**Introduction**

With a budget of $22 million[1] and a staff of 70 technologists and information managers, the California Digital Library (CDL) fulfills its mission to support libraries and scholars by providing over 20 award winning services, addressing *all stages* of the research life cycle, from a systemwide library catalog, to tools for managing data, to publishing faculty scholarship. The 2012-2013 year saw the maturation of many of these services, whether by enriching features for local use, such as the addition of streaming media support in OAC/Calisphere and print on demand services for eScholarship, or by expanding and connecting to larger communities for increased impact, such as the Western Regional Storage Trust (WEST). As we enter 2013-2014, we look forward to refocusing our lens on the following high level strategic themes: **Explore, Advocate, Build, and Connect.** We will still use the research life cycle as an organizing principle, but we will shift focus to researchers themselves, putting "scholars at the center" to better understand their individual environments and intersections with library services. Much of our work will focus on a research agenda whereby we seek to better understand the needs of researchers and our campus library partners.

| EXPLORE | ADVOCATE | BUILD | CONNECT |
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| *assessment & pilot projects* | *best practices & relationships* | *efficiency & creative solutions* | *consortia & partnerships* |
| 1. Better understand service gaps in the scholarly life cycle by developing a Research Agenda. | 1. Advance community licensing standards in the area of text mining, and negotiate and/or enhance text mining provisions in CDL contracts. | 1. Maintain balanced portfolio by achieving cost recovery goals for designated services, reducing costs of services for UC campuses wherever possible. | 1. Promote the interests of UC and the UC Libraries by taking on increased role(s) in national and international networks, such as the Digital Public Library of America, the Digital Preservation Network, and the Research Data Alliance. |
| 2. Re-affirm a user-centered approach by developing an Assessment Agenda. | 2. Influence the marketplace by lobbying for mobile and accessibility support in licensed resources. | 2. Bundle services to better meet client needs and cost recovery goals. | 2. Continue to build our major development partnership with the Public Knowledge Project. |
| 3. Participate in the Next Generation Technical Services Pilot on shared cataloging of electronic resources. | 3. Help campuses promote UC digitized collections by developing reports that characterize the collections. | 3. Achieve significant cost avoidances for UC campuses by negotiating major journal renewals with Elsevier and SAGE, employing a value-based approach. | 3. Enable initiatives across UC to more efficiently use faculty publication records by establishing a consortial UC membership in ORCID. |

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| 4. Undertake the next phase of licensing affiliates research with UC extension schools. | 4. Advocate for open access, open data, and open science by engaging in collaborative open-access initiatives, and by emphasizing open themes in outreach and communication for DataUp, DMPTool, EZID, and Merritt. | 4. Support campus library collection priorities by continuing to build a significant collection of e-book content and providing campus demand-driven e-book licensing pilots with financial, logistical, licensing, and negotiation services. | 4. Shape service development to better meet UC's scholarly research needs by engaging at a more influential level with key external service providers such as OCLC and Ex Libris. |
| 5. Explore digitizing additional UC public domain content, including federal government documents and non-book materials. | 5. Provide better coordination for advocacy, rights management information and expertise by establishing a Center for Scholarly Communication. | 5. Increase the number of digitized volumes available for use in HathiTrust by facilitating contribution of campus digitized books and through rights review processes. | 5. Develop a shared print strategic plan with UC Libraries, including extramural partners such as HathiTrust and JSTOR. |
| 6. Evaluate the continued need for the shared print archive for licensed journals. | 6. Advocate for good data management practices by promoting the use of UC3 services throughout the research data lifecycle. | 6. Ensure best use of shared resources and space across the Western Region by implementing Year 3 of the WEST distributed print journal archive. | 6. Release Zephir Metadata Management System (the first HathiTrust major development effort by a HathiTrust partner). |
| 7. Continue to explore and implement integration of Merritt with external acquisition and discovery systems, e.g., Islandora, Blacklight, etc. | 7. Encourage authors to deposit data produced in the course of research using DataUP, Merritt, and DMPTool. | 7. Accelerate the digital conversion of collections by implementing a Google book digitization project at one or more new campus locations. | 7. Achieve a coordinated approach to federal documents digitization, aligned with UC print retention strategies, by developing a plan in conjunction w/UC campuses and external partners. |
| 8. Improve UC's understanding of open access publishing costs and sustainable business models via planning grants and assessment of the UC campus Open Access Fund pilot programs. | 8. Advocate for increased access to special collections and archives by supporting UC Libraries Digital Collections registry of digital collections, tools for efficient processing, and participating in systemwide born-digital collections assessment. | 8. Facilitate sustainable open access by pursuing strategic investments in open access publishing, negotiating open access provisions in systemwide journal licenses, and exploring opportunities for gold open access pilots. | |

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| 9. Conduct an external review and explore possible improvements to the journal evaluation methodology. | 9. Improve the quality of eScholarship journals by providing baseline standards and guidance regarding best practices for OA publications. | 9. Provide increased access to resources by exposing metadata to potential indexers for WAS, Merritt, and EZID. | |
| 10. Monitor and assess the results of 2013 journal cancellations. | 10. Align development priorities with user needs by developing user community engagement processes for Access and Publishing services, working with campus contacts. | 10. Lay the foundation for the UC Libraries Digital Collection by implementing the Digital Asset Management System, loading initial collections, creating a common index, and building organizational infrastructure. | |
| | 11. Advocate for policies supporting increased public access to library metadata. | 11. Support UC Open Access policies by implementing a streamlined process for faculty to contribute publications to eScholarship, and establish a reporting mechanism for this process. | |
| | 12. Encourage enhanced Shibboleth implementation systemwide, enabling development of improved Interlibrary Loan services. | 12. Provide the administrative users of eScholarship with expanded capabilities to control their publication environment. | |
| | | 13. Open up the interlibrary loan request function so that it can be integrated with CDL, campus or external services. | |
| | | 14. Help researchers conform to funder requirements and institutional policies by adding new functionality, guides and help resources to the DMPTool. | |

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| | | 15. Provide users with better information about their resources, by implementing usage statistics for WAS and Merritt and citation statistics for EZID. | |
| | | 16. Create a better user experience by improving customer sign up, submission agreements, and single sign-on workflow where feasible. | |
| | | 17. Increase service reliability by consolidating and augmenting the infrastructure and operational procedures for UC3 services. | |
| | | 18. Increase confidence in Merritt by completing Data Seal of Approval and/or TRAC certification. | |
| | | 19. Implement user-driven features to enhance UC3 services. | |
| | | 20. Enable researchers to receive credit for their work by creating a "data paper lite" in EZID. | |

[1] Approximately $19 million from the campus assessment fund, augmented by $1 million from the state Lottery fund as well as $2 million from grants, fee-for-service or other restricted funds.

The California Digital Library (CDL) has identified the following areas for further investigation.  Except for items under 1.c., these activities are still in an exploratory phase and in various stages of being defined and discussed with campus libraries, funders and other partners.  CDL would like to gauge interest in the importance, timeliness and ability of partners to continue explorations and/or develop projects and proposals for further action.

1) Putting "scholars at the center", investigate individual researcher needs for curation, publishing and preservation services as distinct from research groups or departments.
   a. Investigate/explore availability of campus-based services and solutions, as well as opportunities for deeper collaborations.
   b. Explore the following areas for evidence of need and potential solutions
      i. Investigate to what extent altMetrics,  commenting/annotation, and related user facing tools provide utility to researchers in different disciplines by experimenting with the provision of related tools and technologies; assess interest from eScholarship editors
      ii. Identify new opportunities to support research by investigating the needs of digital humanities scholars, including content (as objects and as corpus for research/mining)
      iii. Explore the creation of virtual subject libraries connected to research projects/centers (builds on discussions with the Tobacco Archives at UCSF, the Water Resources Center Archive at UCR, SDSC researcher interested in combining web archives on CA fires with other data, etc.)
   c. Specific areas of research and assessment *already committed* that can contribute to the above:
      i. Improve understanding of data publishing costs (CLIR fellow John Kratz)
      ii. Explore the use of Data Use Agreements (DUAs)/ open data project and rights needed to support data sharing; working with Creative Commons, CLIR fellow from University of Alberta; campus library interest?
      iii. Assess the use of the harvesting tool  pilot for the OA policy to streamline faculty publication deposits and
         1. support user profiles / individual researcher pages, integrating with campus solutions
         2. establish integration with campus Academic Personnel systems
2) Assess the effectiveness of outreach and training in data curation (e.g., UC3 webinars, workshop, etc.)
3) Explore whether Merritt should become a node for the Digital Preservation Network (DPN).
4) With the Digital Public Library of America, explore the role of CDL as Service Hub vs. a Content Hub (committed to providing metadata for UC content)
5) Explore mechanisms to provide integrated access to archival collections and archival name authority records (SNAC and NAAC) via a planning grant with UVa, NARA
6) Explore the creation of a delivery resolver/aggregator/hub to streamline delivery options regardless of starting point, and integrating all options including licensed, open access, print on demand, etc.
7) Leverage HathiTrust metadata by
   a. Pursuing HTRC  grant opportunity – use authority data to identify researcher worksets; improve browse experience; return metadata improvements back into Zephir
   b. Supporting the  government documents initiative using Zephir
   c. Including authority file identifiers (for authors, subjects, etc.) in HT metadata for exposure to the HT discovery environment and beyond.
   d. Acquiring UC holdings as part of HathiTrust holdings submission in order to use for collection analysis
8) Investigate opportunities and tools for quality assessment and amelioration of mass digitized volumes, including OCR correction, possibly with HathiTrust, HTRC or other partners
9) Improve our understanding of user needs and preferences with respect to print and electronic monographs ; revisit earlier grant proposal
10) Explore the browsing research needs of scholars, possibly in partnership with DPLA.
11) After Browzine is licensed, create a pilot to assess the impact of supporting this type of application and implications for similar applications in future.  Assess the need to expose this content to other app developers beyond Browzine
12) Conduct a lightweight investigation of a clearinghouse function/tool to support Tier 2 licensing by aggregating information. Consider extending this tool to WAS, enabling curators to collaborate on collections.