

Systemwide Library and Scholarly Information Advisory Committee

**Resolution B: Continuous Strategic Planning for Universitywide  
Library Collection Management**

**Resolved:** *To meet the complex challenge of strategic planning for Universitywide library collection management, SLASIAC appoints the Standing Committee on Universitywide Library Collection Management Planning with the charge to oversee continuous strategic planning for collection management and advise the Systemwide Committee as needed. The Standing Committee will consist of the ten University Librarians, a member of University Committee on Library (UCOL), and additional SLASIAC members at SLASIAC's discretion, and will be chaired by a University Librarian member of SLASIAC. Collection management planning shall be a standing agenda item of the annual joint meeting of University Librarians and UCOL.*

**Background:** Owing to the pressures of enrollment growth and other factors, the University has a compelling interest in managing existing library facilities so as to accommodate continually-growing collections of library material in all formats while relieving the pressure, wherever possible, on its overtaxed capital program. At the same time, the emerging environment of integrated print and digital collections demands re-examination and reinterpretation of the traditional mission of the University of California Libraries to archive, preserve, and provide access to materials in its collections that are of enduring research value. The evolving redefinition of the archival role has significant implications for the management of the library collections developed to support the academic mission of the University and for the planning of library facilities. However, uncertainty about technologies, methods and costs of ensuring durable digital archives means that a new understanding of these issues will not be achieved quickly.

When faced with the need to act decisively to initiate a long-term transition in the face of great uncertainty, SLASIAC and its predecessor, the Library Planning and Action Initiative Advisory Task Force (ATF), have been guided by the philosophy of continuous planning informed by strategic action that was expressed in the ATF's final report as follows:

To achieve this transition, which will take place over a decade or more, the University must, first and foremost, take immediate and responsible action. We cannot wait until all uncertainties have been resolved, and in many cases only direct experience with new technologies and modes of service can inform our strategic direction. The commitment to act must be accompanied by a willingness to plan, continuously and intensively, to ensure that we apply the lessons of our actions to our future plans within a framework of shared goals.

In this spirit, SLASIAC is evaluating for implementation an action initiative, "Archiving of Print Copies of Journals Available in Both Print and Digital Formats," that will supply the University with information and experience needed for planning in the early stages of this transitional period. The complementary process of continuous planning is particularly challenging because:

- **The stakes are high.** New facilities are expensive, and decisions made now about major capital investments for library collections and services will have long-term effects.
- **The uncertainties are great.** While capital investments endure for decades, the academic, administrative and budgetary factors that shape University planning are in rapid flux. Ongoing changes in capital resources, campus growth strategies, technologies and costs for digital archiving, and modalities of research, teaching and learning call for a focused and sustained effort to plan and adjust strategies over the extended transitional period.
- **Flexibility is essential.** Matching rapidly-changing campus needs and technological opportunities with existing library facility resources and planned major capital investments at the campus and regional level will require a flexible and adaptable planning strategy that can adjust resource planning and utilization to needs on a continuing basis. Such planning will in turn require an extraordinarily complete understanding of current conditions, needs, strategies and operational capabilities of the campuses and regional facilities.

**Initiative:** To meet this important and complex planning challenge, SLASIAC will appoint a subgroup, the Standing Committee on Universitywide Library Collection Management Planning, charged to oversee continuous strategic planning for collection management and advise the Systemwide Committee. The core membership of the new Standing Committee will consist of the ten (eventually eleven) University Librarians. The University Librarians have comprehensive understanding of both library needs and campus needs and priorities as these affect library planning, as well as the authority and responsibility to effect coordination of library operational policies and procedures among the campuses. The Standing Committee will be chaired by a University Librarian who is a member of SLASIAC, and other SLASIAC members may be appointed to the Standing Committee at SLASIAC's discretion. The Standing Committee complements the existing Regional Library Boards, which will continue in their existing role of oversight of operational planning and coordination of storage operations and services for their respective Regional Library Facilities. As the University Librarians serve as members of the Regional Library Boards in their respective regions, overlapping membership between the Standing Committee and the Regional Library Boards will ensure effective communication and coordination among these groups. There is also a need to obtain faculty input in developing strategic plans. This need can be met through consultation with individual campus senate Library Committees and through the annual joint meeting of University Librarians and UCOL.