**University of California (UC) Libraries
Systemwide Annual Plans and Priorities**

2024-2025

Developed collaboratively by the University of California (UC) Council of University Librarians (CoUL) and UC Libraries Direction and Oversight Committee (DOC). Finalized and endorsed by CoUL and DOC on September 19, 2024.

Priority systemwide projects	Directly accountable	Lead(s) responsible for work
1. Actively transform scholarly publishing and communication	CoUL	PTWG, SCLG, additional teams to be assigned
2. Further pursue product, service and workstream improvements for access, resource sharing and discovery	CoUL, DOC	SILS LG and related groups and teams, LEND
3. Evaluate and adjust long-term planning for collection management	CoUL	CoUL, SLFB
4. Investigate and pursue expanded and new UC Libraries shared services	CoUL, DOC	DOC, SILS LG, additional teams to be assigned
5. Further explore and evaluate artificial intelligence and machine learning (AI/ML) and systemwide opportunities	CoUL	CoUL, DOC

Table 1. Annual project-based priorities, as identified by CoUL and DOC.

The projects and activities noted in Table 1 are advanced at the systemwide level to further the UC Libraries' long-range goals, which are to:

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 and service-specific priorities and work plans, rather than in this plans and priorities document. Through UCLAS and shared service reporting and communication structures, CoUL, DOC and other groups ensure that these projects are tracked and shared with leadership and the broader UC Libraries community 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, they are not library-led activities and so not included in the plans and priorities.

Priority 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 to a range of scholarly outputs. 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):
• Continue to advance and assess the transformative open access agreements portfolio, ensuring alignment with UC's priorities of sustainability, cost containment, author rights, compliance with funder mandates and global equity in open access publishing (to be done in consultation with CoUL, administrative leaders, faculty leaders and authors); continue to co-develop the necessary publishing workflow infrastructure to support UC's multi-payer model; continue to develop shared communication objects and outreach campaigns focused on UC author engagement.	TRANSFORM
• Protect author, reader and researcher rights in agreements with scholarly publishers, including preserving author rights and reader and researcher rights to analyze scholarly literature using both existing and emerging research strategies like artificial intelligence and machine learning.	TRANSFORM, CDL negotiations team
• Launch the UC systemwide open access author fund in support of open access journal article publishing where a UC transformative agreement is not in place with the publisher; as a pilot, the initial focus will be on humanities and social sciences researchers, early-career researchers and other communities underserved by current and prior UC open access investments.	TRANSFORM, Systemwide OA Author Fund Subteam
• Launch the multi-track "Project to Advance Open Monograph Opportunities at UC" to further pursue open monograph pathways and expand support for UC authors, at scale and through systemwide initiatives. In 2024/25, track A will explore and pursue near-term open monograph investments; and track B will complete an open monographs landscape analysis and develop recommendations for future UC strategic actions.	Transform to co-lead track A; track B team to be charged

• Continue to consider new opportunities to strategically advance open access at scale, including through the deployment of the UCOP augmentation for shared collections, and open scholarship at scale and through systemwide initiatives.	CoUL, TRANSFORM, SCLG

2. **Further pursue product, service and workstream improvements for access, resource sharing and discovery.**
   Investigate and consider implications of the Systemwide Integrated Library System (SILS) and UC's service and workflow needs. Continue to research and consider the needs and opportunities of digital book access through Project LEND (Library Expansion of Networked Delivery).

   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):
• Collaboratively advance development needs with the SILS vendor, Ex Libris, to improve workstreams and end-user access, resource sharing and discovery outcomes for the UC Libraries and community.	SILS LG and related teams and groups
• Complete the research phase of Project LEND, which has focused on: user requirements, technology needs, the legal framework for in-copyright access and desired collection scope for expanding lawful access to digital books. Design and pursue the next phase of work, which will explore paths to operationalize the research findings.	LEND

3. **Evaluate and adjust long-term planning for collection management**
   Consider and reassess long-term planning for collection management, including 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):
• Advance implementation of the UC provost-endorsed Project to Analyze RLF Operations Funding phase 2 recommendations, including a revised systemwide library facilities (SLF) organizational structure, expanded budgetary oversight for the Shared Library Facilities Board (SLFB) and implementation of new, annual budget management and planning processes.	CoUL, SLFB
• Advance additional shared priorities and strategic planning for physical collection management, including new approaches to SLF allocations.	CoUL, SLFB and expert groups as charged

4. **Investigate and pursue expanded and new UC Libraries shared services**
   Consider, identify and advance opportunities to expand the UC Libraries shared services portfolio and the baseline of essential, systemwide library services and activities.

   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):
• Continue to develop shared principles, a framework and processes for launching and supporting a broad range of shared service models. Consider and discuss strategic priorities and shared principles for new UC Libraries shared services.	DOC, CoUL
• Continue to identify, evaluate and advance the reorientation of local activities into systemwide services, as enabled by the SILS; consider and address workforce capacity, development, support and engagement needs. Shared service approaches might include centralized and decentralized services.	DOC, SILS LG

5. **Further explore and evaluate artificial intelligence and machine learning (AI/ML) and systemwide opportunities**
   Advance systemwide discussion and exploration of AI/ML as it relates to library work and opportunities to collaborate and advance shared priorities and services at the systemwide level.

   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):
• Coordinate systemwide conversation and consideration of AI/ML learning and literacy opportunities, as well applications in service of local and systemwide needs and goals.	DOC

Abbreviations

CoUL	Council of University Librarians
DOC	Direction and Oversight Committee
LEND	Project LEND
SILS	Systemwide Integrated Library System
SILS LG	SILS Leadership Group
SLFB	Shared Library Facilities Board
TRANSFORM	Project Transform