

Introduction

The Library has undertaken an intensive strategic planning process of engagement and analysis with the goal of defining the key priorities around which we will align our future efforts. This strategic plan lists four priority areas and key goals toward which we can make significant progress over the next three years. While we will undertake specific projects to advance these goals, we remain committed to maintaining our core services, enhancing the quality of those services, and continuing to listen to our communities.

Research libraries exist to enable the transmission of culture and knowledge across generations. How that transmission is realized can change dramatically and quickly, as we have seen in the few decades since the world entered the utterly transformational internet age. Libraries understand that the digital age does not supplant everything that came before; it complements it. The research library serves an essential public purpose as a long-lasting institution that is an integral component of a healthy and free society. It succeeds in the face of disruptive change by remaining anchored to its core values: defending each library user's intellectual freedom to go wherever their curiosity leads them, and recognizing that each research community, and each individual researcher within that community, has unique needs.

The UCSB Library stands together with its nine sister campus libraries, plus the California Digital Library, in collective commitment to support the University of California in its broad and deep ambitions to advance research, teaching, learning, and engagement. We achieve our goals through the power of ten campuses and by leveraging the library as place, working with partners who are equally committed to our shared mission within UCSB's broad-based interdisciplinary culture. With thousands of students passing through our doors every day, and thousands more using the library virtually, the UCSB Library plays a critical role in realizing the university's commitment to supporting an engaged and inclusive community.

Vision

The UCSB Library empowers researchers and students to create and adapt knowledge for the benefit of society.

Mission

Situated at the interdisciplinary crossroads of campus, the Library embodies scholarship and advances UCSB as a world-class research and learning institution. The UCSB Library is an integral member of a network of research libraries across the University of California and the world, putting vast research collections within easy reach of scholars across all disciplines. Through the Library's commitment to making accessible diverse streams of knowledge, scholars can connect the past with the future to solve global challenges.

As an organization, the Library evolves to reflect changes in the information landscape. By supporting the research lifecycle, the Library advances open knowledge that expands the reach and impact of UCSB research. Offering breadth of expertise, resources, and learning environments, the Library supports all researchers and students at every stage of their academic journey. The Library expands the horizons of all its users, enabling them to realize their full intellectual and creative potential. The Library serves as a cultural and educational center, showcasing unique collections as well as the creative and intellectual work happening in the campus community and communities beyond.

Values

Collaboration

We collaborate as a strategic choice. We facilitate partnerships that maximize our collective expertise and resources to generate the highest quality outcomes.

Inclusion

We strive for a community that fosters an open, inclusive, and productive environment in which the potential of all individuals to make a positive contribution is respected and valued.

Creativity & Innovation

We support creative and diverse thinking, which consistently evaluates perspectives, re-defines problems, and seeks opportunities to identify new solutions. We accept risk-taking as an opportunity to learn.

Responsible Stewardship

We are responsible stewards of Library collections, resources, and spaces. We recognize our long-term responsibilities and invest in the future.

Integrity

We set high ethical standards and lead by example. We act in a credible and trustworthy manner. We treat all people with dignity and fairness.

Excellence

We strive for excellence in our individual work and as a research library.

Strategic Priorities

Advance open science

Open science, a coordinated set of principles advocating transparency of method, accessibility of publications and data, and reproducibility of results, is significantly changing how scholarly research is conducted. This shift toward open practices is being driven by scientific disciplines and accelerated by funders, publishers, and scholarly bodies. For research libraries, open science presents the opportunity—and challenge—to support new approaches to information publication and discovery, to promulgate and uphold new norms, and to play critical new roles in the research ecosystem. The Library is uniquely positioned to contribute to openness by making data literacy concepts and foundational data science methods accessible to diverse communities and to disciplines that are newly embracing computational approaches.

Key goals

- Expand services that support the principles and practices of open science, open access publishing, and FAIR data
- Support researchers in navigating changes in the information landscape, and as creators of new types of research outputs
- Expand instruction on methods and skills of data science and digital scholarship
- Work with campus stakeholders to develop a coordinated, campus-wide approach to data and digital scholarship services
- Support and invest in open and sustainable publishing models

Foster campus collaboration

The UCSB Library sits, by design, at the figurative and literal crossroads of campus. From this vantage point it is in a unique position to foster interdisciplinary collaboration and to enable conversation amongst parties that might not otherwise have occasion to connect. Augmenting this position with its own unique programming and events, the Library aspires to serve as the hub of campus academic life. Fully realizing this role requires that the Library strengthen its connections with departments, academic programs, and student groups to develop more coordinated approaches to its services and outreach.

Key goals

- Expand support for learning groups and communities of interest to enhance out-of-classroom educational opportunities
- Support integration of participatory and community-based models of collection building into Library archival practices
- Coordinate communication and outreach strategies to improve visibility of Library services, collections, and expertise in alignment with departmental and user needs
- Showcase campus research and creative works

Strengthen stewardship and sustainability

Stewardship has always been central to the mission of research libraries, but the meaning and methods of stewardship are changing dramatically as libraries take responsibility for new types of content and provide new types of tools and services. Continuous investment in technological infrastructure is required to support evolving community norms in scholarly publication and information discovery and access. The end goal of this investment is to enable broader, deeper, and novel uses of Library resources and to empower new communities of Library users.

Sustainable stewardship depends on human infrastructure. The Library is ultimately the product of its employees, but as a memory institution it outlives any individual. As contributors to the Library's long-lived mission, employees are most engaged when they feel their expertise is acknowledged and cultivated and their careers, and lives, are enriched by the experience of working in the Library.

Key goals

- Develop infrastructure to support digital collection building, discovery, and preservation
- Enhance online and computational access to digital and physical collections
- Develop new approaches to collection development to expand breadth of research resources and more closely align with disciplinary needs
- Improve employee recruitment, recognition, and opportunities for career growth

Support student academic success

UCSB students are privileged to have full access to one of the country's leading research libraries. The UCSB Library strives to connect with students where and how they work, enabling them to excel in achieving their academic goals. Library employees serve as knowledgeable guides to help students make the most of their library. The Library enables students to experience the richness of university life beyond the classroom and become active participants in their own learning journey, cultivating habits of mind that will serve them well for the remainder of their lives. Students come to the Library to be serious, to learn and explore, to develop as scholars, and to build community.

Key goals

- Foster opportunities for experiential learning, mentorship, and leadership development
- Develop creator and hybrid spaces and services to make new technologies available for student use
- Integrate Library collections and services into UCSB's educational technology ecosystem to facilitate seamless learning experiences
- Employ inclusive instructional design practices to equip diverse learner populations for success in their coursework and lifelong learning
- Increase access to affordable and open educational resources