

## Piloting a new structure for our Library-wide exhibits program

UC Berkeley Library, Feb. 2023

In summer 2022, members of Library Cabinet were charged with exploring how we could reduce the organizational complexity of our Library-wide exhibits program while continuing to devote resources to exhibits, as they are a valuable component of our educational mission and our outreach efforts. This proposal has gone through many iterations, after conversations with many stakeholders.

The following proposal provides recommendations for a new vision for Library exhibits, which would be piloted and likely adjusted as we learn what is working. Once approved, a timeline for implementation would be put into place, which would include staging for how and when this would affect exhibits in process and those that would be proposed and planned for the future. This would most likely impact exhibits slated for academic year 2023-24, at the earliest, with planning for how to implement the new structure beginning in spring 2023. This is not a one-size-fits-all plan, and we recognize adjustments will need to be made for exhibits that are currently in process and for spaces or exhibits that may need to evolve as our libraries and our user needs continue to evolve.

### Goals

- Better align exhibits across all libraries with organizational goals of:
  - **Sustainability:** adjusting to current fiscal and staffing capacity
  - **Interdependence:** accounting for the impact on, work for, and relationships across Library units
  - **Equity and inclusion:** enhancing the visibility of different perspectives and sharing resources that represent marginalized communities

### Recommendations

In order to achieve the above three goals, we recommend three key principles for exhibits moving forward:

- **A reduced number and scope of physical and digital exhibits** across the Library so that the landscape is more manageable for the many individuals and units that create and support exhibits.

- A **more coordinated effort across the Library** to ensure that we holistically present information that represents the breadth of our collections and covers themes that align with our values. In addition, we aim to develop a framework whereby schedules and resource allocation are coordinated so that we can efficiently and sustainably deliver on this plan.
- A commitment to **carry on the existing foundational work of the [exhibits committee](#)**, including the diversity, equity, and inclusion statement and values.

### Actions to fulfill recommendations

- **All Library exhibits** will be better coordinated across the organization from a topic and timing perspective.
- **Core library exhibits located in Doe, Moffitt, and Bancroft** will be organized more collaboratively and resourced more centrally.
- **Subject specialty library and East Asian Library exhibits**, which don't tend to follow rigid annual schedules, can request central support as timing and resources allow.

### Recommended structure and workflow

- **Exhibits program team: New Library-wide team**
  - The Library [exhibits committee](#) will be retired and replaced with the **exhibits program team (EPT)**. The exhibits program team will be composed of people whose jobs are critical to the creation and production of Library exhibits.
  - **Charge:** The exhibits program team (EPT) will be responsible for the scheduling and production planning of Doe, Moffitt, and Bancroft exhibits, in coordination with curatorial and leadership stakeholders for those spaces. The EPT will coordinate timing and resource allocation related to areas concerning digitization, preservation, copyright and permissions, and promotion. They will ensure that timelines are established and followed and that curators and others involved in each exhibit are versed in the workflow and protocols for the exhibit projects. They will look for opportunities to seek efficiencies and propose ways to streamline processes so that exhibits across Doe, Moffitt, and Bancroft follow the same steps and standards wherever possible. In addition, the EPT project manager will coordinate

the Library-wide exhibits program at-large and maintain a Library-wide exhibits calendar that includes the core library exhibits and the subject speciality library and EAL exhibits. The [DEI statement, goals, and values](#) developed by the exhibits committee will carry over as a foundational basis for this new team.

- The Senior AUL and director of communications will serve as the AUL/director liaisons for the EPT.
- The director of communications will serve as the project sponsor for the EPT.
- A member of the Library Communications Office will serve as the project manager and convener of the EPT.
- It is recommended that these roles constitute the EPT:
  - EPT project manager and graphic/production design, Library communications
  - Bancroft representative
  - Development office (optional)
  - Graphic/production design, Library communications
  - Digitization services
  - Preservation
  - Scholarly communication services
  - Writer/editor, Library communications

- **Exhibits content decisions: Revised process**

- This proposal includes recommendations for some new types of exhibit spaces to better focus our content and commit to making our environments more welcoming and inclusive. To support these new types of spaces, the Library will need to approach some exhibits in new, more collaborative ways. Proposals developed as collaborative efforts, that bring together expertise and/or collections from various libraries, and that promote our values of diversity and inclusivity are encouraged.
- The Library aims to have a calendar in place that forecasts what exhibits look like for Doe, Moffitt, and Bancroft for 3-5 years ahead, with room for some flexibility as topics or events arise. This will allow us to see and utilize potential synergies for the benefit of Library patrons.

- It is recommended that a new **exhibits program steering committee** (EPSC) bring together the decision maker for each exhibit space, helping solidify the new, Library-wide effort to be collaborative and communicative.
- The decision maker for each space would coordinate with their stakeholders (such as key individuals or a committee, where applicable) and then share their proposals for exhibit themes and timing with the EPSC at a designated time. The EPT project manager would organize and convene the EPSC once a semester to discuss the themes and timing as a group, look for opportunities for connections across our spaces, proactively consider any important themes or anniversaries coming up, and provide space for the EPSC to consider how the Library's spaces will reflect our commitment to diversity and inclusion and our values at a particular point in time. Decision makers for the subject speciality and EAL libraries will also be included in the steering committee.
- It is recommended that the exhibits program steering committee include:
  - EPT project manager and graphic/production design, Library communications
  - Director of communications (AUL/director liaison)
  - Senior AUL (representative for History room and FSM Café cases) (AUL/director liaison)
  - Director of human resources and chief diversity officer or member of the equity & inclusion committee
  - AUL for digital initiatives (digital exhibit representative, with digital lifecycle steering group)
  - AUL for special collections
  - Bancroft Gallery and Corridor representative
  - Brown Gallery representative (a division head)
  - Doe Annex (Rowell) cases representative
  - East Asian Library representative
  - Moffitt Library representative
  - Subject speciality library representative(s) as needed

- **Exhibits creation workflow: Mostly the usual process**

- This proposal largely focuses on the steps put into place to identify and coordinate themes for exhibits and to better manage the volume of exhibits Library-wide. Once an exhibit is approved and on the schedule, it would mostly follow the usual process. Curators would work with the new EPT, rather than the previous committee, to transform the idea from concept to case. We will aim to develop more guidance around word and image counts moving forward so that we don't spend too much time developing content that cannot be used. In addition, we will be adding a **“peer review”** stage in the planning process to allow opportunities for others in the Library or the university to provide input or fresh perspectives on sensitive topics. We will be asking curators to propose colleagues who will serve as “peer review” editors, who will read content in addition to the usual copy editors and others.

### Library exhibits: Three categories

- Exhibits in Doe, Moffitt, and Bancroft will be organized into **three categories**, with resources and time allotted by category:
  - **High visibility exhibits:** Exhibits in higher traffic areas where resources devoted to the exhibit will be prominently seen. All high visibility exhibits have the option of having an accompanying digital exhibit, which would be mounted prior to the physical exhibit and worked into the project timeline. All will be promoted by the communications team.
  - **Specialty exhibits:** Exhibits that are slightly smaller, but also located in key spaces. They do not have accompanying digital exhibits and are not promoted on a regular basis, although promotion may still occur based on topic and timing.
  - **Informational displays:** These lightweight spaces will be designed to be welcoming, informational, and flexible — envisioned to help Library users better understand and navigate our many in-person and digital services and to promote our values of inclusivity and belonging.

High visibility exhibits	
Exhibit	Details
<b>Bernice Layne Brown Gallery</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> TBD</li> <li>● <b>Digital exhibit:</b> Yes, if desired</li> <li>● <b>Promotion:</b> Yes</li> <li>● <b>Installation:</b> 2x/year</li> <li>● <b>Notes:</b> Footprint will shrink, with exhibit space consisting of just the treasury cases.</li> </ul>
<b>Bancroft Library Gallery</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Bancroft Director</li> <li>● <b>Digital exhibit:</b> Yes, if desired</li> <li>● <b>Promotion:</b> Yes</li> <li>● <b>Installation:</b> 1x/year with mid-year swap or 2x/year</li> <li>● <b>Notes:</b> The Friends of The Bancroft Library continue to provide content guidance and funding for this area. Gallery will continue to be designed by a vendor. LCO will collaborate on print production and editing.</li> </ul>
<b>Doe Annex (Rowell) cases</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> University Archivist + collaborator from another area</li> <li>● <b>Digital exhibit:</b> Yes, if desired</li> <li>● <b>Promotion:</b> Yes</li> <li>● <b>Installation:</b> 1x/year</li> <li>● <b>Notes:</b> University Archives will be highlighted and collections and curators from other areas will also be included. This more expansive focus aligns with the commitments to making Library spaces more welcoming and inclusive and to promote diverse collections. A second content representative might come from the Library Equity &amp; Inclusion Standing Committee or the Collection Services Council's DEIB group.</li> </ul>
<b>Moffitt Library</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> TBD</li> <li>● <b>Digital exhibit:</b> Yes, if desired</li> <li>● <b>Promotion:</b> Yes</li> <li>● <b>Installation:</b> TBD</li> <li>● <b>Notes:</b> Details will be confirmed once plans for the renovated library are finalized.</li> </ul>

<b>Library-wide digital-only exhibit project</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> AUL for digital initiatives</li> <li>● <b>Digital exhibit:</b> Yes</li> <li>● <b>Promotion:</b> Yes</li> <li>● <b>Creation:</b> 1x/year</li> <li>● <b>Notes:</b> We'll embark on one Library-wide digital-only exhibit project per year. The goal is to establish a reduced, set number of digital exhibits to be produced by the Library each year — do fewer and do them well. We'll aim to implement an improved digital exhibits platform as part of a future phase of the website redesign. Digital exhibits proposals will include an alignment to the Library's mission, and a relationship to the core values of social justice, anti-racism, diversity, equity, inclusion, and belonging. We would aim to take on collaborative, cross disciplinary, or cross-departmental ideas. This may not start right away due to resourcing; timing will need to be explored.</li> </ul>
<b>Specialty exhibits</b>	
<b>Exhibit</b>	<b>Details</b>
<b>Library history room</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Senior AUL</li> <li>● <b>Digital exhibit:</b> No</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year</li> <li>● <b>Notes:</b> We will reimagine the space to include the donor wall, a new history wall, and a modern (templated) gallery featuring student/faculty projects in an effort to remove old images and make the space more inviting. We'll refresh the space in a budget-friendly way. The templated student/faculty project gallery would allow the opportunity to showcase work from the campus community while reducing the time and work involved in producing exhibits in collaboration with other groups. Adjacent Doe hallway will no longer be used for exhibits. Possible naming opportunity.</li> </ul>
<b>FSM Café display cases</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Senior AUL</li> <li>● <b>Digital exhibit:</b> No</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year</li> <li>● <b>Notes:</b> The exhibit may be refreshed one more time before Moffitt renovation.</li> </ul>
<b>Bancroft Library corridor</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Bancroft</li> </ul>

	<ul style="list-style-type: none"> <li>● <b>Digital exhibit:</b> No</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year, may be an extension of the theme of the Bancroft Gallery</li> </ul>
<b>Informational displays</b>	
<b>Display</b>	<b>Details</b>
<b>Doe South Welcome board (informational posters)</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Library Communications</li> <li>● <b>Digital exhibit:</b> No</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year</li> <li>● <b>Notes:</b> Rethink content to introduce and welcome students (particularly undergrads) to the libraries. Replace flyers with longer-standing posters and informational pieces to help students navigate our physical and digital offerings.</li> </ul>
<b>Doe 2nd floor exhibit case (informational posters)</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Library Communications</li> <li>● <b>Digital exhibit:</b> No</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year</li> <li>● <b>Notes:</b> Poster on Library service or key thing to know to replace Library Prize case. Library Prize information moved to the fourth floor screens in Moffitt.</li> </ul>
<b>Moffitt 4th Floor Digital Screens (informational posters + Library Prize)</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Library Communications, in coordination with Library Instruction and Access Services</li> <li>● <b>Digital exhibit:</b> N/A</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> Ongoing</li> <li>● <b>Notes:</b> Put a new, coordinated plan in place for content ownership, content schedule. Library Prize information moved to digital screens. Can pair with informational signage. This will replace the physical exhibit on Doe 2nd floor for Library Prize.</li> </ul>
<b>Moffitt 3rd floor cases (informational posters) (through summer 2024)</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Library Communications</li> <li>● <b>Digital exhibit:</b> No</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year</li> </ul>



	<ul style="list-style-type: none"> <li>● <b>Notes:</b> Three posters. Can pull from the same content used at Doe South. We may put something there between now and the Moffitt closure in May 2024, or we may not devote resources to that space at this time due to other priorities. These will go away as of summer 2024 with the Moffitt renovation.</li> </ul>
<b>Moffitt 4th and 5th floor student art</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Moffitt and Instruction Services Division</li> <li>● <b>Digital exhibit:</b> N/A</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year</li> <li>● <b>Notes:</b> Division can provide future plans once staffing is assessed.</li> </ul>
<b>Doe circulation entrance columns (themed informational posters)</b>	<ul style="list-style-type: none"> <li>● <b>Content representative:</b> Library Communications</li> <li>● <b>Digital exhibit:</b> N/A</li> <li>● <b>Promotion:</b> No</li> <li>● <b>Installation:</b> 1x/year or once every 2 years</li> <li>● <b>Notes:</b> Replace Library Prize posters with updated informational posters, eventually.</li> </ul>