

# UC DAVIS UNIVERSITY LIBRARY TOWN HALL

---

Winter Quarter 2013



# TOWN HALL Webcast

- This session is being live Webcast with Adobe Connect
- Questions may be asked in person or via Adobe Connect
- This session is also being **RECORDED** and **ARCHIVED** for future viewing, including the Q&A portion



# Recap of Strategic Plan Rationale

*A new Strategic Plan for the University Library will*

- Inform difficult choices and investments going forward
- Help us talk about our work with the community
- Keep us relevant in the future

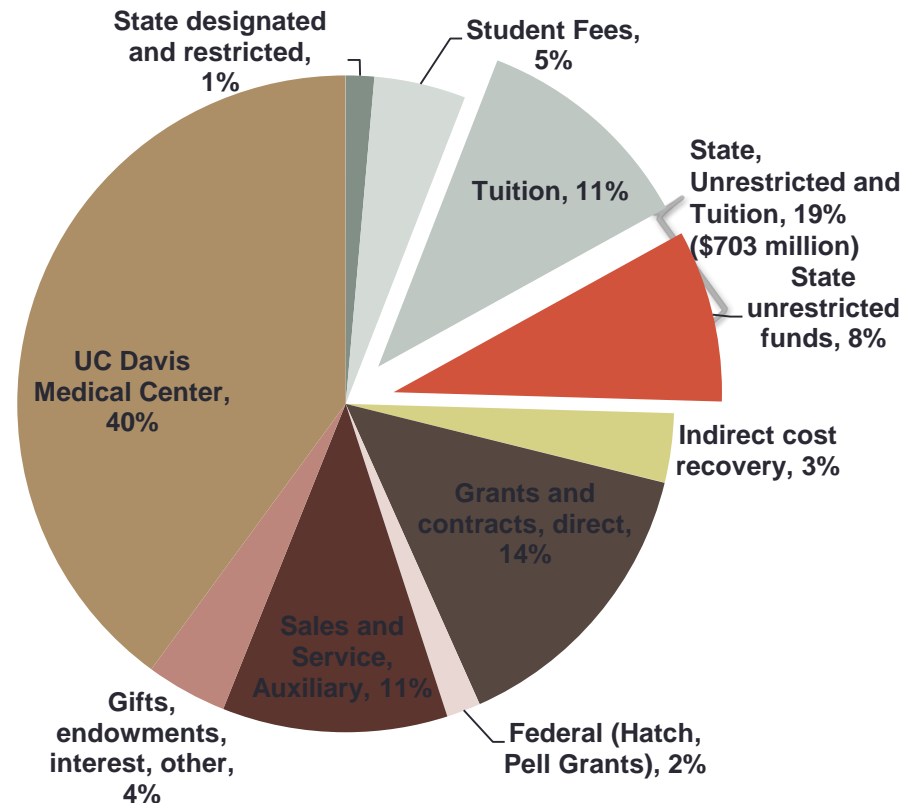
# Recap of Strategic Planning Process

- Compressed 4 month time frame
- Staff input (advisory group, workshops, wiki)
- Student input (surveys)
- Faculty input (library committees)
- Administration input (interviews with Provost, Deans, etc.)
- State and university budget outcome
- Institutional comparisons



# Budget Update

State general funds account for 8% of UC's total revenue and covers less than 50% of its educational activities



# Budget Update

- \$56 million shortfall for 2012-13
- \$35 million projected shortfall for 2013-14 and ongoing
- Prop 30 passed (yeah!)
- New state budget will help stabilize UC **but**
- *Asks for no tuition increases for 5 years* **and**

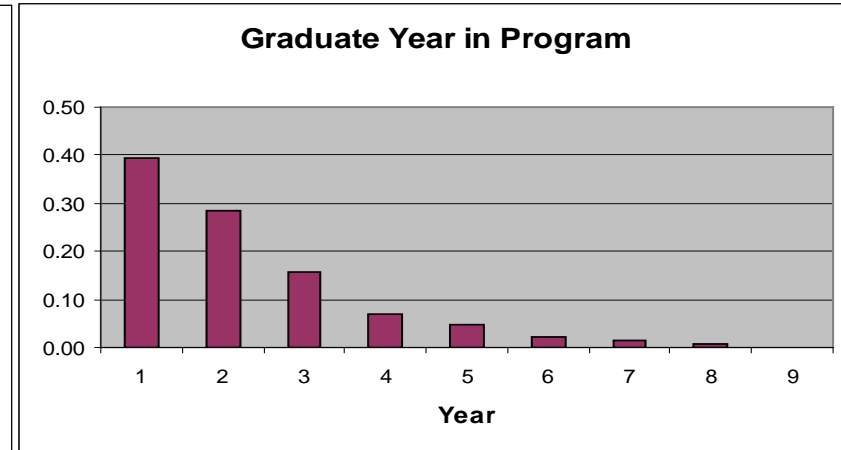
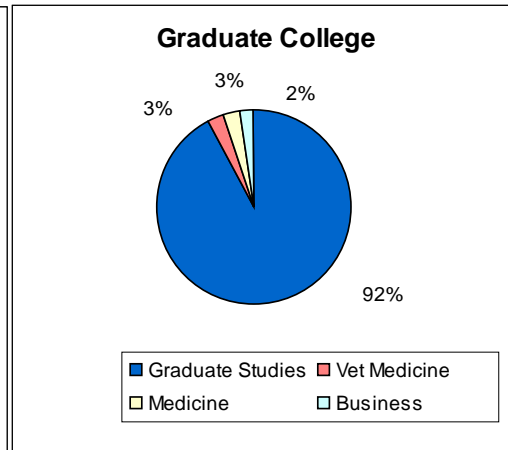
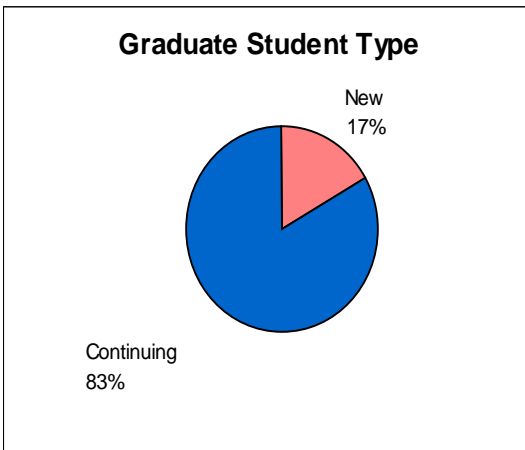
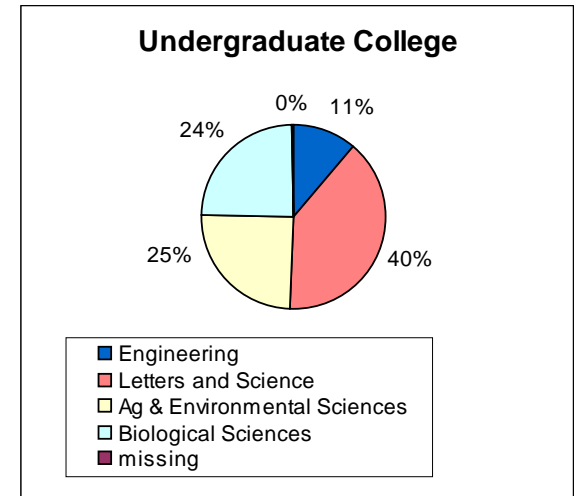
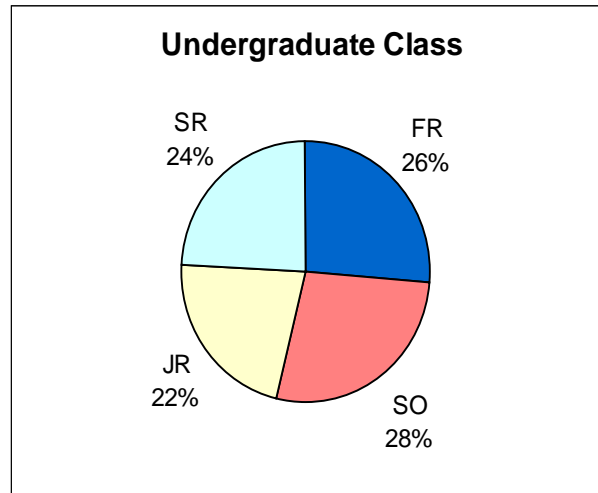
# Budget Update

“The Governor’s budget plan expects UC and the other higher education segments to *focus on providing high-quality instruction at lower cost*, decreasing the time it takes to earn a degree and increasing graduation rates by deploying teaching resources more effectively. The budget calls for directing \$10 million of the State funds provided to increase the number of courses available to matriculate undergraduate students *through the use of technology*, targeting courses that have the highest demand and that constitute prerequisites for different degrees.”

Jan 10<sup>th</sup> letter from Yudof to the Regents



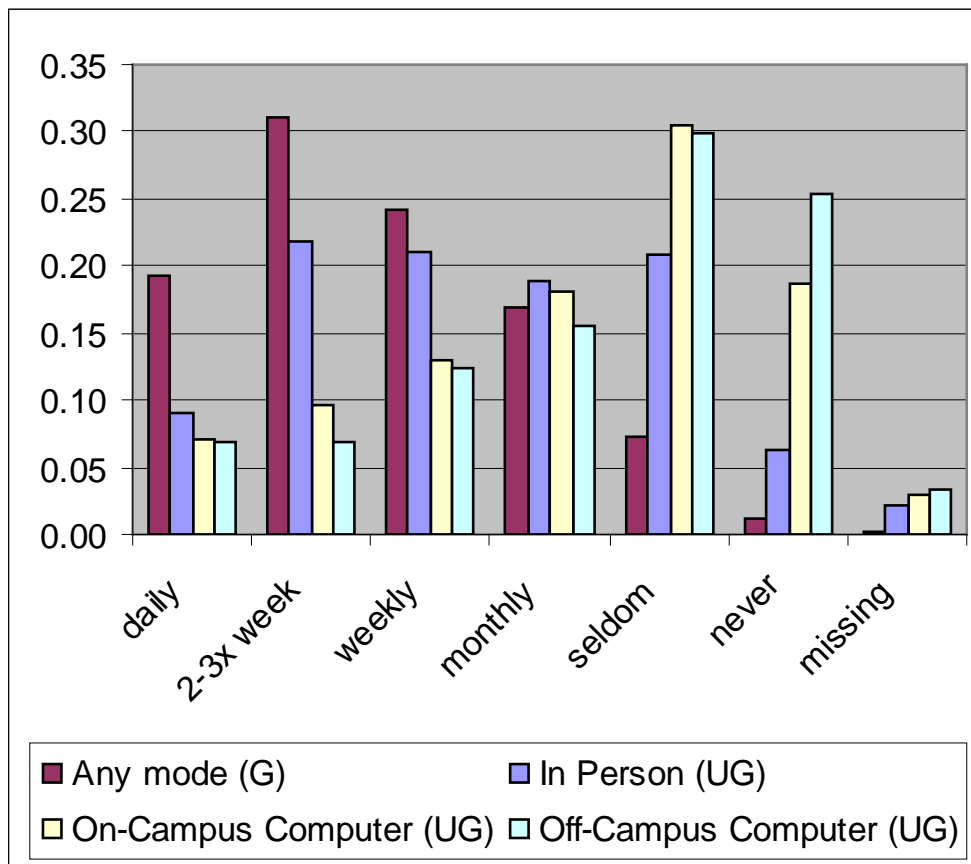
# Survey Results





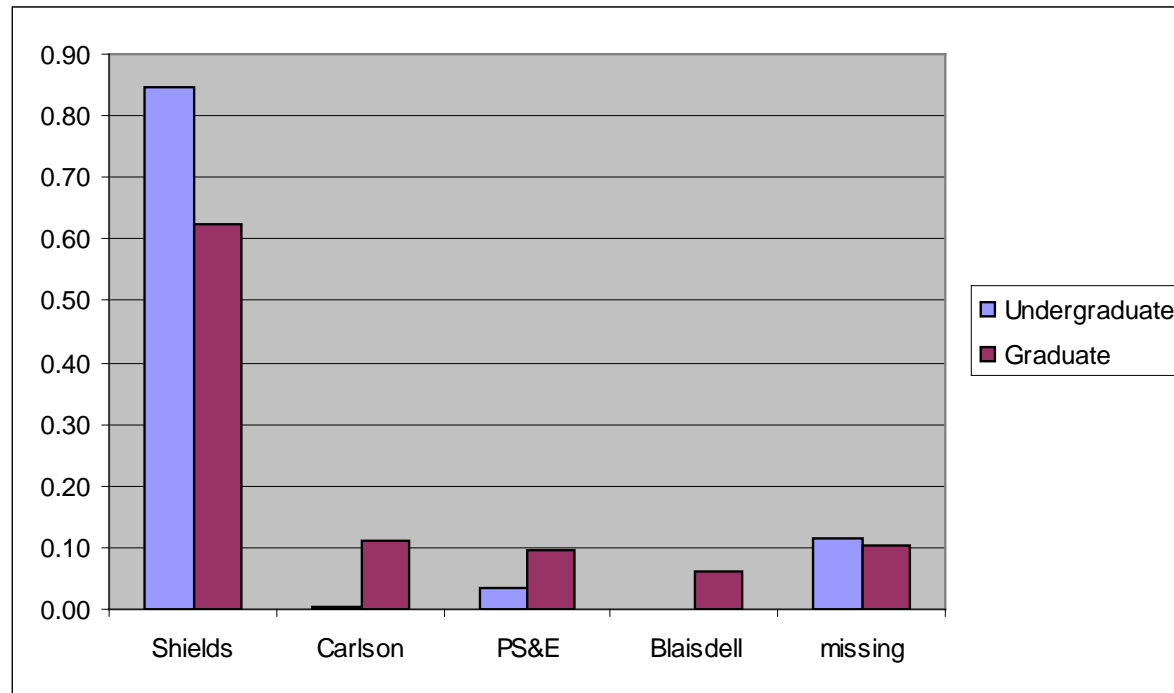
# Survey Results

How often do you use the UC Davis University Library?

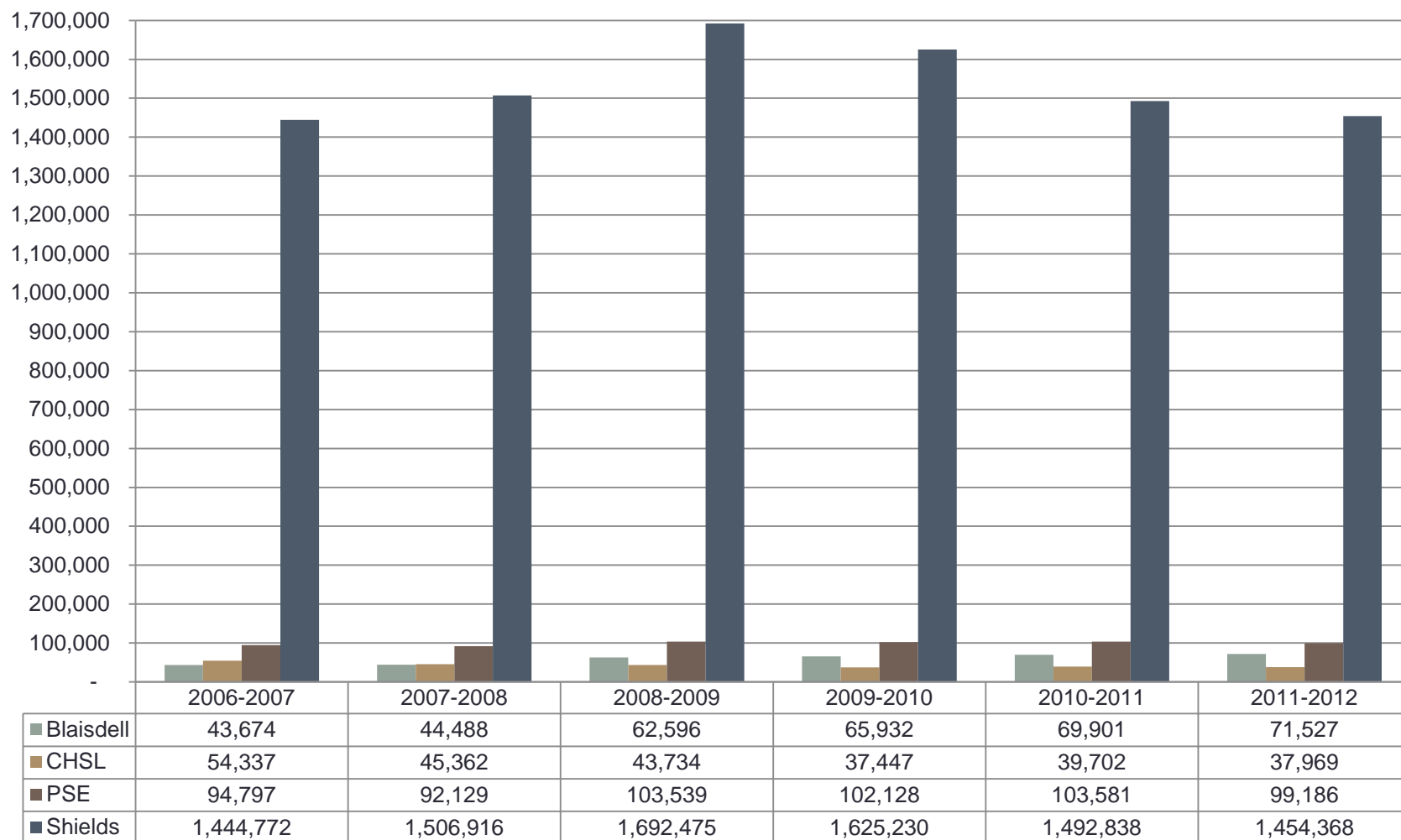


# Survey Results

Which library do you use most often?

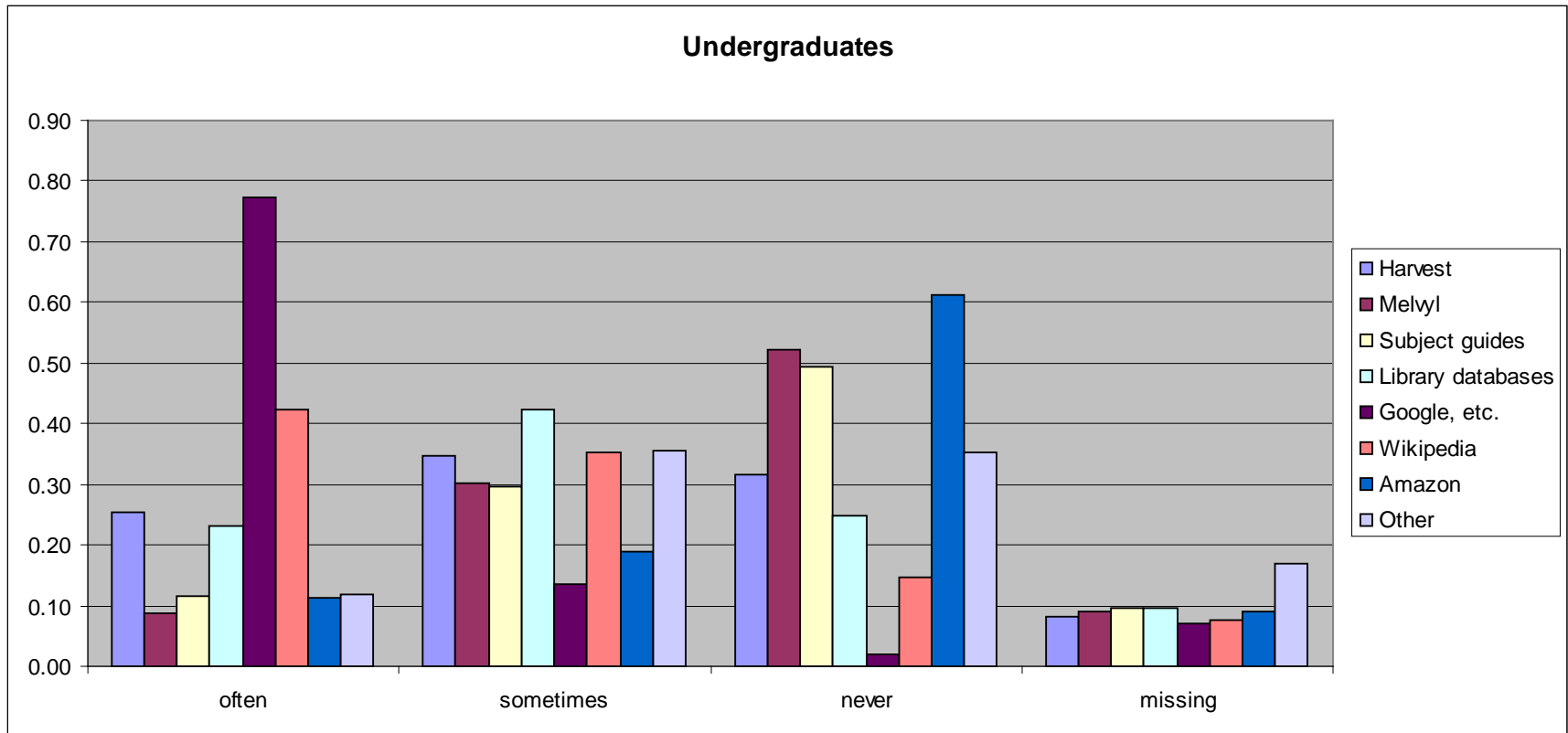


# Library Gate Counts

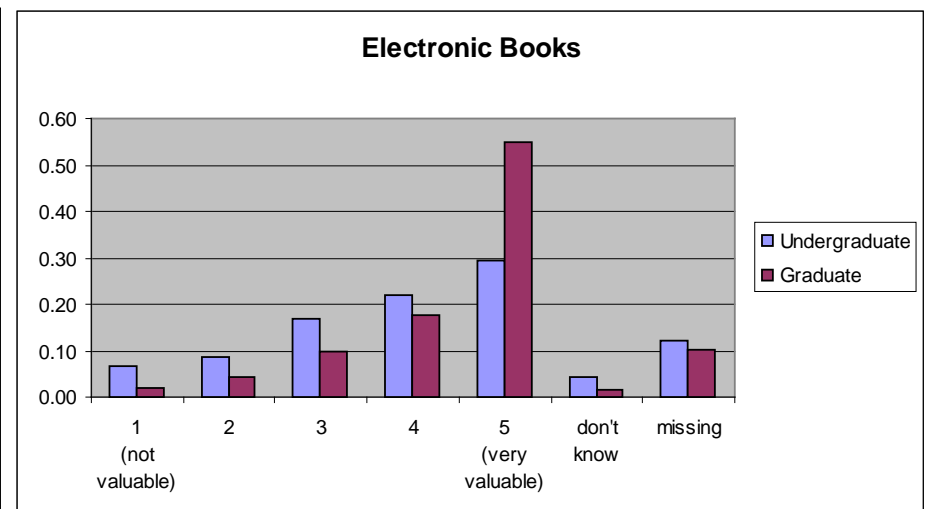
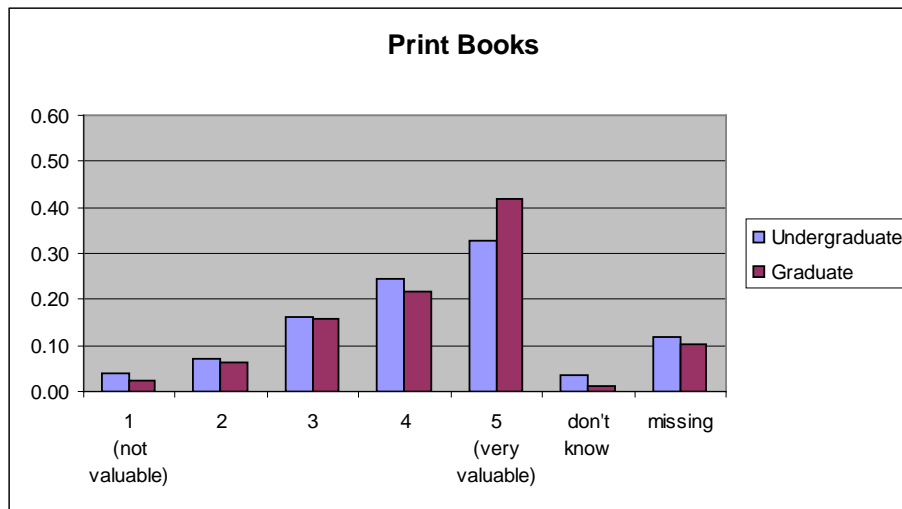
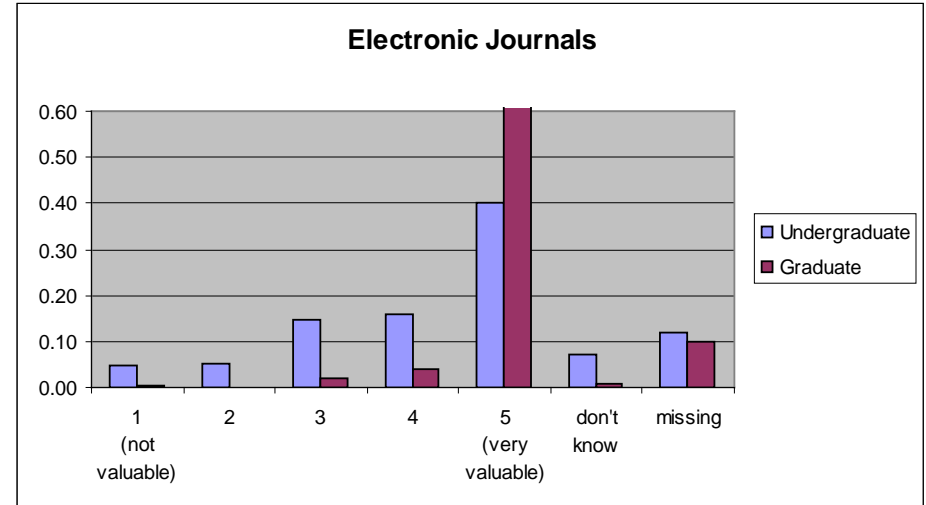
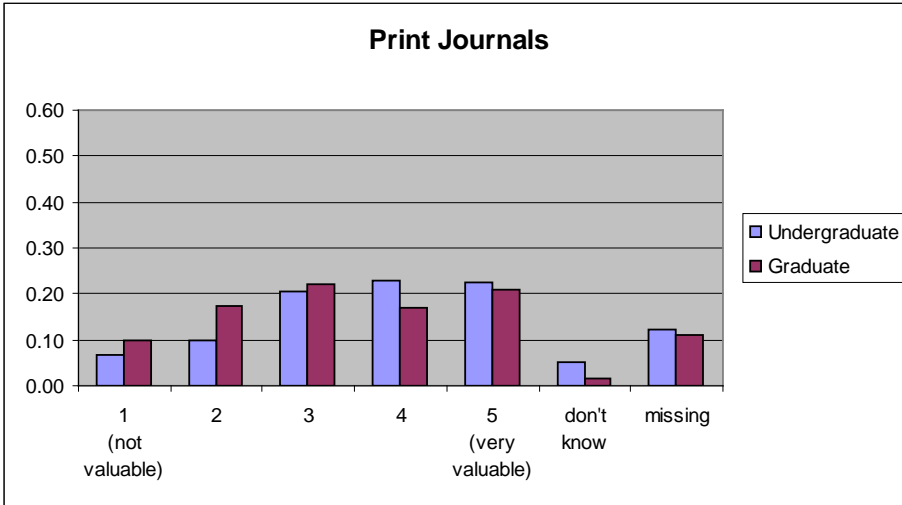


# Survey Results

Where do you usually begin research for your assignments?

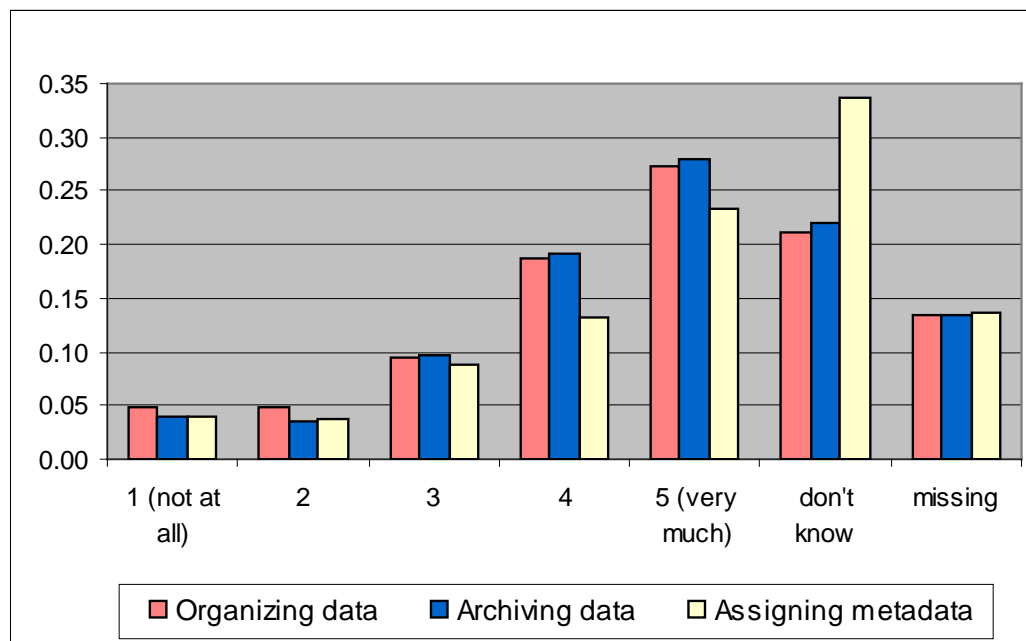


# Survey Results



# Survey Results

If you work with data, would you value help with data management planning in the following areas? (Graduates only)



# Survey Results

- Most students value the library highly
- Many students don't know or are indifferent about our services
- Students are overwhelmingly using collections online
- Undergraduates use Shields Library to study
- Grad students (and faculty) rarely come to the library

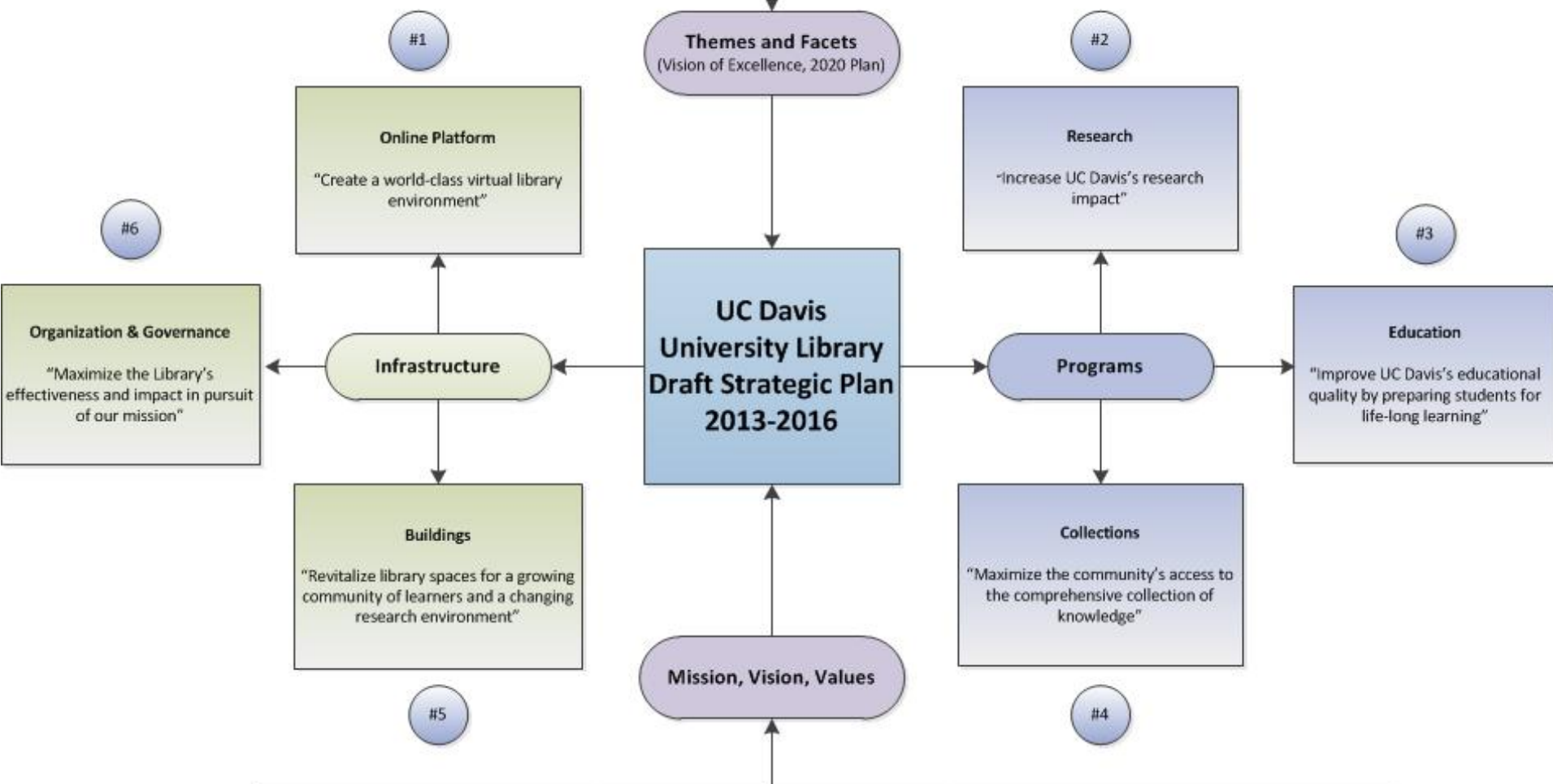
No big surprises

# Current Library Profile Review

- Physical infrastructure: 4m volumes, 400,000 SF of space
- Digital Infrastructure: reliance on CDL (shared) services
- Rapidly changing collection and building usage patterns
- Traditional service model expensive, doesn't scale well



Scale	Sustainability	Assessment/ Accountability	Partnerships	Organizational excellence	Public service	Community	Globalization	Interdisciplinarity	Impact
-------	----------------	-------------------------------	--------------	------------------------------	----------------	-----------	---------------	---------------------	--------



<b>MISSION</b>	<b>VISION</b>	<b>VALUES</b>
"Advance the community's success and impact through knowledge stewardship"	"The Library is the academic hub of UC Davis, advancing research, education and innovation in a networked world"	"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."

# Facets

- SCALE
- SUSTAINABILITY
- ASSESSMENT & ACCOUNTABILITY
- PARTNERSHIPS

# Themes (from Vision of Excellence)

## #1 Impact

“Nurture a Sustainable Future and Propel Economic Vitality”

## #2 Interdisciplinarity

“Drive Innovation at the Frontiers of Knowledge”

## #3 Globalization

“Embrace Global Issues”

## #4 Community

“Foster a Vibrant Community of Learning and Scholarship”

## #5 Public Service

“Champion Health, Education, Access and Opportunity”

## #6 Organizational Excellence

“Cultivate a Culture of Organizational Excellence, Effectiveness, and Stewardship”



# 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.**

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

- 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 for the Library 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*



# Subgoals

**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 community’s 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 for e-research and digital collections.



# GOAL 2: Increase UC Davis's research impact

- UC Davis's research portfolio is expanding rapidly, particularly in the health and life sciences
- Research across disciplines is changing to leverage digital information and computational methods
- Newer types of research collections are increasingly crucial, 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*



# Subgoals

- **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

- 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.*



# Subgoals

- **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

- 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*



# Subgoals

- **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

- 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*



# Subgoals

- **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

- 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*



# Subgoals

- **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.

# Summary

**platform:** a set of resources — services, data, tools — that supports learning, research, knowledge creation, collaboration, community-building [in the digital environment]

Source: Digital Public Library of America

*We will invest in a digital library that leverages our traditional and historical strengths while acknowledging the forces of change around us.*

# Next Steps

- (Optional) open meetings for library staff
  - Davis campus on Jan 29, 4 – 5 pm
  - Sacramento campus on Jan 30, 4 – 5 pm
- Presentations to faculty, student, administration groups
- Finalize the Plan in late January/early February
- Continue getting community input (e.g. faculty survey)

# Next Steps

- Departmental and program plans at next level of detail
- Operational Excellence reviews of key library operations
- Re-evaluate Library's organizational structure
- Measure progress, reassess regularly

*Ongoing process of continual improvement and course correction*

# Evolution, not Revolution

*We are already moving in some of these directions, e.g.*

- Considering joining the Google Books project
- New student advisory groups in place
- Recruiting a new Director of Development
- Recruiting a CLIR Postdoc for neuroscience data curation
- Additional grant proposals in development
- Adopting more campus-wide and UC-wide technologies

# Questions?

send additional questions and feedback to Katherine, MacKenzie, AdCom, Department Heads, or bring them to the open meetings

documents and presentations will be posted soon on the staff wiki and the Library's website