

**University of California Libraries
Systemwide Annual Plans and Priorities**

2022-2023

Endorsed by the University of California (UC) Council of University Librarians (CoUL) with feedback and guidance from the UC Libraries Direction and Oversight Committee (DOC) on September 19, 2022.

| Projects/activities | Directly accountable | Lead(s) responsible for work |
|-------------------------------------------------------------------------------------------------------|----------------------|------------------------------|
| 1. Actively transform scholarly publishing and communication | CoUL | PTWG, SCLG |
| 2. Plan and design a UC service to loan digital books | CoUL | LEND |
| 3. Evaluate and adjust long-term planning for collection management (<i>new!</i>) | CoUL | CoUL, SLFB, DOC, SPCMS |
| 4. Investigate expanded and new UC Libraries shared services enabled through the SILS (<i>new!</i>) | CoUL, DOC | DOC, SILS LG |

Table 1. CoUL-led annual project-based priorities

The new and ongoing projects noted in Table 1 are advanced at the systemwide level to further [the UC Libraries' long-range goals](#):

- 1. Enrich the systemwide library collection:** Print, digital, data, and archival collections of the University of California are fundamental building blocks for the University's teaching, research, patient care, and public service programs. Building and managing collections to provide access to a broad array of scholarly information resources in support of these programs remains one of the highest priorities for the UC libraries.
- 2. Maximize discovery of and access to information resources:** Faculty and staff are adopting new techniques to identify, find, and use information resources. As user behaviors evolve, and we fulfill our shared commitment to accessibility, the UC libraries will implement systems to provide better, faster, and broader access and support.
- 3. Optimize and develop shared services for operational efficiency and systemwide impact:** The libraries collaboratively build shared technical infrastructure, collections and services of distinction in response to end-user and institutional needs, and to eliminate duplication of effort and tap into our collective expertise. Systemwide efforts also broaden each individual library's capacity to invest in its disciplinary needs and the services and activities best advanced at the campus level.
- 4. Expand engagement in scholarly communication:** The UC libraries are leading participants in regional, national and international efforts to enact sustainable scholarly communication transformation at-scale. The libraries collaboratively accelerate the transition away from traditional, high-cost subscriptions and pursue new publishing and reading models that realize the full potential of making scholarly information and outputs widely accessible.
- 5. Strengthen and reflect diversity, equity, inclusion and belonging in library services, resources and operations:** Excellence in library services, just as academic excellence, is fed by a plurality of ideas and perspectives, and cultivation of inclusive working and learning environments where diversity is respected and welcomed. As the UC Libraries collaboratively seek to further the teaching, research, health care and public service missions of the University, we will strengthen and reflect diversity, equity, inclusion and belonging in all facets of our systemwide work. *This includes work undertaken to advance all long-range goals as well as employee retention and development, and governance.*

This plans and priorities document outlines the annual systemwide projects and time-limited activities that involve multiple UC Libraries Advisory Structure (UCLAS) and/or project-based teams and require regular engagement with the Council of University Librarians (CoUL) and Direction and Oversight Committee (DOC). The

work outlined herein should also be considered and reflected in other systemwide work areas and operations, as appropriate.

DOC-managed priorities are based on these systemwide plans and priorities, and [available here](#).

Please note: As plans and priorities evolve, become operationalized and are then further delegated to teams and groups within UCLAS, they are represented in the UCLAS group/team-specific priorities and work plans, rather than in this plans and priorities document. Through UCLAS reporting and communication structures, CoUL, DOC and other groups ensure that these projects are tracked and shared with leadership as needed. In other cases, such as with Affordable Course Materials and Open Educational Resources, the next steps and work for the coming year has transitioned to the systemwide level outside of UCLAS. In these cases, while CoUL monitors these efforts and may have representatives participating, that work is not included in the plans and priorities.

Projects and near-term goals

1. Actively transform scholarly publishing and communication

Collaborate with a variety of partners and stakeholders to provide leadership in transforming scholarly publishing into a system that is economically sustainable and ensures the widest possible access. Explore and experiment with local and systemwide initiatives to more strategically further the large-scale transition to open access. Actively expand UC author access, across disciplines, to affordable open access publishing models.

Relevant Long-Term Goal(s):

- (4) Expand engagement in scholarly communication
- (5) Strengthen and reflect diversity, equity and inclusion in library services, resources and operations

| Near Term Goal(s): | Leads(s): |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> • Negotiate, implement and assess transformative open access agreements with scholarly journal publishers (to be done in consultation with CoUL, administrative leaders and faculty leaders); continue to co-develop the necessary publishing workflow infrastructure to support UC’s multi-payer model. | TRANSFORM |
| <ul style="list-style-type: none"> • Further identify and advance additional non-APC and APC-without-author-payment transformative open access models with scholarly journal publishers, to ensure the most sustainable and affordable models are pursued for the benefit of UC authors and readers. | TRANSFORM, SCLG |
| <ul style="list-style-type: none"> • Engage and consult with UC authors to better understand the sentiment towards and impact of UC’s transformative, multi-payer model. | TRANSFORM |
| <ul style="list-style-type: none"> • Further develop shared communication objects and outreach campaigns to improve UC author awareness and understanding of open access publishing options. | TRANSFORM |

2. Plan and design a UC service to loan digital books

Investigate and pursue comprehensive, systemwide digitized book delivery through a multi-phase project. (Project LEND commenced in 21/22; phase 2 will begin in 22/23 and is expected to continue through 23/24).

Relevant Long-Term Goal(s):

- (1) Enrich the systemwide library collection
- (2) Maximize discovery of and access to information resources
- (5) Strengthen and reflect diversity, equity and inclusion in library services, resources and operations

| Near Term Goal(s): | Group(s): |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <ul style="list-style-type: none"> Complete Project LEND phase 1 planning and consultation, including identification of phase 2 methodologies, timeline, budget and personnel. | LEND |
| <ul style="list-style-type: none"> Launch and advance Project LEND phase 2 service design; this design work will focus on: (1) user requirements, including equitable and inclusive service design; (2) technology needs and opportunities; (3) the legal framework for in-copyright access; and (4) desired collection scope. | LEND |
| <ul style="list-style-type: none"> Consult and collaborate with external library partners to understand and further the applicability of a UC-designed service to other institutions and environments. | LEND |

3. Evaluate and adjust long-term planning for collection management

Consider and reassess long-term planning for collection management, specifically shared storage, access and preservation needs, centering user experience/requirements and physical capacity limitations in decision-making.

Relevant Long-Term Goals:

- (2) Maximize discovery of and access to information resources
- (5) Strengthen and reflect diversity, equity and inclusion in library services, resources and operations

| Near Term Goal(s): | Group(s): |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <ul style="list-style-type: none"> Initiate systemwide strategic planning for RLF funding, operations and related topics, including workforce development. | CoUL, SLFB |
| <ul style="list-style-type: none"> Further investigate and plan expanded systemwide print management collaboration efforts. | SPCMS, DOC |
| <ul style="list-style-type: none"> Engage and consult with faculty on furthering UC's collaborative stewardship and custodianship of its collective collections. | CoUL |
| <ul style="list-style-type: none"> Identify and advance additional shared priorities for collection management. | CoUL, SCLG |

4. Investigate expanded and new UC Libraries shared services enabled through the SILS

Consider and identify opportunities to expand the UC Libraries shared services portfolio and the baseline of essential, systemwide library services and activities. At present, shared service opportunities connected to the SILS should be prioritized.

CoUL and DOC recognize and greatly appreciate the dedication and hard work of UC libraries staff, who continue to advance and improve our operationalization of the SILS, at the campus and systemwide levels. Standardization, where appropriate, and workflow redesign and realignment are ongoing activities of immense importance and value.

Relevant Long-Term Goals:

- (3) Optimize and develop shared services for operational efficiency and maximal expertise
- (5) Strengthen and reflect diversity, equity and inclusion in library operations, services and resources

| Near Term Goal(s): | Group(s): |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <ul style="list-style-type: none"> • Identify and evaluate potential local services that might be reoriented toward a systemwide approach; consider workforce capacity, development, support and engagement needs. | DOC, SILS LG |

Abbreviations

| | |
|-----------|---------------------------------------------------------------|
| CoUL | Council of University Librarians |
| DOC | Direction and Oversight Committee |
| LEND | Project LEND |
| OSC | Office of Scholarly Communication |
| SCLG | Shared Content Leadership Group |
| SILS | Systemwide Integrated Library System |
| SILS LG | SILS Leadership Group |
| SPCMS | Systemwide Print Collection Management Strategy Working Group |
| TRANSFORM | Project TRANSFORM |