innovation).
- **Campus capacity** for digital information tool and service development, whether independently or in collaboration with CDL or others.

The results of the survey already have led CDL and the libraries to consider new models of collaboration and service development including situations where CDL may help broker a solution but not provide it directly or provide software and hardware hosting for a service, but the library handles configuration and direct service provision.

Development of an underlying common infrastructure that can support various services has been proceeding, focusing first on the Digital Preservation Repository. As this service matures, it has become apparent that components of it needs to be re-considered in light of newer technology that affords faster development, more flexibility and is better suited to some of the services in development, such as the Web Archiving Service. Another challenge is the fact that existing services such as the eScholarship Repository and the Melvyl Catalog use a different infrastructure because they were developed prior to the design of the common infrastructure platform.

The Publishing group conducted an analysis of other architectures used for institutional repositories to determine whether it was feasible to migrate to the system developed internally. Because of the maturity of the user-facing services, including those that support peer review and other workflows, they determined it was not yet cost effective to migrate to another platform. This study and other examinations suggest that it may not always be feasible to find “one size fits all” solutions, given the pace of change in technology and in user expectations. The CDL recently concluded an examination of ways to virtually integrate its infrastructure to improve efficiencies and to move data and objects to the appropriate repository for the purpose intended. This study revealed a number of areas that could improve the flow and access to services, while allowing each system to function in the best way possible. As this effort proceeds, it will be largely invisible to campus libraries and users, but is a necessary part of keeping the infrastructure viable for meeting future demands.

Other shared services developed and maintained for use by the UC Libraries include:

- **Metasearch Infrastructure:** This set of tools is designed for campus libraries to provide searching across a set of resources targeted to a particular subject area, audience or purpose. A prototype funded by the National Science Digital Library focused on integrating licensed databases and content from NSDL in the area of Earth Sciences was completed in mid-2006. The current pilot, focused on women’s studies and developed in conjunction with the UCLA library, is slated to run from October to December 2007. The assessment will determine whether to provide these tools as a production service for other campuses.
- **Request (interlibrary loan):** Melvyl-initiated journal Request was introduced in Fall 2006, allowing users to begin their journal article or volume/issue Requests from a serials record in Melvyl. This enhancement provides a more streamlined workflow for UC’s scholars. CDL’s creation of a UC IP address database allowed Request to associate the user’s IP address with a UC campus resulting in campus focused Request forms.
- **The upgrade of the consortial borrowing system software (OCLC PICA’s VDX 3.0),** which powers resource sharing, interlibrary loan and document delivery, included a patron interface allowing users to check the status of, renew or cancel their interlibrary loan requests, freeing library staff for other work. In January 2007, the patron interface was released as a soft roll out allowing campuses to choose when to advertise this function to their users. Six campuses have gone live; two more are planning a Fall 2007 rollout.
- **UC-eLinks:** A newly designed UC-eLinks service menu was released to production in July 2007. This version was significant because it reflected a new commitment to a user-centered design process. The newly categorized options, renamed with more action-oriented labels have been welcomed by patrons who depend on this service for their research needs.

***Persistent access to digital information; Stewardship of the University's scholarly digital information assets.***

- The CDL's Digital Preservation Program recognized the clear and compelling need to **preserve UC's electronic thesis and dissertations (ETDs)**. We are actively working with the campuses to preserve these materials and to develop policies and procedures that support the preservation of the ETDs in the DPR. This work will inform the work of CDL's Scholarly Publishing Group as it continues its work with the the Council of Graduate Deans and Graduate Division staffs advocating a system-wide ETD submission process.
- In August 2006, the University of California partnered with Google to participate in a project to scan our books and make the full text searchable online. Through the partnership, Google will digitize books from the UC libraries and make the items searchable on the Google website. UC will also receive a digital copy of each book scanned. The University Libraries unanimously agree that **digitally reformatted books created from their libraries' holdings be placed in a timely manner in the UC Libraries Digital Preservation Repository**. The active management and preservation of these files is mission critical both to the Libraries and the University to which they contribute. It enables the Libraries to continue their stewardship of historic collections that are developed with public funds and managed as public goods, and ensures those collections remain accessible in perpetuity in conformance with copyright law and with respect to fair use.
- As campuses to move large chunks of content into the Digital Preservation Repository we have encountered a few speed bumps along the way. The issues are two-fold but related: the files are large and the network transfer rates have been unaccountably slow. Though we have worked towards resolving this, we have more work to do in understanding the best transfer tools and in monitoring our networks to make sure there are no log jams and that they are ready to be used to their full potential bandwidth. The goal is to make sure we're making best use of our Internet2 pathways to/from the campuses and the data centers for the benefit of all CDL projects. To investigate these issues, the Digital Preservation group has embarked on a project (**Mass Transit Project**) with the San Diego Super Computer that is designed to explore large scale transfer and storage of data within the UC system in the context of digital preservation. The 14-month Mass Transit project will investigate tools and methods for large scale data transfer across the network as well as storage and data replication strategies. Some UC campuses and data centers will also participate in this effort to learn how best to move many terabytes of content into the DPR.
- The Web-at-Risk is a four and one half-year grant funded effort led by the California Digital Library (CDL) to develop a Web Archiving Service that enable librarians and archivists to capture, curate, **preserve, and provide access to web-based information**. The primary focus of the collection is on government and political information, but also includes materials on national and international events (Katrina, Virginia Tech Tragedy, radical religious organizations, etc.), social movements (labor actions, gay marriage), and array of web-published content. Beginning in January 2007 UC Libraries will be able to use the Web Archiving Service to build collections of web-based content that support UC's research, teaching, and learning. In addition the service will be used by UC Archivists to preserve UC's web presence. See our YouTube video for more information:  
<http://www.youtube.com/watch?v=29IIz3Qr7vQ>.

### **Scholarly communication**

In the area of publishing services:

- A cross-segmental project to develop online courses will be formalized in an agreement between UCCP and the California Community Colleges, and the effort is soon to be coupled with development of open textbook through the CDL eScholarship-UC Press collaboration. The aim of the process is to streamline course development, broaden usefulness to high school and post-secondary, improve course adoption via UC articulation, and save students money through standardized testing that would stand in place of the \$70 AP test and open textbooks.
- A request from a faculty member at UC Davis for support for an international conference has led to a similarly exciting project to bring UCTV video capabilities and eScholarship Repository conference and seminar support together with another new publishing opportunity for UC Press.
- The Publishing Group has also completed the first phase of review of the eScholarship Publishing Services. The review is being conducted for the purpose of focusing and extending the most popular and essential services, and especially improving the marketing of those services. The eScholarship Repository, which hosts most of the services, currently holds nearly 20,000 papers, articles and books and boasts an impressive 5 million full-text downloads.

In the area of scholarly communication services:

- The Office of Scholarly Communication facilitated the development of, and the UC Libraries facilitated Universitywide discussion of, a faculty-led proposed UC Open Access Policy, whose aim is to provide a mechanism for faculty management of copyright rights that would maximize the dissemination and the resulting impact of the research and scholarship produced at UC.
- The UC libraries are actively pursuing collaborative collection practices that reshape the marketplace. Efforts include:
  - development and initial application of value-based pricing models, documented in the widely discussed [The Promise of Value-based Journal Prices and Negotiation: A UC Report and View Forward \(January, 2007\)](#);
  - renegotiation of several licenses with journal publishers to include more flexible content selection and annual price increases at or below inflation;
  - new provisions in CDL licenses that require journal publishers to document and factor “author-funded” open access articles into the costs of their journal licenses;
  - consultation with the Association of Research Libraries and the Alliance for Taxpayer Access on the potential for anti-trust and consumer-protection examination of the commercial scholarly journal publishing industry;
  - membership support for alternative publishing models such as the Public Library of Science, and the Stanford Encyclopedia of Philosophy, and information sources such as the Directory of Open Access Journals.
- The UC libraries, with assistance from the OSC, facilitated UC input on national debates about public access to federally-funded research.
- At the initiative of the OSC, and through their Scholarly Communication Officers, the Libraries contributed to the development and execution of a large-scale survey that informs

the evolution of outreach programs and publishing services: [Faculty Attitudes and Behaviors Regarding Scholarly Communication \[August 2007\]](#).

***Coordinated development of the University's academic information environment.***

The Information Technology Guidance Committee was appointed by the Provost in January 2006 with a charge to (a) identify strategic directions for IT investments that enable campuses to meet their distinctive needs more effectively while supporting the University's broader mission, academic programs and strategic goals, (b) promote the deployment of information technology services to support innovation and the enhancement of academic quality and institutional competitiveness, and (c) leverage IT investment and expertise to fully exploit collective and campus-specific IT capabilities. The Committee has recently completed its work and their final report should be available shortly. The report emphasizes the importance of information technology infrastructure and services in support of the University's teaching, research and service mission, and recommends both the development of an effective UC-wide governance and advisory structure to guide strategic investment in support of our core mission and the establishment of stable funding mechanisms to ensure the sustainability of that infrastructure. The report goes on to make specific recommendations for initiatives needed now to begin to realize the group's vision for effective IT support, including provision of robust, high-speed, widely-accessible network services, establishment of a UC-wide grid service to facilitate the most effective use of IT resources, improved capacity to manage digital assets, collaborative leadership focused on instructional technology and the student experience, and support for tools and services that enhance academic and administrative collaboration within campuses, across the University, and with our numerous external partners. While library and information services are not directly addressed in the report, the collaborative accomplishments of the UC Libraries and the CDL are mentioned frequently as examples of what can be achieved, and the proposed recommendations hold the promise for a robust, scalable and flexible networking and information technology platform that will serve as an essential foundation for a host of advanced campus and UC-wide collections and services.

***Copyright issues and strategies.***