

**REPORT TO THE COLLECTION MANAGEMENT PLANNING GROUP (CMPG)
ON
COLLECTION MANAGEMENT AND COORDINATION: A STRATEGY FOR THE
UC LIBRARIES**

Prepared by the CMPG Steering Committee
[DATE]

Great universities have great libraries. The University of California has built nine campus libraries of distinction (and has launched the development of a tenth) comprising world-class collections that give a competitive edge to UC research and instruction. The UC Libraries have also won an unparalleled reputation for innovation and service. Maintaining the breadth and depth of those collections and services in the face of continuing increases in the volume and cost of scholarly publication is the single greatest challenge confronting university libraries today. To meet this challenge, the UC Libraries have collaborated closely and pooled their resources to ensure that all UC faculty, students and staff, irrespective of their location, have access to library collections befitting an eminent research university.

This strategy has resulted in a carefully coordinated and collaboratively managed hierarchy of library collections and services, in which the collections of the individual campuses are augmented and enriched by ever-improving capabilities to access and share the resources of each campus with all the others, and more recently by the development of shared collections that are held in common by all the campuses and are equally available and accessible to all members of the University community (see Figure 1). As a result, each UC faculty member and student can make use of a campus library that not only offers rich local collections, but provides a portal to the extensive resources of the entire UC system, integrated and presented by the campus library in a way that responds to the particular needs of the campus community. Of equal importance, collaboration helps ensure that the diversity of the Universitywide collection is maximized, thus increasing the likelihood that information needed for research and teaching will be available somewhere within the UC system.

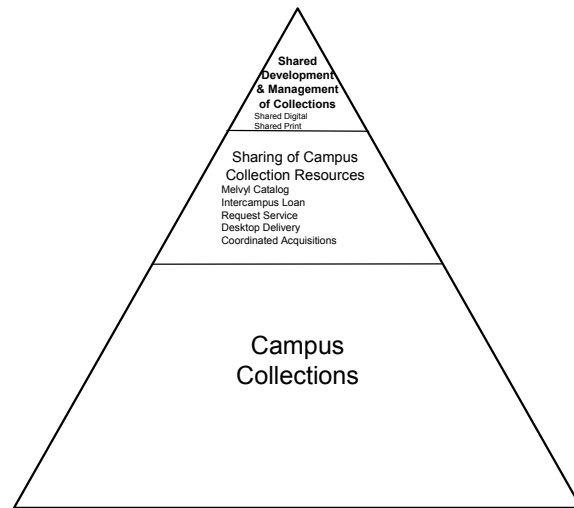


Figure 1. The Hierarchy of UC Library Collections

Campus collections

The campus libraries are the entry point for a host of library services and the 32 million volumes (and countless maps, manuscripts, microforms, audio, video, and pictorial materials) held by the UC campuses provide the foundation of the University collection. The vast majority of faculty and student information needs are satisfied by the holdings of their campus libraries. Campuses provide onsite print and digital holdings, access to their own collections through local catalogs, and access to the Melvyl union catalog of all Universitywide holdings. They provide instruction in information literacy and offer high-quality, personalized services to faculty, students, and staff, and people in their local communities. Campus libraries also provide electronic reserves for locally taught courses, customized websites offering access to unique or noteworthy resources, and civic programs that enrich and enliven the region's cultural life. By sharing some common costs (electronic content, storage facilities, technology services) whether by library co-investment or by central university funding, the campus libraries are better able to serve local research, curriculum, social, and civic needs.

Sharing Campus Collection Resources

The University of California's strategic approach to development of library collections and services has emphasized multi-campus collaboration, application of new technology, and expanded Universitywide sharing of the information resources within UC library collections. These strategies have been successful in applying the leverage available to a multi-campus system of strong and distinguished institutions in order to maintain high-quality research collections and services in the face of rising costs and other challenges to traditional library models. Examples of Resource Sharing among the UC campuses include the Melvyl union catalog, shared library facilities (the RLFs), interlibrary loan, the *Request* service and desktop delivery.

The Melvyl Union Catalog was first implemented in the early 1980s to combine in one place information about the bibliographic and serial holdings of the University of California system. The catalog integrates the holdings information of the libraries as if they were part of a single collection and thereby facilitates access to and use of campus collections on a systemwide basis.

The two Regional Library Facilities (RLFs) in northern and southern California were completed and occupied in the early 1980s and expanded in the early 1990s (with another phase of expansion still to come). Current holdings of the facilities total about 10 million volumes. All Regional Facility holdings are included in the Melvyl Online Union Catalog, their collections are extensively used, and the RLFs have been thoroughly integrated into the operations and services of all campuses and of Universitywide systems.

Interlibrary lending and borrowing among UC's libraries has more than doubled in the last ten years, a trend that can be attributed in large part to the high level of coordination that exists in the UC library system, the effectiveness of existing automated tools, and the recently implemented patron-initiated *Request* service. *Request* provides library patrons

with a quick and easy option for ordering an item not available on their home campus directly from a record in the union catalog. An integrated service built upon Melvyl, *Request* reduces the complexities of interlibrary loan for users, thereby encouraging and supporting the use of a virtual Universitywide library. For the campuses, *Request* ensures an efficient and effective transaction between systems to fulfill orders. Between its implementation in 1999 and 2001-02, *Request* transactions grew from 36,000 per year to 193,000, an increase of 436%.

Coordinated collection development helps ensure that unnecessary duplication of holdings among the campuses is minimized and amount of unique material held somewhere within the UC system is maximized. For nearly 20 years, Universitywide groups of bibliographers in specific subject areas have met to coordinate their collecting activities and sponsor shared purchases; there are currently XXX of these groups operating under the oversight of the UC Libraries' Collection Development Committee. In addition, a proposal currently under consideration would allow the libraries to coordinate their current acquisitions by harmonizing the approval plans that they place with book vendors, allowing each campus to know in real time what books other UC libraries are purchasing, and permitting each library to compare its planned acquisitions and those of other campuses with the universe of books available in a particular area to help identify materials that have not been purchased by any UC library.

Shared Development and Management of Collections

A more recent strategic innovation goes beyond sharing collections that are selected and developed by the campuses to embrace the creation of collections that are explicitly developed for, managed on behalf of, and equally accessible to the University system as a whole. The collaborative development and management of shared collections in all formats promises to enhance the collections and services that each UC campus library makes available to its faculty and students and further expand the breadth and depth of collections available to support the University's distinguished teaching and research programs, while reducing unnecessary duplication of campus holdings and making more efficient use of scarce campus library space. Historically, the development and management of shared collections began with the establishment of the CDL and focused on digital content, most of which is available under license. In the last year or so, university librarians, through a variety of groups, many including faculty representation, have begun exploring the advantages and practicalities involved in extending to selected print materials our successes in developing and managing shared digital collections.

Shared Digital Content

Digital collections, by their nature, lend themselves most readily to shared development and management. A single "copy" of a digital work can be made instantaneously and simultaneously available to any number of users throughout the UC system, at any time of day or night, obviating the need for campuses to acquire multiple copies or maintain duplicate subscriptions. The establishment of the California Digital Library in 1997 embodied this concept and gave UC scholars at all campuses access to all shared electronic information licensed by the University with input from all campuses. The

shared digital collection complements and expands the print and digital collections of the campus libraries. In addition to enhanced access to resources, the shared digital collection represents a significant organizational innovation in collaborative, systematic collection development and acquisition.

Shared Print Collections

The shared development and management of print collections presents significant additional challenges, but the Universitywide collaborative services already developed by the UC Libraries can overcome many of the potential barriers. The shared Regional Library Facilities can provide space to house shared print collections, the Melvyl catalog provides Universitywide access to shared holdings, and overnight courier service provides rapid delivery to requesters regardless of University location. Perhaps the least problematic of candidate shared print collections would be journals that are also available in electronic form through the shared digital collection. To explore this possibility, the UC libraries have begun implementation of a pilot program to acquire and maintain one print copy of all Elsevier and ACM titles that the University receives in digital format. The contracts for these electronic journals include one “free” print subscription of the journal. Going beyond this, the Scholarly Information Program Task Force of the Systemwide Library and Scholarly Information Advisory Committee (SLASAIAC) proposed in its October 21, 2002 report that the shared collection concept, which has been successful in the digital realm, be expanded to include, on a selective basis, other kinds of print collections. The University Librarians, at their November 2002 retreat discussed the concept of a shared print collection within the context of enhanced and expanded resource sharing and collection coordination by the UC libraries, and SLASAIAC’s Collection Management and Planning Group has initiated discussion on further refinements of the shared print collection concept.

*Initial draft by
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