

Illinois History and Lincoln Collections Planning Team Report

Executive Summary

The IHLC Planning Team was established to examine the current management and operation of IHLC; the issues surrounding the IHLC collections; and the needs of current and potential IHLC users with the purpose of establishing a plan/model that will both sustain the IHLC and provide it with the necessary framework to enable it to more effectively meet the diverse needs of current and future users; provide more dynamic access to its collections; and develop relationships that will result in effective outreach and increased funding.

Throughout its undertaking, the IHLC Planning Team took into consideration the important and unique issues surrounding the IHLC collections; the diverse needs of IHLC users; and the potential role and opportunities available to IHLC.

Team Membership

John Hoffman, Head, Illinois History and Lincoln Collections

Karen Hogenboom, Numeric and Spatial Data Librarian

Jenny Johnson, Map and Geography Librarian

Betsy Kruger, Head, Digital Content Creation

Bob Morrissey, Assistant Professor, History Department

Lisa Romero, Team Leader and Communications Librarian

Beth Sandore Namachchivaya, AUL for Information Technology Policy & Planning

Anke Voss, Champaign County Historical Archives (resigned April 24)

Appendix 1: IHLC Planning Team Charge

Appendix 2: List of individuals and groups consulted

IHLC Planning Team Recommendations

Overall: The Planning Team's charge was to articulate the future role of the Illinois History and Lincoln Collections and related services in an evolving Library context. Two areas on which the team focused were: identifying how to make these uniquely valued Illinois collections accessible, and seeking to establish synergies with other Library and campus units to support vibrant public-facing services, including the current reference, and expanding to encompass instruction and outreach programs. The Planning Team makes recommendations for actions and priorities based on the understanding that the IHLC programs and services will continue to evolve over time, and the knowledge that it will take effort to identify the substantial Library and campus resources required to transform both the collection and the service footprint of IHLC to achieve this vision.

1. **Staffing:** Increased staffing is critical to support two areas: the processing of inaccessible unique manuscript collections and the expansion of public-facing services. With this in mind the Planning Team makes the following recommendations:
 - a. Appoint a 1 FTE Archivist or processing specialist role that focuses on processing the manuscript backlog, and supports grant-writing to garner additional resources to support processing and access to these collections. The position would be dedicated primarily to supporting IHLC needs, and would report into the University Archives.
 - b. Special Collections Division develop a position that helps curators in developing public-facing outreach programs, and coordinates these efforts across the units, including IHLC.
 - c. Appoint graduate hourly support using some of the Horner fund to assist with manuscript backlog processing (reports to the processing Specialist).
 - d. Request graduate student support for the development of the IHLC Web site, and the development of LibGuides or other instructional materials, working in collaboration with Archives and Special Collections colleagues.
2. **External support:** The Head of the IHLC should devote time to building relationships to actively seek external support that can make IHLC collections accessible, and for public engagement programming:
 - a. With Library Advancement to secure donor support;
 - b. Preparing successful proposals for external funding, leveraging the collective expertise of colleagues in the Special Collections Division, DCC, Preservation/Conservation, HPNL, and other campus units;
3. **Collections**
 - a. **Processing:** The Library should place a high priority on processing the backlog of existing manuscript collections in the IHLC, and put in place the workflow and the necessary staff to ensure that future backlogs do not accumulate.
 - b. **Security:** Security guidelines and infrastructure should be implemented for the IHLC collections.
 - c. **Secondary publications:** Most of the users of IHLC requested that the secondary publications remain non-circulating and available in the IHLC. Currently, the

primary manner of accessing the primary and secondary resources in IHLC is on-site, and researchers who use the collection prefer to know that materials will be accessible when they schedule a visit to the collection.

- d. **Non-print materials:** Non-print materials should be reformatted (or replaced with more modern formatted copies) so that the content remains accessible to users.

4. **Services**

- a. **Reference:** Head of IHLC provides a substantial amount of in-depth reference now. The Planning Team recommends that as other service points evolve (Humanities Hub, Archives service point on 1st floor, etc.), the Library explore ways in which it can make IHLC's subject expertise more accessible to students, faculty, and Library staff through these more mainstream service points.
 - b. **Web presence:** IHLC needs to develop a Web presence that highlights its rich collections as well as its deep expertise in the areas of Illinois History and Abraham Lincoln.
 - c. **Engagement:** The Head of IHLC needs to engage substantively in outreach to users on campus, in the Champaign-Urbana area, within and beyond the state of Illinois to make highly visible the rich Illinois History and Lincoln resources and expertise that is resident in the Library.
 - d. **Instruction:** The Head of IHLC could offer instruction sessions and in-depth seminars in special topics by leveraging existing programs in other areas of the Library, such as the Scholarly Commons Savvy Researcher series, or as part of HPNL, RBML, or other Special Collections division instructional programming.
5. **Assessment:** The IHLC should implement statistics collection, analysis, and reporting through the Library's normal data collection and reporting activities, on a regular basis.

Illinois History and Lincoln Collections Planning Team Report

Submitted June 7, 2013

On March 4, 2013, the University of Illinois Library Executive Committee charged the Illinois History and Lincoln Collections Planning Team to 1) identify and detail how to best deliver the services offered by the IHLC in the coming years, 2) provide input on the most effective administrative models for managing and overseeing the IHLC's operations and, provide recommendations on how the services and collections currently in the IHLC can be best delivered to users and most effectively managed to meet the needs of users.

The Team began meeting in early April. Members of the team split into two subgroups. One subgroup would address collections and the other would address services. The Planning Team meeting minutes are available on the New Service Model website at:

<http://www.library.illinois.edu/nsm/ihx/>.

Because of IHLC's unique collections and services, the Planning Team found that consultation with IHLC's stakeholders. The Planning Team did not want to make any assumptions regarding the use and perceived value of the unit. We met with the Special Collections Division to share preliminary recommendations and solicit feedback via email. In addition, we identified users with varied research interests and lengthy connections to the unit. These individuals were contacted via phone and participated in 20 minute directed conversations regarding their experiences and perceptions of the unit's collections and services.

The Planning Team met with the Special Collections Division and the strongest take-away, besides the Division's unqualified support for the unit, is that there are multiple skills required that are not available in the IHLC unit and that the Library cannot reasonably expect to find all of these skills embodied in a single individual. Critical components are: care of the collections, both physical and intellectual; curation of the collections; and access (including outreach) to the collections. Explicit skills include those for outreach, curation, and processing. Additionally, there must be subject specialization that requires substantive knowledge well beyond that obtained at the bachelor's degree level. There is a need for a unit mission statement that will give the unit traction and grounding to Library, campus, and national initiatives in areas such as processing, digitization, and grant-seeking. The Library was cautioned that the critical elements of IHLC as a unique resource to the Library, the university community, and the state, regional, and national/international community of historical scholars cannot be forced to fit into a very small mold with a miniscule staffing complement.

An additional concern for the Planning Team was John Hoffmann's impending retirement. John has expressed an interest in planning for retirement, but feels unable to take concrete steps toward retirement because of the highly undocumented and idiosyncratic nature of the unit. He feels obligated to remain in his position until the collections he has brought in are

processed. While highly laudable and honorable, this is unrealistic. The fact that the Planning Team's focus is to the betterment of the Illinois History and Lincoln Collections unit is a credit to John's dedication. The Library should assist John in creating and implementing a plan that will allow John to transition in a satisfactory and realistic way into retirement.

Taking the unit into the future will require a dynamic and versatile leader with firm grounding in historical studies and an aptitude for engaging in outreach and adopting a new management style and implementing technological solutions for access and communication regarding the Unit's collections and services.

Unit Background

The Library's Illinois History and Lincoln Collections (IHLC) contain printed and manuscript sources which facilitate research into every period and aspect of the history of Illinois and into the life and times of Abraham Lincoln. The unit holds 32,526 volumes (as of May 10, 2013), approximately 2,500 cubic feet of manuscripts, and a large number of maps, broadsides, non-print materials, prints and photographs, artifacts, and ephemera. The collections are used by faculty and graduate and undergraduate students on campus. They are also used by researchers who live in the surrounding community, elsewhere in Illinois, across the nation, and in other parts of the world.

IHLC's holdings, in particular secondary sources, may be to some extent duplicated in other libraries, including most notably the Abraham Lincoln Presidential Library in Springfield and the Chicago Historical Society, but a significant portion of the printed collection and nearly the entire manuscript collection is unique. This uniqueness is due in part to the continuous acquisition of books and manuscripts since 1909, when the unit was created as a special research entity within the Graduate College. It is also due to the assiduous collection of material, first by the director of the unit when it was affiliated with the Department of History, and then, since 1980 when it was transferred to the Library, by the librarian and curator.

The collections are used by many disciplines within the academy. Researchers in Architecture, Urban Planning, Political Science, Journalism, and other departments are quite as fully represented as those in History. Researchers at the State Archaeological, Geological, and Water Surveys also consult the collections. Genealogists, from near and far, find clues to their roots in county histories and atlases, city directories, and church and school histories.

IHLC resources are relevant for practically any topic in Illinois history and Lincoln studies. The collections are particularly rich for the colonial, territorial, and early statehood periods of Illinois. There is an abundance of sources on the Civil War era in general and, of course, on Lincoln. Also available are notable manuscript collections relating to mid-nineteenth-century communitarianism, Quakerism from that point to the present, and labor and ethnic materials for several periods, as well as the files, dating from the early twentieth century of state and local branches of the American Association of University Women and the League of Women Voters.

Recent acquisitions continue to open up new topics for study. They include the papers of the Department of Justice negotiator at Wounded Knee in 1973, the records of a priest engaged in the labor disputes in Decatur in mid-1990s, and the files of the plaintiffs in the Champaign school equity case that resulted in a court decree that was lifted a few years ago. Taken as a whole, however, the IHLC's most used holdings are county atlases and histories as well as historical literature regarding almost every town and city in the state.

Although, generally speaking, the IHLC is similar to other units of the Library such as the University Archives, the History, Philosophy, and Newspaper Library, the Map Library, and the

Rare Book and Manuscript Library, the greatest value of IHLC's collections of printed and manuscript sources is their concentration in one unit and their comprehensive focus on one topic, Illinois. They thus complement each other and expand the potential for productive research.

Services

Current Services

The services of the IHLC are highly valued by its users, but limited by the limited resources that are available to the unit. Researchers connect with the unit's services in person, by phone and e-mail, and by U.S. Mail. They range from undergraduates on campus to PhD. students from across the country, from authors writing about Illinois history to genealogists whose ancestors passed through Illinois. Users of the unit have interests ranging from urban planning to environmental history to religious studies, as well as the more expected historians, and everything in between.

Perhaps the most unique and important service of the IHLC is John Hoffman's consultations with researchers. In the interviews the team conducted with users of the collection, John's deep knowledge of Illinois history and Lincoln studies was mentioned as a unique and valuable aspect of the unit's services. One researcher described John as a consultant on his research project, stating that John knows more about Illinois history than anyone. Another researcher stated that the uniqueness of the IHLC is John's knowledge of "pretty much any Illinois or Chicago topic." Another researcher often consults John on topics related to Lincoln because of John's deep knowledge in this area.

Several researchers described the IHLC as "one-stop shopping" for their research. When they come to use the IHLC, they can see all the information on their topic together. Another researcher stated that there is "no other place where you can go to the shelves and find such a wealth of information. The closest is the Lincoln Library, but in terms of open collections where you can find not only what you're looking for, but also materials that you didn't already know existed, there is no other." Another researcher stated that he found not only materials for his dissertation, but the topic itself, by browsing the collection and talking to John. Several researchers stated that the IHLC is the starting place for their research: they get ideas there, then may have to go elsewhere for a manuscript collection or something specific, but then come back to the IHLC to pull together their research. The unit was also described as a sabbatical destination, a reason to live in Champaign-Urbana, and the only place with a state-wide perspective on Illinois history. This is an important and appropriate role for the land grant university in the state.

The IHLC website provides access to the unit's services by giving contact information and hours, including hours when the unit will be closed because John has a meeting or needs to be elsewhere. The website also provides access to the unit's cataloged monographs and serials in the online catalog, and access to its processed manuscripts in Archon. The website also makes clear that there are more manuscript collections in the unit than are accessible via a module in Archon that searches only the IHLC collection. Finally, the website contains short sections about the scope and history of the collection. There is a link to a list of new books and a "manuscript collection of the week" link, but these have not been updated since the unit was reduced to single staffing. The researchers interviewed by the planning team did not mention

the website as a service they value: they either contact John directly or come to the unit in person to use its services.

Recommendations for Services

While the IHLC is crucial to the research of those who use it, many researchers on and off campus are not aware of the scope and depth of its collections and services. The lack of awareness must be addressed by: an increased presence within the instructional setting; a website that dynamically explores the depth of the collection; a program of outreach targeted to multiple audiences including university instructors and students, local schools and the community, research institutions elsewhere in the state and region; promotional vehicles such as brochures and articles in print and digital media.

There are a wide variety of opportunities for IHLC to be inserted into campus-based instruction and distance education. The University Library already has in place a LibGuide program; IHLC must engage in creating LibGuides that will guide users to the resources and services as well as lead targeted audiences to specific materials.

Relationships need to be fostered with academic departments such as History, Geography, Environmental Science, Journalism, Women and Gender Studies to expose teaching faculty to collections and project opportunities for their students, to directly engage students, in particular undergraduates, in the instructional setting, and to assist faculty in integrating the use of primary resources as well as a focused collection of secondary sources into course assignments and expectations. Library faculty and staff who are often the initial point of contact for library users (ie: Main Library Info Desk, Undergraduate Reference Desk, and Chat Reference Services) need to be oriented to the services and collections so that they may make appropriate referrals. This orientation would be conducted through Fall Graduate Assistant training, IHLC participation in Main Library Hub training sessions, and cooperative development of reference referral resources.

IHLC must take advantage the capabilities and connectivities of the web to promote and display its holdings and services. Bibliographies of dissertations, articles and books that were researched using the collection could be compiled and posted. The “Manuscript Collection of the Week” page should be regularly refreshed with new content because it gives visitors to the site and potential collection users a peek at some of the depth of the collection. A more detailed description of the subject scope of the collection could be added to better indicate the breadth of possible topics that could be pursued. Print promotional materials should also be available via the website.

There are several ways to accomplish internal and external outreach. IHLC should sponsor exhibits inside and outside the library. Some of these exhibits could be mounted in collaboration with RBML. IHLC could take the lead in commemorations of events documented in the collection through activities such as speakers, digital exhibits, travelling exhibits, school presentations, and media coverage. To maintain awareness within the Library of IHLC, brief

descriptions of historic events or collection holdings could be broadcast through LibNews and digital signage. The IHLC must take a lead in conference and symposium development and participation on topics related its collections.

In concert with the development of a dynamic website, printed materials such as brochures need to be created. These brochures should be glossy with high production value and appropriate for distribution in a variety of venues inside and outside the Library. The program of brochure development should have a unified look and feel. A variety of brochures should be developed to appeal to different audiences including elementary school students, undergraduate students, scholarly researchers, and family historians. Additionally, a brochure should be created that targets potential donors.

In order to pursue these recommendations, the unit needs additional, highly qualified staff, as described in the Staffing section below.

Collections

Current Collections

IHLC's monographic and serial collection (secondary sources) contains approximately 32,530 volumes as of May 2013. This collection is almost completely cataloged. John Hoffmann purchases approximately 200-300 new monographs for the collection annually; CAM staff handles all copy cataloging, and Julie Watkins performs original cataloging for the unit. At any given time, there may be a very small backlog of gift materials awaiting disposition. A Voyager report produced for the NSM team indicates that 20,374 (63%) titles are unique to IHLC and second copies of 12,152 titles (37%) are held by other UI Library units. Among CARLI libraries, 9,318 volumes (29%) held by IHLC are unique; another 5,065 volumes (16%) are held by only one other CARLI library.

The physical condition of the collection is quite good overall; materials in poor condition are either boxed or tied. Material is well supported on the shelves, and lights are generally kept off when users are not present. No materials from the monographic and serial collection have been transferred to the OSLF. The non-circulating status of the collection has no doubt contributed to the collection's overall good condition.

Approximately 90% of the pre-1923 volumes (between 3,000 and 4,000) in the collection were digitized between 2007 and 2009 via the Internet Archive (IA), and over the last year have been ingested into the Hathi Trust. Much of this material is not widely held and the IA download statistics indicate its great popularity with users worldwide. As two of many examples, *Abraham Lincoln and the London Punch; cartoons, comments and poems, published in the London charivari, during the American Civil War (1861-1865)* by William Walsh has been downloaded 2,182 times since it was digitized in 2007, and *Soldiers of the Revolution and the War of 1812 Buried in McLean County, Illinois* by Milo Custer has been downloaded 6,047 times since its digitization in 2008.

The IHLC holds an extensive collection of manuscripts related to Illinois history and Abraham Lincoln. Notable among the larger collections are the *Records of the Religious Society of Friends (Quakers)*; *Records of Illinois Chapters of the Women's Christian Temperance Union*; and papers of Lincoln biographers including Ward Hill Lamon, William E. Barton, and Alonzo Rothschild.

Manuscript collections are stored in the main stacks but are retrieved for research use in Library 322. Over 730 manuscript collections are listed, and partly described, in ARCHON (<http://www.library.illinois.edu/ihx/archon/>).

Very rough measurements taken on Deck 8 suggest there are approximately 143 cubic feet of manuscripts that have not been processed at all; and 633 cubic feet of manuscripts that have been foldered and labeled, though not fully inventoried. This material is currently housed in a combination of archival and non-archival boxes, file cabinets, and binders. Rehousing is a significant need.

Other special collections in IHLC include maps, prints, broadsides, photographs, artifacts, and ephemera. A significant amount of this material is under processed or not cataloged and so not findable in the OPAC or ARCHON by users.

- **Maps:** The map collection focuses primarily on Illinois and the upper Midwest. None of the map collection has been cataloged. There are 25 unprocessed, uncataloged map drawers and 18 unprocessed map tubes. Due to insufficient map cabinets, drawers hold more maps than is optimal for good storage. There are approximately 660 maps with shelf list cards; an unknown quantity of US geological survey maps that may duplicate holdings in the Map Library; and around 500 or so additional maps in two collections—the Karpinski Collection (mostly photocopies of manuscript maps) and the Schnieder Family collection of mostly 19th century maps.
- **Prints, broadsides, and photographs:** There are approximately 48 drawers of unprocessed prints and broadsides and 3 cubic feet of unprocessed photographs. Eighteen of the drawers contain Lincoln prints.
- **Unprocessed microform collections** include 9 full drawers of microfilm; 2 cubic feet of microfiche (mostly Illinois county histories); and 4 boxes of 35 mm film.
- There is one locked cabinet of unprocessed **Lincoln artifacts**, including a life mask.
- Vertical file material occupies 24 file cabinet drawers (approximately 48 cubic feet). This material is foldered and labeled, but not inventoried.
- There is a small collection of **AV materials** that should be reformatted for preservation purposes. Most of these materials have been cataloged.
- **Unprocessed and unsearched gift** materials occupy 36 cubic feet, plus an additional 22 shelves.
- There are **10 cubic feet of Carl Sandburg related reference correspondence** between John Hoffman and patrons, plus another 31 cubic feet of general reference correspondence.

John Hoffman's personal collection of correspondence and research materials occupies 7 boxes and 1 locked storage cabinet.

Collections Recommendations

Priority must be given to the processing of manuscript collections and the cataloging of other materials held by IHLC. Without appropriate metadata, access to the collection rests solely on the shoulders of the current and sole IHLC staff member. This provides no continuity today and into the future. It demonstrates a lack of accountability and is not the way a collection of this magnitude should be stewarded. IHLC needs a devoted manuscript processing expert.

Digitization of unique materials in the monograph and serial collection should continue as far as condition and copyright permit as should the ingest of this content into the Hathi Trust. The non-book collections of maps, prints, Lincoln images, photographs, and other ephemera are significant, visually interesting, and no doubt of interest to a wide spectrum of users. Targeted digitization and metadata creation for some non-book collections, and ultimately having them

harvested by the Digital Public Library of America along with the Library's other CONTENTdm collections would expose these special collections to users worldwide.

John has not had time in recent years to target and purchase manuscript collections of interest, and instead has mostly just accepted donations. The collection endowment funds are healthy, totaling over \$200K with annual payouts of approximately \$31,875; areas of future collection emphasis should be defined and solicitation and purchase of new manuscript collections should resume once processing backlogs are well underway.

Synergies

IHLC is a self-standing unit dedicated to the history of Illinois and Lincoln. Sometimes the library feels like an island unto itself, with its separate collection of non-circulating books, and with its combination of reference, primary and secondary materials. This feeling masks the important synergies that IHLC currently has with other units in the library, across the university, and with other libraries and collections across the state and nation. Indeed, one of the strengths of the IHLC is the synergistic role it plays together with other collections and units. The library is a unique collection, with unique services and a unique librarian. The IHLC is in many ways the most important research library for topics relating to Illinois history and Lincoln, and while it interacts well with other libraries in the state, it plays a role that no other library can play.

Many users describe the IHLC as unique and valuable, a kind of “one stop shopping.” An important asset is John Hoffmann, and many users repeatedly mentioned how crucial a role he has played as a reference librarian who specializes in the history of Illinois broadly. No other library in the state appears to have a reference librarian with similarly broad expertise in state history, and this unique asset of IHLC is clearly valued by users in all sorts of ways. But of course the collection is an invaluable resource. As one user pointed out, quite rightly, it is a comprehensive and accessible collection, and these qualities set it apart. Users described how they could launch a project here, finding all the previous scholarship in one place. They could continue research in manuscript and primary source materials here and elsewhere. Then they could return to IHLC to finish their project, checking all the relevant literature. Several users told us about how the IHLC interacts with other libraries, particularly the Newberry, Lincoln Library, and Chicago History Museum and the Missouri History Museum, to create a nearly complete picture of any given subject. But among those other collections, it was unique in its value to users, first because it contained nearly comprehensive secondary (and often primary) source collections, and secondly because it was so accessible. It was the only place where users could browse the shelves and find things previously unknown, something impossible at closed stacks libraries across the state, and inconceivable at private rare book libraries like the Newberry. It was first among many as a research library for historical subjects on the state of Illinois.

As mentioned, the collection is a big part of the IHLC’s important and unique status among research libraries in the state. Many researchers described it as “comprehensive” and “nearly comprehensive.” Users thought it was appropriate that the U of I should be the leader in Illinois history and Lincoln scholarship, and noted that every serious researcher on Lincoln and many state topics has to come through the IHLC. They appreciated unique aspects of the IHLC collection, such as complete runs of county histories, together with manuscripts in the same collection. They also appreciated that while there are aspects of the IHLC collection that duplicate other collections, especially the Lincoln Library and other university libraries like University of Chicago, most agreed that the collections here are vaster and more comprehensive from the standpoint of State history. More importantly, they are all together in one place—“collocated.” The value of being able to browse these collections and use them all

together was mentioned by several researchers. Because the collection is non-circulating, moreover, it acts as a kind of “giant research carrel” where researchers can immediately and readily access books, manuscripts and materials that in other libraries would take hours and hours to find and assemble. It is clear that the collection is a unique resource in the state and invaluable to researchers.

Service is another—and perhaps the most important—part of the unique status of IHLC among other institutions. Users universally praised John Hoffmann as a uniquely talented librarian, but they also spoke in more general terms about how his job description—librarian who specializes in Illinois history—is nearly unique in this state. Most users appreciated his vast knowledge of state history, and noted how valuable it was to them to have such a reference librarian for consultation, not only in the IHLC’s own collections, but on collections in other areas, and where researchers might find materials. As one user said, “John is an enormous resource that is not replicated by any other library or collection anywhere. I’ve never received the kind of helpful suggestions that I get at IHLC at other collections.” While other librarians and libraries provided service related to specialized topics, John is able to inform users about what the state of the field is in many areas. As another said, “The most special thing is John Hoffmann and his knowledge of the collection; and his interest in the work of researchers.” One researcher said that the value of the collection and the value of John’s librarianship were “difficult to separate: John Hoffman knows more about Illinois history than anyone. He was like a consultant to me in my research and helped to steer me in the right direction.” It is clear that John himself is a tremendously important impact. But apart from his personal skill and experience, the ROLE he plays as a certain kind of librarian is supremely valued and inseparable from the value of the IHLC.

Outreach is another area where the library is unique, since the library serves such a wide audience. John answers calls from all sorts of users, from highly professional scholars, to amateur historians, to family researchers. This makes the IHLC’s mission and profile very different from other libraries in the state, especially ones whose priority clientele is scholars, or genealogists, or other groups. One lawyer and avocational historian noted that the IHLC, as a public institution attached to the public land-grant university, made it possible for him to do serious scholarship in a way that would not have been possible for him at other institutions like the Newberry or the Huntington or even the Lincoln Library, due to limitations on access and due to different priorities among their staffs. As he wrote, “in my opinion, without the help of an institution like the Illinois History Collections, that book could not have been written by an amateur.”

Within UIUC, the library’s status should be enhanced. For one thing, users noted that the library could be better connected to the History department and other departments. Some users imagined a better connection to the life of the college, and undergraduate courses. As a serious research collection focused on local subjects to which our students have an organic connection, the library could better be utilized by undergraduate and graduate courses. As one user wrote, “For students, in particular history majors or any who are doing intensive research and writing, IHLC is a premier resource. Faculty expectations of students are elevated because

of the resources available at IHLC.” However, other users noted that the IHLC has low visibility on campus, and while there are many dissertations waiting to be researched at the IHLC, many graduate students don’t even know it exists.

The IHLC clearly has a unique status among research collections in the state, and it is extremely valuable to scholarly researchers. It plays a synergistic role with other collections by filling in blanks, providing valuable background information for launching a project, or providing the “in-depth” collection that turns avocational research into serious research. Scholars wrote about completing $\frac{3}{4}$ of a dissertation at the IHLC, or about planning to spend a semester and winding up spending a year in the collections. The collection is clearly the first stop for many serious researchers on Illinois topics. It needs better visibility and outreach with other constituencies, particularly students and would-be researchers on the Illinois campus.

The Planning Team believes that the uniqueness and importance of this collection should be valued by more people, both on and off campus. There are many opportunities for this collection that are currently not realized due to the limited recognition among many people—scholars, students, and the public— of the value of the collection. A major priority of the IHLC must be to preserve its excellence as a unique, comprehensive, and accessible collection. But with simple changes and efforts in outreach, the collection will gain a wider recognition, broader use, and more prestige on campus and in the state. John is a great advocate for Illinois history and this collection. Moving forward the Team envisions ways to make this collection stand out as the unique and valuable resource that it truly is.

The collection overlaps with other collections, but not in ways that make it redundant or suggest a necessary focusing of its role. Indeed, it is clear that the IHLC is, for many subjects, the MOST comprehensive or unique collection anywhere. At the risk of sounding immodest on the behalf of IHLC, it is likely that other collections in the state are redundant with the IHLC, not the other way around. That said, when it comes to services, there are some ways in which the IHLC could usefully synergize with other parts of the University Library, and with other collections. For instance, most importantly, within the Special Collections Division, it seems obvious that some functions—like on and off campus outreach, grant-writing, and exhibitions, and efforts to make collections more visible—could easily and productively be combined or shared. Similarly, the IHLC staff could collaborate with librarians at other institutions in providing reference assistance and referrals. For instance, could IHLC and the Newberry work together to handle family research/genealogy research requests? These kinds of synergies should be investigated.

Staffing

There is a broad array of tasks, requiring divergent skill sets, needing to be accomplished in IHLC. The primary tasks which are currently unmet, according to both the committee's investigation and comments from users, center around manuscript materials processing and outreach/public services. Additionally there are a number of fundamental reporting and processing tasks being left undone or infrequently completed as well as a need to insure that the current head has the flexibility necessary to leave the unit to attend Division and Library meetings, to consult with and advise colleagues elsewhere in the Library, or to participate in local, state, and regional events germane to the role and collections of the IHLC.

In a perfect world, this unit could easily justify 4 permanent positions: Unit Head, Manuscript Processing Expert, Public Services and Outreach Librarian, and classified staff. The work of these individuals would be supported and extended by graduate hourlies paid for by endowment funds. However, we realize that this is unrealistic. Nevertheless, we are including a brief responsibility description of each position.

The unit holds more than 776 cubic feet of unprocessed or under-processed manuscript collections. This is approximately 31 percent of the manuscripts holdings in the unit and neither takes into account the certain possibility of continued growth and ongoing processing needs nor the probability that some of the previously processed materials has not been appropriately documented. Manuscript processing is labor and time-intensive and requires a skill set and knowledge base unlike processing any other kind of materials held in the Library. Per studies done on manuscript processing, it can take 10-15 hours to process a cubic foot of post-1900 produced materials. Early materials, prior to 1900, take longer to process because they often are handwritten; these are exactly the kind of materials held in IHLC and could easily take up to 30 hours or more per cubic foot. IHLC requires a full-time processing expert devoted solely to processing the IHLC manuscript collection and any new manuscript acquisitions. The work of this individual will be directed by the University Archives because of the unique skill set and shared understandings. This is a permanent appointment.

The lack of outreach activities was a consistent concern voiced by long-time users with considerable experience using both IHLC and collections located nationwide. While IHLC has extensive and highly valued collections, there is no active outreach being undertaken to promote collection use nor are there well-developed promotional vehicles. IHLC has a very low profile both on- and off-campus. IHLC is not being used to its fullest potential by faculty and students, in particular undergraduates. An instructional program targeted to meet undergraduate needs and class requirements needs to be developed through active collaboration with teaching faculty. The Library is missing an opportunity to make the University of Illinois at Urbana-Champaign a center for scholarship on Illinois history and Lincoln. This sentiment was voiced strongly by users and the Special Collections Division. Several scholars indicated that the reason they came to Urbana was the collections held by IHLC but these collections need to be more broadly advertised through professional affiliations/organizations, work with other institutions in the state and region, and interactions

with the local community. A robust website and web-based tools must be developed to advertise and highlight collection materials and services; brochures should be created for distribution at public events and conferences. Exhibits for Library spaces, campus spaces, and perhaps spaces beyond (travelling exhibits) need to be planned, installed, promoted, recorded, and celebrated. IHLC requires a full-time public services and outreach librarian to bring the unit to the attention of potential users, donors, and supporters, all across a broad geographical and research spectrum. The incumbent will be mentored by individuals within the Special Collections Division who have expertise in outreach. This is a permanent appointment.

The wide diversity of activities and increased demand for materials as well as increased foot traffic generated by a more comprehensively processed/cataloged collection and multi-faceted outreach program will necessitate a full-time staff member to serve as an initial contact point for users. This person will be responsible for: answering the phone and directing inquiries appropriately; correcting records in the online catalog; website maintenance; collection maintenance; assessment and statistics; serving as the unit's primary contact for conservation issues; processing incoming secondary sources; liaising with other Library departments such as the Digital Content Creation office, Acquisitions, and the Map Library regarding processing and project work. This position is essential to maintain continuity of workflow and to ensure that the unit head, public services and outreach librarian, and processing expert are able to focus on their specific, high-level responsibilities.

The IHLC is in the enviable position of having a substantial endowment (the Horner Fund). The use of this fund is for "maintaining and expanding the Lincoln Collection." This fund may be used for materials acquisitions, processing personnel, and operations. The annual payout is significant and will easily support a graduate hourly position. This position will report to the processing expert and will provide pre-professional experience as the incumbent will assist in all facets of manuscript collections processing including record creation, development of finding aids, uploading records into the appropriate database, rehousing collections, labeling containers, shifting collections, and project record keeping.

All of the above positions support and enhance the work of the unit head. Because of their vast knowledge of Illinois history and the collections in IHLC, the unit head will be the primary reference resource and will be responsible for collection development activities. Reference service in IHLC goes far beyond the typical reference interaction found in most other library settings and is best described as "research consultation." The queries received are complex and multi-dimensional requiring the respondent to make connections between potentially diverse groups of materials. This kind of work is time and labor intensive and may be iterative. In addition, it is anticipated that the call upon the collections and the unit head's time will grow exponentially because of outreach activities, in particular outreach to the campus and local communities. With his knowledge of the collection, the unit head will support the work of the public services and outreach librarian in creating appropriate presentations and resources. Because of his knowledge of the subject area and familiarity with the collections, the unit head will also serve as a contextual resource for the processing of manuscript collections.

Staffing Recommendations

The Planning Team suggests as an initial step towards full staffing, the following positions be filled:

- Unit head responsible for reference, instruction, collection development, outreach, and unit administration.
- Archivist to process manuscripts and develop an ongoing processing plan that would, in cooperation with the Special Collections Division, include grant writing/applying for funding for future manuscript processing. There is a possibility that after a substantial period of time working with IHLC materials, this individual could include materials from other units within the Special Collections Division within their processing profile. The planning team recommends that this position would report into University Archives.
- Hourly Graduate student(s) to assist with manuscript processing (paid for out of the Horner Fund) and the development of the IHLC website, LibGuides, or other instructional materials, working in collaboration with Archives and Special Collections colleagues.
- Public programming development and coordination: the planning team recommends that the Special Collections Division consider developing a division-wide professional role that supports the development of on and off-campus activities that support learning, research, and engagement with the collections and expertise in the Library. In particular, one of the first focus areas of this role ought to be Illinois History and Lincoln collections and expertise in the Library and on campus.

Knowing how time and labor intensive reference in IHLC can be, a substantial amount of outreach efforts including the creation of brochures, exhibits, Library Commons Savvy Researcher resources, LibGuides, and websites will piggy-back on efforts elsewhere in the Library. Content will be supplied by IHLC to individuals who can efficiently create the outreach tools needed.

In addition, IHLC has an important opportunity to reach users and contribute to the Libraries public service program. With the establishment of the new Archives Service Point in 146 Library, we suggest that the IHLC Unit Head contribute to training and orientation for Archives Service Point Staff that focuses on the IHLC collections. Additionally, this kind of training and orientation should be made available to individuals staffing the Main Library Hub and Chat Reference.

Because of the specificity of subject and collection expertise, the IHLC Unit Head needs to take lead or sole responsibility for providing instruction related to the collections and in face-to-face outreach events.

Assessment Activities for the Future

As the IHLC develops new programs that become part of its service portfolio, and makes more manuscript collections accessible, it will be imperative to demonstrate a consistent case for support and resources that is based on evidence from daily interactions and processing activities. In order to articulate the unique value of the IHLC within the Library and the campus, participation in the kinds of ongoing assessment activities as other Library units will be necessary. Assessment activities that the Planning Team recommends IHLC begin as soon as possible include the following:

- Use of Desktracker to record, report, and analyze reference and other types of public service interactions, using the READ (Reference Effort Assessment Data) scale ;
- Instruction session statistics;
- Preparation of unit annual reports, which includes analysis of information about user services, facilities, staffing, collection development, outreach, major accomplishments, and unit goals;
- Preparation of staffing and other resource requests based on demonstrated need.

Identifying new resources

The IHLC mission, focused on Illinois History and Lincoln scholarship, is distinct and uniquely valued, both on and beyond campus, to the state and region, and nationally/internationally. Support to preserve and make significant collections accessible, to digitize collections, or to develop new service initiatives should be sought from a combination of resources, including externally sponsored federal funds, private foundation funding, and individual donor support. The planning team recommends that IHLC work in tandem with other areas of the Library to pursue these grants, including other Special Collections units, Digital Content Creation, Preservation and Conservation, Content Access Management, etc. Efforts to secure support should be diversified. Opportunities to identify individual donors can be pursued with staff in Library Advancement, and the campus Office of Foundation Relations can help to identify private foundations that are likely to provide support for collections access and innovative services. The Library's Office of Research and Technology can provide support and guidance in seeking grants from federal and private granting sources, including the following suggestions for specific programs that ought to be pursued in the near term (next several years) include:

NEH Humanities Collections and Reference Resources: support for planning, assessment, and pilot, as well as implementation grants, due in July.

<http://www.neh.gov/grants/preservation/humanities-collections-and-reference-resources>

NEH America's Historical and Cultural Organizations: Planning grants: support for planning public-facing programs, due in August.

<http://www.neh.gov/grants/public/americas-historical-and-cultural-organizations-planning-grants>

IMLS National Leadership Grants for Libraries: Planning, program, and forum grants, due in early February.

<http://www.ims.gov/applicants/detail.aspx?GrantId=14>

Appendix 1

IHLC Planning Team Charge

1. Articulate a service profile that:
 - a. Describes the scope of services offered currently and envisioned for the future.
 - b. Reviews the rationale for housing a non-circulating collection of secondary sources within the IHLC and recommends guidelines for the location of secondary materials in IHLC.
 - c. Considers the present and future role of the IHLC in undergraduate and graduate learning, including course-integrated instruction in the discovery and use of materials for the study of Illinois history (with attention to “Information Literacy Considerations for New Service Model Teams,” http://www.library.illinois.edu/export/nsm/Information_Literacy_Considerations_for_New_Service_Model_Teams.doc);
 - d. Evaluates the role of the IHLC website in advancing the mission of the IHLC.
2. Explore possible synergies with other service and processing points in the Main Library, including the Information Desk, RBML, HPNL, University Archives, etc.
3. Explore possible synergies with other collections and services beyond the University.
4. Consult with users of IHLC and stakeholders within the Library, as needed, to complete the review of service programs and solicit ideas.
5. Develop a staffing model that balances the demands of service with the need for materials processing, including assessing the potential for sharing personnel with other units.
6. Recommend a plan for the ongoing assessment of the needs and effectiveness of IHLC services and collections.
7. Submit a report with its recommendations to the University Librarian by May 31, 2013.

Appendix 2

Individuals Consulted in Examination of IHLC Collections, Services, and Space

Josh Harris	Reformatting/Conservation of audio/visual materials
Bill Maher	Procedures/Guidelines involved with manuscript processing
Michael Norman	IHLC UIUC and I-Share holdings data
Chris Prom	Procedures/Guidelines involved with manuscript processing
Kyle Rimkus	Reformatting/Conservation of audio/visual materials
Ryan Ross	List of IHLC users, information regarding use of collection
Jennifer Teper	Conservation issues for IHLC collection
Tom Teper	Information re: IHLC funds
Special Collections Division	Feedback and input on Planning Team recommendations

IHLC Users: Participated in telephone conversations

Will Cooley, History Department, Walsh University

Rodney O. Davis, author and editor of numerous works on Lincoln

Gillum Ferguson, author of *Illinois in the War of 1812*

Guy C. Fraker, author of *Lincoln's Ladder to the Presidency: The Eighth Judicial Circuit*

Mike A. Marty, author of *Communities of Frank Lloyd Wright: Taliesin and Beyond*

Robert Owens, author of *Mr. Jefferson's Hammer: William Henry Harrison and the Origins of American Indian Policy*

James R. Ralph, Jr., author of *Northern Protest: Martin Luther King Jr., Chicago, and the Civil Rights Movement*

Robert Sampson, author of *John L. O'Sullivan and His Times*

Jack White, conducts ecological studies on major Illinois watersheds