Executive Summary of Initiative

Launching a Re-envisioning Initiative

The UC Berkeley Library has embarked upon a process to re-envision library services that will result in a new service model, sustainable within our staffing levels and able to meet the current and future needs of research and teaching at Berkeley. This new model will represent the vision and direction for how we provide library services; the actual implementation will take some time.

Like all campus departments and programs, the Library has been decimated by budget cuts. Over the past 4 years, the Library has lost over 70 budgeted staff positions, equivalent to 20% of our staff. Assuming no additional budget cuts, the Library still needs to reduce its workforce via attrition by approximately 20 FTE over the next 3 years to reach a balanced budget. While there is implicit agreement that the current economic downturn is likely to correct itself, we must accept that we cannot expect funding to return to historic levels. As President Yudof and Chancellor Birgeneau have each stated, we continue to face an unfortunate but real decrease in support from state revenues – the current budget picture is the “new normal.”

The Berkeley Library is not alone in facing the need to recreate ourselves. Over the last several years, libraries have undertaken similar projects at UCLA1, UCSD2, Stanford University3, University of Illinois at Urbana-Champaign, University of Washington, Columbia and Cornell Universities, Harvard University and many more.4 Strategies include a mix of consolidation, process improvement, and use of newly developed technologies, guided by the needs of campus.

The Library’s existing library service model has grown organically over time and consists of many, independent full-service libraries of varying sizes. These include Doe/Moffitt Libraries, the Bancroft Library, the C.V. Starr East Asian Library and 16 Subject Specialty Libraries (Anthropology, Art History/Classics, Bioscience & Natural Resources, Business, Chemistry & Chemical Engineering, Earth Sciences & Map, Education/Psychology, Engineering, Environmental Design, Mathematics/Statistics, Music, Optometry, Physics/Astronomy, Public Health, Social Welfare, South/Southeast Asia). There are also five additional service points located in Doe/Moffitt: Morrison Library, Data Lab, Media Resources Center, Graduate Services and Newspaper & Microforms. All these public services

locations are supported by other Library departments that provide expertise and infrastructure for acquisitions, cataloging, manuscripts and archival processing, preservation, etc.

We serve 130 academic departments, more than 80 interdisciplinary research units, over 100 PhD programs, ten thousand graduate students and twenty-six thousand undergraduates. Digital content has transformed how information is accessed for many academic disciplines. Changing user behaviors indicate a need for longer and later hours, group work space, and virtual services.

It is no longer possible for the Library to support the existing model. Our staff strain to shoulder the load left by departing colleagues; the quality of Library services is negatively impacted; and librarians no longer have time to provide national leadership in the development of new strategies and programs, such as scholarly communications, mass-digitization, data curation, digital preservation, etc. In short, the current model is unsuited to support the needs of today’s researchers and scholars.

A new service model must meet the needs of an academically diverse campus, address the reality of the new budgetary environment and embrace change – some existing services will be provided in new ways, some will cease, and new services will arise. The Library firmly believes that a new model is critical to providing the quality services and expertise expected from our organization.

**Principles, Scope & Process**

Service re-envisioning must happen in a thoughtful and inclusive manner. To this end, the Library has adopted a set of principles to guide both the process and objectives for this work.5

The Subject Specialty Libraries, East Asian Library, Bancroft Library, Doe/Moffitt Libraries, and Collections Services (acquisitions, licensing, cataloging, gifts and exchange) are in scope for this initiative. The Library’s Human Resources, Business and Systems Offices will not be included in this initiative as they are currently being reviewed under Operational Excellence (OE). The Library’s Collections budget is also out of scope for this effort, but the services that help acquire and provide access to library materials will be reviewed. The complete list of in-scope and out-of-scope units is included as Appendix A.

The re-envisioning exercise encompasses three phases:

**Phase 1: Self-Study Teams Explore Scenarios, January – April 2012**

Two self-study teams were charged to work concurrently:

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5 Principles for Re-envisioning Library Services, [http://www.lib.berkeley.edu/AboutLibrary/re_envision_principles.html](http://www.lib.berkeley.edu/AboutLibrary/re_envision_principles.html)
1. Library Service Models – This group explored different service models, estimated their required staffing levels and costs, and documented the benefits and drawbacks of each. The team has provided multiple service model options, with a recommendation for the one it believes provides the best service while being sustainable given our reduced workforce.

2. Role of the Librarian – This group explored the critical functions for research librarians today and in the future, discussed scenarios and implications of stable and reduced librarian staffing levels, and developed recommendations to assist the Library in determining priorities for librarian positions and allocations of their time.

The self-study teams met weekly, gathered data, and consulted with Library colleagues to analyze options and develop viable models. Final reports and recommendations from both teams were delivered to the University Librarian on April 18, 2012.

Phase 2: Campus Review & Comment Period, May 2012

The campus review process will occur during May 2012. The Library will provide multiple service models that can be used to begin discussions and elicit feedback from faculty, graduate students, undergraduates, library staff and the campus academic administration.

Phase 3: Outcome Letter & Implementation Plan, Fall 2012

With the benefit of campus-wide input, the University Librarian will issue an "Outcome Letter" announcing the selected service model, how it will affect existing libraries, and how we will transition assignments for librarians and library staff. Implementation of any quick and easy recommendations will begin immediately thereafter. Some recommendations will take longer to implement and will require a detailed planning process. Our goal is to have the new model fully in place within two to three years.
Appendix A: Libraries at UC Berkeley

The University Library

In Scope

1. Anthropology
2. Art History/Classics
3. The Bancroft (including Magnes)
4. Bioscience & Natural Resources
5. Business
6. Chemistry & Chemical Engineering
7. Data Lab
8. Doe/Moffitt (including Circulation & Privileges, Stack Management, Reference & Instruction)
9. East Asian Library
10. Earth Sciences & Map
11. Education/Psychology
12. Engineering
13. Environmental Design
14. Graduate Services
15. Mathematics/Statistics
16. Morrison
17. Media Resources Center
18. Music
19. Newspapers/Microforms
20. Optometry
21. Physics/Astronomy
22. Public Health
23. Social Welfare
24. South/Southeast Asia

Out of scope (already maximally centralized and/or under Operational Excellence review)
1. Budget, Business, Building Management & Facilities, and Design
2. Graphics
3. Human Resources
4. Interlibrary Services
5. Preservation
6. Systems Office

Affiliated Libraries (out of scope)
1. CED Visual Resources Center
2. Environmental Design Archives
3. Ethnic Studies
4. Giannini Foundation of Agricultural Economics
5. Institute for Research on Labor and Employment
6. Institute of Governmental Studies
7. Institute of Transportation Studies
8. Law
9. Pacific Earthquake Engineering Research Center