FUNCTIONAL REORGANIZATION OF PRESERVATION SERVICES
2006 - 2007

SCOPE
This document outlines proposed functional operations of the Preservation Unit once the Conservation Unit relocates to the Oak St. Facility. These organizational and functional changes should result in expanded services which are better organized to meet our collections’ current needs, more capable of changing to meet changing needs, better able to tackle the challenges associated with media preservation, and better situated administratively to deal with issues associated with Digital Preservation Management.

ORGANIZING PRESERVATION SERVICES:
The Conservation Unit's relocation to the Oak St. Facility presents the Library’s Preservation Unit with the opportunity to consolidate its operations and rationalize its services. The pamphlet binding operation is going to remain in the Main Library and shift reporting lines to the Preservation Unit. While there is still some uncertainty related to the long-term status of the pamphlet binding staff line (currently experiencing an extended medical leave), the Preservation and Conservation Program’s strength and functional operations require this switch if for no other reason than to permit our Conservation Librarian to concentrate on conservation activities. Similarly, the Brittle Books and Bindery Preparations Units are going to remain in the Main Library. As of July 31, 2006, the unit’s microfilm technician is retiring. The remaining personnel and operations shall largely fit within the space in 44 Main Library and permit the unit to maintain operating space for one additional staff member.

With these changes, it is proposed that the Preservation Unit reorganize and expand existing operations into three functional units, operating under three operational coordinators – Physical Treatment, Brittle Books & Serials Reformatting, and Media Reformatting & Preservation.
Presently, a request is under consideration for an academic professional to serve as Media Preservation Specialist within the Preservation Unit. For the immediate future, Bindery Preparations shall continue, but it is envisioned that this workflow will decrease. At that time, resources can be increasingly shifted toward other contracted services such as reformatting and deacidification – programs highlighted in the program’s current five-year plan and clearly within the directions set out in the Library’s recently completed Strategic Plan.

**Physical Treatment & Bindery Preparations**

Operating under the direct management of a Physical Treatment Coordinator, the Bindery Preparations Unit and Pamphlet Binding Unit would begin looking at economies of scale in terms of production and workflow. A first step entails developing a shared pool of student labor. While pamphlet binding and bindery preparations are distinct operations, there are several overlapping duties related to processing of materials after treatment. For example, barcoding should be completed on a cooperative basis rather than as separate operations.

In terms of long-term operational changes, it would be desirable to upgrade the current supervisor of pamphlet binding to an Academic Professional’s position entitled Physical Treatment Coordinator. Within the Preservation Unit, this individual would be responsible for coordinating most activities related to the physical treatment of materials entering the Preservation Unit’s workflow — initial triage, pamphlet binding, bindery preparations, ordering enclosures, and post-processing. Presently, mass deacidification work is accomplished through vended services (including treatment, selection, packing, and transportation). In the short-term, this will continue. However, it is possible that the labor for selection, packing, and shipping could be increasingly shifted to Physical Treatment & Bindery Preparations personnel as demands for binding services diminish.

What distinguishes this position from other, staff-level positions would be adding the development and coordination of staff and user educational programming. To date, most of the Preservation and Conservation Program’s educational activities within the Library have been completely dependent upon (a) demonstrated need, and (b) available time on the part of its faculty. This has limited our ability to engage in “field work” and outreach with departmental libraries and develop more effective with user education programs. Additionally, our program is regularly approached by GSLIS to offer workshops, lectures, and other educational opportunities. Indeed, from June 2006 – May 2007, there are nine workshops scheduled in conjunction with GSLIS programs. If trends hold, our program will also complete three – four practicum courses during that time as well. While not necessarily responsible for conducting all workshops, the position would be able to address many issues associated with staff and user educational activities, assist in the development of graduate educational programming, and provide support for working with GSLIS – thereby furthering one programmatic goal outlined in the Library’s Strategic Plan.

Much of the work associated with workflow and streamlining can and will proceed without significant personnel changes. The one component requiring significant thought is that associated with the development of the Physical Treatment Coordinator’s position. Currently, the LOA’s position earmarked for the potential upgrade is locked-up in an extended medical leave. A temporary employee is overseeing pamphlet binding operations. But, further discussion about this is largely dependent upon some resolution of the medical leave.
Proposed Area Responsibilities

- Pre-triage
- Pamphlet Binding
- Commercial Binding
- Assisting in developing and sustaining outreach and educational activities

Physical Treatment Coordinator Duties

- Managing day-to-day workflow of joint operations between Bindery Preparations and Pamphlet Binding,
- Overseeing initial triage activities and commercial enclosure ordering,
- Managing post-processing operations,
- Assisting in developing and sustaining in-house educational and outreach activities related to physical treatment and care of collections,
- Maintaining statistical information on operations.

Staffing Requirements:

- Academic Professional – The academic professional’s position would be created by upgrading the existing pamphlet binding manager’s position. While it is possible that the existing pamphlet binding could be managed by the existing line, the additional duties of coordinating workflow with Bindery Preparations, enclosure production, supervision, and, in particular, educational activities advocate for the higher-level employee.
- Student Employees (Binding) There are no additional staffing requirements for Bindery Preparations.
- Student Employees (Pamphlet Binding) – Currently, the pamphlet binding operation consists of 0.50 FTE. By taking on the triaging activities and commercial enclosure production, this would require that we add 0.50 FTE.

Additional Operating Costs:

- $10,000 – Upgrade of staff line to AP
- $6,500 – Student wage increase for pamphlet binding

Collections Budgets:

- No immediate impact.

Brittle Books & Serials Reformatting

Under the Brittle Books Coordinator, the operations in this area blossomed since 2003. However, further development is hampered by three factors – staffing, duties, and resources. In terms of duties, one of the activities largely falling to this operation has been the procurement of commercially produced protective enclosures. Shifting this labor to the Physical Treatment Coordinator’s operations should free up labor, provide for one less duty upon this area, and enhance the ability to process monographic materials.

In terms of resources, the unit spends its entire budget annually to order available replacements or reformat monographs. Brittle serial volumes are boxed without any ability to preserve or provide better access to the content. Building resources and labor in this area
would permit the unit to do two things – begin engaging in the preservation of serial literature and start providing better access to this material through the production of digital service copies made accessible through Olive software. My initial desire would be for us to begin providing this service for subject-based materials – perhaps identifying a Serials Preservation Advisory Group to select a specific inter-disciplinary subject area and then identify titles to begin developing collections of online serial content – but then expanding operations to include public domain serial titles as they are damaged.

**Proposed Area Responsibilities**

- Brittle Books Replacement and Reformatting
- Serials Reformatting

**Brittle Books Coordinator Responsibilities**

- Managing activities related to the replacement and reformatting of monographic collections – including ordering, collation, replacement, and reformatting,
- Managing activities related to the preservation of serial literature – including collation, replacement, reformatting, and commercial digitization,
- Collaborating with CAMS, DSD, and HP&N Library to provide access to digitized serial content via the catalog and other resources.

**Serials Preservation Advisory Group (proposed membership after Feb. 2006):**

- Head of Preservation
- Brittle Books Coordinator
- Head of DSD
- AUL for Collections
- Subject Specialist(s)
- Nathan Yarasavage
- CAM Representative
- Systems Representative
- Copyright Expert

**Staffing:**

- Student Employees (Monograph Reformatting) – None.
- Student Employees (Serials Reformatting) – Serials reformatting experience is limited to grant funding, but one two-year grant project (involving two extensive titles) is taking about 500 hours, or 0.50 FTE, per year

**Additional Operating Costs:**

- $6,500 – Student wage increase.
- $5,000 – Initial Support for Server Space for Reformatted Content
- Initial Olive software costs (funds already committed)

**Collections Budgets:**

- $10,000 increase – Brittle Books Reformatting; $30,000 is present allocation
$60,000 – Serials Reformatting. Additional resources could be sought and/or secured through partnerships with subject specialists, grant funding, etc. However, a base resource of $60,000 would provide a basis upon which to build a program.

**MEDIA REFORMATTING & PRESERVATION**

The planned retirement of Connie Jasper-Pearson will break the last tie that the Preservation Unit has with providing in-house reformatting operations. It also generates salary savings for one long-term staff line that can be reallocated toward other activities. In the case of the Preservation Unit, this presents the unit with the opportunity to rethink outmoded operations and develop new capacities – in particular, the preservation of media collections as was first proposed in a similar document in early 2005.

To date, the Preservation and Conservation Program’s attention to non-print resources has been limited – by resources and, more urgently, by a lack of personnel. The reformatting and preservation of non-print resources remains a significant challenge. The urgency is recognized by LC, the NEH, CLIR, and other leadership bodies and has been represented in sponsored conferences, publications, and increased grant funding.

In the case of this Library, not only are its unique analog media collections aging, but we face three other significant challenges. First, increasing portions of the archives and special collections include media in obsolete or threatened formats. There may be funding to preserve these items, but we have no personnel to coordinate the work. Second, the Library's media acquisitions are increasingly turning toward digital content - requiring new preservation workflows and technical expertise not currently within the Library's larger skill sets. Third, the reformatting option of choice for most analog media collections is digital, but preservation requires a strong understanding of the original analog media not typically found in candidates sought solely for their experience with digital technology.

This position will develop the Library's capacity to preserve non-print media, serving the institution through preservation reformatting, digital content development, and maintenance of purchased digital media key to developments in the Learning Commons. The position supports the library's strategic plan by preserving unique special collections, enhancing the library's capacity to both preserve and digitize unique and fragile media such as recorded sound and video, supporting the retention of the Library's media collections, providing an additional opportunity for the Library to engage teaching faculty and subject specialists in preserving and digitizing important but inaccessible collections, and enhancing our capacity to attract new and unique collections to Illinois.

One of the great challenges of this position will be identifying collections and establishing priorities for preservation treatment. Given the historic lack of intellectual control given to such materials and the rapid changes in media acquisitions, identification and priority setting should involve individuals from throughout the library. Consequently, I believe that an initial step in developing an effective program would entail the creation of a Media Preservation Advisory Group.
Between FY02 and FY05, the Preservation and Conservation Program's annual treatments increased by from 69,849 items to 134,566 items without the addition of permanent staff beyond a 0.50 FTE GA assed to assist with the aforementioned medical leave. Given the operational efficiencies achieved, it is unrealistic to expect that we can preserve the estimated 800,000 photographs and 68,220 other audio-visual items in our collections.

**Proposed Area Responsibilities**

- Completing preservation projects for media collections, ranging from basic rehousing projects to complex reformatting programs.
- Contributing to the preservation of media elements contained within other collections throughout the library’s collections.

**Media Preservation Specialist Responsibilities:**

- Completing projects to preserve non-print collections, including: photographic, recorded sound, and moving image materials,
- Completing collection assessments of media collections,
- Developing specifications for commercial reformatting of non-print materials,
- Coordinating preservation activities for non-print resources through commercial vendors and internal programs,
- Working with the Media Center, subject librarians, and other library units to prioritize non-print collections for preservation,
- Collaborating with DSD, CAMS and others to ensure proper management and mounting of reformatted collections,
- Developing preservation projects for non-print collections,
- Providing guidance to IDEALS and other entities about the preservation of locally produced digital media, new art, and reformatted content.

**Media Preservation Advisory Group (proposed membership after Feb. 2006)**

- Head of Preservation
- Assistant University Archivist
- Media Preservation Specialist
- AUL for Collections
- Head of DSD
- Subject Specialist(s) – Perhaps including both representatives from the Media Center and holders of legacy collections such as the Sousa Archives, Music Library, etc.….  
- CAM Representative
- Copyright Expert

**Staffing:**

- Academic Professional
- 0.5 FTE student employee

**Additional Operating Costs:**

- $6,712 – Required resources to upgrade lapsing civil service line to AP
$6,500 – Student wages for project support, to be identified after position’s first year of operations
$3,500 – Supply Budget for rehousing projects, to be identified
$5,000 – Server Space for Reformatted Content

Collections Budgets:
$40,000 – To be identified as collections are assessed, projects are developed, etc.

**Digital Preservation Management Programming**
The further development of Digital Preservation Management activities is currently dependent upon the recommendations of the Digital Preservation Management Task Force. This body is currently engaged in planning and analysis activities.

**Implementation**
The implementation of this reorganization of preservation services does require the addition of resources to the programs existing budget lines. However, it is not a program that would require