

**A FIVE-YEAR PLAN
FOR THE
PRESERVATION & CONSERVATION PROGRAM**

January 2014 – December 2018

Jennifer Hain Teper
Velde Professor of Library Preservation and Head, Conservation Unit

University of Illinois Library
Urbana-Champaign

I. EXECUTIVE SUMMARY

The University of Illinois at Urbana-Champaign Library—renowned as one of the largest and most important research collections in the United States—is also known to house a Preservation and Conservation Program of national significance. This was not always the case. With robust support from Library Dean Paula Kaufman (1999-2013), the Library undertook an aggressive, transformative approach to establishing a comprehensive preservation program. This included the creation of a conservation lab and the introduction of formal preservation management. In 2013, the Preservation and Conservation Program stands on the verge of a new phase of transformative change, brought on by increased focus on rare and unique collections, digital and audiovisual media preservation, and new approaches to traditional physical preservation and conservation.

To meet evolving collections care priorities, we propose the following as areas of priority from January 2014-December 2018:

- **Program Administration:** Enhance national leadership presence in conservation, digital preservation, and media preservation through outreach and the ambitious pursuit of funding
- **Special Collections Conservation:** Expand special collections conservation program to meet the need of growing scholarly interest in rare and unique materials
- **General Collections Conservation:** Redefine general collections preservation and conservation practices in light of trends in high density and shared collection storage
- **Collections Care:** develop an integrated sub-program supporting the large-scale care of our physical collections and secure permanent funding for Collections Care Coordinator
- **Digital Preservation Management:** Lead the library's efforts to build a robust preservation program for digital and audiovisual media collections
- **Born Digital Preservation:** Introduce workflows and solutions for managing the preservation of born digital materials in special and general collections
- **Audiovisual Preservation:** Establish new lab spaces, spaces, staff, and learning programs as a model for twenty-first century Preservation and Conservation efforts
- **Preservation Reformatting:** Establish Newspaper Reformatting Program, assess brittle books strategy, and fully integrate book reformatting workflows with HathiTrust.

II. MISSION STATEMENT

The Preservation and Conservation Units exist to assure long-term access to the physical and intellectual contents of the Library's collections. These units seek to provide this access with an eye toward maximizing the Library's investment in collections, services, and staff while continually seeking to improve the services that we provide.

III. THE COLLECTIONS WE SUPPORT

Over the past decade, the Library's collections and the ways its patrons access them have changed dramatically. In the past ten years, for example, many service points and smaller collections have been merged to form larger, consolidated collections, and a significant portion of the library's physical collections have been migrated to off-site high-density storage in the Oak Street Library Facility. Perhaps the biggest change for the Library and the Program, however, has been the momentous impact of digital collections and digitization on the way we provide access to and preserve our materials. As several recent examples, the Library developed the IDEALs institutional repository (2005), became a founding partner in the HathiTrust (2008), and partnered with the Google Books Project (2010-2013) and the Open Content Alliance (2007 – present) to support the high volume scanning of general collections.

In response to these developments, the Preservation Program's staffing model has changed dramatically. Staff lines that once supported commercial binding preparations, in-house microfilm operations, and physical collections care have been shifted to support new staff lines in the areas of audiovisual media preservation and born digital content preservation. In addition, the faculty position of Preservation Librarian, which has traditionally overseen analog collections care, was filled in June 2012 by someone with a strong background in digital collection management and preservation.

As we enter 2014, the Preservation Program is carefully considering the impact looming changes will have on collections care. These include but are not limited to potential changes to the way print collections are managed in shared repositories such as the CIC Shared Print Repository and the HathiTrust Distributed Print Repository, an ever-growing need for digital preservation services across campus, the urgent need to save vast collections of media content stored on obsolescent media, and an expanding focus on caring for the Library's special collections materials.

IV. DESCRIPTION OF THE CURRENT PROGRAM

SERVICES

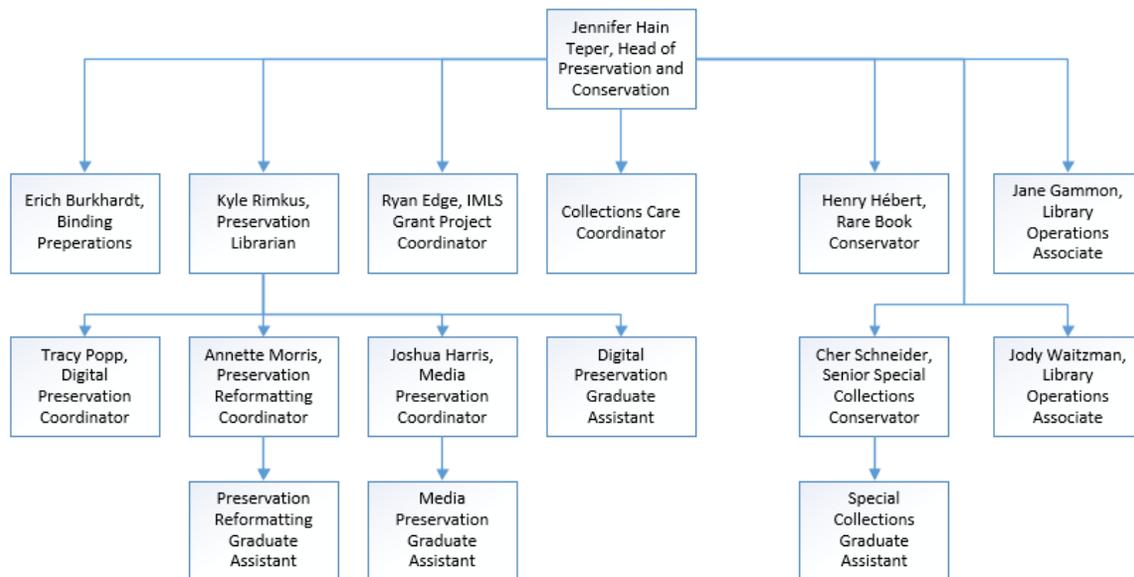
Preservation and Conservation offers services to ensure access to all formats in our Library's collections. Our current services include:

- Preservation/Conservation Administration
 - Environmental Monitoring
 - Integrated Pest Management
 - Education and Outreach
 - Budget Oversight
 - Disaster and Emergency Planning
- Special Collections Conservation (including rare books and flat paper as well as some support for photographs and objects)
- General Collections Conservation
- Pamphlet Binding
- High Density Storage Stabilization

- Collection Rehousing (including commercially produced custom and stock enclosures as well as in-house enclosure construction)
- Digital Preservation Management (locally managed and licensed electronic content)
- Born Digital Content Preservation
- Web Archiving
- Audiovisual Preservation (including preservation and conservation of original AV formats as well as digitization)
- Commercial Binding (including serial binding and monographic rebinding)
- Preservation Reformatting (including brittle books and newspaper reformatting to film, paper, and digital formats)
- Exhibit Preparations (including, in addition to necessary repairs, mount making, installation, and consultation)

STAFFING

Currently, the Preservation and Conservation Program is organized as follows:



FUNDING

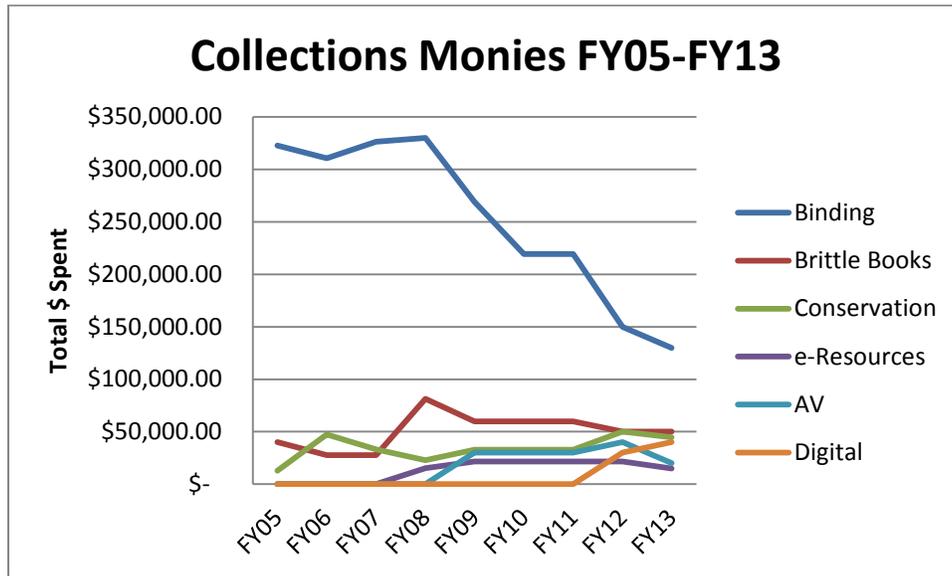
The Preservation and Conservation Program operates off of several different sources of revenue.

Operating Funds: Most of our staffing, both permanent and hourly, as well as our supply budget come from operating funds. Personnel funds from this source were scaled back by 1 FTE as part of the separation initiative in FY11. As of FY14, we have:

- 2 FTE civil service
- 2 FTE faculty
- 3 FTE academic professionals
- 1.12 FTE graduate assistants
- approximately 2.5 FTE hourly employees

Our supply budget has almost doubled since 2005 to the level of \$77,500 per year.

Collections: The collections budget funds all vendor-supplied preservation services including commercial binding, preservation reformatting for books and newspapers, vended AV and digital reformatting, contracts for the preservation of electronic resources, outsourced conservation/mold remediation, and preservation storage of microfilm masters. Since 2005, the preservation portion of the collections budget has dropped from \$375,500 to \$299,600 due entirely to decreased commercial binding, though other program areas have grown in that time, each with budgets at or under \$50,000 each.



Endowments: Currently, the program has three mature endowments (funding 2 FTE academic professionals, 1 FTE civil service, and 0.5 FTE graduate assistant, and providing a stipend to the Preservation Librarian position) from matching grants through the Andrew W. Mellon Foundation, and one private endowment pending the “maturation” of the donors, which will fund one undergraduate 0.25 FTE position.

Grants: Over the past ten years, the program has had a very successful track record for receiving and partnering in federal grants. In sum, we have had seven successful federal grant applications as PI or co PI totaling \$ 1,296,097 in federal dollars, and currently have \$295,215 in federal grant requests out for review. Grants have supported facilities upgrades, preservation education programs and tools, and preservation/conservation of significant collections in our care.

Gifts: The last source of funding utilized by the program is gift funds. Gift funds are given either directly to the program by donors, or as a portion of undesignated gifts given through the Annual Fund as determined by the Office of Advancement and the Dean of Libraries. Gift funds have been largely used to purchase equipment, fund targeted projects, and hire additional hourly staff when needed. Since FY10, we have spent

\$70,000 on wages, and \$168,000 on equipment and supplies from gift funds to supplement our operating funds.

V. GOALS AND STRATEGIES, January 2014 – December 2018

Looking ahead to the next five years, we anticipate that the Library will continue to place increasing importance on digital assets and the care of our special collections. However, we must assume that the physical general collections will still have significant impact on preservation and conservation. Given these assumptions, we present the following goals and strategies for the short-term future of the program.

PROGRAM ADMINISTRATION

- *Build Strategic Partnerships.* Seek out and further develop beneficial partnerships with allied faculty and organizations on campus as well as in the profession, to include Library IT; the Library's Digital Content Creation unit, the GSLIS program, particularly Professors Jerome McDonough and Jimi Jones; the Beckman Institute for Advanced Science and Technology; the Center for Multimedia Excellence; the CIC, and the American Institute for Conservation and/or the Guild of Book Workers, among others.
- *Encourage and Foster Grant Development in All Areas.* In order to develop new services, develop funding for large projects, and increase problem solving capabilities, all staff are encouraged to seek grants through local, state, and national/federal agencies as well as foundations.
- *Cultivate Research.* All academic staff is encouraged to undertake research that will enhance the capabilities of both the preservation and conservation program, locally, and the field, nationally. This includes developing research grants, analytical and treatment based investigations, creative problem solving, undertaking assessments/surveys, professional writing, and partnering with other professionals in allied fields.
- *Develop Staff Leadership.* Continue to have staff serve on national, regional, and consortial committees and boards – seeking to increase participation from a higher percentage of our academic appointments.
- *Encourage Advancement Opportunities:* Continue advancement interactions within Conservation Unit and develop similar outreach (tours, social media, etc.) for the Preservation Unit. Investigate potential interest of the Andrew W. Mellon Foundation for preservation program in addition to their standing support of the conservation program.
- *Strengthen Existing Endowments:* Continue to develop funding resources to build existing endowments to allow for expected salary growth
- *Strengthen Ties between Preservation/Conservation and Library Gifts/Acquisitions.* Especially in the area of large special collection acquisitions, increase the involvement of format-specific preservation and conservation staff to ensure long-term collection care and access.
- *Update Policies & Procedures for Internal Workflows.* Review and/or draft policies and procedures and share these on public wikis and websites (conservation, media preservation, born digital preservation, and preservation reformatting)

- *Simplify Staffing.* Shift the title of “Velde Professor of Library Preservation” and oversight of the Preservation Unit to the current Preservation Librarian, allowing the current Velde professor to return to oversight of the Conservation Unit.
- *Improve Physical Spaces.* As currently planned, move the Preservation Unit to the south fourth floor of the main library and develop purpose-designed spaces to allow for development of the media and digital preservation programs as well as continued support of traditional collections care and library binding.

SPECIAL COLLECTIONS CONSERVATION

- *Develop Growth Plan.* Develop and propose options to alleviate space limitations in the conservation unit, including possible use of the third floor of the OSLF as well as a dedicated special collections conservation lab in the Main Library.
- *Build Support Staff.* Investigate opportunities to grow support staff size to further progress special collections conservation program.
- *Build Format Expertise.* Investigate opportunities to cultivate photographic conservation expertise, either through the training of existing conservations staff or growth of professional staff. For format expertise already represented, expand treatment options through acquisition of new equipment and development and implementation of cutting edge treatments.

GENERAL COLLECTIONS CONSERVATION, PAMPHLET BINDING, AND HIGH DENSITY STORAGE STABILIZATION

- *Look Outside our own Holdings to Prioritize Treatment.* Based on findings of pilot from Fall of 2013, prioritize selection for conservation of general collections relative to existence of digitized content, national holdings, and shared print repositories holdings, as well as local use.
- *Distribute Workload.* Investigate moving Oak Street Stabilization under the OSLF staff with the exception of newspapers and other larger soft bound materials which require capability to cut large board supports.

COLLECTIONS CARE

- *Develop Program.* With the hire of the first Collections Care Coordinator in Fall 2013, develop a integrated sub-program supporting the large-scale care of our physical collections including oversight of large-scale collection rehousing, stack cleaning, physical treatment categorization, integrated pest management and environmental monitoring. The program will work alongside the Library Binding operation closely as well as oversee the preparations of custom fitted commercially produced enclosures.
- *Secure Permanent Support.* With success of soft-money funded professional staff, successfully lobby to University Library and campus that the position should be made permanent and moved off preservation gift funds.
- *Update Disaster Preparedness and Security Protocols and Training.* Along with the Office of Library Facilities, complete and distribute all Building Emergency Action Plans for primary library facilities (Main Library, Undergraduate, Grainger, Funk-ACES, Horticultural Field Lab and the Oak Street Library Facility). Revisit the

High-Density Storage Disaster Plan given the construction of vault III (mobile shelving) and staff and administrative changes. Organize regular table top exercises and drills for emergency response, both for collections and personnel.

- *Empower Environmental Monitoring and Integrated Pest Management Programs.* Working with the Office of Library Facilities, implement a more fulsome approach to integrated pest management (thus drastically reducing the application of pesticides in library spaces) in all primary library facilities. Better utilize the power of the *eclimatenotebook.com* software to map out air handlers, temperature and humidity thresholds, and problem areas in our environmental controls throughout all library areas.
- *Shift Staff Supervision for Commercial Binding.* Pending the permanence of the Collection Care Coordinator, shift the daily supervision and administrative oversight of the binding program under collections care to better integrate boxing, box and bind, and serial binding workflows.

DIGITAL PRESERVATION MANAGEMENT

- Integrate Medusa digital preservation repository into digital content management workflows library-wide
- Seek opportunities for system integration between services such as IDEALS, ArchivesSpace, Medusa, HathiTrust, and research data management service
- Implement comprehensive file format policies for preservation and ensure that Medusa's underlying architecture offers services to support them
- Enhance Medusa policies and technical infrastructure in keeping with international best practices in digital preservation with reference to models such as that of a Trusted Digital Repository
- Seek to establish services with scale in mind—by partnering with peer institutions to achieve scale in storage, defraying costs by providing scalable infrastructure to smaller institutions, or a combination of the two.

BORN DIGITAL PRESERVATION

- Introduce scalable workflow for born digital materials to include forensics tools for archivists
- Engage program on state/regional level to share findings more broadly
- Establish reformatting lab as regional center of expertise with possible GSLIS “learning lab” component
- Establish mobile forensics guidelines for field acquisition
- Develop guidelines for capture of email, social media, mobile phone, and other “cloud-based content”

AUDIOVISUAL PRESERVATION

- *Support Campus Media.* Recommend a well-defined campus-wide service model for media preservation, to include lab services.

- *Develop Prioritization Program.* Collect complete data on the state of media held by the University Library and design a system to prioritize reformatting of those materials.
- *Secure Appropriate Physical Media Storage.* Obtain environmentally appropriate storage for physical media of enduring value for the Library and campus, including ongoing health checks for at-risk media.
- *Investigate Grant Opportunities.* Build on current grant development and look towards grants both for targeted media collections preservation, research, and programmatic growth.
- *Integrate Digitization with Digital Preservation Infrastructure.* Alongside Digital Preservation Management, work to establish a secure and robust digital preservation infrastructure capable of preserving and accessing massive moving image preservation files.

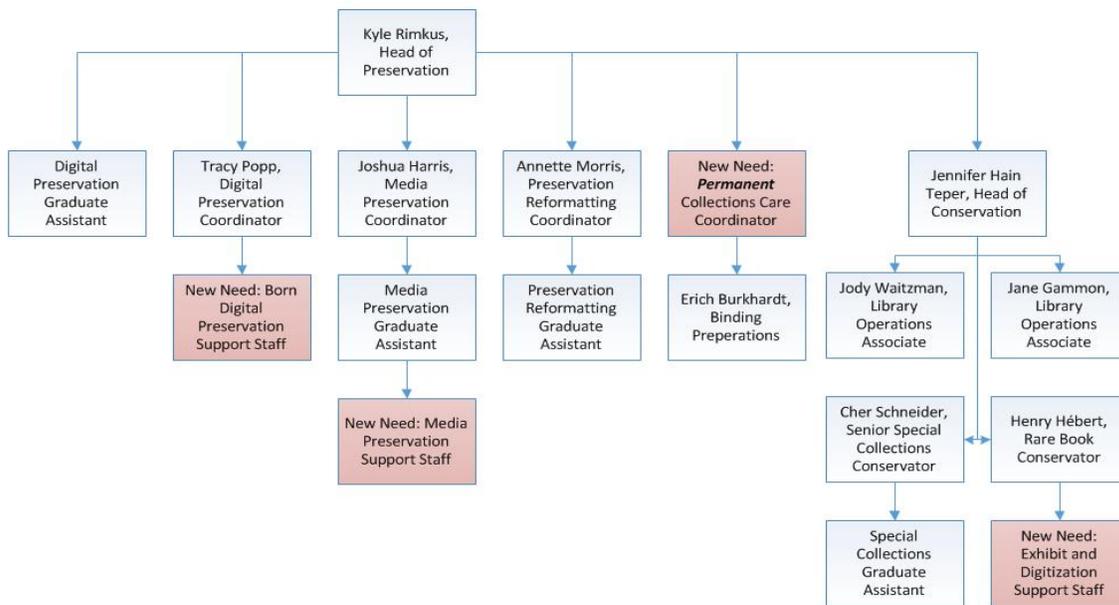
PRESERVATION REFORMATTING

- *Seek to streamline workflows across the library.* Investigate strategies for enhancing efficiency of digital production workflows across the library's many digital reformatting efforts.
- *Develop Workflows for Digital Preservation.* Fully integrate brittle books workflows with HathiTrust and Medusa.
- *Establish Newspaper Reformatting Program.* Form reformatting team in coordination with History, Philosophy, and Newspaper Library and establish workflows and priorities for preservation reformatting of newspaper content.
- *Assess scale and strategy of brittle books program.* With the shifting role of general collections use and increasing digital content available, revisit existing procedures and priorities of the brittle books program.

VI. PROPOSED PRESERVATION AND CONSERVATION ORGANIZATION AND STAFFING

At this time, the Preservation and Conservation Units propose a general division of responsibilities as follows, formally transitioning leadership of the Preservation and Conservation programs. Additional staff lines are noted in areas of targeted need. The growth of support staff for both units, in civil service and hourly positions, is critical. As academic and higher level civil service positions continue to serve as leaders in the Library, campus and the field of preservation, additional support staff is necessary to increase the impact of the program's services and meet the significant needs of our collections. However, personnel growth will be exceptionally challenging in the existing fiscal climate.

Proposed Preservation and Conservation Organizational Chart



Due to the fact that personnel growth in the next five years will be scarce if any, the program must also look at how to better prioritize our existing staff's limited work time to maximize the impact our program has directly on the collections we serve. As part of the development of this plan all staff were asked to evaluate the distribution of their work time and many found that administrative responsibilities were over burdening them, leading to reduced productivity on direct collection preservation activities. Specifically, in the next five years all conservators and conservation civil service staff should have between 50%-75% of their time working at the bench (currently 40-50%). For those positions for whom research is either required or beneficial (all faculty and APs), designated research time should be encouraged and allotted as part of their position. As digital preservation management frameworks and procedures are developed, the Preservation Librarian and Digital Preservation Coordinator will transition their responsibilities from building programs to production and support.