UCLA Library Strategic Plan 2012-17

The UCLA Library inspires and supports students, faculty, researchers, and staff in all facets of their pursuits to dream, learn, create, and share knowledge.

Goals

A. Build and Enhance Research Collections

1. Transform the Collection
Work proactively across the UC Libraries' system and through creative partnerships with reliable peer institutions and organizations nationally and internationally to build, maintain, preserve, and make widely accessible a comprehensive print and digital collection reflecting the scholarly record

Capitalize on UC's high-density storage facilities to create an archive strategically located within the system that makes material available to users quickly, while freeing up space in campus libraries for high-usage materials or other purposes

Participate in and initiate both large-scale and focused projects to make public domain materials in UC and other major research libraries available digitally and for print on demand

Ensure continued development and promotion of global/international collections

2. Make Specialized Collections Widely Accessible
Develop collections of non-traditional types of research resources such as print and electronic ephemera and video content; make information about them as well as the materials themselves as broadly available as possible

Catalog, organize, and make accessible special collections in order to broaden knowledge about and use of these rare, unique, and all-too-often hidden materials

Seek grants and gifts to support and expand these activities

Work with institutional partners across the UC system as well as locally, nationally, and internationally on collection development and accessibility initiatives

Identify and prioritize the opportunities and challenges of collecting born-digital materials

3. Support and Advocate Changes in Scholarly Publishing
Develop, implement, and expand services and tools that support the publishing and research needs of UCLA faculty, researchers, and graduate students and that educate them about their intellectual property rights, while making the published scholarly record as broadly accessible as possible

Continue to agitate with publishers for changes in the pricing of and access to published research, including negotiating the most favorable licensing terms and perpetual access rights; inform and activate faculty editors and reviewers on pricing and access issues when necessary

Participate in broad-based preservation initiatives to ensure that licensed digital content remains permanently accessible

Facilitate the deposit of digital content into open-access institutional repositories including UC's eScholarship

Build broad-based support at UCLA for open access, including encouraging publication in appropriate peer-reviewed journals and launching a fund to partially cover author fees

Influence legislation, regulations, and case law by developing and implementing a multi-pronged government relations strategy together with the UCLA and UC government relations offices that leverages factual, expert opinions about intellectual property issues from individual faculty and staff, UC campuses, the UC system, and national and organizations that we're members of

B. Transform Research Services

Redefine the Library's role in research to more effectively support and participate in the complete research life-cycle

Work with faculty and students to understand their Library-related needs during all steps of the research process and to design collections, services, facilities, staff expertise, and technology to meet those needs

Deepen and expand ties with relevant faculty, staff, and students to position the Library as a new kind of interdisciplinary laboratory in which scholars engage with materials, colleagues, and students to produce experimental projects and new forms of knowledge

Explore a team approach to research support, especially with interdisciplinary projects

Build tools, procedures, and expertise in rapid prototyping to enable students and faculty to quickly advance their research and to develop, manage, and share resources for teaching and research

Encourage and facilitate peer-to-peer learning and increased library-researcher collaboration

Acquire and manage data in support of researchers' diverse needs and activities; provide tools and services for discovery, distribution, funder compliance, preservation, and re-use

Build expertise and capacity for collecting, managing, and preserving data

C. Focus on Teaching and Learning

Support UCLA's educational mission by providing opportunities for students to learn and conduct research in meaningful and experimental ways:
- foster a spirit of inquiry and analysis through engagement with primary sources, advanced digital technologies, events, and demonstrations
- make student research widely visible and accessible.
- encourage interdisciplinary connections
- model ethical participation in civic and local engagement

Reinvigorate outreach efforts to encourage the use of Library resources in new ways to foster learning and knowledge creation

Enhance access to Library collections and services in online learning environments and course management systems

Develop new means for Library staff to learn, model, and employ the best in-person and online pedagogical practices

Recruit staff with teaching and learning expertise

Develop expertise and tools to support international students and scholars and those studying foreign languages

Develop expertise and practices for supporting e-research and the collection and preservation of data

D. Reconceptualize the Library as Place

View the library as a laboratory: support student and faculty success by creating an enriched scholarly environment through flexible and varied physical and virtual spaces that offer places for teaching and learning; individual research and study; collaborative work; and cultural, social, and intellectual exchange through events and exhibits

Create open learning and research environments that make scholarship and the scholarly process visible

Serve as an interdisciplinary collaboration ecosystem for the campus

Build secure new environments that make available specialized collections and experts that support research and teaching and that offer customized user experiences

Identify and provide additional capacity to support growth and changing needs, both in usage and in collections

Revise policies as necessary in order to improve users' experiences

Strategies

A. Develop a Research Agenda

The UCLA Library will develop a research agenda in support of its strategic goals and interests and those of the campus. This agenda will ensure that all Library activities are research driven and will apply research methods to developing a sustainable organization.

The agenda will provide a framework to support the Library's strategic plan and the actions that grow out of it. It will promote innovation, showcase accomplishments, and align with UCLA's research activities. It will incorporate users' input as well as best practices of other institutions and organizations and will position the Library as a leader among academic libraries.

Specific activities will include:
- Carrying out and encouraging applied and scholarly research to help solve the problems of the UCLA Library and other research libraries
- Putting findings into use at UCLA and publishing them for others in the field to learn from
- Understanding how students and faculty want to engage with the Library now and in the future
- Gathering quantitative and qualitative data on the use, size, and scope of UCLA Library collections, services, and spaces and maintaining this information for use in decision-making

Possible questions to be investigated may include:
- How does the UCLA Library contribute to student success, and what measures are needed to discover and demonstrate its role?
- How can the broadest possible access to and use of research library collections be ensured in an increasingly licensed environment?
- What constitutes patron privacy in the twenty-first-century academic library?

- What is the role of users in collection development?
- What teaching models are being used or developed by faculty in library learning spaces?

B. Nurture a Responsible and Responsive Organization

As a responsibly managed organization with measurable value to the university and the public at large, the UCLA Library must enhance its accountability by increasing transparency and focusing on users' concerns in its decision-making processes and operations. It must also highlight its activities, accomplishments, and contributions through both traditional statistics and new measures that most effectively demonstrate to elected officials, the university community, and the public the Library's return on investment.

Library goals will be aligned with UC, UCLA, and Academic Senate Committee on Library and Scholarly Communication strategic plans. Institutional and unit strategic plans will be revised and updated regularly, and self-assessment tools will emphasize individual and organizational accountability and accomplishments. As a valuable organizational citizen, the Library will provide leadership on UCLA and UC initiatives and priorities and will encourage participation by its staff.

The Library will study best practices of other libraries and organizations and adopt what works here. Decision-making will be informed by sustainability, usability, accessibility, and user-centeredness.

Responsible fiscal planning will focus on refining business and internal processes that are sustainable and efficient and that avoid duplicating services and structures that already exist on campus or in the UC system. Effective and coherent administrative consolidations, reorganizations, and collaborations will be planned as necessary to best utilize limited budgets. All activities will be carefully analyzed and evaluated, then those that are not longer essential will be discontinued to free up capacity to take on new work more relevant to users' needs. Income streams to support new and continuing initiatives as well as to sustain existing ones will be identified and explored. Collaboration with UCLA leadership is essential to leverage new and existing fund sources beyond those that have traditionally been used to support the Library.

Building on what has already been accomplished, a sustainable infrastructure will be maintained that supports the full range of Library activities, including collection building and management, teaching and learning, outreach, knowledge creation and preservation, and daily operations. Financial, material, and human resources will be stewarded responsibly and ethically.

C. Build Organizational Capacity

With the constant fast pace of change within both the Library and academic worlds, a strong and flexible organization that engages and develops with changes across campus is a key requirement for continuing to serve UCLA most effectively, lessening the disruptive effects of change, and harnessing energy to meet its demands.

The Library will develop a viable succession plan to prepare and recruit new generations of librarians and staff. It will define and recruit positions to provide and enhance leadership capacity and will empower employees to cope with change by exploring new ways to achieve Library goals. Alternative recruitment tracks will be utilized for academic and other positions, and positions and purposes will be rethought as vacancies arise. The career path for seasoned and talented staff will be enhanced, and an investment will be made in new MLIS graduates, while identifying the potential contributions of student employees.