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

2025-2026

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 03, 2025.

Priority systemwide projects	Directly accountable	Lead(s) responsible for work
1. Actively transform scholarly publishing and communication	CoUL	PTWG, DOC and additional teams
2. Further pursue product, service and workstream improvements for existing, expanded and new UC Libraries shared services	CoUL, DOC	CoUL, DOC, SILS-LG and applicable teams
3. Evaluate and adjust long-term planning for collection management	CoUL	CoUL, SLFB, PTWG, SCLG, SPST

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, including our efforts to realize all long-range goals as well as employee retention, 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 also based on these systemwide plans and priorities.

As plans and priorities evolve, are operationalized, and then further delegated to teams and groups within UCLAS and elsewhere within the UC Libraries, 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, work may transition to the systemwide level outside of UCLAS; while CoUL continues to monitor and potentially participate in these efforts, they are not library-led activities and so not included in this plans and priorities document.

The UC Libraries build mutual organizational resilience through systemwide collaboration and our shared vision and values, such that our foundational UC library services and infrastructure can withstand challenging headwinds, continue to empower library employees, and advance the work and ambitions of UC faculty, students, researchers, clinicians and staff. As a coalition committed to shared excellence and innovation, we will: continuously assess and transform our collaborative services and work to strategically embrace new technologies and approaches, including use of artificial intelligence and machine learning; maintain and expand shared efficiencies and cost avoidances; and secure improved outcomes for the University and its scholars.

In 2025/26, budget reductions are being pursued by campuses across the system to respond to pre-existing, new, and expected financial challenges. As a coalition, the UC Libraries will remain mindful of the immediate and downstream impacts of such reductions, including to our capacity to collaborate. These plans and priorities remain responsive to our shared needs and systemwide commitment to advance our long-range goals; as a framework, the plans and priorities also empower us to be flexible and make changes to annual activities. CoUL and DOC will monitor the UC Libraries' capacity to ensure our priorities and near-term goals remain ambitious and achievable.

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):	New or continuing within the Plans and Priorities:	Leads(s):
a) Advance and assess the transformative open access agreements portfolio, ensuring alignment with UC's priorities of sustainability, cost containment, author/reader/researcher 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; further bolster assessment and planning activities to reflect the changing budgetary, federal funding, research and publishing landscapes; continue to develop shared communication objects and outreach campaigns focused on UC author engagement.	Continuing work	PTWG
b) 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.	Continuing work	PTWG, Systemwide OA Author Fund Team
c) Further the multi-track Project to Advance Open Monograph Opportunities at UC, which launched in 24-25, to further pursue open monograph pathways and expand support for UC authors, at scale and through systemwide initiatives. In furtherance of track A, invest in initial pilots with publishers to explore new and more sustainable open access monograph publishing with	Continuing work	CoUL, DOC, with PTWG and SCLG-led efforts

university presses, and targeting backlist (i.e., already published) UC-authored monographs to flip to open. In furtherance of track B, report out on the open monographs landscape analysis and findings, and consider the team's recommendations for future UC strategic actions.		
d) Further consider the open infrastructure and tools landscape, and potential systemwide strategic actions.	Continuing work	CoUL, DOC, additional teams as needed

2. **Further pursue product, service and workstream improvements for existing, expanded and new UC Libraries shared services.**
Consider, identify and advance opportunities to improve and expand the UC Libraries shared services portfolio (workflow, infrastructure and end-user outcomes) and the baseline of essential, library services and activities provided for UC faculty, students, researchers and clinicians.

Relevant Long-Term Goal(s):
   (2) Maximize discovery of and access to information resources
   (3) Optimize and develop shared services for operational efficiency and maximal expertise
   (5) Strengthen and reflect diversity, equity and inclusion in library services, resources and operations

Near Term Goal(s):	New or continuing within the Plans and Priorities:	Group(s):
a) 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; and continue to explore and advance systemwide opportunities to better optimize use of the SILS.	Continuing work	SILS LG, SILS WIP and related teams
b) Assess and pursue improved resource delivery (strategy, workflows and end-user impacts) for electronic access, document delivery and physical resource sharing; carry-out Tipasa interlibrary loan management system migration; and consider and implement alternative access systems and approaches as needed.	Continuing work	SILS LG, CDL, PTWG
c) Assess capacity, distribution of expertise and strategic opportunities for expanded and new shared services,	Continuing work	CoUL, DOC

focusing on mutual benefit and efficiencies (including cost savings), and the necessary principles, framework(s) and service models for planning and launching such efforts.		
d) Assess potential current and future needs to expand and/or change the UC Libraries Advisory Structure (UCLAS) to best respond to and support the UC Libraries' evolving priorities, shared service needs and collaborative work areas. This work will be informed by 2-c; it should further be scoped to reflect shared capacity/time.	New work	CoUL, DOC

3. **Evaluate and adjust long-term planning for collection management**
   Consider, assess and refine long-term planning and collaborative decision-making for physical and electronic collection management, including consideration of end-user requirements and – for physical holdings – local and shared storage capacity, as well as access and preservation needs.

   Relevant Long-Term Goals:
   (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):	New or continuing within the Plans and Priorities:	Group(s):
a) Advance implementation of the UC provost-endorsed Project to Analyze [SLF] Operations Funding phase 2 recommendations, including a revised systemwide library facilities (SLF) organizational structure, new SLF director, expanded budgetary oversight for the Systemwide Library Facilities Board (SLFB) and implementation of new, annual budget management and planning processes.	Continuing work	CoUL, SLFB
b) Advance development of new and revised systemwide policies and guidelines governing SLF deposits and allocations, as described in the 25-26 SLF annual plans and priorities.	Continuing work	SLFB and expert groups as charged (including SCLG and SPST)

c) Carry out contingency planning for "tiers 1 and 2" (i.e., systemwide and shared) licensed and open access content publisher agreements; this planning effort will support the UC Libraries in maintaining a principled and mutually supportive approach to planned and potential local budget reductions that may impact the funding coalition for these agreements; this planning effort will inform next steps and decision-making.	New work	CoUL, DOC, PTWG, SCLG

Abbreviations

CoUL	Council of University Librarians
DOC	Direction and Oversight Committee
SCLG	Shared Content Leadership Group
SPST	Shared Print Strategy Team
SILS	Systemwide Integrated Library System
SILS LG	SILS Leadership Group
SILS WIP	SILS Workstream Improvement Project
SLFB	Systemwide Library Facilities Board
PTWG	Project Transform Working Group