



# UC San Diego

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**LIBRARY**

Strategic Plan

2022-2027

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# Introduction

The UC San Diego Library's Strategic Plan 2022–2027 serves as the Library's roadmap for investment and assessment and was created through campus-wide engagement. The Strategic Plan is aligned with the goals of the campus [Strategic Plan](#) and the [Strategic Plan for Inclusive Excellence](#) and positions the Library to work in direct service to the academic mission of the university.

Through a sustained commitment to advancing diversity, equity, inclusion, accessibility and social justice; through investments in information resources and academically-focused spaces; and through the time and energy of our expert employees, the Library provides foundational support for scholarship and research and seeks to enable high-impact learning and research experiences for students and faculty. This plan builds on the Library's past successes and the ongoing contributions of Library employees that directly support the academic, research and public-service mission of the university.

As a result of the collaborative strategic planning process, four core pillars were established that speak to the essential areas of concentration and will guide our work over the next five years:

- Democratize knowledge
- Enable innovation and inquiry
- Advance diversity, equity, inclusion, accessibility and social justice
- Focus on responsible stewardship

Within each pillar, the Library already has areas of success and expertise. This plan seeks to build on these strengths that have been developed and nurtured by Library employees over time.

Serving as a guide to our annual planning and ongoing assessments, initiatives will be reviewed and adjusted each year to enable ongoing progress towards our vision. The assessment framework for the plan outlines the strategies, direction and intended outcome of this work.

# Mission

The UC San Diego Library stewards knowledge and empowers users to analyze and interpret information in order to advance transformational research, teaching, learning and creative endeavors.

# Vision

As a trusted leader in the democratization of knowledge, we make information accessible in order to inspire innovation, foster critical inquiry and advocate for social justice.

# Values

The UC San Diego Library is a user-centered, future-focused organization built on collaboration and a commitment to Justice, Equity, Diversity and Inclusion.

- **User-Centered:** We value shared success and community engagement. We bring passion and expertise to our work in order to support our users.
- **Future-Focused:** We explore and employ innovative techniques and ideas to support our mission and grow along with the needs of our community.
- **Collaboration:** We cultivate partnerships on and off campus and work collaboratively within the Library. We believe that collaboration is fundamental to success.
- **Justice, Equity, Diversity and Inclusion:** We are committed to creating a better world and incorporating these principles into every aspect of our work.

# Pillar 1: Democratization of Knowledge

The Library is an advocate and a voice for making the knowledge of the university openly available in support of communities that value research and learning. We enable our students, faculty, staff and community to use that knowledge to advance a positive societal impact. The Library's long-standing commitment to make information available and accessible is evident in the work of our service-centered employees and exemplified in the rich collections they curate.

Building on this strong foundation from past work, the goal of this pillar is to help UC San Diego realize an even greater impact from the scholarship generated by students, faculty and staff. The Library will achieve this through current and new investments in open access; through the development of shared collections; and through innovative approaches that support the curation and publication of research data.

## **Strategy 1:** Center “open” in our collection development and management work

“Open” can expand the reach and impact of library collections, ranging from research data to course materials. We will strive to expand access to university-produced knowledge, and lower barriers to accessing information for our community.

## **Strategy 2:** Develop and digitize primary resource and archival collections in order to be more accessible and usable in teaching and research environments

We aim to expand the reach of the Library's extensive primary resource and archival collections, through increased digitization, description, and exhibition. We will work closely with historically underserved communities to enhance collections that represent their experience.

## **Strategy 3:** Maximize UC open access and collection management strategies, consortial licensing and purchasing to increase the richness and accessibility of scholarship

The UC consortium provides a unique opportunity for shared resource development. With our UC partners, we will lead the way in transformative agreements to drive open access and provide more equitable publishing options for UC researchers.

## Pillar 2: Innovation and Inquiry

Information literacy, access to materials and library spaces and feeling a sense of belonging and agency within the Library's physical and virtual spaces are essential to enabling a more impactful library experience.

The overarching goal of this pillar is to help scholars develop and pursue new research questions, enhance their teaching and learning skills and increase their sense of campus and civic engagement. To do this, the Library will inspire innovation and foster critical inquiry through inclusive instruction in information research and information literacy. We will affirm our commitment to provide academically-focused, student-centered places to learn, collaborate and reflect. We will also build on our commitment as a learning organization to anticipate and meet the emerging needs of our scholars.

### **Strategy 1:** Advance our users' abilities to critically use, evaluate and synthesize information

The Library plays a key and unique educational role in the university, which we intend to deepen over the next five years. With expertise in information literacy pedagogy and the location and creation of information resources, the Library will be a critical partner in the campus teaching enterprise.

### **Strategy 2:** Make Library spaces places for experimentation, academic growth and student leadership

Our iconic buildings are central to the UC San Diego student experience, and our campus community members will be co-creators of their future. Similarly, the Library's digital spaces are the foundation for research and learning activities, so we will enhance these spaces with usability, accessibility and 24/7 digital access as guiding principles.

### **Strategy 3:** Anticipate evolving needs of users in delivering services and materials

The next five years will bring significant changes, so we must be proactive in meeting user needs through a portfolio of diverse methodologies. We will collaborate with campus partners to establish new and refined services, and expand services and collections that meet the interests and needs of our campus communities.

## Pillar 3: Social Justice

For the Library, a commitment to advancing social justice means working to enable the full participation of our campus community and Library employees. To achieve this, we must strive to equitably allocate resources, foster a sense of belonging, and treat all members of our Library and campus community with respect and care.

Aligning our efforts with UC San Diego's Strategic Plan and the Strategic Plan for Inclusive Excellence, the Library approaches our work in equity, diversity, and inclusion (EDI), social justice, and accessibility, through the lens of our mission—to steward knowledge and empower users to analyze and interpret information.

The goal of this pillar is to strengthen and deepen our commitment through techniques that engage our community in planning and decision-making; through investments in collections, library spaces, services and programming; grounded in our [Principles of Community](#), service and collaboration; and through efforts that address academic opportunity gaps for our students and faculty.

### **Strategy 1:** Place the voice of our community at the center of our work

The Library will embrace its role as a center of community, both on and off campus, to sustain existing relationships and build new ones. We will ensure that the range of faculty, student, staff, and partner voices are evident in our planning, and that their needs are reflected in our investments and priorities.

### **Strategy 2:** Address opportunity gaps for students and faculty through areas of library investment

Information resources, learning and research support, technology, and spaces all play an important role in positioning students and faculty for academic success. The Library will invest in building collections and providing services to meet our users where they are and expand efforts to introduce campus community members to Library resources from their first day on campus.

### **Strategy 3:** Contribute to the development of social justice awareness across campus

Through partnership with other campus units and the collective impact strategies, the Library will support efforts through our information resources, expertise, and spaces. Additionally, we will work to promote leadership and development opportunities for Library employees around campus social justice efforts.

## Pillar 4: Responsible Stewardship

As an organization whose work focuses on the current needs of our community as well as the future needs of researchers, the Library must always enable innovation and change by responsibly adjusting our existing work.

This pillar serves as the foundation on which we approach fulfilling the aspirations of this Strategic Plan. To achieve our mission and deliver high-quality services and access to our users, the Library must conduct a meticulous review of our resource allocations and processes. This includes employing a person-centered approach to leadership and management; reflecting on our users' needs and re-designing our infrastructure for ongoing efficiency; evaluating and determining if our work can be adjusted, concluded, renewed or increased; and leveraging existing resources and identifying new areas of support. We must also seek to streamline workflows and our approach to delivering user-focused services so that we can align our staff's time and expertise to pursue and extend our vision.

### **Strategy 1:** Extend and leverage a people-first approach to Library leadership and management

We commit to respecting and recognizing the work of Library employees by engaging Library leadership deeply with their teams, and giving employees agency to assess their work, identify opportunities for improvement and experiment with changes.

### **Strategy 2:** Maximize investments that directly benefit Library users

Resource investments will center on meeting user needs, and we will review our current and future resource allocations through the lens of our mission, vision and values.

### **Strategy 3:** Implement continuous improvement methods to reduce the burden of work, and deliver measurable positive impacts on service performance

The burden of work required to complete tasks has increased in recent years with changes to foundational systems. We recognize this challenge, and will apply continuous improvement methods to processes across the Library in order to minimize the time and effort required.



# Implementation, Resourcing and Assessment Framework

The Library will assess its progress on its Strategic Plan through annual review and adjustment of strategies and initiatives. At the highest level, the Library seeks to demonstrate progress on its Strategic Plan through its support for university impact measures — student success, research impact, belongingness and organizational effectiveness. This assessment framework aligns with the campus [Strategic Plan](#), the [Strategic Plan for Inclusive Excellence](#) and Collective Impact (CI) themes and working groups.

As the Library launches the implementation of its Strategic Plan, Library employees, guided by a process including the Library Leadership Council, will help identify and prioritize the specific initiatives that will help the Library pursue our strategies. In addition to Library Leadership Council (LLC) member, all cross-programmatic Library committees and LAUC-SD Executive Committee (through LLC and the LAUC-SD Chair) will be invited to submit initiatives. On an annual basis, the Library will review progress towards strategies and initiatives and design Library-wide and Program goals that will focus investments for the coming year. The Library assesses goal progress quarterly through an online report and review process that tracks progress using a simple green/yellow/red rating for status as well as overall outcome/impact statements. Recognizing the value of collective impact approaches, the Library will prioritize CI-based partnerships across campus and within the Library when that approach helps us achieve greater impact through coordination.

Recognizing that accomplishing this plan will require the adjusted use of existing resources and the securing of new resources, the Library will ensure its budget process, philanthropic goals and investment decisions are aligned with our strategic priorities. To launch the plan, the Library will use one-time funds to support innovation and investments on an annual basis. Additional metrics will be identified and incorporated over time as needed to support work towards the long-term intended outcome.

# Appendices

1. Appendix A: Assessment framework
2. Appendix B: Stakeholders consulted
3. Appendix C: Strategic planning process
4. Appendix D: Steering committee

## Appendix A: Assessment Framework

This table summarizes the intended long-term outcomes for the strategies and pillars in the strategic plan. The framework will be used, adjusted and updated on an annual basis.

Pillar	Strategy / Objective	Intended Long-term Outcome
1	Center “open” in our collection development and management work	The Library will be a campus leader and nationally recognized in enabling open scholarship, open data and open science.
1	Develop and digitize primary resource and archival collections in order to be more accessible and usable in teaching and research environments	The Library will maximize the impact of its primary resource and archival collections through digitization, collaboration, storytelling and open access.
1	Maximize UC open access and collection management strategies, consortial licensing and purchasing to increase the richness and accessibility of scholarship	The Library will leverage UC-wide consortial collection strategies to address local needs and support UC-wide purchasing through our California Digital Library collaboration.
2	Advance our users' ability to critically use, evaluate and synthesize information	The Library will engage every student, postdoc and faculty member in their first year and work to advance a campus-wide understanding of information use principles.
2	Make Library spaces places for experimentation, academic growth and student leadership	The students see our Library buildings as a place they influence and belong.
2	Anticipate evolving needs of users in delivering services and materials	The Library meets user needs through service delivery modes informed by library professional expertise and aligned with user expectations.
3	Place the voice of our community at the center of our work	The Library embraces equity-informed leadership approaches in making prioritization and investment decisions and reflects the needs and values of our campus community.
3	Address opportunity gaps for students and faculty through areas of library investment	The campus is a UC-wide and nation-wide leader in addressing course material costs. The Library’s investments in course materials and curricular supporting materials directly and positively address opportunity gaps experienced by students.
3	Contribute to the development of social justice awareness across campus	The Library serves academic and institutional memory needs of campus EDI-focused groups and contributes to a campus-wide understanding of EDI principles and issues.
4	Extend and leverage a people-first approach to Library leadership and management	The Library places the employee at the center of our workflows and processes and aligns our operational work processes and capacity to create an operationally sustainable and positive working environment.
4	Maximize investments that directly benefit Library users	The Library becomes a more impactful place of work through increased diversity and career pathway opportunities.
4	Implement continuous improvement methods to reduce the burden of work, and deliver measurable positive impacts on service performance	The Library maximizes the impact of available resources by focusing investments on collections, spaces, employees and services that directly support learning and research activities.

## Appendix B: Stakeholders Consulted

### Individual Interviews (n=32)

- Chancellor/Vice Chancellors
- Campus Partners (Health System leadership, Deans, Department Directors, etc.)
- Faculty
- Staff
- UC System Library Leadership

### Group Interviews (n=91)

- Library Senior Leadership Team
- Library Leadership Council
- Academic Senate Library Subcommittee
- Campus Provosts
- Library Student Advisory Council
- Library Graduate Student Advisory Council
- EDI Resource Center Leaders
- Librarians Association of the University of California (LAUC SD)

## Appendix C: Strategic Planning Process

### Strategic Planning Process

Throughout our strategic planning process that took place in the 2021-2022 academic year, we sought engagement from stakeholders across all levels of the university, including students, faculty, researchers, Library and university employees, campus leaders, campus and community partners, alumni and Library supporters. Feedback from these groups was collected through one-on-one interviews, focus groups, surveys and workshops.

### Guiding Principles

- **Honor** the UC San Diego Library history and legacy.
- **Be bold.** This is an opportunity to set an example for what the future of libraries should become.
- Be grounded in an **honest assessment** of our assets and strengths.
- Engage with a **Justice, Equity, Diversity, and Inclusion** lens. Encourage open dialogue and listen to input from ALL of our stakeholders across campus.
- **Be curious.** Be willing to explore new bold ideas.
- **Be respectful.** We will celebrate individual perspectives.
- **Be engaging.** Every Library stakeholder will have opportunities to engage throughout the process.
- **Assume positive intent** of each other. We will trust that we will be honest and positive.
- **Create clear priorities and strategies** to dedicate the resources and time needed to ensure future success.

### Timeline

#### **September 2021 - December 2021**

Launched planning process and data collection

#### **November 2021 - January 2022**

Identified core values

#### **November 2021 - February 2022**

Held stakeholder interviews

#### **December 2021 - April 2022**

Defined values, vision, mission, goals and strategic initiatives

#### **April 2022 - June 2022**

Conducted analyses

**June 2022 - August 2022**

Developed goals, initiatives and success metrics

**September 2022**

Shared finalized plan and began implementation

## Appendix D: Steering Committee

### Steering Committee

Reporting to the University Librarian, the Strategic Planning Steering Committee provided direction and leadership for the overall strategic planning process. It advised and supported the [Office of Operational Strategic Initiatives' \(OSI\)](#) work coordinating the strategic planning process and served as a review group for draft documents and plans. The fourteen-person committee, led by two co-chairs, included individuals with diverse backgrounds and experiences. The committee represented a mix of Library employees from a variety of classifications, as well as representatives for students, faculty and campus personnel.

Throughout the strategic planning process, the committee:

- Developed draft recommendations for review and discussion
- Supported the creation of an outcomes report from strategic work completed in 2015-2021
- Provided input on the current strategic planning processes
- Supported OSI's work to gather and analyze input

### Co-Chairs

#### **Heather Hernandez**

*Chief Administrative Officer, Library Operations*

#### **Liz Miraglia**

*Metadata Services Assistant Program Director, Head of Books and Serials*

### Committee Members

- **Manu Agni**  
*Associated Students President*
- **Rachel Almodovar**  
*Training & Organizational Development Coordinator*
- **Ximena Garcia Arceo**  
*VP Campus Affairs*
- **Isabel Encinas**  
*Resource Sharing Operational Manager*
- **Mark Hanna**  
*Committee on the Library Chair*
- **Mousqa Katawazi**  
*Spaces Lending & Access Assessment Specialist*

- **Nikki Kolupailo**  
*Communications & Engagement Program Director*
- **Tim Marconi**  
*Technology and Digital Experience Program Director*
- **David Minor**  
*Research Data Curation Program Director*
- **Erin O'Brien**  
*Administrative Support Team Supervisor*
- **Jenny Reiswig**  
*Subject Specialist for Biological Sciences*
- **Bredny Rodriguez**  
*Life and Health Sciences Collection Strategist; Library Diversity and Inclusion Committee Co-Chair*
- **Jason Schulz**  
*Library Facilities Program Director*
- **Laura Schwartz**  
*Arts & Humanities Collection Strategist; Librarians Association of the University of California (LAUC-SD) Chair*