

## **Our vision for the future**

**THE UNIVERSITY LIBRARY** helps current and future users find, evaluate, use and create knowledge to better the world. We are a service organization that connects scholars with information and tools. To best serve the creators, inventors and change-makers of the world's premier public research university, our library needs to operate with the energy of a startup, the purpose of a classroom and the insight of a guide — today and into the future.

We must be flexible and responsive. Our services, spaces and organizational vision will be designed to empower our users and to evolve as needs change.

We must help students and faculty become their own information professionals. By providing knowledge, skills and tools, we will teach people how to gather, evaluate and use information as they navigate the increasingly complex information landscape. We will thoughtfully curate, acquire, preserve and share our vast and diverse collections to directly connect researchers with materials.

We must actively initiate and adapt to emerging ideas on research and learning. To help the next generation of leaders solve their knowledge quests, we will forge partnerships with students, faculty and campus units.

With this plan, the University Library will exercise vision and discipline to:

- *Inspire, empower and support current and future UC Berkeley students and faculty to enrich scholarship and better the world.*
- *Teach people to thrive in an information-rich society and to develop skills for lifelong learning.*
- *Ensure the sustained value of the Library as a primary content provider for the UC Berkeley campus and the people of California, and as a leader in advancing knowledge worldwide.*

### **MISSION**

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**We help current and future users find, evaluate, use and create knowledge to better the world.**

## VISION

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# The University Library will be a leader and partner in creating and implementing ideas and services that advance research, teaching and learning.

*To serve our core mission, we will ...*

1. Improve how scholars access resources
2. Help develop emerging areas of scholarship

*To build the organizational capital we need to succeed, we will ...*

3. Grow as an adaptive learning organization
4. Tell our story to build community and cultivate relationships

## SERVING THE MISSION

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*Two strategic directions are fundamental to the mission of the University Library. To help current and future users find, evaluate, use and create knowledge, we will improve how scholars access resources and we will help develop emerging areas of scholarship.*

### DIRECTION 1

## Improve how scholars access resources

*We will strategically curate, collect, share, preserve and digitize scholarly content, and develop user-centered tools that connect people with resources at any time and from anywhere.*

**FINDING AND USING** scholarly resources has become increasingly complex. There is more information than ever before; and it is being distributed in many different formats. A vast array of sources, with varying degrees of accuracy, provide endless paths for discovery and a need for critical evaluation. Our role as information professionals is more vital than ever.

As such, the Library must provide discovery and access tools and expert consultation to help students and faculty find, evaluate and use scholarly resources — in and beyond our local collections. Changes in scholarship also require new strategies for purchasing, licensing and preserving materials.

### STRATEGIES

1. Optimize the usability and impact of scholarly resources through effective and collaborative curation, acquisition, licensing, preservation, discovery and accessibility.
2. Create and preserve digital collections that expand use of our historic and current materials through widespread digitization and new access services.
3. Equip scholars with robust, user-centered services and tools to successfully navigate the complex information landscape.
4. Develop long-term solutions that address Berkeley's space and preservation needs and challenges.

## DIRECTION 2

# Help develop emerging areas of scholarship

*We will support new research lifecycles, champion new forms of scholarship and transform the practice of scholarly communication at UC Berkeley.*

**BERKELEY IS ONE** of the world's top research universities in no small part because its scholars push — and cross — boundaries, and initiate new areas of research. As Berkeley pioneers break new ground in areas such as data science and digital humanities, the Library must facilitate collaborations and provide scholarly resources, tools and spaces.

Our services and spaces should directly align with how people teach and learn today. This means our services should be active; our spaces should be collaborative and flexible. In doing so, we can connect scholars with information resources and each other to solve the world's problems.

## STRATEGIES

1. Create and support a robust menu of services for emerging areas of research, such as data science, digital humanities and digital scholarship.
2. Design, adapt and maintain a range of physical spaces to support students, including those engaged in collaborative and connected learning.
3. Empower all students to develop the information fluency, digital literacy and research skills to succeed in their academic work and to enable lifelong learning.
4. Champion and transform the practices of scholarly communication to increase access, reduce cost and improve dissemination of Berkeley scholarship.

## ORGANIZATIONAL CAPITAL

*The two previous strategic directions focus on executing our core mission. Directions three and four describe efforts to build the organizational capital we need to succeed in our mission. They focus less on our service directly to Library users and more on how we will improve our capabilities to provide those services.*

## DIRECTION 3

# Grow as an adaptive learning organization

*We will build and sustain a culture that enables a skilled and engaged workforce to thrive in an ever-changing environment, with an increased emphasis on assessment, efficiency and continuous improvement.*

**LIBRARIES HAVE** been serving users for some 4,000 years. The fundamental mission has been remarkably stable — to help users find, evaluate, use and create knowledge to better the world. However, the ways in which libraries serve this mission have changed, as technologies of information recording, storage, duplication and transmission have changed.

As technologies radically transform, the needs of and opportunities for scholars radically transform. As a service organization, the Library must become ever more nimble, adaptive and open to change if we are to provide preeminent service to our preeminent university.

## STRATEGIES

1. Prepare, support, train, retain and recruit an engaged and diverse workforce, whose priorities and opportunities align with the Library's strategic directions.
2. Enable the success of the Library by building a strong organizational culture based on agility, collaboration, innovation, prioritization, communication and efficiency.
3. Build and sustain a library-wide program of assessment, focusing on user-centered needs to inform decisions on collections, services and operations.

## DIRECTION 4

# Tell our story to build community and cultivate relationships

*We will develop communications and outreach globally to improve our service delivery, strengthen our contributions to the university's mission and attract financial support to tackle our priorities.*

**GREAT INSTITUTIONS** of culture and knowledge succeed only when they receive great support from private philanthropy. Great research universities succeed only when they have a great research library. Great universities (and their libraries) need increasing financial support from private philanthropy, if they are to continue to be the engines for social mobility and scientific progress for which they are uniquely qualified.

As our services become more complex and more diverse, we must help people know what we are doing, and inspire them to engage and invest. We must communicate the Library's value as a partner and a teacher for students, faculty and the community.

## STRATEGIES

1. Communicate with the campus community and the public at large to showcase the Library's value and accomplishments.
2. Better serve the public as an academic and cultural heritage institution by providing the community with a rich array of opportunities for learning, research and enrichment.
3. Pursue diversified external sources of funding to support strategic initiatives, collections and core operations.