The University Library is an integral part of the University of California, Davis, one of the top 100 research university libraries in the U.S. It also participates in and benefits from the collective activities of the University of California’s system of libraries and the California Digital Library. The library's omnidisciplinary and highly regarded collections and research services have long supported the faculty, students and researchers of the university, as well as the health care professionals of the UC Davis Health Systems and the citizens of California.

But there are dramatic forces of change affecting libraries today, along with every industry involved in the production, communication and use of knowledge

- Advances in technology that have revolutionized research, education, and patient care;
- Dramatic changes in the economics of higher education and scholarly publishing;
- Changing demographics and social norms of faculty and students;
- Increased globalization of research and education;
- Evolving social and legal policies on the products of research and education

These and many other factors demand that the University Library evolve to address these changes while preserving what it has done so well for so long. To maintain the library’s excellence and centrality to the life of the campus, we must continuously adapt to the changing environment in which we live.

We begin this evolution with a new Strategic Plan for the library. It incorporates the University’s Vision of Excellence and plans for campus expansion through its 2020 initiative, and it builds on self-study and input from our many constituents: undergraduate, graduate and professional students, faculty and researchers, administrators and health care practitioners. Given the rapid societal changes we are experiencing, its scope is three years with continual adjustment, and part of its purpose is to help the library become a more flexible and adaptive organization.

To frame the library’s Strategic Plan, we have updated our mission, vision, and values statements to reflect what we now are, what we wish to become, and our principles in getting there. In many respects we have already begun to implement elements of this Plan and will use it as a framework to guide our priorities, decisions, and investments over the coming years. As the Plan is implemented, we will consult with the community and assess our progress and its
impact on the campus. Finally, we will revisit the Plan each year to see how well it has helped us meet the university’s and the library’s needs.

More information about the Plan is available on the Library’s website.

What follows is the set of high-level goals, and their multiple subgoals, that will inform our priorities over the next few years. We are committed to continuous self-assessment and improvement, and to embracing the evolution that this era and our community demand.

Part I: Mission, Vision and Values

To guide this new Strategic Plan, the University Library has updated its mission, vision and values statements to reflect the current landscape and campus climate. Our fundamental mission is unchanged but our mission statement is simplified and sharpened. Our vision statement is updated to reflect the campus’s current goals and new directions for research libraries. Our values are also useful to express as we reshape the organization to meet these new strategic goals.

**Mission:** Advance the community’s success and impact through knowledge stewardship.

The University Library advances the success and impact of the UC Davis community by providing access to, expert assistance with, and stewardship of recorded knowledge; by investing in environments conducive to study, learning, and collaborative research; and by collecting and stewarding its contributions to knowledge and society, i.e. the careful and responsible management of the record of scholarship done by UC Davis faculty and researchers, made globally available and preserved for the future.

**Vision:** The library is the academic hub of UC Davis, advancing research, education and innovation in a networked world.

The UC Davis University Library will be an interdisciplinary resource for the entire community that enables transformative research and education through its provision of critical scholarship, tools, and services.

**Values:** We are a broadly collaborative and client-centered organization that values high quality scholarship, learning, and service to our community. We provide a work environment of integrity, respect and transparency, and a staff characterized by excellence, diversity, flexibility, and risk-taking.
Part II: Strategic Goals
This Strategic Plan incorporates key elements from UC Davis’s Vision of Excellence, plans for campus expansion from the 2020 initiative, and other major initiatives like Organizational Excellence. It links each goal to four key dimensions and one or more “themes” from the Vision of Excellence. The dimensions are:

Scale
UC Davis is a large and growing university, with ambitious plans to expand the student and faculty population over the next decade (the 2020 Plan). Many library services were designed for a much smaller community: in-person or one-on-one interactions that are difficult or impossible to maintain with a larger population. Everything we do must be designed to work for a very large, diverse, and physically distributed community.

Sustainability
Library budgets are dominated by the costs of both scholarly communication products (e.g., books, journals, and databases, in all formats) and of increasingly sophisticated staff. In times of constrained resources, we need to steward those resources carefully and invest them wisely, anticipating future costs and needs so that our services can adapt to changing financial circumstances and are as efficient as possible.

Accountability and Assessment
Like the universities they are part of, libraries are asked to better articulate the value that they bring to their constituents: students, faculty, researchers, practitioners, staff, and the public. To do this, we need to link our collections and services to the goals of the institution, and measure our progress toward meeting those goals. We will develop metrics or other means of assessing progress against each goal, holding the library accountable to its mission.

Partnerships
Many of the library’s resources and services can only be efficiently developed in partnership with others at UC Davis, across the UC system, or with other library, education, and technology organizations. Each of our goals asks who our partners might be and what can be achieved collectively, while not encumbering future library leaders with dependencies that lead to future inflexibility.

Additional themes derived from the Vision of Excellence and other campus planning documents are:

Organizational Excellence
The library, like the university, is committed to Organizational Excellence, a strategic program to improve the efficiency and effectiveness of administrative processes and make them “lean,
effective, transparent, service-oriented and innovative." Its goals include achieving cost savings that can be redirected to academic programs (such as the library’s collections and research services); harnessing existing expertise from within the university; and adopting a mindset of continuous improvement.

Public Service
The Vision of Excellence describes UC Davis’s goal of supporting and sustaining healthy, equitable communities, in which all will have access to the benefits of education and discovery. The library, as the university’s repository of knowledge and a conduit for communicating its research, shares this goal of insuring broad public access to knowledge and the benefits of research.

Community
The UC Davis Vision of Excellence seeks to “Foster a Vibrant Community of Learning and Scholarship” and calls out the need to “enhance and promote a prestigious, internationally ranked library that takes its due place as the intellectual hub of the university”. We acknowledge this need and the underlying goal of improving the students’ educational outcomes and lives.

Globalization
UC Davis is increasingly global in its community, its research, and its partnerships and, with the 2020 Plan, will continue that global expansion going forward. The library must support its community wherever they come from and wherever they are in the world, and facilitate global research through our own global approach to collections and research services.

Interdisciplinarity
The university is known for its interdisciplinary research and innovations, which brings challenges to the library’s mission of providing access to all relevant knowledge and services to help the community generate new knowledge with omnidisciplinary programs. Students and researchers who are effective at knowledge discovery in their own discipline are often challenged to be as effective in other disciplines that they engage with, and the library must facilitate that continuum of expertise.

Impact
The Vision of Excellence also seeks to advance the economic prosperity of our region, fostering the burgeoning life-science, agricultural and “clean energy” industries of California, and in investigating and sharing socially, politically, economically and environmentally relevant solutions to global problems. The library can assist with these goals by, for example, advancing the scholarly reputation of the campus by increasing access to the research publications of the faculty or providing an online faculty profile service.
GOAL 1: Create a world-class virtual library designed for the digital era

Why are we doing this?

The UC Davis community, particularly faculty and graduate students, is moving online in its interaction with the library; our collections are increasingly online, changing user expectations for how they work with library collections; the community is too large for the library to provide consistent and high quality service in person; physical libraries are challenged to support increasingly interdisciplinary and globally collaborative research; Web-based services are resetting user expectations for convenience, cost effectiveness, and quality. Themes: community, public service, impact

Subgoal 1: Develop a compelling “virtual library” experience that incorporates remote, digital resources and accommodates remote, online users.

Subgoal 2: Significantly improve the experience and efficiency of our clients’ online discovery of, access to, and interaction with our digital collections.

Subgoal 3: Partner with the UC Library system and UC Davis technology groups to develop excellent and cost-effective online infrastructure, tools, and services in support of e-research and e-collections.

GOAL 2: Increase UC Davis’s research impact

Why are we doing this?

UC Davis’s research portfolio is expanding rapidly, particularly in the health and life sciences; research in all disciplines is changing to leverage digital information and computational methods; newer types of research collections are increasingly critical, e.g., reference data collections and software libraries; libraries are uniquely positioned to track and promote research impact via research products, particularly publications. Themes: interdisciplinarity, public service, impact

Subgoal 1: Define and develop high quality, scalable research data curation tools and services that help researchers comply with funding requirements, support research reproducibility, and increase the visibility and impact of their work.

Subgoal 2: Provide innovative library services that foster research collaborations among faculty, students, and researchers, at UC Davis and beyond.
Subgoal 3: Support transformative, sustainable, and high impact publishing strategies for the UC Davis research community, particularly those that encourage open sharing of information and reuse of data.

GOAL 3: Improve UC Davis’s educational quality by preparing its students for life-long learning

Why are we doing this?

The 2020 initiative and other factors are significantly increasing the size of the UC Davis community at all levels and particularly undergraduates; educational technology is rapidly changing the educational experience (e.g. flipped courses, Massive Open Online Courses); open educational content is increasingly common; information literacy is more important than ever but can’t be managed effectively in person. Themes: community and Interdisciplinarity.

Subgoal 1: Develop innovative and compelling approaches to life-long learning of scholarly resource discovery, assessment, and evaluation, especially those leveraging online technologies to address the needs of our increasingly large and diverse population of scholars.

Subgoal 2: Identify and implement assessment methods that document the positive impact on student success from using diverse library collections and sophisticated information discovery strategies.

Subgoal 3: Partner with UC Davis faculty and academic technology groups to integrate the library’s collections and services into the emerging online learning platforms.

Subgoal 4: Improve the student learning experience by acquiring high quality and cost effective online teaching materials (e.g. licensed e-textbooks and Open Educational Resources).

GOAL 4: Maximize the community’s access to the comprehensive collection of knowledge

Why are we doing this?

We are experiencing ongoing transition from print to digital collections and an evolution of the appropriate roles and preferences for each; economic and legal models for publishing and
knowledge dissemination and management are changing dramatically; Open Access frees us from a single model of commerce and offers new opportunities to provide access to scholarship; the scope of research collections is expanding to include data, software, research workflows, informal publications, and a variety of other non-traditional scholarly materials. Themes: Interdisciplinarity, impact, and public service.

**Subgoal 1:** In partnership with the UC Library system and the broader library community, provide outstanding and comprehensive collections that support UC Davis’s research, education, and clinical care programs.

**Subgoal 2:** Increase availability of high quality online collections digitized from the UC Davis Library and the UC Library systems’ rich print collections and archives.

**Subgoal 3:** Insure that the record of scholarship and research in all formats is preserved for future access.

**GOAL 5: Revitalize library spaces for a growing community of learners and a changing research environment**

Why are we doing this?

Changes from print to digital collections reduce demand for physical access to collections; new technologies afford new access methods (e.g. via the Web, scan/print-on-demand, robotic storage); quality space for study and collaboration is scarce and demand is growing; partnerships to provide high quality educational and research services benefit from physical proximity; current spaces are inflexible and no longer fit-for-purpose. Themes: interdisciplinarity and community.

**Subgoal 1:** Provide attractive, welcoming, safe and technologically-enhanced library spaces for private study and reflection, and interactive, cross-disciplinary collaboration, particularly for students.

**Subgoal 2:** Leverage strategic advantages of each library location to develop synergistic services with the local academic and research programs.

**Subgoal 3:** In partnership with complementary academic and research support units, create physical spaces that enable effective library staff interaction with the community of faculty and researchers.
GOAL 6: Maximize the library’s efficiency, effectiveness, and impact in pursuit of our mission

Why are we doing this?

We’re part of a global library community, the UC Library system, and the UC Davis administration and we need to leverage all of these to improve our efficiency and effectiveness; we need effective input from faculty, researchers, graduate and undergraduate students, staff and administration to inform our services and priorities; we need to make strategic investments in staff development for new initiatives that support our strategic goals; we need stable and adequate funding to meet our mission. Themes: organizational excellence, community.

Subgoal 1: Create an organizational structure that reflects the interdisciplinary nature of UC Davis and implements Organization Excellence across the library’s functions, with a skilled and engaged workforce aligned with library priorities and campus goals.

Subgoal 2: With partners across the UC Davis campus and the UC Library system, achieve efficiency and effectiveness through a culture and practice of continuous improvement, careful assessment, and data-driven decision-making.

Subgoal 3: Improve and stabilize the library’s funding model for its core services, and develop new means to increase experimentation and innovation across the organization.

Subgoal 4: Improve the library’s advisory and governance structure to reflect the needs of the entire community, including faculty, students, researchers, and staff.