Overview

Strategic Intent: Mission, Vision, Principles, and Themes

The Library's Planning Strategy
  Competitive Benchmark Analysis
  Strategic Analysis

Reinforce and Build Comprehensive Excellence
  Unit Goals
  Strengthen Excellence in Disciplines Critical to National Stature
  Ensure Excellence in Academic Programs and Services for Undergraduate Students
  Ensure Excellence in Graduate Education
  Foster an Inclusive Campus Community
  Enhance the Campus Work Environment

Strategic Initiatives
  Unit initiatives
  Implement Interdisciplinary Approaches to Emerging Opportunities
  Critical Initiatives in Research and Scholarship
    Illinois Informatics Initiative
    Integrated Sciences for Health Initiative
    Illinois Sustainable Energy and the Environment Initiative
  Enhance the Quality and Diversity of Undergraduate Students
  Prepare Students for Leadership in a Global Environment
  Strengthen and Diversify the Research Portfolio
  Initiate a Geographic Strategy: From Local to Global

Garner and Manage Resources to Achieve Strategic Goals

  Competitive Benchmark Analysis
  Distinctive Assets Across Four Missions
  SWOT Analysis
  Environmental Assessment
  Statutory and Regulatory Mandates
Strategic Intent:
Mission, Vision, Principles, and Themes

MISSION

PROPOSED MISSION STATEMENT: The University Library is central to the intellectual life of the University. It enhances the University’s activities that create knowledge, prepares students for lives of impact, and addresses critical societal needs by ensuring access to and integration of information, knowledge creation, and learning while providing a network of expertise that ensures value, quality, and authenticity of information resources.

VISION

We will be a worldwide engaged leader through our extraordinary research collections, our exceptional services, our development and application of new technologies, our collaborations with partners on and off campus, and our strategic thinking. We will sustain an environment that supports and advances the pursuit of excellence. We will embrace change while balancing it with continuity.

GUIDING VALUES

We will:

Accept nothing less than excellence as our ordinary and only standard. To achieve this we will provide an environment that will attract and retain the best and brightest personnel and enable them to achieve at the highest level.

Provide services and content that advances the endeavors of faculty, students, and primary external constituencies both in traditional ways and through new collaborative partnerships.

Address the needs and opportunities of diverse and increasingly global, interconnected, constituencies through the services we offer, the scholarly content we make available, the instruction we provide, and our engagement with external communities.

Speed the transformation of the current system of scholarly communication to one that advances the distribution of knowledge through more affordable and accessible methods.

Protect our users’ rights to privacy and freedom of thought and expression in a free and open society.

Create a nimble and adaptive institution.

Deleted: The Library is a leader in UIUC’s intellectual development and an engine of scholarly innovation and excellence.

A future in which our community of scholars can access and use the information they require, when and where they want it and in the format most appropriate to their need, a future in which our collections are preserved as rich intellectual resources and valued artifacts.

A future in which faculty and students will be information fluent, able to find and use information effectively and efficiently.

A future in which our physical and virtual facilities are appealing, up-to-date, and responsive to the needs of our patrons and our collections.

A future in which we listen to our users and our employees and are guided by what we hear.

A future in which our library staff and faculty are given the resources, training, support and encouragement to achieve their full potential in the performance of services.

A library that contributes significantly to the development and creation of knowledge through library faculty and staff engagement in research and scholarship.

A library that maintains current and develops new partnerships, at a local, state, national, and international level to support the work of the University and the Library.

To achieve this vision the Library will be flexible and adaptable, a dynamic evolving organism, an integral part of the research and learning enterprise at UIUC and beyond.
STRATEGIC THEMES AND INTENT

In the next five years we will:
RESOURCE PLAN – University Library

The Library’s goals and initiatives will be accomplished through:

1. Obtaining additional funds from the University
   - Estimates done in 1999 recognized the need to add a minimum of $5 million per year for at least 5 years to keep the Library in a competitive position. The Library’s ranking based on number of volumes will fall from 3rd to 4th within the next 1-2 years
   - Pursuit of a student Library fee to supplement funds provided by the University

2. Reallocating resources
   - Through more effective organization
   - By the University’s agreeing to abandon its focus on the Library’s ranking among the Association of Research Libraries membership and the subsequent withdrawal of unnecessary duplicate volumes

3. Pursuing government and foundation grants

4. Investing in entrepreneurial ventures
   - Increase income from the databases we create and license (IRIS, ABSEES)
   - Increase income from reproduction fees
   - Identify other sources of revenue from entrepreneurial ventures

5. Increasing development activities
   - Exceed objectives of current Campus Campaign for the Library
   - Build the size of the Library’s donor base
Appendix A

Competitive Analysis*

<table>
<thead>
<tr>
<th>Overall Competitors</th>
<th>Research/Scholarship</th>
<th>Education**</th>
<th>Engagement/Service***</th>
<th>Economic Development</th>
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<tbody>
<tr>
<td>University of Toronto</td>
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<td>University of California, Berkeley</td>
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<td>University of Texas</td>
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<td>University of Michigan</td>
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<td>University of California, Los Angeles</td>
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*Competitors identified from public research institutions.
**Education competitors focus on undergraduate education (for graduate education, the overall competitors provide a more accurate list).
***Engagement/Service competitors reflect the land-grant focus of the institution.
### Appendix C
#### SWOT Analysis (three for each mission)

<table>
<thead>
<tr>
<th>SWOT</th>
<th>Research/Scholarship</th>
<th>Education</th>
<th>Engagement/Service</th>
<th>Economic Development</th>
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<tr>
<td><strong>Strengths</strong></td>
<td>• Strong faculty and staff (many young faculty)&lt;br&gt;• Collections and commitment to preservation&lt;br&gt;• International presence</td>
<td>• In-person and online services&lt;br&gt;• Commitment to information literacy</td>
<td>• Decades of leadership in state and national consortia&lt;br&gt;• Faculty outreach in community&lt;br&gt;• Commitment to service to professional organizations</td>
<td>• Library is a major resource for local, state, national and international community</td>
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<td><strong>Weaknesses</strong></td>
<td>• Chronic lack of investment results in declining collection strengths.&lt;br&gt;• No comprehensive preservation program until 2000&lt;br&gt;• Lack subject expertise in areas of new interest to UIUC faculty</td>
<td>• Facility infrastructure crumbling&lt;br&gt;• Insufficient funding to acquire and implement some new information technologies&lt;br&gt;• Weak culture of assessment</td>
<td>• Outreach efforts are not well coordinated&lt;br&gt;• Reward structure for engagement is unclear</td>
<td>• Don’t understand our role in economic development well</td>
</tr>
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<td><strong>Opportunities</strong></td>
<td>• IDEALS&lt;br&gt;• Become information and knowledge broker to campus&lt;br&gt;• Mass digitization and access</td>
<td>• Integration of services through other campus vehicles (e.g., Compass)&lt;br&gt;• Branding Library services&lt;br&gt;• Mortenson Center partnerships and activities form basis of new ways of delivering services and content</td>
<td>• Influencing consortia to provide important resources and services at no or lower costs&lt;br&gt;• Service values of library profession provide good basis for local and state outreach programs&lt;br&gt;• Opportunity to become information and knowledge broker</td>
<td>• Need aggressive pursuit of outside funding opportunities (grants, foundation, private sector)&lt;br&gt;• Develop entrepreneurial programs to enhance income</td>
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<tr>
<td><strong>Threats</strong></td>
<td>• Condition of physical facilities threaten collections and constrain research&lt;br&gt;• Inability to invest in robust digital library program</td>
<td>• Information providers outside of academia (e.g., Google, Amazon)</td>
<td>• •</td>
<td>• We will not be able to attract world-class collections without facilities equal to those of our peers</td>
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In addition to the mandates that cover UIUC and the University of Illinois (such as human subjects research protocols), the University Library is subject to a number of federal and state laws, contractual requirements, and cooperative agreements that affect its policies and procedures. Listed below are the most significant of these.

**University Statutes**

The distinctive role played by the campus libraries within the University is articulated in Article VI of the University Statutes, *The Campus Library*. Except where otherwise noted in Article VI, the libraries on each campus are organized as are the colleges, are governed internally by bylaws established by its faculty, and are charged to serve the entire campus. The Statutes delegate broad powers to the campus librarian, the chief executive officer of the library, for the organization of the libraries, for the appointment and advancement of staff, and for establishing branches. The Senate Committee on the Library advises the University Librarian on matters of policy and allocation of acquisitions funds. On the recommendation of the Chancellor, the Board of Trustees appoints the University Librarian annually. The University Librarian's performance is evaluated at least once every five years in a manner determined by the faculty of the Library and the Senate Committee on the Library.

**U.S. Copyright Law** (Title 17 USC)

The University Library could not function if not for the rights granted in U.S. Copyright Law that allow it to purchase and lend materials; make copies for users, interlibrary lending, and preservation purposes; and provide materials for distance learning. Through its Fair Use provisions, the Copyright Law also allows students and faculty to make use of Library resources in research, teaching, and learning. Copyright Law that balances the rights of copyright owners with the needs of users of copyrighted materials is critical to the Library's ability to fulfill its mission.

**USA Patriot Act**

*Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001* became law on October 26, 2001. Among its many provisions, the Patriot Act expands the authority of government agencies to access Library, business, and medical records. This access includes stored electronic data and communications. The Act permits agents to request information about the use of library materials and equipment with requirements that the staff who receive the requests cannot tell anyone else about the request, thus not only compromising privacy and confidentiality principles but not permitting knowledge of such compromise to be known. It also expands the ability of these agencies to request wiretaps and “trap and trace” phone devices that use Internet and electronic communications. These enhanced surveillance procedures pose profound challenges to Library privacy and confidentiality principles and policies.

**Disabilities Mandates**

In compliance with the standards for accessible design outlined by the *Americans with Disabilities Act*, the Library strives to provide barrier free access to Library facilities and resources; it provides reasonable accommodations to ensure equitable access to them. The Library is committed to providing equitable access to resources and services provided via the Internet, adhering when possible to standards of accessible Web design supported by the W3C consortium.
The 1998 Amendment to Section 508 of the Rehabilitation Act outlines requirements for federal departments and agencies in providing access to electronic and information technology. Section 508 stipulates that individuals with disabilities who seek information from a Federal department or agency must have access to and use of information and data comparable to access by individuals without disabilities. As such, the University Library, as a Federal Depository Library, ensures equitable access to information to patrons with disabilities by providing information in accessible formats, or reasonable accommodations when necessary. The accessibility of technology also factors into the process of procuring electronic media from external vendors and negotiating license agreements.

**Federal and State Government Documents Depository Programs**
As part of state and federal depository library programs, the University Library is required to maintain collections of materials distributed by Illinois and U.S. authorities and to provide appropriate services to maintain the collections and their use.

**Confidentiality of Library Records**
In accordance with the Illinois Library Records Confidentiality Act, all Library registration and circulation records are considered confidential information.

**Disposition of Transferable Property**
30 ILCS 605/7 limits the transfer of Library materials to state agencies, state supported university libraries, tax-supported public libraries, or a library system organized under the Illinois Library System Act. This restricts the Library’s ability to give materials to out-of-state entities (e.g., libraries ravaged by hurricane Katrina) or to sell selected materials that have been part of our collections (e.g., duplicate materials).

**University Records Management**
The University Archives is authorized by Article VI, Section 4 of the General Rules Concerning University Organization and Procedure to acquire official records, publications, and personal papers of the administrative and academic staff and records of faculty and student organizations. As its primary mission, the Archives selects, preserves and makes these records accessible to students, faculty, staff, visiting scholars and the public. The General Rules specify that no university records shall be discarded or destroyed except upon the prior approval of the University Archivist and, to comply with the Illinois State Records Act, the General Rules task the Library to forward approved requests for permission to discard or destroy records to the University President and to the State Records Commission for their approvals.

**Consortial Agreements**
The University Library is a member of state, regional, and national consortia (e.g., Consortium of Academic and Research Libraries in Illinois; the CIC; OCLC) that require sharing bibliographic records and resources according to policies and procedures agreed to by the members.

**Contractual Agreements**
As part of a Land Grant university, the University Library takes seriously its mandate to open its doors, both physical and virtual, to members of the community. Access to and use of some materials in the Library’s collections are sometimes governed by licenses or donor agreements.

**Professional Codes of Ethics**
In addition to federal, state, and consortial mandates, the University Library is also bound by professional codes of ethics. The American Library Association’s codes uphold the highest levels of service and principles of intellectual freedom, privacy, intellectual property rights, and equitable access to information.