

PRESERVATION DEPARTMENT
ANNUAL REPORT, JULY 1, 2001 – JUNE 30, 2002
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I. Narrative Summary of the Year's Activities

I.A. Core Processes

The Preservation Department has undergone significant change in the last year. The hiring of a preservation administrator has resulted in significant changes in terms of day-to-day management and operations. The Bindery Preparations Unit continued its operations, binding 36,571 pieces in the past year. The unit relocated in October 2001 in preparation for reconfiguration of 12 Main Library; the staff share space with Acquisitions Receiving. A new RFP for Binding Services was also completed during the last year.

Last July, the Library took-over Graphic Services' Microfilming Unit. This operation was also relocated in preparation for reconfiguration. It is presently located in Noyes Laboratory.

Searching for a Brittle Books Coordinator began during the middle of FY01 – 02.

The greatest tasks have revolved around planning for the operation of a Preservation and Conservation Program within the Library system. This planning has included basic operational and workflow planning such as the development of basic procedures and the more general work of planning Library-wide policies that impact our notion of stewardship and provide better service.

Finally, the Preservation Librarian and Assistant Circulation and Bookstacks Librarian began preparing an assessment of the Main Library Stacks. This assessment will provide the Library with invaluable data about the conditions of its collections.

I.A.1. Services and Access

The Bindery Preparations Unit has made a concerted effort at improving its service ethic. The implementation of a binding quota has actually decreased the turn-around time significantly for materials sent for binding. Additionally, the unit has agreed to retrieve materials that have been packed for shipment when requested by patrons. Although not always possible, this small effort is a 180° change from the previous policy of refusing all such requests.

The Microfilm Unit has also begun to consciously work on catching up on the duplicating backlog that accumulated in the Slavic Reference Service during the time when the unit was in transition.

I.A.2. Collection Development

N/A

I.A.3. Support/Ancillary Activities

The Bindery Preparations Unit's budget continues to support the purchase of all marking supplies for the Marking unit attached to Acquisitions.

I.B. Training and Staff Development

Both Bindery Preparations and Microfilming staff have attended selected Voyager training sessions. The Preservation Librarian has also been working with the Binding staff to develop a better understanding of the materials they are working with and the new specifications of the binding contract. Personnel from both units have expressed interest in additional training in both preservation and in computer software.

Additionally, the Preservation Librarian has worked with the Education and Social Sciences Library, the Library Science Library, and the Commerce Library on training graduate assistants and student employees – the latter a face-to-face meeting and the former two by providing teaching tools.

I.C. Innovative Ideas, New Initiatives

In preparation for the Brittle Books Coordinator, the Preservation Librarian worked extensively with the University's Graphic Services operation in Undergraduate Library to develop facsimile production capabilities. At present, it appears as though the program will need to rely upon the services of tested vendors outside the university community.

A second new initiative has been the commencement of a mass deacidification project in the University Library. Records indicate that this service has long been desired by various librarians and units. However, the activity has never been carried out. In the last year, the Preservation Librarian worked extensively with staff from the Rare Book Room to complete a deacidification pilot project. Four-hundred and four volumes from the Meine Collection of American Wit and Humor were deacidified. Funds have been obligated from the Friends Preservation Fund to continue this project in FY2002-03. It is hoped that additional Friends Preservation funds can be used to begin a similar project with other collections.

Finally, the Bindery Preparations Unit has begun serving other less-served constituents within the Library – in particular, the Rare Book Room. A new service provided as a component of the new binding contract is rare book boxes, or clamshells. For the first time, the Rare Book Room is getting some return from the Binding Budget.

II. Measurement, Evaluation, and Assessment Activities

Three primary measurement activities have begun in the past year. The first is to begin tracking statistical data about the Library's preservation activities in comparison with peer institutions in the CIC and the 20 largest ARL libraries.

This has resulted in some understanding of the direction in which UIUC should head.

Internally, the Preservation Librarian has been collocating statistics on binding. The result is that the Preservation Librarian has a reasonable idea of what proportions of binding money are spent on different activities and what divisions receive in terms of a return on the binding budget.

The second measurement activity also involves the Bindery Preparations Unit. Although still somewhat informal, the unit has been doing some limited quality control on bindery returns – a practice never before completed. Finally, some limited environmental monitoring has begun in the Rare Book Room. This will enable the Library to more effectively illustrate the needs for proper climate control.

III. Public Relations and Promotional Activities

Members of the Preservation Department have done the following:

- Begun a regular *Preservation and Conservation Services Newsletter* for internal distribution.
- Worked with Cindy Ashwill to complete one issue of the *Friendscript* dedicated to preservation and a forthcoming article on the deacidification pilot project.
- Been interviewed by the *News-Gazette* (January 28, 2002) about the Mellon grant and the beginning of a preservation program at UIUC.
- Been interviewed by the local news (Channel 3) about the Mellon grant and the beginning of a preservation program at UIUC.

IV. Involvement with Other Units in the Library and on Campus or Beyond

Please see: I.A, I.A.1, I.C, II, and III above and V below.

The Preservation Librarian has been working with the Classics Librarian to complete the Library's commitment to microfilming as a part of the CIC-6 microfilming grant. This project was side-tracked in roughly June – July 2001.

The unit has worked with the Rare Book Room and the Stacks to complete a microfilm re-housing project using NEH Challenge Grant funds.

To conclude this section, it is important to know that preservation is a programmatic operation. Consequently, virtually every activity carried out is undertaken in a cooperative environment, from bindery preparations to basic education.

V. Additional Topics Deemed Unique to the Unit in Question

The Preservation Department is in a unique position in many ways. Although many pieces have existed for years, the preponderance of the program is new. Bill Henderson, the former unit head, retired several years ago, and a great deal has

changed in the preservation community in the ensuing years. The development of new standards and technologies have changed many activities. The result is a program that has a great deal of catching-up to do.

Moreover, it is a program that, in many ways, requires a significant degree of centralization. In an institution that prides itself on its highly decentralized organizational structure, this has been a challenge.

VI. Goals and Planning

VI.A. Last Year's Plans

Plans for the last year included the preservation and conservation librarians shaping many of the goals for the coming year. Last year's annual report stated that the preservation librarian would begin addressing the issues raised in the Trinkley Report and take stock of the library's preservation needs while the Library needed to incorporate more awareness and continue efforts at building funding for collection maintenance.

In general, these activities have begun. The Preservation Librarian has joined the Library/O&M working group to begin addressing some of the issues raised by the Trinkley Report. However, tight budgets in FY02-03 are likely to have some impact on projected improvements. Together, the Preservation and Conservation Librarians have begun addressing some of the issues in terms of collections repair and maintenance, and the stacks assessment mentioned earlier will begin the long process of assessing institutional needs. Awareness is definitely on the rise. Meetings with individual libraries continue, and the recent increase in the binding budget will enable the Library to finally cease peg-binding and increase the binding of new acquisitions.

VI.B Next Year's Plans and Goals

Plans and goals for the next fiscal year are significant. In terms of Bindery Preparations, the Preservation Department would like to do the following:

- Decentralize some preparations activities,
- Cease peg-binding,
- Developing a binding policy,
- Systematically begin binding new acquisitions earmarked for reserve,
- Develop a significant quality control program.

In terms of development, the department would like to form a grant-planning group. The opportunities offered by the NEH, NHPRC, IMLS, and the National Park Service are significant, and the Library has not been taking adequate advantage of these funding services. However, success will require planning and cooperation among many individuals. Additionally, the possibility exists of securing a second NEH Challenge Grant that would tie-in with the current Library Campaign.

Additionally, the completion of a new disaster plan and emergency response book are significant goals for the coming year.

A final significant goal for the coming year is education. The Preservation Librarian and the AUL for Collections have begun discussing a basic educational program for all employees. Plans are afoot for a number of other workshops as well.

VI.C Five Year Plans and Goals

Narrative

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 Department of Preservation will be to approach preservation in two ways. First, the department will seek to have periodicals bound by the library binder, and to reformat brittle and rare materials. Secondly, the Department of Preservation 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 funding.

Assessment

Assessing collections for the purposes of preservation 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. For example, RPC funding is currently funding an assessment of the Main Library Stacks.

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.

The Library recently received a challenge grant from the Mellon Foundation. 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. However, additional staffing and services carry additional costs. It is important that the institution consider the additional operational costs of such ventures.

It is anticipated 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. An example of this would be John Dussinger's recent gift to the Rare Book Room.

Any notes about funding preservation activities would be incomplete without reference made to grant funding opportunities. The opportunities that exist through the NEH, the NHPRC, the IMLS and the National Park Service for funding are extensive, and the Library's collections are ripe to capitalize from these opportunities. It is important that deliberate and thoughtful planning be done to take advantage of these opportunities.

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 some 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 cuts in the binding budget, the Library currently peg-binds approximately 4,000 volumes 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. It is anticipated that this peg-binding will cease in the second quarter of FY 2002-03. The cost of binding paperbacks upon receipt is still being investigated.

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. Grainger Engineering has agreed to take on this duty. Their willingness will enable the Bindery Preparations Unit to handle anticipated increases due to the cessation of peg-binding.

Conservation & Collections Maintenance

Currently, outsourced conservation activities are managed by the Head of Preservation. It is anticipated that significant funds will still be expended

on out-sourced conservation treatment until the Oak Street Facility is complete.

Deacidification

As mentioned in section I.C., the department completed a deacidification pilot in FY01-02. It is anticipated that this will be a growing part of the overall preservation program in coming years. \$30,000 have been obligated for FY02-03 to continue the project.

Disaster Preparedness and Security

The Library's Emergency Response and Security Task Force is currently completing a disaster plan. Following the completion of this activity, the Head of Preservation anticipates developing, training, and equipping 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. Limited environmental monitoring is being done in the Rare Book Room. Expanded monitoring of the Rare Book Room is anticipated to begin in the first quarter of FY 2002-03.

Educational Initiatives

The Department of Preservation will become increasingly involved in training on campus in the coming years. Plans for library binding workshops, , a general session required for all library employees, and other preservation workshops have begun.

In terms of users, some educational initiatives are in the works that bring together the Library's needs and the pedagogical needs of the University's Art and Design Program.

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 (DIMTI) to collaboratively produce educational sessions combining their work on digital imaging with preservation and conservation concerns.

Regionally, there is a significant need for preservation education. A possible grant opportunity includes developing a regional preservation education and field service initiative.

Fiscal Management

The Head of Preservation and the Conservation Librarian are presently developing inter-departmental tools for more effectively managing resources under their control.

Reformatting

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

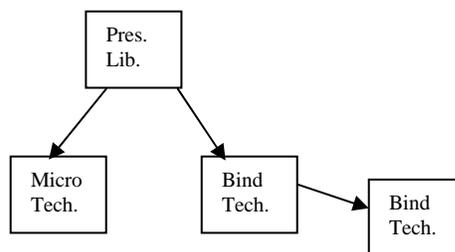
- *Brittle Books Replacement* – The Head of Preservation has begun the process of creating a brittle books replacement program. Taking brittle, disbound materials, the Preservation Department will contract for the production of facsimile reproductions. A key component of this initiative is the hiring of a Brittle Books Coordinator. This should be completed in the first quarter of FY2002-03.
- *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. In the long-run, it is anticipated that grant-supported funding will increase in scope and complexity.
- *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 should it continue to operate as an in-house program. Although plans are not solidified, it is desired that the space vacated by the Conservation will become available for Commercial Binding, Brittle Books, mass production of protective enclosures, and the triaging of damaged materials. The space currently occupied by the Bindery Preparations Unit is significantly reduced from its previous area and poses a significant impediment to increasing services in coming years.

Personnel – Present Preservation Organization

At present, the Department of Preservation is organized as follows:



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

Preservation Librarian

Duties and % Time:	Administration & Development	85%
	Professional Development	10%
	Disaster Planning/Recovery	5%

Microfilm Technician

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

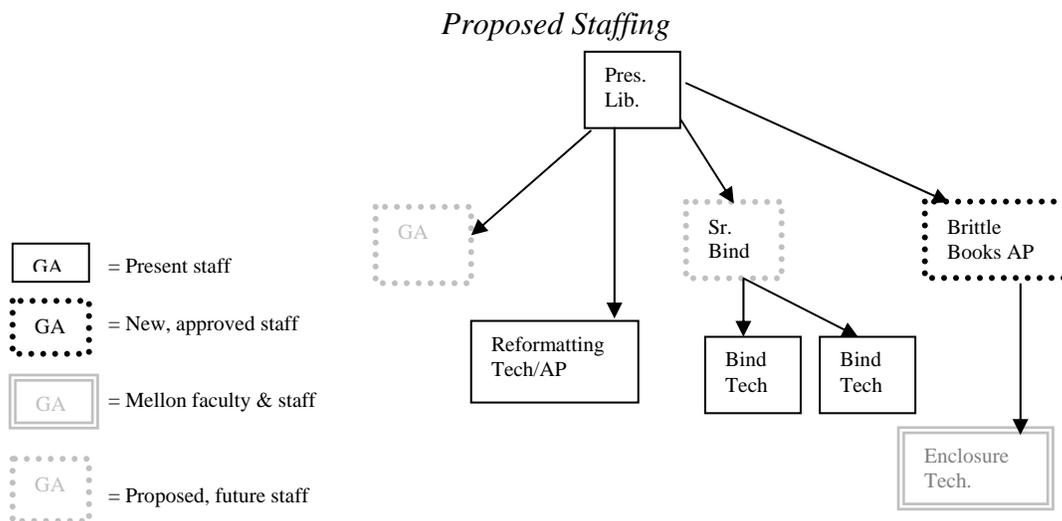
Duties and % Time:	Prepare/receive binding materials	100%
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Binding Technician

Duties and % Time:	Prepare/receive binding materials	100%
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Personnel – Proposed Preservation Organization

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



PRESERVATION UNIT

ADMINISTRATION

Operating Space: 100 sq. ft.

Preservation Librarian

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

Preservation Graduate Assistant (0.5 FTE)

Duties and % Time: Preservation Projects as needed 50%

REFORMATTING & ENCLOSURES

Brittle Books AP

Operating Space: 120 sq. ft.

Duties and % Time:	Coordinate Brittle Books Reformatting	60%
	Oversee Mass Deacidification Projects	10%
	Evaluate and Triage Materials	10%
	Oversee Box Making Operation	5%
	Professional Development	5%

Enclosure Technician

Operating Space: 400 sq. ft.

Duties and % Time: Operate KaseMake Box Making Machine 100%
- Inc. possible cost recovery operation

Reformatting Tech/AP

Operating Space: ≤500 sq. ft.

Duties and % Time:	Coordinate Microfilming/Imaging Projects	95%
	Professional Development	5%

BINDING

Operating Space: 800 sq. ft.

Sr. Binding Technician

Duties and % Time	Oversee/prepare/receive binding materials	70%
	Coordinate bindery prep in branch libraries	15%
	Manage Students and Quality Control	15%

Binding Technician

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

Binding Technician

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

Reformatting Student(s)

Duties and Time: Complete bib. searching for reformatting projects, perform quality control on film 10 hrs.

Binding Students

Duties and Time: Unpack bindery returns, complete marking, and perform quality control 30 hrs.

Brittle Books Student

Duties and Time: Complete mass deacidification processing 10 hrs.

TRIAGING

Operating Space: 15 sq. ft.

VI.D Budgetary Impacts

Planning for the impact of budgetary increases and decreases over the next several years requires that the Preservation and Conservation Departments' cooperatively plan. Not only are processes intricately tied, the actual budgets are, in many cases, shared. The following information applies to both units. It is based upon the budgeted operating and collection funds for 2001-02 with two exceptions – the authorized increase in the binding budget is included and funds for the Brittle Books Coordinator's position are not included.

Budgetary Impact - Preservation and Conservation

Current Budget	Current Budget	Cuts/Additions	Total Difference
Less 4%	\$610,786.10	\$586,354.66	-\$24,431.44
Less 6%	\$610,786.10	\$574,138.93	-\$36,647.17
Plus 4%	\$610,786.10	\$635,217.54	\$24,431.44

If measured as percentages against the three budgets composing the Departments of Preservation and Conservation's budget, the figures would appear as follows:

Budgetary Impact - Straight Percentages

Current Budget	Budget	Less 4%	Less 6%	Plus 4%
Pres/Cons (Operating) - Other	\$34,297.45	\$32,925.55	\$32,239.60	\$35,669.35
Pres/Cons (Operating) - Wages	\$259,988.65	\$249,589.10	\$239,605.54	\$270,388.20
Binding (Collections)	\$304,324.00	\$292,151.04	\$286,064.56	\$316,496.96
Preservation (Collections)	\$12,176.00	\$11,688.96	\$11,445.44	\$12,663.04
Totals	\$610,786.10	\$586,354.66	\$569,355.14	\$635,217.54

After careful consultation, the likely result of a four percent cut would be the following:

- Complete cessation of all funding for preservation and conservation services funded from the Collections Budget. This would result in no out-sourced conservation activity funded directly by the Library.
- Return of the FY2002-03 increase to the Binding Budget. This would likely result in two things: (1) continuation of some peg-binding, or (2) a complete cessation of mylar binding of new acquisitions – a practice that will likely cost the Library twice as much in coming years in terms of more expensive binding or replacement.
- Cutting \$731.44 from the Preservation/Conservation Operating budget's supplies allocation.

The results of a six percent cut would be far more significant. The most obvious means of making the difference without undue impact on the departments' immediate operation as a whole would be cutting a staff line and supplementing the difference with funds from the Preservation and Conservation Operating Budget's supply allocation. The difficulty in adopting this means of cost cutting is that the departments' anticipate that this line will, if not in exactly its present form, be a valuable component of the overall Preservation and Conservation program in coming years.

In terms of a four percent increase, the Departments of Preservation and Conservation anticipate using the funds to either:

- Fund most of the Enclosure Technician line that is proposed to be funded by the Mellon money, thereby freeing Mellon funds to partially fund another staff line.
- Fund an additional Book Repair Technician (unplanned in current staffing projections) in anticipation of the difficulties of hiring student workers once the Conservation Department relocates to the Oak Street Facility.

VII. Other
N/A