

University of California
Systemwide Strategic Directions for Libraries and Scholarly Information
Faculty Perspectives

Systemwide Library and Scholarly Information Advisory Committee*

DATE

Great universities have great libraries. In fact, great universities achieve their standing in part because of their libraries, because information resources are at the foundation of effective research, teaching and learning. To provide the library services required to enable the University of California to continue to excel in its instructional, research and service missions, the University Libraries strive to:

- Enhance and enrich access to well organized, professionally managed, coherent, and comprehensive collections of scholarly information of the depth and breadth needed to realize the goals of the University's academic programs
- Enhance and improve upon the availability of timely, expert, relevant, and personalized services needed by faculty and students to make effective use of these vast and complex information resources
- Ensure persistent access to the high-quality digital materials that result from research and teaching at UC

Systemwide Strategic Directions for Libraries and Scholarly Information describes a UC library system in which the campus libraries are increasingly collaborating with the other libraries and shared systemwide services to deliver comprehensive collections and high-quality services to their campus' faculty and students, and sets out five strategic directions that will further leverage available resources of the UC Libraries:

- Expanded development and management of shared collections (*Systemwide Strategic Directions*, Sections 4.1 and 4.4)
- Elaboration of shared services (Section 4.3)
- Greater utilization of shared facilities (Section 4.2)
- Ensuring persistent access to digital information that results from and supports research and teaching at UC (Section 4.4)
- Changing the economics of scholarly communication (Section 4.5)

These strategies continue and extend the 25-year history of progressively growing cooperation and collaboration among the UC Libraries to share collections, leverage technology and pool financial resources. Many of the benefits that have been achieved through the strategy of progressively expanding collaboration are described in "Advances in Resource Sharing and Systemwide Library Service in the University of California: A Five-Year Progress Report" (January 29, 2003). The five strategic directions set out in *Systemwide Strategic Directions* are intended to address a number of challenges faced by the UC Libraries, some enduring and some of recent vintage, including:

- Diminishing budgets, including the effects of budgetary austerity on the library collections, the value of which lies in part in the continued accumulation and preservation of information resources

- Proliferation in the amount of scholarly information produced, and continuing hyper-inflationary increases in its cost
- Proliferation in the number of formats in which scholarly information is produced and disseminated
- Lack of any unifying technology (either worldwide or within UC) that would facilitate the easy capture, organization, presentation, use and long-term management of that growing component of scholarly information that is produced in digital form
- Much higher expectations among users about the speed and ease with which such information (and associated user support services) should be discovered, located, accessed, and used
- Rapid change in information technology, and the accompanying need to adopt and adapt new technology to serve the information needs of UC's faculty and students
- The increasing financial and operational interdependence of the campus libraries in providing services to each other and supporting shared systemwide collections and services, and the resulting effects of independent campus budgetary and operational decisions on the quality of systemwide library service

To meet the challenge to sustain the excellent collections and services that characterize the UC Libraries in the face of budget constraints, continuing increases in the cost of information, changing information technologies, and the shifting service expectations of the libraries' clientele, the libraries will:

- Further optimize the management of and access to information resources for students and faculty by reducing unnecessary duplication, leveraging shared assets (such as the Regional Library Facilities and rapid intercampus information delivery capabilities), and expanding the breadth and depth of information resources available systemwide, while meeting the unique information needs of library users at each campus and enhancing the distinctiveness of each campus library's collections and services.
- Collaborate to develop and implement new library services, and re-engineer existing services, so as to:
 - Leverage existing resources – staff, dollars, systems – to achieve cost avoidance and increased cost-effectiveness
 - Create shared infrastructure that can cost-effectively support improvements in existing services and deployment of new innovations
 - Allow campus libraries to be more responsive to the needs of their faculty and students by affording them greater flexibility to locally configure shared systems and services
 - Provide an enhanced experience for library users by more effective integration of information resources and services.
- Ensure that the digital information resources that are increasingly essential to support world-class teaching, research and scholarship are cost-effectively captured, preserved and managed by developing a digital preservation infrastructure that can be used centrally to preserve the digital information in which we share a common interest (commercial journals and databases, web-based government information) and that can be used by campus libraries to preserve digital assets in which they take a unique interest (selected collections of web-based materials, digital materials produced by faculty for research or teaching, the library, campus records management, etc)

- Expand efforts to work with UC faculty and administration, scholarly societies and publishers to address problems in scholarly publishing and the system of scholarly communication by:
 - Articulating principles and goals with regard to the economically sustainable development and maintenance of high-quality and readily accessible research collections.
 - Deepening expertise, partnerships and effective communication to shape and support systemwide and campus-based efforts.
 - Extending the organizational capacity for innovation and building resulting services into the layered service structure of the library system in order to a) ensure effective and flexible management of the products of these innovations, b) provide a platform to share the results of these innovations with the world academic community, and c) provide a platform that reduces the overhead for faculty who wish to participate in these groundbreaking activities. The eScholarship Repository is a successful example.
 - Informing the University community about the characteristics of the current system of scholarly communication, the options that are available to them to influence the system, and library strategies for dealing with the issues that facilitates understanding and practical support.
 - Investigating areas where too little is known about the scholarly communications process and its impacts on library practices and programs. Researching the costs and benefits of hosting and acquiring alternative forms of publication and exploring new metrics to describe a publication's value to the university are two relevant examples.

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