

UC San Diego | Libraries

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change engage transparent more focused
scholarly innovation leaders
nimble workplace
collaboration communication
digital fosters community value
21st century creative research
re-imagine participatory space researchers
mission management
strong development promoting
academic needs flexible dynamic
efficient promote
workspaces
collections extend beyond re-purposed staff
environment innovation re-purposed staff
partners patient care impact
creativity strong

UC San Diego Libraries

transformative Strategic Plan
providing resources 2011-2014
document campus career effective exceptional
quality information
service professional growth
re-allocated accessible
responsiveness teamwork success improvement
community preservation
online organizational culture
services essential contributors
leaner engaging curation
faculty
stakeholders
change partnership support discoverable
teamwork



UC San Diego

Libraries Strategic Plan

2011–2014

Like other academic libraries, the UC San Diego Libraries are experiencing unprecedented challenges—technological, organizational, and cultural—that present us with the opportunity to re-envision the way we provide services and resources to our users. In addition, California’s severe fiscal crisis has led to repeated and significant budget cuts to the University of California, UC San Diego, and the UCSD Libraries. Together, these factors have spurred the Libraries to plan for and implement truly transformative change.

In developing our Strategic Plan for 2011 to 2014, the Libraries engaged both internal and external stakeholders in defining what kinds of libraries we can and need to be in an increasingly digital world, with substantially fewer resources. We gathered, synthesized, and analyzed extensive input from faculty, students, administrators, and library staff at every level, resulting in a plan that thoughtfully advances the Libraries in directions that are at once strategic and ambitious, challenging and exciting.

Vision

The UC San Diego Libraries will be leaner, more efficient, more focused, and widely recognized as essential contributors to UCSD’s academic, research, public service, and patient care success.

Mission

The mission of the UCSD Libraries is to be leaders in providing and promoting information resources and services to the UCSD community when, where, and how users want them.

Values

In pursuing this mission, the UCSD Libraries value responsiveness to users, innovation and creativity, and strong teamwork and communication. The Libraries value a workplace environment that encourages continuous improvement in the quality of our services and that fosters the career development and professional growth of our staff.

Strategic Directions

Core Direction 1:

Re-imagine collections and information services to support our users’ evolving information needs.

The Libraries will implement technological innovations and organizational changes that will make online information services the norm, meet user needs for seamless access to virtual and traditional resources, and engage users in their own and library spaces.

Core Direction 2:

Create dynamic, flexible spaces that support the changing needs of users, staff, and collections.

Recognizing that the Libraries’ physical space and environment continue to be highly valued by the University community, we will re-envision and re-purpose our space as needed to meet evolving campus and library needs.

Core Direction 3:

Engage with partners to make digital scholarly work and data openly discoverable and accessible for the long term.

In response to growing campus-wide data management and preservation challenges, the Libraries will actively support open data and open access by collaborating with faculty, researchers, students, and other partners to ensure the long-term curation and accessibility of scholarly works in all formats.

Supporting Direction 1:

Build a nimble, creative, sustainable, and efficient organization that supports continuing transformative change.

To respond to rapidly changing circumstances, the Libraries will build an organizational culture that supports staff creativity, efficiency, development, and empowerment. We will increase transparency, engage in consistent multi-directional communication, and commit to making equitable opportunities available to all staff.

Supporting Direction 2:

Lead the development of collaborations and partnerships that further the University’s and Libraries’ missions.

The Libraries will initiate and foster collaborative partnerships—both on campus and off—that directly support the campus and library missions.

Supporting Direction 3:

Document and promote the value and impact of the Libraries.

The Libraries play a critical role in supporting teaching, research, and patient care at UCSD. To increase awareness of this role, we will develop ways to more effectively document and communicate the value and impact of the Libraries.