New Service Model Report
Veterinary Medicine Library Service and Space Planning Team Report
Submitted December 15, 2011

Background
On September 12, 2011, the UIUC Library Executive Committee charged the Veterinary Medicine Library Service and Space Planning Team to articulate a service profile for the Vet Med Library, develop a space program that supports that profile, create a timeline and schedule for implementation and recommend an assessment program to determine the effectiveness of this New Service Model for the Veterinary Medicine Library. The Team was instructed to plan service and space profiles that look ahead a minimum of five years.

The Team began meeting in late September; its charge and meeting minutes can be found on the New Service Model website: http://www.library.illinois.edu/nsm/vetmed/index.html. The team’s charge, also found on the NSM website, addresses the Vet Med Library clientele’s evolution from a reliance on a large physical collection of print resources to a wide acceptance and preference for electronic access to databases, ejournals and ebooks (when available). At the outset, the Team was made aware of an existing agreement to downsize the physical footprint of the Vet Med Library by approximately 50%, with the College of Veterinary Medicine repurposing the freed space to suit their needs. Based on this agreement, the Vet Med Library staff began transferring duplicative serial runs and older monographs to the Oak Street facility, withdrawing duplicate volumes, and creating space within the Vet Med Library to accommodate a reduced footprint. This weeding project is ongoing and will reduce the size of the physical collection to no more than 10,000 print volumes.

During our meeting schedule time frame we were advised by Vet Med Librarian Greg Youngen that he would be leaving the position by December 23, 2011. The Life Sciences Division has enlisted Biology Librarian Diane Schmidt to act as Vet Med Librarian until her retirement in June, 2012. Professor Schmidt was added to the team in November, 2011.

Data Consulted
Data consulted for this NSM report included collections data and existing reports such as spreadsheets showing circulation by call number, fall semester 2010 circulation levels compared to other UIUC libraries, a floor plan with seating and square footage notations and the accreditation document written by Vet Med Librarian Greg Youngen in 2005 describing the collection and other available resources. Other input included oral reports from the simultaneously-occurring College of Veterinary Medicine’s Space Feasibility Planning Committee. The Team also referred to the American Veterinary Medical Association Council on Education (COE) Accreditation Standards (section 12.5. Library and Information Resources). The COE documentation on Vet Med Library requirements is found at http://www.avma.org/education/cvea/coe_pp_12_elements_of_the_self_stud ey.asp

12.5. Library and Information Resources
Standard 5, Library and Information Resources
Libraries and information retrieval are essential to veterinary medical education, research, public service, and continuing education. Timely access to information resources, whether through print, electronic media, or other means, must be available to students and faculty. The library shall be administered by a qualified librarian. The college shall have access to the human and physical resources necessary for development of instructional materials.

Guiding Principles

The Team was guided by three agreed-upon factors that directly relate to the needs of the Veterinary Medicine faculty, students and staff. First, there exists unquestionable support to maintain the position, at some level, of Veterinary Medicine Librarian. The COE accreditation standards specify that “the library shall be administered by a qualified librarian” which makes it clear that a librarian should be involved in the oversight of library resources and services for Veterinary Medicine. The will of the College is clear and their strong desire and documented need to have both a librarian and a library space dedicated to Veterinary Medicine was evident throughout all of our discussions. Second, the Team agreed that the changing nature of research, the advent of “e” resources and the pressing need for reassigning space within the College presented an opportunity to revisit how the librarian and the library space could operate within a dramatically smaller footprint. Third, the Team agreed to look well beyond the present state of e-resource availability and commit to a future scenario that would include a myriad of electronically-available services and collections.

Consultation

The Team was selected to represent the constituencies of the College of Veterinary Medicine. Team Member Jon Foreman was enlisted to provide regular Team updates to Dean Herb Whiteley and, in addition, to elicit input and responses to Team decisions from Dean Whiteley’s student advisory committee. Team member Greg Youngen kept Vet Med Library Committee members informed about the Team’s progress and they were also provided advance copies of the Team’s final report.

Recommendations

Model for the Veterinary Medicine Library

With only three guiding principles in place, a nearly infinite number of models or scenarios were possible to envision; the Team discussed many options for space, services, collections and staffing. Ultimately, we agreed on a model that includes:

- A full-time Veterinary Medicine Librarian that has additional liaison and collection development responsibility in closely related areas (see below), actively participates in reference responsibilities at the Funk/ACES Library and may be assigned functional responsibilities at Funk/ACES. However, this position’s primary location is the Vet Med
Library. The Life Sciences Division’s proposed job position description for this vacancy is attached as Appendix A.

- Collection development responsibilities for the Librarian will include veterinary medicine, animal sciences and food science and human nutrition. These subject responsibilities expand the scope of the current position and are in agreement with the Life Sciences Division’s revised staffing plan.
- Staffing will also include one full-time staff member at the Senior Library Specialist level and student wages to cover evening and weekend shifts until a time that these hours are no longer needed. In addition, we recommend that a staff member from Funk/ACES be trained to act as a backup for the full-time staff member to cover vacations and sick leave. We further recommend that staffing will include two staff positions until the Librarian position is filled full time, or that funds will be made available to support a student-hourly for 3-4 hours during the day.
- The Vet Med Library space will be reduced in size by approximately 75%, based on the service and collection needs identified in this report.
- Collection size will total no more than 10,000 print volumes and will diminish over time in print and expand in “e” collections.
- Space recommendations call for a small library services footprint with adjacent study space that will seat approximately 150 patrons. We envision an adjacent but connected space that can be closed off from library collections and staff work spaces during times the library is closed.
- The Vet Med Library web site will continue to act as a portal to collections, services, tutorials, subject guides, databases and information about the Vet Med Library.
- During construction and remodeling, library collections and services will remain fully accessible to all library patrons and study space will be made available to meet student needs.

**Services**

The service requirements for the library include:

- Collection Development (access to print and electronic collections)
- Circulation, including books requested from other locations
- Course reserve material
- Scanning capabilities
- Four in-library computer workstations
- Web site presence and maintenance
- Reference (mostly virtual, i.e. email, chat) but also in person during office hours
- Librarian Office Hours
- Instruction including formal classroom and "teaching moments"
- Mediated searching and training in online tools including citation/bibliographic management
- Access to and help with data analysis tools; statistical software tools (in collaboration with the Life Science Data Services Librarian, the Scholarly Commons and other partners in the Library and on campus)
- Librarian embedded in Rounds and/or the Clinic as needed
Space

The space requirements for the proposed remodeled library were the focus of many discussions. Based on a future scenario that focuses on e-collections and e-access, the Team agreed to move forward with a plan that reduces the library footprint by approximately 75% of current space (expanded from the previously agreed-upon 50% reduction). Rather than setting a fixed percentage (for example 50% or 75%), discussion led to letting the requirements determine the percentage of space needed. The service and space needs will guide the architects to design space that meets needs rather than meeting arbitrary percentages.

Space requirements include:

- Seating in different formats (tables, carrels) for 100-150 persons. (Note: this requirement is subject to space considerations and most seating will be located in adjacent space designed for study at tables and carrels; therefore the entire 150 seats will not be located in the Library’s floor space percentage).
- 3M - collection security system at the library entry
- An office (hard sided) for the Librarian; with glass for easy viewing;
- Circulation desk/one circulation workstation
- Desk for one Full Time Senior Library Specialist with computer
- Storage space for library supplies, paper for printer, etc.
- Open table-top area for library-related work processes
- Staff printer/scanner/photocopier/fax
- Reserves shelving behind the desk for approximately 300 volumes
- Shelving for a “hold” shelf and reshelving
- Shelving units for not more than 10,000 volumes
  - 25-100 serial titles (there are currently 25 print-only titles, 75 print+online)
- Wireless capability (already a part of this building)
- Sufficient plugs for powering laptops, etc. The Team recommends approximately 75 outlets, roughly half the number of seats planned for this unit
- Excellent lighting throughout
- Isolate the collection space so it can be sectioned off from study space, possibly with glass doors to maintain and open layout ambiance
- Four public computer workstations
- High through-put scanner (cost to be split between Vet Med endowment and NSM funds)

Timeline

Activity is already taking place to support the New Service Model proposed plan for the Vet Med Library. Library staff members are currently working to reduce the size of the collection by carefully selecting books and journals to move to other locations such as the Oak Street facility. An additional library staff member has been assigned to work on this project. The College of Veterinary Medicine has a committee working with an architectural firm to plan the proposed
repurposed space; input from both the library and the College are being provided to Gorski Reifsteck architects. Timeline estimates will be more accurate following the receipt of the architectural report, but progress to date suggests that the design phase of this project will be completed by summer 2012 and remodeling will begin in Fiscal Year 2013.

The Library should continue to move this project forward by completing these tasks.

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<thead>
<tr>
<th>Activity</th>
<th>Outcome</th>
<th>Proposed Completion Date</th>
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<tbody>
<tr>
<td>Staffing</td>
<td>Replace the Vet Med Librarian (See job description Appendix A)</td>
<td>Librarian in place by Fall 2012</td>
</tr>
<tr>
<td>Staffing</td>
<td>Upgrade FT Staff member to Senior Library Specialist</td>
<td>Request an HR Audit for this position</td>
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<tr>
<td>Staffing</td>
<td>Transfer Temporary Staff to new Library location</td>
<td>After majority of materials have been relocated and new librarian has been hired</td>
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<tr>
<td>Staffing</td>
<td>Increase student wage budget</td>
<td>When staffing is reduced to one staff member</td>
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<tr>
<td>Funding</td>
<td>Establish funding for remodeling portion of Vet Med Library NSM*</td>
<td>Can be accomplished once preliminary feasibility studies are completed</td>
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<tr>
<td>Funding</td>
<td>Purchase e-resources that are not yet available</td>
<td>Plan now so that funding is made available as resources become available</td>
</tr>
<tr>
<td>Print Collections</td>
<td>Transfer, withdraw or relocate print materials leaving no more than 10,000 volumes in the Vet Med Library</td>
<td>Completion by Summer 2012</td>
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*The proportion of shared funding between the Library and the College of Veterinary Medicine will be negotiated once the feasibility study has been completed.

**Assessment Plan**

The Assessment Plan establishes the reviews needed to ensure that the expected outcomes from the Veterinary Medicine Library New Service Model report are achieved.

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Criteria/Indicator</th>
<th>Assessment /Data Source</th>
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<tbody>
<tr>
<td>Vet Med Library continues to serve its library patrons with excellent collections, services and facilities.</td>
<td>Patron numbers increase; collection use decreases in print but increases in “e” formats.</td>
<td>Desktracker statistics E-resource statistics Circulation statistics</td>
</tr>
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</table>
The Vet Med Librarian participates in the provision of reference services in Funk Library.

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<tr>
<th>More reference interactions involving multiple experts, inside and outside the unit.</th>
<th>Desktracker statistics from Funk Library.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space utilization increases</td>
<td>Patron counts increase</td>
</tr>
<tr>
<td>Increased library instruction</td>
<td>More classes taught or more students involved in instruction</td>
</tr>
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In addition to these metrics, once the permanent position is hired there may be opportunities to undertake qualitative assessment to gauge user satisfaction with the current collections and services as well as to identify any unmet needs. Ongoing assessment of the high-touch, low-volume services such as data services, mediated searching and clinic/rounds would also be useful to demonstrate impact and identify opportunities for refining and improving the services offered.

**Team Membership**

**Library:**
Tina Chrzastowski, Team Leader
Melody Allison, Funk Library
JoAnn Jacoby, NSM Coordinator
Jeff Schrader, Library Facilities
Greg Youngen, Veterinary Medicine Librarian

**College of Veterinary Medicine:**
David Bunick, Chair of the College of Veterinary Medicine Library Committee
Jon Foreman, Associate Dean for Academic and Student Affairs
Joseph Kunkel, Director of Facilities, College of Veterinary Medicine
Gay Miller, Professor, Pathobiology, Veterinary Clinical Medicine and Agricultural and Consumer Economics
Paul Eubig, Representative from the University Librarian’s Student Advisory Committee

Appendix A: Job Description for Vet Med Librarian
Position Available:

Immediately. The University of Illinois Library at Urbana-Champaign invites applications for the position of Veterinary Medicine Librarian, a full-time, tenure-track faculty appointment with the rank of Assistant or Associate Professor of Library Administration.

Responsibilities:

The Veterinary Medicine Librarian supervises all aspects of the Veterinary Medicine Library in support the teaching, research, and public service activities of the faculty, staff, and students of the College of Veterinary Medicine (CVM) and related units across campus and throughout the state of Illinois. Duties include providing reference and instructional assistance, collection development, document delivery, and managing the unit budget and operations. The Veterinary Medicine Librarian serves as liaison between the University Libraries and the CVM, and is an active participant in CVM activities, such as new student orientation, grand rounds, CVM Open House, and committee assignments. In addition, this position will have liaison and collection development responsibilities in related areas of the College of Agriculture, Consumer and Environmental Sciences (ACES), including, but not limited to, regular reference hours and participation in Funk/ACES Library service activities. The librarian is expected to be an active participant in the Veterinary Medical Libraries Section of the Medical Library Association and regularly communicate with other veterinary medical librarians, in the US and internationally, providing mutually beneficial reference assistance.

Environment:

The Veterinary Medicine Library is located in the Veterinary Medicine Basic Sciences Building and is a member of the University Libraries Life Sciences Division. It serves the College of Veterinary Medicine and its three departments, consisting of 90 faculty, 450 professional students, 100 graduate students, 75 academic professionals, and 20 postdoctoral research associates. For more information, see http://www.cvm.illinois.edu/. The Veterinary Medicine Library also serves as a resource for the information needs of practicing veterinarians and animal health researchers in the State of Illinois, including two zoos in the Chicago area. It is closely allied with the Funk Family Library of the College of Agriculture, Consumer, and Environmental Sciences (ACES), the University of Illinois-Chicago Library of the Health Sciences, and the library of the Prairie Research Institute. For more information on the Vet Med Library see: http://www.library.illinois.edu/vex/

The University of Illinois Library at Urbana-Champaign is one of the preeminent research collections in the nation and the world. With nearly 10 million volumes and a total of 21 million items, it ranks third among academic libraries in the United States and first among public university libraries in the world. As the intellectual heart of the campus, the Library is committed to maintaining the strongest collections and services possible and engaging in research and development activities-both of which support the University’s mission of teaching, research, and public service. The Library employs approximately 100 faculty and 300 staff members. For more detailed information, please visit http://www.library.uiuc.edu. The Library consists of more than 40 departmental libraries that are located throughout campus and administratively organized into eight divisions.

Qualifications:

**Required:** ALA accredited MLS or its equivalent; background in the life or medical sciences or a demonstrated knowledge of the veterinary medical literature; the ability to adapt emerging technologies to
the needs of a changing public service unit; excellent written and oral communication skills; the ability to work well independently and as part of a team; the ability to be flexible and work well with all levels of users; **ability to meet promotion and tenure requirements at the University of Illinois.**

**Preferred:** Undergraduate or advanced degree in the medical or life sciences; professional experience in public services in an academic or special library setting; experience with collection development; administrative or supervisory experience; experience with medical science reference.

**Salary & Rank:**

Salary commensurate with credentials and experience. Librarians have faculty rank, and must demonstrate excellence in librarianship, research, and university/professional/community service in order to meet university standards for tenure and promotion. For more information, see http://www.library.illinois.edu/committee/promo/pta.html.

**Terms of Appointment:**

Twelve month appointment; 24 work days’ vacation per year; 11 paid holidays; 12 days annual sick leave (cumulative up to a maximum of 240 days) plus an additional 13 days (non-cumulative) per year if necessary; health insurance, requiring a small co-payment, is provided to employees (coverage for dependents may be purchased); participation in the State Universities Retirement System is required upon appointment (8% of member's salary is withheld and is tax exempt until retirement); newly hired university employees are covered by the Medicare portion of Social Security, and are subject to its deduction.

**Campus & Community:**

The University of Illinois at Urbana-Champaign is a comprehensive and major public land-grant university (Doctoral/Research University-Extensive) that is ranked among the best in the world. Chartered in 1867, it provides undergraduate and graduate education in more than 150 fields of study, conducts theoretical and applied research, and provides public service to the state and the nation. It employs 3,000 faculty members who serve 31,000 undergraduates and 12,000 graduate and professional students; approximately 25% of faculty receives campus-wide recognition each year for excellence in teaching. More information about the campus is available at www.illinois.edu. The University is located in the twin cities of Champaign and Urbana, which have a combined population of 100,000 and are situated about 140 miles south of Chicago, 120 miles west of Indianapolis, and 170 northeast of St. Louis. The University and its surrounding communities offer a cultural and recreational environment ideally suited to the work of a major research institution. For more information about the community, visit: http://illinois.edu/about/community/community.html or http://www.ccchamber.org/.

**To Apply:**

To ensure full consideration, please complete your candidate profile at https://jobs.illinois.edu and upload a letter of interest, resume, and contact information including email addresses for three professional references. Applications not submitted through this website will not be considered. For questions, please call: 217-333-8169.

**Deadline:**

In order to ensure full consideration, applications and nominations must be received by **/**/2012.

Interviews may occur before the closing date; however, no decisions will be made prior to the closing date.

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