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Moving Forward and Continuously Evolving: The East Asian Experience at the UC San Diego Library

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Introduction

The University of California San Diego Library (hereafter the Library) has undergone significant organizational remodeling since 2011 which continues to influence East Asia related administrative, user, and collection services. Chinese-Japanese-Korean (CJK) technical services also went through important changes which were linked to, but not directly prompted by, said organizational changes. This article captures and discusses the Library's East Asian experience between 2010 and 2017 in three sections.

The first of these sections focuses on the timeline and select impacted areas over three periods: June 2010 to January 2011, February 2011 to June 2013, and July 2013 to August 2015. The second section focuses on changes related to CJK technical services and select internal and external contributing factors over the years. In the final section, Xi Chen discusses East Asian library services in the current organizational model, describing the four core service areas (liaison, reference, instruction and collection) as well as new and emerging services.

Part 1: Organizational Remodeling – Impact on Administrative, Public, & Collection Services

June 2010-January 2011

Prior to July 2011, the International Relations & Pacific Studies (IR/PS) Library and the East Asia Collection (EAC) were two separate physical entities reporting to one administrator, the department head in charge of the IR/PS Library and the EAC.

The IR/PS Library

Established in 1987 and housed in the School of IR/PS (now Global Policy & Strategy, GPS) complex, the IR/PS Library was a full branch library that provided public services including

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circulation, ILL, reserves, information, reference consultation, as well as limited technical services (see Part 2 for more information on technical services). One department head oversaw all staffing – 3 area studies librarians (Chinese, Japanese, and Latin American), 3 public services staff, 1 serials processing staff, 1 administrative assistant, and many student assistants. With an emphasis on international and regional politics, economics, economies, and business, its collection included reference, periodicals, and general print and electronic resources in many languages such as CJK, Spanish, Portuguese, French, German, and Vietnamese. It had its own facilities officer and a safety and security coordinator.

The East Asia Collection (EAC)

The EAC was established in 1988 and still occupies the entire 4th floor of Geisel Library, UC San Diego's flagship library. It began as an arts and humanities complement to the IR/PS collection, and today it remains a unique and growing CJK language-based collection that serves as a regional resource center for East Asian Studies researchers in Southern California. The Chinese and Japanese Studies Librarians reported to the head of IR/PS. They resided in the IR/PS Library and frequently traveled to Geisel Library to staff consultation hours in an office located centrally on the 4th floor until July 2011, when the IR/PS Library closed and the IR/PS area studies librarians were merged into and relocated to the Social Sciences & Humanities Library (SSHL) housed in Geisel Library.

February 2011-June 2013

The IR/PS Library Closure Project

In early 2011, The Library was informed by the UC San Diego Campus of a severe budget cut, potentially up to \$6 million. As a result, the Library's Administrative Team took drastic measures to reduce expenditures, optimize resources, and retain positions. The IR/PS Library received orders to close down the branch within five months and move personnel, collections, and most services to the Geisel Library as part of a major budget-driven strategic consolidation program. To consolidate service points and resources, all branch libraries were closed between July 2011 and June 2013. Victoria was a relatively new department head. She assumed this role when Jim Cheng, former head, left in June 2010. Victoria was taking on double duty, continuing as Chinese Studies Librarian while also leading the branch library. As the department head, she received the assignment to lead the in-branch planning and implementation of the multi-faceted IR/PS branch closure and relocation of research-level collections. The IR/PS closure was completed well before the designated deadline. Its plan helped inform the closure of other branches on campus.

Human Resources

With the closure of the IR/PS Library, the Chinese, Japanese, and International Studies Librarians were moved to SSSL located in the west wing of Geisel's second floor. Victoria was offered the position of Assistant Department Head (ADH) responsible for Area Studies at SSSL, one of the two newly developed positions at SSSL. As ADH, Victoria reported to the Department Head of SSSL, her former peer, and supervised the Japanese, Melanesia, Latin American, and International Studies Librarians. Other IR/PS staff members were distributed throughout library departments including Acquisitions, Metadata Services, and Access Operations. The School reclaimed the library space, changed it into a temporary study hall while developing renovation plans. The former IR/PS librarians treated their former library as an outpost at the School, staffing weekly consultation hours there from September 2011 till June 2013. Despite valiant efforts to promote this service in multiple ways, including tabling during orientation week and participating in outreach events, the IR/PS students did not make full use of this service. There was a significant drop in statistics when the service went from having a library on site staffed by librarians to having a librarians staffing an office 2-4 hours per day Mondays through Fridays. This practice terminated when the next wave of library reorganization began which coincided with the beginning of the School's renovation project to convert the space into classrooms and administrative offices. The Japanese Studies Librarian retired in early 2013 prior to the next major reorganizational change.

Collections

A large-scale project to integrate the IR/PS collection with the general collection and EAC in Geisel Library and with the Annex offsite storage started immediately after the closure announcement. Between early February and July 1st 2011, the former IR/PS librarians made use of circulation data to inform appropriate destinations for each print resource: CJK to the 4th floor and the Annex permanently, and non-CJK temporarily to the 8th floor in anticipation of a final merger with the general collection by July 2013.

The major transitioning from a discipline/subject-based and decentralized structure to a service-based comprehensive library system without branch libraries, and one offering a suite of services across its facilities, prompted the AUL for Collections to start a separate discussion in Fall 2011 on CJK print collection consolidation that included interfiling recommendation. Input was sought from academic units via subject librarians and an online form. The East Asian faculty were a vocal constituency and spoke up against inter-shelving in one call number order, rather than by discipline. By early March 2012, taking into consideration user needs and wants, the AUL decided to make exceptions for select collections including East Asia, reference, special, and non-print formats. Since then, the EAC,

both print and electronic, has been considered a growing and significant collection within the Library.

July 2013 to August 2015

By Summer 2013, a major organizational restructure was in full swing. Existing departments were reorganized into programs, new programs and positions addressing new scholarly needs were created, and the closure of branch libraries was complete. The transition from a subject-based to a function-based library impacted librarians and staff involved in public services more severely than those in technical and administrative services. With SSSL's closure, Victoria was tapped to become interim Program Director (PD) for the newly founded Reference & Research Advisory Services (RRAS) in late June 2013. RRAS is one of the six programs under Academic Services, and, as RRAS PD, Victoria reports directly to the AUL for Academic Services. Collection and Enterprise Services are the other two major service groups, each with five or six programs and headed by an AUL. In general, each subject/format librarian is assigned to a home program—typically RRAS, the Academic Liaison Program (ALP), Learning Services, or Collection Development & Management—with a specific designated program role as well as still being responsible for the four core subject librarian duties: reference, collection, instruction, and liaison. Even after a national search resulted in Victoria's being selected for the RAS PD position in April 2014, she continued as the Chinese Studies Librarian until the successful recruitment of Xi, who joined ALP in September 2015. The majority of subject librarians hired after the reorganization now reside in ALP. Of special mention is the reworking of the Japanese Studies Librarian position into a Korean & Japanese Studies Librarian position. Although former Chinese and Japanese Studies Librarians had taken on minor roles to serve the Korean Studies constituents, service needs quickly outgrew what the librarians could provide, as the campus now has a rapidly growing Korean Studies Program.

Part 2: Changes in CJK Technical Services, Internal and External Factors

The Chinese Japanese Korean Acquisitions/Cataloging Unit (CJK Unit) in the Library was established in 1994. It was a centralized unit reporting to Metadata Services Department while in close contact with the Acquisitions Department. Both departments shared one large workspace adjacent to each other. The staff in the CJK Unit also worked closely with the Chinese and Japanese Studies Librarians who resided in the IR/PS Library. When the Library underwent the major reorganization in July 2013, all branch libraries were consolidated into one library as mentioned in the previous section. The CJK acquisitions function was removed from the CJK Unit and consolidated into the Monographic/Special Format Division of the newly formed Content Acquisition & Resource Sharing (CARS) Program. The CJK Unit became the Chinese Japanese Korean Cataloging and Metadata Unit, reporting to the

Metadata Services (MS) Program. The following part is a review of changes in three aspects: job functions, staffing, and services.

Job functions

Prior to July 2013, the CJK Unit was responsible for the following functions: acquisition of CJK language materials (but not licensing electronic resources); cataloging of incoming CJK language resources in all formats; database maintenance of CJK language resources; special CJK acquisitions/cataloging projects including outsourcing projects; and providing CJK language support to other staff and tasks within the Library. Since July 2013, the CJK Unit no longer has acquisitions responsibilities. Other duties remain unchanged and a new function was added - metadata creation for the Library's Chinese Digital Collections.

Staffing

Before July 2013, the CJK Unit had 5 Full Time Employee (FTE): 1 FTE librarian/Unit head, 2 FTE Chinese staff including 0.45 FTE acquisitions, 1.5 FTE Japanese staff including 0.5 FTE acquisitions, and 0.5 FTE of two student assistants.

As a result of the reorganization in 2013, acquisition function became part of CARS. Consequently, CJK staffing underwent a re-configuration. The CJK Cataloging & Metadata Unit now includes a 0.8 FTE librarian who is also the Unit head, a 1.55 FTE Chinese Metadata Specialist, and a 1.0 FTE Japanese Metadata Specialist. Under CARS, responsibilities pertaining to CJK acquisitions were taken on by 0.2 FTE librarian, who reports to the program director of CARS, a 0.45 FTE Chinese Acquisitions Specialist and a 0.5 FTE Japanese Acquisitions Specialist, who report to the head of CARS Monographic/Special Format Division.

There were additional personnel changes after the reorganization in 2013. When the Japanese Acquisitions Specialist resigned in June 2014, the 0.5 FTE position was repurposed for a different position in the Resource Sharing Division within CARS. Meanwhile, responsibilities of the Japanese Acquisitions Specialist then merged with those of the Order Specialist for Foreign Language Materials. This newly repurposed position in CARS was filled in June 2015. Responsibilities for Korean acquisitions were also added to this new position. Since its creation in June 2015, there has been three incumbents, but none has any Japanese and/or Korean language skills. Since 2013, the distribution of the Chinese Acquisitions Specialist's responsibilities underwent adjustments. Currently the position is 65% with acquisitions and 35% with cataloging. In January 2017, after taking on additional responsibility with the Shared Cataloging Program (SCP), Shi Deng, the head of CJK Unit, needed to give up 20% of her time to CJK acquisitions.

Services

CJK acquisitions/cataloging services provide core support functions to ensure East Asian resources selected by the two East Asian studies librarians are made accessible to faculty and students in a timely manner. They are aligned with standard acquisitions and cataloging services and operate according to the standard departmental policies and procedures. The CJK Unit has some workflows that differ due to unique language resources and available vendors. CJK approval plans are different from English-language approval plans (e.g. Yankee Book Peddler) and these CJK plans are also relatively new for the Library. The Chinese and Korean & Japanese Studies Librarians continue to review the title lists based on established profiles and deselect titles that don't fit the collecting scope.

CJK acquisitions and cataloging operations used to involve intense manual work -- keying in order requests, receiving and cataloging each resource. The late Karl Lo and former head of the IR/PS Library (1990-2002) and EAC, was a visionary. He laid out a blueprint for the future of the CJK Unit to automate its operations. He initiated and worked with two major Chinese book vendors, the China International Book Trading Corporation (CIBTC) and the China National Publishing Industry Trading Corporation (now the China National Publications Import & Export (Group) Corporation), on providing vendor catalogs in MARC files which can be loaded into library system. He connected Shi with these vendors to test run the process. Shi and her staff put in much effort to troubleshoot and establish an efficient workflow. Of special mention is that 26% of the orders were batch-loaded during fiscal year 2005 to 2006 after the first batch successfully loaded in December 2005. In 2011, the CJK Unit started to use MarcEdit to convert vendor catalogs and other book orders from MS Excel file into MARC file. As of 2017, most CJK orders can be placed in batch.

Realizing the many benefits of having approval plans, Victoria Chu, former (2005-2015) Chinese Studies Librarian, and Tony Harvell, former head of the Acquisitions Department, started developing the Library's first Chinese approval plan in 2008. Noting our local strength in Chinese film collections, they collaborated with Jim Cheng, then head of the IR/PS Library and Chinese film specialist, to start a pilot with CIBTC for shelf-ready service. This initial trial was limited to print monographs on or about Chinese film studies. Victoria, Tony, and Shi worked together to set up the initial plan which began in April 2009 for a year. Its success prompted a welcome expansion to all subjects in 2013. In 2010, the CJK Unit began working closely with Chinese and Japanese Studies Librarians, managers of the Acquisitions Department, and vendors in China and Japan, to implement e-ordering, e-invoicing, and payment direct deposit, further automating the acquisitions process to reduce the acquisitions throughput time. Prior to retiring in early 2013, former Japanese Studies Librarian Sanae Isozumi established the Library's Japanese language approval plan with

Japan Publications Trading Co., Ltd. A \$600,000 grant (2013-2018) awarded to the Transnational Korean Studies Program prompted the Library to initiate a Korean language approval plan with the vendor Panmun Book Company in 2014.

In addition to routine cataloging, the CJK Unit has supported the East Asian studies librarians on many special projects, such as enhancing pre-AACR2 records for Chinese-American scholars' publications, cataloging underground film collections, cataloging digital collections of Chinese and Korean propaganda posters, analytic cataloging of large sets of Chinese and Japanese collections, the Japanese Company History Collection, and batch cataloging locally licensed electronic resources and collections. Recently, Shi has been helping with the creation of metadata for the digital collection of the Committee of Concerned Asian Scholars (CCAS).

The CJK Unit constantly evaluates its operation workflow and explores batch processing to improve work efficiency. Shi meets regularly with the Chinese and Korean & Japanese Studies Librarians to discuss acquisitions and cataloging issues and prioritize tasks. Although centralized as a part of MS, the CJK Unit continues to serve the EAC in a collaborative work environment. Librarians and staff continue to receive generous training and professional development support from the library administrators. Indeed, additional support was made available to help alleviate negative impact and to adapt new duties and responsibilities resulting from the reorganization.

When the CJK acquisitions operation was consolidated into CARS, many details of CJK staff's responsibilities and CJK operations needed to be redefined. Formerly, the copy search records of Japanese materials on OCLC was done at the time of receiving, now it is not part of Acquisitions tasks. Previously the students in the CJK Unit used to cover all acquisitions and cataloging related tasks, now they no longer have acquisitions tasks. CJK acquisitions staff used to consult with Shi regarding CJK acquisition issues, now they need to discuss with their current supervisor for acquisitions. By keeping the lines of communication open, the supervisors and the CJK acquisitions specialists have helped ease the transition process.

Other challenges include staff turnovers, lack of staff, repurposing of positions, budget cuts, changes from vendors' side and increased workload. When the Korean studies program started expanding in 2013, there was not any Korean-speaking staff in the Library to support the program's collection needs. Staffing turnover in CARS during the past four years has also created additional obstacles to providing timely services.

Opportunities go hand in hand with challenges. Consolidating CJK acquisitions into CARS has provided opportunities for CJK acquisitions specialists to get cross-trained and become capable of assisting other areas as needed. It also has provided opportunities for the two East

Asian studies librarians to be in direct contact with CARS managers to provide feedback. It helps acquisitions managers better understand the complex nature of CJK acquisitions, and therefore provide support mechanism accordingly. Changes are happening and there are increasingly more initiatives in response to these changes. The CJK Unit strives to embrace the challenges and adapt to the new trends of scholarship. It will continue to provide excellent services to support the development of EAC both in print and digital formats.

Part 3: East Asian Services in the Library. Current and Emerging

The two East Asian subject librarian positions, Korean & Japanese Studies and Chinese Studies, were successfully filled in April and September 2015 respectively. Both positions reside in ALP, a new program created during the 2013 organization along with 5 other programs under the leadership of the Associate University Librarian for Academic Services. See organizational chart appended at the end for relationships between ALP and other programs.

As subject librarians, both librarians are responsible for engaging actively with faculty and students in their liaised constituencies. The Chinese Studies Librarian serves as the primary contact for the Chinese Studies Program, the Chinese History Program, GPS' 21st Century China Center (21CCC), as well as academic departments and programs in the humanities and social sciences that offer courses on China. The Korean & Japanese Studies Librarian serves the Japanese and Korean Studies programs as well as other users with Korean and Japanese studies focus. In serving the academic programs and 21CCC, four core areas are covered in such liaison services: liaison, reference, instruction, and collection.

Liaison

Liaison, largely, refers to all aspects of connecting users to library collections and services. Implementing liaison services to and actively engaging with faculty and students are the overarching roles of the two liaison librarians that have detailed involvement in each of these areas: reference, instruction and collection. The East Asian studies librarians have implemented various ways of communication to keep the served faculty and students up to date on the library's new resources and services. Emails, newsletters and attending formal and informal events of the academic programs and research centers have proven to be effective channels. Collaborating with them to host events at the library has also gained support from faculty and students, consequently strengthening partnership with the academic programs.

Reference & Consultation

Providing general and in-depth research assistance to patrons through email or in-person consultation continues to be a core service of the two East Asian studies librarians. Through building strong partnerships with the academic programs and 21CCC, more students have become aware of the roles of the East Asian studies librarians and come to seek research assistance. Faculty also frequently refer students to the librarians. The librarians also find themselves pointing users, especially graduate students and faculty, to less-known resources and locating materials from overseas through channels other than regular ILL.

Instruction

The East Asian studies librarians provide general and course-integrated library instruction throughout the academic year. Course-integrated instruction is initiated by individual librarians, usually at the beginning of each quarter. They contact faculty through email or speak with them in person to offer the service and to set up a time and location for the instruction. The format and length vary depending on faculty's needs. Some sessions are conducted inside the classroom where the faculty lectures. They run anywhere between 20 minutes and 1 hour. Librarians have also hosted workshops using library classrooms, usually coupled with a tour of the EAC afterward. At the beginning of the academic year, they offer general instruction on East Asian studies resources to groups of newly arrived graduate students who may benefit from an overview of library resources.

Collection

Serving as the subject librarians for the EAC, the East Asian studies librarians manage allocated funds and select materials in Chinese, Japanese, Korean and English in all applicable formats to meet curricular and research needs of the campus. They participate in collection management activities including assessment of holdings, de-accessioning, and selection of materials to be relocated to offsite facilities and shared repositories. They take frequent collecting trips to Asia to acquire materials, especially hard to find resources and those only available for sale in person. They also represent UC San Diego Library in the system-wide UC East Asian Common Knowledge Group in evaluating new and ongoing East Asian digital resources and participating in consortial acquisitions.

The two East Asian studies librarians have played active roles in connecting library resources with their constituencies through co-organized events. There are two impactful projects. In 2016, Xi collaborated with 21CCC in organizing an event titled "UCSD China Partnership, Looking back and Looking forward." It presented a panoramic view of UC San Diego's partnership with universities in China since 1979. The Library salvaged and restored

an old 16mm film that documents that history and brought it to life through a new video co-produced with 21CCC. In collaboration with Korean Studies faculty, Korean & Japanese Studies Librarian Jin Moon (also home programmed in ALP) organized a welcome event for the Korean Studies minors in the Library. Jin's vision for a K-pop theme, together with her popular promotional strategy, attracted a large crowd that included many students who were outside the program. The event raised student awareness of Korean Studies, contributing towards an important program goal, to increase student enrollment. In addition, Jin's presentation on library resources during the event gave the EAC great exposure.

Along with ten other subject librarians in ALP, Xi and Jin participate in implementing their home program's strategies in leading the Library's academic liaison services. It is important to point out the collective roles of ALP librarians because, after the re-organization, they not only serve their liaised constituencies but also contribute towards leading liaison services of the Library. Their roles include "developing strategies to learn about and understand information needs of academic department and programs; identifying and implementing methods to promote library services and resources, and providing support for subject-specific users services." (ALP's Description of Services)

Xi and Jin continue to participate actively in ALP-led projects, such as coordinating the annual update of "Getting Started Guides" for campus-wide users, inaugurating the liaison newsletter (using a template designed by an ALP librarian), preparing a new faculty welcome packet for all subject librarians, and investigating and implementing the Customer Relationship Management (CRM) system (project in progress). They serve on various library-wide committees as ALP representatives. For example, Xi serves on the Working Committee of Geisel Space and Service Strategy Project as well as the Communication Committee of the Geisel Library Revitalization Initiative. Jin serves as a member of the Internal Communication Working Group and the Library Community Building Committee. Furthermore, they provide general reference service two hours per week on the Research Assistance Desk, a RAS service point. They also contribute towards teaching and offering consultations to undergraduate writing classes coordinated by the Learning Services Program.

By joining library-wide initiatives and engaging in general academic services, Xi and Jin have gained numerous opportunities to work with other librarians across disciplines and functions. Their services go beyond the general duties and responsibilities of East Asian studies librarians, and they gain insights from other general as well as specific disciplines. They join other subject specialist colleagues to broaden their services and promote active cross-disciplinary collaborations. In carrying out these projects, they gain a holistic perspective of managing library's major operations through working with various library

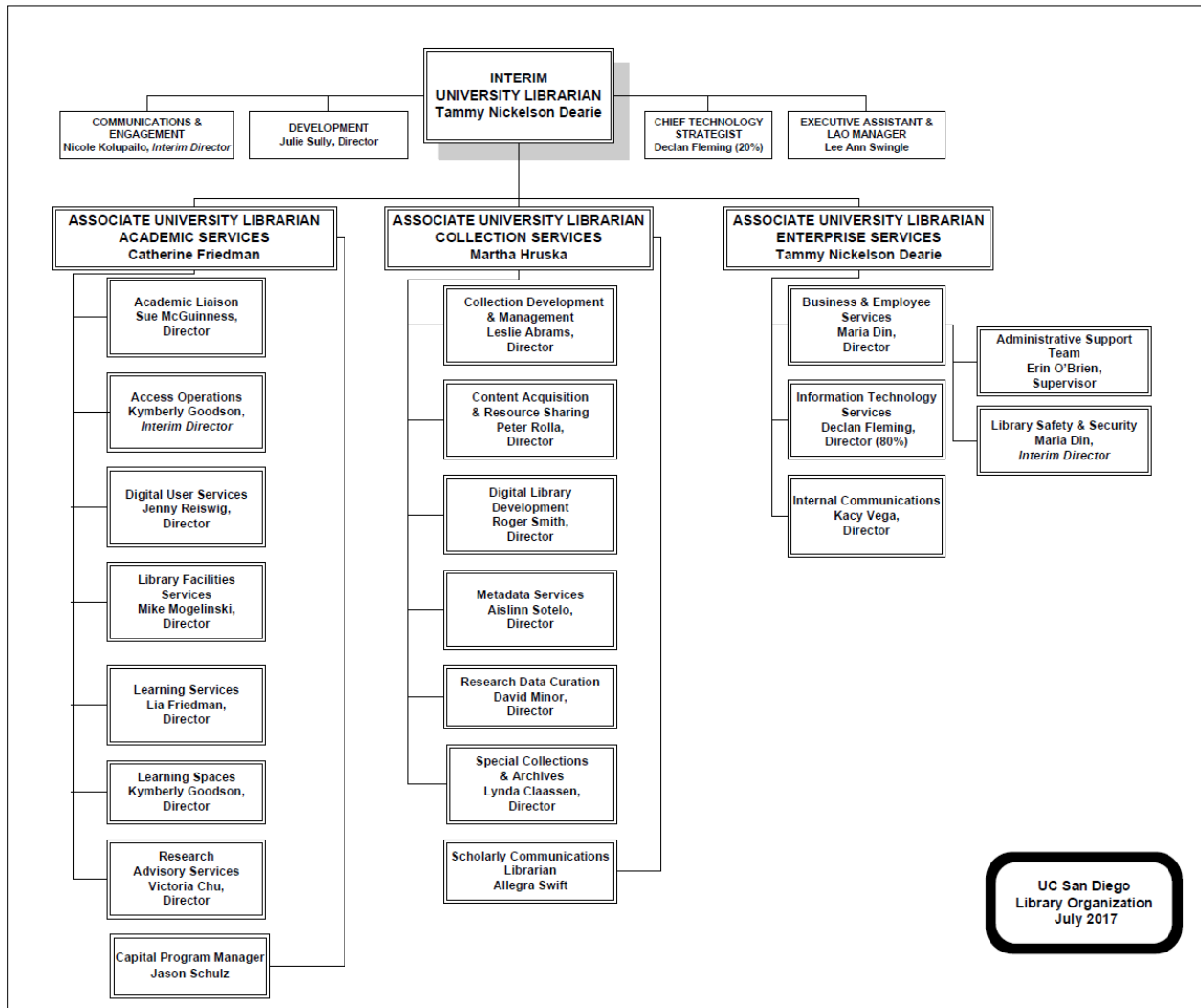
programs in a complex system; they benefit from the insights of peer librarians that help improve services to their constituencies. They demonstrate Library's value, as a team player, in supporting UC San Diego's research and teaching activities.

As the scholarly landscape changes continuously, academic libraries must also update services in order to respond to these changes in a responsive and timely manner. Xi and Jin are embracing new and evolving trends of academic librarianship, and actively seeking out opportunities to promote existing and upcoming services and to showcase East Asian services to primary users. Xi recently worked with the Library's Digital Library Development (DLDP) Program and Metadata Services Program to build a digital collection showcasing the Committee of Concerned Asian Scholars Delegations' photo slides of China in the early 1970s. She has been experimenting software such as Omeka to create a digital exhibit for this collection. To foster the learning of and applying digital tools in area studies, Xi, Jin and the Latin American Studies Librarian collaborated with the Digital Humanities Coordinator and organized the Library's Digicamp in 2016 to create a platform for scholars to start conversations on digital scholarship in area studies. Xi is currently investigating the web archiving capacity provided through DLDP to seek out potential collaboration opportunities with social scientists on campus. To equip herself with knowledge on data application in Korean studies, Jin will be attending a Korean data workshop held in November at the University of Michigan. They both look forward to partnering with the future Data Librarian (recruitment in process) and incoming GIS Librarian to offer data and GIS services to their constituencies.

Conclusion

Through this article, we documented various changes impacting East Asian services in the Library which have taken place since 2010. These changes include organizational remodeling affecting associated services which include administrative, collections, technical, and user services. Major contributing drivers include fiscal, personnel, and emerging academic needs. The significant organizational remodel in 2013 may have been considered radical at the time. Ten libraries were consolidated into a one-library system. This momentous change served to make the organizational more nimble and lean, doing away with departments and branch libraries during challenging times. Organizing into function-based programs enabled the Library to more efficiently and effectively meet user needs. As the scholarly landscape continues to evolve and academic teaching, learning and research needs continue to change, this major reorganization, including downsizing and consolidation of existing service points and personnel, allowed the Library to expand and found new services to support new demands of emerging scholarly paradigms.

Appendix: UC San Diego Library Organizational Chart



UC San Diego
Library Organization
July 2017