Question 1

Summary of CoUL Goals 2013-2016 in document:

1. Enrich systemwide library collection.
2. Capitalize on technological opportunities to accelerate transition to a primarily digital environment.
3. Maximize discovery of & access to information resources.
4. Optimize & repurpose physical library space.
5. Expand engagement in scholarly communication.
6. Build & leverage expertise.

1. What's missing from the document that LAUC feels is important to address/include?

Items thought missing from document:

Staffing, Library Workforce, and Professional Development/Skills

- Emphasis on training librarians & staff with new skills to meet new vision of agile, focused, data-driven libraries.
- More training/professional development opportunities for staff.
- Commitment to maintaining staff expertise, and a level of staffing that allows us to provide excellent service.
- Support for librarians' original research and collaboration between librarians and faculty.
- Goal #6 *(leverage expertise)* should mention that, with diminishing staff, we can't continue expanding services we offer.
- Goal #2 *(technological opportunities)* should say "unique collections, in whatever format" (not just mention digital collections).
- Goal #6 *(leverage expertise)* leads with "As the size of the UC libraries' staff diminishes…" Do we infer that staffing will not be stable or grow slowly, but will decrease during this 3-year period?
- Goal #3.B *(discovery & access)* and #6.A *(leadership role)*: Call out or echo need for subject reference expertise in shrinking workforce, especially if reference expertise will be deployed over more than one campus.
- Goal #6 *(leverage expertise)*: In addition to building & leveraging our expertise, we need to retain that expertise, especially after investing in it. Retention of expertise is a critical component to building a healthy UC library system.
- Retention & recruitment; dwindling workforce issues.
- People issues: Staff are people, not skill sets.
- People issues: Diminishing workforce, with more to do *(multiple comments made)*.
- People issues: Need allowances for workers' space and time to complete projects and tasks.
- People issues: Need systemwide equity in classification, rank, and salary (policies and implementation) *(multiple comments made)*.
- People issues: Need some redundancy and succession planning.
- People issues: Consider non-MLS staff as well as librarians *(multiple comments made)*.
- Expansion of discussion & details about how building & leveraging expertise (Goal #6) would be carried out at campus level, e.g. support for staff training & development. Opportunity for more conversation here.
- If workforce diversity is important to UCs and if UCs are really committed to change, then diversity needs to be included in goals & priorities.
- Funding skills & writing grants.

Collections

- Professional role in building and curating collections in all formats.
- Goal #3 *(discovery & access)*: In improving access to information resources, we want to share physical materials (e.g., paper), not just electronic resources.
- Uniform licensing policies.

- Engagement with UC Press.
- Clarification on preferred format for library collections: Goal #4, Ongoing Priority 2, says "Whenever possible, acquire digital formats…," but "possible" doesn't always mean "best."
- Systemwide collection development of e-resources from unique or smaller publishers not included in major packages.
- Systemwide mechanism for selecting & preserving copies in the best physical condition.
- Goal #3-A-1: Gather and revise existing resource-sharing policies. Include purchasing aspect of ILL.
- Systemwide or local? License negotiation, copyright issues: Where are they handled? CDL, shared campus council? Who will be trained to do it? What about Tiers 2 and 3? *(multiple comments made)*
- Will Melvyl respond to inquiries? *(multiple comments made)*
- User experience & library role in influencing/shaping discovery tools.
- Investigating discovery tools for books & journals.

Technology

- Commitment to keeping hardware & software up-to-date.
- Goal #3.A *(resource-sharing policies)*: Need to use technology to improve ILL, not just resource-sharing policies.
- Standardized authentication system.
- Improving library websites to increase accessibility of information.

Reference & Instruction

- No mention of information literacy and role librarians plan in education & teaching.
- Partnering with faculty & other campus entities to improve student critical thinking & research.
- Textbook-related issues, particularly regarding State mandates & open access.
- Education & teaching role of librarians.
- Research support for our users.
- Assisting with management of information.

Space

- Clarity and vision on what is meant by "repurpose space."
- Goal #4 *(physical library space)* should say something about how libraries will best use the space we currently have. Just talks about space reduction…what about redesign?
- Goal #4 *(physical library space)*: Ongoing Priority #2 (*whenever possible, acquire digital formats for materials added to UC library collections*) should include wording "when appropriate."
- Would be useful to know underlying assumptions, such as maintaining 1 RLF instead of 2, or 2 RLFs instead of 3.
- What is the plan for maximizing space?

Technical Services

- Continued commitment to cataloging and maintaining print & older materials.
- Improving and quickening resource description through semi-automated natural language harvesting and controlled vocabulary metadata generation with the goal of enhancing discovery & retrieval.

Funding & Support

- Funding
- Commitment to develop systemwide funding mechanisms.
- Systemwide or local? Endowments, sustainability: Funds raised locally stay local. What happens on less well-endowed campuses?
- What exactly is the "agility fund" (p. 6)? How will the money be spent? Who contributes to it? Can we use this fund to hire more librarians/staff (e.g., data curation experts)?
- While there is a lot of emphasis on centralizing work, there isn't any description of whether resources will be provided so these initiatives can be successful.

Lack of Clarity or Specifics

- Goals are aspirational.
- Document lacks priorities.
- Lack of clarity as to which goals require systemwide action.
- An implementation plan – timeline, outcomes, assessment.
- This is Systemwide Plan & Priorities for all campuses, yet there are significant differences among us. Since this is a vision document, not an implementation one, we should phrase this concern in a way to inform CoUL of inherent differences among campuses.
- There is no mention of CDL by name—should there be?
- Systemwide or local? What kinds of decision-making will be done at local level? *(multiple comments made)*
- Systemwide or local? Data curation: Who does it? Where does it happen? *(multiple comments made)*
- Systemwide or local? Digitization: Who does it and where? Implications for infrastructure?
- Systemwide or local? "Centers of excellence": Local or virtual? (There are only semi-formal agreements).
- Systemwide or local? What part will local campuses be doing with workflow from CDL down? (ex. systems work for CDL takes precedence over local needs and processes).
- Who sets CDL priorities? CDL will be integral to many of these priorities, but the process to get something done by CDL is unclear. Why do they go big in data curation, but not instructional services? Will their role change to accommodate these systemwide initiatives?

Assessment & Statistics

- Assessment! (There is a commitment to being data-driven, but not to building assessment capacity.)
- How will we measure/assess our progress toward achieving these goals? If this vision document doesn't include references to benchmarks (e.g., "…to cut in half the ILL wait time by 2016"), where will such details be described?
- Discussion of assessment and evaluation, mechanism to assess progress, results, etc.

Other

- More collaboration among UC's, beyond the digital. Sharing print, expertise, resources, seeking out efficiencies. Non-duplication.
- Provide guidance/support to students & faculty on data management tools and data preservation.
- Recognition that individual campuses have special research areas, collections, needs, and strengths.
- Commitment to support users with disabilities/special access needs.
- Rights management.
- Needs to emphasize important things we're currently doing & need to keep doing.
- Goal #5 *(scholarly communication)* should say something regarding how UC libraries can work with vendors & publishers on expanding engagement on Open Access and on other models of scholarly communication.
- Goals/Priorities should be framed in light of proposed Advisory Structure (AS).
- Mention what are shared services vs. what should campuses be doing individually?
- Goal #6.A.2-3 *(national discussions & legal/policy discussions)*: Take stronger stand on Fair Use with a more robust interpretation.
- Restructuring management paradigm to make it more efficient, inclusive, & cooperative.
- Disaster management issues.
- Research and planning needs to result in implementation.
- Goal #3 (*discovery & access*): Faculty & staff are mentioned, but students and their needs are not.
- Some ideas mentioned in this document, like shared instruction services, can't be implemented without technology & resources, which aren't mentioned at all in this document. If those services aren't a priority for local campuses, and don't get support, how will systemwide work happen?

General comments on what's missing:

Staffing, Library Workforce, and Professional Development/Skills

- Acknowledge need for staff resources to make all presented plans & priorities happen.
- Goal #6 *(leverage expertise):* Possibly most directly relates to LAUC and changing role of librarianship; seems completely directed toward "conversations" and national role of UC. Lacks any actual thoughts, plans, or actions about what new roles are or will be, and what we need to do to get there. Should stop talking and start doing, and not worry so much about the national stage and more about our own employees.

Funding & Support

- How these initiatives & goals would be paid for (state funding, grant money, other?).
- Recognition that systemwide activities require systemwide funding.
- Advocacy for increased library funding to reverse effects of attrition on services & workforce.

Lack of Clarity or Specifics

- Many of the goals/priorities are vague or unclear. Received lots of questions from membership about exactly what document meant to convey.
- What gets done locally vs. what gets done systemwide.
- Lack of strategies to meet listed goals.
- Purpose of document needs to be clarified.
- Clarity on how generalities play out on the ground.
- What gets decided/resourced/done locally vs. systemwide.

Other

- Input from librarians as major stakeholders, plan for implementation along with priorities, timelines, outcomes, and assessment, and importance of librarian role in collection building and curation (all formats).
- Goals/Priorities are "distant"- content does not include much regarding human interaction.
- Many areas (particularly in scholarly communication) focus on faculty, but don't mention students.
- Document doesn't seem to address UC participation with other universities. Focus should be expanded beyond UC-specific problems.
- Goal 1.A/B *(enrich systemwide collection)* should also include scientific materials (not just cultural).
- Keep in mind that document is "systemwide" priorities that cover current or possible future systemwide collaboration. While document doesn't preclude each campus from developing its own priorities, it's not meant to include everything on which each campus may want to focus.
- Concern noted about almost exclusive technology bent of document. Personal service, especially that rendered at any depth, is getting short-changed. Both need to be supported.