



# University of California Libraries

## NEXT-GENERATION TECHNICAL SERVICES: INSTITUTING CHANGE FOR IMPROVED LIBRARY SERVICES

Emily Lin, University of California, Merced  
Pacific Rim Digital Library Alliance 2012 Annual Meeting



**Berkeley**



**Davis**



**Irvine**



**Los Angeles**



**Merced**

## UC Campuses

The campuses of the University of California provide exciting environments that foster world-class educational and research opportunities and generate a wide range of benefits and services that touch the lives of Californians throughout the state.

The UC family includes more than 234,000 students, more than 207,000 faculty and staff, 50,000 retirees and more than 1.6 million living alumni.

Opened in 2005, the UC system's tenth campus at Merced—the nation's first public research university to be built in the 21st century—is the first new UC campus in 40 years.

UC is also actively involved in locations beyond its campuses, national laboratories, medical centers and neighboring communities — in places throughout California, around the world and online. Visit [More UC Locations](#).

## About the Campuses

The web sites of individual UC campuses provide a wealth of information about their history, traditions, academic distinctions and social contributions as well as a compendium of facts, figures, maps and pictures. The links below will take you directly to each campus' "About UC" page:

[Berkeley](#)  
[Davis](#)  
[Irvine](#)  
[Los Angeles](#)  
[Merced](#)  
[Riverside](#)  
[San Diego](#)  
[San Francisco](#)  
[Santa Barbara](#)  
[Santa Cruz](#)



**Riverside**



**San Diego**



**San Francisco**



**Santa Barbara**



**Santa Cruz**



# University of California Libraries

- Ten campuses and the California Digital Library (CDL)
- Eleven equal organizations with strong leaders working together voluntarily, with no mandate, as a collaborative collective
- Campus library funding cuts average 20% since 2008-2009, potential additional 21% cut over next 5 years





# Why NGTS?

- Estimated total non-roman backlog: 81,979 (*Enterprise Services* report, Sept 2010)
- Estimated special collections and archives backlog: 13.5 miles (*New Modes for Access* report, Sept 2010)
- Estimated data created in 2011: 1.8 trillion GB (1.8 ZB), more than doubling every 2 years (2011 *IDC Digital Universe Study*)



# Why NGTS?

Getting information they need, when they need it

# Why NGTS?

"Success will be measured by...  
**more resources made more  
discoverable, reduction in  
redundant work."**





# History and Development

- 7/2008: Discussion paper on adopting UC-wide collaborative approaches to Technical Services
- 2009: Charge (Jan) and Scope Statement (April)
- 8/2009-2/2010: Phase 1: Research
- 3/2010-12/2011 Phase 2: Recommendations & Priorities
- 4/2011-Present Phase 3: "Implementation"

# What is NGTS?

- Collaborative Collection Development
- Collaborative Technical Services
- Collaborative Digital Initiatives
- Financial and Technical Infrastructure for Collaboration



# NGTS “High Priorities”

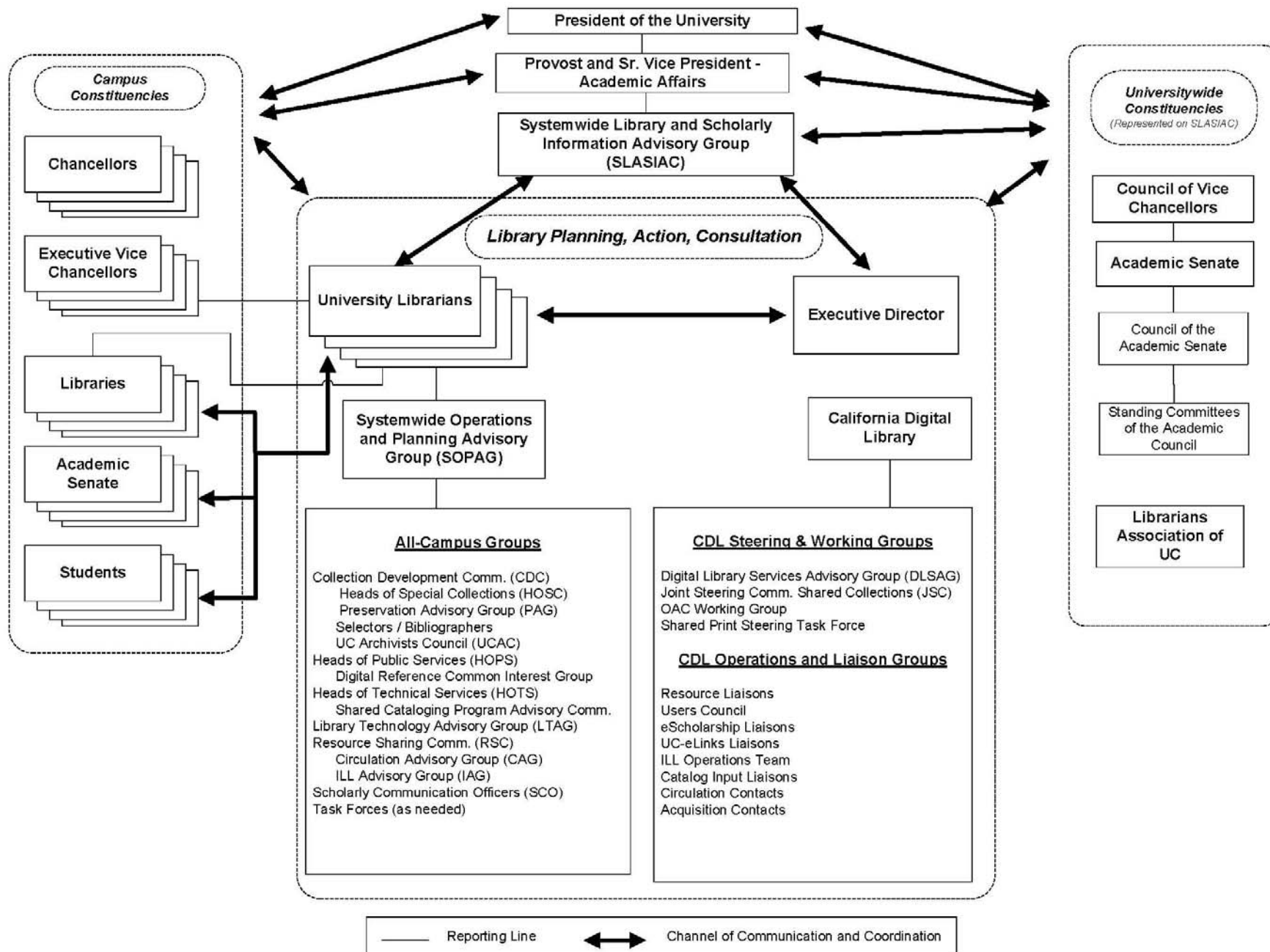
- ▣ UC record standards
- ▣ Expand, adjust Shared Cataloging Program
- ▣ Systemwide shelf-ready
- ▣ Simplify recharge process for systemwide acquisitions
- ▣ Implement “More Product, Less Process tactics” and systemwide use of Archivists’ Toolkit
- ▣ Systemwide infrastructure for digital assets management
- ▣ Systemwide model for collection services staffing & expertise

# NGTS Implementation: Approach

“The good and bad news about any organizational structure is that it keeps producing what it was designed to produce, even if that is not what anyone wants.”

(Bolman and Gallos, *Reframing Academic Leadership*, 2011)

# COMPONENTS OF THE PLANNING & CONSULTATIVE STRUCTURE FOR UC LIBRARIES

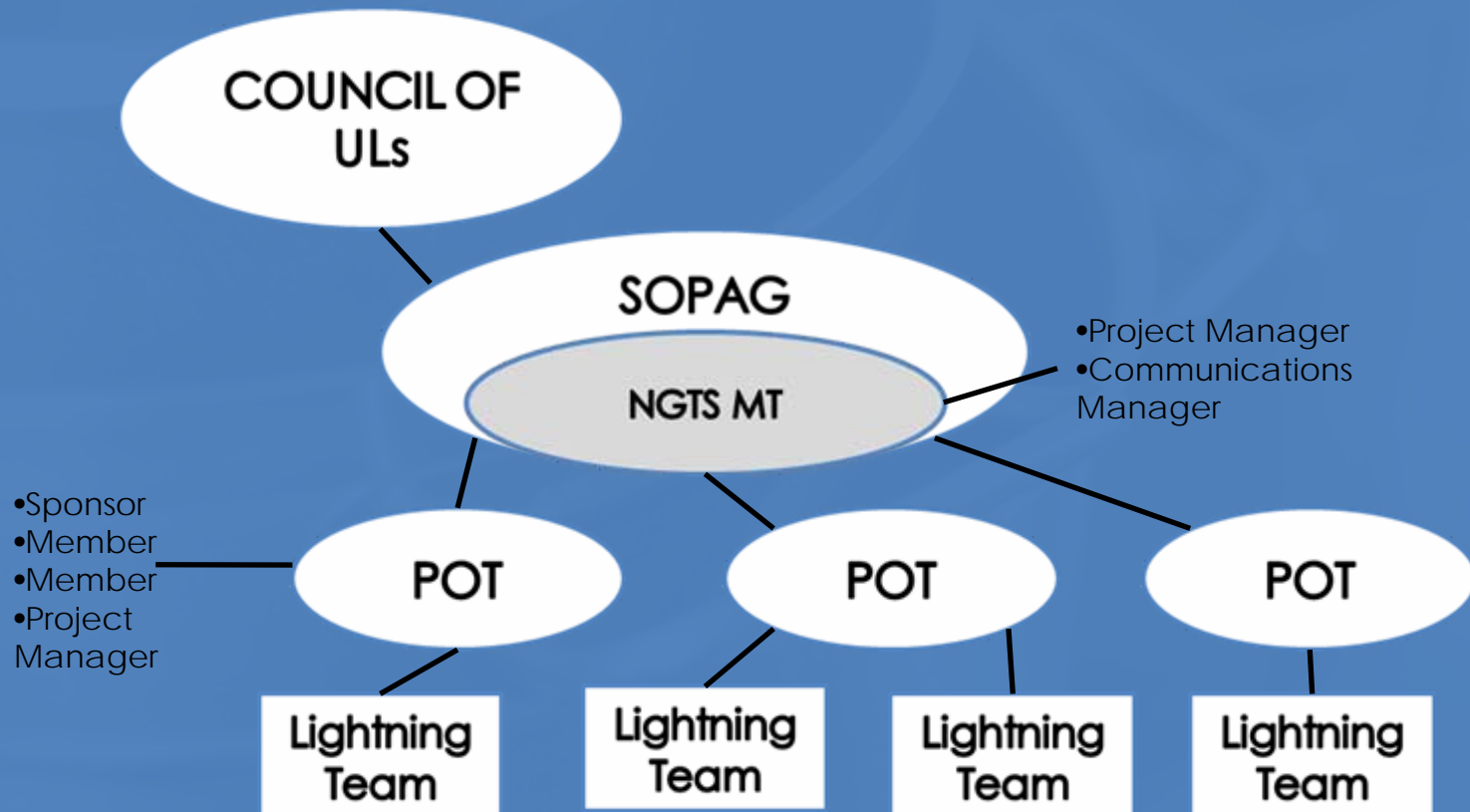




# Some Guiding Concepts

- Transformation is an evolving, phased process, with occasional big leaps. Quick wins early and often are essential.
- Cost savings and cost avoidance are strategic.
- Focus on implementation and action vs. more study.
- Draw members from existing groups and leverage local experts for systemwide benefit.
- Continuously vet, assess, revise, and adjust the NGTS implementation framework.

# A New Model for Working Together







# Outcomes

1. Tested assumptions
  - ▣ UC Shared Cataloging Program already highly efficient operation. Halting distribution of records would result in higher costs rather than assumed savings gained
2. Identified gaps and areas of improvement
  - ▣ Communication processes; infrastructure
3. Developed common vocabulary and standards of practice
  - ▣ “Scheduled recharges;” efficient processing guidelines; UC cataloging standard

# Evolving Outcomes

- ▣ Processes and structural definitions for collaboration
- ▣ Understanding, application of project management practices
- ▣ Expanding upon collaborative models as well as common standards and practices

# Lessons Learned

- Sufficient planning early on is often key to a successful shared service
- Timely communication keeps everyone on the same page and helps clarify reporting mechanisms
- Stable funding is necessary to the viability of any shared service
- The successful management of a shared service depends on supportive library administrations—not just economic support, but moral, cultural, and political support as well.



 **SEARCH****OCT  
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## DEFINING "SHELF READY"

**Power of Three** (POT) group 2 is charged with defining and implementing a UC consortial shelf-ready program. To establish a common vocabulary and understanding of terms and definitions, POT 2 has created the following glossary:

### Shelf Ready Glossary

**Shelf ready** - Physical collection materials received from a vendor/publisher that come with catalog records and physical processing (e.g., barcodes, property stamps, spine labels, security devices, etc.).

**Levels of shelf ready** - There may be a spectrum of shelf-ready options (more or less physical processing, fuller or more minimal records, etc.) available from a vendor/publisher, available for choosing based on the needs of different customers. These options may be individually priced or bundled, depending on the vendor. Across the various vendors, we may also find different standards for cataloging and physical processing, resulting in the potential provision of different levels of shelf ready. Different levels of shelf ready may be required depending upon a vendor/publisher's



## ABOUT UC LIBRARIES NEXT-GENERATION TECHNICAL SERVICES

Next-Generation Technical Services (NGTS) is an initiative developed by the University Librarians and SOPAG to redesign technical services workflows across the full range of library formats in order to take advantage of new system-wide capabilities and tools, minimize redundant activities, improve efficiency, and foster innovation in collection development and management to the benefit of UC library users.

### #ucngts on Twitter

The PM group for #ucngts just had a great

<http://ucngts.tumblr.com>