UC DAVIS UNIVERSITY LIBRARY
TOWN HALL MEETING

SEPTEMBER 13, 2012
TOWN HALL WEBCAST

This session is being live Webcast with Adobe Connect

Questions may be asked in person or via Adobe Connect

This session is also being **RECORDED** and **ARCHIVED** for future viewing, including the Q&A portion, location TBD
AGENDA

State of the University

Strategic Planning Process & Outcomes

Q&A Session
UC DAVIS PROFILE

1862  Land-grant university program created by the Morrill Federal Land Grant Act

“without excluding other scientific and classical studies and including military tactic, to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the States may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions in life”

1868  University of California established as a land-grant university, based in Berkeley

1905  UC Berkeley’s “University Farm School” established in Davis

1959  Davis established as UC’s 7th “general campus”

NOTE: we are very young!
UC DAVIS PROFILE

- Large public research university
  - 31,000 students (95% from California)
  - 4,000 faculty and 13,000 staff

- Large amount of research, mainly life sciences (health, biology, environment, agriculture) and interdisciplinary
  - $684m in research funding in FY10-11 (22nd largest in the U.S.)

**NOTE: we are very big!**
VISION OF EXCELLENCE (2010)

- **Foster a Vibrant Community of Learning and Scholarship**
  
  … "Enhance and promote a prestigious, internationally ranked library that takes its due place as the intellectual hub of the university” …

- **Drive Innovation at the Frontiers of Knowledge**
  
  … “Create collaborative gathering places that promote both interdisciplinary discourse and a sense of a scholarly community; create both physical spaces and virtual opportunities to reach across disciplines and include community leaders and policymakers in these environments (e.g., virtual communication tools, digests of faculty expertise, journal clubs, repurposed facilities, cultural venues and library spaces)”
VISION OF EXCELLENCE (2010)

- **Embrace Global Issues**
  This means more international faculty and students on campus, more Study Abroad programs, and more international partnerships.

  *We can no longer assume that our clientele will be anywhere near Davis.*

- **Nurture a Sustainable Future and Propel Economic Vitality**
  More innovation and entrepreneurship = better promotion and outreach
VISION OF EXCELLENCE (2010)

- Champion Health, Education, Access and Opportunity
  ... “UC Davis will support and sustain healthy, equitable communities, in which all will have access to the benefits of education and discovery.”...

- Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship
BUDGET

State general funding decline from 5% to 2.75% of its budget since 1990
State general funds account for about 10% of UC’s total budget

Proposition 30

http://www.universityofcalifornia.edu/news/article/28244#content

Organizational Excellence and Working Smarter initiatives

2020 initiative

We need flexibility to address budget uncertainties

State per student expenditure for education
NEW INITIATIVES

Online Education
- UC Online, for matriculated and later non-matriculated students
- Evaluating distance education programs in every school, college and program
- Thinking about MOOCs

Research computing
- Big Data initiatives like the new partnership with BGI
- New data management requirements from NIH, NSF and other funding agencies
- More interdisciplinary programs starting up that need to share cyberinfrastructure and data

Internationalization
- 2020 initiative, Global partnerships for research, UC Online, etc.

We need better ways to scale up everything we do
STRATEGIC PLANNING

Why Now?
Goals
Starting Point
Process
People
Timeline
Outcomes
FORCES OF CHANGE

Collections & Scholarly Communication
- Rapid shift to digital, licensed
- Open Access
- Diversified resources, e.g. data and software
- Discovery happening elsewhere (e.g. Google, Amazon, WoS)
- Patron expectations for ease-of-use

Space
- High demand from students, particularly for study (less so for collection use)
- Approaching zero demand from faculty (digital access is greatly preferred!)
- Competing demands for central campus locations (e.g. opportunities to join forces with other student-oriented academic services like Writing Program, Tutoring
FORCES OF CHANGE

Instruction/information literacy
- Increasingly important
- Hard to link to student success
- Lack of faculty interest
- Hard to scale to 35,000 students

Research Support
- Reference demand declining
- Data management needs increasing
- Help finding/using non-traditional materials (datasets, software, protocols)
FORCES OF CHANGE

↑ Interdisciplinarity

↑ Internationalization

↑ Internet-ification
LIBRARY PROFILE

Physical infrastructure: 4m volumes, nearly 500,000 SF of space

Digital Infrastructure: reliance on CDL (shared) digital services

Rapidly changing collection and building usage patterns

Traditional service model is expensive, doesn’t scale very well
GOALS

New Mission, Vision and Values Statements

Strategic Plan to guide our work, living set of measurable achievements

New Governance Model

- Currently Academic Senate Committee on the Library, Health Science Committee, LAUC-D and AdCom

- Setting up undergraduate student advisory group, GSA advisory group for grad students

- Targeted, ad hoc faculty advisory groups charged by the Academic Senate for specific activities (e.g. Strategic Planning)
STARTING POINT

• Proposed Mission, Vision and Value Statements

• Derived from the University’s Mission and the Vision of Excellence

• Based on University’s Mandate to the Library

• Short and Pithy
MISSION STATEMENTS

“Improving the well-being of dogs and cats.”

Iams Mission Statement
“The central purpose of UC Davis, as a comprehensive research university, is **the generation, advancement, dissemination and application of knowledge**. In this, UC Davis is committed to developing and sustaining leading programs in the arts, humanities, biological and physical sciences and social sciences—disciplines at the core of all universities; agricultural and environmental disciplines and engineering; professional studies in education, law, management, medicine and veterinary medicine.

In these programs, the campus integrates **three purposes**: teaching students as a partnership between faculty mentors and young scholars; advancing knowledge and pioneering studies through creative research and scholarship; and applying that knowledge to address the needs of the region, state, nation and globe. UC Davis is committed to the tradition of the land-grant university, the basis of its founding. This tradition — built on the premise that the broad purpose of a university is service to people and society — guides today the campus’s special commitments and emphases.”
“The UC libraries are agile, focused, efficient, and knowledge-based organizations that provide information resources and services to UC faculty, students, and staff to support teaching, learning, research, public service, and patient care by:

- Enabling seamless discovery and access to scholarly information sources,
- Managing knowledge, including content created by UC scholars,
- Offering expert support and education to find, evaluate, use, and manage information resources,
- Creating and sustaining high-quality spaces for learning, collaboration, and research, and
- Leading and actively participating in partnerships for national and global initiatives that inform and shape the future of libraries and scholarly communications.”
As UC Davis’ academic heart, the University Library supports the success of its students, faculty, and researchers by securing their access to knowledge in all relevant subjects and formats, and by stewarding the scholarly record of their contributions to society.
UC LIBRARIES VISION STATEMENT

“In direct support of the University of California’s mission of instruction, research, public service, and patient care, the UC Libraries will be leaders in providing the broadest access possible to the world’s knowledge and developing innovative services, strategies, and technological systems that promote discovery and preserve knowledge.”
Support 21st Century academic research and teaching with access to knowledge in any form, from anywhere, at any time.
VALUES

Knowledge
Service
Quality
Integrity
Respect
Transparency/openness
Diversity
Privacy
Excellence
PEER INSTITUTIONS FOR COMPARISON

Cornell
Johns Hopkins
Purdue
UC Irvine
UC San Diego
University of North Carolina
University of Washington
Washington University, St Louis
SURVEYS

• Faculty
  Charged by UL, Provost, Chair of the Academic Senate Library Committee

• Graduate Students
  with support from the GSA

• Undergraduate Students
  with support from new Student Library Advisory Committee and ASUCD

Other recent surveys, e.g. UC Berkeley’s HART report
PROCESS

Your engagement is encouraged to maximize good input, but is optional.

This will not be your last chance ever. This is a continuous process that will be part of our normal way of doing business.

Self-study: background readings and videos, survey results

Half-day workshops
- Mission/Vision/Values x 2
- SWOT analysis x 2

Management team will synthesize and summarize input into version 1 draft for review by faculty, staff, administration, other stakeholders.
BACKGROUND MATERIALS

Readings and videos TBD
  e.g. Vision of Excellence and

Examples from other UC Davis Departments, UC Libraries, libraries beyond UC

Core readings required to participate in the process, others as time permits
PLAN FORMAT

Following from the Vision of Excellence, our Plan will include

- 5-6 High-Level Goals
- Each with 4-5 Sub-goals
- Each sub-goal with measurable metrics or other means of assessment to track progress
- Each linked to mission/vision/values

*Examples from other schools/colleges*
Strategic Planning Goals

This Strategic Plan is the result of a deliberate process to assess our internal and external environment and answer the questions where should the School be in the future and how should the School get there? Our discussions and deliberations were followed by broad consultation with our School community.

We have collectively developed our new concise mission and vision statements to guide our future directions.

MISSION
Advancing the Health of Animals, People and the Environment

VISION
Leading Veterinary Medicine – Addressing Societal Needs

The final 5-year plan identified seven major goals and the 19 related strategies for addressing those goals. These goals encompass our aspirations and provide the framework for our future program growth and development.

This website is organized by each of the seven goals and specific pages are devoted to each of the 19 strategies. Check back often for updates on activities and achievements related to each of these initiatives and to keep current with our progress.

Our goals
Edute World Leaders in Academic Veterinary Medicine
High-Impact Transdisciplinary Research
Cutting-Edge Clinical Programs
Animals and People Well-Being
School Infrastructure and Sustainable Resources
Excellent Faculty and Staff
Academic, Government, Industry Collaborations

Your support of the School of Veterinary Medicine makes a difference
Goal 2: Be at the forefront of high-impact transdisciplinary research.

The School’s faculty and staff are dedicated to the continued discovery of new knowledge to further advance the health of animals, people and the environment in a One Health approach to improving overall health. Animals, people and the environment are inextricably linked and most health diseases or issues cross species boundaries and often have multiple impacts involving land, air or water resources. The One Health approach is global, comprehensive, holistic, collaborative and trans-disciplinary thereby promoting research into all facets of an issue – causes, symptoms, transmissions, impacts, controls, treatments, preventions.

1. Provide supportive infrastructure and efficient services to facilitate research.
2. Actively pursue transdisciplinary research programs and extramural support.

Current Actions

- Streamlined Research Proposal Submission (July 2012)
- Grant Writing Workshop Investments (March 2012)

Your support of the School of Veterinary Medicine makes a difference
Goal 2: Be at the forefront of high-impact transdisciplinary research.

Strategy 2.2: Actively pursue transdisciplinary research programs and extramural support.

Tactics:

a. Develop mechanisms to promote collaboration internally and externally.
   i. Offer departmental research seminars.
   ii. Leverage resources available within the School and University to fund interdisciplinary pilot projects and small grants.
   iii. Identify problems around which faculty can collaborate in the development of solutions.
   iv. Communicate discoveries to appropriate constituent groups.

b. Invest in graduate students to facilitate interdisciplinary collaboration.
   i. Strengthen support available for graduate students to work in faculty labs.
   ii. Link graduate students through cross campus affinity groups.
   iii. Support NIH training grant applications and administration.
   iv. Identify philanthropic funds to support graduate students.
B. Transform Research Services

Redefine the Library’s role in research to more effectively support 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

C. Focus on Teaching and Learning

Support UCLA’s educational mission of UCLA by supporting and 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, and events, 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
PEOPLE

Organizational Development Expert and Consultant for our Strategic Planning process

Katherine Kott
PEOPLE

Strategic Planning Process Steering Committee
• Bruce Abbott
• Felicia Bryan
• Loretta Firestone
• Bob Heyer-Gray
• Adam Siegel
• MacKenzie Smith (chair)
PEOPLE

Ad Hoc Faculty Review Group

Recruited via the Academic Senate Library Committee and the Health Sciences Library Committee

Recruited from across the Humanities, Social, Physical and Life Sciences and several Schools

Provide feedback on the Plan, articulate the rationale, suggestion outreach strategies
PEOPLE

**UC Davis Organizational Excellence experts**

- Karen Hull, Associate Vice Chancellor
- Lisa Terry, Organizational Development/Communication director

“The Organizational Excellence initiative, announced by Chancellor Katehi in her February 11, 2010 State of the Campus address, is a strategic program to improve the efficiency and effectiveness of our administrative processes, thereby creating a better future for UC Davis. The Chancellor has recognized that "academic excellence cannot be achieved unless the academic units are supported by an administration that is lean, effective, transparent, service-oriented and innovative."

TIMELINE

September  KICK OFF!
- Convene Strategic Planning Process Steering Committee
- Begin survey process
- Establish wiki page

October
- Collect survey data
- Focused meetings with key stakeholders (e.g. the Provost, Academic Senate)
- Background readings & videos

November
- Election Day!!
- Consolidate input data
- Staff workshops
TIMELINE

December
- Consolidate input
- AdCom and Department Heads draft version 1

January
- Review by all stakeholders
- Finalize Plan

February/March
- Outreach to faculty, students, administration

Beyond March
- Begin Organizational Structure review
- Begin Organizational Excellence reviews
OUTCOMES AND NEXT STEPS

- Re-evaluate organizational structure
- Department-level plans at the next level of detail
- Operational Excellence evaluation of library operations
  In the context of UC Davis overall, and with other UC Libraries
- Measure progress, reassess regularly

*Ongoing process of continual improvement and course correction*
NOW IT’S YOUR TURN

QUESTIONS?