

## **New Service Models Action Plan – Draft for Review and Comment**

April 13, 2009

### **Introduction**

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The following Action Items represent the next stage of the ongoing New Service Models program that the Library has pursued with the support of the Provost and campus colleagues since Fall 2007.

By endorsing these Action Items, we commit to immediately begin implementation of the recommendations made below. Several of these recommendations appeared in the “Final Report” of the Library’s Budget Group Plus <<http://www.library.uiuc.edu/nsm/background/nsmfinal/>>, and others are among those that have been made following ongoing discussion among Library faculty, staff, and users, and in light of the dramatic changes in the global economy since Fall 2008.

Undertaking these Action Items will require substantial one-time investments in Library facilities, collections, technology, and human resources (as well as ongoing investments in areas of strategic significance for the future), but promises to provide long-term savings, as well as opportunities to ensure maximum return on the investment made by the University and its donors in the Library, as well as improved service to users of the Library’s physical and digital collections and service programs.

#### A Note on Space and “The Library as Place”

One issue of campus-wide concern raised by faculty and students during our preparation of this Action Plan was the ongoing need for study space on campus – a need that has historically been met, in part, through the location of Library facilities in multiple campus buildings. We share this concern, and recognize that the “Library as place” remains a critical concern for our undergraduate and graduate students. We do not believe, however, that this concern presents a compelling argument for the ongoing maintenance of an infrastructure-heavy Library service model, or for the support of redundant Library spaces to accommodate study needs.

We will consider this concern explicitly as we plan for the future of major Library facilities on the Urbana campus, including the current review of the Main Library and Undergraduate Library funded by the Office of the Provost. We recommend that academic units that articulate this need work with campus to identify appropriate spaces to produce desired results, which include community-building among students who study in spaces designated for their units. We hope that several of the spaces that we propose to vacate following the endorsement of this Action Plan, e.g., in Burrill Hall, Loomis Laboratory, and the Natural History Building, may be re-envisioned as spaces that will include support for individual and group study, as well as for other academic programs. We look forward to future discussions of the role that the Library may play in integrating information resources and services into those spaces in support of faculty, staff, and students across the Urbana Campus.

### **Physical Science and Engineering Libraries**

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The Provost’s letter of 15 January 2009 asked that we consider the integration of the following Library units into the Grainger Engineering Library Information Center: Chemistry Library, Geology Library, Mathematics Library, and Physics & Astronomy Library. Following consultation among Library faculty and staff, as well as constituent academic programs, we recommend that the University Library:

- close the Physics & Astronomy Library and integrate its service program into the Grainger Engineering Library; and
- close the Geology Library and integrate its service program into the Grainger Engineering Library.

### Rationale

Integration of the Physics & Astronomy Library and the Geology Library into the Grainger Engineering Library will allow us to establish a more robust “hub” for Library services and collections relevant to teaching, learning, and research in the physical sciences and engineering disciplines. Vacating Library space in Loomis Laboratory and the Natural History Building will allow the Provost to re-allocate space to critical academic priorities while allowing the Library the opportunity to collaborate with academic units housed in these buildings to establish new models for face-to-face and digital delivery of Library and Information Services in the areas of Physics, Astronomy, and the Earth Sciences. Installing compact shelving in Grainger will increase our capacity for access to on-site collections, reduce the need to transfer materials into crowded conditions in the Main Stacks, and provide greater flexibility within Grainger for its service program to evolve as New Service Models discussions continue in the future.

Following review of the service programs of the Chemistry Library and the Mathematics Library, initial evaluation of the patterns of use of Library services and materials in those units, and receipt of feedback from faculty in the School of Chemical Sciences and the Department of Mathematics, we recommend maintaining these units in their current form for the time being. We recognize that ongoing changes in access to digital content as well as economic concerns will require us to revisit this recommendation in the coming years, and we have made provisions to improve the sharing of human resources among these units and the Grainger Engineering Library in order to ensure the most effective use of funds across our remaining Physical Science and Engineering libraries.

### Timeline

The Physics & Astronomy Library will close on June 12, 2009. Materials will be transferred to Grainger or Oak Street, and the space vacated by the University Library no later than August 15, 2009.

The Geology Library will close on August 15, 2009. Materials will be transferred to Grainger or Oak Street, and the space vacated by the University Library no later than June 30, 2010. During the extended period required for processing and transfer of materials, the space will function as a “remote storage” location for Library materials, and users will be able to request materials housed there for delivery to campus offices and Library service desks.

### One-Time Cost of Proposed Actions

Purchase electronic journal backfiles to support enhanced access to literature in the earth sciences (\$100,000) (FY09 Library Contribution: \$50,000)

Transfer materials from Physics & Astronomy Library to Grainger/Oak Street (\$18,500) (Library Contribution: \$5,000)

Transfer materials from Geology Library to Grainger/Oak Street (\$19,500) (Library Contribution: \$9,500)

Transfer 57,000 geology maps to Oak Street (\$10,000)

Conservation treatment for 57,000 geology maps being transferred to Oak Street (\$38,000)

Transfer 23,000 geology maps to Grainger (\$5,000) (Library Contribution: \$)

Purchase/install map cases for 23,000 geology maps in Grainger (\$) (Library Contribution: \$)

Records maintenance/enhancement for materials being transferred to new locations (\$) (Library Contribution: \$)

Purchase/install compact shelving system for Grainger (\$)

Purchase furnishings and technology to establish a service space in Grainger dedicated to the use of earth science materials, cartographic materials, and geo-spatial data (\$50,000) (Library Contribution: \$)

#### Potential for Ongoing Savings and/or Reallocation of Resources

Reduction of Library utilities footprint through vacating space in Loomis Laboratory (providing future annual savings to the Library of approximately \$43,000 based on FY09 cost models) and the Natural History Building (providing future annual savings to the Library of approximately \$10,000 based on FY09 cost models)

Reduction of infrastructure costs associated with Physics & Astronomy and Geology libraries, including: telecommunications and data services, public information technology support, facilities, maintenance contracts, and miscellaneous support (\$)

Reduction/Reallocation of Physics & Astronomy Library Student Wage Budget (\$7,000) (FY10)

Reduction/Reallocation of Geology Library Student Wage Budget (\$7,500) (FY11)

Reallocation of 2 FTE Civil Service Staff from Physics & Astronomy Library to other Library priorities (by August 15, 2009)

Reallocation of 2 FTE Civil Service Staff from Geology Library to Grainger (1 FTE) and to other Library priorities (1 FTE) (by June 30, 2010)

Reallocation of information technology resources, facilities and supplies, and inventory control systems ("security gates") to other Library units

Integration of Physics & Astronomy Librarian (.5 FTE) (May 16, 2009) and Geology Librarian (1 FTE) (August 16, 2009) into Grainger Library faculty (we propose that both should retain a physical presence in Loomis and NHB, following renovations, to facilitate ongoing collaboration with departmental faculty, staff, and students)

Physical Sciences & Engineering Libraries: Funds Required: \$

Physical Sciences & Engineering Libraries: Funds Available from Library Resources: \$

Physical Sciences & Engineering Libraries: Funds Requested from Office of the Provost: \$

### **Life Sciences Libraries**

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The Provost's letter of 15 January 2009 asked that we consider the integration of the following Library units into the Funk Family College of ACES Library: Applied Health Sciences, Biology, and Veterinary Medicine. Following consultation among Library faculty and staff, as well as constituent academic programs, we recommend that the University Library:

- close the Biology Library and integrate its service program into the ACES Library;
- re-allocate a portion of the time of the Veterinary Medicine Librarian to the provision of services in the ACES Library in order to support the provision of a broader range of Library services in the Life Sciences; and
- continue active planning for a new approach to services currently provided through the Applied Health Sciences Library in order to provide an Action Item for Provost review by August 15, 2009.

### Rationale

Integration of the Biology Library into the ACES Library will allow us to establish a more robust "hub" for Library services and collections relevant to teaching, learning, and research in the life sciences. Vacating Library space in Burrill Hall will allow the Provost to re-allocate space to critical academic priorities while allowing the Library the opportunity to collaborate with academic units housed in this building to establish new models for face-to-face and digital delivery of Library and Information Services in the Biological Sciences.

Following review of the service program of the Applied Health Sciences Library, initial evaluation of the patterns of use of Library services and materials in that unit, and in consideration of feedback from faculty in the College of Applied Health Sciences, we recognize that the current AHS Library service model is not sustainable. In the time provided, however, we have not successfully settled on an appropriate approach to addressing the issues related to closing the AHS Library. There are significant overlaps in the current AHS Library program with complementary programs in the life sciences and social sciences, and the potential for such overlap will grow as the Library addresses how to build service support for emergent programs such as i-Health <<http://www.ihealth.illinois.edu/>>. We will pursue a more focused discussion of the future of the AHS Library service program within the context of actions enumerated in this Action Plan, and will provide a concrete Action Item related to the AHS Library by August 15, 2009.

Following review of the service program of the Veterinary Medicine Library, initial evaluation of the patterns of use of Library services and materials in that unit, and in consideration of the unique role played by the Veterinary Medicine Library in supporting a clinical educational program, as well as the

demands of its accrediting body, we recommend maintaining this unit in its current form for the time being. We recognize that ongoing changes in access to digital content and economic concerns will require us to revisit this recommendation in the coming years. In the immediate future, we will re-allocate a portion of the Veterinary Medicine Librarian's time to providing service as part of the life sciences hub in the ACES Library in order to facilitate continued integration of Library services for the life sciences, and to ensure the most effective use of funds across our remaining Life Sciences libraries.

Finally, we note that future decisions related to Library services in the life sciences will be closely related to decisions regarding the future of the Institute for Natural Resource Sustainability Library, as well as to opportunities to facilitate greater collaboration and resource-sharing among the Urbana Campus libraries and the University of Illinois at Chicago's Library of the Health Sciences in Urbana.

### Timeline

The Assistant Biology Librarian (1 FTE) will be integrated into ACES Library faculty, no later than August 16, 2009

The Biology Library will close on May 14, 2010. Materials will be transferred to ACES or Oak Street, and the space vacated by the University Library no later than December 17, 2010. During the extended period required for processing and transfer of materials, the space will function as a "remote storage" location for Library materials, and users will be able to request materials housed there for delivery to campus offices and Library service desks

The Biology Librarian (1 FTE) will be integrated into ACES Library faculty as of May 15, 2010 (we propose that she should retain a physical presence in Burrill, following renovations, to facilitate ongoing collaboration with departmental faculty, staff, and students)

The Veterinary Medicine Librarian will be integrated into ACES Library faculty as of May 15, 2010 (.5 FTE), while retaining responsibility for ongoing management of Veterinary Medicine Library (.5 FTE) while the unit remains in operation within the facilities of the College of Veterinary Medicine

### One-Time Cost of Proposed Actions

Purchase electronic journal backfiles to support enhanced access to literature in the life sciences (\$100,000) (FY09 Library Contribution: \$50,000)

Transfer materials from Biology Library to ACES/Main Library/Oak Street (\$) (Library Contribution: \$)

Records maintenance/enhancement for materials being transferred to new locations (\$) (Library Contribution: \$)

### Ongoing Costs of Proposed Actions

Enhance ACES Library academic semester service hours to: Mon – Thu, 8:00 am – 3:00 am; Fri, 8:00 am – 10:00 pm; Sa, 10:00 am – 8:00 pm; Su, 10:00 am – 3:00 am (\$)

### Potential for Ongoing Savings and/or Reallocation of Resources

Reduction of Library utilities footprint through vacating space in Burrill Hall (providing future annual savings to the Library of approximately \$132,000 based on FY09 cost models)

Reduction of infrastructure costs associated with the Biology Library, including: telecommunications and data services, public information technology support, facilities, maintenance contracts, and miscellaneous support (\$)

Reduction/Reallocation of Biology Library Student Wage Budget (\$8,000) (FY12)

Reallocation of 3 FTE Civil Service Staff from Biology Library to ACES (1 FTE) and to other Library priorities (2 FTE) (by January 2, 2011)

Reallocation of information technology resources, facilities and supplies, and inventory control systems ("security gates") to other Library units

Integration of Biology Librarian (1 FTE) into ACES Library faculty

Life Sciences Libraries: Funds Required: \$

Life Sciences Libraries: Funds Available from Library Resources: \$

Life Sciences Libraries: Funds Requested from Office of the Provost: \$

### **Main Library**

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The Provost's letter of 15 January 2009 asked that we pursue the development of interdisciplinary service programs in the humanities, social sciences, and area studies within the Main Library facility in an effort to improve services and to continue the alignment of Library services with those provided by complementary campus programs and initiatives. Following consideration of a wide range of options for re-alignment of Main Library space in the absence of a major renovation, consultation among Library faculty and staff, as well as interested campus constituents, we recommend that the University Library:

- establish central access services programs, whenever possible, including centralized service points for circulation and print reserves;
- integrate Central Reference Services with the Government Documents Library into a single unit ("Central Reference and Government Information Services");
- establish an "International and Area Studies Library" that will serve as a gateway and central service point within the Main Library for the study of the world outside U.S. borders;
- continue active planning for the establishment of a new Library unit that will serve as a gateway and central service point within the Main Library for the study of language, literary texts, and for other forms of textual analysis and inquiry in the digital humanities in order to provide an Action Item for Provost review by August 15, 2009; and

- continue active planning for the establishment of a new Library unit that will serve as a gateway and central service point within the Main Library for the study of the social sciences in order to provide an Action Item for Provost review by August 15, 2009.

### Rationale

Establishing central access service programs within the Main Library will allow us to reduce duplication of staffing and infrastructure within the Main Library, and to facilitate greater access by Library users to print collections and to Library faculty and staff.

“Central Reference and Information Services” will allow us to maintain our historic commitment as a land-grant library to provide a range of services to the public, and to maintain flagship public service programs currently provided by two independent units in adjacent space. Assignment of a “Coordinator for Government Information Services” from within our current Library faculty will allow us to rationalize and extend government information services across the Library and the campus.

The “International and Area Studies Library” will provide focus for services and resources relevant to the study of the world outside the United States, as well as for the study of global and transnational issues of significance within the United States that incorporate and extend beyond the service programs currently associated with the following Main Library units: Africana Library Unit, Asian Library, Latin American & Caribbean Studies Library, Modern Languages & Linguistics Library, and Slavic & East European Library. In addition, it will serve as a new service point for existing “virtual service programs” in European Union Studies and Global Studies. This new unit will be designed to facilitate collaboration with complementary Library service programs housed in units such as Central Reference and Government Information Services, the History, Philosophy, & Newspaper Library, and the Undergraduate Library. The International and Area Studies Library will highlight the unique investment in international materials and services characteristic of the University of Illinois, allow us to pursue the question of how the success of the grant-funded Slavic Reference Service might inform the development of future “international reference service” programs, and support the campus commitment to an “International Illinois.”

The proposed new unit dedicated to the study of language, literary texts, and emergent forms of scholarship in the humanities will provide focus for services and resources relevant to the study of literature and textual analysis that incorporate and extend beyond the service programs currently associated with the following Main Library units: English Library, and Modern Languages & Linguistics Library, both of which focus heavily on North America, Western Europe, and Commonwealth countries. This new unit will be designed to facilitate collaboration with complementary Library service programs housed in units such as the Classics Library, the History, Philosophy, & Newspaper Library, the Rare Book & Manuscript Library, the Scholarly Commons, and the International and Area Studies Library. The new unit will highlight the unique investment in literary materials from around the world that is a distinctive characteristic of the University of Illinois and will support the campus commitment to scholarship in the humanities, including digital humanities, building on opportunities for greater collaboration with campus programs such as the Center for Translation Studies, the Illinois Informatics Institute, ICHASS, and the Illinois Program for Research in the Humanities, as well as with other initiatives centered in the National Center for Supercomputing Applications, the University of Illinois Press, and the Dalkey Press. Owing to the early stage of our discussion of the service program appropriate to this proposed new unit, we have not prepared a concrete Action Item on this topic. We will pursue a more focused discussion of

this idea within the context of actions enumerated in this Action Plan and will provide a concrete Action Item related to this new Library unit by August 15, 2009.

The proposed new unit dedicated to the study of the social sciences will provide focus for services and resources relevant to such study that will incorporate and extend beyond the service programs currently associated with the following Main Library units: Education and Social Science Library, and Business and Economics Library. This new unit will build on the successful experience providing integrated service to social scientists over many years in the Education and Social Science Library, and may also encompass relevant service programs currently associated with the Applied Health Sciences Library (pending further discussion of the future of that unit). This new unit will be designed to facilitate collaboration with complementary Library service programs housed in units such as the International and Area Studies Library and the Scholarly Commons, and will serve as a Main Library service point for fields including Labor & Employment Relations and Library & Information Science (both of which are concurrently served through service programs embedded in their respective Schools). Owing to our ongoing study of the AHS Library, and the status of current efforts to house Library faculty in the School of Labor & Employment Relations and the Graduate School of Library & Information Science, we have not prepared a concrete Action Item on this topic. We will pursue a more focused discussion of this idea within the context of actions enumerated in this Action Plan, continue discussions of the opportunity to house Library faculty within the College of Business, and will provide a concrete Action Item related to this new Library unit by August 15, 2009.

In general, reducing the number of small, departmental library units within the Main Library will allow us to provide more consistent levels of service to all users, while also allowing us to explore opportunities for new service programs and approaches to support for campus-wide initiatives within the Main Library facility.

### Timeline

The Government Documents Library will close on June 30, 2009. “Central Reference and Information Services” will provide uninterrupted public service with the combined service point to be established no later than July 1, 2009.

The Central Circulation Desk will be reconfigured during Summer 2009 in order to allow for the establishment of a “Central Reserves” function that will provide a single service point for all print reserves currently held by units in the Main Library. “Central Reserves” should be available as a pilot project in time for Fall 2009 course use, and should be available for use by all Main Library units in time for Spring 2010 course use.

The “International and Area Studies (IAS) Library” will be established in 321 Library and 325 Library (currently the English Library and the Asian Library). The proposed new unit dedicated to the study of language, literary texts, and emergent forms of scholarship in the humanities will be established in 225 Library (currently the Slavic & East European Library). Establishing these new Library units will require a phased approach, and several of these dates are approximate (and meant to show required stages) (this is an initial list and may not include all required steps):

- the Latin American and Caribbean Studies Library will close on May 15, 2009, and LACS services will be provided until the opening of the IAS Library through the Modern Languages & Linguistics Library;
- following the close of the Latin American & Caribbean Studies Library, the Illinois History and Lincoln Collection will be re-located to 324 Library;
- the Africana Library Unit will close on August 15, 2009, and Africana services will be provided until the opening of the IAS Library through the Modern Languages & Linguistics Library;
- following the close of the Africana Library Unit, the Scholarly Commons will expand to include 328 Library;
- the Slavic & East European Library will vacate its current space by December 17, 2009 in order to allow preparations to begin for the establishment of the proposed new unit dedicated to the study of language, literary texts, and emergent forms of scholarship in the humanities; Slavic technical services functions will have already been integrated into central technical services operations by this point, and Slavic public services, including the Slavic Reference Service, will be provided until the opening of the IAS Library in 200 Library South (currently the Government Documents Library);
- the English Library will close on [date], in order to vacate its current space and re-locate its public service operations to 225 Library; features of the current Modern Languages & Linguistics Library will begin to re-locate at the same time, although the Modern Languages & Linguistics Library will remain open until the establishment of the IAS Library;
- the Modern Languages & Linguistics Library will close on [date]; and
- the International and Area Studies Library and the proposed new unit dedicated to the study of language, literary texts, and emergent forms of scholarship in the humanities will open on [date].

Main Library timeline dates will also be influenced by planning related to the establishment of the proposed new unit dedicated to the study of the social sciences, as well as by the demands of major projects unrelated to the Action Plan and the New Service Models process, e.g., the replacement of outdated HVAC systems serving the Rare Book and Manuscript Library (currently scheduled to begin in 2010).

#### One-Time Costs of Proposed Actions

Reconfigure the Central Circulation Desk and staff areas to support “Central Reserves” (\$) (Library Contribution: \$)

Purchase electronic journal backfiles to support enhanced access to literature in the social sciences (and other fields based on scope of package) (\$170,000) (Library Contribution: \$)

Transfer materials from Africana, English, Modern Languages & Linguistics, and Slavic & East European Studies libraries to International and Area Studies Library/Language and Literature Library/Main Bookstacks/Oak Street (\$) (Library Contribution: \$)

Records maintenance/enhancement for materials being transferred to new locations (\$) (Library Contribution: \$)

Renovation of 225 Library and 321 Library to support new service programs and faculty/staff/student complements

Public information technology designed to facilitate new service programs (\$) (Library Contribution: \$)

Digitization of government information (\$)

#### Ongoing Costs of Proposed Actions

The commitment to flagship efforts in the newly-configured “International and Area Studies Library” and the proposed new unit dedicated to the study of language, literary texts, and emergent forms of scholarship in the humanities must be complemented with a commitment to new faculty positions in areas of current need and/or strategic significance, including: Latin American Studies Librarian (1 FTE), German and Scandinavian Studies Librarian (1 FTE), Korean Studies Librarian (1 FTE), and Digital Humanities Librarian (1 FTE).

#### Potential for Ongoing Savings and/or Reallocation of Resources

[in progress]

Main Library: Funds Required: \$

Main Library: Funds Available from Library Resources: \$

Main Library: Funds Requested from Office of the Provost: \$

#### **Summary of Costs and Available Resources**

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The Library is committed to continuing making progress toward its vision of a more robust and flexible array of physical and digital service programs designed to better meet the teaching, learning, and research needs of the faculty, staff, and students of the University of Illinois.

We have made substantial progress in recent years through the targeted allocation of available resources from within the Library budget, and with the support of the Office of the Provost, which has provided one-time and ongoing funding from the Library/IT Fee, as well as from other resources. In addition, we have undertaken efforts to reduce our energy footprint on campus through consolidation of collection storage spaces and administrative service spaces on campus, as we plan to undertake similar projects in the coming years, e.g., consolidating collection storage spaces currently found in Smith Memorial Hall and Wohlers Hall. While we may continue to make incremental progress toward

our goals using currently available resources in the coming years, the transformative change outlined in this Action Plan is only possible with the investment of new resources

Below, please find an overall summary of our estimate of the funds required to undertake the projects enumerated in this plan, as well as our estimate of the resources which the Library can commit to these projects from its current budget. Library contributions and/or project scope and timeline may need to be revisited should there be a significant change in the resources available to the Library from the campus for maintenance of its core mission and operational activities in the coming years.

**Total Funds Required: \$**

**Funds Available from Library Resources: \$**

**Funds Requested from Office of the Provost: \$**

### **Conclusion**

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Although the Library accelerated its planning timeline, we are confident that these recommendations are based on the best thinking of Library faculty and staff, with input both on many of the planning teams and through open meetings and other venues, with members of the campus community. It is no understatement to say that many faculty, students, and administrators will not agree with our conclusions and subsequent actions. However, we must also recognize the willingness of so many to engage in discussion with open minds and broad perspectives and the courage of many deans and department heads to challenge the perhaps more conservative thinking of some members of their units. We are grateful to everyone who contributed to our thinking and our hard work. They strengthened our thinking considerably.