

Warm and Fuzzy Tales of Collaboration at University of California Mobilizing for Functional Collaboration



Image: kozydan artwork, <http://www.kozyndan.com>



Overview

- Focus on players and roles in a collaborative project underway at UC
- Warm and Fuzzy Digital library perspective
- Tomorrow: Session 11, focus on project logistics - moving a demonstrator into a sustainable service
- Looking ahead: VRA Bulletin article



Background on University of California

< 20,000 students

Bennington 657
UC Merced 1,286
UC San Francisco 2,943
Smith 3,065
Rice University 5,024
Brandeis 5,313
Dartmouth 5,849
College of William and Mary 7,709
Brown 8,125
Tufts 9,638
Carnegie Mellon 10,120
Yale 11,416
Duke 13,373
Georgetown 14,148
SUNY Binghamton 14,373
U of Miami 15,670
UC Santa Cruz 15,825
UC Riverside 16,875
Georgia Institute of Technology 17,834
James Madison University 17,918
Stanford 19,782

> 20,000 students

UC Santa Barbara 21,082
Columbia 22,317
U of Pennsylvania 23,743
U of Virginia 24,068
U of Illinois, Chicago 24,644
UC Irvine 25,230
Harvard 25,778
UC San Diego 26,427
U of NC, Chapel Hill 27,717
SUNY Buffalo 27,823
UC Davis 29,628
UC Berkely 33,920
UCLA 38,218
Purdue 39,228
U of Mich, Ann Arbor 40,025
U of Wisconsin, Madison 41,466
U of Illinois, Urbana-Champaign 42,300
U of Texas at Austin 49,697
Ohio State University, Columbus 51,818

10 campuses
220,000 students





Background on University of California

- Resources come from many places: CDL, Libraries, VRCs, EduTech
(collaboration is a necessity)
- Budget challenges and restructuring are an opportunity, *really*

“The university’s future success depends on its ability to **act as one system**, operating in ways that are as **cross-disciplinary**, innovative and **collaborative** as possible to sustain our competitive advantage as the world’s leading public research university.”

- Provost and Exec VP of UCOP, 3/10/08



What's CDL's role at UC?

- CDL brings together the right people at the right time to meet critical system-wide needs. **We help campus libraries *buy it, build it, share it, and preserve it.***
- CDL serves 1) libraries, 2) campuses, 3) general public
- How can we be useful to the UC campuses? Continually restructuring our programs and services as needs change.



How/Why did CDL team up with VRCs?

• *Why now?*

- ✓ Faculty going digital
- ✓ Standards maturing (cataloging, sharing)
- ✓ Slides becoming obsolete
- ✓ VRCs beginning to implement digital image management/access systems

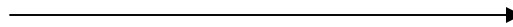
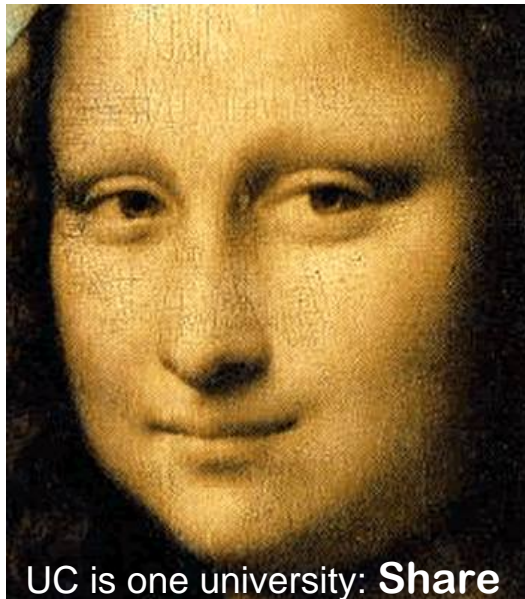
• *Most important to CDL*

- ✓ VRCs organized as a highly-functional group and clearly articulated their needs
- ✓ VRCs were early participants in demonstrator projects (e.g. LUCI)
- ✓ VRCs worked hard to make alliances (internal and external)



Case study in collaboration: UC Shared Images

UC Shared Images is uniquely poised to make digital images for teaching broadly available for faculty and students *campus-wide* and more importantly, *UC-wide*.



Berkeley
Davis
Irvine
Los Angeles
Merced
Riverside
San Diego
Santa Barbara
Santa Cruz
CDL



Case study in collaboration: UC Shared Images

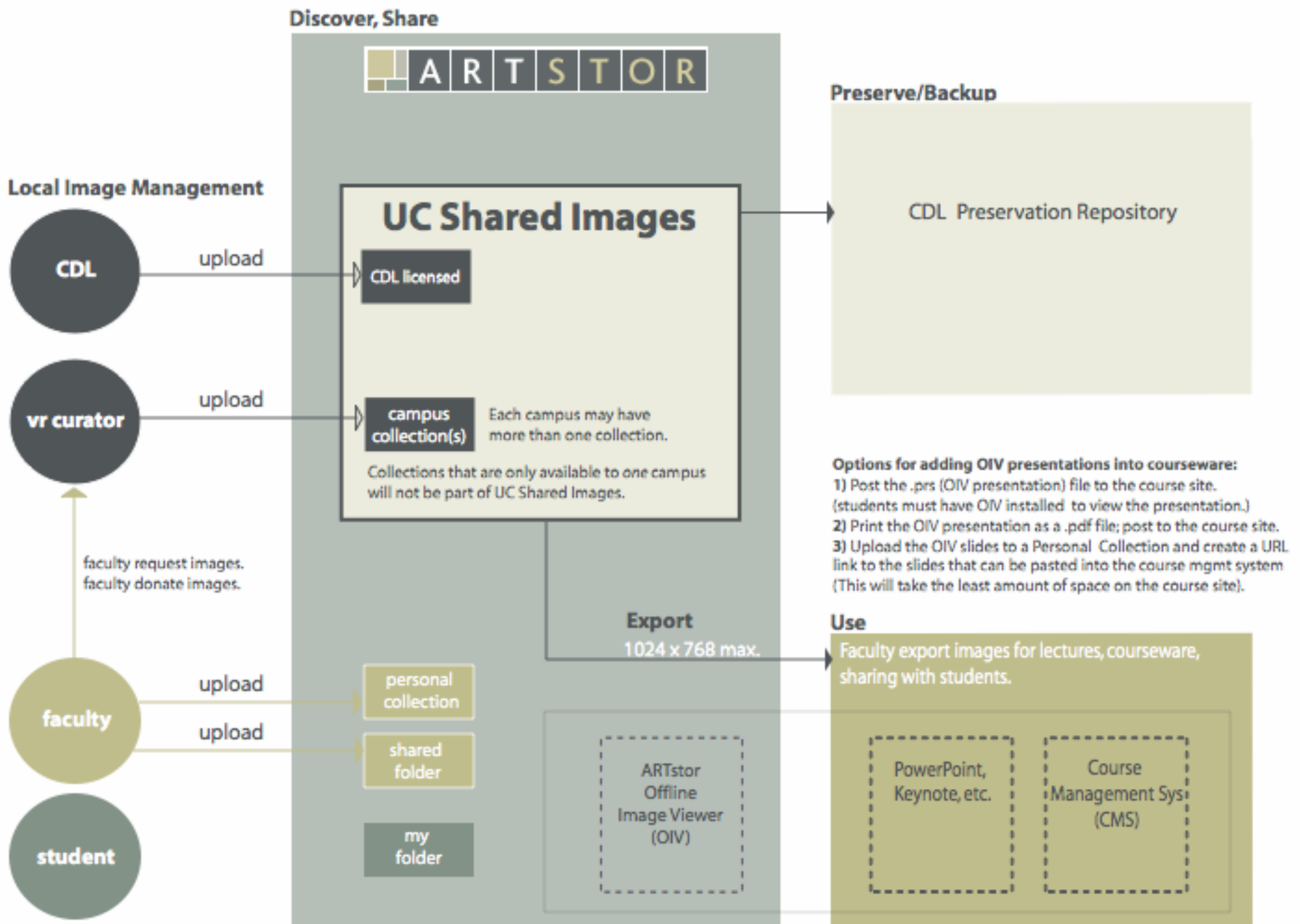
- *What is it?*

- It's a model for shared collection development among VRCs
- It's a way to provide images for teaching

- *It's one of **many** image resources/repositories*

- Luna Insight collections
- licensed collections hosted by vendors (AP Multimedia, Grove Art, etc.)
- library collections (Online Archive of California)
- local campus collections (various systems)

Workflows for UC Shared Images



Students can group and save images in ARTstor, but they do not have privileges to upload images into ARTstor



Who are the key players? What are their roles?

- **CDL** (bring together players, manage implementation, co-invest along with campuses)
 - strategic planning, facilitation, licensing, policy, communication, direct access to advisory committees
- **Libraries**
 - principal **funders** of shared licensed collections; supporters of broad access
- **VRCs** (4 in libraries; 6 in departments)
 - collection builders, cataloging/subject experts, **best group to begin shared collection development**
- **Educational technology/Academic Computing**
 - supporting faculty personal collections and end-user tools
- **Faculty/students**
 - aggregators of images, end-users



Building a collaborative support structure

- **Find Champions**

- authority, influence and \$

- **Solicit stakeholders**

- create a discussion forum: establishes trust and transparency; streamlines communication; builds relationships

- **Consult with Advisors/Mind the hierarchy**

- navigating the web of committees and their protocols is daunting and time-consuming: take time upfront to identify which committees should/must be consulted and what role they will play
 - be specific about what you are asking for: approval, support, expert advice

- **Share community practice**

- share experience (internal, external), models/templates/samples; share on Image Service listserv

- **In-person demo/rollout**

- **bring together stakeholders**; don't underestimate the power of face-to-face



Opportunities and challenges

- **biggest opportunity**

strategic collection development (not tossing images in a pile and creating an “image dump”) = save time and money (starting with VRCs -- focused subject area)

- **biggest challenge**

supporting campus autonomy AND providing structure (policy, standards, principles); building shared values and processes; don't punt on big issues - don't rollout a service and define it at the same time

- **most daunting**

fostering partnerships *among* players which have complex relationships that vary by institution (and even within institutions)

- **most valuable**

building relationships and processes for decision-making



The great unknown

- Image services are ever evolving and require **active management**

- anticipate** (identify risks, assumptions, trends; preserve effort; opportunities for partnering, innovation)

- assess** (identify problems AND successes; determine next steps)

- What do you do when the target audience disregards the service?

- how does this affect VR curators?

- what are the opportunities for VR curators to broaden service beyond a single department?**



Takeaways

- Develop a stakeholder community and collaborative support structure (regardless of circumstances, you have the right **people and processes in place** to make decisions and adapt to changing needs)
- Cultivate partnerships **among** campus stakeholders (bring people together, **face-to-face** when possible)
- Collaboration is possible (and **necessary**); find a champion for your project or yourself!



Contact Info

Lena Zentall

UC Image Service Manager

University of California, California Digital Library

lena.zentall@ucop.edu

<http://www.cdlib.org/inside/projects/image>