University of California
CDL
California Digital Library

Although many of the same themes from the previous year will carry forward, CDL's Goals and Objectives for 2011-2012 encompass new significant areas of emphasis that reflect the University's ongoing budget challenges, changes in the academic environment and scholarly practice, and key initiatives of the campus libraries.

1. **Support Next Generation initiatives and recommendations of the Systemwide Library and Scholarly Information Advisory Committee Library Planning Task Force**. The University Libraries are engaged in a number of 'Next Generation' initiatives, most prominent among which are Next Generation Technical Services (NGTS) and Next Generation Melvyl (NGM). Digital Special Collections and UC3 in particular have roles to play for NGTS, but other areas of expertise in CDL will be tapped as well. These initiatives emphasize greater efficiencies and transformative discovery and resource management practices to support the needs of 21st century collections and researchers.

   a. **Contribute leadership and expertise to the Next Generation Technical Services** initiative including project management, strategic decision-making support, data analysis, assessment, and specialized expertise as requested.

   b. **Implement Next Generation Melvyl** to move discovery of information to the highest aggregated and networked level. Provide technical leadership, analysis, communication and domain expertise to move Melvyl based on WorldCat Local into production.

   c. **Provide support for web-based collections and UC's research output** by participating in the evaluation of all components of CDL's infrastructure (UC3, XTF/eScholarship, and OAC/Calisphere) to address NGTS New Modes recommendations for research management and collections services.

   d. **Provide infrastructure for primary source collections** by hosting the Archivists' Toolkit for OAC/Calisphere contributors; testing the merged Archivists' Toolkit/Archon archival management tool; developing a tool to create minimal collection descriptions; enabling direct ingest of MARC21 collection records into OAC; and documenting More Product Less Process (MPLP) processing rates for the "Uncovering California's Environmental History" project.

   e. **Support UC libraries in producing financial and space savings, and expanded access where feasible, through shared approaches for**
      i. *print journals* by coordinating UC participation in the Western Regional Storage Trust (WEST) and developing a national print archives registry and decision support system in conjunction with the Center for Research Libraries and WEST; and supporting CDC and PAG in implementing additional strategies for collaborative management of prospectively-acquired print journals and archives.
      ii. *print monographs* by coordinating shared purchasing initiatives and implementing shared-print-in-place recommendations (if adopted);
      iii. *ebooks* by converting more print monographic purchasing to electronic form and piloting a targeted shared approval and/or patron-driven approach .

2. **Support the UC scholarly research and teaching life cycle.** By focusing on the scholarly research and teaching life cycle, CDL has identified areas of importance to researchers. By considering the life cycle for managing digital objects, CDL can ensure that all life cycle activities are supported in an integrated way for an increasing number of formats or types of

materials. Components of CDL's services suite have been developed with a focus on a particular audience and/or type of content. Now they have matured to the point of being able to integrate the supporting infrastructure more fully to address the scholarship life cycle. Some of this integration will be internal while other aspects will aim to provide a more comprehensive service offering to our audiences.

a. **Provide life cycle support for the following priority formats.** Work continues in various areas of access whereas preservation services can already accommodate any format.

  i. **Investigate streaming A/V** content in OAC/Calisphere
  ii. **Extend support for multimedia and data-intensive research in eScholarship** by completing in-house submission system.
  iii. **Expand mass digitization of books** to additional UC sites and experiment with mass digitization of special collections (subject to campus interest).
  iv. **Advance quality improvement efforts for UC's mass digitized corpus** by engaging with Google and other partners on quality metrics, practices and tools.

b. **Connect workflows** to ensure that the full life cycle for managing digital objects from creation to submission to access to preservation is supported for contributors. These integration efforts may provide potential solutions for NGTS New Modes and CDC 21st Century Collection recommendations.
  i. **Complete integration of eScholarship and XTF with Merritt preservation system** to extend support for data/publication integration, provide access microservices for Merritt and enable XTF/Merritt services for campus-based collections.
  ii. **Further integrate Merritt and OAC/Calisphere** to streamline ingest and preservation of digital objects.
  iii. **Ensure consistency and integration of CDL's service agreements for clients** where appropriate, especially for Merritt, WAS, EZID, eScholarship, and OAC/Calisphere.
  iv. **Implement CDL's revised privacy policy** and complete the disclosure of policy elements and responsibilities to contributors and end-users of CDL services.

c. **Orient services toward the research and teaching life cycle and academic workflow.**
  i. **Develop and promote services for managing research data that integrate with the research process** including the Data Management Planning Tool to generate data management plans; Data Curation Excel (DCXL) to share, publish and preserve MS Excel data; EZID to cite, share and publish data; and establish Merritt as a Member Node for DataONE.
  ii. **Evaluate the bX recommender service** as a means to lead researchers to relevant resources and derive more value form licensed content.
  iii. **Conduct outreach with UC digital humanities community** in partnership with campuses to inform HathiTrust Research Center services.
  iv. **Explore the potential for Calisphere** to meet UC undergraduate and faculty/graduate instructor needs.

d. **Increase publicly accessible content**.
  i. **Open up as much mass-digitized content** as possible by participating in the HathiTrust Copyright Review Management System, developing a mechanism for rights holders to open up their works, and exploring options for orphan works.
  ii. **Grow the OAC/Calisphere contributor base and collections** through targeted outreach to lapsed contributors and new institutions.

e. **Reduce access barriers** to make collections and services more visible and available.
  i. **Explore digital lending options** for in-copyright materials.

     ii. Expand services for UC mass-digitized works in the public domain, including completion of print-on-demand rollout and evaluation of ePub distribution.

     iii. Encourage adoption of Shibboleth by vendors and enable access to licensed resources as campus adoption allows.

     iv. Facilitate adoption of mobile services for licensed content by educating vendors about CDL's standards and policies for mobile access, and monitoring mobile developments; implementing mobile discovery strategies with WorldCat Local, and for other CDL services, by implementing standard practices for gathering statistics about mobile technology usage.

     v. Research and establish search engine optimization best practices for CDL services.

  f. Maximize access to collections across a broader range of institutions by expanding collection management partnerships at the network level.

     i. Develop shared collection development and management approaches for mass digitized content via the HathiTrust Collections Committee

     ii. Contribute to development of the HathiTrust shared print management proposal and coordinate UC participation if approved.

     iii. Assist UC libraries in developing an approach to coordinated services for print collections at the regional or national level.

3. **Provide leadership in digital library development and service adoption.** Along with objectives such as 1b, 1c, and 2f, this goal acknowledges CDL's unique responsibility for evolving the digital library and the transition from print to digital through its own initiatives as well as in a complementary relationship to developments on UC campuses and with external partners. Equally important to the development of digital library solutions is the outreach to various stakeholders to encourage understanding and incorporation of services.

  a. Enhance services with outreach, communication and training. As new services come online and older ones evolve, it is increasingly important to ensure that campus constituents are not only fully informed about their functions but are able to transition their practices and expertise to support new modes of scholarship.

     i. Develop a comprehensive communication, outreach and training plan for the range of services supporting the scholarly life cycle including Merritt, EZID, Data Management Planning Tool, WAS, and eScholarship, aimed at libraries, campus data centers/CIOs, Vice Chancellors for Research/sponsored projects offices, research units and faculty/researchers in collaboration with libraries**.**

     ii. Articulate to the UC libraries the cost/benefit of using WAS and Merritt as collection building tools.

     iii. Provide outreach and training for evolving services to librarians and library staff as needed for Next Generation Melvyl, new OAC contributors, the ongoing adoption of Shibboleth, print-on-demand for digitized books, and the bX recommender service (if adopted).

  b. Advance digital library development

     i. Release XTF 4.0 to eliminate scalability limitations and enable the software to handle extremely large collections.

     ii. Develop UC3 micro-services in an open manner to promote transparency, collaboration, co-development and re-use and to enable greater efficiencies.

     iii. Develop the HathiTrust Metadata Management System to address new ways of managing digital content in collaborative partnerships and to enrich and

enhance the value of the metadata and make it possible to use with other services or partners.

    iv. **Demonstrate the implementation of Encoded Archival Context – corporate bodies, persons, and families (EAC-CPF),** an authority standard for describing archival materials, to show how it can increase efficiencies in archival description and also enhance user discovery of collections maintained by archives, libraries, and museums throughout the US.

    v. **Evaluate new external partnerships** for digital services, for example with JISC and CSU, as opportunities arise.

4. **Diversify funding sources and extend efficiencies.** Because CDL was established under the premise that collaborative efforts to acquire collections and provide services would create substantial savings, it has been a fundamental part of CDL's approach to demonstrate that outcome. In an era of diminished resources and increased attention to accountability, it is even more important to explore new avenues for achieving this goal. In tandem with many activities in 1, CDL will continue to demonstrate value for UC.

    a. **Develop sustainable business models.**

        i. **Produce additional savings and cost avoidances in UC's collective licensing portfolio** by reviewing Tier 1 databases for additional cancellation and negotiating major renewals with key ejournal providers.

        ii. **Develop and implement more diverse funding models for Merritt, OAC/Calisphere and eScholarship** that will sustain operations and work toward offsetting costs for UC.

        iii. Support program sustainability planning by **creating a technology budget** for planning and monitoring service IT costs.

        iv. **Explore new funding models for research publication** through the UC-Nature pilot; participation in SCOAP3 planning and similar alternative publishing efforts; and evaluation of a pooled fund to support open access publication (with CDC and SCO).

        v. **Extend licensing services to affiliated constituencies** of strategic importance to UC campuses by developing a business plan and piloting the service.

        vi. **Develop collaborative funding models for web archives** in support of CDC 21st Century Collections goals.

    b. **Improve internal CDL efficiencies.**

        i. **Leverage Calisphere's K-12 community** to direct its editorial development through establishment of an advisory board, and partner with selected K-12 organizations on outreach and training for that audience.

        ii. **Potentially reduce costs of VDX** by investigating the costs/benefits of moving to a hosted solution.

        iii. **Increase efficiency of conducting campus and systemwide surveys** by standardizing methodology.

        iv. **Reduce IT costs** by converting 40% of CDL's server infrastructure to a virtualized architecture.

        v. **Increase service development efficiencies** by establishing access to third party cloud services.

        vi. **Extend licensing efficiency through improved tools and reporting** by engaging an expert consultant to advise on revisions to journal value metrics; reviewing procedures for licensed resource evaluation and decision-making with CDC; and developing regular reports on financial performance of licensing activities.