February 19, 2014

To: Michael Allen, Chair, Committee on Research
        James Baldwin, Chair, Committee on Physical Resources Planning
        Ken Barish, Chair, Committee on Planning & Budget
        Lynda Bell, Chair, Graduate Council
        Ward Beyermann, Chair, Committee on Educational Policy
        Lucille Chia, Chair, Library, Information Technology & Scholarly Communication
        Georgia Warnke, Chair, Committee on Faculty Welfare

        Erica Edwards, CHASS Executive Committee
        John Levin, GSOE Executive Committee
        Barry Mishra, SOBA Executive Committee
        Akula Venkatram, BCOE Executive Committee
        Ameae Walker, SOM Executive Committee
        Gillian Wilson, CNAS Executive Committee

Fr: Jose Wudka, Chair
        Riverside Division

Re: UCR Libraries Strategic Plan - Draft

Dear Colleagues,

A few days back the Librarian disseminated the attached strategic draft plan for the UCR
libraries. As far as I am aware this plan was devised without any Senate consultation, and are we
not asked to provide a formal response. Nonetheless, given the importance of the libraries I
believe we would be remiss if we did not provide an official answer to this document. I am
therefore asking your committee to review this strategic plan and to provide recommendations to
Executive Council to be then transmitted to the Librarian. To that end, please submit your
response by March 17, 2014.

Please do not hesitate to contact me if you have any questions or concerns.

My best regards,

-Jose Wudka

University of California Riverside Libraries

Strategic Plan

WORKING DRAFT FOR CAMPUS COMMUNITY FEEDBACK

February 7, 2014

Background and Rationale

In March 2013, the University of California, Riverside hired a new University Librarian with extensive experience in the creation and management of unique digital and physical collections in support of the research and teaching mission of universities. His mandate is to continue - and accelerate - digital access to the rich information resources held by the university and beyond in order to make faculty and students at UCR competitive in the world marketplace of ideas. He came to the UCR Libraries with a vision for how to more fully surface the campus needs around the Libraries and the services they could be providing but also recognized the need to tailor that vision to meet the UCR community's needs.

On August 8, 2013, Kim Wilcox was appointed as the university's ninth chancellor. He has re-affirmed the university's commitment to the UCR 2020: The Path to Preeminence plan as well as articulated the need to aggressively transform the university's operations in order to fulfill the vision outlined in the plan.

The Chancellor has selected new key indicators of success for the UCR Libraries as they move forward. One of the most important of these new indicators will be its documented success supporting faculty and students in their efforts to seek out and secure research grants. An additional indicator of success will be the UCR Libraries' ability to bring in extramural resources to further its mission.

As part of this latter goal, there is an explicit expectation that 30-40% of the new University Librarian's time is to be spent seeking extramural financial resources - both public and private - to enable the libraries to transform itself and the services it provides faculty and students in order to propel the university forward. Within the next 12 months, it is anticipated that specific financial targets will be established that the UCR Libraries will need to meet annually.

The four key goals of the UCR 2020 plan are: Academic Excellence: Developing a Preeminent Research University for the 21st Century; Access: Enhancing Opportunities to Graduate, Professional, and Undergraduate Students; Diversity: Serving as an Exemplar for Diversity, Inclusion, and Community; and, Engagement: Shaping our World.

Due to the financial impact of the economic turmoil of 2008 and its aftermath, the university has struggled to continue moving forward. Most key indicators of success of the UCR 2020 plan have shown modest improvement. The time to make dramatic change in order to complete the plan by 2020 is now. The University of California, Riverside Libraries are poised to make such a transformative leap to help propel the university forward.

Vision

Empower positive change by bringing together diverse individuals, communities and information to advance research, education, and innovation.

Mission

- To advance the university's attainment of academic excellence by bringing the world's knowledge to our faculty and students at the graduate, professional, and undergraduate levels;
- To inculcate the informational literacy skills essential for researchers and students to identify, acquire access to, and fully utilize high-quality information;
- To accelerate the academic achievement and creation of knowledge by the diverse academic communities that the University serves;
- To energize the UCR communities' positive engagement in and transformation of local, national, and international arenas.

Values

The UCR Libraries demonstrate their commitment to academic excellence through a strong service orientation and client focus. We celebrate the diversity of our community by providing access to a wide range of materials, by recruiting a diverse staff, and by making the Libraries a welcoming place for all. The UCR Libraries practice and foster collaboration, strategic but informed risk-taking, and support experimentation to meet strategic goals of the University and the Libraries.

Strategic Goals

Strategic Goal 1: Research and curation

Dynamically curate the unique information resources acquired by or generated on the University of California, Riverside campus to accelerate the research and teaching programs of the university

- Objective 1.1: Curate digital research data in order to preserve and disseminate the unique research findings of UCR faculty and students with the world and to enable new forms of academic inquiry and discovery through creative and dynamic use and reuse of the digital assets of the university.

- Objective 1.2: Curate world-class collections of purchased, licensed, and unique content supporting diverse research and teaching initiatives on campus
- Objective 1.3: Support research grant generation and data management plans by inserting library support into key points in the grant process as appropriate
- Objective 1.4: Support sustainable publishing models for academic discourse to help ensure the widest dissemination of our faculty and students' research in the academic record
- Objective 1.5: Support researchers in developing and producing new knowledge products.

Strategic Goal 2: Learning spaces

Create dynamic learning spaces that propel the university's research and learning objectives forward by providing diverse environments for information-based academic inquiry.

- Objective 2.1. Create physical and virtual spaces for dynamically creative interaction, group study, innovation and knowledge creation, as well as quiet contemplative study
- Objective 2.2: Renovate and transform the Rivera Library into an inspiring and stimulating environment that accelerates learning, enhances and enables new and existing forms of research, supports knowledge production and dissemination, and offers a mixture of spaces, services, tools, and technologies for diverse academic needs, especially those of the Humanities, Arts, Business, and Social Sciences.
- Objective 2.3: Renovate and transform the public spaces of the Orbach Science Library into an inspiring and stimulating environment that accelerates learning, enhances and enables new and existing forms of research, supports knowledge production and dissemination, and offers a mixture of spaces, services, tools, and technologies for diverse academic needs, especially those of the STEM fields.
- Objective 2.4: Become the trusted neutral ground where the university can invest in advanced learning technologies for the benefit of the entire campus
- Objective 2.5: Bring together members of diverse academic communities and ideas together in order to create the opportunities for enriched interdisciplinary creation of knowledge

Strategic Goal 3: Collection Access

Nimbly and effectively connect the UCR community with world-class information resources in a timely basis to advance the academic success of the university community.

- Objective 3.1: Create robust and timely access to world-class research collections to ensure that UCR faculty and students have the information resources necessary to be globally competitive with researchers from top tier universities world-wide.
- Objective 3.2: Dramatically enhance the visibility of research and scholarship created at the University of California, Riverside or by members of the UCR community

- Objective 3.3: Create personalized experiences for our faculty and students as they seek and acquire intellectual content regardless of location or format
- Objective 3.4: Create robust and nimble access to academic information resources in both physical and digital formats
- Objective 3.5: Aggressively adopt new methodologies, practices, and partnerships to ensure quick and timely access to content held in federated / consortial repositories, regardless of format

Strategic Goal 4: Teaching, Learning, and Literacies

Serve as a catalyst for the creative acquisition, exploration, and dissemination of ideas through the implementation of new methodologies and pedagogies in a variety of information literacies.

- Objective 4.1: Empower students to develop the skills, literacies, experiences, and perceptions necessary for them to be competitive in the world marketplace of ideas.
- Objective 4.2: In partnership with faculty and other campus stakeholders, become a hub for the development and dissemination of digital literacies and new pedagogies on the UCR campus by establishing a Digital Scholars Lab.
- Objective 4.3: Become a leader on campus in the visual presentation of information, both in physical and digital formats.

Strategic Goal 5: Diversify Revenue Sources through Development and Grant Support

The UCR Libraries have been tasked to aggressively seek out and explore financial support in the form of funding from private donors, both individuals and corporate; public-private partnerships; and public and private grant funding for research initiatives in the libraries.

- Objective 5.1: Develop partnerships with faculty to include the library in grant-funded projects that require data management and curation
- Objective 5.2: Create a library-wide development program linked to the UCR development office
- Objective 5.3: Systematically explore grant opportunities for the library from private foundations and public agencies such as IMLS.
- Objective 5.4: Create a culture that incentivizes and rewards successful development of grant opportunities
- Objective 5.5: Leverage both the printing program and unique collections to generate revenue

Enabling Infrastructure

The following objectives will serve to create a sustainable base upon which the strategic goals and objectives outlined above will be supported.

Information Technology Systems and Services

- Objective I.1: Build a scalable, sustainable infrastructure to support library strategic goals in research and curation; learning spaces; collection access; and

teaching, learning, and literacy.
- Objective I.2: Create a program to ensure information technology developments are meeting user needs (e.g. user centered design, usability testing)

Governance and Communication
- Objective G.1: Create a governance structure that enables effective decision-making while soliciting input from key constituencies
- Objective G.2: Practice transparency in both internal and external communication
- Objective G.3: Promote the value of library services to key constituencies through a variety of channels

Organizational Excellence
- Objective O.1: Provide training and development opportunities to all levels of staff to enable the organization to anticipate and meet a rapidly changing environment
- Objective O.2: Strengthen performance management to reward excellent performance aligned with strategic goals and to encourage regular and ongoing performance feedback
- Objective O.3: Develop a culture and mechanisms for rewarding innovative thinking and calculated risk-taking to meet larger institutional objectives
- Objective O.4: Build a robust capacity for organizational analysis and design to ensure that the UCR Libraries maximally meet stakeholders' needs in alignment with the university's research and teaching agenda.
- Objective O.5: Develop strategies to quickly and appropriately utilize assessment to understand organizational effectiveness

Conclusion

Pundits frequently ask the question whether libraries will be necessary five, ten, or fifty years from now. The strategic planning process which the UCR Libraries undertook dramatically demonstrated the need for libraries now and into the future. Moreover, this process also revealed opportunities for the library to even more effectively meet the needs of the UCR community by retooling some functions, refining others, and developing new services where needed.

Through these efforts, the UCR Libraries will accelerate the pace of academic inquiry on the UCR campus by providing quick and nimble access to information in all formats in order to foster research and teaching. The UCR Libraries will dramatically increase access to high-quality information in electronic form, both through curation of born-digital content and reformatting of analog materials into digital format and through dissemination of the skills needed by today's students to thrive in a world where 95% of academic information is no longer encoded only or primarily in physical formats. At the same time, the UCR Libraries will ensure quick and durable access to print information resources not replicated or replaced by digital content. The UCR Libraries will also create dynamic opportunities for faculty, students, and community members with diverse

information needs and insights to come together physically and virtually to create new knowledge.

The UCR Libraries will embark on a new set of initiatives aimed at facilitating the UCR campus community to effectively secure research grants to support the research initiatives on campus as well as to successfully bring in other extramural resources to further the academic information goals of the university.

Ultimately, the UCR Libraries will become the trusted neutral ground where campus community members, ideas, technologies, and information come together to transform the world into a better place.

Appendix 1: Strategic Planning Process

Planning Process

Steven Mandeville-Gamble came to the UCR Libraries with a vision for the UCR Libraries which provided an initial framework and definition for the plan. Although a number of changes are needed to align the UCR Libraries' strategy with University directions, the UCR Libraries have many fine qualities. Therefore, Steven Mandeville-Gamble used an Appreciative Inquiry approach to engage library staff and key stakeholders in the strategic planning process. Appreciative Inquiry is a strengths-based approach to improving organizational effectiveness.

In June 2013, the UCR Libraries embarked on a strategic planning process to create a nimble and robust road map to guide the direction the UCR Libraries will take in order to most effectively meet the curricular and research needs of the University community. This initiative was led by University Librarian Steven Mandeville-Gamble and external consultant Katherine Kott. These two, and a team of eight staff members representing public services, special collections, technical services and administration serve as the Libraries' Strategic Planning Steering Committee (SPSC). The SPSC membership facilitated meetings, workshops, and other forums designed to surface and support insights and aspirations of key stakeholders. Collected feedback has been aggregated into a cohesive guide, and broadly disseminated. Results of the strategic planning process will provide the framework for a *separate* initiative to implement articulated goals.

Information for the strategic plan was gathered from a number of sources. Prior to the kickoff meeting in mid-July, SPSC members viewed a video of North Carolina State University's new cutting-edge Hunt Library, and read R. David Lankes' 2012 book entitled: "Expect More: Demanding Better Libraries for Today's Complex World". Both were discussed at the kickoff meeting and served as stimulating resources throughout the planning process. This initial meeting was also used to define the role of the SPSC; set regular meeting schedules; identify key stakeholders; draft a plan for stakeholder information discovery and insight sharing sessions, and review the project Appreciative Inquiry/Library staff involvement charter drafted to outline project parameters. Over the past 7 months, the SPS committee has worked to craft a strategy for the advancement of the UCR Libraries in the coming 3-5 years. Early in the process, the group acknowledged the need for outcomes to be nimble enough to adapt to user- and technology-driven modifications. During the regularly scheduled bi-weekly meetings, the SPSC used Appreciative Inquiry to discuss possible themes, and draft questions for use in Discovery and Dreaming focus groups for library staff, students, faculty and other key stakeholders. Committee members participated in these sessions as facilitators and/or note takers, and worked with consultant Kott to compile collected data and amalgamate it with the final Strategic Planning document.

Library Staff Involvement

In his inaugural communication with staff at the end of his first week on the job the University Librarian articulated his intent to develop a strategic plan in the coming months. Staff were kept abreast of these plans, and the formation of the steering committee through subsequent communications. Similar to SPSC members, staff had access to the Hunt Library video, and other ancillary resources including a bibliography. They were also able to participate in a presentation on The Future of Libraries by Joan Lippincott, Associate Executive Director of the Coalition for Networked Information (CNI). A public blog, http://libstaff.ucr.edu/blogs/lspp/, also facilitated transparency and kept staff apprised of the planning process, outcomes, and collected information from key stakeholders.

While the aforementioned communication tools kept library staff current, they were also directly involved in the planning process through participation in two open forums. To facilitate staff work schedules and maximize participation each forum was offered twice, and focused on two major themes – Discovery and Dreaming. Using the Appreciative Inquiry model, the "Discovery" sessions invigorated more than 50 staff members to share insights on the strengths of the library and their most valued assets. There was a similar turnout roughly two months later when staff gathered to participate in the "Dream" forum. Using themes identified in the discover sessions, staff engaged in spirited brainstorming about the future of the UCR Libraries. A summary of emerged themes from both forums is discussed elsewhere in this document.

Discovery & Dream workshops

The UCR Libraries held two workshops in Fall 2013 as part of the strategic planning initiative providing library staff with the opportunity to participate in the process and help inform the decision making. Two separate sessions were held for each of these workshops in order to accommodate staff schedules and increase the overall level of participation.

The first of these workshops, the Discovery phase, was held in mid-September and brought staff together to answer the following four questions formulated by the Strategic Planning Steering Committee using the appreciative inquiry approach to surfacing ideas, thoughts, goals, and aspirations:

1. What do you love most about the UCR Libraries? What makes your work at the UCR Libraries meaningful?
2. What do you most hope that you can contribute?
3. What would help you be maximally effective as a team member at UCR (e.g., training, classes, mentoring, resources, support, opportunities to experiment, culture shift, etc.)?
4. Looking toward the future, what role do you see the UCR Libraries serving in the campus and local communities?

Staff was divided into small groups with a member of the steering committee assigned

to each in order to facilitate the conversation and help ensure that the proceedings were fully documented. Groups were given ten minutes to discuss each question and were then asked to provide a short presentation summarizing their discussions. Several themes emerged from this workshop and a summary of the insights gained is presented below:

- Retain Staff
- Collaboration
- Explore / Understand Library functions
- Library as destination
- Communication
- Experiment / Sandbox [process]
- Resources
- Project Presentations

The complete results from the Discovery phase are available [online](#).

The library staff re-convened in mid-November for the second workshop, the Dream phase, where the assignment was to imagine what the UCR Libraries would be like in the year 2020. Small groups were formed and asked to brainstorm ideas that were based on the themes surfaced during the Discovery phase. The groups were then asked to generate a press release that could go on the University web site to promote the UCR Libraries. The resulting press releases from each group are available [online](#).

The Strategic Planning Steering Committee has compiled and reviewed all data generated from these workshops using it as an information source while drafting the strategic plan.

Focus Groups

The SPSC held focus groups for students and faculty from Oct. 29, 2013 through December 2, 2013. We held separate sessions for different cohorts, including undergraduate students, graduate students, library student employees (undergraduates), faculty members, and School of Medicine faculty members. We advertised the focus groups through a variety of avenues, including the student and faculty Scotmail lists, the graduate student mailing list (via the Graduate Division), the Academic Senate, the internal library mailing list, and the library student employee mailing list. In addition the University Librarian communicated with the Dean's Council. All together we met with 49 individuals (11 undergraduates, 18 undergraduate library student employees, 13 graduate students, four faculty members, and three School of Medicine faculty members). In most cases we split larger groups up so we would work with no more than six or seven people in a focus group.

Focus group methodology

Each focus group included a facilitator and a note-taker; occasionally with larger groups we included a second note-taker. The members of the SPSC took on these duties. The facilitators were responsible for leading the focus groups and did not need to take notes. Each group followed the same scenario and used the same three questions (with

some minor variations for the specific cohorts). The focus groups lasted one hour, and the facilitator spent approximately 15 minutes on each question while also reacting to the dynamics of the group. The facilitators made efforts to keep their reactions impartial and non-judgmental, although they asked follow-up questions where appropriate, to make sure they were representing the views expressed.

Focus group questions
1.   What roles does the library play in your life at UCR?
2.   How could the UCR Libraries better meet your [information] needs?
3.   Looking toward the future, what role do you see the UCR Libraries serving in the campus and local communities?

Focus group results
Initially members of the SPSC aggregated the details discussed from each focus groups for the specific cohort, and categorized their comments to highlight their ideas in order of importance. Ultimately these concepts were synthesized and integrated into results from the focus groups and the Dream Workshops. See the charts below to see the highlighted ideas from the individual focus groups.

Undergraduates	Library Student Employees	Graduate Students
What roles does the library play in your life at UCR?		
1) Library as study and work space	1) Library as study and work space	1) Access to collections
2) Access to collections	2) Access to collections	2) Teaching
3) Navigation/teaching	3) Services	3) Library as study and work space
How could the UCR Libraries better meet your needs?		
1) Library as study and work space	1) Library as study and work space	1) Access to collections
2) Reserves	2) Services	2) Library as

		study and work space
3) Navigation/teaching	3) Teaching	3) Teaching/outreach
		4) Partner/collaborator/good citizen
Looking toward the future, what role do you see the UCR Libraries serving in the campus and local communities?		
1) Partner/collaborator/good citizen	1) Library as study and work space	1) Partner/collaborator/good citizen
2) Library as study and work space	2) Partner/collaborator/good citizen	2) Access to collections
3) Teaching	3) Teaching/outreach	3) Teaching/Outreach
	4) Marketing	4) Library as study and work space

Faculty members	School of Medicine faculty members
What roles does the library play in your life at UCR?	
1) Access to collections	1) Access to collections
	2) Designated SOM librarian(s)

	3) Teaching
How could the UCR Libraries better meet your needs?	
1) More access to collections/responding to research needs	1) Grow the collection in response to SOM growth
2) Support for grants (data management, data curation, etc.)	2) Easier online access and navigation for students/faculty
3) Open Access & scholarly publishing advice and guidance	3) Teaching imbedded in curriculum
4) Digital humanities projects	4)Develop student-centered spaces
Looking toward the future, what role do you see the UCR Libraries serving in the campus and local communities?	
1) Partner with the faculty	1) Outreach to SOM partners
2)Collaborator beyond the UCR community	2) Open Access & scholarly publishing advice and guidance
	3) Support for grants (data management, data curation, etc.)
	4) Expand student-centered spaces

Appendix 2: Consultant

Katherine Kott
http://katherinekott.com

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