

# STRATEGIC PLAN

## 2022 - 2027

The UC Davis Library identified diversity, equity and inclusion as the key guiding principles in our strategic plan. These principles are embedded in each of the five priorities that will guide our work over the five-year period from 2022 to 2027.

The plan emerged from a four-phase strategic planning process that included several opportunities for input, review and comment by the campus community.

**Our Guiding Principle: Activate diversity, equity and inclusion as the cornerstone of library operations and culture.**

The library will develop and implement a formal Diversity, Equity and Inclusion program with priorities, goals and objectives that cut across all library operations, including human resources, library management, collections, research, learning and teaching support, and other services to our communities of students, researchers (both faculty and staff), and health professionals, as well as our support of California agriculture. We will develop assessment methodologies that allow us to measure, track and continually refine our efforts. We will support innovative approaches and pilot projects to shape a DEI-centered culture and transform the library into an engine for diversity, equity and inclusion on campus.

**We strive for:**

- Diversity in our collections and workforce
- Equity in our services and programs
- Inclusion in our spaces and planning

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**All information belongs to everybody all the time. It should be available. It should be accessible to the child, to the woman, to the man, to the old person, to the semi-literate, to the presidents of universities, to everyone. It should be open.”**

Maya Angelou,  
author, poet and  
civil rights activist

# Priority 1

## Create welcoming physical and virtual spaces for our increasingly diverse campus community.

The library will redesign our spaces to welcome diverse users and foster their sense of belonging, representation and well-being. We will inspire an increasingly diverse campus community to leverage the library as a “third space” for inspiration and creation. Our physical environment and our online environment will be inviting, accessible and easy to use. Our spaces will reflect the university’s mission as a land-grant institution and our attendant commitments to inclusion, responsible stewardship, and the ongoing development of agriculture. We will shift the library away from “a place to get things done” to a place where “everyone can find something meaningful that helps them grow.”

- Redesign strategic parts of the library to welcome a diverse student population.
- Ensure website and virtual communications are accessible, use inclusive language and reflect the diversity of the campus.
- Make library materials and services easier to find through improvements to our website and other digital communication channels.
- Promote sustainability as part of our stewardship of campus buildings and a dimension of equity.



# Priority 2

## Empower diverse campus communities to succeed via education, public engagement, and community partnerships.

We will position the library as an inclusive center for academic, creative and intellectual life on campus. We will work with faculty and staff to provide educational support for graduate and undergraduate students, researchers, and health professionals. We will actively support lifelong learning, academic student success and academic retention initiatives. We will develop diverse and culturally inclusive programming that encourages members of all campus communities to see themselves reflected in the services we provide. We will partner with the university, the local Davis/Sacramento community, and external organizations on initiatives and projects that align with our focus on diversity, equity and inclusion.

- Improve library experiences for those who are studying and/or working remotely, at university locations outside of Davis and Sacramento, or in a hybrid model.
- Identify ways to get broad and diverse input on the library’s diversity initiatives.
- Develop campus and community partnerships for the library to advance diversity, equity and inclusion.
- Following principles of accessibility and universal design for learning, provide multiple modalities of educational support to the campus.
- Establish an undergraduate student success program, focusing on what the library can uniquely contribute.
- Increase our investment in Open Educational Resources (OER).
- Promote the adoption of best practices for culturally relevant teaching.





# Priority 3

**Advance our role as a catalyst for research, collaboration, and equitable access to knowledge.**

We will strengthen relationships across campus to grow recognition of the library as an important partner at all stages of the research cycle. We will work to understand the needs and barriers of our diverse constituencies to conduct research and to collaborate. We will empower equity in access to knowledge, whether open access or restricted data (e.g., clinical data). We will strategically advance research by facilitating creation of new collaborations.

- Enable entry for all users to FAIRER (Findable, Accessible, Interoperable, Re-usable, Ethical, Reproducible) data-driven research.
- Develop technology, networks and partnerships to strengthen research collaboration and foster interdisciplinary innovation on campus.
- Invest in the stewardship and reuse of data.
- Steward data around publications and other research outputs to highlight UC Davis' excellence as a Minority-Serving Institution (recognition pending).
- Continue our pursuit of equitable access to knowledge.

# Priority 4

**Ensure that our collections embrace equity, reflect diverse populations and adapt to meet clinical care, research and educational needs.**

The library will develop our collections to support the changing needs of the campus community, including open scholarship and open education. We will pursue both open access and digitization strategies to foster increasingly equitable access to knowledge. We will embark on responsive partnerships with campus and community stakeholders to fill gaps in our collections.

- Build diverse collections using both emerging best practices and new modalities of community input.
- Cultivate digital collections to support research, instruction, clinical care and public engagement.
- Explore ways the library may provide support and expertise for local communities that are looking to preserve their own archives and histories.





## Priority 5

Spark an **organizational culture** rooted in empathy and transparency to enable an atmosphere of well-being and growth.

The library will inclusively and equitably aid our employees in achieving professional and individual excellence. We will acknowledge our colleagues as “whole people,” and meet them with empathy and honesty in a place of safety and trust to create community. We know that respect contributes to a culture of innovation: knowing there is an expectation of mutual respect allows team members to feel comfortable speaking up and sharing new ideas, inspiring a spirit of innovation, risk taking, and development.

- Promote morale, wellness and effectiveness for all library employees.
- Cultivate strong relationships and trust throughout the library workforce at all levels and at all locations.
- Hire, empower and retain a diverse workforce that better reflects the communities that we serve.
- Provide and support growth opportunities for all library employees around diversity, equity and inclusion.



A more detailed version of the strategic plan is available at [library.ucdavis.edu/strategic-plan](https://library.ucdavis.edu/strategic-plan).

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**Structural racism is an enduring problem. There is no finish line. There is no singular answer that will end racism. Our effort towards organizational change focuses on a process that institutes intentional and perpetual conversations about racism into the organizational culture.”**

Sherry K. Watt and co-authors, published in the Journal of College Student Development