



**Committee on Library and Scholarly Communication**  
**George Rutherford, MD, Chair**

**ANNUAL REPORT**  
**2008-2009**

**Primary Focus Points for the Year:**

- Repurposing of the Library
- Mission Bay Space Planning
- Budget Cuts
- Special Collections
- Website Redesign

**Issues for Next Year (2009-2010)**

- Open Access Policy
- Open Access Symposium
- Library Space

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**2007-2008 Members**

**George Rutherford, Chair**

**Richard Schneider, Vice Chair**

Lee Ann Baxter-Lowe

Dorie Apollonio

Cynthia Darling

Mark Eisner

Donna Hudson

Dana McGlothlin

Isobel Russell

Lynne Steinbach

**Ex-Officio Members**

Karen Butter, University Librarian

**Permanent Guests**

Josephine Tan, LAUC Representative

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**Number of Meetings: 4**

**Senate Analyst:** Shilpa Patel

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## Systemwide Business

The Academic Senate Committee on Library and Scholarly Communication took up the following Systemwide issues this year:

### **Open Access Policy**

UCOLASC has continued their discussions to promote UC open access policy ensuring that their faculty publications reach the widest possible audience. UC's initial approach to open access was flawed in that it was focused on copyright. UCOLASC has drafted three statements, including one that describes implementation strategies, and the goal is to determine how to make open access work at UC. More federal funding agencies, such as NSF, should have a mandate for open access publishing by UC faculty.

UCOLASC will continue to endorse open access by:

- Urging UC to develop strategies for open access,
- Informing UC faculty of the steps they can take,
- Continuing to encourage affiliations like the one with Springer, promoting national legislation by federal funding agencies..

UCOLASC will draft a proposal for systemwide review and approval.

### **Google Digitization Settlement**

In 2002, Yahoo initially approached UC about digitizing out of copyright books, which was aligned with UC's long-term goals to manage its collections more effectively, use space better, and increase accessibility. Microsoft became a partner and several hundred thousand books were digitized at that phase. Google then offered to digitize books, agreeing to cover all costs, indemnify UC from all the risk, and give UC all the digital copies of everything scanned. This offer was also aligned with UC's goals to improve service and access, and think differently about the long-term cost implications of collection management. Phase one of the agreement involved Google scanning both in and out of copyright books, making them available on the Google site and giving copies to UC, and indemnifying UC against all lawsuits.

Two million books have been scanned by Google to date.

Two years ago a lawsuit was filed by the Authors Guild and the Publishers Association claiming copyright infringement. Instead of going to court, these parties went into settlement discussions. UC, Michigan, Stanford and Harvard libraries have provided input into the settlement discussions advocating library interests and maximum public access to works in the public domain. The libraries were not a party to the lawsuit or the settlement.

The settlement discussions have taken place over the past two years under a non-disclosure agreement which is not unusual in negotiations of a commercial nature. Senate Chair Croughan was added to the non-disclosure agreement about a year ago which allowed her to participate in the discussions on behalf of faculty interests. The courts will determine whether the settlement will be approved. UC is in discussions with Google about what its cooperative agreement would look like.

## Divisional Business

This year, the Academic Senate Committee on Library and Scholarly Communication took up the following issues related to the San Francisco Division:

### **Space Planning at Mission Bay**

The growth of the Mission Bay campus creates demand for additional academic services. As one of the academic services the existing Mission Bay Library is already at maximum capacity and new academic and clinical programs, growth in numbers of students, faculty and staff and the new medical center will

place added pressures. Over the next 5 -10 years the design of new library space calls for a mixture of traditional and innovative space with elements that foster interdisciplinary/interprofessional collaboration, emphasize well-planned informal and formal learning spaces, provide ubiquitous access to technology and support, and highlight a service-oriented environment. The space will emphasize the collaborative nature of teaching, learning and research. The recommendations call for a library of 12,790 square feet. This is calculated from projected populations and programs at Mission Bay over the next 5-10 years. This plan would replace the current 3,000 square feet Community Center Library.

In the short term, students place a high value on safe and secure 24-hour study space on Parnassus. The addition of a restroom would create useable space in the Kalmanowitz Library and allow reductions in personnel expenses and service improvements for students. At Mission Bay the pending loss of the Genentech Hall Library creates a similar demand and short term solutions are under review. For both facilities a primary considerations is the safety and security of students.

Two planning initiatives offer an opportunity to consider long term space needs for library services and programs. Campus Planning is developing a Mission Bay Non-Academic/Academic Support Master Plan as part of the next Long Range Development Plan. The Library was asked to summarize its current facilities, space requirements and future expansion potential. At the same time the campus is reviewing all capital projects to ensure that they reflect priorities in the UCSF Strategic Plan. EVC Washington has assembled a small group to work with Campus Planning to advise him on academic priorities, including library space, to add to the planning effort. ([Appendix 1](#))

### **Second Floor Teaching & Learning Center**

The Teaching and Learning Center is a realization of the UCSF strategic goals to develop educational facilities and infrastructures to keep UCSF at the forefront of health sciences education and meet the growing demand for health care professionals. The Teaching and Learning Center will provide a technology-rich environment in support of interprofessional and transdisciplinary learning programs at UCSF. The programs will focus on training future health professionals and scientists to become leaders in delivering high quality care to underserved communities.

The second floor of the Parnassus Campus Library will be transformed to house this new facility, enhancing Library education space with a simulation and clinical skills education center; new teaching and learning space, including technology-enhanced active-learning classrooms and computing labs; and communications technology to facilitate interaction with health care providers, students, and support teams at other sites.

The project is state funded by the Telemedicine and PRIME-US Education Facilities initiative, which is part of California State Proposition 1D. All four professional schools and the Library have collaborated on the plans for the new center, which will support the curricula for Dentistry, Medicine, Nursing, Pharmacy, and other clinical programs.

Due to budget cuts, construction on the second floor was halted with no projected date for completion.

### **Open Access Affiliation With Springer Business and Media**

In January 2009, the University of California (UC) Libraries and Springer Business and Media announced a journal licensing deal subsidizing the open access fees of UC researchers who wish to publish in Springer journals.

Under the terms of the agreement, articles by UC-affiliated authors accepted for publication in a Springer journal beginning in 2009 will be published using Springer Open Choice with full and immediate open access. There will be no separate per-article charges, since costs have been factored into the overall license. Articles will be released under a license compatible with the Creative Commons (by-nc: Attribution, Non-commercial) license. In addition to access via the Springer platform, final published articles will also be deposited in the California Digital Library's eScholarship Repository.

The University of California-Springer agreement is the first large-scale open access experiment of its type undertaken with a major commercial publisher in North America. ([Appendix 2](#))

### **Budget**

The Committee advised the Library on the anticipated 11% budget reduction. Since 66% of the Library's budget is allocated to salary and benefits, in all likelihood, staff and hours will need to be cut. The Committee had these recommendations:

- Reduction of library hours seems to be the most ideal choice as it increases visibility of the issue and it is the method that is easiest to revert back to original operations should funding return.
- Committee strongly recommended that journals be saved over hours given that journals can be accessed remotely.
- The core business of the Library is the collection and it must be protected.

## **Going Forward**

Ongoing issues under review or actions which the Committee will continue into 2009-2010:

### **Budget Cuts**

The Committee will continue to assist the Library in prioritizing needs and services in preparation for the impending budget cuts.

### **Open Access: Town Hall/Symposium**

COLASC hopes to continue its leadership role regarding Open Access initiatives by sponsoring a multi-campus symposium similar to the one the Library held for the campus community late last year.

## **Appendices**

[Appendix 1](#): January 30, 2009 Communication Regarding Repurposing of the Mission Bay Library

[Appendix 2](#): Press Release Regarding Affiliation with Springer Business and Media

Senate Staff:  
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David Gardner, MD, Chair  
Elena Fuentes-Afflick, MD, MPH, Vice Chair  
Mary J. Malloy, MD, Secretary  
Jean Olson, MD, Parliamentarian

January 30, 2009

A. Eugene Washington  
Executive Vice Chancellor and Provost  
University of California, San Francisco  
513 Parnassus Avenue, S 115  
San Francisco, CA 94143-0400

Re: Academic Senate Committee on Library and Scholarly  
Communications Recommendations for Library Space at Mission  
Bay

Dear Executive Vice Chancellor and Provost Washington:

The Academic Senate Committee on Library and Scholarly Communications (COLASC) has been evaluating the library space needs on both the Parnassus and Mission Bay Campuses. Attached are their recommendations for the Mission Bay Libraries along with the Master Plan for Mission Bay Libraries. I concur with their recommendations and forward them on for your consideration.

Should you have any questions or need further information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Gardner'.

David Gardner, MD  
Chair, UCSF Academic Senate

**Enclosure:** Communication from COLASC RE Mission Bay Space  
Planning Recommendations



**Communication from the Chair of the Committee on Library and  
Scholarly Communication**  
**George Rutherford, MD, Chair**

January 30, 2009

David Gardner, MD  
Chair, UCSF Academic Senate  
500 Parnassus Avenue, Box 0764

RE: Recommendation on Mission Bay Library Space

The Committee on Library and Scholarly Communication (COLASC) is responding to a request from Executive Vice Chancellor Eugene Washington to forward recommendations for library space at Mission Bay. This report is part of the initiative to update the UCSF Long Range Development Plan and to consider the need for academic support space in that effort.

The Committee on Library worked with University Librarian Karen Butter on the report and its recommendations. The attached document is the result of that process. The Committee on Library supports the development of new library space at Mission Bay. The growth of the Mission Bay population, additional academic programs, and the expansion of the medical center are factors that contribute to the need for sufficient space. The existing 3,000 square foot library in the FAMRI Community Center is not adequate to support the current Mission Bay population both in terms of resources and access. Moreover, buildings being constructed now and in the future will increase space pressures. Thus, the Committee on Library and Scholarly Communications supports the recommendation for establishing a library facility with a minimum of 12,790 square feet to coincide with the opening of the new medical center.

There are also two related library issues that are critical to student life – one is 24-hour study space on Parnassus and the other is 24-hour study space at Mission Bay. On Parnassus a portion of the Kalmanowitz Library was designed for unattended 24-hour study, but the space lacks restroom facilities. Student surveys continually emphasize the value of safe and secure 24-hour study space. We urge the campus to add a restroom to the study area on Parnassus, taking advantage of construction efficiencies from the upcoming 2nd floor renovation project. This addition would also allow the Library to achieve budget savings by reducing hours of operation yet at the same time offering additional services to students. At Mission Bay the pending loss of 24-hour study space in the Genentech Hall Library is a student concern as well. For the short term, we are hopeful that Campus Administration will work with library staff to identify a

suitable alternative. For the long term, we hope that this type of safe, secure 24-hour study area will be part of the proposed Mission Bay Library space design.

The Committee on Library and Scholarly Communications requests the endorsement of the Academic Senate and that it forward its endorsement and the report to EVC Washington.

Sincerely,

A handwritten signature in black ink, appearing to read "George W. Rutherford". The signature is written in a cursive style with a large, prominent initial "G".

**George W. Rutherford, M.D.**

Chair, Committee on Library and Scholarly Communication

[Enclosure](#): Master Plan for Mission Bay Libraries

**University of California, San Francisco**  
**Master Plan for Mission Bay Libraries**

**January 2009**

## Executive Summary

The growth of the Mission Bay campus creates demand for additional academic services. As one of the academic services the existing Mission Bay Library is at maximum capacity today and new academic and clinical programs, growth in numbers of students, faculty and staff and the new medical center will place added pressures. In preparation for the next Long Range Development Plan the Library was asked to project Mission Bay space needs over the next 5 -10 years. The design of the library calls for a mixture of traditional and innovative space with elements that foster interdisciplinary/interprofessional collaboration, emphasize well-planned informal and formal learning spaces, provide ubiquitous access to technology and support, and highlight a service-oriented environment. The space will emphasize the collaborative nature of teaching, learning and research. The recommendations call for a library of 12,790 square feet. This is calculated from projected populations and programs at Mission Bay over the next 5-10. This plan would replace the current 3,000 square foot Community Center Library.

In the short term students place a high value on safe and secure 24-hour study space on Parnassus. The addition of a restroom would create useable space in the Kalmanowitz Library and allow reductions in personnel expenses and service improvements for students. At Mission Bay the pending loss of the Genentech Hall Library creates a similar demand and short term solutions are under review. In both facilities a primary considerations is the safety and security of students.

## Introduction

Two planning initiatives offer an opportunity to consider long term space needs for library services and programs. Campus Planning is developing a Mission Bay Non-Academic/Academic Support Master Plan as part of the next Long Range Development Plan. The Library was asked to summarize its current facilities, space requirements and future expansion potential. At the same time the campus is reviewing all capital projects to ensure that they reflect priorities in the UCSF Strategic Plan. EVC Washington has assembled a small group to work with Campus Planning to advise him on academic priorities, including library space, to add to the planning effort

This document describes library space allocations today and projections for the next 5-10 years.

## Background

Today's libraries remain central to the academic enterprise, bringing together new and emerging information technologies combined with traditional knowledge resources in a user focused, service-rich environment to support today's patterns of learning, teaching, research and community service. The Library serves as the centerpiece for the intellectual community and the scholarly enterprise.

## Current Operations and Facilities

### UCSF Library at Parnassus

In 1991, the campus celebrated the opening of the new UCSF Library at Parnassus, a state-of-the-art facility with remarkable views of San Francisco. The building was designed with capacity to house 800,000 volumes, an assortment of individual and group study areas, a computing lab, classroom, a community meeting room, an area to exhibit art, and staff offices and work areas.

The Library also functions as meeting and work space. Small faculty carrels bridge geographic boundaries by providing meeting and work areas to faculty members who are traveling between campuses. The Lange Room, a showcase on Parnassus, is a popular venue for departmental receptions and meetings. For research the rich collection of digital and print materials, advanced technologies and expert staff support ongoing projects and explorations in new disciplines and unfamiliar territory.

Since its opening, space allocation has remained relatively constant. Space reassignments have added two additional programs now occupying around 6,000 square feet. In large part the programs replaced book and journal stacks. One program is directly related to library activities but the other has evolved to a clinical service with no library collaboration.

#### UCSF Libraries at Mission Bay

Two libraries at Mission Bay occupy 6,000 square feet. The UCSF Library at Genentech Hall opened in the first phase of the Mission Bay campus in 2003 followed by the UCSF Library at the Community Center in 2006. The former serves as a highly valued 24-hour study facility and the latter offers a computer classroom for academic and administrative training, core and specialized library services. The Genentech Hall Library, which serves as the 24 hour facility, is likely to close in the next year and the space converted to another function.

#### Affiliate UCSF Libraries

In addition to facilities mentioned above there are small libraries at UCSF clinical sites, managed generally through the School of Medicine dean's offices (San Francisco General Hospital; UCSF Mt. Zion; and, UCSF Fresno). For the most part these facilities are organized around service delivery and curriculum support though small they are heavily used services. While each site purchases a small set of selective, unique material the electronic books and journals are managed and paid for by the UCSF Library.

### **Planning Considerations for Future Library Space**

#### Parnassus

Space that fosters collaboration is the concept behind a construction project in the UCSF Library at Parnassus. A new Teaching and Learning Center with general assignment classrooms, a clinical simulation/clinical skills facility and redesigned student computing/instructional development area will replace study tables and journal stacks. A key concept in the design of the TLC is an expanded definition of classrooms as both formal and informal spaces – hallways, computer labs, libraries, student lounges and coffee shops and the integral role libraries play in student learning. The project includes relocating two library functions from the 2<sup>nd</sup> floor to the 3<sup>rd</sup> floor and moving the library-managed student computing lab to the north wall on the 2<sup>nd</sup> floor.

There are two longer term space issues for the Parnassus Library. The most pressing need is a 24 hour study facility. An area on the 3<sup>rd</sup> floor was designed as such but lacks restrooms. Adding restrooms would allow continuity with existing library facilities. Students now have access to small computer lab in the Medical Sciences Building. This space is used heavily but is not large enough for individual study. There remains a critical need for a secure, safe 24-hour study area for students on Parnassus. The other longer term issue is office space for staff. Staff work areas will soon be needed as the library continues to partner on technology projects and is successful in competing for grants and contracts. There are opportunities to capture existing space within the library, which would require redesign and perhaps relocation of current tenants.

### Mission Bay

To meet current and future needs, the Mission Bay library must expand. The following contributes to space needs.

- New academic and clinical programs
- Growth in student populations
- Opportunities for partnerships and collaboration

#### 1. New Academic and Clinical Programs

As faculty and academic programs move to Mission Bay, there will be additional pressures on library space and services. To date the service needs have been met through the two existing facilities with strong support from library staff at Parnassus. Special considerations should be given to the design of areas to support faculty. Space for faculty collaboration, well-designed areas for quiet study and room for experiments with new technologies for teaching and learning are examples. Additionally, we project ongoing demand for training to assist in managing the biomedical literature, to support publication and guidance on using advanced databases and tools.

The UCSF Medical Center at Mission Bay and other planned clinical facilities will require additional library staff support. Medical Center staff consults libraries for patient care and to support clinical research. A paper and electronic patient library with expert information assistance is a possible joint project with the Medical Center to respond to the expected patient and family visits.

#### 2. Growth in Student Populations

There are three areas of student growth at Mission Bay. 1) graduate students, including postdocs; 2) UCSF students living on or near UCSF campus; 3) students, residents and fellows that will accompany the professional school programs moving to Mission Bay once the Medical Center opens.

Data indicate about a steady growth in the number of graduate students and the possibility that 2<sup>nd</sup> year medical students will move to Mission Bay. Additionally, we can expect to see other professional students on clinical rotations at the new Medical Center adding to the campus student population and need for space to study, to work with colleagues and to prepare for clinical work.

The Mission Bay student housing has increased the need for a convenient, nearby, safe place to study. Study at home is often impossible due to living arrangements that may include roommates who function on a different schedule. Graduate students and fellows require space outside their labs to study for exams, write papers, and prepare grant proposals. Students study late into the night due to their busy schedules and graduate students need to monitor laboratory experiments. With additional programs located at Mission Bay and the build-out of nearby housing more students will live on or near campus and consider Mission Bay their primary location.

### 3. Opportunities for Partnerships and Community Building

In the recent redesign of the UCSF Library at Parnassus the library sought partnerships that strengthen existing programs and enhance student and faculty life. There are opportunities for similar partnerships at Mission Bay, given the diversity of programs and interdisciplinary activities planned for that site. At a minimum careful thought should be given to locating related functions either in or adjacent to library space.

Young biotech companies, often founded by UCSF faculty, typically do not have funds to access the range of scientific and technical journals and databases to bring their products to market. Today, many rely on the UC online journals and databases through visits to the Mission Bay Community Center Library.

### **Mission Bay Library Space Planning**

Conceptualizing a vision for health sciences libraries is useful in planning space. The future will include advanced tools for communication; seamless access to UC and worldwide information resources regardless of format; a well-integrated online learning environment that blends class sessions with online course materials; easy remote access to meetings, courses and lectures regardless of geographic location; a robust technical infrastructure with support that is unified across the UCSF enterprise; immediate online connections to library staff expertise for help with databases, information questions; and an increasingly complex information universe with highly specialized databases.

#### Programming

Some elements of the space requirements for the library of the future will look similar to today's library. A mixture of traditional and innovative space will preserve the essential elements yet emphasize the integral nature of technology to the academic health sciences enterprise.

Study space is an essential function. It should include separate seating areas that meet diverse needs for individualized, quiet work and interactive, group work. An instructional computing area would enable students to use specialized programs with a campus 'help' desk to assist with hardware and software problems. Even with the widespread computer requirements for students many will continue to rely on library-supported workstations. Additionally, high end equipment will support advanced tools for curriculum development and space would be set aside to join in meetings and events across the UCSF locations. A small staff would deliver services, offer training and support the technology. Shelving would hold a very small number of books. Finally, the space should be designed so that one area is open 24 hours a day with security and nearby restroom facilities. Ideally, the space would be situated adjacent to other teaching/learning facilities for convenience and synergy.

#### Sizing the Library

A common metric that has been used in the past for library planning considers student population using a standard of 25 square feet/student and then adding space for work areas and book stacks. Currently, there are 200 students at Mission Bay. For rough planning purposes we will add another 200 professional school students assuming some portion of their curriculum will move to Mission Bay. This method would result in a library of 12,970 square feet. This figure does not account for the 756

students living in Mission Bay housing, many of whom are professional school students who use the Mission Bay Library. Nor does it consider students who live in adjacent Mission Bay neighborhoods.

Another very rough way to determine appropriate size is to divide the population by the current size of Mission Bay library and then project the size of expanded space(2837/3000 sf=1.057 sq/person). Using population figures for 2026 would require a library of 15,042 square feet.

Projected Mission Bay	Population
2004-2007	2,837
2008-2011	2,018
2014-2026	4,245
Subtotal	9,100
2014	5,131 (Medical Center opens)
TOTAL	14,231

Below is rough space allocations library for a 12,790 square foot library at Mission Bay. These calculations consider the growth in populations and new academic programs but not opportunities for partnerships and community building.

Space Allocations

<u>Function</u>	<u>Sq. Ft.</u>
Study	8,140
Comfortable Seating	
Collaborative Work	
Quiet Study	
24 Hour Access	
Shelving for 1000 volumes	100
Technology Commons	3,300
Single Service/Help Desk	
Classroom	
Staff Work Areas (11) /Technical infrastructure	1,250
 TOTAL	 12,790 square feet

**Timeframe**

There are pressures now on Mission Bay libraries. The Community Center Library is not large enough to support the student population in 2009 nor is it designed for 24-hour access. Additionally, the small size and location, directly on a major walkway from the parking garage, results in considerable noise and significant use by non-UCSF community members. The space pressures will increase as new programs and populations locate at Mission Bay. A new library should be in place when the Medical Center opens in 2015. Planning should begin now to identify space, functions, locations, design and construction funding.

## University of California Libraries and Springer Sign Pilot Agreement for Open Access Journal Publishing

January 21, 2009  
Oakland, California

For more information, contact:

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The University of California Libraries and Springer Science+Business Media (Springer) have concluded a ground-breaking experimental agreement to support open access publishing by UC authors. The arrangement is part of the journals license negotiated by the California Digital Library on behalf of the ten campuses of the University of California.

Under the terms of the agreement, articles by UC-affiliated authors accepted for publication in a Springer journal beginning in 2009 will be published using Springer Open Choice with full and immediate open access. There will be no separate per-article charges, since costs have been factored into the overall license. Articles will be released under a license compatible with the Creative Commons (by-nc: Attribution, Non-commercial) license. In addition to access via the Springer platform, final published articles will also be deposited in the California Digital Library's eScholarship Repository.

The University of California-Springer agreement is the first large-scale open access experiment of its type undertaken with a major commercial publisher in North America.

"UC faculty have told us that they want open access publishing options in order to increase the impact of their published work and eliminate barriers to educational and research use," said Ivy Anderson, Director of Collections for the California Digital Library, which licenses content on behalf of the University of California libraries. "Just as importantly, they want these options in the journals in which they routinely publish, without disrupting their normal research activity. The CDL agreement with Springer supports the transformation that our faculty seeks, while continuing the libraries' crucial role in facilitating access to research information. Springer is a leader among commercial publishers in open access experimentation, making it a natural partner for the University of California in this endeavor."

Peter Hendriks, President Global Publishing and Marketing at Springer said: "This first experiment in the USA is of great importance to us since it adds to our expertise on the

effects of open access publishing on usage, citations and impact factors. Furthermore, the agreement allows us to continue our cooperation and close partnership with one of the most respected university systems in the United States.”

Adds Richard Schneider, Assistant Professor in the Department of Orthopedic Surgery and Director, Parnassus Molecular & Cell Biology Lab at the University of California, San Francisco: "Open access will support faculty aspirations for new modes of journal publishing that facilitate the broad dissemination of ideas and improve public access to taxpayer-funded research. This is a critical time as new models for scholarly communications emerge, and I am excited that the UC Libraries are at the forefront and are playing a key leadership role."

### **About the University of California Libraries**

More than 100 libraries on the 10 University of California campuses support the University's research, learning, patient care, and public service missions. Collectively, they make up the largest research/academic library in the world, and, with the California Digital Library, have taken a leadership role harnessing technology in support of new and innovative forms of scholarly communication. For more information, visit <http://libraries.universityofcalifornia.edu/>

### **About Springer**

Springer ([www.springer.com](http://www.springer.com)) is the second-largest publisher of journals in the science, technology, and medicine (STM) sector and the largest publisher of STM books. It publishes on behalf of more than 300 academic associations and professional societies. Springer is part of Springer Science+Business Media, one of the world's leading suppliers of scientific and specialist literature. The group publishes over 1,700 journals and more than 5,500 new books a year, as well as the largest STM eBook Collection worldwide. Springer has operations in over 20 countries in Europe, the USA, and Asia, and some 5,000 employees.