I. BACKGROUND

In August 2008, the Library Executive Committee charged the Government Information Services Team to review current government information programs, encompassing public and technical services, and to develop a plan extending the reach of these services by integrating all or parts of the current Government Documents operations into the larger Library organization. The work of this Team was grounded in the conviction that government information is an essential component of information services in virtually every research discipline. Therefore, any recommendations are intended to support the goal of ensuring that government information sources and expert research assistance are available to all the students, scholars and members of the general public who rely on the University Library, regardless of discipline or location.

The Government Information Services Team’s recommendations were submitted in an Interim Report <http://www.library.illinois.edu/export/nsm/govinfo/> which was approved by the Library Executive Committee with minor amendments in March 2009. In this Interim Report, the Team recommended: 1) the creation of a new unit combining central reference and government information services; 2) the appointment (through internal reassignment) of a Coordinator of Government Information Services, Access and Collections with library-wide responsibilities for promoting the use, ready accessibility and sound stewardship of government information, and; 3) the integration of Government information technical services and acquisitions functions into the Central Access Management (CAM) workflow through the establishment of a Government Documents Cataloging and Processing team within CAM.

Working Groups
Following the Library Executive Committee’s endorsement of the recommendations in the Interim Report, two working groups were formed to identify opportunities and issues relating to the implementation of these recommendations: 1) Government Information/Technical Services Working Group; and 2) Reference and the Government Documents Librarian Working Group. Issues needing resolution were identified through structured brainstorming session and subgroups were then formed to address these issues.

Subgroups of the Government Information/Technical Services Working Group:

Workflows and Processing
- Paula Reveal, Government Documents
- Eleanor Hornbacker, Content Access Management (CAM)
- Lynn Wiley (or designate), Acquisitions
Space
- Michael Norman, Content Access Management (CAM)
- Marek Sroka, Content Access Management (CAM) and Slavic
- Mary Mallory, Government Documents

Training and Orientation
- Gail Hueting, Content Access Management (CAM)
- Kevin McLaughlin, Government Documents
- David Griffiths, Government Documents
- Fang Gao, Content Access Management (CAM)

Coordination and Leadership
- Michael Norman, Content Access Management (CAM)
- Mary Mallory, Government Documents
- David Griffiths, Government Documents
- Qiang Jin, Content Access Management (CAM)

Subgroups of the Reference-Government Documents Librarians Working Group:

Service Model and Reference Desk Staffing (identify possible service models; including referrals/consultations and reference desk staffing)
- David Griffiths, Government Documents
- Kathleen Kern, Central Reference
- Merinda Hensley, Central Reference

Training (identify competency levels and training methods/approaches, coordinate cross-training)
- Beth Woodard, Central Reference
- Karen Hogenboom, Government Documents
- Kathleen Kern, Central Reference

Collections/Space/Equipment
- Jenny Emanuel, Central Reference
- Jo Kibbee, Central Reference
- Mary Mallory, Government Documents

Identity/Organizational Model
- Beth Woodard, Central Reference
- Mary Mallory, Government Documents
- Jenny Emanuel, Central Reference

Notes and agendas from the meetings of these working groups are posted on the Government Information Services Team page <http://www.library.illinois.edu/nsm/govinfo/index.html>.

The present report brings together recommendations from these working groups with those from the original Government Information Services Team:

Janis L. Johnston, Director, Law Library (Team Leader)
All members of the Government Information Team and the two working groups have had the opportunity to review and comment on the present report.

II. FOCUS GROUPS & INTERVIEWS

The Government Information Services Team coordinated focus group and email interviews in order to obtain information about how faculty, academic staff and graduate students use materials published and disseminated by governments, intergovernmental organizations (e.g., the United Nations), and nongovernmental organizations (e.g., Human Rights Watch, the Red Cross) in research and teaching. The information gathered will inform the further development of library services to support these scholarly needs. A summary of the results are currently being prepared by Mary Mallory. This summary will be shared with the University Librarian, posted on the NSM website and may also be disseminated at professional meetings and publications.

Forty-four faculty, academic staff and graduate students who use government information in their teaching and research were sent emails inviting them to participate in one of two focus group sessions hosted by members of the Government Information Services Team (JoAnn Jacoby, Mary Mallory and Beth Woodard). Known or likely users of government information were identified by referrals and by reviewing publicly available CVs, faculty web pages, publications, and class syllabi. In addition, the invitation was forwarded to the following departments for distribution to their faculty and graduate student email lists: Education, Illinois Natural History Survey, Agriculture and Consumer Economics, Social Work, Urban Planning, History, Finance, Economics, Kinesiology and Community Health, Human and Community Development, College of Media, Political Science, Sociology, Landscape Architecture, Institute of Aviation, Labor and Employment Relations, Afro-American Studies and Research Program, Gender and Women's Studies, Geography, and Geology.

Three individuals participated in a focus group session held on May 22, 2009 and the remainder responded to the same questions via an email survey:

* Aerospace Engineer, Research Park
* Academic Professional, Office of Extension
* Adjunct Assistant Professor, Political Science
* Associate Professor, History
* Extension Specialist, Human & Community Development
* Assistant Professor, Curriculum and Instruction
* Professor, History
* Associate Professor, Agriculture and Consumer Economics

III. COORDINATOR OF GOVERNMENT INFORMATION SERVICES, ACCESS AND COLLECTIONS

The Interim Report recommended the creation of a new position, Coordinator of Government Information Services, Access and Collections, with library wide responsibilities for promoting the
use, ready accessibility and sound stewardship of government information in all formats. This position will be filled by the current Head of the Government Documents Library, who will move to this position when that unit closes on June 30, 2009. The draft position description is provided in Appendix 1.

The Team recommends that the .33FTE GA previously allocated to Government Documents be reassigned to the Coordinator. The responsibilities and duties assigned to this GA would include:

- Providing reference services at the Reference, Research and Government Information desk and answering questions received in person, by email, phone, IM, and online chat, including (Government Information Online (GIO).
- Participating in all Reference, Research and Government Information training, orientation and graduate assistant meetings
- Meeting weekly with the Coordinator of Government Information Services, Access and Collections
- Other duties will be assigned based on the depository library requirements and other government information activities as defined by the Coordinator and the Head of Reference, Research and Government Information, as well as the professional interests of the graduate assistant. Some examples of additional duties:
  - Expand and maintain web site, including updating broken links
  - Develop depository and services web pages, course guides, resource guides, LibGuides, tutorials, guides for special audiences
  - Create web exhibits
  - Help to provide CD and DVD assistance to users onsite
  - Participate in collection development, management and preservation activities
  - Work with academic departments and organizations outside the university to publicize government information services and the collections
  - Teach workshops, provide tours, teach classes on using government information
  - Continue work on transferring government information vertical file (tangible) to web-based resource

The GA will be jointly supervised by the Coordinator of Government Information Services, Access and Collections (for all duties except for those related to service on the reference desk) and the graduate assistant coordinator in Reference, Research and Government Information (for duties related to provision of reference services at the Reference, Research and Government Information desk).

There was consensus among the Team that the Coordinator will also need additional ongoing staff support for duties not appropriate for a graduate assistant. Two options for providing this support were discussed:

1) The Coordinator works with the Head of CAM to help set priorities for the processing and access to government information sources, compliance with depository requirements and the assignment of CAM staff to special projects. The Coordinator will likewise work with the Head of Reference, Research and Government Information and the other librarians in that unit to assign
staff and graduate assistant time toward ongoing office support and special projects. This option would provide access to a pool of staff with a range of expertise and skills; or,

2) A designated staff member is assigned at .33 FTE to the Coordinator, with duties as follows:

**Staff, .33 FTE, Duties**
The staff member’s role will evolve as the Coordinator’s role develops. The responsibilities listed below represent current staff member’s assignments and the type of support that it is anticipated the Coordinator will require. Presumably the staff will be a Library Specialist who has provided reference services previously, is familiar with web work, and basic information technology and software, such as, CD-ROM setup, access and use. Duties will include:

- Responding to written correspondence and directing any information queries to Coordinator
- Assisting with Federal item selection update cycle and profiles
- Assisting with collection development and management, including a process to substitute electronic items for tangible
- Reviewing needs and offers lists as necessary
- Assist with digital projects, e.g., Google, and new services as appropriate
- Maintaining contacts with GPO, other depository programs, government agencies, publishers, vendors, and state library, and responding to official information requests, including assisting with reports, surveys and other correspondence
- Monitoring FDLP Desktop RSS, DOCTech-L, other listservs and communication mechanisms as necessary
- Handling US AskGPO, LostDocs, and FugitiveDocs and similar requests pertaining to the availability of materials and local holdings
- Providing operational and clerical support to Coordinator as necessary
- Participating and assisting with outreach and marketing
- Other duties as assigned

**IV. TECHNICAL SERVICES**

As per the recommendations of the Technical Services Working Group (approved December 2008), all technical services and acquisitions functions for government information will be consolidated into the Cataloging and Access Management unit as of June 30. Bringing the processing of these materials into the mainstream of the Library’s technical services operations will make them more accessible to users, allow additional Library personnel to work with these important resources, facilitate the automated harvesting and uploading of records obtained from vendors and other libraries (e.g. Marcive), better enable the technical services staff reassigned from Government Documents to contribute to local and CIC/Google digitization work for government information, and speed the incorporation of digital government publications into the University Library’s search mechanisms.

The two permanent staff will be reassigned to CAM. These staff, along with the Assistant Government Information Librarian/UN Specialist (with a 50% assignment of effort toward CAM, and another 50% toward public services in the new Reference, Research and Government Information unit) will continue to focus on government information materials:

Paula Reveal (Library Specialist): 100% to CAM.
- Processing and acquisitions of all depository materials (e.g., Federal, state, UN, Canada)
- Offering duplicates to other state libraries and depositories, as mandated
- Searching backlog and gifts (with help from IPM)
- Supervising students working on the above.
- May also continue to supervise and train students (5 hours/week) doing shelving/collection maintenance of materials classified using SuDoc and other government information classification numbers in the Reference Room and Main Stacks. (Alternately, Beth Woodard has suggested that staff currently assigned to Central Reference could take responsibility for this.)

Kevin McLaughlin (Library Specialist): 100% to CAM
- Cataloging
- Searching backlogs and gifts (with help from IPM)

David Griffiths (Assistant Government Information Librarian/U.N. Specialist): 50% to CAM
- Original cataloging
- Special projects related to digital access, including utilizing specialized technologies and programs for the creation, remediation, and transformation of metadata for government information resources
- UN and related IGO acquisitions and collection development
- Other responsibilities to be determined in consultation with the Head of CAM

**Student wages**
CAM has committed to allocating funds for students hours at the current level, with a designated subfund assigned specifically to government information (such subfunds also exist for IPM and Map and Geography). Monthly fund reports will be distributed to the Coordinator of Government Information Services, Access and Collections, as well as the student supervisor within CAM (Paula Reveal, Library Specialist). These students will be responsible for the processing of new acquisitions (receipt & marking), as well as shelving and collection maintenance in the non-Dewey areas of the Main Stacks and the Reference Room.

All staff will relocate to CAM by June 30, but we recommend that some backlogs of unprocessed material remain in 200D through the fall semester, during which time a concerted effort will be made (with the help of IPM) to process the backlogs of gifts and transfers shelved in 200D. Keeping these materials in situ will relieve space shortages in CAM and minimize the repeated movement of the same material. The time and effort used to relocate the material can better be spent searching and processing it. 200D will be emptied on or before November 30. We recommend that at least one staff workstation remain in 200D until December 1. Faculty workstations will be relocated as they move to their new offices.

V. PUBLIC SERVICES: CREATION OF A NEW UNIT COMBINING CENTRAL REFERENCE AND GOVERNMENT INFORMATION

As per the recommendation in this Team’s Interim Report <approved by the Library Executive Committee in March 2009>, we recommend that as of June 30, 2009: 1) a new unit be created bringing together general reference and government information services in the Main Library; and, 2) the Government Documents Library close. Technical services functions will be relocated (with staff and student lines) to CAM as described above. Reference services will be provided by the new unit, bringing together general reference services with those supporting government information, and involving all librarians and graduate assistants formerly assigned to
Government Documents and Central Reference. Instruction and outreach for government information will be provided by this unit and by the Coordinator of Government Information Services, Access and Collections.

_The Team recommends that a professional facilitator be brought in to conduct team-building exercises_ to help to establish the sense of the new unit "as a unit" and to build a solid foundation for success in this important central services unit. This Team-building should include the Coordinator of Government Information Services, Access and Collection in addition to permanent members of the unit. Outcomes will focus on working together effectively as a unified operation, including a shared understanding of appropriate approaches to conflict resolution.

**Name of unit**

Two names have been discussed for the new unit. The Interim Report submitted by the Government Information Team proposed “Central Reference and Government Information Services” while the Librarian Working Group has suggested “Reference, Research and Government Information.” The Team now recommends that the unit be named the “Reference, Research and Government Information.” Room 200, often referred to as the “Reference Room,” should be called the “Reading Room for Reference, Research and Government Information.” This is consistent with the existing signage for this room (which identifies it as the “Reading Room”) and better reflects the more inclusive use of Room 200 which has been opened up to house collections from other parts of the Library (e.g. Library and Information Science reference materials). At some point there may be a naming opportunity for this room through a donor, and this would help anticipate renaming the space to be the “So-and-so Reading Room” should the opportunity arise. Voyager locations should be changed accordingly (from “Reference” to “Reading Room”) with a sublocation for SuDocs and other government classification schemas. Options for the government information sublocation include “Reading Room–Government Information” but this will be discussed further with the Coordinator of Integrated Systems and decided before August 15.

_The Team further recommends that the new name “Reference, Research and Government Information” replace the existing listing for Reference_ in the schedule of hours as well as in the Library locations web page [http://www.library.illinois.edu/services/find.php#R](http://www.library.illinois.edu/services/find.php#R), 1st floor directory, phone directories, etc. _The listing for Government Documents should be retained in the schedule of hours for one year, but with the addition of “See Information Desk (for service hours) and Reading Room (for collections)”._

The name of the service point was also discussed by the Librarian Working Group. While a vote indicates consensus that the “Information Desk” was an acceptable name, there was some discussion of whether or not to rename and resign the service point with a moniker more consistent with the new mission. Various options were discussed, but the short term recommendation is to add “Reference, Research and Government Information” on the east side of the desk or directly under the “Information Desk” sign at the service point.

**Unit Head**

The Team recommends the appointment of a permanent unit head, preferably with experience in a library providing general reference and government information services from the same service point. A national search for this position has been approved. The Team recommends that an Interim Head be appointed from within the current Library faculty as soon as possible to oversee the transition until the permanent position is filled.
Mission
At a June 2009 retreat, the Librarian Working Group brainstormed ideas for a mission that would encompass their shared service philosophy and describe the unique role that the new unit will within the University Library. The ideas brainstormed were then synthesized into the following mission statement:

The Reference, Research and Government Information unit is the University Library's central hub for research assistance, leading patrons to the discovery of library resources, government and statistical information, and expert help.

We provide expert assistance in navigating the government information landscape. Using a wide range of tools, we provide assistance to researchers working in all disciplines, help people to locate difficult-to-find items, and make referrals to subject specialists when appropriate.

We support the educational mission of the university by approaching reference programs and services from an instructional perspective, and by fostering user independence and the development of information literacy skills.

We support the service mission of the university by extending the library's reach to the local community and beyond, assisting users around the world and on our campus with our unique collections and through our commitment to free and ready access to government information.

We serve our diverse patron population indirectly by being their advocate on library technology and service initiatives and by selecting resources in all formats that benefit a wide range of researchers.

Desk Staffing, Referrals, Training and Competencies
Service for the newly combined unit will be provided at the desk in the main catalog/circulation room using current Central Reference staff and the Government Documents librarians, with scheduled hours appropriate to their appointments. All Government Documents librarians will continue to monitor the government documents email queue and the national Government Information Online (GIO) chat consortium. Government Documents Librarians will also provide consultation hours, most likely by appointment, utilizing an online form to set up appointments.

All librarians, staff and graduate assistants in the unit will be expected to provide assistance in locating and using current government information which is accessible online. More complicated questions or those involving less commonly used retrospective materials will be referred to government information specialists. Orientation and training will be provided during the summer months, with training ongoing into fall 2009.

Collections
The team recommends that the Coordinator of Government Information Services, Access and Collections be the selector and fund manager for the acquisition of government information resources. The Head of the Reference, Research and Government Information unit will be responsible for general collection management for all collections housed in the Reading Room and the Head and Coordinator will collaborate on managing the government information collections in the Reading Room.

The Team recommends that materials classed by SuDoc and other government information numbers be maintained and shelved separately within the Reading Room (see discussion to reinstate usage of the original name of Room 200 under "Name of Unit" above), but all materials classified in Dewey in should be brought together to make it easier to find and use these
materials, as well as to facilitate discovery by researchers who may approach their topic from another direction (e.g. someone researching issues of race and discrimination might be informed by a synthesis of census results, as well as other reference materials).

**Space and Equipment**

The Team recommends that the tall shelves separating the Government Documents area from the rest of Room 200 should be removed or replaced with shorter shelves that open up the sight lines to any computers remaining in that area, for security and well as public service reasons and appropriate signage installed to designate the government information area. This may require that some materials be transferred to the Government Documents area in Main Stacks or to Oak Street. The Coordinator of Government Information Services, Access and Collections will be responsible for ensuring that the materials are selected by July 30 and transferred as soon as transfers are allowed.

The Team recommends that the two outdated microfiche reader/printers in the Reading Room be retired and replaced with a digital reader-scanner that can handle all types of microforms. While these machines are present elsewhere in the Main Library, having a unit in Room 200 means that they would be available whenever the Library is open and without removing microforms from the immediate area. The scanners in Room 200 are heavily used and it is anticipated that this machine would be as well.

**Office space**

While the Team recognizes that bringing the librarians in this unit together in one space would help foster a sense of coherence and the development of a unified service program, the limits of the space available in the Main Library building preclude having offices for all eight librarians (nine if the proposed 50% FTE Academic Outreach position is approved) in close physical proximity. It is therefore essential that other efforts be undertaken to facilitate communication, team building and training, including frequent librarian and staff meetings as the new unit is established.

The Coordinator of Government Information Services, Access and Collections will be assigned a new office (as of this writing, the Coordinator has been offered two options but negotiations are ongoing). The Numeric and Spatial Data Librarian (with a 25% assignment in the Scholarly Commons, and 75% in Reference, Research and Government Information) will be assigned an office in the Scholarly Commons suite. The Assistant Government Information Librarian/U.N. Specialist will have a desk in CAM that will serve as his home base when he is not providing reference service at the Information Desk.

All the librarians currently occupying the 3rd floor office suite will remain there for the immediate future, but it should be noted that the current office space in 300 is not ideal. The Team recommends that a better space for faculty and staff offices be identified. If such space cannot be identified in the near future, the 3rd floor office suite should be remodeled (with new paint and plaster, once the improvements to the building envelope are completed) to better accommodate the high occupancy and heavy use. Ideally, all faculty and staff with significant percent-time appointments in the unit would have offices near each other. Offices immediately adjacent to the service areas would be highly desirable for supervising, training and mentoring GAs, providing back-up support for the Information Desk, and making referrals to government information specialists and other librarians. An office suite that opened up onto the area between the Circulation Desk and the Information Desk could also serve as a consultation space for answering in depth reference questions and for working with patrons whose questions might require privacy.
**Marketing, Outreach, and Identity**

The librarians in the new reference and government information unit have a unique opportunity to redefine themselves and their role in both the University Library and the intellectual life of campus. Using the mission statement as a guide, it is essential that this role be communicated and promoted within the Library and to campus audiences as it continues to develop. The members of this unit are encouraged to pursue all available opportunities to promote their new service program and to seek support from the Strategic Marketing and Communications Committee grants to help fund these efforts.

**VI. ASSESSMENT**

The Interim Head should work with the librarians in the new unit to complete a progress report describing successes and remaining challenges, which will be submitted to the University Librarian and in January 2010 (six months after the unit’s formation). This initial evaluation will be followed by a more detailed assessment to be submitted by July 30, 2010. The Library Assessment Working Group should assist in the design of this assessment and develop appropriate evaluative metrics. The assessment of the new unit's impact should be tied to the Librarian Working Group’s mission statement. The one-year assessment should also include a section drafted by the Coordinator of Government Information Services, Access and Collections that provides an evaluation of progress toward the goals articulated in an appendix to the Coordinator position description. The Government Information Services Committee should independently submit its own assessment of progress toward these goals.

Both the preliminary six month evaluation and the final assessment in July 2010 should examine the effectiveness of approaches that have been developed in areas of overlapping responsibility between the unit and the Coordinator, including the management of reference collections, GA supervision, and the effectiveness and equitability of referrals to government information specialists.

It is anticipated that the consolidation of technical services functions and personnel into CAM will provide opportunities for cross-training and economies of scale that should result in a reduction of the backlog of uncataloged government documents and increased capacity for processing materials that the Government Documents Library has received from other units. The original cataloging of titles in the backlog will add unique records to OCLC WorldCat, which will generate credits that reduce the Library’s annual payment to OCLC. The assessment will include a report measuring progress on these areas.

CAM will also facilitate access to more electronic government information resources through the Library's e-resource search engines, OpenURL services, and federated search portals, as well as the batch-processing of bibliographic records in our online catalogs and repositories. Combining these access points with the thousands of government publications to be included in the Library's large-scale digitization projects (including Google Book Digitization, Internet Archive, Hathi Trust, and Illinois Harvest), librarians and staff from both CAM and Government Information Services should be able to highlight, in the next year, increased levels of digital access to state, federal and international government publications.
VII. FUNDING REQUESTED

NSM funding will be requested for:

- Professional facilitation for team building: $3,000-4,000
- Remodeling of 3rd Floor office suite: $20,000-25,000
- Map case for depository posters: $1,000-2,000
- State of the art microform scanner (Scan Pro 1000) and associated hardware: $8,500-15,000
APPENDIX 1: COORDINATOR OF GOVERNMENT INFORMATION SERVICES, ACCESS AND COLLECTIONS

Coordinator of Government Information Services, Access and Collections
Position Description
June 25, 2009

The position of Coordinator of Government Information Services, Access and Collections is being created to ensure that all librarians and staff of the University Library are aware of the broad array of government information sources available and trained to fully and efficiently access those sources when needed. The University Library receives much of this information at no cost under depository agreements that obligate the Library to maintain these materials in specific ways. The Coordinator will insure the Library conforms to the requirements of these various depository agreements. As more and more government information sources are distributed electronically and legacy collections are digitized, the service and outreach component of this position will grow proportionally as the focus shifts from managing print depository collections to connecting researchers to the government information available in all formats.

The Coordinator of Government Information Services, Access and Collections has overall responsibility for the administration of all depository agreements entered into by the University Library. The Coordinator will work with librarians throughout the Library to accomplish the following:

- Promote the use of government information in all units of the Library, as well as to the campus and local communities, through the development appropriate outreach initiatives, guides, web pages and tutorials, etc. This includes facilitating the outreach efforts of other programs and services sponsored by the University Library, including, but not limited to the institutional repository, scholarly communications programs, digital projects and services, and academic outreach;
- Coordinate training in document reference services for units that house and utilize government information;
- Provide bibliographic, instructional, consultation, advanced reference, and outreach services for undergraduates, graduates, faculty and visiting scholars using government information resources;
- Provide reference assistance and consultations in the newly formed Reference, Research and Government Information unit;
- Responsible for collection development depository, no-fee and fee-based government information resources;
- Consult and advise on processing, cataloging, acquisitions and collection maintenance policies for government information;
- Manage collections of government information library-wide, in collaboration with the units where it is housed, appropriate subject specialists, and the AUL for Collections;
- Assessment, development, and selection of research collections and information resources in all formats in support of the research and teaching needs of the relevant academic departments and programs;
- Insure compliance by the Library with all aspects of depository agreements;
- Represent University Library on CIC Heads of Government Publications, national forums, and other appropriate entities.
The Coordinator will also lead the Government Information Services Committee to be composed of individuals representing the full range of disciplines and Library Divisions providing government information services to their users. The Committee will develop appropriate programs, activities, etc. to assist in the promotion, training and management of government information sources.

The position works closely with the Head, Content Access Management, the Head of the new Reference, Research and Government Information unit, as well as the Associate University Librarian for Services and the Associate University Librarian for Collections. The position reports to the University Librarian and Dean of Libraries.

Short Term Goals:
- In conjunction with EC, establish the Government Information Services Committee
- Meet with librarians in each unit that utilizes government information to assess training needs
- Work with each library unit to develop a strategy for accessing and promoting the use of government information
- Work with CAM to establish procedures for processing, cataloging, acquisitions and collection maintenance of government documents
- Provide basic training for new Reference, Research and Government Information graduate assistants and other unit faculty and staff.