

University of California Libraries
Priorities for Collective Initiatives, 2011-2014
Endorsed by the Council of University Librarians 15 September 2010
Updated 26 January 2011

Vision

In direct support of the UC missions of instruction, research, public service, and patient care, the University of California Libraries will be leaders in providing and promoting information resources and services to UC faculty, students, and staff and the communities they serve when, where, and how they want them.

Forces for Change

Powerful forces within the scholarly communications and higher education environment affect the ability of the UC Libraries and libraries nationally to sustain services and collections:

- significantly reduced budgets
- continued exponential increases in costs for information resources, accompanied by ever-increasing quantities of such resources
- explosive proliferation of digital content across formats (text, sound, image, data)
- technological, organizational, and financial challenges in preserving digital content
- rapidly expanding user expectations
- lack of capital funding to fulfill quantitative and qualitative space needs

Transformation

In response, the UC Libraries are actively pursuing strategies for transformative change that will enable them to continue to offer a wide range of collections and services, while at the same time responding to the opportunity and challenge of the issues of budget, proliferation in quantity and types of information resources, and space inadequacies. Quality and increased quantity of information resources in support of instruction, research, service, and patient care will be ensured via multiple innovative strategies that:

- refocus collection management
- capitalize on emerging technological and preservation opportunities
- maximize discovery and access to information resources
- transform operations

Strategic Initiatives

To address the economic issues and further prepare for the transition into the rapidly evolving information environment, three major initiatives to strategically and aggressively drive transformative change within the UC Libraries are underway:

- *The University of California Library Collection: Content for the 21st Century and Beyond*ⁱ
- Next-Generation Melvylⁱⁱ
- Next-Generation Technical Servicesⁱⁱⁱ

The University of California Library Collection: Content for the 21st Century and Beyond articulates a systemwide view of collections that establishes principles to ensure the richest collections, increase

collection diversity, expose hidden resources, and develop transformative, sustainable publishing and access models.

The Next-Generation Melvyl (NGM) initiative moves the discovery of information for researchers and students to the highest networked level. The initiative takes access to the highest level of aggregation and is vital for the most effective provision of information access and services. Strategically, NGM also positions the UC Libraries to provide aggregated access to a significantly increasing array of full-text information resources: e.g., the millions of digitized books in the Google Books Project and the HathiTrust.

The goals of the Next-Generation Technical Services (NGTS) initiative are to provide technical services with greater efficiency and at less expense, to eliminate existing backlogs of unprocessed materials, and to provide increased access to digital resources. To reach these goals, transformative change to an enterprise-level, non-redundant collection services model has begun. Impacts will be fiscal and organizational and will focus on effective information delivery to clientele across all campuses.

Each of these initiatives is being pursued in support of the transformative change agenda of the UC Libraries. As such, each has been formally designated by the Council of University Librarians as a collective priority of the UC Libraries. In turn, each is receiving priority support for collective action and funding.

Informed by planning for the Collection, NGM, and NGTS initiatives, the UC Libraries are actively developing other strategic initiatives and goals aimed at system-wide, regional, and national transformative change, including efforts to:

- Maximize library space:
 - Western Regional Storage Trust (WEST, multi-state managed resources collective)
 - Shared-Print-in-Place Task Force
- Maximize library processing efficiencies:
 - Shelf-Ready Services Task Force
- Maximize digital library service capacities:
 - Digital Library Services Task Force 2
 - UC Curation Center (UC3)
- Maximize discovery of and access to information:
 - “Ask a Librarian”
 - Enhanced library delivery systems (text, media, images, etc.)
 - Instructional materials at the network level
 - Shibboleth implementation
 - eScholarship
- Maximize long-term access to digital content:
 - HathiTrust development
 - Merritt digital repository services
 - Web Archiving Service

Workforce Development

The Council of University Librarians values a workplace environment that encourages continuous improvement in the quality of services and that fosters the career development and professional growth of a diverse staff. Professional development and continuous learning are necessary to

maintain the quality of library staff and their continued readiness and ability to contribute effectively to the mission and goals of the University. It is prudent to invest in a program of workforce development for all library employees in order to attract and retain the best talent. The Council of University Librarians commits to ensuring a workforce that has the necessary tools, knowledge, and support to increase the effectiveness of their performance in their present University positions, as well as encouraging employees to obtain such skills, knowledge, and abilities as may improve their opportunities for career advancement within the University and enhance the services of the University of California libraries.

ⁱ The University of California Library Collection

http://libraries.universityofcalifornia.edu/cdc/uc_collection_concept_paper_endorsed_ULs_2009.08.13.pdf

ⁱⁱ UC/OCLC Pilot Implementation

http://libraries.universityofcalifornia.edu/about/uc_oclc.html

ⁱⁱⁱ Next Generation Technical Services (NGTS)

<http://libraries.universityofcalifornia.edu/about/uls/ngts/>