

THE NEXT GENERATION LIBRARY IS NOW: THE PROCESS OF TRANSFORMING UC'S LIBRARY TECHNICAL SERVICES

AJCU Library Deans & Directors 2011 Conference

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Outline of UC's NGTS, but it's all about discussing the process

- Community Thinking: The time is right
- What's going on in the environment
- NGTS Principles & Values
- NGTS Experience: Phase 1
- NGTS Experience: Phase 2
- Moving to Implementation (finally!)
 - Priorities
 - Process & Framework
- Aiming for *Transformation*

Community Thinking @ UC

- “Rethinking How We Provide Bibliographic Services for the University of California” (December 2005)
<http://libraries.universityofcalifornia.edu/sopag/BSTF/Final.pdf>

“We need to look seriously at opportunities to centralize and/or better coordinate services and data, while maintaining appropriate local control, as a way of reducing effort and complexity and of redirecting resources to focus on improving the user experience.”

- “Next-Generation Technical Services: Changing How We Provide Technical Services for the University of California Libraries—Scope Statement” (April 2009)
http://libraries.universityofcalifornia.edu/about/uls/ngts/docs/NGTS_scope_10_april2009.pdf

“Radically new approaches to these operations are now called for in order to ensure that they are not only maximally efficient, but also transformatively effective.”

Community Thinking

Not just a UC thing

- “The Changing Nature of the Catalog and its Integration with Other Discovery Tools” *a.k.a.* “The Calhoun Report” prepared for LC (March 2006)

<http://www.loc.gov/catdir/calhoun-report-final.pdf>

***“... implementation issues associated with ... innovation and cost reduction ... include some technical but mostly organizational hurdles. To succeed ... research libraries will need to master organizational change management and achieve unprecedented levels of collaboration with peers and external partners.*”**

- “The Extended Library Enterprise: Collaborative Technical Services & Shared Staffing” (February 2009)

[http://www.orbiscascade.org/index/cms-filesystemaction/collaborative ts/extended library enterprise final.pdf](http://www.orbiscascade.org/index/cms-filesystemaction/collaborative%20ts/extended_library_enterprise_final.pdf)

“It is almost impossible to overstate the cultural shift that must occur for any of these ideas to really work.”

Community Thinking & Action

Not just a UC thing

- 2CUL <http://2cul.org/>

“Columbia and Cornell University Libraries are pleased to join forces in a transformative and enduring partnership between our two great library systems that enables us to pool resources to provide content, expertise, and services that are impossible to accomplish acting alone.”

- Prospects for Systemic Change across Academic Libraries, by James Neal, March/April 2011

<http://www.educause.edu/EDUCAUSE+Review/EDUCAUSEReviewMagazineVolume46/ProspectsforSystemicChangeacro/226178>

“Similarly, we must raise the question of why the overwhelming majority of academic libraries in the United States continue to maintain a full suite of technical services operations. “

The UC NGTS Initiative

GUIDING PRINCIPLES

“Developing a system-wide view of collections allows the Libraries to develop richer services, leverage resources to increase collection diversity, expose hidden resources, and take full advantage of library expertise on the individual campuses.”

“The University of California Library Collection: Content for the 21st Century and Beyond (August, 2009)”

http://libraries.universityofcalifornia.edu/cdc/uc_collection_concept_paper_endorsed_ULs_2009.08.13.pdf

- Rethink TS Infrastructure for the UC library collections → Collection
- Reduce redundancies and support a broader scope of content
- Allow for continuous improvements to ‘good enough’ metadata from the world beyond the UC Libraries: our users, expert communities, vendors, and other libraries....

The UC NGTS Initiative

VALUES

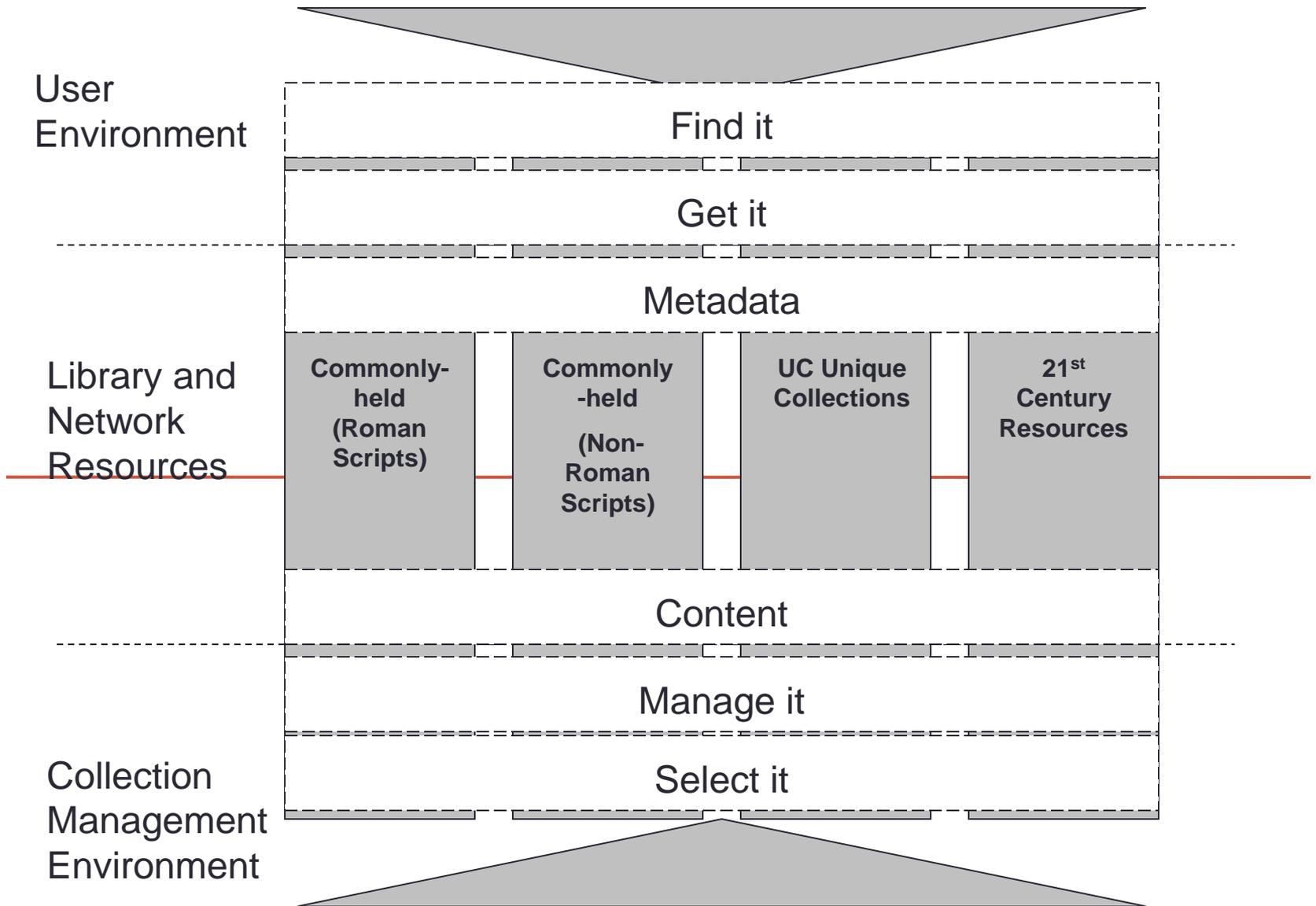
- Success = user's ability to easily find and use relevant content
- Success = exposing 'hidden collections'
- Less copying = more content
- Collaboration → TS becomes single system-wide enterprise
- Broader scope of content = unique UC scholarship, special collections, born digital, primary resources of 21st century
- Agree on 'good enough'
- Start with existing basic metadata from all available sources
- Build a culture of continuous improvement

NGTS Phase 1

August 2009 - February 2010

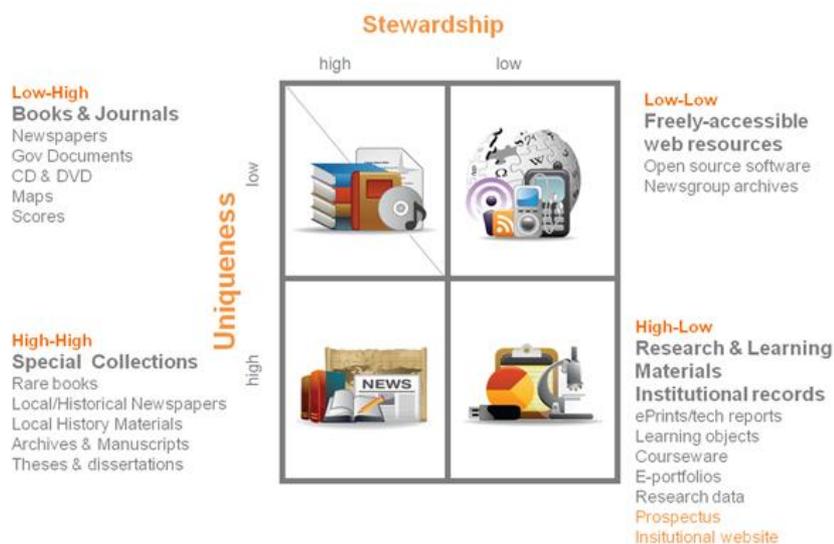
Environmental Scans/Surveys/Reports

1. Commonly Held Content in Roman Languages
2. Commonly Held Content in non-Roman Language
3. UC Unique Collections
4. 21st Century Emerging Resources



Graphic based on Lorcan Dempsey's "Some Context" presentation at RLG Partners Meeting, Philadelphia, June 2, 2008, <http://www.oclc.org/research/events/2008-06-02a.pdf>

Flipping the Stewardship model



COLLECTIONS GRID

Based on Lorcan Dempsey's Collection Grid,
<http://www.oclc.org/reports/escan/appendices/collectiongrid.htm>

“As content shifts to the network and as discovery is disintermediated from the library, the work needed to support the library's traditional roles as buyer, archiver, and gateway to information is slowly diminishing.”

(Mark Dahl, code4lib NW: digital initiatives presentation, June 2, 2010, <http://synthesize-specialize-mobilize.blogspot.com/search/label/code4lib>)

NGTS Phase 2

March - December 2010

Actionable/Cost Effective/Transformative Goals

1. Improvement of the Financial Infrastructure [aka the “Financial Infrastructure” Task Group]
2. Development of Enterprise-Level Collections Management Services [aka the “Enterprise Collection Services” Task Group]
 - Followed up work of Commonly Held Content in Roman Languages and Commonly Held Content in non-Roman Language Task Groups
3. Development of New Modes for Organizing and Providing Access to Special Collections, Archives, and Digital Formats [aka the “New Modes” Task Group]
 - Followed up work of UC Unique Collections and 21st Century Emerging Resources Task Group

Implementation Process is NOW →

- SOPAG (Systemwide Operations and Planning Advisory Group) to manage implementation Transformation = evolving, phased process, with occasional big leaps
- Cost savings and cost avoidance are strategic & a priority!
- Focus on implementation and action vs. more study
- Quick wins early and often are essential
- Continuous vetting” throughout the process and at all levels
- Communication & Project plans
- Draw members from existing All Campus Groups and others, leveraging local experts for system-wide benefit
- Continuously assess, revise, and adjust

Implementation Priorities

Financial Infrastructure

- Move to a deposit account model to reduce the number of recharges
- Establish a secure web site to support real time access to invoice and recharge activity

Implementation Priorities

Enterprise Collection Services

- Implement a “good enough” record standard for all of UC
- Implement the system-wide Shelf-Ready recommendations
- Expand and adjust the Shared Cataloging Program
- Define and implement UC-wide Collection Services Centers.
- Develop a system-wide model for collection services staffing and expertise

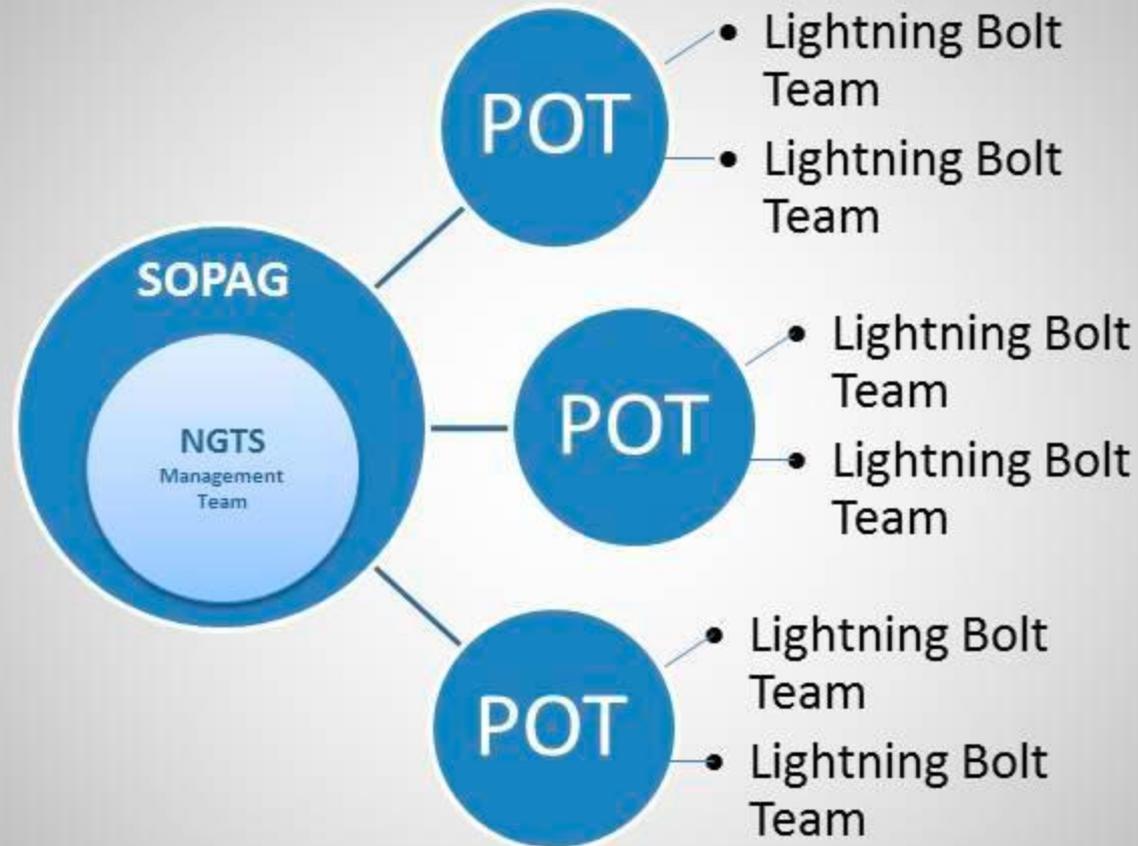
Implementation Priorities

New Modes

- Implement “More Product, Less Process” (MPLP) tactics for processing archival and manuscript collections
- Support streamlined processing workflows and reuse descriptive data with system-wide use of the Archivists’ Toolkit
- Systematically digitize high-use, high-priority collections for access to UC primary resources
- Implement a coordinated, system-wide solution for creating and managing digital objects
- Using the University of California Curation Center (UC3) microservices as the foundation, implement infrastructure to manage the unique digital assets

SOPAG

NGTS Implementation Framework



Framework

- SOPAG oversight
- NGTS Management Team (NMT)
 - Coordinates the implementation processes
 - Includes Project Manager and Communications
- Power of Three (POT) groups assigned to each priority
- Lightning teams assigned by POTs as needed
 - Created for specific, well-defined tasks
 - Short-term or quick turn around projects
 - Composed of appropriate individuals, taking into account UC location/geography (north, south); campus size; decision authority; and expertise

Transformation



10 Libraries build 10 catalogs that support 10 collections

Shared Cataloging Program distributes to 10 catalogs

Backlogs in special collections

10 Libraries develop & support 1 rich, distributed collection

- Break down the silos of TS functions
- Collaborative collection development
- Collaborative approval plans, outsourcing and other vendor services
- Shared Print in Place
- Less redundant work → Staff focus on local priorities
- More unique collections managed and accessible with less total FTE



Discussion of Lessons Learned:

Governance and trust issues

Process = Journey?

How does the UC experience scale
or work as a model?

Questions??