The UC Davis Library is the academic hub of the University of California, Davis, and is ranked among the top academic research libraries in North America. It also participates in and benefits from the collective activities of the University of California's system of libraries and the California Digital Library. The library's omnidisciplinary and highly regarded collections and research services have long supported the faculty, students and researchers of the university, as well as the health care professionals of UC Davis Health and the citizens of California.

As in every enterprise involved in the production, communication and use of knowledge, there are dramatic forces of change affecting libraries today:

- Advances in technology that have revolutionized research, education and patient care;
- Dramatic changes in the economics of higher education and scholarly publishing;
- Changing demographics, norms and expectations of faculty and students;
- Increased globalization of research and education; and
- Evolving social norms and legal policies for the products of research and education.

To maintain the library's excellence and centrality to the academic life of the campus, we must continuously adapt to the changing environment in which we work, continuing to deliver high quality, relevant and distinctive scholarly materials and services, following our long tradition of excellence. This evolution is guided by a strategic framework that grew out of the library's 2013-16 strategic plan. By converting that strategic plan into an enduring framework, the library ensures continuous focus on its mission, vision and high-level strategic goals, while guiding its ongoing efforts to improve and adapt its work.

The framework incorporates themes from current university-wide strategic plans and priorities, and draws on self-study and input from the library's many constituents: undergraduate, graduate and professional students, faculty and researchers, administrators and health care practitioners.

We use this framework to guide our priorities, decisions, and investments each year, including ongoing assessment of our progress and impact on the campus. Each year, we establish annual goals that fit within this framework to ensure that we continue to meet the university's changing needs.

What follows is the set of high-level goals and sub-goals that inform our priorities. We are committed to continuous self-assessment and improvement, and to embracing the evolution that this era and the UC Davis community demand of us.
Part I: Mission, Vision and Values

MISSION

Advance the UC Davis community’s success and impact through knowledge stewardship.

The library advances the success and impact of the UC Davis community by:

■ Providing access to, expert assistance with and stewardship of recorded knowledge;

■ Investing in environments conducive to study, learning and collaborative research; and

■ Collecting and stewarding the university’s 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 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: Unifying Themes

This strategic framework incorporates 10 key elements that have emerged from various UC Davis visioning and planning efforts, as well as major initiatives like Organizational Excellence (oe.ucdavis.edu). These themes unify the library’s work across the six priority areas outlined in Part III.

SCALE
UC Davis is a large and growing university. Yet, many library services were designed for a much smaller community: in-person or one-on-one interactions that are difficult to maintain with a larger population. Everything we do must be designed to work for a large, diverse and physically distributed community.

SUSTAINABILITY
Library budgets are dominated by the costs of scholarly communication products (e.g., books, journals and databases, in all formats) and of increasingly expert 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 are as efficient as possible and can adapt to changing financial circumstances.

ACCOUNTABILITY AND ASSESSMENT
Like the universities they are part of, libraries are asked to better articulate the value that they bring to their constituents: students, faculty, researchers, practitioners, staff and the public. To do so, we need to link our collections and services to the goals of the institution, and measure our progress toward meeting those goals. We are developing metrics or other means of assessing progress against each goal, holding the library accountable to its mission.

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 inflexibility.
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.” The library’s 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 improvement.

PUBLIC SERVICE
UC Davis aims to support and sustain healthy, equitable communities in which all 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 ensuring broad public access to knowledge.

COMMUNITY
As the intellectual hub of the university, the library plays a critical role in fostering a vibrant community of learning and scholarship and improving students’ educational outcomes.

GLOBALIZATION
UC Davis is increasingly global in its community, its research and its partnerships. The library must support members of this community wherever they come from and wherever they are in the world, and facilitate global research through our approach to collections and research services.

INTERDISCIPLINARITY
The university is known for its interdisciplinary research and innovations, and the library has a key role to play in helping scholars collaborate and generate new knowledge in this way. Students and researchers who are effective at knowledge discovery in their own discipline are often challenged to be as effective in other disciplines with which they engage, and the library must facilitate that continuum of expertise and data-sharing across disciplines.

IMPACT
UC Davis seeks to advance the economic prosperity of our region, fostering California’s burgeoning life-science, agricultural and clean energy industries and investigating and sharing socially, politically, economically and environmentally relevant solutions to global problems. The library can support these goals by advancing the scholarly reputation of the campus, for example, by increasing access to faculty research publications or providing an online faculty profile service.
Part III: Priorities

**PRIORITY 1:** Create a world-class virtual library designed for the digital era

**Why is this a priority?**

- 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 collections.
- The community is too large for the library to provide consistent and high quality service in person to all clients who require support.
- 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.

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

**SUBGOAL 2:**
Improve the experience and efficiency of our clients’ online discovery of, access to and interaction with our 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.
PRIORITY 2: Increase UC Davis’ research impact

Why is this a priority?

- UC Davis’ research portfolio has expanded dramatically, 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.

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: Support transformative, sustainable and high impact publishing strategies for the UC Davis research community, particularly those that encourage open sharing of information and reuse of data.
Why is this a priority?

- UC Davis is growing rapidly, particularly its undergraduate population.
- Educational technology is rapidly changing the educational experience (e.g., flipped courses and distance education).
- Open (freely available) educational content is increasingly common.
- Information literacy is more important than ever; in-person instruction must be supplemented with online technology to provide these skills at scale.

**SUBGOAL 1:** Develop innovative and compelling approaches to life-long learning of scholarly resource discovery, assessment and evaluation, especially those leveraging online technologies, to address the needs of our increasingly large and diverse student population.

**SUBGOAL 2:** Identify and implement assessment methods that document the positive impact on student success from using diverse library collections and sophisticated information discovery strategies.

**SUBGOAL 3:** Partner with UC Davis faculty and academic technology groups to integrate the library’s collections and services into emerging online learning platforms.

**SUBGOAL 4:** Improve the student learning experience by acquiring high quality and cost effective online teaching materials (e.g., licensed e-textbooks and Open Educational Resources).
Why is this a priority?

- We are experiencing an ongoing transition from print to digital collections and an evolution of the roles and scholars’ 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 provide access to 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.

**SUBGOAL 1:**

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

**SUBGOAL 2:**

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

**SUBGOAL 3:**

Ensure that the record of scholarship and research in all formats is preserved for future access.
Why is this a priority?

- 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.

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

**SUBGOAL 1:** Provide attractive, welcoming, safe and technologically-enhanced library spaces for individual 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:** In partnership with complementary academic and research support units, create physical spaces that enable effective library staff interaction with the community of faculty, researchers and students.
Why is this a priority?

- UC Davis is committed to organizational excellence and serving our community as efficiently and effectively as possible. The library shares that goal.

- The UC Davis Library is part of a global library community and the UC Library system, both of which we can leverage to advance our collections and services beyond our individual reach.

- Ongoing financial challenges to higher education in general and the University of California in particular, paired with the unsustainably high cost of scholarly materials, necessitate constant vigilance in finding efficiencies and containing costs.

- A culture of assessment allows the library to reflect on its progress and make strategic choices in its operations, services and investments.

- The library can be effective only insofar as it has good feedback from our entire community, particularly the faculty, students and researchers who depend on us to support their own success.

**SUBGOAL 1:**
Create an organizational structure that reflects the interdisciplinary nature of UC Davis and implements organizational excellence across the library’s functions, with a skilled and engaged workforce aligned with library priorities and campus goals.

**SUBGOAL 2:**
With partners across the UC Davis campus and the UC Library system, achieve efficiency and effectiveness through a culture and practice of continuous improvement, careful assessment and data-driven decision-making.

**SUBGOAL 3:**
Improve and stabilize the library’s funding model for its core services, and develop new means to increase experimentation and innovation across the organization.

**SUBGOAL 4:**
Improve the library’s advisory and governance structure to reflect the needs of the entire community, including faculty, students, researchers and staff.