



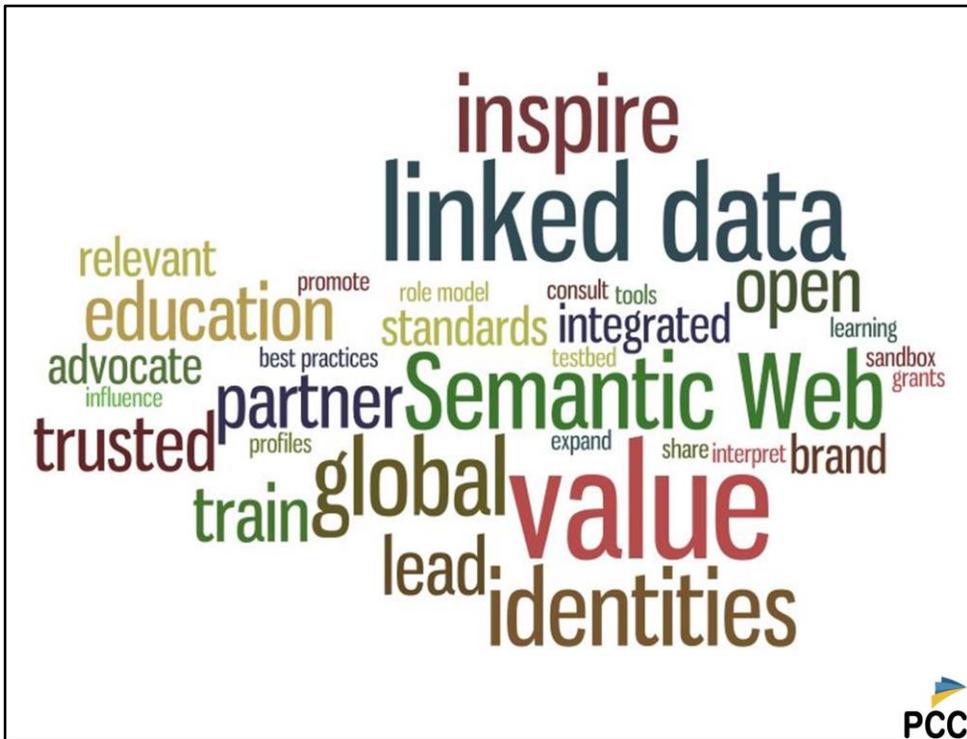
## Vision, Mission, and Strategic Directions

*January 2015-December 2017*

Council on East Asian Libraries  
Committee on Technical Processing

Chicago, IL  
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The entire PCC Strategic Directions document is at:  
<http://www.loc.gov/aba/pcc/about/PCC-Strategic-Plan-2015-2017.pdf>



This is a word cloud of the main discussion topics that emerged from the all-day planning session, and it represents the major themes that guided the areas of concentration in the plan itself. Our group benefitted greatly from involvement from people at places like Stanford, who have been incredibly engaged in linked data development within the specific context of library cataloging and metadata operations, as well as from institutions that have been involved as BIBFRAME Early Experimenters and Implementers.

## Vision

The Program for Cooperative Cataloging (PCC) community is an influential source of metadata expertise, experimentation, and training. The PCC community's data are trusted, integrated, and valued in the global data environment.



As a way to lay some of the groundwork for what PCC aspires to be as a cooperative, and what we aim to focus on over the next few years, we spent some time over the summer -- in advance of the strategic planning sessions -- refining the PCC Vision and Mission statements. And in fact, we continued to refine these throughout the entire process. Every time we thought we got it right, we would find need to revisit them. And I think this speaks to this period of uncertainty we are in currently, and so these statement represent, at the very top level, where we see the PCC heading, and in terms of mission, the very broad roles the PCC can and should play.

The previous vision statement focused on the PCC community's production of what we then called "sufficiently interoperable metadata" that "exists to permit users to search effectively across the entire information discovery environment." We stepped back from this, asking what do we aspire to be as a cooperative, what is that light at the end of the tunnel that we are striving to get to? We wanted to devise a more ambitious statement that would capture our role within the broader information environment:

"The PCC community is an influential source of metadata expertise, experimentation, and training. The PCC community's data are trusted, integrated, and valued in the global data environment."

## Mission

The PCC focuses on efficiently creating and refining metadata that meet user needs for effective resource discovery.



For the mission statement we continued to ask ourselves: what do we do, how to we do it, for and with whom do we do it, and what are some of the values we ascribe to this work. And to those ends, what we really did was merge our mission and values statements into a more concise description of our areas of work and influence within the broader community. The entire mission statement can be found within the Strategic Directions document: <http://www.loc.gov/aba/pcc/about/PCC-Strategic-Plan-2015-2017.pdf>.

## Strategic Directions & Actions

Focus around four main themes:

- Education needs related to linked data
- Determine how to shift out of MARC and into linked data
- Move from authority control to identity management and use of identifiers
- Impact on PCC's brand and need to explore new funding models



The PCC now has a three-year plan that focuses on four main themes:

- Education needs related to linked data
- Determine how to shift out of MARC and into linked data
- Move from authority control to identity management and use of identifiers
- Impact on PCC's brand and need to explore new funding models

So let's take some time now to go through these directions individually, and some of the action items that have been identified to help achieve them.

## SD1: Develop a curriculum that will advance the community’s understanding of linked data

Develop the skills needed to participate in linked data applications, BIBFRAME, identity management.

### Actions:

- Evaluate training needs and opportunities
- Assess what tools and venues are available or need to be created to learn and experiment with new data models



The first Strategic Direction is:

**“Develop a curriculum that will advance the community’s understanding of linked data.”**

The development and provision of trusted training for metadata creators, both within the PCC and beyond, is our comfort zone. It’s an area we have excelled in for a long time, we are recognized for internationally, and we have built much expertise on how to do it well. To date, the focus has been on AACR2, RDA, MARC, and the application and development of vocabularies like LCSH. There was consensus that the tide is clearly turning toward a critical need for the community to develop the additional skills needed to become proficient in linked data vocabularies and element sets (e.g., BIBFRAME, RDA Registry), identity management, and other related applications of web technology. To meet these needs, the PCC will assume a responsibility it has always had: to identify and incorporate learning resources, experimentation opportunities, and ultimately to develop a broad base of experience and expertise that will aid decision making for how to approach the assessment, development, and use of new data models.

Actions items for this Strategic Direction include:

- Perform environmental scans to evaluate: categories of linked data training that are needed; existing training resources that the PCC can use; training programs that should be commissioned from experts in those domains; training that the PCC will need to develop for ourselves because they don’t exist elsewhere.
- A second action item is to assess what tools and venues are available to foster the learning of new data models, and to consider if any additional tools and venues need to be created, like discussion platforms, sandboxes, testbeds for experimentation with linked data standards and applications. But we also recognize that we are not the only ones looking at this, and so will consider who might be potential partners with PCC in these efforts.

## **SD2: Align PCC activities and investments with those that will have the highest impact within the global data environment**

Transition from managing “records” to managing statements, identities, identifiers.

### **Actions:**

- Assess infrastructures needed for metadata management in a post-MARC environment
- Engage with the utilities and vendors to ensure timely adoption of linked data-enabled products and services



The second Strategic Direction is:

**“Align the PCC's activities and investments with those that will have the highest impact within the global data environment.”**

We know that our record-based environment will be transitioning to one based on dynamic collections of metadata statements and identity management. The PCC must be involved in building the infrastructures, services, partnerships, and practices that will continue to provide cost savings for our institutions through the exchange of library data, while at the same time giving that data the highest value and use within the broader global data environment.

Action items for this Direction will include:

- Bringing together representatives from the BIBFRAME Early Experimenter and Implementer institutions, as well as other experts, to help the PCC assess tools, services, and infrastructures that may need development for effective metadata creation and management in a post-MARC environment.
- But we also recognize that we will -- very soon -- have to move beyond the intellectual exercises of learning, understanding, and analyzing the efficacy of the new data models for our library data, and into real production environments where the data is transformed retrospectively, and created and managed prospectively. And to this end, the PCC will need to determine we will engage with the bibliographic utilities (OCLC and SkyRiver) and the vendor community (ILS vendors, automated authority control vendors, contract cataloging vendors, publishers, and the like) to ensure timely creation and adoption of linked data-enabled products and services. This has to become more tangible than I think most of us feels it is, and so PCC will think critically about its advocacy role going forward.

## **SD2: Align PCC activities and investments with those that will have the highest impact within the global data environment**

### Actions (cont'd):

- Identify how PCC could contribute most effectively to metadata provision for digital collections
- Assess the impact of a post-MARC environment on metrics and reporting methods currently employed by PCC



This Strategic Direction will also include:

- Building on recommendations from earlier PCC task group work on how to expand PCC metadata contributions beyond RDA and MARC for digital collections.
- And we will assess the impact of the linked data environment on the various metrics and reporting methods that are currently employed by PCC for measuring contributions to the Program. In the absence of bibliographic and authority “records,” we will need to determine what will be of sufficient value for the PCC to count and why.

### **SD3: Provide leadership for the shift in authority control from an approach primarily based on creating text strings to one focused on managing identities and entities**

Closely connected to SD2, but focused specifically on authority data.

#### **Actions:**

- Develop best practices for the use of authority data beyond LCNAF
- Explore models and infrastructures necessary to cooperatively manage identities



Strategic Direction 3 is

**“Provide leadership for the shift in authority control from an approach primarily based on creating text strings to one focused on managing identities and entities.”**

This direction could be seen as a sub-direction of the previous one, but is focusing specifically on our authority data. This is a big one with many layers, and we felt it warranted its own discrete direction.

Our existing methods of authority control are based on constructing unique authorized access points as literal display value text strings. We know that this string-based approach has worked reasonably well in the closed environment of a traditional library catalog, but is not suitable in an open environment where data are shared and linked, and so require unique identifiers. By leading the transition to a new set of practices that promote the use of unique identifiers, the PCC will increase both human and machine use of library data, and so, too, its overall value.

Actions items for this Strategic Direction include:

- Establishing a task group to develop best practices for the use of authority data sources beyond the LC Name Authority File.
- Partnering with other agencies and communities (and this could range from LC, to OCLC, Sky River, W3C, ISNI, ORCID, code4lib, and others) to explore models for and to build the infrastructures necessary to cooperatively manage identities.

### **SD3: Provide leadership for the shift in authority control from an approach primarily based on creating text strings to one focused on managing identities and entities**

#### Actions (cont'd)

- Engage with other communities attempting to define which work-level data are essential to allow work records to serve as authorities for resources
- Investigate options and develop a plan to expand community participation in the creation of identifiers and authority data



This Strategic Direction will also involve engaging with other communities (like BIBFRAME, JSC, FRBR, others) that are attempting to define which work-level data are essential to allow work records to serve as authorities for resources. This was the action item that garnered the most discussion and debate from all of the groups that reviewed drafts of the plan. The idea for this action item originated from a statement made by Regina Reynolds during the planning session in November, suggesting that the PCC help: (1) think about ways to re-envision the bibliographic record as an authority for a resource, consisting of metadata statements and identifiers that uniquely identify, rather than merely describe resources; (2) determine whether the authority should be at the work/expression or manifestation level, or both, and; (3) determine which metadata statements are needed for bibliographic authorities to identify resources explicitly, at scale, and with a minimum of redundancy.

During our various review stages, there was a recognition that PCC is not the only organization discussing this complex issue, and should be working more closely with those communities. The result was a transformation of this action item into one that is broader, and somewhat less directive. There is a recognition that it still needs to be fleshed out more effectively, and for now, it serves as a placeholder for the Standing Committee on Standards, and others, to form into an action (or series of actions) that articulate the issues and the roles we see for PCC as producers of work-level metadata. This may well include activities that result in the crafting of a white paper that frames the discussion and provides a course forward.

And, finally, this SD includes an action item to look at ways to broaden community participation in the creation of identifiers and authority data. This action item was added to the plan at the suggestion of the PCC Advisory Committee on Initiatives, advocating that PCC explore the feasibility and phasing of an initiative to expand the ranks of those who create identifiers and contribute authority data, perhaps a level of NACO membership that focuses specifically on the creation of identifiers.

## **SD4: Explore branding and funding models that will support the PCC's strategic directions and sustainability of the Program**

Evaluate the PCC's brand and funding in the context of the global data environment.

### **Actions:**

- Define the PCC's brand in the context of the global data environment.
- Assess membership and governance structures
- Assess grant funding, sponsorship, donor relationships to support PCC



Strategic Direction 4 is:

**“Explore branding and funding models that will support the PCC's strategic directions and the overall sustainability of the Program.”**

Much of the PCC's focus to date has been on sharing catalog records, reducing costs across our institutions, and to those ends, providing metadata experts with guidance on the application of well-established library data standards, vocabularies, and communication formats. There is both opportunity and a responsibility for the PCC to broaden its focus beyond RDA, MARC, and LC vocabularies, and to explore the impact of this on the brand, and whether opportunities exist for securing external funding to help grow and sustain both the program and its members.

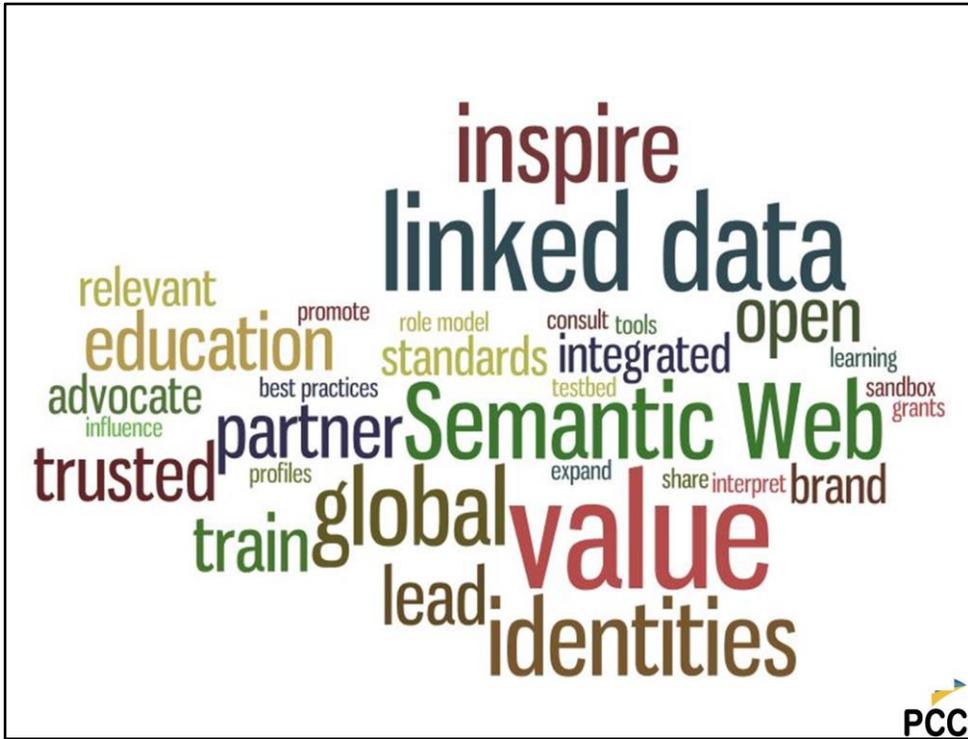
Actions items for this Direction will include:

- Looking at the PCC's brand in the context of the global data environment, and to consider the impact on the name of the Program. We've talked about doing something like surveying you all on whether our name should stay the way it is, change completely, or do something like keep the very well-recognized initials "PCC" but with a new subtitle of sorts.
- We will also assess the impact of the strategic directions on the PCC's membership and governance structures...do we need formal or informal liaisons from different communities, for instance?
- Finally, we will look at what we would require in terms of infrastructure to seek grant funding, where appropriate, that support PCC initiatives, and we will consider means for acquiring sponsorships for our activities and developing donor support for some aspects of the PCC's programs and services.

## Next Steps

- Steering, Policy, and Standing Committees organize their approaches to action items
- Charge and establish task groups where needed; calls for participation
- Progress updates at PCC Operations Meeting (May 7); ALA Annual (June 28); via the PCC lists
- Continual assessment of the directions, action items, and progress made





How might CEAL libraries contribute to the initiatives outlined in plan?

*Thank you!*

