



# STRATEGIC PLAN



2013-2016

The University Library is an integral part of the University of California, Davis, and one of the top 100 research university libraries in the U.S. In addition, the Library is an active contributor to the University of California's consortium of libraries and the California Digital Library. The Library's omnidisciplinary and highly regarded collections and research services support the faculty, students and researchers of the university, as well as the health care professionals of the UC Davis Health Systems, and the citizens of California.

There are dramatic forces of change affecting libraries today, along with every industry involved in the production, communication and receipt of knowledge. These forces include advances in technology that have revolutionized research, education, and patient care; dramatic changes in the economics of higher education and scholarly publishing; changing demographics and social norms of students; increased globalization of research and education; and evolving social and legal policies on the products of research and education. These and many other factors demand that libraries also change. To maintain the Library's excellence and centrality to the life of the campus, the University Library must continuously evolve and adapt to the changing environment in which we operate.

We begin this evolution with a new Strategic Plan for the Library. It incorporates the elements of the University's Vision of Excellence and plans for campus expansion through its 2020 initiative, and it builds on self-study and input from our many constituents: undergraduate, graduate and professional students, faculty and researchers, administrators and health care practitioners. Given the rapid societal changes we are experiencing, its scope is three years with continual adjustment, and part of its purpose is to help the Library become a more flexible and adaptive organization.

To frame the Library's Strategic Plan, we have revised our Mission, Vision, and Values statements to reflect what we now are, what we wish to become, and our principles while getting there. In many respects we have already begun to implement pieces of this Plan and will use it as a framework to guide our priorities, decisions, and investments over the coming years. As the Plan is fully implemented we will add the means of assessing our progress and its impact on the campus. Finally, we will revisit the Plan each year to see how well it has helped us meet the University's and the Library's needs.

What follows are the set of high-level goals, and their multiple subgoals, that will inform our next few years. We simultaneously commit to continuous self-assessment and improvement, and to embracing the evolution that our times and our community demands.



## **Part I: Mission, Vision and Values**

To guide this new Strategic Plan, the University Library has updated its Mission, Vision and Values statements to reflect the current landscape and campus climate. While our mission is essentially unchanged, the way we express that mission has evolved in the digital age. Our Vision is new, to accord with campus goals and where research libraries are going. Our values are useful to express as we reshape the organization to meet these new Strategic Goals.

### **Mission: Advance the community's success and impact through knowledge stewardship.**

The University Library advances the success and impact of the UC Davis community by providing access to, expert assistance with, and stewardship of recorded knowledge; by investing in environments conducive to study, learning, and collaborative research; and by collecting and stewarding its contributions to knowledge and society, i.e. the careful and responsible management of the record of scholarship done by UC Davis faculty and researchers, made globally available and preserved for the future.

### **Vision: The Library is the academic hub of UC Davis, advancing research, education and innovation in a networked world.**

The UC Davis University Library will be an interdisciplinary resource for the entire community that enables transformative research and education through its provision of critical scholarship, tools and services.

**Values: We are a broadly collaborative and client-centered organization that values high quality scholarship, learning, and service to our community. We provide a work environment of integrity, respect and transparency, and a staff characterized by excellence, diversity, flexibility, and risk-taking.**



## **Part II: Strategic Goals**

This Strategic Plan incorporates key elements from UC Davis’s Vision of Excellence, plans for campus expansion from the 2020 initiative, and other major initiatives like Organizational Excellence. It links each goal to four key facets and one or more “themes” drawn from the Vision of Excellence.

These are:

### **Facet: Scale**

UC Davis is a large and growing university, with ambitious plans to expand the student and faculty population over the next decade. Many Library services were designed for a much smaller community: for in-person or one-on-one interactions that are difficult or impossible to maintain with a larger population. Everything we do must be designed to work for a very large, diverse, and physically distributed community.

### **Facet: Sustainability**

Library budgets are dominated by the costs of both scholarly communication products (e.g., books, journals, and databases, in all formats) and of increasingly sophisticated staff. In times of constrained resources, we need to steward those resources carefully and invest them wisely, anticipating future costs and needs so that our services can adapt to changing financial circumstances and are as efficient as possible.

### **Facet: Accountability and Assessment**

Like the Universities they are part of, Libraries need to better understand the value that they bring to their various constituents: students, faculty, researchers, practitioners, staff, and the public. They need to link their resources and services to the goals of their institution, and measure their progress toward meeting those goals. Each Library goal will develop metrics or other means of assessing progress and holding the Library accountable to its mission.

### **Facet: Partnerships**

Many of the Library’s resources and services can only be efficiently developed in partnership with others at UC Davis, across the UC system, or with other library, education, and technology organizations. Each of our goals asks who our partners might be and what can be achieved collectively, while not encumbering future Library leaders with dependencies that lead to future inflexibility.



**Theme: Organizational Excellence**

The Library, like the University, is committed to Organizational Excellence, a strategic program to improve the efficiency and effectiveness of administrative processes and make them “lean, effective, transparent, service-oriented and innovative.” Its goals include achieving cost savings that can be redirected to academic programs (such as the Library’s collections and research services); harnessing existing expertise from within the university; and adopting a mindset of continuous business improvement.

**Theme: Public Service**

The Vision of Excellence describes UC Davis’s goal of supporting and sustaining healthy, equitable communities, in which all will have access to the benefits of education and discovery. The Library, as the University’s repository of knowledge and a conduit for communicating its research, shares this goal of insuring broad public access to knowledge and the benefits of research.

**Theme: Community**

UC Davis seeks to “Foster a Vibrant Community of Learning and Scholarship” and calls out the need to “enhance and promote a prestigious, internationally ranked library that takes its due place as the intellectual hub of the university”. We acknowledge this need and the underlying goal of improving the students’ educational outcomes and lives.

**Theme: Globalization**

UC Davis is increasingly global in its community, its research, and its partnerships, and plans to continue that global expansion going forward. The Library must support its community wherever they are in the world, and facilitate global research through our own global approach to collections and research services.

**Theme: Interdisciplinarity**

The University is known for its interdisciplinary research and innovations, which brings challenges to the Library’s mission of providing access to all relevant knowledge and services to help the community generate new knowledge with omnidisciplinary programs. Students and researchers who are effective at knowledge discovery in their own discipline are often challenged to be as effective in other disciplines that they engage with, and the Library must facilitate that continuum of expertise.

**Theme: Impact**

The University also seeks to advance the economic prosperity of our region, fostering the burgeoning life-science, agricultural and “clean energy” industries of California, and in investigating and sharing socially, politically, economically and environmentally relevant solutions to global problems. The Library can assist with these goals, for example by supporting the advancement of the scholarly reputation of the campus.



## GOAL 1: Create a world-class virtual library designed for the digital era

Why are we doing this?

The UC Davis community, particularly faculty and graduate students, is moving online in its interaction with the Library; our collections are increasingly online, changing user expectations for how they work with Library materials; the community is too large to provide consistent and high quality service in person; physical libraries are challenged to support increasingly interdisciplinary and globally collaborative research; Web-based services are resetting user expectations for convenience, cost effectiveness, and quality. *Themes: community, public service, impact*

**Subgoal 1:** Develop a compelling “virtual library” experience that incorporates remote, digital resources and accommodates remote, online users.

**Subgoal 2:** Significantly improve the experience and efficiency of the Library users’ online discovery of, access to, and interaction with the Library’s digital collections.

**Subgoal 3:** Partner with the UC Library system and UC Davis technology groups to develop excellent and cost-effective online infrastructure, tools, and services in support of e-research and e-collections.

## GOAL 2: Increase UC Davis’s research impact

Why are we doing this?

UC Davis’s research portfolio is expanding rapidly, particularly in the health and life sciences; research in all disciplines is changing to leverage digital information and computational methods; newer types of research collections are increasingly critical, e.g., reference data collections and software libraries; libraries are uniquely positioned to track and promote research impact via research products, particularly publications. *Themes: interdisciplinarity, public service, impact and globalization*

**Subgoal 1:** Define and develop high quality, scalable research data curation tools and services that help researchers comply with funding requirements, support research reproducibility, and increase the visibility and impact of their work.

**Subgoal 2:** Provide innovative library services that foster research collaborations among faculty, students, and researchers, at UC Davis and beyond.

**Subgoal 3:** Refine the Library’s organizational structure to improve support for increasingly diverse, interdisciplinary, and global research initiatives.

**Subgoal 4:** Facilitate campus strategies for publishing research results that encourage open sharing of information and reuse of data.



### **GOAL 3: Improve UC Davis’s educational quality by preparing its students for life-long learning**

Why are we doing this?

The 2020 initiative and other factors are significantly increasing the size of the UC Davis community at all levels and particularly undergraduates; educational technology is rapidly changing the educational experience (e.g. flipped courses, Massive Open Online Courses); open educational content is increasingly common; information literacy is more important than ever but can’t be managed effectively in person. *Themes: community and Interdisciplinarity.*

**Subgoal 1:** Develop innovative and compelling approaches to teaching scholarly resource discovery, assessment, and evaluation strategies, especially those leveraging online technologies.

**Subgoal 2:** Design and efficiently deliver teaching and life-long learning online services that address the needs of our increasingly large and diverse population of scholars.

**Subgoal 3:** Identify and implement assessment methods that document the positive impact on student success from using diverse library collections and sophisticated information discovery strategies.

**Subgoal 4:** Partner with UC Davis faculty and academic technology groups to integrate the Library’s collections and services into the emerging online learning platforms.

**Subgoal 5:** Improve the student learning experience by acquiring high quality and cost effective online teaching materials (e.g. licensed e-textbooks and Open Educational Resources).

### **GOAL 4: Maximize the community’s access to the comprehensive collection of knowledge**

Why are we doing this?

We are experiencing ongoing transition from print to digital collections and an evolution of the appropriate roles and preferences for each; economic and legal models for publishing and knowledge dissemination and management are changing dramatically; Open Access frees us from a single model of commerce and offers new opportunities to publish scholarship; the scope of research collections is expanding to include data, software, research workflows, informal publications, and a variety of other non-traditional scholarly materials. *Themes: Interdisciplinarity, impact, and public service.*





**Subgoal 1:** In partnership with the UC Library system and the broader library community, provide outstanding and comprehensive collections that support UC Davis’s research, education, and clinical care programs.

**Subgoal 2:** Develop and support transformative, sustainable, and high impact publishing models, particularly for the research output of the UC Davis community.

**Subgoal 3:** Increase availability of high quality online collections digitized from the UC Davis Library and the UC Library systems’ rich print collections and archives.

**Subgoal 4:** Improve online tools and services for Library users’ discovery, assessment, and evaluation of scholarly collections and research materials at UC Davis and beyond.

**Subgoal 5:** Insure that the record of scholarship and research in all formats is preserved for future access.

## **GOAL 5: Revitalize library spaces for a growing community of learners and a changing research environment**

Why are we doing this?

Changes from print to digital collections reduce demand for physical access to collections; new technologies afford new access methods (e.g. via the Web, scan/print-on-demand, robotic storage); quality space for study and collaboration is scarce and demand is growing; partnerships to provide high quality educational and research services benefit from physical proximity; current spaces are inflexible and no longer fit-for-purpose. *Themes: interdisciplinarity and community.*

**Subgoal 1:** Increase and improve library spaces for private study and reflection, and interactive, cross-disciplinary collaboration, particularly for students.

**Subgoal 2:** Leverage strategic advantages of each library location to develop synergistic services with the local academic and research programs.

**Subgoal 3:** Insure that library spaces include appropriate technologies for contemporary educational and research needs, as well as being attractive, welcoming, clean, and safe.

**Subgoal 4:** Define physical spaces that enable effective library staff interaction with the community and with synergistic academic and research support units.

**Subgoal 5:** Partner with campus educational support groups to improve the student learning experience on campus.



## **GOAL 6: Maximize the Library's efficiency, effectiveness and impact in pursuit of our mission**

Why are we doing this?

We're part of a global library community, the UC Library system, and the UC Davis administration and we need to leverage all of these to improve our efficiency and effectiveness; we need effective input from faculty, researchers, graduate and undergraduate students, staff and administration to inform our services and priorities; we need to make strategic investments in staff development for new initiatives that support our strategic goals; we need stable and adequate funding to meet our mission. *Themes: organizational excellence, community.*

**Subgoal 1:** Create an organizational structure that reflects the interdisciplinary nature of UC Davis and implements Organization Excellence across all the Library's functions.

**Subgoal 2:** Identify partnerships across the UC Davis campus and the UC Library system that can help us achieve our goals more efficiently and effectively.

**Subgoal 3:** Create a culture and practice of continuous improvement through careful assessment and data-driven decision-making.

**Subgoal 4:** Develop and sustain a skilled and engaged workforce through targeted development and recruitment that aligns staff capabilities with library priorities and campus goals.

**Subgoal 5:** Improve and stabilize the Library's funding model for its primary services, and develop new means to increase experimentation and innovation across the organization.

**Subgoal 6:** Improve the Library's advisory and governance structure to reflect the needs of the entire community, including faculty, students, researchers, and staff.

