# Table of Contents

IAS Library Vision ................................................ page 2
Background .......................................................... page 2
Context .............................................................. page 4
Principles ............................................................. page 4
General Recommendations ...................................... page 9
Operational Recommendations ................................. page 10
Future Services ...................................................... page 12
Implementation Planning .......................................... page 13
Names and university affiliations of IAS Implementation Team members ........................................ page 15
Appendix 1. Staffing allocations and assignments .......... page 16
Appendix 2. Linear feet required for Collections ............ page 21
Appendix 3. Service profile and floor plan of IAS Library page 22
Appendix 4. Cataloging Backlogs ............................... page 27
Appendix 5. Collection Needs .................................... page 27
Appendix 6. Position Description for IAS Interim Head .... page 29
Appendix 7. Tabular Chart of Recommendations .......... page 31
International and Area Studies Library Vision

VISION

The vision of the unit is to be University's gateway to the world of information and scholarship about international, global, and area studies which are distinct and complementary scholarly projects. The gateway will connect the knowledge that is crucial to developing global competencies through the study of global concerns and transnational issues as well as the study of distinct nations and regions.

We envision this new service point as one that builds upon and develops the excellence of each of the component units, while enhancing opportunities for collaboration and coordination among the Library’s area and international studies units, and providing a single physical service point and web presence for library users whose needs may draw upon various library collections and the distinct expertise of area and international studies librarians.

The success of the unit will depend upon a continuing commitment to strong collections and specialized staff.

Characteristics of the International and Area Studies unit

- Focus on outreach activities, including a liaison librarian for each of the University's international programs
- A designated subject expert for each component of the new unit
- Strong instructional programs that support global competencies and research in international and area studies
- Collections that meet the needs of faculty, scholars, and students
- Use of technology to support and maintain a strong virtual library and to provide access to unique language-related software *


BACKGROUND

In 2005, the Library’s Area Studies Division proposed a new model for providing services that would expand and improve upon current offerings. Among other things, this proposal called for the establishment of a single “Area Studies Information Center.” That proposal is at: http://www.library.illinois.edu/committee/exec/supplement/2005-2006/Area_Studies_Proposal.html.
As the library continued its exploration of models that would most effectively serve its users into the 21st century, a “New Service Models” program was initiated. The Library held discussions across campus in 2007-2008 to inform the community and solicit feedback on how the Library might best serve the needs of its constituents while developing more effective service and staffing models. In late 2008, the Library’s Executive Committee (EC) convened a planning team to continue examining how to best support both international and area studies. This team’s membership included Library faculty and staff directly involved in supporting international and area studies programs, as well as faculty members from two of the National Resource Centers (Title VI and VIII). The Team agreed that a new unit called the International and Area Studies (IAS) Library should be established. The recommendations and background documents from that team may be found at http://www.library.illinois.edu/nsm/intstudies/planningteam/. That Team’s Vision statement appears at the beginning of this report and reflects the continuity of commitment to the IAS Library.

The IAS Implementation Team wishes to emphasize that an important aspect of this work has been the principle that a new IAS Library will physically house only the international and area studies reference and current periodicals collections. As is currently the case, circulating materials will continue to be located in the main stacks; patrons will continue to be assisted by specialist librarians and reference services located in the IAS Library. Additional background information may be found in the Principles section below.

In late 2009, EC charged an IAS Implementation Team to plan for the establishment of this new unit. The team, comprised of faculty from various programs, departments, and centers affected by the proposal, and Library faculty and staff, was charged by the Library's Executive Committee with “developing a service profile, a space program, and an implementation plan for the University Library's International and area studies activities. This team is expected to build upon the work of the Library's previous International and Area Studies New Service Model Team.” The complete charge may be found at http://www.library.illinois.edu/nsm/intstudies/IAS_charge.html. The minutes of previous meetings can be publicly accessed at http://www.library.illinois.edu/nsm/intstudies/index.html

The service program implemented is to be grounded in the Library's ongoing commitment to developing rich collections of international materials and to providing access to subject specialists who support the use of those materials. With those commitments in mind, the Implementation Team met regularly throughout fall 2009 and early spring 2010 to develop a plan for a new IAS Library that will provide services for scholars studying Africa; Asia; the European Union; Latin America and the Caribbean; the Slavic, East European, and Eurasian world; and area and international studies in a global context. This document outlines that plan.
CONTEXT

At present, the University Library faces a future in which the value inherent in holding the Tier 1 research library collection that we have built over the last century must be safeguarded at the same time that the Library responds to new challenges and opportunities (e.g., budget constraints, digital deliveries). The Implementation Team has worked from the premise that the development of this plan articulates a viable vision for international and area studies services to maintain its reputation, and even thrive under these challenging conditions.

The Implementation Team

As part of the process for developing an implementation plan, the Team organized into working groups addressing the following three areas: Services; Collections and Space; and, Staffing. Each of the working groups met independently while the Implementation Team met as a whole to discuss policy issues and the efforts of the working groups. The Team worked with the understanding that although budgetary allocations have not been spelled out, its final recommendations will form the basis of an implementation plan for the new IAS Library.

PRINCIPLES which guided the work of the Implementation Team

Communication

Previous meetings with members of the university community emphasized the need for regular communication and feedback with the new Library’s constituents on campus. Thus, one of the tasks of the working groups included soliciting feedback through surveys of faculty and graduate students; individual interviews with all personnel in the current library units; and through a request for feedback on the February 2010 Progress Report (which was disseminated through the networks of the area studies centers). It quickly became apparent through the feedback provided that these libraries have loyal users who are concerned that the reorganization does not jeopardize the current level of services, subject expertise, or collections available. It also became apparent that there was some misunderstanding about the proposed implementation, most likely due to the brief format of the Progress Report. One common misperception is that the Title VI and VIII Centers will be imperiled by reorganization. As long as the collections retain their individual names, identities and expert staff within the IAS Library, funding for Title VI and VIII programs should not be jeopardized. Another misperception is that funding for collections will be merged into a central IAS Library fund, reduced, or taken away. All collections funds will continue to be allocated to the subject experts as currently occurs. While increases in funding are unlikely in the current budget crisis, there are no plans to reduce collection funding.
During spring 2010, Tom Teper and Nancy O'Brien met with all personnel from the libraries proposed to merge into the IAS Library. That included the Africana, Asian, Global Studies, Latin American and Caribbean, and Slavic and East European libraries. Students and graduate assistants were the only category of personnel not interviewed. Three librarians on leave also did not participate in on-site interviews although two chose to respond by email.

Common themes emerged from these interviews. One of the most frequently mentioned concerns is that the existing level of services should not be diminished in the new model. Cited nearly as frequently was the need to have specialist knowledge available to assist users with collections. Other areas that generated feedback were the importance of having a comfortable, inviting space that included space for instruction, small seminars, and collaborative work; and concerns about how the staff was to be organized in the new unit, e.g., wanting proximity to others with similar work assignments. Also mentioned several times was the need to appoint a head of the IAS Library who has excellent team building skills.

Surveys were distributed to faculty and graduate students in IAS departments. Their responses underlined a desire to maintain the high level of subject specialization that currently supports their research. They expressed a strong desire for maintaining the existing services but at the same time were unaware of some of the services that might be available to them. Most were unaware of the possibilities of using chat/IM reference and the opportunity to have instructional and informational web pages with relevant resources created for various classes. The primary contrast between the faculty and the graduate students associated with IAS departments seemed to be in the opportunity to provide more access for the unit. The faculty response to the question yielded 29.4% in favor of expanded hours, 13% in opposition to expanded hours, and 57.4% having no opinion. Graduate students on the other hand indicated 62.5% would like to have expanded hours with 37.5% indicating they have no opinion in the matter. None of the graduate students’ responses opposed a proposed increase in the hours the unit would be open. One other area that was underlined for action was the provision of space and resources for visiting scholars.

In February 2010, a Progress Report was distributed to all Area Studies Center Directors and Associate Directors (with a request to disseminate to their constituents), to LIBNEWS-L (an internal listserv for the UIUC Library system), and to eweek - Illinois Faculty/Staff Notices (a campus listserv). Thirty responses were received, and nearly all were self-identified as being from the Department of East Asian Languages and Cultures or the Center for East Asian and Pacific Studies. Of great concern to these respondents was the idea that the Asian Library would be closed as a separate library. Nearly all understood that the Asian Library would be merged into a larger organization, but the preference to have a separate library with subject specialist librarians and staff readily available was reiterated. Many, but not all, also expressed concern that the public access to the Main Stacks that is currently available on the third floor through the Asian Library would be removed and library users would have to gain entrance through the second floor entrance. The loyalty of the users of the Asian Library, and of the East
Asian collections in particular, is a measure of how highly the staff, collections, and services are regarded. In response to these comments, the majority of the Implementation Team believes that we should proceed with the creation of the IAS Library while being sensitive to the concerns of library users. One way of doing this is to provide study space within the Main Stacks adjacent to the Asian collections to facilitate research. The East Asian Library collections will remain in the Main Stacks in their current location, with entry available through the Central Circulation desk located on the second floor. The IAS Library will provide services for the Asian collections through the Asian specialists assigned to work with the collections. Communication with the users of the Asian Library to reassure them that the services, reference collection, and staff will still be available needs to be ongoing.

Communication remains an important aspect of the transition to an IAS Library and should occur throughout the process as well as being an ongoing aspect of the Library’s future interactions with all of its users, staff, and the scholarly community.

**Develop a single, service-oriented operation**

The new IAS Library will use the resources liberated by the consolidation of operations and management functions for improved user service, including further collection development, specialized reference service, and shared community-building initiatives. It is expected that those personnel and facilities funds saved by the consolidation of management and operations will allow the Library to fund real improvements in these areas, despite difficult financial times.

Research libraries need to be directly engaged in delivering services to users that facilitate scholarship and the ability to explore. In many respects, libraries such as ours are at a distinct disadvantage in the current economic environment. For years, smaller institutions have developed services to help compensate for perceived deficiencies in their collections. A case in point can actually be found close to home. The Slavic Reference Service is regularly cited as being critically important to scholars – many of whom hail from institutions with stronger Slavic collections than that held at Illinois. It is cited as being so valuable because of the service that it provides. This service provides specialized, focused assistance to researchers from the campus, region, nation, and internationally. The IAS Library should endeavor to embrace the strengths of the model of the Slavic Reference Service for other subject areas as it consciously develops a single, service-oriented operation.

The IAS Library will offer enhanced services from those libraries, collections, and services affiliated with the University’s area studies centers. The librarians and professional staff affiliated with the IAS Library will actively contribute to this mission. Currently, the degree of service provided across the six current units varies greatly and depends on the availability of staff and resources. Implementation of an IAS Library will create a structure that allows expertise in an area to be shared across the subject
areas. For example, Web support that is currently lacking for one unit will now be available on a broader basis.

The consolidation of services and central collections from these internationally focused units will allow subject experts who currently staff these disparate units to spend less time on management and operational activities. In turn, more time can then be devoted to building collections, developing Web sites for users and classes, and providing services through new technologies. It is important to note that the reorganization into an IAS Library will not diminish current services or collections, but will add and enhance services in terms of increased accessibility through expanded hours, workshops provided by subject experts, and increased online presence in instructional and course pages.

The appointment of a head of the IAS Library will transfer basic operational management activities to that position, thereby providing the subject experts with more time to develop new services, enhance existing services, and build the collections that depend upon their subject expertise. Ideally, the candidate will be located through a national search. In the meantime, it is expected that the University Library will appoint an interim head to guide the unit through the initial period of consolidation.

Build a suite of services that can support current programmatic needs

Programmatic considerations—that is, the need to build upon existing scholarly communities at UIUC—will be a focal point for future planning. Of major concern given the current budget situation and current or upcoming vacancies in three librarian positions (Japanese; Latin American and Caribbean; and, Middle Eastern Studies) is the need to ensure that subject expertise in these areas is not lost. Team members reiterated the importance of new hires to fill these positions.

The IAS Library will primarily consist of a public service space that will include reference collections for each of the subject areas encompassed by the library; current issues of journals representing these same areas; high-use microform collections; a seminar room; public computers; and improved facilities for conducting research, facilitating group study, and getting library assistance for both visiting and Illinois-based scholars.

Success in this environment will first require that the University Library respect the individual identities of the subject areas to be retained within the new Library. Perhaps more important to the success of the whole endeavor, however, will be three other factors. The University Library must maintain strong collections for the areas in question, it must seek creative solutions to retain subject expertise, and provide for the presence of at least one specialist librarian per subject area.

Everyone involved agreed that the retention of individual subject area identities was a priority and would be achieved through the arrangement of individual reference collections and distinct Web sites. A central Web site would offer links to each area as well as provide a central entry point, similar to those found at other major institutions having such collections (e.g., Duke University <http://library.duke.edu/las/>).
Build a base for scholarly community, as well as intensive collaboration and research

The new IAS Library space will help build scholarly communities in support of IAS Programs at Illinois, locally, nationally, and internationally.

While it may be true that one can read books online, we need to tell our audience – be they local students and faculty, scholars throughout the Midwest, or those from further afield – that if they want a place to do efficient, synthetic, collaborative research that builds on the collections and strengths of a research community, Illinois is the place to come. This means that Illinois must have a strong online presence. But, more importantly, we must organize our services in a welcoming and a collaborative manner and seek to attract people to our library community. Illinois faculty and students have made it very clear that the library’s collections and services rank among the main reasons that they find work and study here productive and attractive. These are also drawing cards for visitors doing research. Over the course of the last several years public discussions have underscored the Library’s crucial role in attracting faculty, graduate students, visiting scholars, and financial support for international and area studies at Illinois.

Yet, the collections are only a part of the University Library’s offering. The Library provides a sense of community to programs that are spread out across campus. One of these research needs is an environment that promotes thoughtful contemplation and study.

In many respects, this means that we must organize a unit that emulates the best aspects of the Library. It must provide in-depth reference services for scholars that are well-connected with the Library’s broader reference operations. It must provide strong reference collections that will meet the needs of scholars whether they are on-site or remote. It must provide study areas that promote group work as well as quiet reflection. It must provide facilities to support seminars that can be made available on a scheduled basis – whether for individual courses or for video conferencing.

Build a suite of services that can serve as the basis for future development

The development of the IAS Library will be undertaken with an eye toward the long-term potential for enhancing both the environment for local scholars and the reputation that opens so many doors in the academic world.

Through a combination of in-person, email, and interlibrary lending of resources, the Slavic Reference Service (SRS) connects scholars to resources at UIUC or elsewhere that would otherwise be unavailable. In many cases, the SRS staff provides researchers with resources that can only be found through their expert knowledge and
understanding of library collections, awareness of how libraries are organized, and linguistic ability.

The well-known Slavic Summer Research Lab grew out of this specialized service and draws scholars to Illinois year after year. Scholars realize that they can find in a few days or weeks at Illinois the key resources for their research, expert assistance, and a commitment to identify and locate resources that may be held elsewhere in the world. This model is one that deserves to be expanded to other international areas so that UIUC faculty, students, and other scholars can rely on their needs being met consistently. Some efforts are being made in this direction with the Global Interlending Verification Enquiry Service (GIVES) <http://www.library.illinois.edu/cgs/gives.html> which has expanded services to Persian and Turkish language material.

In addition, the IAS Library must foster an environment that supports institutionally based library cooperation. The SRS has close relationships with several libraries outside the country. This model could be applied to all of the area studies at Illinois, bringing both greater access to resources to our scholars and greater opportunities for collaboration to our profession.

Throughout the IAS Implementation Team’s work, Digitization Services were also seen as important in the new unit. Both the librarians and the teaching/research faculty should be encouraged to identify materials whose digitization would advance the scholarly and community-building efforts described above. That is, the IAS Library should help the Library identify materials—especially those that are rare and out of print—whose digitization would enrich our collections, foster research, and extend scholarly collaboration, across campus, nationally, and internationally. This process could be a point of coordination between the Centers and the Library or between the area specialist and the scholarly communication efforts of the Library.

**GENERAL RECOMMENDATIONS**

Central to the process of reorganization of the IAS Library (or any other Library reorganization) is the need for communication with all personnel involved, including the opportunity to provide feedback prior to, during, and after the reorganization. Also critical to the process is the need for evaluation of the effectiveness of the Library as a program after the reorganization has occurred. Decisions made in the IAS implementation process should be evaluated periodically, and revisited as needed after the implementation since these organizational changes are meant to be fluid and to provide added benefits.

In regard to general process, some Team members were uncomfortable with the lack of a specific budget as part of the directives. Although noted as part of the New Service Models process that discussions should not be restrained by budgetary issues, it was still difficult to consider various services without considering the cost.
Due to the interest in hosting visiting scholars to the IAS Library, it is recommended that space for visiting scholars from any discipline be identified on the 4th floor of the Main Library building and that these spaces be available for check-out for periods of up to one semester.

OPERATIONAL RECOMMENDATIONS FOR THE IAS LIBRARY

Space

The new library will be situated on the third floor of the Main Library, in the space currently occupied by the English Library and the Asian Library. The main physical space will be Room 321, the large room that now houses the English Library. Public study and computer use, reference materials and periodicals of all the area studies will be amalgamated in the suite of rooms adjacent to 321. Some office space for librarians and a seminar room will also be situated on the east side of the main third floor hallway.

This location also will allow for collaboration with other service operations on that floor, such as the Scholarly Commons which offers assistance with GIS and datasets, which are of increasing interest and importance in international studies.

The spaces which are currently allocated to the Asian Library will be renovated and made into office space. In all, the new Library will support 21 staff members in these new designated spaces on both sides of the main hallway, with space for hourly students and graduate assistants.

Staffing

It must be emphasized that the new model has been designed with all existing staff in mind and does not envisage the loss of positions. Indeed, this report emphasizes the need for an additional position: the Head of the new library; the assignment of office manager duties to an existing staff position; and the filling of specialist librarian posts that have become, and are anticipated to become, vacant in the near future (Japanese; Latin American and Caribbean; and, Middle Eastern Studies).

Some librarians and staff will be relocated to the library’s central cataloguing and acquisitions services, although they will retain their connections with the IAS Library services. In some cases, librarians and staff may spend time in both locations. Detailed information about staffing assignments appears in Appendix 1.

Services

Reference will be done using a triage model. Users will go to a general reference desk in Room 321, and if the individual staffing the desk does not have the language skills necessary to assist the user, the user would then be referred to an individual, either librarian or staff, who does. The key to this will be training on the various general
reference tools available in the new unit. Reference service will be available both synchronously and asynchronously.

Marketing and promotion of instructional services and resources will occur, especially in development of web pages to support individual classes. Based on the survey of faculty, these services were not well known. This will require the cooperation of all area specialists and at least one graduate student to maintain and update the CMS pages that would be developed by the librarians.

Updated lists of video/DVD recordings will be prominently placed on the Web site.

Digitization services will be promoted. Both librarians and teaching/research faculty will be encouraged to identify materials requiring digitization support. This will enrich collections and increase their visibility and access.

Institutionally based library cooperation is ready for expansion. The Slavic Reference Service has close relationships with several libraries outside the country. This model could be applied to all of the area studies at Illinois.

Other types of collaborative activities will be explored. For example, collaboration with the Mortenson Center could lead to receptions or events highlighting an “Africa Day” or “Caribbean Day” that would include lectures, food, exhibits, and so on. Other activities might include reading groups.

Internal collaborative services with Reference, Research, and Government Information Services might lead to expanded services for international government resources.

Extended hours in the evening and on weekends will allow for librarians and/or other staff with expertise to be more accessible to users through service onsite and virtually.

Collections

The issue of collection development in the vernacular vs. English language was addressed through the recognition of the increasingly international and global focus of area and international studies. Consequently, the IAS Library will include both a general reference collection and specialized reference collections. The latter will be identified according to the collection area, e.g., African Studies, East Asian (Chinese, Japanese, Korean), Latin American and Caribbean, Middle Eastern, Slavic, South Asian, and so on.

In keeping with the Planning Team’s 2008 suggestion, the individual collections falling under the International and Area Studies rubric would include the phrase “Collections and Services,” for example African Studies Collections and Services.
The service space in the 321 suite will allow for display of current journals from all areas. Many of the journals that focus on Latin American and Caribbean studies can be relocated from the Main Stacks to the IAS Library, providing a central location for these titles. The same is true for Middle Eastern and other areas that had limited display space previously. Journals are likely to be organized by title of the journal or by call number (Dewey and Library of Congress).

The South Asian and Middle East collections in the Main Stacks will be integrated into one call number sequence. These collections are currently shelved by languages which makes it difficult for shelving. Since they are all classified under the Library of Congress system, it would be more efficient and effective if they be integrated to facilitate service and access by users. East Asian (Chinese/Japanese/Korean) collections will remain shelved in their current integrated arrangement.

Funding for one-time expenditures, including digitization, is part of the New Service Models process. In addition, identification of titles for digitization is encouraged for any material published prior to 1923, and orphan works published from 1923 to 1972 for which permissions are possible. There is a possibility that funds could be earmarked for a pilot project to digitize IAS offerings. Detailed information about collections, space needs, and digitization options appear in Appendixes 2, 3, 4, and 5.

Evaluation and Communication

Standard library Desk Tracker software will be used for keeping data on reference and user interactions, with categories created for each subject area, e.g., African, South Asian, and so on. The data and reports from that system can later be used as a rationale for increases or reallocation of staffing.

Consultation with units such as Content Access Management and Acquisitions will be undertaken to insure that reassigned staff will have adequate space, equipment, and support to perform their work.

FUTURE SERVICES:

In the long term, on-demand ordering of resources should be a goal, even if they have to be supplied in a digital format. Once the Library receives the requested information in electronic format, the material can be moved into a secure reliable environment (such as IDEALS, the institutional repository).

Reference services via texting were also identified as desirable, but would need mobile phone support on the part of the University Library.

Centralized acquisitions services for Asian materials should be implemented when software systems are advanced enough to handle multiple Asian scripts and characters.
IMPLEMENTATION PLANNING

In order to accomplish the many goals of the new IAS Library, a sequence of events needs to occur. Some initiatives can occur simultaneously, while others need to be linear. Below is a proposed series of steps to create the IAS Library in terms of both organization and facilities. We anticipate that it will take three years for full implementation of the organizational and facilities changes to occur. Some of these changes need to be implemented immediately for the sequence to occur effectively. Steps are listed in sequential order. Appendix 7 lists these recommendations in tabular form with some estimated costs.

Organizational:

• Appoint Interim IAS Library Head to lead the implementation process for a three year term; evaluate position after two years and begin search in third year

• Begin necessary processes for the filling of the currently vacant librarian position in Latin American and Caribbean Studies, and anticipated vacancies in Japanese and Middle Eastern studies librarians (2 positions)

• Begin necessary processes for the development and filling of an office manager position through assignment of expanded duties to an existing staff position

• Develop IAS Library Web site to develop new identity, while retaining links to existing collections and services; provide support to update Web pages of individual area studies collections

• Communicate with, and provide lead time to, personnel to be relocated in order to address concerns and provide training and socialization in new locations

• Assign position titles to match uniform title recommendations forthcoming from the Library Executive Committee

• Relocate cataloging staff to Content Access Management unit to begin integration of cataloging activities

• Develop system for assigning office and work space in IAS Library; recommend that personnel from all units should be located in both 321 and 325 suites in order to increase opportunities for collaboration

• Develop policies for limited loan periods for journals and other IAS Library material

Facilities:

• Identify all cataloging backlogs and relocate in centralized space outside of IAS unit

• Relocate Library Billing Office to provide space for relocated cataloging staff
• Relocate English Library (Room 321) to Room 225 to make space for new IAS Library service unit; remove gift backlog from 319A Library

• Renovate Room 321 suite to accommodate public service area with computers, seating, reference collections, seminar space to handle small group instruction with relevant equipment, microform collections, journals and some staff space; space should be networked with sufficient outlets for laptop users

• Transfer reference collections, journals, microforms and other physical collections to Room 321 suite

• Renovate Room 325 suite as physical collections are relocated; a sequence of moves will be required with temporary offices assigned until renovation is completed

• Remove public access to Main Stacks from Room 325 suite; change to staff access only

• Investigate feasibility of creating a more “reading room” type space in the Library of Congress call number section of the Main Stacks on Decks 7 and 8 to facilitate scholarly study

• Identify visiting scholar space on 4th floor of Main Library to accommodate scholars from all disciplines

• Integrate the South Asian and Middle Eastern collections in the Main Stacks in standard LC sequence. At the current time, the South Asian and Middle East collections are subdivided into individual sections according to language (e.g., Urdu) but they are not in sequence. This causes confusion to users and shelvers because currently each language is arranged within its own call number sequence with several languages.

Resources needed:

• Welcoming area for study visible from the entry door
• Dedicated server space from the University Library (to archive and view streaming video, to provide an effective portal and to archive large files)
• Graduate student support to provide language-specific reference service support and, perhaps library instruction to classes
• Cooperation of area specialists in providing reference services
• Microform reader/scanners, and other equipment listed in Appendix 3
• Areas dedicated to visiting scholars (in conjunction with other library units)
• Support for summer research laboratories
• Renovation of currently substandard office spaces in the Room 325 suite
• Spaces for small meetings
• Study/reading room-type space with functional wireless access in southeast corner, Decks 7 and 8 East, of the Main Stacks in the Library of Congress call number area
• Seminar room

** NAMES AND UNIVERSITY AFFILIATIONS of IAS Implementation Team members

** Faculty from relevant units:

• Teresa Barnes (Associate Professor, History; African Studies and Women's Studies)
• Ken Cuno (Associate Professor, History; Middle Eastern Studies)
• Anna María Escobar (Associate Professor, Spanish, Italian & Portuguese/Linguistics; Center for Latin American and Caribbean Studies)
• Diane Koenker (Professor, History; Russian, East European, and Eurasian Center)
• Andrew Orta (Associate Professor of Anthropology; Center for Latin American and Caribbean Studies)
• Elizabeth Oyler (Assistant Professor, East Asian Languages & Cultures; Program in Medieval Studies -- Japanese literature) - *on sabbatical spring 2010*
• John Randolph (Associate Professor of Russian History; Russian, East European, and Eurasian Center) – *on leave, participated by electronic means*
• Ron Toby (Professor, History; East Asian Languages & Cultures) - *filling in during Oyler's sabbatical, Spring 2010*

** Library faculty:

• Nancy O'Brien (Education and Social Science Library), Team Leader
• Shuyong Jiang (Asian Library)
• Lynne Rudasill (Center for Global Studies, Political Science, EU Center)
• Yoo-Seong Song (Business and Economics Library, Labor and Employee Relations)
• Marek Sroka (Slavic Library and CAM - Polish)
• Karen Wei (Asian Library)
• Tom Teper (Associate University Librarian for Collections), Administrative Liaison

** Library staff:

• Helen Sullivan, Slavic

** Continuity of Team Members

Members of the Implementation Team who also served on the Fall 2008 International and Area Studies New Service Model Team are Andrew Orta, Shuyong Jiang, Lynne Rudasill and Marek Sroka.
Appendix 1. Staffing allocations and assignments

One of the key themes emerging from interviews with all personnel in the IAS units (excluding those on leave) was the need for a head of the new IAS Library with the ability to lead the successful integration of IAS Library personnel and core activities supporting public services into the new service model proposed by the IAS Implementation Team. To that end, a position description (see Appendix 6) was developed for that appointment that emphasizes the need for an individual with strong team leadership skills who can work collegially and collaboratively within and outside the IAS Library. This individual also needs to have responsibilities for collection development, reference, and other professional duties in order to fully understand the work and culture of international and area studies personnel.

One of the existing staff in IAS should be identified as an office manager to handle daily operations, such as equipment, notification of absences, facilities issues, and so on.

Appendix 3 includes a facilities program statement as well as diagrams highlighting specific location of services and staff. In general, staff offices will be in the complex of rooms on the west side of the third floor corridor (Room 325 and adjacent spaces) while public service areas will be located on the east side of the corridor (Room 321 and adjacent spaces). To fully integrate staff and operations, a mix of personnel from the former area libraries will be located in each suite of rooms.

Initially recommended by the Technical Services Coordination and Consolidation Team, and subsequently endorsed by the Library Executive Committee, the Library Budget Group’s directive is to have IAS technical services operations (and staff) relocated to the relevant centralized unit (Acquisitions or Content Access Management). While there are some concerns about this model, the relocation of these services from the Slavic and East European Library and the Latin American and Caribbean Library has worked reasonably well, with personnel moving between the public service locations to technical service locations as needed to provide services. Accordingly, some staff with cataloging responsibilities will be relocated to a central operation, Content Access Management (CAM). Due to the complexities of acquisition of Asian material and the lack of standard software to handle Asian language purchases, responsibilities for acquiring Asian language material will continue to be handled within the IAS Library rather than being centralized within the Library’s Acquisition department. Periodic review of alternatives to handling acquisitions of Asian material are needed so that when an effective system becomes available it can be integrated into the central Acquisitions department in order to standardize routines and implement cost savings. Acquisition of Asian language material is problematic for the Library’s central acquisition unit, since it does not lend itself to the computer programs currently in use. In addition, many of the individuals working with Asian acquisitions have multiple assignments that would make relocation challenging. It was generally agreed that centralized acquisitions services for Asian materials would not be immediately feasible. Slavic and Latin
American and Caribbean acquisitions staff have been relocated to a centralized department within the Library and seem to be operating effectively.

In relocating cataloging personnel from Asian, the concept of having a cohort in proximity to one another with adequate space is essential to make this a successful transition. This model was successful when Slavic cataloging personnel were relocated to CAM.

It is important that in relocating some technical staff there is the clear understanding that they will still consult with staff in the IAS unit and be recognized as part of the IAS team. Their work for the IAS unit should be recognized and reported for purposes of funding requests, communication, and statistical reports.

Due to the space designated for the new IAS Library, some offices will have to be shared, as is the current practice in some of the current area libraries. The decision about shared offices and who is to share office space may need to be made by the Associate University Librarian for Services or the University Librarian in consultation with the librarians. Lotteries or voluntary agreements are also possible ways to determine shared offices.

Other issues related to Asian and Slavic language material include the need for knowledgeable staff to work with binding of journals as well as check-in of serials since a variety of languages and terminology for issues, numbers, and volumes are used. If serials are checked in accurately, binding does not necessarily require language-proficient staff since the marking on the individual issues should make it clear as to what should be bound for each volume.

In the process of meeting with all staff in the current and former IAS units it was noted that this type of interview was the only time that staff that were transferred to other units had been asked how they were doing and for feedback. It is important that a similar opportunity be provided as part of the transition and transfer process for all personnel in any future reorganization. It may be helpful to have a facilitator external to the IAS Library to assist in the transfer and integration of staff and to make sure that the right skill sets are in place.

In setting up the reorganized library and relocating some staff to centralized technical service units, plans must be made to insure that communication with and training by Asian librarians will occur as needed for staff working in other units who are designated to work with Asian language material.

Because the IAS Library will not have a circulating collection, staff formerly focused on circulation activities will be reassigned to other duties or units. The IAS Library will emphasize reference and other user services related to the reference, periodical and microform collections, and databases that will be located in that unit or require specialized assistance. Other library units such as Interlibrary Loan that previously
asked for assistance in-person from the IAS units will be encouraged to email requests to IAS for translation or verification.

The expectation is that all librarians and designated reference staff in the IAS Library will have scheduled hours at the reference desk for which they will be responsible. At certain times, such as the summer institute for visiting scholars, reference staffing may need to be increased to be sure that Slavic specialists are available. The institute generally occurs during Summer Term II.

Reference staff will need training for a minimal level of reference service; to consistently use the library-wide Desk Tracker system for keeping statistics; and, for effective referrals.

Activities that can be routinely undertaken at the reference desk during slow times include collection development; identification of Web sites to be updated and development of content for existing or new Web sites; and, development of content for user aids, such as LibGuides <http://uiuc.libguides.com/>. In other words, maintaining a subject expert presence at a central IAS service desk will not affect the ability to provide other services, and will insure the availability of expert assistance. Because all user services staff may not be able to handle questions in a variety of languages and subject areas, the model commonly used elsewhere of referring more complex questions to the subject experts will be used. The tiered method of reference services is described in the section on services.

Title VIII funded staff in Slavic have specific contractual assignments related to providing Slavic reference service. Any changes in those assignments will have to be negotiated with the agency. In addition, H. Sullivan and J. Adamczyk’s positions are identified as in-kind matching for the Title VIII funded positions, so changes in their assignment would also have to be taken into consideration.

Additional student wages should be requested to provide support during nights and weekends, when the IAS Library will be open for service.

Below are the proposed assignments of staff in the new IAS Library. Current position titles taken from the official campus directory are used to designate positions, but titles may change depending on current discussions within the Library’s Executive Committee about uniform titles within the Library as well as negotiated changes in assignment. The assignment of subject experts mirrors current assignments, with the removal of duplicative management responsibilities. The same number of positions (thirteen librarians) with the addition of a head will form the subject expertise make-up of the IAS unit. Classified staff and other positions are also listed below. Some librarians who provided both public and technical (e.g., cataloging) services in the former libraries will divide their time between the IAS Library for collection and service activities and Content Access Management (cataloging). Staffing assignments will evolve as the IAS Library evolves. For example, the .5FTE Global Studies Librarian may increase to a full-time appointment during the next Title VI funding cycle. Resignations and
retirements may also affect staffing. The Implementation Team believes it is imperative to always have subject expertise available for the collection areas in the IAS Library. The subject experts are the baseline and collections require subject expertise. Positions are not interchangeable, particularly with regard to building collections.

While initial suggestions for percentage of time to be spent in each unit is indicated in parentheses below, final percentages of time will be determined in discussion with the position incumbent, the head of Library Human Resources, a representative of the Library Administration determined by the University Librarian, and/or the head of the IAS Library. Percentages in brackets indicate the Full Time Equivalent (FTE) for staff positions.

**International and Area Studies Library**

IAS Head (100% IAS)

**African Studies**

African Studies Bibliographer (100% IAS)

African Library Specialist [100% staff] (50% IAS; 50% ACQ)

25% African Studies graduate assistant (IAS)

**Asian (East Asian/Middle Eastern/South Asian)**

Head, Asian Library (100% IAS)

Chinese Studies Librarian (50% IAS; 50% CAM)

Japanese Studies Librarian (75% IAS; 25% CAM)

Middle Eastern Studies Librarian (75% IAS; 25% CAM)

South Asian Studies Librarian (75% IAS; 25% CAM)

Asian Senior Library Specialist [75% staff] (25% IAS; 50% CAM)

Asian Library Specialist [50% staff] (100% IAS)

Asian Library Specialist [50% staff] (100% IAS)

Asian Library Specialist [100% staff] (100% CAM)

South Asian Library Specialist [50% staff] (vacant): (CAM)
25% graduate hourly: Chinese acquisition, pre-order searching, ordering, receiving, invoices (IAS)

25% graduate hourly: Japanese acquisitions, pre-order searching, ordering, receiving, invoices (IAS)

25% graduate hourly: Korean language acquisitions, cataloging, Web support (IAS)

33% graduate hourly: Arabic language acquisitions, cataloging (IAS 10 hours); Web support (IAS 5 hours)

Hourly students (Duties: checking-in periodicals, shelving periodicals and reference material; shelving all Asian language materials in Central Book Stacks; duties as assigned)

Global Studies
Global Studies Librarian (25% IAS; 25% Global Studies; 50% ESSL)
25% Global Studies graduate assistant (IAS 5 hours; Global Studies 5 hours)

Latin American and Caribbean
Latin American and Caribbean Studies Librarian (100% IAS)
Library Specialist [100 % staff] (100% Acquisitions – transferred in 2009)

Slavic/East European
Head, Slavic & East European Collections (100% IAS)
Senior Slavic Bibliographer (100% IAS)
Slavic Cataloger (50% IAS; 50% CAM)
Title VIII-funded Slavic Reference Services Research Associate (100% IAS)
Title VIII-funded Slavic Reference Services Research Associate (100% IAS)
Library Operations Associate [100% staff] (100% IAS)
Title VIII hourly position [100% staff] (100% IAS)
Slavic Senior Library Specialist [100% staff] (50% IAS; 50% CAM)
25% Slavic Digital/Web support graduate assistant (IAS)
50% Title VIII Graduate assistants [3 positions] (IAS)
Senior Library Specialist [100 % staff] (100% Acquisitions – transferred in 2009)
Senior Library Specialist [100 % staff] (100% CAM – transferred in 2009)

Appendix 2. Linear Feet Required for Collections

At present, there is sufficient space within the 321 suite to accommodate all of the identified reference, journal, and microform collections from the libraries. Some of the collections have large reference collections, which may reflect their coverage of geographic regions of the world. Systematic weeding of collections to relocate older or outdated items is a usual practice that will continue in the new space as new and/or updated material is purchased. The new facility will actually allow for the inclusion of some material that was not previously gathered together, such as Middle Eastern or Latin American journals, to be displayed in a single, easily accessible location.

<table>
<thead>
<tr>
<th>IAS Linear Foot Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS Unit</td>
</tr>
<tr>
<td>Reference in IAS (print materials)-linear feet</td>
</tr>
<tr>
<td>Current periodicals in IAS-number of titles</td>
</tr>
<tr>
<td>Microfiche in IAS-linear feet</td>
</tr>
<tr>
<td>Microfilm in IAS-linear feet</td>
</tr>
</tbody>
</table>

*Asian data includes both microfilm and microfiche holdings. Note: All microforms to be relocated to repurposed microform cabinets in IAS Library.
Appendix 3. Service Profile and Floor plan of IAS Library

In addition to space needs in the 321 and 325 suites, more centralized space for backlogs and in Acquisitions and the Content Access Management unit is needed to integrate IAS technical service staff into those units. CAM in particular needs more space for people, for shelving for material, and for equipment.

Specific services to occur in the new IAS Library require designated spaces for reference services; reference collections; instruction; journals display; scanning and copying services; collaborative work spaces; carrels and other individual and group study space; public computers; and, consultation with researchers. This needs to be an inviting space, one where people want to come to work, with a seminar room that is networked with projection equipment.

The IAS Library will need a print scanner, a planetary scanner, and copy machines to provide support for the services mentioned in both the faculty and graduate student surveys. Although this will be a non-circulating collection, there will be instances where some items circulate with limited loan periods, such as journals, so that basic circulation and security equipment will be needed.

Each librarian office should include space for visitors to sit and discuss research and other assistance that might be needed.

Public access to the Main Stacks through the former Asian Library entrance will be removed, but staff access through this location will be retained in order to provide maintenance of the Asian collections in the adjacent Stacks space. Public access is being removed since it increases operational costs to staff an additional service point and because there are issues related to security.

Based on comments received from various library constituents who were concerned about loss of a separate Asian library, it is recommended that a study table or two be placed in the Main Stacks in the area occupied by the Asian and Middle Eastern collections (classified with Library of Congress call numbers). This can be managed by removing a few of the carrels in this area that are currently used to house a portion of the cataloging and processing backlog, which is to be centrally relocated. Study tables in this area (Decks 7 and 8, southeast corner) will allow for library users of Asian material in the Main Stacks to work more comfortably, and to contact the Asian Library via texting, email, or phone if questions arise.
DESCRIPTION OF SPECIFIC REQUIREMENTS

<table>
<thead>
<tr>
<th>Room Description</th>
<th>(Room designation and gen’l description goes here in bold type)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use</td>
<td>Activities which will be performed in the space. Descriptions of who will use the space and how it will be used. The new unit will be used by librarians, staff, and users. It will housed reference print and microform collections as well as current periodicals. It will be used for collections and reference services.</td>
</tr>
<tr>
<td>Area (NASF)</td>
<td>Area required for the above activities and a breakdown of area by subspaces, if necessary. 5862.93 square ft. (combined spaces of current English and Asian Libraries)</td>
</tr>
</tbody>
</table>

See below for the description of each room

| Adjacencies      | Narrative of which other spaces should be in close proximity to this space from a functional perspective. Degree of need for adjacency should be given as: “Must be adjacent”, “Proximity is required”, or “Proximity is desired, but not required”. |
| Special Requirements | What special physical requirements will this space need which are unique? Examples might include specially controlled lighting or HVAC, special storage capability, and any other requirements needed to satisfy unique activities to be performed. |
| Occupancy        | What will be the maximum and the typical or average level of occupancy for the space? |
| Furnishings      | List all items of furniture and equipment which will be placed within this space. If items are to be added in the future, so indicate. Give dimensions, if known, of all specialized furniture and equipment. |

Current English Library space

**Room 321: IAS designation: Reference services and periodicals room**

Area (NASF): 1250.07 square ft.

Must be adjacent to reference collections in room 319

Furnishings: one reference/circulation desk with a computer and fax and a stationary phone; comfy seating: 2-3 arm chairs, sofa, coffee table; periodicals display must be adjacent to comfy seating; ?linear feet of shelving needed for the display of up to 1,700 titles of periodicals from Asian, Africana, Latin American, and Slavic + global studies; 4 public computers terminals (exp.+2); one public printer; one staff printer.

**Room 319: IAS designation: Reference collections room**

Area (NASF): 1389.31 square ft.
Must be adjacent to reference services and periodicals in room 321

Furnishings: at least 2,100 linear feet of shelving for print reference materials from all area studies units + global studies; power for 10 people to plug in their laptops; 4 tables with seats for 6 each; comfy seating: 2 arm chairs; 2 carrels for quiet study (space permitting), end table.

**Room 319A: IAS designation: Seminar room**

Area (NASF): 281.69 square ft.

Furnishings: conference table with seating for 15 people and power to plug in laptops; one computer (CPU); one LED screen mounted on the wall; the room should be equipped with Web conference facility/capability

**Room 309: IAS designation: Microform and periodicals overflow room**

Area (NASF): 557.53 square feet

Furnishings: one round table with 4 seats; 2 microform scanners (exp. capability for one more); 1,277.4 linear feet of shelving or cabinets for Asian and Slavic microforms [more compact shelving may be required]; one public photocopy/scanner machine, 2 carrels for quiet study.

**Room 311: IAS designation: IAS Unit Head Office (or Library Faculty Office-alternative location for Head’s office is 337A)**

Area (NASF): 200.10 square feet

Furnishings: one desk, one chair; a small round conference table with 3 chairs; one computer; 2 medium-sized shelves; one phone; 3 file cabinets.

**Room 313: IAS designation: Library Faculty Office (to be shared by two librarians, preferably not from Slavic)**

Area (NASF): 219.19 square feet

Furnishings: 2 desks; 2 computers; 2 phones; 2 medium-sized shelves; 2 file cabinets; a small table with 2 seats, two file cabinets.

**Room 317: IAS designation: Slavic Reference Service Staff Room**

Area (NASF): 253.01 square feet

Furnishings: 4 desks; 4 chairs; 4 computers; 2 phones; 2 medium-sized shelves.

**Hallway (between current English and Asian Libraries): 8-10 lockers for patrons.**

Current Asian Library space; a lot of that space has not been identified yet. Here are some general recommendations.

**Room 323: IAS designation: Space for staff, graduate assistants, and academic and grad hourly employees’ workstations**
Area (NASF): 554.98 square feet
Furnishings and occupancy: TBD

Room 331: IAS possible designation: either a meeting room, office, or graduate workspace.
Area (NASF): 187.42 square feet
Furnishings and occupancy: TBD

Room 337A: IAS designation: Library Faculty Office (or the IAS Head’s Office-alternative location for Library Faculty Office is 311)
Area (NASF): 136.10 square feet
Furnishings: one desk; one computer; one phone; one medium-sized shelf, one file cabinet.

Room 337: IAS designation: Library Faculty Office
Area (NASF): 140.42 square feet
Furnishings: two desks; two computers; two phones; two medium-sized shelves; two file cabinets.

Room 329: IAS designation: Asian Acquisitions Room
Area (NASF): 366.16 square feet
Furnishings and occupancy: TBD

Room 325: IAS designation: Staff communication center
Area (NASF): 92.54 square feet
Furnishings and occupancy: TBD [e.g., staff mailboxes]

Room 335 and Room 323A: IAS designation: Library Faculty Office
Area (NASF) combined: 75.48 + 58.38 square feet
If possible these two rooms should be combined. The dividing wall would have to be removed.
Furnishings: two desks; two computers; two phones; two medium-sized shelves; two file cabinets.

Note: There is sometimes a strong bathroom odor in room 323A (coming from upstairs?). There is constant dust and peeling paint coming from the window wall. The room is not air-conditioned and is extremely hot in the summer.

Note: one four-drawer filing cabinet per FTE faculty member; one chair for visitors
Appendix 4. Cataloging Backlogs

According to the Library Budget Group’s directive, the IAS Library will not house any cataloging backlogs. Such backlogs are to be relocated to central space to be identified by Library Facilities staff in consultation with Content Access Management staff. Relocation of backlogs will provide more space for library users and staff.

<table>
<thead>
<tr>
<th>Linear Feet</th>
<th>Africana</th>
<th>Latin American</th>
<th>Asian</th>
<th>Slavic</th>
<th>Global Studies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt;25</td>
<td>0</td>
<td>N/A; 21,500 items per 2009 Backlog Survey</td>
<td>N/A; 3,000 print items; 800 filmreels per Backlog Survey</td>
<td>0</td>
</tr>
</tbody>
</table>

| Location    | CAM      | NA             | Various | Room 1; 225 | NA |

Appendix 5. Collection Needs

<table>
<thead>
<tr>
<th>IAS Collections Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asian</strong></td>
</tr>
<tr>
<td>Central Journals Project Archives, Series H</td>
</tr>
<tr>
<td>JapanKnowledge</td>
</tr>
<tr>
<td>$1,321 at current exchange from Kinokuniya; bridging money to be picked up in FY12 by subject fund yet to be determined</td>
</tr>
<tr>
<td>E-Korean Studies and Nurimedia Databases</td>
</tr>
<tr>
<td>$4,580 from Panmun Academic Services in ROK; bridging money to be picked up in FY12 by subject fund yet to be determined</td>
</tr>
<tr>
<td>Middle Eastern</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Middle East and Islamic Studies E-Books Online (2007-09)</td>
</tr>
<tr>
<td>Oxford Islamic Studies Online</td>
</tr>
<tr>
<td>Africana</td>
</tr>
</tbody>
</table>
Appendix 6. Position Description for IAS Interim Head

Interim Head, International and Areas Studies Library
University of Illinois Library at Urbana-Champaign

Position Available: August 16, 2010. This is a limited-term, three year 100% time, twelve-month, faculty appointment. At the end of three years, the position will be evaluated and a search conducted to fill the position.

Duties and Responsibilities: Reporting to the University Librarian, the Interim Head of the International and Area Studies (IAS) will provide leadership for and supervision of library services to students, faculty, and other scholars using resources in the international and areas studies. The successful candidate will:

• Oversee and prioritize the daily operation of the department, including reference service, collection development and management, outreach, instruction, and support for digital scholarship;
• Provide leadership for the successful integration of IAS Library personnel and core activities supporting public services into the new service model proposed by the IAS Implementation Team;
• Collaborate collegially and cooperatively with other personnel in the IAS Library, other unit heads, the AUL for Services, and the AUL for Collections;
• Communicate with campus constituent groups such as International and Area Studies Centers, and user communities;
• Evaluate/coach/mentor personnel;
• Direct the selection, training, evaluation, and deployment of support staff members and graduate assistants/hourly staff in IAS Library;
• Serve as primary supervisor for the IAS Library, including desk, instruction, liaison work and all reference programs;
• Prepare regular and on-demand reports for the IAS Library, including but not limited to strategic plans, annual goals, and annual reports;
• Provide collection development, reference service, and bibliographic instruction for general international areas. Depending upon departmental needs and qualifications of the successful candidate, duties may also include regional area specialization responsibilities;
• Coordinate Web site management, digital projects, development and management of additional collections, specific library programs and operations, and participate in other projects and activities;
• Perform other related duties as assigned.

Qualifications:
Required:

- ALA-accredited Master’s degree in Library and/or Information Science
- Strong team-leadership skills and ability to work collaboratively
- Flexibility and ability to thrive in a complex, changing environment with competing demands
- Ability to work cooperatively and effectively with all elements of an academically and culturally diverse user community
- Significant experience providing information and research services in an academic environment
- Demonstrated commitment to mentoring and training
- Demonstrated knowledge of current and emerging trends in academic library services and resources

Preferred:

- Management and supervisory experience in a research library environment, particularly in the area studies, social sciences, or humanities
- Minimum of 5 years of progressively responsible professional experience in academic or research library setting, with a commitment to user-centered services
- Knowledge or one or more non-English languages
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Specific Recommendations</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appoint Interim IAS Library Head</td>
<td>Appoint Interim IAS Library Head to lead the implementation process for a three year term; evaluate position after two years and begin search in third year</td>
<td>August 2010</td>
<td>August 2013</td>
<td>$3,800 stipend for internal appointment</td>
</tr>
<tr>
<td>Develop IAS Library Web site to develop new identity; provide support to update Web pages of individual area studies collections</td>
<td>Assign to personnel in current configuration of units attached to IAS</td>
<td>August 2010</td>
<td>ongoing</td>
<td>$20 per hour for graduate hourly support</td>
</tr>
<tr>
<td>Begin necessary processes for the filling of the currently vacant librarian position in Latin American and Caribbean Studies, and anticipated vacancies in Japanese and Middle Eastern studies librarians</td>
<td>Have IAS head create position descriptions in consultation with head of Library Human Resources and IAS librarians; submit to Library Executive Committee; follow standard search committee procedures once approval to fill position is received</td>
<td>August 2010</td>
<td>November 2011</td>
<td>$180,000 salaries</td>
</tr>
<tr>
<td>Begin necessary processes for the development and filling of an office manager position by assignment of expanded duties to an existing staff position</td>
<td>Have IAS head create a position description in consultation with head of Library Human Resources and IAS librarians; advertise internally to IAS classified staff; assign duties to successful internal candidate</td>
<td>August 2010</td>
<td>October 2010</td>
<td>No cost</td>
</tr>
<tr>
<td>Communicate with, and provide lead time to, personnel to be relocated in order to address concerns and provide training and socialization in new locations</td>
<td>Set up a process for meeting with each individual to be relocated; involve IAS head and head of Library Human Resources in process</td>
<td>August 2010</td>
<td>November 2010</td>
<td>No cost</td>
</tr>
<tr>
<td>Assign position titles to match uniform title recommendations forthcoming from the Library Executive Comm.</td>
<td>Set up a process for meeting with each individual to be given a new title; involve IAS head and head of Library Human Resources in process</td>
<td>September 2010</td>
<td>December 2010</td>
<td>$500 for new business cards, stationery, etc.</td>
</tr>
<tr>
<td>Task Description</td>
<td>Action Description</td>
<td>Start Date</td>
<td>End Date</td>
<td>Estimated Cost</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Relocate Library Billing Office to provide space for relocated cataloging staff</td>
<td>Move Billing Office staff and equipment</td>
<td>May 2010</td>
<td>June 2010</td>
<td>Labor costs for Library IT and Facilities Staff</td>
</tr>
<tr>
<td>Relocate cataloging staff to Content Access Management unit to begin integration of cataloging activities</td>
<td>Provide furniture, equipment and partitions for Asian Library personnel relocated to CAM; provide phones, computer equipment, shelving for cataloging; consult with CAM on specific needs for cataloging in unit</td>
<td>October 2010</td>
<td>February 2011</td>
<td>$8,000 (NSM funds)</td>
</tr>
<tr>
<td>Develop system for assigning office and work space in IAS Library; recommend that personnel from all units should be located in both 321 and 325 suites in order to increase opportunities for collaboration</td>
<td>Set up a process for meeting with each individual; involve IAS head and head of Library Human Resources in process</td>
<td>September 2010</td>
<td>September 2011</td>
<td>No cost; will require planning meetings</td>
</tr>
<tr>
<td>Develop policies for limited loan periods for journals and other IAS Library material</td>
<td>Hold IAS meeting with all personnel to discuss policies and recommend best practice</td>
<td>September 2010</td>
<td>November 2010</td>
<td>No cost; will require planning meetings</td>
</tr>
<tr>
<td>Identify all cataloging backlogs and relocate in centralized space outside of IAS unit</td>
<td>Provide Library Facilities with information already collected by CAM and AUL for Collections; Asian Library will provide information about size of all backlogs in Main Stacks carrels, 325 suite, and elsewhere; compiled data will be provided to Facilities staff; Facilities staff will identify space for relocation of backlogs in consultation with CAM for holding location.</td>
<td>May 2010</td>
<td>December 2010</td>
<td>No initial cost; Library Facilities labor costs to relocate backlog</td>
</tr>
<tr>
<td>Relocate English Library (Room 321) to Room 225 to make space for new IAS Library service unit; remove gift backlog from 319A Library</td>
<td>Remove gift backlog in 319A to Information Processing &amp; Management staff for disposition; Relocate English Library to 225 Main Library</td>
<td>May 2010 for backlog; August 2010 for relocation of English Library</td>
<td>November 2010</td>
<td>Library IT &amp; Facilities labor costs for relocation of material and equipment</td>
</tr>
<tr>
<td>Task</td>
<td>Details</td>
<td>Start Date</td>
<td>End Date</td>
<td>Cost Range</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>----------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>Renovate Room 321 suite to accommodate public service area with computers, seating, reference collections, seminar space to handle small group instruction with relevant equipment, microform collections, journals and some staff space; space should be networked with sufficient outlets for laptop users</strong></td>
<td>Create seminar room in 319A; clean entire space; reposition shelving in Rooms 321 and 309 for improved sight-line and security issues; relocate HRAF cabinets from ESSL to IAS for microform collections; renovate office spaces as needed; retain circulation desk, equipment and security gates; improve electrical and network connections; re-use staff equipment where possible</td>
<td>November 2011</td>
<td>April 2011</td>
<td>$50,000--100,000? (NSM funds)</td>
</tr>
<tr>
<td><strong>Transfer reference collections, journals, microforms and other physical collections to Room 321 suite</strong></td>
<td>Transfer items from Asian Library collections first; then sequence Slavic, African Studies, Latin American and Caribbean Studies, Global Studies, European Union Studies</td>
<td>May 2011</td>
<td>June 2011</td>
<td>Library Facilities labor costs</td>
</tr>
<tr>
<td><strong>Renovate Room 325 suite as physical collections are relocated; a sequence of moves will be required with temporary offices assigned until renovation is completed</strong></td>
<td>Renovate spaces in sequence as outlined by Library Facilities; re-use staff equipment where possible</td>
<td>June 2011</td>
<td>August 2011</td>
<td>$75,000-100,000? (NSM funds)</td>
</tr>
<tr>
<td><strong>Remove public access to Main Stacks from Room 325 suite; change to staff access only</strong></td>
<td>Place signage on both sides of door; change locks if necessary</td>
<td>June 2011</td>
<td>June 2011</td>
<td>May require changing locks; signage</td>
</tr>
<tr>
<td><strong>Investigate feasibility of creating a more “reading room” type space in the Asian call number section of the Main Stacks to facilitate scholarly study</strong></td>
<td>Assess options for removing carrels from southeast corner of Deck 7 of Main Stacks; remove carrels; install study table(s) and chairs with signage indicating email and telephone number of IAS Library for assistance; verify functional wireless access in this area and install if needed</td>
<td>May 2011</td>
<td>May 2011</td>
<td>$5,000? Campus Facilities Labor costs to remove carrels; use furniture in storage for study area; Library Facilities Labor costs</td>
</tr>
<tr>
<td>Project Description</td>
<td>Details</td>
<td>Start Date</td>
<td>End Date</td>
<td>Funding Source</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------</td>
<td>----------</td>
<td>----------------</td>
</tr>
<tr>
<td>Identify visiting scholar space on 4th floor of Main Library to accommodate scholars from all disciplines</td>
<td>Identify 2-4 offices on 4th floor of Main Library; assess office for table/desk, chair, wireless, lighting and electrical connections; Assign task force to develop policy for use of Visiting Scholar space</td>
<td>May 2010</td>
<td>December 2010</td>
<td>Library Facilities Labor costs to review space for electrical connections &amp; wireless</td>
</tr>
<tr>
<td>Integrate the South Asian and Middle Eastern collections in the Main Stacks in standard LC sequence</td>
<td>Develop plan for integrating Library of Congress collection in the Main Stacks for South Asia and Middle East into a single LC call number sequence; assign and supervise students to shift collection</td>
<td>August 2010</td>
<td>September 2010</td>
<td>$1,200 for students to shift books (NSM funds)</td>
</tr>
<tr>
<td>Dedicated server space from the University Library (to archive and view streaming video, to provide an effective portal and to archive large files)</td>
<td>Consult with Library IT regarding any exceptional needs</td>
<td>May 2010</td>
<td>Ongoing</td>
<td>IT support</td>
</tr>
<tr>
<td>Provide equipment for users</td>
<td>Scanner (or multi-purpose scanner/copier), public workstations, public printer</td>
<td>November 2010</td>
<td>April 2011</td>
<td>$100 scanner; retain existing IT equipment in 321 space (NSM funds)</td>
</tr>
</tbody>
</table>