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.

4. Which activities should the UC library stop performing in order to accommodate or achieve the stated priorities?

Activities to discontinue.

Staffing, Library Workforce, and Professional Development/Skills

- Stop expecting national, professional involvement and/or publication without supporting with adequate time/money.
- Stop spending so much time in meetings.
- Stop asking librarians to assume interim positions.
- Library staff is unlikely to increase in size.
- Stop expecting librarians to be experts in everything: Allow librarians to specialize and do one or a few things WELL.
- Necessary to repurpose existing staff to achieve new priorities.
- Support more specialization; librarians should do fewer things better.
- Be realistic about adding services while reducing staff.

Collections

- Stop constraining selector choice by privileging digital over print; some user groups prefer print.
- Funding of individual Open Access articles may not be most effective use of resources.
- Identify and agree upon our assumptions, such as "there will be fewer paper books in our physical spaces."
- No longer so important to be the library with largest collection. Now important to be more selective in terms of ingest, i.e. selection over quantity.
- De-duplication of RLFs.
- Prioritizing systemwide collections & services at expense of local uniqueness.
- Stop signing licenses that don't let us share/borrow via ILL.
- Reduce number of Tier 3 subscriptions.
- Spend less time/energy on things that are difficult to share; spend more time/energy to make things more easily shared.
- Implement demand-driven book acquisitions to reduce amount of time required selecting books title by title.
- Reduce print journal subscriptions, check-ins, and other physical collection based responsibilities as online collections grow, and repurpose staff time to support new priorities. Requires training.

Technology

- Stop adopting complex, user-unfriendly, public-facing technology services (printing and scanning).

Reference & Instruction

- Discontinue reference desk hours during slow periods.
- Stop having librarians on reference desks.
- Stop staffing public service points without regard to utilization data.
- Stop duplicating handouts (guides, how-to instructions, etc.) on each campus by sharing key materials systemwide.
- Strategic offering of education classes (the inverted classroom).
- Teaching more via video, less in-person (more time/effort up front, long-term payoff).

Space

- Figure out what space can be used for before it gets reduced.

Technical Services

- Discontinue some local technical services (cataloging, serials check-in & binding, etc.) by outsourcing them.
- Stop local physical processing of materials.
- Stop local idiosyncratic cataloging of materials.
- Stop acquisition of print serials when content available electronically.
- More shared cataloging; less unique cataloging.
- Focus cataloging function on quality control.
- When considering downsizing technical services, it is important to consider the amount of work required to downsize print collections. These projects generate a lot of extra work for technical services and stacks staff, and often reveal the need for significant catalog record clean-up (or to catalog uncataloged items).

Leadership & Decision-making

- Stop locating decision-making at such far remove from experience.
- Allow time to think, not just react and run to next thing (maybe this exercise helps ☺).

Collaboration & Efficiencies

- Systemwide, we should continue to seek opportunities for efficiency & sharing, e.g. HOPS report on learning objects.
- Identify and reduce redundancies, especially on national level.
- Stop pushing administrative work to service providers.
- Analyze activities we do repeatedly & and identify efficiencies within.
- Reduce number of meetings & committees, both at local campus level, UC systemwide, and within LAUC.
- It was difficult for UCSF librarians to identify many of our own activities to stop doing, but identifying efficiencies in workflows and reducing administrative overhead will help.

Assessment & Statistics

- Question provides an opportunity for broader discussions, like how to solicit information from patrons about their priorities for services.
- Important to constantly reevaluate procedures to make time for new tasks.
- Stop collecting unnecessary statistics. Collection of statistics should be more meaningful and timely.
- Can an effective method of collecting good data systemwide be established?

Other

- Stop clinging to legacy infrastructure and organizational structure when change is needed.
- No concrete suggestions proposed. Noted that we don't have enough of a uniform culture to really discuss this.
- Instead of limiting this to stop/cease, we are interpreting this to include "which activities [to] transform/do differently…"
- May have already cut as much as we can and it may not be possible to give up anything more to accommodate new priorities.
- Challenges noted include lack of uniform culture across UC and unwillingness to consider sacred cows or revisit traditions of library service.