

**New Service Models  
Report to the Provost**

June 4, 2009

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## **Executive Summary**

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The New Service Models (NSM) program was launched during the fall of 2007 to address strategic challenges and operational concerns facing the University Library at the University of Illinois at Urbana-Champaign. This report reviews the changes made to Library services during the Program's first two years and provides an update on current program plans and initiatives.

The NSM program was designed to address the question of how to sustain the Illinois tradition of excellence in Library services while navigating transformations in academic libraries and scholarly communication. Confronted by rapidly escalating economic challenges to our traditional model of departmental library service, as well as by sea changes in the way that scholarly information is created, disseminated, used, and stewarded for the future, the Library undertook a broad and inclusive approach to identifying opportunities for strategic investment in resources, collections, facilities, and information technology, as well as opportunities to engage its users in far-ranging discussions of the future of Library services. This report includes a summary of the most significant of these challenges, but more detailed discussions are provided in earlier NSM program reports, available at <<http://www.library.illinois.edu/nsm/>>.

The NSM program has been carried out using a project-based approach that allows for emergent design of NSM initiatives, as well as for inclusion of Library users from across campus in the planning process. Teams designated to lead the planning and implementation of discrete NSM activities are composed of Library faculty and staff members, as well as faculty from campus programs with identified interests and concerns related to the specific project. NSM teams are charged with communicating and consulting with the broader groups represented by team members. Over the past two years, this approach has allowed not only for direct user involvement in the planning of NSM program activities, but also in an unprecedented number of meetings with faculty groups, library committees, campus academic leadership, and the campus community, at large. Although this report describes the broad approach taken to the design of NSM teams and their ongoing communication and consultation processes, detailed accounts of several of these meetings are available through the NSM program site, available at <<http://www.library.illinois.edu/nsm/>>.

Several significant changes have resulted thus far from the NSM program, including the transition of the Labor & Industrial Relations Library and the Library & Information Science Library to "embedded librarian"

service models, and the integration of the Afro-Americana Library Unit, the City Planning & Landscape Architecture Library, and the Physics & Astronomy Library into complementary service units. Other outcomes include enhancing access to scholarly resources, print and digital, changes to the Library organization of services, and investments in collection management that have resulted in enhanced access to thousands of previously unprocessed materials. Finally, the NSM program has supported the design and development of innovative service programs outlined in the University Library's Strategic Plan, including the establishment of the Scholarly Commons and a Library-wide approach to health information services. The report includes a description of each of these programs, as well as several others completed to date or planned for FY10.

The report concludes with three appendices: 1) a timeline of major NSM program activities planned for FY10; 2) an overview of tangible costs and benefits associated with discrete NSM program activities; and 3) a summary of changes to the June 4 draft based on review and discussion after its release.

## **Introduction**

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The "New Service Models" (NSM) program was launched during the fall of 2007 to address strategic challenges to the future of the University of Illinois at Urbana-Champaign's University Library. These challenges, global in nature and articulated in reports produced by the Library's initial NSM planning team, include changes to the ways in which scholarly work is conducted, changes to the ways in which the results of that work is communicated and preserved for the future, changes in the way in which faculty and students use libraries and other information resources, and changes in the boundaries of disciplinary, interdisciplinary, and multidisciplinary inquiry. The NSM program was launched in an environment in which, as the United Kingdom's Joint Information Systems Committee (JISC) noted in a broad-ranging discussion published in the *Guardian* in 2008, "Academic libraries are changing faster than at any time in their history." It has matured in an environment in which the global economy and the outlook for public support for higher education has soured, and one in which academic libraries face fundamental questions about their future and the nature of their ongoing role in supporting research, teaching, and learning on campus.

In addition to these global concerns – some an issue for years, and others emerging over the past 18 months – the NSM program was designed to address challenges to the provision of Library services rooted in our local traditions, especially the local tradition of the departmental library. As noted in earlier reports, the departmental library service model has required our users to navigate a multitude of discrete service points around campus and has limited the Library's flexibility in developing economies in its operations as well as its ability to take advantage of new approaches to Library service made possible by advances in information technology and new approaches to teaching, learning, and research. While concerns were raised in earlier reports regarding the appropriateness and sustainability of the departmental library service model in the current academic library environment, we also recognize the distinctive strengths of that model, including: 1) the commitment of expert, subject-specialist librarians to manage rich collections of print and digital materials designed to support research, teaching, and learning, in identified fields of study; and 2) the promotion of regular communication and collaboration among Library faculty, and between Library faculty and the faculty and students in liaison academic programs. Illinois was not alone among leading research libraries in embracing the departmental library service model in the twentieth century, and it is not alone in asking whether this model remains sustainable in the twenty-first; through the NSM program, we endeavor to bring forward into any new design of Library services the best of what we have learned from our traditional model.

The University Library faces a unique set of challenges as changes to the information, academic, and economic environments in which it operates continue to accelerate, but we are committed to continuing to play a leading role in all aspects of the University's mission to create and disseminate knowledge, and to provide world-class opportunities for teaching and learning. To do so, we must reshape our services in ways that support the work of faculty and students that will drive the University forward. To be successful, we must commit to ongoing engagement with the academic community, and we must be willing to discuss fundamental changes to the way we look at the provision of access to scholarly resources and to physical facilities designed to support faculty and student work in the contemporary academic environment.

Those wishing to review earlier reports disseminated as part of the NSM program may visit the NSM Web site at <http://www.library.illinois.edu/nsm/>, which includes the Library's "Statement on Library Services" [http://www.library.illinois.edu/nsm/background/service\\_imperatives.html](http://www.library.illinois.edu/nsm/background/service_imperatives.html) as well as the "Principles for Decision Making" that have guided the NSM program to date [http://www.library.illinois.edu/nsm/background/service\\_models\\_principles.html](http://www.library.illinois.edu/nsm/background/service_models_principles.html).

### **New Service Models – Key Assumptions and Principles for Planning**

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The New Service Models program was launched under the leadership of an initial planning team comprised of members of the Library's faculty, staff, and administration. Since the summer of 2008, NSM program activities have been coordinated by JoAnn Jacoby, a tenured member of the Library faculty. NSM program planning and decision-making have benefited from the advice, review, and endorsement of the Library Executive Committee, as well as from the contributions and feedback provided by Library faculty and staff and by members of the campus community.

The NSM program was designed to address operational concerns and strategic challenges facing the University Library, including:

- establishing a sustainable framework for Library service built on our commitment to provide access to rich collections, state-of-the-art facilities, and expert faculty and professional staff;
- providing facilities, collections, and services that support teaching, learning, and research in the contemporary information environment;
- improving access to Library materials by addressing long-term collection management concerns, e.g., backlogs in their processing;
- enhancing the security of Library materials by addressing long-term collection management concerns, e.g., the need for appropriate curatorial control for rare books, special collections, and archival materials; and
- identifying new services, as well as new approaches to traditional services, that will ensure the central role of the Library in the academic enterprise for the twenty-first century.

While we now find ourselves in a period when close attention is being paid to the unprecedented economic challenges facing the Library and the University, the NSM program has not been undertaken as an exercise in budget reduction. The overarching goals of the NSM program have been to ensure that the Library is making the most effective use of its resources, and that it is positioned to creatively address a variety of broader challenges in the changing environments of higher education, scholarly communication, and the information

enterprise. The NSM program requires significant one-time investments in order to address the challenges described above, as well as to begin to transform the decentralized University Library system into a better-coordinated, less resource-intensive operation for the campus. These short-term investments ensure long-term gains – through the potential for savings and/or re-allocation of resources, through avoidance of future costs, and through the intangible benefits that accrue to Library users who are able to access previously hidden materials and to pursue their Library work through a complement of physical facilities and virtual service environments better attuned to a broad spectrum of traditional and emergent practices in the discovery, use, management, and preservation of scholarly information.

From the start, the New Service Models program has been founded on a commitment to communication, collaboration, and consultation among members of the Library faculty and staff, and between Library faculty and staff, our campus colleagues and broader communities of Library users. More than a dozen open meetings have been held at various stages of the NSM process, as have a number of meetings between members of the Library Administration and interested groups of Library users. The NSM program has been discussed regularly with the Senate Committee on the Library, the University Librarian's Long-Range Advisory Committee, and the University Librarian's Student Advisory Committee, and presentations on the progress of the NSM program have been made to the Council of Unit Executive Officers and the Council of Deans. Information on several of these meetings can be found on the New Service Models Web site at <<http://www.library.illinois.edu/nsm/>>.

In addition to this regular program of open meetings and more focused discussions with academic units and interested members of the faculty, the NSM program has integrated input from campus colleagues at the planning and implementation level through the establishment of NSM planning teams. These teams, charged since the spring of 2008 by the Library Executive Committee, include representatives from the Library faculty and staff, as well as from the faculty of academic units across campus with an established interest in the Library service unit or program under discussion. The NSM discussion that led to the Spring 2008 integration of the City Planning & Landscape Architecture Library and the Funk Family College of ACES Library, for example, was led by a planning team that included Library faculty and staff from the affected units, as well as faculty members from the Department of Urban & Regional Planning and the Department of Landscape Architecture, and administrators from the College of Fine & Applied Arts and the College of ACES. The NSM discussion that resulted in the Spring 2009 closure of the Library & Information Science (LIS) Library in favor of an "embedded librarian" service model was likewise led by a planning team that included the Head of the LIS Library, a member of the LIS Library staff, and a member of the faculty of the Graduate School of Library & Information Science, among others. Information on all NSM planning teams, along with documentation of their work and of related presentations made to members of the Library faculty and staff, is available at <<http://www.library.illinois.edu/nsm/>>.

Together with our program of open meetings and discussions of NSM program plans and progress, and the input provided to specific NSM discussions through faculty representation on NSM planning and implementation teams, the Library has also fostered routine communication of user interests and concerns through the provision of access to Web-based information and other means of electronic communication. As part of the NSM program, we have received hundreds of messages from Library users around the world, and we have used this input to inform our planning and to help us initiate, revise, amend, review, and even reject, specific NSM proposals. While continually informed by the interests and concerns of our user communities, however, a basic assumption of the NSM program has been that we cannot maintain the status quo – recognizing the fundamental challenges to our professional practice noted above, we are committed to pursuing short-term changes as a foundation for maintaining long-term excellence in the University Library. As the NSM process has unfolded over the past 18 months, we have seen several peer research libraries, including those at Harvard, Cornell, Columbia, and Berkeley, recognize these same challenges and pursue similar efforts to re-envision their approaches to Library service.

Illinois has benefited from the fact that our change effort was launched in advance of the downturn in the economy that has accelerated similar change efforts at other leading research libraries. At Illinois, the changes implemented as part of the NSM program reflect a longer trajectory of change efforts extending back to the turn of the century; one rooted in the Library's ongoing commitment to its **core values** of service to teaching, scholarship, and the preservation of our cultural heritage, as well as to its tradition of excellence in services and collections. Actions taken as part of the NSM program have uncovered pockets of the Library's collection that have never been fully integrated into our discovery tools, and this has led to the addition of thousands of items to our Library catalog. Other NSM actions have resulted in the dedication of new resources to the physical preservation and provision of user access to the special collections that distinguish Illinois from other libraries around the world. A commitment to the excellence of our collections is a basic principle of NSM program planning, but a complementary principle has been our belief that the academic library of the twenty-first century will be distinguished as much by the scope and quality of its service programs as it will by the quality of its collections. The charge set before those who have contributed to the NSM program has been to envision and implement changes that will help to ensure the continued excellence of the University Library for the next generation, while confronting the changes to our organization and methods of conducting our work that are necessary to meet that charge. These discussions have been engaging, and they have been difficult, but they have been informed throughout by the commitment shared across our campus to our core values of service to teaching, to scholarship, and to our cultural heritage – the NSM program, and the Library's future, must be guided by these service imperatives <[http://www.library.illinois.edu/nsm/background/service\\_imperatives.html](http://www.library.illinois.edu/nsm/background/service_imperatives.html)>.

The changes implemented as part of the NSM program are also rooted in the **core commitments** to Library service articulated in the Spring 2008 report, entitled "Library Services for the 21<sup>st</sup> Century," available at <<http://www.library.illinois.edu/nsm/background/nsmfinal/>>. As part of the NSM program, we re-assert our commitment to supporting faculty, staff, and students in their teaching, learning, research, and service activities by:

- assigning subject specialists documented responsibilities for providing library services, collections, information resources, and information products;
- acquiring and providing access to rich collections of published scholarship, primary source research materials, and related resources;
- fostering regular communication and collaboration between faculty, students, and library professionals through the design of service programs, physical spaces, and technology-enhanced academic environments; and
- improving Library facilities in order to provide appropriate physical environments, both for our users and for the long-term preservation of the cultural and scholarly records for which we serve as stewards.

The University Library re-affirms its core values and core commitments as the starting point for addressing the significant (and growing) challenges that it faces in maintaining its place as a world-class research library, and re-affirms that its vision for sustaining these values and commitments to service is founded on an overarching commitment to collaboration as a member of a collegial academic community.

## **New Service Models 2007-2008**

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Labor & Industrial Relations Library Closed (September 2007)

Labor & Employment Relations Digital Library Launched

“Interim Report” of the NSM Planning Team (“Budget Group Plus”) Released (November 2007)

Town Hall Meetings on the “Interim Report” Held (Fall 2007 – Spring 2008)

“Final Report” of the NSM Planning Team Released (April 2008)

City Planning & Landscape Architecture (CPLA) Library Closed (May 2008)

CPLA Reference & Resource Center Opened in Funk Family College of ACES Library

The major achievement of the Library’s initial NSM planning team was the development of the agenda for change articulated in its “Final Report” <<http://www.library.illinois.edu/nsm/background/nsmfinal/>> - one designed to encourage discussion, review, and revision by members of the Library faculty and staff and by members of the campus community. Even while this broader view of the NSM program was being developed, however, a number of discrete decisions were agreed upon and implemented. Chief among these were the decisions to close the Labor & Industrial Relations Library and to integrate the City Planning & Landscape Architecture Library with the Funk Family College of ACES Library.

The Labor & Industrial Relations (LIR) Library closed in September 2007 following discussions with the Dean of the School of Labor & Industrial Relations [now the School of Labor & Employment Relations (SLER)] regarding the School’s need for space and the limited use of the LIR Library’s physical space, as measured by standard metrics such as gate count, user count, and the use of reference and information services. In collaboration with SLER faculty and administration, the Library subject specialist for Labor & Employment Relations designed a new service model that focused on: 1) the relocation of the subject specialist to an office within the School (referred to as an “embedded librarian service model”); and 2) the development of a comprehensive Web-based information resource focused on information sources and services relevant to the study of Labor & Employment Relations and attuned to the information needs of SLER faculty and students, including those pursuing e-learning opportunities. As part of the decision to close the LIR Library, we made a commitment to address long-term backlogs in processing materials housed in that unit and to make them accessible to scholars and students in the field, including a unique collection of vertical files and manuscripts now under the curatorial control of the University Archives. The LER subject specialist now maintains an office in the School, as well as a presence in the Business & Economics Library. The Labor & Employment Relations Digital Library is available at <<http://www.library.illinois.edu/ler/>>.

The City Planning & Landscape Architecture (CPLA) Library closed in May 2008 following discussions with the Department of Urban & Regional Planning, the Department of Landscape Architecture, and the College of Fine & Applied Arts Library Committee. Located in Mumford Hall, the CPLA Library was among our least frequently used departmental libraries, as measured by standard metrics, and was housed in a facility limited in terms of its user and collections space. Following initial discussions with academic units in the College of Fine & Applied Arts during the summer and fall 2007, and owing to the complementary nature of services and collections available in the Funk Family College of ACES Library, we decided to integrate those two units. A planning team was charged in December 2007 and the units were integrated during the summer of 2008. The ACES Library now features a “CPLA Reference and Resource Center,” designed to highlight the specialized information resources and services relevant to students and scholars in these fields, and to provide furnishings and technology appropriate to the needs of students and faculty making use of specialized materials, e.g., plans and drawings. As part of the decision to close the CPLA Library, we made a commitment to pursue the appointment of a “Planning, Landscape Architecture, & Design Librarian,” who would fill the

vacant CPLA subject specialist position and build on the discussions initiated as part of the NSM process regarding the future of “design library” services at Illinois. Owing to budgetary pressures, the Provost did not approve our Fall 2008 request to complete this search, and those responsibilities were assigned to a faculty member housed in the ACES Library. Also as part of this NSM activity, we made a commitment to review the processing and curatorial needs of materials housed in the CPLA Library, including a collection of vertical files and rare books. Although we identified an opportunity to bring the records of the East St. Louis Action Research Project (ESLARP), currently housed in the College of Fine & Applied Arts, under the curatorial control of the University Archives, this project has been deferred pending identification of additional resources required to process and preserve this unique collection of materials. The final report of the CPLA-ACES Planning Team is available at <<http://www.library.illinois.edu/nsm/cpla/>>.

***NSM Benefits: Enhanced Space for Services in the Library and Across the Campus***

The decision to close the LIR Library allowed the Office of the Provost to re-allocate space within the School of Labor & Employment Relations to meet the needs of the School for space for classrooms, student services, and administrative services.

The integration of the CPLA Library and the Funk Family College of ACES Library brought complementary collections together and provided users of the CPLA Library with access to a better physical facility, including instructional space, group study space, and enhanced technology resources, and allowed the Library to meet user needs more consistently owing to a more robust staffing model.

For additional details on the costs and benefits of NSM program activities, please see Appendix 2.

**New Service Models Summer 2008**

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*New Service Models Coordinator Named (Summer 2008)*

*NSM Web Site Launched*

*Afro-Americana Library Unit Closed (Summer 2008)*

*African-American Research Center Opened in History, Philosophy, & Newspaper Library*

*Information Processing and Management (IPM) Unit Relocated from Undergraduate Library to Central Technical Services*

An important assumption of the NSM program has been that opportunities for change will be identified outside of proposals made as part of formal planning activities, and one of our principles has been that we will explore and pursue such opportunities to the degree that they complement broader issues addressed through the NSM program. The two major NSM activities pursued during the summer of 2008 demonstrate the value of the emergent design of the NSM program: 1) the decision to integrate the Afro-Americana Library Unit with the History, Philosophy, & Newspaper Library (HPNL); and 2) the decision to relocate the Information Processing and Management (IPM) unit from the Undergraduate Library to Central Technical Services (CTS).

The proposal to integrate Afro-Americana with HPNL came from the heads of those units, and was pursued in consultation with faculty members in the Department of African American Studies. As a result, complementary collections and professional expertise have been brought together in a unit that provides its users with longer hours of service than were possible in Afro-Americana, and provides access to a greater range of user spaces and technology. The African-American Studies subject specialist is now housed in HPNL,

and Library collections relevant to African-American Studies are featured in an “African-American Research Center.”

The proposal to relocate IPM to CTS was likewise initiated by the heads of affected units, and was pursued in recognition of the complementary work pursued by IPM and other CTS units, including Content Access Management (CAM). By bringing together Library faculty and staff with similar responsibilities for processing materials, designing and applying metadata schema, and enhancing access to print and digital content, implementing this proposal has allowed us to streamline processing workflows, to prioritize our efforts to address long-term backlogs, and to provide enhanced support for Library units undertaking NSM-related actions.

#### ***NSM Benefits: Improving Workflows***

The decision to relocate IPM to CTS has greatly improved technical service workflows and our ability to address long-term issues related to processing Library materials. Since the summer of 2008, IPM has spear-headed a number of major projects, including clearing a backlog of over 10,000 gift books (of which 4,000 were added to the Library collection), and providing critical support to processing materials from the LIS Library to other Library units in advance of the LIS Library closure. In addition to maintaining responsibilities for the Library’s electronic reserves program, IPM is now positioned to contribute to clearing long-term backlogs of materials to provide support for the relocation of over 250,000 items in the Main Stacks as part of the Rare Book & Manuscript Library HVAC Replacement project.

For additional details on the costs and benefits of NSM program activities, please see Appendix 2.

#### **New Service Models 2008-2009**

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*Scholarly Commons Plan Accepted and Endorsed by Library Executive Committee (Fall 2008)*

*Stacks Services Plan Accepted and Endorsed by Library Executive Committee (Fall 2008)*

*Technical Services Coordination and Consolidation Plan Accepted and Endorsed by Library Executive Committee*

*Town Hall Meetings on the “Action Plan” (Spring 2009)*

*International & Area Studies Library Proposed (Spring 2009)*

*Plan to Integrate Central Reference and Government Documents Library Accepted and Endorsed by Library Executive Committee (Spring 2009)*

*Closing of Physics & Astronomy Library Proposed (Spring 2009)*

*Library & Information Science Library Closed (May 2009)*

The second year of the NSM program began with the Library moving forward on a number of ideas endorsed in the “Final Report” of the initial NSM planning team, including those related to coordinating our technical services operations, enhancing user services in the Main Stacks, and articulating a vision for the Scholarly Commons service program. Also during this time, the Library continued discussing a number of discrete proposals, including those to integrate the Library & Information Science Library with the Communications Library, to integrate the Government Documents Library with Central Reference Services, and to integrate a number of Library units and service programs into a newly-defined “International & Area Studies Library.” Planning for these proposals (and others) accelerated following the receipt of a letter from Provost Katehi in January 2009 asking the Library to undertake a more aggressive approach to achieving substantive change in the organization of Library services (an approach outlined in a document referred to as the “Action Plan”). Although the accelerated planning timeline left some members of the Library and the campus community

concerned that specific plans for action may not have benefited as fully as they could have from broader consultation and discussion, several NSM activities described below made substantial progress owing to the impetus provided by the Provost's letter.

The Scholarly Commons has been the subject of discussion in the Library and with campus partners since it was identified as a programmatic goal in the Library's Strategic Plan (2006) <[http://www.library.illinois.edu/administration/services/planning/strategic\\_planning/strategic\\_plan\\_2006.pdf](http://www.library.illinois.edu/administration/services/planning/strategic_planning/strategic_plan_2006.pdf)>. Building on the work of two previous committees, a planning team composed of Library faculty, as well as faculty and staff drawn from campus partners in existing scholar service programs (e.g., CITES, Graduate College), prepared a report that promoted a vision of the Scholarly Commons service program, as well as a set of short-term and long-term recommendations aimed at better coordination and support for scholar service programs around the Library and across the campus. The Library Executive Committee has approved an internal search for a "Scholarly Commons Coordinator" to lead the development of this program, and an initial space for the Scholarly Commons has been identified on the 3<sup>rd</sup> floor of the Main Library. The Scholarly Commons will complement the planned relocation of the Illinois Informatics Institute and the ATLAS Data Services unit to the Main Library in August 2009. The final report of the Scholarly Commons Planning Team is available at <<http://www.library.illinois.edu/nsm/scholcom/>>. Plans to launch the Scholarly Commons were the subject of a May 2009 story in *Inside Illinois* <<http://news.illinois.edu/ii/09/0507/scholarlycommons.html>>.

Fall 2008 also saw the submission of two other NSM planning reports with Library-wide impact: the Stacks Services Report <<http://www.library.illinois.edu/nsm/stacks/>>, and the Technical Services Coordination and Consolidation Report <<http://www.library.illinois.edu/nsm/techserv/>>. Both of these reports identify long-term goals for improving Library services and access to collections, but each also includes short-term goals that have already been implemented and that will shape decisions regarding the allocation of resources in the coming year. Among these decisions were to:

- invest unrestricted gift funds to address long-term backlogs in processing serials selected by subject specialists for transfer to Oak Street in order to allow progress to be made in shifting collections held in the Main Stacks;
- reconfigure the Central Circulation Desk and Delivery Room to enhance public service, streamline user entry into the Main Stacks, increase the security of the Stacks, and allow for a more efficient configuration of staff that will promote the development of the Central Reserves program in the Main Library; and
- integrate the technical services operations housed in the Slavic & East European Library, the Latin American & Caribbean Studies Library, and the Government Documents Library with Central Technical Services units.

To date, considerable progress has been made in each of these areas. Support for the acquisitions and processing of materials acquired through the Latin American Blanket Order (LABO) has been enhanced through integrating complementary operations in the Latin American & Caribbean Studies Library and Central Technical Services units, and progress has been made on clearing long-term backlogs in the processing of Spanish-language materials previously acquired (with over 3,000 backlogged titles processed in 2008-09). Similar progress is being made in addressing long-term backlogs in the processing of Slavic-language materials as part of the integration of Slavic and East European acquisitions and cataloging programs into Central Technical Services units. As of June 2009, faculty and staff members previously housed in the Latin American & Caribbean Studies Library and the Slavic & East European Library have joined Central Technical Services units in a change that will allow us to promote the best use of complementary expertise and skill

sets and to take a Library-wide approach to streamlining technical services programs to ensure more consistent access to materials for our users. This change also allowed us to free one Library faculty member from her previous technical services responsibilities so that she might help us to address a pressing service need in the Modern Languages & Linguistics Library. Planning continued through Spring 2009 to integrate Government Documents technical services operations with Central Technical Services units, and that effort is scheduled to be concluded this month. Finally, the “Oak Street Serials” project began in May 2009, and the reconfiguration of the Central Circulation Desk is scheduled to be concluded in time for the Fall 2009 semester. Efforts in these areas demonstrate the ways in which NSM program activities dovetail with other actions pursued by the Library, e.g., the decision to allocate funds from a combination of State, gift, and grant resources to support the processing of cartographic materials, children’s literature materials, Asian-language materials, and materials housed in our Rare Book & Manuscript Library and the Illinois History & Lincoln Collection.

Just as our efforts to improve access to Library collections and to address the recommendations made in the Stacks Services and Technical Services reports took place throughout the year, so did our efforts to address the recommendation made in the spring of 2008 to integrate the Library & Information Science (LIS) Library with the Communications Library to create a “Media & Information Studies Library.” The way in which this planning process unfolded demonstrates another principle of NSM planning: ideas for change proposed at one stage of the NSM process are subject to revision following further consultation and study. The LIS Library was among our less frequently visited departmental libraries, as measured by standard metrics, and had also been affected by changes in the research and teaching program of the Graduate School of Library & Information Science (GSLIS). The maturation of the GSLIS distance learning option (LEEP), the penetration of digital content in this field, and the distribution of collections and services of interest to LIS scholars and students across a number of Library units (including, but not limited to, the Communications Library), all suggested that we needed a new approach to service for this field. A planning team composed of Library faculty and staff, as well as faculty from GSLIS and the College of Media, was charged in the fall of 2008 to address the proposal to create a “Media & Information Studies Library.” Following consultation with faculty and students in both academic units, as well as with the faculty and staff of the University Library (another key constituency for the LIS Library), the original proposal was rejected and an approach modeled on the “embedded librarian” service model pursued by the Labor & Employment Relations Librarian (and by our Biotechnology and Global Studies librarians before that) was recommended. The decision to close the LIS Library in May 2009 was not universally embraced, as many faculty and students thought the intrinsic value of having a physical library dedicated to the pursuit of the study of librarianship at an institution housing the top-ranked professional education program in the field justified sustaining the existing model, despite evidence of decreasing use of that physical space. As part of the final decision to close the LIS Library – a decision supported by GSLIS leadership – we made a commitment to address long-term backlogs in processing materials relevant to research in this field, including a unique collection of library annual reports, and to bring core LIS Library materials together with complementary collections in other units, e.g., integrating materials related to the study of children’s literature from the LIS Library with similar materials housed in the Education & Social Science Library. As in other “embedded librarian” service programs, the LIS subject specialist will maintain an office in the GSLIS building and will develop a robust virtual Library service program that will allow her to address the full scope of teaching and research activities in this field in a way that was impossible in the physical space available in the LIS Library. The Library & Information Science Digital Library is currently under development and will be ready in time for the Fall 2009 semester. In addressing concerns raised during the study of this proposal, the Library’s Information Technology unit has designed an enhanced “New Books” feature that will allow “virtual libraries” to provide current awareness services to interested faculty and students in a way not previously possible in our online catalog – an enhancement designed as part of the LIS discussion, but also relevant to similarly interdisciplinary fields of study, including Biotechnology, Labor & Employment Relations, and African Studies. The final report of the Communications – LIS Planning Team is available at <[http://www.library.illinois.edu/nsm/comm\\_lis](http://www.library.illinois.edu/nsm/comm_lis)>.

While the idea of integrating the LIS Library and the Communications Library into a new unit was new to discussions of the Library's future in 2008, the idea of integrating existing Area Studies units into a single service point was not. This idea has been discussed for several years, although the vision of what services might be included as part of what we now call the "International & Area Studies (IAS) Library" has evolved. The first year of the NSM program included extensive discussions of the IAS proposal, both at town hall meetings with the campus community, and in group and individual meetings with faculty. Building on these discussions, the Library Executive Committee charged a planning team composed of Library faculty and staff from an array of Library units directly involved in providing Library services in support of international and area studies programs on campus, as well as faculty members from two of the liaison National Resource Centers (Title VI). In discussing the vision for the IAS Library, committee members consulted with William Brustein, Associate Provost for International Affairs, Ruth Watkins, Dean of the College of Liberal Arts & Sciences, Ann Mester, Associate Dean of the College of Liberal Arts & Sciences for Undergraduate Education and Curriculum and Area Studies Centers, the Directors of the National Resource Centers, and other members of the faculty. Considerable debate took place as part of the work of this committee regarding the scope of the IAS Library service program and how to establish a vision for the unit reflective of the campus-wide commitment to international, global, and area studies as distinct, but complementary, academic initiatives. An initial vision for the IAS Library can be found at <http://www.library.illinois.edu/nsm/intstudies/vision200903.html>.

Following further debate regarding the scope of the proposed IAS Library service program as part of the "Action Plan" meetings held during the spring of 2009, the Library Executive Committee endorsed the overarching recommendation of the planning team that we pursue the integration of existing Library units serving international and area studies programs into an IAS Library that will support enhanced coordination and collaboration across the Library in the design and delivery of Library services to these fields, and that will be founded on our ongoing commitment to developing rich collections of international materials and to providing access to subject specialists who support the use of those materials by student, faculty, and visiting scholars. While the overarching recommendation to pursue the establishment of the IAS Library has been accepted and endorsed, there remain many issues related to the implementation of this recommendation that must be pursued in 2009-10. For example, discussion of the question of how to balance the desire to maintain a distinctive identity for each area studies program with the desire for a more unified approach to the management of services and collections will begin with the proposal put forward by the planning committee to name components of the IAS Library using current area studies designations, but that must be inclusive of the broader scope proposed for IAS Library services. Discussion of other issues raised in the planning team's report will begin with the understanding shared between the Library and campus colleagues on matters such as: 1) a commitment to supporting specialists in each of the international and area studies programs to be served through the IAS Library; 2) a commitment to supporting a complement of staff with language expertise necessary and appropriate to the provision of services offered through the IAS Library; 3) a commitment to promoting approaches to the physical organization of reference materials that will highlight and support their use in each of the international and area studies program areas served through the IAS Library; and 4) a commitment to continuing to provide designated budget lines for the acquisition of Library materials in each of the international and area studies program areas served through the IAS Library consistent with broader practice in Library fund management.

Other planning committee recommendations, e.g., that regarding the space in which the IAS Library will be located, will likewise be further discussed by the implementation team soon to be named. The timeline for establishing the IAS Library will be dependent on these discussions. Given the fact that no timeline for the establishment of the IAS Library can be scheduled prior to a final decision on the location of this unit, and given the limitations and demands of physical space in the Main Library, we will take a phased approach to establishing the IAS Library. The first phase in this plan was accomplished earlier this month with the decision

to temporarily relocate the Africana Library Unit and the Latin American & Caribbean Studies Library to shared space with the Modern Languages & Linguistics Library while plans for establishing the IAS Library are finalized. The final report of the International & Area Studies Planning Team, articulating these and other recommendations, is available at <http://www.library.illinois.edu/nsm/intstudies/>.

Like the idea of integrating existing international and area studies Library programs into a single unit, the idea of integrating government information services with broader reference and technical services programs is a discussion that has been pursued previously at the Library, and is an approach to government information services that has been implemented in the majority of American research libraries. Integrating government information services with broader programs not only helps to achieve economies of scale in staffing and expertise, but recognizes the significance of government information for research, teaching, and learning across the curriculum, as well as the impact that increasing digital access to government information and ongoing discussions regarding the future of depository agreements has had on the practice of government information librarianship. Building on the earlier decision to integrate government information technical services operations with Central Technical Services units, the Library Executive Committee charged a planning team made up of Library faculty and staff to consider how to implement that decision, as well as to make recommendations for integrating government information public services with those services provided by Central Reference. Among other recommendations, the planning team has proposed establishing a new unit with a scope inclusive of those of the existing units (“Central Reference and Government Information Services”) and recasting the position of Head, Government Documents Library, as Coordinator for Government Information Services, with responsibilities including promoting the use of government information across the Library, and ensuring compliance with existing depository agreements. Like those related to the IAS Library, these recommendations were discussed as part of the “Action Plan” meetings held earlier this year, and were endorsed by the Library Executive Committee. While the integration of the units is planned for this summer, there remain a number of implementation issues still under discussion. The Interim Report of the Government Information Services Planning Team is available at <http://www.library.illinois.edu/nsm/govinfo/>, with a final report expected this month.

While each of the NSM program activities described above was shaped by the discussions held across campus earlier this year as part of the development of the “Action Plan,” they were all rooted in the proposals emanating from the first year of NSM program planning. The “Action Plan” discussions, however, also helped us to identify new opportunities for change, with the most significant of these acted upon during 2008-09 being the decision to close the Physics & Astronomy Library. Like several of the NSM actions discussed above, the issue of whether or not to close the Physics & Astronomy Library has been discussed for years, and significant changes had already been made by the spring of 2009 to the composition of the on-site collections and the virtual resources offered to the users of that library. In consultation with the Department of Physics, we made a proposal to close the unit and integrate its collections and services with those of the Grainger Engineering Library Information Center. Following discussion of this proposal as part of the “Action Plan” meetings, the Library Executive Committee endorsed this proposal and we closed the Physics & Astronomy Library in June 2009. Materials are currently being transferred to Grainger and to the Oak Street Library Facility, and the Library will vacate the space in Loomis Laboratory in August. Discussions are currently underway to define an “embedded librarian service model” that will allow for the continued presence of the Physics & Astronomy Librarian in Loomis Laboratory.

#### ***NSM Benefits: Hidden Collections Brought into the Light***

As part of the decision to close the LIS Library, we processed a unique collection of library annual reports relevant to research in this field. By addressing this backlog, the Library added over 4,000 titles to the WorldCat database, greatly enhancing the ability of scholars around the world to learn of this long-hidden trove of research materials. In addition, the Library received almost \$40,000 in credits to our OCLC account for the records added or enhanced in WorldCat as part of the LIS project. Finally, these records were added to our own Library catalog, increasing our overall volume count by more than 15,000 items.

For additional details on the costs and benefits of NSM program activities, please see Appendix 2.

## **New Service Models Summer 2009**

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*Africana Library Unit Temporarily Relocated to Modern Languages & Linguistics Library (June 2009)*

*Latin American & Caribbean Studies Library Temporarily Relocated to Modern Languages & Linguistics Library (June 2009)*

*Physics & Astronomy Library Closed (June 2009)*

*Physics & Astronomy Library Services Integrated with Grainger Engineering Library*

*Government Documents Library Closed (June 2009)*

*Central Reference & Government Information Services Unit Established*

*Illinois History & Lincoln Collections Relocated to 3<sup>rd</sup> Floor of Main Library (August 2009)*

*Scholarly Commons Partner Programs Establish Library Space (August 2009)*

The major NSM activities for the summer of 2009 grew out of the plans made during the previous academic year, including the decisions to temporarily relocate the Africana Library Unit and the Latin American & Caribbean Studies Library to shared space with the Modern Languages & Linguistics Library, and the decisions to close the Physics & Astronomy Library and the Government Documents Library, and integrate those services and collections into larger service programs.

While work progresses on implementing these decisions, we will also take the opportunity afforded by the relocation of the Latin American & Caribbean Studies Library to relocate the Illinois History & Lincoln Collection (IHLC) to the 3<sup>rd</sup> floor of the Main Library, in a space adjacent both to its collections and to the complementary collections and services housed in the Rare Book & Manuscript Library. While work has been ongoing throughout the spring to improve the conditions in which IHLC collections were housed, the opportunity to completely relocate IHLC faculty, staff, and services to an adjacent public service space will result in a significant enhancement of service to Library users. In addition, the Library has allocated substantial resources from NEH endowment earnings to complete a major project to enhance access to IHLC collections by addressing long-term backlogs in manuscript processing.

We are also taking advantage of the summer to complete renovations on two additional spaces on the 3<sup>rd</sup> floor of the Main Library: one for the establishment of the Scholarly Commons; and one for the relocation to the Library of partner programs, the Illinois Informatics Institute and the ATLAS Data Services unit. By bringing these programs together, we will promote the collaborative and coordinated approach to providing scholar services that is central to the vision of the Scholarly Commons and to the future of the University Library.

Finally, NSM program activities for the summer of 2009 were shaped by the discussions and debates that took place during the preparation of the "Action Plan" earlier this year. Several ideas brought forth as part of the "Action Plan" process hold great promise for future NSM activities, but it is clear that they will benefit from further discussion and study. Over the summer, and in consultation with the Library Executive Committee and other campus stakeholders, we will establish a number of new planning teams charged with addressing proposals discussed as part of the "Action Plan" process, including proposals to close the Applied Health Sciences Library and the Biology Library, and proposals to establish new units within the Main Library focused on broadly integrated service programs in the Humanities and the Social and Behavioral Sciences. At the same time, we will establish implementation teams charged with moving forward on proposals that have already benefited from lengthy discussion and consultation with campus colleagues, including the proposal to establish the International & Area Studies Library and the proposal to close the Geology Library and integrate its collections and services with the Grainger Engineering Library Information Center (a discussion that has been ongoing with the School of Earth, Society, and the Environment, and the College of Liberal Arts & Sciences for almost three years).

## **New Service Models 2009-2010**

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### *Planning Teams Will Be Charged For:*

*Applied Health Sciences  
Biology & Life Sciences  
Literatures, Languages, & Textual Analysis  
Social and Behavioral Sciences*

### *Implementation Teams Will Be Charged For:*

*Geology/Earth, Society, and the Environment  
International and Area Studies*

### *Central Reserves Service Will Be Established in the Main Library*

The third year of the NSM program will begin by building on discussions initiated or advanced as part of the “Action Plan” meetings held during the spring of 2009. Several of the actions proposed as part of the plan were deemed worthy of further discussion and further engagement with the campus community. Following discussions with Provost Katehi and campus colleagues in a number of academic units, we have developed a pool of potential members for each of the Planning and Implementation Teams noted above. We are also consulting with the Senate Executive Committee before making appointments to these teams, which we hope to have charged by the start of the Fall 2009 semester. These NSM teams will begin their work starting from proposals articulated as part of earlier NSM reports, e.g., the proposal to integrate the complementary service programs of the English Library and the Modern Languages & Linguistics Library <<http://www.library.illinois.edu/nsm/background/nsmfinal/contents/service1to3.html#a16>>, or from proposals articulated as part of the development of the “Action Plan” discussions earlier this year.

One concrete change to current services planned for 2009-10 is the establishment of Central Reserves – a single service point in the Main Library for providing access to print materials held as Course Reserves. Part of the ongoing development of our Central Access Services unit (a new approach to Library organization that was initiated prior to the launch of the NSM program), Central Reserves will ensure longer hours of access to time-sensitive course materials in the Main Library and allow us to limit duplication of effort in the assignment of staff time within the Main Library. We will pilot Central Reserves services during the Fall 2009 semester by providing access to print reserves required by the Graduate School of Library & Information Science at the Central Circulation Desk. Following the approach taken to centralizing management of electronic reserves several years ago, we will begin a phased integration of other Main Library print reserves functions into Central Reserves in January 2010. Centralizing Main Library print reserves will provide enhanced hours of access for students while affording us greater efficiency in Library operations.

Other specific goals for the NSM program in 2009-10 will emerge as progress continues on ongoing NSM activities (e.g., coordination of technical services programs, integration of government information services programs), and as the work of the new NSM teams is conducted. We will continue to dedicate resources in 2009-10 to processing of Library materials in order to maintain and enhance user access, to facilitate future transfer of materials required as part of the NSM program, to support Library involvement in strategic initiatives (e.g., large-scale digitization programs), and to address critical collection management concerns, including the relocation of hundreds of thousands of items necessary for the completion of the RBML HVAC project, and the processing, conservation, and transfer of Library materials from inadequate storage facilities to the Oak Street Library facility to ensure their long-term preservation and availability for use by future generations of students and scholars.

## Conclusion

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Over the past two years, the New Service Models program has allowed the Library to pursue a substantive and sustained discussion of “what matters” in a twenty-first century research library, and has fostered an unprecedented variety of discussions among and between Library faculty, staff, and users. It is clear that our continuing commitment to building collections and to providing enhanced access to content and to subject specialists and the services they provide is the foundation for our continuing success in the future. Pursuing NSM activities has also resulted in concrete changes to the ways in which we conduct our work and the ways in which we provide Library collections and services to the Illinois community. Our commitment to the values and principles articulated as part of the NSM program has allowed us to chart a course for the future in which substantive discussion and collegial engagement are the hallmarks of a decision-making process also shaped by economic challenges unprecedented in recent memory, and changes to the information environment and the enterprise of higher education equal to any in modern history.

It is no understatement to say that many members of the campus community may not agree with the conclusions we draw from these discussions, or with our subsequent decisions and actions, but we must also recognize the willingness of so many to engage in these discussions with open minds and broad perspectives on the future. We appreciate the courage of the many deans, department heads, and faculty members who have been willing to challenge conventional arrangements. We are grateful to everyone who has contributed to this difficult work, and whose contributions have helped to clarify and improve the decisions we have made to date, as well as those we prepare to make in the coming year. This report is a record of a collegial approach to thinking about fundamental changes to the Library environment at Illinois, and we look forward to working closely with the campus community as we strive to maintain the Illinois Library’s place as a great research library for the twenty-first century.

## Appendix 1: Timeline

### Timeline

This initial timeline provides an overview of major planning and implementation activities that the University Library will pursue as part of the New Service Models program and other major initiatives. Dates are approximate, and are provided simply to demonstrate the multiple, overlapping deadlines under which many central service units within the Library will be required to operate as we pursue this ambitious, but necessary, program of change.

As other issues may arise of which we are not currently aware, this list is not inclusive of all NSM projects or related activities that will occur during 2009-10.

<b>May 15, 2009</b>	Library & Information Science (LIS) Library Closes
<b>May – June 2009</b>	Materials Processed and Transferred from LIS Library
<b>May – August 2009</b>	“Oak Street Serials” Project (200,000+ Volumes Selected as Appropriate for Remote Storage to be Transferred to Oak Street Library Facility)
<b>May – August 2009</b>	NSM Teams Established in Areas Requiring Further Discussion and Review, including: Applied Health Sciences, Biology, Geology, International & Area Studies, Literatures, Languages, & Textual Analysis and the Social and Behavioral Sciences
<b>June 12, 2009</b>	Latin American & Caribbean Library Studies Closes; Services Relocated Temporarily to Modern Languages & Linguistics Library
<b>June 12, 2009</b>	Physics & Astronomy Library Closes; Services Relocated to Grainger Engineering Library
<b>June 12, 2009</b>	Africana Library Unit Closes; Services Relocated Temporarily to Modern Languages & Linguistics Library
<b>June 2009</b>	Materials Processed and Transferred from Africana Library Unit
<b>June – August 2009</b>	Illinois History & Lincoln Collection (IHLC) Relocates to 324 Library; IHLC Processing Project Begins
<b>June – August 2009</b>	Materials Processed and Transferred from Physics & Astronomy Library
<b>June – August 2009</b>	Reconfiguration of Central Circulation Desk, Main Library
<b>July 1, 2009</b>	Central Reference and Government Information Services Established
<b>August 2009</b>	Illinois Informatics Institute (I3), Institute for Computing in Humanities, Arts, & Social Science (I-CHASS), and ATLAS Data Services Move onto Third Floor, Main Library

<b>August 2009</b>	Establish Scholarly Commons on 3 <sup>rd</sup> Floor, Main Library
<b>August 2009</b>	Begin Central Reserves Pilot Project
<b>August 2009</b>	Begin Phased Establishment of Retrospective Reference Collection
<b>August 15, 2009</b>	Library Vacates Physics & Astronomy Library Space in Loomis Laboratory
<b>November – December 2009</b>	Relocation of Materials in Preparation for RBML HVAC Replacement Project
<b>December 15, 2009</b>	Recommendations from NSM Teams Established in Summer 2009 (Except Social and Behavioral Sciences) Due to the Office of the University Librarian and Dean of Libraries, Including Recommendations Related to Space Assignment for International & Area Studies Library and Literatures, Languages, & Textual Analysis
<b>January 2010</b>	Construction for Rare Book and Manuscript Library HVAC Replacement Project Begins
<b>January 2010</b>	Begin Phased Implementation of Central Reserves
<b>January 2010</b>	Implementation Planning Based on NSM Team Reports Submitted in December Begins, Including Space Planning for International & Area Studies Library and New Main Library Unit Focused on the Literatures, Languages, & Textual Analysis
<b>February 1, 2010</b>	Recommendations from Social and Behavioral Sciences Planning Team Due to the Office of the University Librarian and Dean of Libraries
<b>March 2010</b>	Construction for Rare Book and Manuscript Library HVAC Replacement Project Moves into Current Circulating Collection Space (350,000+ volumes must be relocated prior to March 2010)
<b>June – August 2010</b>	Rare Book and Manuscript Library Collection Shift to Accommodate HVAC Replacement Project

**Appendix 2: New Service Models Program Projects - Overview**

	<b>Summary</b>	<b>Costs</b>	<b>Savings/Opportunities to Reallocate</b>	<b>Benefits</b>
<b>Africana Library Unit</b>	Temporarily relocate librarian's office and reference collection to the Modern Languages & Linguistics Library pending the formation of an International & Area Studies Library	Relocation and processing (internally funded)	Reallocate space to the Scholarly Commons, a new service initiative	<p>Longer hours of service</p> <p>Related collections brought into proximity (e.g. Francophone Africa, African diaspora, African linguistics)</p> <p>More resilient staffing model</p> <p>Economy of scale/ reduced duplication of function</p>
<b>Afro-American Library Unit</b>	Consolidated with the History, Philosophy & Newspaper Library	<p>Relocation and processing (internally funded)</p> <p>Move door &amp; soundproof office for Afro-American Librarian (\$5,000)</p>	Reallocate space to the Scholarly Commons, a new service initiative	<p>Longer hours of service</p> <p>Improved space and facilities for students and faculty</p> <p>Related collections brought into proximity</p> <p>Better staffing model to support the needs of researchers using the collections</p> <p>Reduced duplication of function</p>

<b>City Planning and Landscape Architecture Library</b>	Consolidated with the Funk Family College of ACES Library (May 2008)	Records maintenance and collection management (\$27,000)  Webpage development (\$8,000)  Special collections / vertical file of planning documents (\$1,000)  Furniture signage, moving expenses (\$26,400)  Workstations & scanner (\$10,000)	Reduce infrastructure costs, e.g. telecommunications and data services, support for public IT, maintenance contracts for public copiers, etc  Reduce CPLA student wage budget (\$6,000 in FY09)  Reallocate of 1 FTE Civil Service Staff from CPLA Library to Funk-ACES to meet the demands of a busy service point  Reallocate supplies and inventory control systems (“security gates”) to other Library units  Reduce the Library’s utilities footprint	Longer hours of service  Better space and facilities for students and faculty  Related collections brought into proximity (e.g., horticulture and landscape architecture, urban planning and human and community development)  More resilient staffing model  Enhanced opportunities for staff to develop new skills through cross training and the development of complementary areas of expertise
<b>Communications Library</b>	Expanded hours  Increased staffing  Responsibility for support for LAS Dept. of Communication transferred from Education and Social Science Library	1 FTE Staff (reallocated from LIS)	Reduce duplication of research materials supporting communication studies between the Communication and Education and Social Science Library	Better support a unit with high-level usage expected to expand with the growth of the communication studies programs  Longer hours of service  Related collections brought into proximity  More resilient staffing model

<b>Illinois History and Lincoln Collections</b>	<p>Create appropriate collection management and public space adjacent to Rare Book &amp; Manuscript Library</p> <p>Improve Access to IHLC Collections</p>	<p>Processing and improving access to manuscript backlogs (\$46,000)</p> <p>Renovations to collections, staff, and user service space (\$55,000)</p>	<p>Vacate space on 4<sup>th</sup> floor for future uses</p>	<p>Enhance direct services to Library users by co-locating the public service and collection management programs of the Illinois History and Lincoln Collections</p> <p>Enhance intellectual control over collection, improve scholarly access, and eliminate significant backlogs.</p>
<b>Labor &amp; Industrial Relations Library</b>	<p>Closed September 2007</p>	<p>\$25,000 to process the “LIR Vertical Files,” a unique collection of labor history materials now available through the University Archives</p> <p>Relocation and processing (internally funded)</p>	<p>Reduce infrastructure costs, e.g., telecommunications and data services, support for public IT, maintenance contracts for public copiers, etc.</p> <p>Reduce LIR Library student wage budget (\$10,600 in FY08);</p> <p>Reallocate 1 FTE Civil Service Staff from LIR Library to Library Acquisitions to meet a critical staffing need</p> <p>Reallocate IT resources, supplies, and inventory control systems (“security gates”) to other Library units.</p> <p>Reduce Library energy footprint on campus through vacating space in School of Labor &amp; Employment Relations</p>	<p>Pursue “embedded librarian” service model; providing high-quality information and instructional services without the burden of managing the daily operations of a departmental library</p> <p>Create a more robust virtual Library presence that provides easy access to the full range of relevant information resources and services unconstrained by the limitations of the previous physical space</p> <p>Allow LIR to redesign the space previously occupied by the LIR Library, including much-needed classroom space, career service space, and faculty/administrative office space</p> <p>Improve access to labor history materials</p>

<p><b>Latin American &amp; Caribbean Studies Library</b></p>	<p>Temporarily relocate librarian's office and reference collection to the Modern Language Library pending the formation of International &amp; Area Studies Library</p>	<p>Relocation (internally funded)</p>	<p>Reallocate space to Illinois History and Lincoln Collections</p>	<p>Longer hours of service</p> <p>Better space and facilities for students and faculty</p> <p>Related collections brought into proximity</p> <p>More resilient staffing model</p> <p>Reduced duplication of function (serial check-in, reshelving reference materials, ordering supplies)</p> <p>Better staffing support for researchers using the collections</p>
<p><b>Library &amp; Information Science Library</b></p>	<p>Closed May 2009</p>	<p>Enhance cataloging of historical Library Reports before transfer to remote storage (\$17,000)</p> <p>Relocation and processing (internally funded)</p> <p>IGI Global ebook package (\$36,000 one-time/\$21,000 recurring: funded by LIS funds and Collections Allocation)</p>	<p>OCLC credits for enhancement to WorldCat database records (\$40,000)</p> <p>Reduce infrastructure costs, e.g., telecommunications and data services, support for public IT, maintenance contracts for public copiers, etc.</p> <p>Reduce student wage budget (\$8,500 in FY09)</p> <p>Re-deploy 1 FTE Civil Service Staff to Communications Library to meet the demands of a busy service point</p>	<p>By fully cataloging 4,500 titles, we made these resources discoverable to scholars worldwide; adds 15,000+ items to volume count.</p> <p>Pursue "embedded librarian" service model; providing high-quality information and instructional services without the burden of managing daily operations of a departmental library</p> <p>Create a more robust virtual Library presence that provides easy access to the full range of information resources and services unconstrained by the limitations of physical</p>

			<p>supporting an expanding program</p> <p>Reallocate IT resources, supplies, and inventory control systems (“security gates”) to other units</p>	<p>space, and appropriate to GSLIS e-learning programs</p> <p>Provide an enhanced “New Books” report feature from the Library’s catalog, allowing a broader view of newly-acquired literature in the field than was possible in the previous physical space</p>
<b>Physics &amp; Astronomy Library</b>	Consolidated with Grainger Engineering Library (June 2009)	Records maintenance & transfers from Physics to Grainger and Oak Street (\$13,500)	<p>Reduce infrastructure costs, e.g., telecom and data services, support for public IT, maintenance contracts, etc.</p> <p>Reduce student wage budget (\$5,800 in FY09)</p> <p>Reallocate 2 FTE Civil Service Staff -- one to Oak Street; and one to Interlibrary Loan</p> <p>Reallocate IT resources, supplies and inventory control systems (“security gates”) to other Library units</p> <p>Reduce Library energy footprint on campus through vacating space in the Loomis Lab</p>	<p>Longer hours of service</p> <p>Better space and facilities for students and faculty</p> <p>Related collections brought into proximity Economy of scale/ reduced duplication of function</p> <p>Better staffing support for researchers using the collections</p> <p>Opportunity to re-allocate Library space in Loomis Lab to other space needs of the Department of Physics</p>

<b>Stacks Services</b>	<p>Reconfigure the Central Circulation Desk and staff areas to support “Central Reserves” and re-locate entrance to the Stacks</p> <p>Bring special collections under appropriate curatorial control</p>	<p>Desk remodel (\$120,000)</p> <p>Retrospective Reference (\$8,000)</p> <p>Serial Display removal</p>	<p>Better configuration of the entrance means less duplicative staffing of redundant service points, freeing up staff for other projects.</p> <p>Central Reserves function will allow for less duplication of effort within the Main Library</p>	<p>Provide a more open and inviting entrance to the Stacks, and more flexible user spaces in the adjacent area</p> <p>Ensure that our most valuable and unique materials continue to be accessible to scholars in the future</p> <p>Improve security of Stacks</p> <p>Increase hours of access to print reserves</p>
<b>Technical Services</b>	<p>Consolidated technical services processing throughout the Library (ongoing)</p> <p>Expanded role of IPM from media and reserves to include library-wide collections searching, processing and transfers</p>	<p>Relocation and processing (internally funded)</p> <p>Network hubs and barcode scanners to support staff transferred from Slavic (\$3,000)</p>	<p>Improved coordination of cataloging programs results in reduction of backlogs, and addition/enhancement of WorldCat database records – each of which generates an OCLC credit.</p>	<p>Make unique material available to scholars worldwide, as well as on campus</p> <p>Processed 10,000 item backlog of gift materials, adding 4,000 items to the collection</p> <p>Reduced Latin American Blanket Order backlog by 50%</p> <p>Reduced Slavic backlog</p> <p>Build capacity for rapid, large scale processing, such as RBML-HVAC or LIS</p> <p>Free up space for new materials; provide better storage conditions for all materials</p>

### Appendix 3: Summary of Changes Made to the June 4 Draft

The draft distributed on June 4 was revised based on input from the June 17 open meeting for Library faculty and staff, review by the Executive Committee, and comments from the Library and the campus communities. Revisions include:

- The introductory section, including the discussion of vision and overarching goals, was expanded following comments at the Library open meeting and a meeting of the Senate Committee on the Library;
- Appendix 2, which summarizes the costs, savings/opportunities to reallocate and benefits of all completed projects was added in response to comments from the Senate Committee on the Library; The International and Area Studies section was expanded following comments at the Library open meeting, the Senate Committee on the Library, and a meeting Dean Kaufman had with the Humanities Council Executive Committee, LAS Administration, and the Provost;
- An earlier draft was shared with heads of units that had been significantly affected by NSM activities and with the leaders of the NSM teams that are discussed in the report; this resulted in several small changes and clarifications in a number of areas (e.g., a correction regarding the status of physical renovations to the Physics space, a correction to note that school library materials were not, as previously reported, integrated into the ESSL on-site collection, changing Humanities to “Literatures, Languages and Textual Analysis” in the timeline, and others);
- An Executive Summary and Table of Contents were added.