

DRAFT

UC Berkeley Library Strategic Plan 2016-2021

Preamble

The Library has engaged in several strategic planning exercises in recent years (“New Directions” (2008); “Re-envisioning” (2012); “Commission” (2014)). Collectively, these provide a detailed strategic vision and plan for the Library in the future still ahead of us. Our current effort is designed to revise and update these plans to reflect continuing changes in the information services and resources environment, changes in our fiscal resources, and changes in campus expectations.

This document represents an attempt to summarize the Library’s “strategic plan” as we have received it today, the result of these prior efforts. As such, it is an artificial document the Strategic Planning Steering Committee created to launch our current effort. Our intent was to provide a fair summary of the earlier plans and visions.

To be clear: this document is an attempt to state “where we are” in strategic planning, *not* a proposed draft of what our going-forward strategic plan *should be*. We created this to capture the hard work in which library stakeholders engaged, so that we did not need to start from scratch. Everything below is up for modification. While reviewing it, please be asking yourself: “What is missing? What should we delete? What should we revise?”

At the time of the most recent Library-generated study (“Re-envisioning”), we stated that our goals, among other things, were (April 2012, “Role of the Librarian Report” and “Library Service Models Report”):

- “to reorganize ourselves and our operations to address changing needs within academia”
- “to create interesting, adaptable librarian assignments featuring increased access to faculty and students, and an enhanced understanding of the collections and user needs”
- “to create a new landscape for library services, one that ... [is] viable within the Library’s reduced operations budget”

The faculty-led “Commission on the Future of the Library” stated as a vision three principles:

- “The most important contribution of the Research University Library in the next twenty years will be to provide the increasingly sophisticated human expertise required to successfully navigate this rapidly shifting heterogeneous terrain.”
- “Second to human expertise, investment in state-of-the-art, web-enabled research tools and services that facilitate faculty and student access to the vast scholarly and technical resources of our Library, our extramural partner libraries, and the global knowledge landscape, is critical to the academic preeminence of the Library and the University in

general.”

- “We need to support ownership, not just access, because publishers are not reliable long-term stewards of scholarly information.”

Given these components of a strategic vision, we present the following summary of our current strategic plan, based on these earlier efforts.

Mission: We help users find, evaluate and use information to build a better world.

Vision: UC Berkeley students and scholars will look to UC Berkeley Library expertise and resources to successfully navigate a complex information landscape.

Values:

We want a values statement that has operational significance -- not one that merely endorses non-controversial but also non-actionable aspirations. In particular, we seek a short list of values that, if we use them with discipline, will help us prioritize and make difficult choices between various strategic initiatives, each of which may advance our mission, but not all of which are collectively feasible. In this spirit, we believe that the following reflect values expressed in earlier strategic planning efforts *and* are actionable (that is, can guide us in making difficult decisions):

- Collaborative
- Transparent
- User-centered
- Informed by data
- Flexible and adaptive
- Innovative

Key strategy areas:

Scholarship

Over the past several years the library has implemented the system-wide open access policy and sustained programs such as BR11, worked to create a Scholarly Communications Office and developed a research data service. **What areas should we focus on to position the Library as a center of expertise supporting research scholars as they “navigate the information landscape?”**

Strategies

1. Position the Library as a leader in transforming the international ecosystem for scholarly communication by building a scholarly communications office.
2. Implement and expand open access initiatives such as BR11 and the open access policy at UC Berkeley.

3. Develop a robust research data service with the goal of improving campuswide practice around research data management.
4. Connect acquired collections with scholarship needs by assessing the use and impact of collections, expanding programs to acquire data, and utilizing digitized collections.

Student success

Alongside the Moffitt renovation the Library has expanded efforts to fold digital literacy into instruction and design new spaces and services that enable new forms of student success.

How do we further advance student success in the context of 21st century information literacies and emerging academic programs (e.g. the Data Science undergraduate program)?

Strategies

1. Ensure all graduating students develop 21st century information fluency, digital literacy, and research skills to succeed in academic work and lifelong learning.
2. Initiate new services associated with open educational resources to support courses and students (e.g. open textbooks, online course readings, digitization of other research resources).
3. Promote and integrate campus initiatives that support student learning with library programs and infrastructure (e.g., ETS initiatives supporting faculty technology use, data science education initiative, digital literacy).
4. Create physical and virtual learning environments that allow students to learn, practice, and develop sophisticated skills.

Collections, discovery, and access

Over the past three years the Library has used strategic fund allocation to foster division-wide collection development while also enhancing access to collections through the deployment of new technology services. **What next steps in collections, discovery, and access will enable our community to “build a better world?”**

Strategies

1. Develop a user-centric, data-driven approach to development of collections and access to scholarly resources that leverages purchasing, licensing, and resource sharing.
2. Digitize and make publicly accessible all of our rare and unique collections (except where law, privacy, or other policy concerns intervene).
3. Lead the creation of the UC Federal Documents Archive as a shared print and digital archive of US government information collected by the UC system and accessible to all people.
4. Assess and address the condition of unique collections (analog and digital) and focus on ensuring their preservation and access through the creation of shared print and digital collections.
5. Select, design, and implement key technologies and metadata services (e.g. public computing services, website refresh, discovery, proxy, cataloging) to help improve access to and use of information resources.

Space

Over the last three years several libraries have adjusted their footprint and service portfolios in response to departmental input and needs. With the renovation of Moffitt Library and collaboration across campus the library is seeking to make the best use of our spaces. **What would make our spaces essential information resource and service environments for our students and scholars and what do we need to do to fulfil this goal?**

Strategies

1. Review all University Library spaces and develop a master plan for investments that align with campus strategic directions and realities (such as increase in undergraduate enrollment).
2. Redesign and refresh library spaces to support connected learning and inquiry.
3. Launch renovation of Moffitt floors 4 and 5; consider new campaign for Moffitt Library Floors 1, 2, and 3.
4. Address looming shelving storage capacity crunch by planning for storage needs at UC Berkeley and across the UC system.

Administrative infrastructure

A key focus over the past three years has been rebuilding staff and working to ensure that our administrative and operations services are supporting the needs of the Library and University.

What values should we focus on as we shape our new initiatives in administrative infrastructure?

Strategies

1. Develop larger sustainable extramural funding streams.
2. Develop new resource management practices to support the efficient execution of the Library mission.
3. Ensure organizational structure and processes (e.g. collaboration) support strategic goals (e.g. access services, technical services, information technology services) that are aligned with university-wide directions.
4. Inform decision-making with data and analysis.
5. Rebuild core cohort of staff and professional librarians, re-organize and rationalize administrative and academic functions in relation to campus initiatives.