

# UCSB Libraries Strategic Plan 2005-2009

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## UCSB LIBRARIES VISION

The UCSB Libraries will sustain the University's position as a worldwide academic and research center of excellence through the expert provision of information and services. The UCSB Libraries will remain integral partners within the University in fulfilling the campus mission of academic excellence in research, scholarship, and teaching. The UCSB Libraries will support the predominant future directions of the faculty, students, staff, and Santa Barbara community by providing a transformational environment in which scholarly materials, innovative services, facilities, and responsive information systems, play a key role in the University's intellectual life.

## UCSB LIBRARIES MISSION

The UCSB Libraries select, acquire, manage, provide access to, deliver, and preserve information for the campus community to facilitate teaching and research. The Libraries support the faculty, students, and staff in their scholarly pursuits by providing timely, expert, and personalized services, and by leveraging the resources of all the UC libraries. The UCSB Libraries adapt and focus services and collections to anticipate and meet the changing needs of the University. The Libraries provide an environment conducive to study and learning, enriching the scholarly community.

## UCSB LIBRARIES VALUES

- We promote the pursuit of knowledge.
- We are committed to the principles of freedom of information, academic freedom, and open communication.
- We are committed to the best education possible for our students and the greatest support for faculty research.
- We promote programs and services that are responsive to user needs.
- We respect and provide a welcoming environment for people of diverse backgrounds, beliefs, and points of view.
- We are committed to creating a workplace where trust, equality, and collegiality exist among all library personnel.
- We seek and support opportunities for creativity and innovation.
- We work collaboratively with each other, with our UCSB and UC colleagues, and with other national and international colleagues.

# UCSB LIBRARIES STRATEGIC PLAN: 2005-2009

## INTRODUCTION

The UCSB Libraries are critical to the teaching, learning, research, and public service mission of UC Santa Barbara. The Libraries are committed to the highest standards of excellence while providing a wide range of services and resources to library users and the UCSB community.

At this time, the UCSB Libraries are in a period of transition from the print-based library to a distributed virtual environment that provides often-instantaneous access to digital information resources. In this transitional and transformational environment, the Libraries must maintain traditional print, archival, and media collections and accompanying services, while at the same time work to develop the electronic resources and digital environment that represent the predominant future direction of the Libraries.

A central theme of our strategic plan is the attempt to answer the question: How can we best serve our users in a time of rapid change? This document is an attempt to help describe the strategies needed for us to answer wisely that question. We are attempting to describe the priorities and strategies that will help us develop models for future services and collections that may look quite different from our current ones.

This is a fluid document that is designed as a description of the UCSB Libraries' plans for future directions. It leads to a more detailed implementation plan. Structured discussions with students, faculty, and library personnel helped to shape and guide the direction of this plan. The goals and objectives provide a framework and guidance for the priorities of the Libraries during the next four years. Our next step in the strategic planning process is the design of a comprehensive implementation plan that includes methods for assessing the success of our implementation efforts.

The UCSB Libraries face a number of challenges in implementing this strategic plan. Many of these challenges are external to the UCSB Libraries and will be difficult to address, although the impact of some may be lessened by strategic initiatives. A flexible organization is required to respond to the many changes affecting libraries in general and the UCSB Libraries in particular.

Significant challenges include:

- A significant decrease in state funding for the UCSB Libraries during the last two fiscal years. This has caused a decrease in acquisitions funding, a reduction in services, a number of unfilled staff vacancies, and erosion in physical and technological infrastructure.

- Difficulties in the recruitment and retention of staff due to a combination of factors including the high housing cost in the Santa Barbara area and stagnant UC salaries.
- Persistent cost inflation for acquisitions that leads to an unsustainable model for scholarly communication. Journal costs on average experience 7-9% annual increases while budgets remain static or decline.
- Increasing user expectations for the services that the Libraries offer.
- Rapidly changing technologies and applications that require high investments in both infrastructure and personnel resources to meet user expectations.
- Serving the specialized research needs of faculty and graduate students while at the same time serving the diverse needs of an undergraduate population of over 17,700.
- Growing academic graduate programs without corresponding growth in library funding.

The implementation of this strategic plan requires the shifting and reallocation of library resources. While many of the objectives require only the continuance of existing efforts, others will require us to change our emphasis and focus. In an era of flat or shrinking budgets, we need to carefully focus our efforts on the most important and strategic concerns. The identification of strategic goals and objectives within this plan is an attempt to prioritize some of the most important areas for us to concentrate on in the next four years.

## **PLANNING CONTEXT**

### ***UC Systemwide Library Operations***

As a partner in the consortium of UC libraries, systemwide planning is critical to the development of the UCSB Libraries' services and collections. The systemwide strategic directions dovetail with the goals of the UCSB Libraries and are reflected in the description of the Libraries' goals and objectives. The UC libraries are developing integrated approaches to resource sharing, shared acquisition of content, shared bibliographic services, and shared facilities. The increasing collaboration of the UC libraries in working towards systemwide goals is and will continue to be an important factor for the UCSB Libraries in reaching its own strategic goals.

In April 2004, the UC University Librarians and the UC Office of Systemwide Library Planning released a report titled "Systemwide Strategic Directions for Libraries and Scholarly Information at the University of California (available at <http://libraries.universityofcalifornia.edu/planning/>).

The report sets out strategic directions in five key areas:

- Expanding the development and management of shared collections
- Utilizing shared facilities to a greater extent
- Extending shared services
- Ensuring persistent access to digital information that results from and supports research and teaching at UC
- Influencing the development of new forms of scholarly communication.

### *UCSB Campus Planning*

The Report of the Academic Planning Coordinating Committee titled “Enhancing Excellence in a Unique Intellectual Community: A Framework for Planning Academic Programs at UCSB” (available at <http://www.apcc.ap.ucsb.edu/2003plan/2003plan.cfm>) identifies five broad themes of importance to UCSB:

- Interdisciplinarity
- Intellectual and cultural diversity
- Information technologies
- Internationalization
- Innovative use of location.

The current focus of strategic planning on campus involves various scenarios for future growth of the campus and campus programs. This includes planning for various academic growth models. Growth in the number of students and faculty, and a possible shift to a greater proportion of graduate students will have major collection development and service implications. Themes articulated in this plan (see [http://www.evc.ucsb.edu/evc/academic\\_plan/index.cfm](http://www.evc.ucsb.edu/evc/academic_plan/index.cfm)) are:

- Environment
- Global and International Issues
- Digital Studies
- The Academy and Society.

The themes and other recommendations in the two reports have a range of implications for library collections and services. The Libraries’ strategic plan takes into account many of the campus directions identified by these reports and other planning activities on campus.

## **UCSB LIBRARIES STRATEGIC GOALS: 2005-2009**

### **Goal 1: Services**

*Provide expert assistance, instruction, access to information resources, and other services needed to support our users.*

- Continue to develop virtual services to support access to virtual reference and information services, and electronic content delivery services.
- Provide an ongoing assessment of services and their impact on our users. Monitor and respond to changing user expectations.
- Collaborate with other campus units to develop programs to integrate information literacy with teaching and instruction.
- Develop services to support and encourage innovative approaches to scholarly communication and the integration of new information resources into teaching and research.
- Provide high quality individualized and patron-centered services.

### **Goal 2: Resources/Collections**

*Provide the information resources needed to effectively support the learning, teaching, and research needs of our users.*

- Develop strategies for increasing acquisitions funding for acquiring all types of formats, particularly for historically under-funded subject areas.
- Review acquisitions allocations to ensure that funds are being used in ways that best support the current campus curricular and research needs. Align collection development strategies to reflect growth and shifts in academic programs and the increasingly international and interdisciplinary nature of campus programs.
- Continue to build on the strengths of the unique special collections of the UCSB Libraries. Develop unique digital content in areas where we have collection strength and strong professional expertise.
- Continue to collaborate with other UC libraries in developing shared electronic and print collections.
- Develop strategies for the campus to archive and preserve digital information. Provide leadership at the UCSB campus and UC level for digital preservation initiatives.

- Increase efforts and develop strategies and programs for preserving print, archival, and other media. Provide leadership at the UCSB campus level for preservation initiatives.
- Develop access to institutional repositories as a means of expanding our access to electronic resources.
- Provide the leadership necessary to bring about significant changes to the scholarly communication process, copyright, licensing practices of information vendors, and intellectual property policy.

### **Goal 3: Technical Services**

*Foster a forward thinking technical services infrastructure that is able to anticipate and respond to the strategic vision of the UCSB Libraries.*

- Assess the efficiency of current technical services workflows and processes for the purpose of delivering improved user services.
- Continue to develop technical services support for collection development and access.
- Develop mechanisms for monitoring access to content that may change formats, publishers, or vendors.

### **Goal 4: Technology**

*Develop and maintain a robust and responsive technological environment for our users and staff. Ensure that an adequate infrastructure is in place to support new services and programs.*

- Coordinate technology-based library and information services with the UCSB campus, other UC libraries, and other external technological partners. Contribute to relevant consortial and national initiatives in technology.
- Monitor and incorporate new technology trends into the services and information resources the Libraries provide for users. Expand the technological infrastructure to meet the Libraries' rapidly growing service and user needs.

### **Goal 5: Space**

*Create and maintain spaces that foster learning and research, providing a central point of intellectual discovery for our users and the campus community.*

- Continue to evaluate the utilization of existing library space, balancing the use of space for services, staffing, and studying/seating against the need for collections space.
- Continue planning efforts for the Davidson Library Addition, renovation of the Davidson Library, and the future renovation of the Music Library.
- Provide a variety of physical spaces to accommodate different user groups and needs.
- Monitor and assess the physical work environment. Design flexible space to optimize new staffing and information resource models and to support the use of innovative technologies.

### **Goal 6: Staffing/Personnel**

*Foster a responsive and flexible organizational environment that supports library personnel development and communication throughout the organization.*

- Review staffing models and patterns and develop ways to effectively adapt to changing UCSB Libraries and staffing needs.
- Develop technological expertise in all library personnel. Recognize the complexity of new technology and establish an ongoing training program.
- Foster communication among library personnel.
- Seek creative ways to recruit and retain a diverse staff with a wide range of skills and expertise, recognizing that issues such as salary and housing significantly affect recruitment and retention.

### **Goal 7: Outreach & Publicity**

*Promote the services, collections, and staff expertise of the UCSB Libraries.*

- Provide an ongoing assessment of user satisfaction and expectations.
- Develop a comprehensive outreach plan to promote the use of the collections and services of the UCSB Libraries.
- Increase campus awareness of the UCSB Libraries. Promote the Libraries as an integral part of campus learning and research activities.
- Continue and enhance the role of the librarian subject specialist positions in working with faculty and students.

- Partner with others on campus to sponsor events such as lectures, performances, and literary discussions that promote the UCSB Libraries as an intellectual center of campus.

**Goal 8: Development and Funding**

*Develop additional sources of funding in support of programs and collections.*

- Increase the emphasis and awareness of library development activities. Identify and involve key library personnel in development activities.
- Allocate resources to increase activities to obtain grants, endowments, and donor funding.
- Capitalize on opportunities to leverage resources through new organizational structures, collaboration with others, and effective use of existing staff and resources.
- Sustain and expand a multi-pronged development strategy for long-term enhancement of collections, services, technology, and facilities.