

**University of Illinois Library  
Urbana-Champaign**

**A FIVE-YEAR PLAN  
FOR  
PRESERVATION AND CONSERVATION**

**January 2002 – December 2006**

November/December 2001

## I. INTRODUCTION

The following five-year plan covers the period from January 2002 – December 2006. The plan's objective is to outline the development of a comprehensive preservation program at the University of Illinois, Urbana-Champaign's Library system – a system known possessing one of the largest university-based research collection in the United States.

Spearheaded by Library director Paula Kaufman, the Library recently began to address the preservation of the collections with a new emphasis on collection-wide evaluation and planning, the creation of new faculty positions, and the construction of new facilities.

In May 2001, the institution contracted with Dr. Michael Trinkley, Director of Chicora Foundation, Inc., to conduct an assessment of the institution's facilities and practices. In *A Reconnaissance Preservation Assessment of the University of Illinois Library, Urbana-Champaign* and the supplemental reports that accompanied it, Dr. Trinkley highlighted directions that the institution should take in the coming years to ensure the long-term health of its collections. Placing a conservative estimated value of nearly \$1.5 billion on the collection, Dr. Trinkley suggested that the University's care for the facilities that housed such a significant cumulative investment was inadequate. To that end, Bart Clark, the Associate University Librarian for Budgeting and Planning, began meeting with University Operations and Maintenance to improve relations between the units and begin the long process of improving the facilities' care.

Additionally, the Library hired a full-time preservation librarian and a full-time conservation librarian in September 2001. Thomas Teper, Head of Preservation, and Jennifer Hain, Conservation Librarian, began the process of re-evaluating and revising existing practices. In November 2001, the existing book repair and conservation units relocated to a renovated space in the Main Library's basement. Subsequently, work began on a renovated space in the Noyes Chemistry Building to house a microfilming unit that the Library absorbed from the University's Graphic Services.

The planned construction of a high-density storage facility includes space for a 5,000 square foot conservation lab. Upon completion, the new facility will offer a significantly improved climate and improved storage conditions for materials transferred to that building and will provide desperately needed growth space for the collections.

Finally, the institution has received a challenge grant from the Andrew W. Mellon Foundation that will outfit the conservation lab upon its opening and provide some staff and faculty positions for the preservation program once the full challenge is met.

## II. RESEARCH COLLECTIONS AND THEIR CONDITION

The University of Illinois Urbana-Champaign Library consists of forty-two libraries with collections of more than 9.6 million volumes, 8.9 million microforms, and over 3.7 million other items including pamphlets, scores, maps, audio-visual materials, and archival collections. Many of the Library's collections are of notable importance, with significant collections of W.S. Merwin, John Milton, Rainer Maria Rilke, Carl Sandburg, Shakespeare, Marcel Proust, and H.G. Wells located in the Rare Book Room. The institution's archives houses the John Phillip Sousa Archives, the archives of record for many professional societies, and the University Archives. Additionally, the library remains a major depository for both United States and international documents.

Recent expansion has included the construction of the new Grainger Engineering Library, the ACES (Agricultural, Consumer, and Environmental Sciences) Building and its library, and the University Archives' acquisition of the Horticultural Field Lab.

Recent studies have demonstrated that more than ninety percent of the books currently published in Europe and the United States are produced on alkaline paper.<sup>i</sup> Unfortunately, that has not always been the case. As reported in 1989, approximately 37% of the monographs in the UIUC Library Stacks demonstrated poor paper condition.<sup>ii</sup> Moreover, some of UIUC's collections pose particular preservation problems due to their composition and origin. For example, a study recently completed at the University of Kansas concluded that 93% of their Polish and Russian materials published between 1860 and 1985 were printed on acidic paper.<sup>iii</sup> Known for its extensive Slavic collections, the University of Illinois Urbana-Champaign's Slavic collections likely parallel those at Kansas in terms of composition. Similarly, acquisitions from many non-Western nations are still printed on acidic papers that, in the Library's current environmental conditions, will deteriorate rapidly.

In addition to the physical condition of materials, the collections' facilities need improved maintenance and care. Some space issues will be alleviated by the construction of Oak Street Facility. However, there remain significant concerns about the cleanliness, crowding, and inadequate environmental conditions throughout many collection areas.

### III. DESCRIPTION OF THE CURRENT PROGRAM

The establishment of a Task Force on Preservation and a Preservation Committee in the early 1980's indicated a desire within the institution for greater support for the long-term maintenance of the collection materials. Under the leadership of various individuals, the committee was responsible for a variety of initiatives including the Collection Analysis Project's *Report of the Task Force on Preservation* (1980), the establishment of a library-wide disaster plan (1988), and the production of a preservation handbook for the library system (1992). The committee also completed the aforementioned survey of the stacks entitled *Library Collection Deterioration: A Study at the University of Illinois at Urbana-Champaign*.

With the assistance of the Library's Development Office, a number of small, donor-funded preservation funds were developed over the years, providing the institution with the ability to fund preservation and conservation work on small numbers of material. Additionally, a number of grant-funded preservation opportunities were funded over the years. For instance, the institution worked with the Illinois State Historical Society as a co-participant in the United States Newspaper Project – seeking to catalog and preserve large numbers of Illinois newspapers in a project projected to continue at UIUC until 2009. The institution also participated in many cooperative preservation programs, including programs funded through the CIC and the NEH.

Combined with the existing library binding program and pamphlet binding, book repair, and conservation activities, the Library has long held the building blocks for a comprehensive preservation program. Yet, despite a commitment on the part of various individuals within the library and the Graduate School of Library and Information Science, the creation of a centralized preservation program would wait until the Library's administrative climate supported the development of these activities.

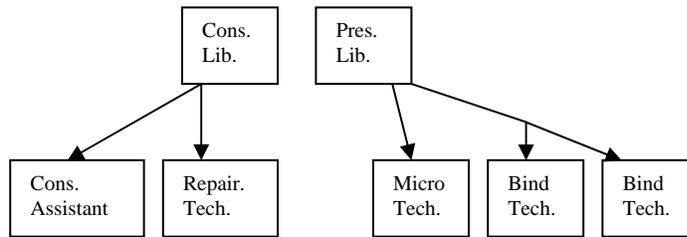
The first task for the Head of Preservation and the Conservation Librarian was to reorganize and make better use of existing resources dedicated to commercial binding, book repair, and pamphlet binding. Shortly after arriving, the pamphlet binding, book repair, and conservation facilities relocated to a newly renovated space in the Main Library. The Bindery Preparation Unit also relocated. The Reformatting Unit, recently taken over from the University's Graphic Services, is relocating to a newly renovated space in February 2002.

The Head of Preservation began working on a new Request for Proposal for binding services and working with the Preservation Committee to develop a Preservation Policy. The Conservation Librarian began working on reorganizing the book repair and conservation units after their move.

Simultaneously, they also began developing departmental budgets, preparing requests for project monies, beginning environmental monitoring projects, working with staff and faculty committees to re-organize workflow, devoting time to development, and working with the Library's Office of Planning and Budgeting to plan future work spaces, facilities, and budgets.

#### IV. PRESENT PRESERVATION AND CONSERVATION ORGANIZATION

At present, the Departments of Preservation and Conservation are organized as follows:

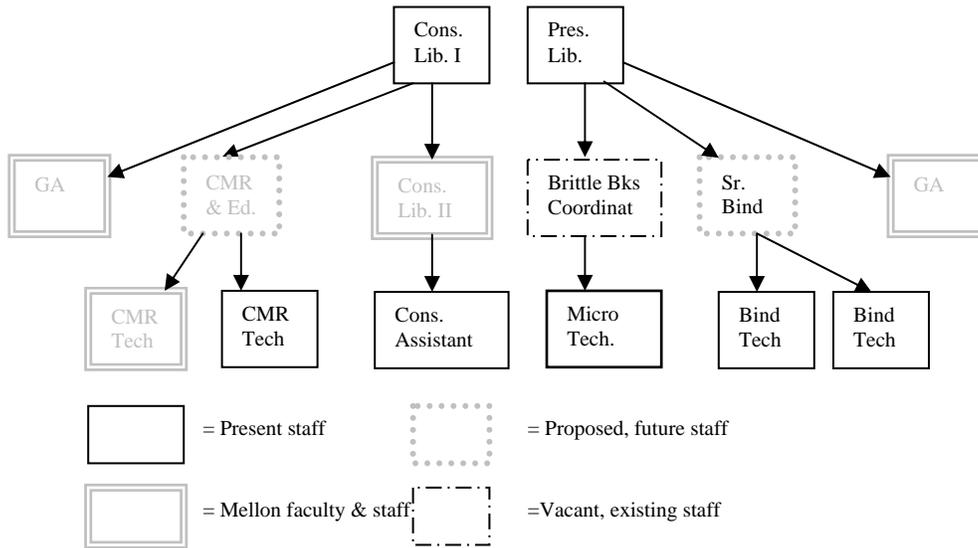


Although the departments are still operating with a great deal of flux, the general division of responsibilities upon the completed renovation of all preservation and conservation facilities will be as follows:

<u>Preservation Librarian</u>		
Duties and % Time:	Departmental Administration & Development	85%
	Professional Development	10%
	Disaster Planning/Recovery	5%
<u>Microfilm Tech.</u>		
Duties and % Time:	Run microfilming unit	100%
<u>Binding Technician</u>		
Duties and % Time:	Prepare/receive binding materials	100%
<u>Binding Technician</u>		
Duties and % Time:	Prepare/receive binding materials	100%
<u>Conservation Librarian</u>		
Duties and % Time:	Departmental Administration & Development	65%
	Routing, and Supplies	15%
	Benchwork	10%
	Professional Development	10%
<u>Conservation Assistant</u>		
Duties and % Time:	Collection Maintenance Repair	>75%
	Conservation Benchwork	<25%
<u>Repair Tech.</u>		
Duties and % Time:	Pam Binding	>50%
	Collection Maintenance Repair	<50%

**V. PROPOSED PRESERVATION AND CONSERVATION ORGANIZATION**

After contemplating departmental budgets and analyzing existing budgets as well as the projected income from the Andrew W. Mellon Foundation challenge-grant, the Departments of Preservation and Conservation project an organizational structure much like that illustrated below:



At this time, the Departments of Preservation and Conservation propose a general division of responsibilities as follows:

Preservation Librarian

Duties and % Time:	Departmental Administration & Development	65%
	Professional Development	20%
	Triaging Materials	10%
	Disaster Planning/Recovery	5%

Brittle Books Coordinator

Duties and % Time:	Coordinate Brittle Books Reformatting	80%
	Administrative Duties	20%

Microfilm Tech.

Duties and % Time:	Run microfilming unit	100%
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Sr. Binding Technician

Duties and % Time	Oversee and prepare/receive binding materials	70%
	Oversee shrink-wrapping	30%

Binding Technician

Duties and % Time:	Prepare/receive binding materials	100%
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Binding Technician

Duties and % Time:	Prepare/receive binding materials	100%
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Conservation Librarian I

Duties and % Time:	Departmental Administration & Development	45%
	Benchwork	20%
	Professional Development	20%
	Triage, Routing, and Supplies	15%

Conservation Librarian II

Duties and % Time:	Benchwork	80%
	Professional Development	20%

Conservation Assistant

Duties and % Time:	Conservation Benchwork	100%
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Pam Binding and Education

Duties and % Time:	Oversee Student Pamphlet Binding	50%
	Education	40%
	Triage	10%

CMR Technician

Duties and % Time:	CMR	90%
	Supplies	10%

CMR Technician (0.5 FTE)

Duties and % Time:	CMR	50%
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Conservation Graduate Assistant (0.5 FTE)

Duties and % Time:	Conservation Projects as needed	50%
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Preservation Graduate Assistant (0.5 FTE)

Duties and % Time:	Preservation Projects as needed	50%
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## **VI. FUNDING THE PROGRAM**

As with starting any new endeavor, the means for supporting the program is a major concern. Looking at existing salary lines, the institution spends \$277,032.00 for the Departments of Preservation and Conservation. The proposed positions call for an additional \$143,748.00 in salaries at current levels, bringing the combined departments' total faculty and staff salary expenditures to \$417,486.00.

Combined with the Library's current expenditures, the projected revenue from the Mellon Foundation's endowed positions should provide the institution with sufficient funds to cover all but \$44,748.00 in faculty and staff salaries. The proposed position not covered by the combined figures is a Senior Binding Technician. However, it must be noted that this staffing level is based upon the projected return from the completely funded Mellon Challenge Grant in five years time. Should the Challenge Grant not be completely fulfilled, the revenue will be lower, and the institution will need to look to other sources of funding.

## VII. THE FIVE-YEAR PLAN, JANUARY 2002 – DECEMBER 2006

The present administrative climate indicates that the program will grow over the next five years, and the potential services that the preservation and conservation program provide will grow with it. Once in-house collections maintenance and repair and brittle books replacement are reorganized and fully operational, the overall strategy of the Departments of Preservation and Conservation will be to approach preservation in two ways. First, the departments will seek to preserve materials that are damaged as the result of use, to pamphlet bind unbound acquisitions, to have periodicals bound by the library binder, and to reformat brittle and rare materials. Secondly, the Departments of Preservation and Conservation will begin a collection by collection approach to preservation, starting with those collections built to support local programs and those considered of great importance to the institution, the institution's partners, and the larger educational community. The Library will seek funding for those programs through grants and collection-specific preservation and conservation funding.

### Assessment

Assessing collections for the purposes of preservation and conservation planning is viewed as an important aspect of the preservation program. At present, these activities will likely be supported through additional funding that may be secured on a case-by-case basis. In the future, it is desired that a regular position or regular budgeted funds will be made available to complete such projects on a regular schedule.

### Financial Support

Over the next five years, it is anticipated that institutional support for the preservation program will grow and that concentrated efforts to broaden the financial support of alumni will begin bearing fruit.

Should the Library receive the Mellon Foundation's challenge-grant, the institution's commitment to fulfilling the stipulations should be a primary concern, as the revenue from these funds should significantly augment the current staffing.

It is also envisioned that preservation and conservation endowments will be developed using funds from donors that are earmarked for specific purposes other than the Mellon Foundation's challenge-grant. This would permit a donor's dollars to provide funding for both supplies and services far longer into the future.

### Commercial Binding

In the past, materials sent out through the Bindery Preparations unit have consisted of both monographs and serials. In the future, it is anticipated that far more damaged monographs will be processed through in-house collection maintenance and repair. The opening of the Oak Street Facility is also anticipated to reduce the number of periodicals bound as many serial titles in the sciences will either be made available only through electronic access or sent directly to storage in their unbound form.

The likely places for potential increases in binding work would be in the following areas: new paperback titles, phase boxing, and the backlogs of serial titles currently being peg-bound in the Main Stacks. Enacted in response to a cut in the binding budget, approximately 4,000 volumes are currently being peg-bound each year. Although this method does keep titles together, it also causes significant physical damage to the items and has been the cause of much complaint among the Library faculty. The possibility of binding all paperbacks upon receipt and not peg binding any more journals would require an increase in the current binding budget. The cessation of peg binding would necessitate an increase of about \$32,000. The cost of binding paperbacks upon receipt is still being investigated.

In addition to space concerns covered later in this document, the primary cause for concern within the binding unit is the monthly fluctuation in binding numbers. This ebb and flow is causing significant problems for the binding unit and is likely linked to the increased error rate that frequently occurs after each peak binding cycle. Not only does the Bindery receive a significantly increased volume, both the binding unit and the source libraries must also process more material than normal in a limited time. Establishing a binding quota for serial titles would help alleviate this problem, and it would permit more predictable financial management.

Additionally, the possibility of decentralizing some binding activities would provide the institution with the potential to expand binding services without expanding staff numbers unreasonably. By preparing their own binding shipments, larger libraries would have greater autonomy and could remove a repetitive step from the binding process – the need for each library to fill out slips before sending the materials to the binding unit to fill out the Binder's data.

Decentralized binding services would permit the binding unit to handle potential increases in binding, but they would not remove the desire to establish a binding quota for purposes of fiscal management. While this will permit many libraries to operate semi-independently, it will not offset the need for planning and scheduling activities.

#### Conservation & Collections Maintenance

The conservation unit currently has one professional conservator. In the future, it is envisioned that the unit will possess two conservators and three and one-half support staff. The conservation unit will treat rare and damaged materials; the collections maintenance unit will treat materials damaged through reader use, pamphlet bind materials, and produce protective enclosures.

An important step in the improvement of facilities for these activities is the proposed move from the basement of the Main Library to the conservation lab currently being planned at the Oak Street Facility. Currently, many of the more complicated treatments that are often associated with the conservation of rare and unique items require a more fully out-fitted conservation lab than that currently available in the

Main Library. Many of these treatments will continue to be obtained from outside vendors.

In preparation for the increased repair of circulating collections, the Departments of Preservation and Conservation anticipate that they will begin their first pilot programs in the first quarter of 2002.

#### Disaster Preparedness and Security

The Head of Preservation, the Conservation Librarian, the Associate University Librarian for Planning and Budgeting, and the Visiting Assistant to the Associate University Librarian for Planning and Budgeting have formed a small committee to begin thoroughly investigating security and disaster preparedness issues in the libraries. The committee's first task will be to develop a key policy for the institution that will better answer institutional security concerns. After that, disaster preparedness and facility security will be addressed. Disaster planning will include the development, training, and equipping of a disaster response team at the Library.

#### Environmental Monitoring

Environmental monitoring is another area that will be developed, although it will not be as fully developed as desired for the long term. Currently, a proposal exists that will seek funding to begin a year long pilot for environmental monitoring in the Main Stacks. An additional project is waiting for the delivery of computers and software for monitoring purposes.

#### Education for Staff and Users

The Departments of Preservation and Conservation will become increasingly involved in training on campus in the coming years. Although a number of potential educational sessions have been conceived, their implementation will not occur until after the first year of operations. In the future, it is envisioned that one staff member will have educational activities as a primary responsibility.

In terms of larger educational initiatives, it is hoped that the Departments of Preservation and Conservation can team up with the Digital Imaging and Media Technology Initiative (DIMITI) to collaboratively produce educational sessions combining their work on digital imaging with preservation and conservation concerns.

#### Fiscal Management

The Head of Preservation and the Conservation Librarian are presently developing departmental tools for the effective management of resources under their control. However, the institutional tendency to pay ahead for some services remains a budgetary problem due to difficulty in tracking payments.

#### Reformatting

Reformatting at the University of Illinois Urbana-Champaign will likely take three routes in the coming five years:

- *Brittle Books Replacement* – In negotiations with the University's Graphic Services, the Head of Preservation has begun the process of creating a brittle books replacement program. Taking brittle, disbound materials, the Graphic Services unit should be able to produce high-quality scans that will be output onto alkaline-buffered paper for either commercial binding or pamphlet binding. The Brittle Books Coordinator's position has been drafted and should be posted early in 2002.

Brittle books replacement is viewed as being a key component of the preservation and conservation program. Draft protocols and procedures have been developed and pilot tests are scheduled to run concurrently with pilots for conservation and collection maintenance and repair.

- *Microfilming* – Microfilm production will likely take one of two forms – project or replacement filming. Replacement filming will take place on campus as a portion of the brittle books program. Project filming will involve large-scale filming projects completed as a part of grant funded initiatives. Project filming may be done on campus or sent out through vendors.

Under Graphic Services, the filming unit has filmed theses and dissertations and records for various parts of the University. In order to concentrate on producing preservation microfilm, we would like to look at ProQuest (UMI) and other vendors for these activities.

- *Digital Imaging* – Digital imaging as a preservation and access tool will likely play a role in the reformatting process, although its actual role at this point is not known.

### Space

In the next five years, it is anticipated that the conservation and collections maintenance units will relocate to the Oak Street Facility. The possibility exists that the microfilm unit will relocate to the same facility. Although plans are not solidified, it is desired that the space vacated by the Conservation and Collections Maintenance units will become available for Commercial Binding, Brittle Books, and the triaging of circulating materials. The possibility exists that this space could be shared with the Gifts Department's administrative activities as well. The space currently occupied by the Binding Unit is significantly reduced from its previous area and will pose a significant impediment to increased services in coming years.

## VIII. CONCLUSION

It is anticipated that the next five years will be a period of great activity in the University of Illinois Urbana-Champaign Library's preservation program. The development of a comprehensive preservation and conservation program will take both a great deal of resources and a great commitment on the part of the institution. However, like many institutions both larger and smaller a comprehensive program of collection maintenance that will serve the institution far into the future.

As the Library continues to position itself for the future, the institution's Strategic Plan remains a guiding force in determining what directions the institution will take in the coming years. Fulfilling the information needs of current and future users by building-on, preserving, and extending our preeminent collections remains a major component of the Library's programmatic development, and implementing a comprehensive preservation and conservation program for the collections is a keystone to that effort.

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<sup>i</sup> Suzanne Kellerman "Combating Whole-book Deterioration: The Rebinding and Mass De-Acidification Program at Penn State University Libraries" *Library Resources and Technical Services* 3 (July 1999), 170.

<sup>ii</sup> Chrystowski et al. "Library Collection Deterioration: A Study and the University of Illinois at Urbana-Champaign" *College and Research Libraries* 50 (September 1989), 579 – 80.

<sup>iii</sup> Bradley L. Schaffner and Brian Baird. "Into the Dustbin of History? The Evaluation and Preservation of Slavic Materials" *College and Research Libraries* 60/2 (March 1999), 148.