

UNIVERSITY LIBRARY

STRATEGIC PLAN

5/30/06

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Section I Overview

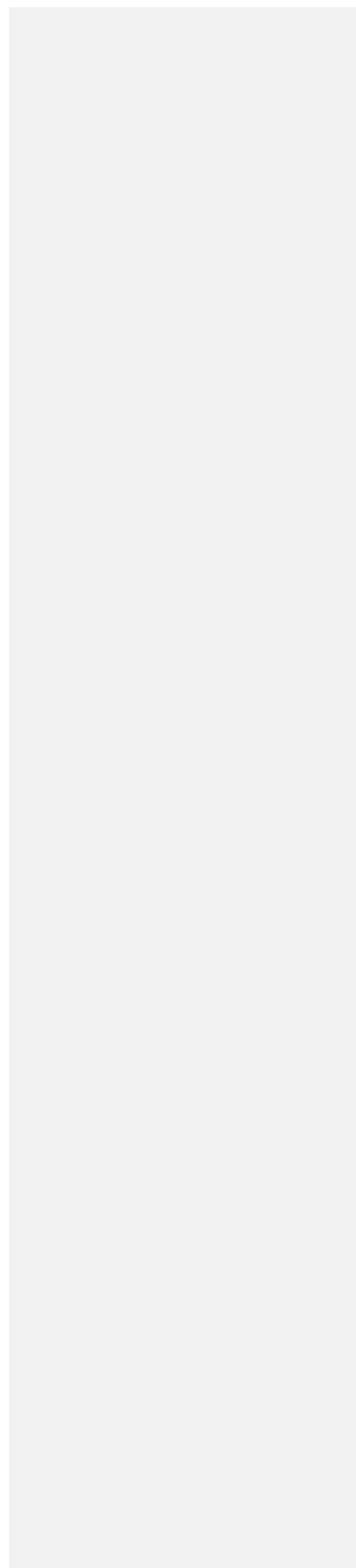
The University Library is one of the world's great libraries. Of that there is no doubt. With large, rich, and deep collections that cover the breadth of the University's comprehensiveness and with concomitantly superior Library faculty and staff, the Library plays a central role in the University's intellectual life. Many faculty work at UIUC because of the Library and many students come to appreciate and respect the Library during their courses of study.

Throughout its history, the Library has excelled in providing the resources and services wanted and needed by members of the University community. The system of departmental libraries, located throughout the campus, serves the needs of specific disciplines well and facilitates collaborations between Library faculty and collegiate faculty; collaborations encompass research programs as well as programs to enhance teaching and learning. Once monolithic in form and function, departmental libraries physical and service profiles have begun to diverge as they strive to provide their specific constituencies with the very best services they need. These models now range from traditional full-function libraries to individual Library faculty co-located in office space in collegiate and departmental buildings. Services once rooted in Library spaces are now offered virtually, many with 24/7 access.

The Library enjoys an international reputation for our collections and services. Scholars travel to Champaign-Urbana from around the world to use them. Unlike most of our peers located at private institutions, we welcome users, both local and international, to use our holdings, services, and facilities. The Library also enjoys an international reputation for our development and application of cutting edge technologies that facilitate searching, access, and retrieval of digital information content, most of which resides in the 'hidden web.' Our eye is always on improving access for our users.

For more than a quarter-of-a-century, the Library has become increasingly more engaged in serving external communities. Through its leadership in the Consortium of Academic and Research Libraries in Illinois (CARLI) and its predecessor consortia as well as in the Lincoln Trail Library System (LTLS), we have extended our resources and services to the students, faculty, and citizens of Illinois. Our active participation in these and other state, regional, and national organizations has improved greatly our ability to provide efficient access to collections and content not owned locally.

The Library faces formidable challenges in our quest to assist the University's pursuit of excellence and preeminence. Economic stresses caused by increasing costs of content, shortages of excellent Library faculty in the marketplace, increasing demands for digitally-based services and materials, and budgets that have failed to keep pace with competitors' budget for nearly 20 years have ravaged the Library. We are still preeminent, but our preeminence is endangered. The strategies we have articulated below are designed to help keep us moving in the appropriate directions.



Section II Strategic Intent: Mission, Vision, Principles, and Themes

MISSION

MISSION STATEMENT: The University Library is central to the intellectual life of the University. By providing and stewarding collections and content that comprise a current and retrospective record of human knowledge and by offering a wide array of services, it enhances the University's activities in creating knowledge, preparing students for lives of impact, and addressing critical societal needs. The Library advances the University's goals by ensuring unfettered access to information and by providing a network of expertise that ensures value, quality, and authenticity of information resources. The Library integrates and manages knowledge to enable learning and the creation of new knowledge.

VISION

We will be a worldwide engaged leader and information and knowledge broker through our extraordinary research collections, our exceptional services, our development and application of new technologies, our collaborations with partners on and off campus, and our strategic thinking. We will remain stewards of high quality information for Illinois and the nation and we will enhance our role as educators and teachers of information literacy in all formats. We will sustain an environment that supports and advances the pursuit of excellence. We will embrace change while balancing it with continuity. Building upon a rich heritage, the Library seeks to maintain a strategic position as an institution of worldwide preeminence that offers unparalleled opportunities for intellectual exploration.

GUIDING VALUES

We will:

Accept nothing less than excellence as our ordinary and only standard. To achieve this we will provide an environment that will attract and retain the best and brightest personnel and enable them to achieve at the highest level.

Provide services and content that advance the endeavors of faculty, students, and primary external constituencies both in traditional ways and through new collaborative partnerships.

Address the needs and opportunities of diverse and increasingly global, interconnected, constituencies through the services we offer, the scholarly content we make available, the instruction we provide, and our engagement with external communities.

Speed the transformation of the current system of scholarly communication to one that advances the distribution of knowledge through more affordable and accessible methods.

Protect our users' rights to privacy and freedom of thought and expression in a free and open society.

Create a nimble and adaptive institution.

Section III The Library Planning Strategy

The University Library has engaged in strategic planning continuously since 1998, when it developed its first contemporary formal strategic plan. The plan was completely revised in 2005. It forms the basis for this strategic plan.

Over the last several years, the Library also has engaged in longer range planning. It is guided by a Long-Range Advisory Committee comprised of senior faculty from other schools and colleges within the University. Each of the Library's nine divisions, which are educational and administrative sub-units related by common interests and objectives, has developed long-range vision statements, all of which have informed the Library's planning processes. The Library developed an International Strategic Plan in 2003. In September 2005, the Library engaged a well-known Library futurist to facilitate a half-day discussion among the Library's faculty and academic professionals; this exercise resulted in a document that succinctly paints a picture of the Library's future roles.

Following the development of the divisions' vision statements, additional efforts were invested in identifying strategies required to realize our collective visions. Under the direction of the Library's Executive Committee, a number of studies to operationalize these strategies were undertaken; those efforts are still underway.

In developing the essence of this strategic plan, the Library's Executive Committee held a series of open discussions with Library faculty and staff. Because of the ongoing nature of our processes, those discussions will continue for quite some time, and thus this document should not be viewed as 'carved in stone.'**COMPETITIVE BENCHMARK ANALYSIS**—see Appendix A

STRATEGIC ANALYSIS

Section IVH Building and Enhancing the Library's Core Missions (Reinforce and Build Comprehensive Excellence)

1. Strengthening our ability to provide ~~and enhance access to~~ content in all formats and enhance access for Library users

- a. Collect materials in all formats and in all areas of interest to UIUCUU faculty and students to meet current and emerging needs of Library users. Because the funding the University provides, supplemented by gifts and endowment earnings, are insufficient for us to provide all the content everyone needs, we must make differential investments in parts of the collections to reflect changes in the University's research and teaching interests. (and anticipated needs?)

Current status: Most formats are now collected, depending on specific collection goals; funds are allocated in ways that impede flexibility, interfering with our ability to redirect funding to emerging disciplinary and interdisciplinary interests.

Five-year goal: Ensure that older formats are either readable with current technology or convertible. Keep abreast of new format developments and build capacity for these developments. Provide sufficient infrastructure to license content and trouble-shoot problems. Build flexible groupings of funds that will allow facile movement among subject disciplines and towards emerging areas of research and teaching.

Resources: An increase of at least \$10 million to our base collection funds is required to raise our spending to the level of our peers. Time of unit heads, subject bibliographers, and staff.

Who's responsible: AUL for Collections, AUL for ITPP, and AUL for Services

- ~~b. Differentiate investments in parts of the collections to reflect changes in the University's research and teaching interests~~

~~**Current status:** subject specialists and flexibility~~

~~**Five-year goal:** Build flexible groupings of funds that allow ease of movement among subject disciplines and towards emerging areas of research and teaching.~~

~~**Resources:**~~

~~**Who's responsible:**~~

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e.b. Preserve content in all formats to ensure that it can be used by future generations of UIUC faculty and students.

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Current Status: The Preservation and Conservation programs within the University Library continue developing their capacity to meet the preservation needs of the collections by building staffing, funding, and equipment levels along with increasing awareness throughout the Library and its constituencies. It has accomplished this through concerted internal and external outreach efforts, developing capacities akin to those enjoyed by peer institutions, and seeking both internal and external resources to support ongoing programmatic development. As resources and facilities permit, the program has worked to expand its suite of services and develop a contemporary organization necessary to meet collection needs.

Five-Year Goal: During the next five years, the Preservation and Conservation program seeks to address five significant challenges for maintaining access to library and archival materials:

- i. Strengthening the capacity of existing preservation services while meeting the needs of changing use;
- ii. Building the Library's capacity to preserve acquired and born digital content through the development of a Digital Preservation Management Program and a Trusted Digital Repository that is attentive to the developing certification process;
- iii. Developing conservation services that meet the needs of our unique special collections while supporting the conservation needs that arise in the digitization of such unique materials;
- iv. ~~Working with Library Facilities to improve conditions within the Library's facilities to~~ the safety, security, and environmental ~~conditions of Library facilities~~ needs of both our collections and our patrons;
- v. Strengthening the Library's role as a center for education and training in the preservation of library and archival materials through collaboration with the Graduate School for Library and Information Science and statewide consortia.

Resources: Require \$6 million to remediate environmental conditions in Main Library bookstacks, including the Rare Book & Manuscript Library stacks; \$2

million to remediate safety and environmental conditions in other Library locations; \$500,000 for preservation of digital materials; Grants, endowments, gifts, and reallocation of existing monies \$100,000 for additional staff. Library funds were reallocated to support the foundations of these programs. In addition, the Library has raised \$2.8 million through a Mellon Foundation challenge grant for equipment and staff and close to \$500,000 through gifts and grants.

Who's Responsible: AULs for Collections and ITTP through the Preservation and Conservation Offices and the Digital Preservation Management Task Force

c. Facilitate efficient and effective access to all library materials through seamless and integrated systems for the Library user.

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Current status: Many of the Library's more than 23 million items are not easily accessible through our catalog or other electronic means and are therefore "hidden." Mechanisms for searching multiple sources simultaneously and for moving seamlessly between citations and full texts are not yet in place at UIUC. Improvements to the Library's Gateway, our signature virtual entrance, are underway. Planning for the incorporation of extensive digital activities within central technical services is also underway. Funding by the Mellon Foundation will make more than 70,000 currently inaccessible rare books easily findable.

Five-year goal: All items in our collections, including those that are currently hidden, will be easily and readily accessible and retrievable. A web content management system will make it easy to keep our more than 50,000 web pages up-to-date. Library users will know when they're using Library-provided content even when they leave the Library domain. Internal processes will be reengineered to bring enhanced and comprehensive access to our users.

Resources: Reallocation of staff funds to strengthen internal processes; \$629,000 grant funding from the Mellon and Delmas Foundations.

Who's responsible: University Librarian, AULs, Content Access Policy and Technology Group

~~d. Facilitate efficient and effective access to all library materials through seamless and integrated systems for the Library user~~

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~~**Current status:** more than Mechanisms for searching multiple sources simultaneously and for moving seamlessly between citations and full texts are not yet in place at UIUC. Funding by the~~

Mellon Foundation is assisting conversion of short records in the online catalog to full records and cataloging of more than 70,000 currently inaccessible rare books.

Five-year goal: All items in our collections, including those that are currently, and retrievable

Resources:-

Who's responsible:

- e. Improve Gateway design to meet Library users needs; improve speed of design and branding changes to keep virtual entry to the Library relevant and to assure that UIUC faculty and students who enter the Library virtually and use our virtual resources know that they are being provided by the Library.

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Current status: The Library's Gateway is our signature virtual entrance. Its design needs to be improved. Design changes take too long to make and designs of unit home pages are correspondingly too slow and too inconsistent. Users of the Library's virtual resources are not always aware that they are in the Library's space or that the resources are provided by the Library. There is a pthe there are

Five-year goal: Content management system makes changing content on web pages easy; all Library sites have a consistent look and feel as well as consistent branding. Design changes are made expeditiously. Library users will know when they're using Library provided content even when they leave the Library domain.

Resources: Staff time

Who's responsible:for

- f. Improve our users' ability to find, access, and use the information content they need.

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Current status: Library bibliographic systems have not kept pace with the complex and challenging digital landscape, which changes constantly. We provide an array of separate systems to find and access Library holdings. Cataloging and Acquisitions are being reconceptualized and reconfigured to provide access points for materials that extend beyond those found in our traditional catalog.

Five-year goal: Have systems in place to assist our users in finding what they need without demanding that they acquire specialized knowledge or are forced to select among an array of 'silo' systems whose distinctions seem arbitrary. Work currently underway with UIC and UIS will facilitate users' access to all the resources held at all UI campuses.

Resources: Additional staff time; investments in new technologies

Who's Responsible: AUL for Services, AUL for IT PP, CAPT, UL

2. Strengthen our services to meet the changing library needs of today's and tomorrow's faculty and students

- a. Strengthen traditional programs, develop new programs, and divest ourselves of programs of declining value to students and faculty.traditional programs for Library users

Current status: The Library's collections, experts, and services distinguish it.UIUC Library is distinctive because of its collections, experts, and services. Accessibility and celebration of the collections and services are essential to our aspiration to become and remain the leading public research University in the world. Traditional programs such as Reference have been strengthened in recent years with consolidation of service points, use of IM, chat and other technologies; most print reserve services are now digital and accessible to students wherever they are whenever they need them. New programs require integrating staff from currently separate units. Integration of new tools and services will have been accomplished in an expeditious and smooth manner, free of bureaucratic impediments. New programs will include learning commons (in and outside of Library spaces), virtual learning commons, online learning tools, scholarly commons, continued development of new librarian service-delivery models. There are no mechanisms available to readily identify programs of declining value.

Our ORR needs an overhaul and more easy a

Five-year goal: The Library will be a 24/7, service intensive, hub. Our services will be seamless and transparent. Library services will be delivered both physically and virtually by library faculty and staff to faculty, staff, students, and external communities wherever and whenever they do their work. We will have fully implemented the Learning Commons in the Undergraduate Library, begun implementation of the Scholarly Commons in the Main Library, and started operationalizing plans to distribute Commons physically on campus and in virtual ways. Tools to identify programs of declining value are part of the Library's new assessment culture. Access services in the Main Library building will have been consolidated. The 20th century monolithic department library model will not prevail; there will be a range of models to deliver services throughout campus and beyond.

Resources: \$500,000 recurring funds required. A small portion will be realized through reallocation of current resources, merging of services and completion of DIA's pledge (\$300,000 remains)

Who's responsible: All involved in traditional programs

- b. Lead in strengthening programs that develop students' abilities to access and use information effectively and efficiently.

Current Status: Ad hoc and reactionary activities with no programmatic focus or predictable impact. We are in the process of increasing capacity and interest through internal and external communication efforts.

Five-year goals: Identify competencies for undergraduate and graduate/professional students, develop appropriate education initiatives, collaborate with program coordinators and campus faculty to embed information skills with courses and programs of study. Reinforce information ability development throughout the curriculum.

Resources: Reallocation of current resources.

Who's responsible: AUL for Services, Coordinator Information Literacy, all faculty and staff who design and deliver information literacy services

- e. ~~Develop new programs and innovative strategies for applying cutting-edge technologies to meet users' needs~~

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~~**Current status:** responsible for creating and delivering preeminent, , and collectionsA pis our feature this integration Several programs are in development.~~

~~**Five-year goal:** will have been . New programs will include learning commons (in and outside of Library spaces), virtual learning commons, online learning tools, scholarly commons, continued development of new librarian service-delivery models~~

~~**Resources:** S~~

~~**Who's responsible:**~~

- d.c. Enhance Social Networking at UIUC.

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In many ways, universities mirror society; like small cities, they are infused with various forms of fragmentation that counteract efforts at cohesion and community. Social integration, then, likely will occur most often in public spaces (real or virtual), such as those provided by the Library. The Library has the opportunity to take a leadership role in enhancing social networking on campus.

Current status: Little is done now except through information literacy efforts and contacts with University 101 and CITES learning technologies. The Library provides public spaces (physical and virtual) where everyone is invited to transcend boundaries of disciplines or identity within the community.

Five-year goal: Increase social networking and university community building with colleges and other cultural institutions on campus; improve/increase public spaces to foster intellectual and social exchange; offer software and internet-based services to promote social networking.

Resources: Staff time, reallocated resources.

Who's responsible: AULs

~~e. Divest ourselves of Library programs and structures of declining value to students and faculty~~

~~**Current status:** to Library users~~

~~**Five-year goal:** Access services in the Main Library will have been consolidated. The 20th-century monolithic department library model will not prevail; there will be a range of models to deliver services throughout campus and beyond.~~

~~**Resources:**~~

~~**Who's responsible:** AULs and UL, a~~

~~f.d. Improve facilities to protect the Library's content and to meet the needs of the Library's users.~~

~~**Current status:** Many of our facilities for collections and services are inadequate, lacking in environmental controls and adequate spaces for contemporary work habits of individuals and groups.~~

~~**Five-year goal:** Strategically target spaces with high priorities for renovation.~~

~~Have architectural plans fully developed and funding for renovations and additions identified, with work progressing in some areas of environmental needs.~~

~~Current high priorities include:~~

- ~~i. Consolidated FAA Library;~~
- ~~ii. New or renovated space for the libraries in the Special Collections Division;~~

~~**iv.iii.** Environmental controls and renovation of Main Library Bookstacks~~

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- ~~v.~~iv. Renovation of the Main Library Building;
- v. Renovation of selected departmental library spaces.

Resources: Donors, state and federal support, University support.

Who's responsible: Director of Facilities, UL, AULs, Director of Development

~~g.~~e. Improve our partnerships, collaborations, and outreach activities to enhance services to Library users on and off campus; ~~focus on partnerships for information fluency development.~~ Access to more content and services than the Library can offer by itself is contingent on our building productive relationships on campus and with consortia, other libraries, and other organizations in the state, and region as well as nationally and internationally. We also have an obligation to extend access to our content and expertise to the local community.

Current status: The Library has a strong history of collaboration with external consortia in the state and nation. We play a leadership role in several of them. However, Our services are available to the local community in a passive way. We we have not built a robust set of partnerships on campus beyond an exceptional few, nor have we routinely and enthusiastically extended our services to the local community actively.

Five-year goal: Programs in place with Parkland, K-12 schools, and other community resources. New programs underway with existing (CARLI, CIC, DLF, ARL) and new partners. Develop a set of robust services for members of the local community that complement but that do not compete with services offered by local public libraries or related institutions (e.g., archives, museums). Work with the College of Education in its STEP and other programs.

Resources: ReaAssignment of .5 professional staff; staff throughout Library, resource and facility reallocation.

Who's responsible: AULs, UL, Coordinator for Information Literacy Services and Instruction

~~h.~~Engaging with internal and external communities to determine what Library users need, and support and create capacities to meet those needs. Enhance training and development programs and support for Library staff and faculty.

Current status:

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Five-year goal: Robust and development

Resources: full-time expanded training and development programs and

Who's responsible: —

i.f. Develop a robust assessment culture so that decisions routinely are based on appropriate data.

Current status: Assessment activities are spotty and often neither measure impacts or outcomes of services nor are apparent in decision-making. Project to evaluate and create an assessment infrastructure, with reliable data gathering and warehousing is underway.

Five-year goal: A full time assessment coordinator will be in place, as well as a tested series of data gathering tools and data targets that will enable the Library to determine the effectiveness of programs.

Resources: \$100,000 for assessment coordinator and related activities.

j. **Who's responsible:** AULs, UL Enhancing our role in social networking on campus

Current status:

Five-year goal:

Resources:

Who's responsible:

3. Build **and fund** a stronger and more diverse research capacity to address the needs of the Library's users

a. Illinois Informatics Initiative

Current status: Institutional research capacity focused in Grainger, in our Digital Services and Development unit, and in Library of Congress-funded National Digital Information Infrastructure Preservation Program project with GSLIS. Institutional research capacity is primarily focused on developing or applying new technologies to improve search, access, and retrieval functions. ICR funds are used to seed new projects but demand is low.

Five-year goal: Identify a clear and measurable Library research agenda. Expand number of academic staff who are involved in institutional research by developing faculty and this type of research culture beyond current boundaries.

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Resources: Seed grants from ICR, grant money, reallocation of funds.

Who's responsible: UL, Executive Committee

~~5. Enhancing University excellence through vigorous programs:~~

~~b. Providing scholarly communications awareness and actions programs~~

~~**Current status:**~~

~~**Five-year goal:**~~

~~**Resources:**~~

~~**Who's responsible:.**~~

4. **Expand the Library's services to scholars and librarians around the world. R**

~~**b. University/School/Community Partnerships to improve information literacy to citizens throughout their lives**~~

~~**Current status:**~~

~~**Five-year goal:**~~

~~**Resources:**~~

~~**6. Who's responsible: aise the Library's profile nationally and internationally among scholars, librarians, and university administrators.**~~

~~**Current status:** The Library is better-well known worldwide outside-of-the-U.S. than within the country for its strong collections. Most of our reputation is based on~~ for our collections and services, in particular the work of the Mortenson Center and the Slavic Reference Service. They are an important part of the Library's international strategy, which was developed in 2003. New fellowships supported by endowment funds left to the Library by the late John 'Bud' Velde, are being used to support scholars' visits to the Rare Book and Manuscript Library.

~~**Five-year goal:** The Slavic Reference Service will have evolved into a global reference service with new services expanded to at least three other areas of the world through new partnerships with academic libraries and library organizations. The Library will be known nationally and internationally as a leader in library services and library service innovation, as a leading entrepreneurial library, and for its collections. If the Global Campus is established, the Library will provide services and content to its faculty and students worldwide under a contract that will protect current resources and services from being degraded.~~

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Resources: \$150,000 to expand current international services; \$75,000 to expand Library memberships and participation in international organizations.

Who's responsible: UL, AULs, Mortenson Distinguished Professor, Library Public Affairs, faculty in Reference, Area Studies, Global Studies, and related areas.

5. **Develop and deliver a scholarly communication initiative to help UIUC faculty and graduate students understand how they can help improve access to the written products of research.**

Current Status: The scholarly communication system is fundamental to the academy's mission to discover and disseminate new knowledge. Over the last two decades this system has become increasingly dysfunctional. The progress of science and scholarship is hindered as journals are cancelled and fewer books are purchased at campuses around the globe—even as the overall rate of publication accelerates world-wide. Publishers use restrictive licenses that limit access to literature—frequently forcing faculty to request permission to use their own works in teaching. At the same time, the digital publishing environment offers the opportunity for faculty, scholars, and their universities to shape new and better systems of scholarly communication. The Library has assigned part of a tenured library faculty member's time to developing and carrying out a plan to increase awareness and actions by UIUC faculty and graduate students. A Scholarly Communications website has been established and a blog disseminates information about current developments in the realm of scholarly communications.

The University Library is joining in the CIC's professional communication and educational campaign that is being launched to inform the CIC university community of the complex issues we face and to initiate action to create a more balanced system. It is also working closely with Library faculty at UIC and UIS to develop and deliver coordinated programs.

Five-year goal: Assure that campus and the Library understand the dynamics of the scholarly communications programs available and actively support progressive models that enhance access to research and communication among scholars. Discussions will be ongoing in the UIUC Senate; programs developed with the Graduate College will be delivered regularly to graduate students. An all-campus conference will be delivered

biannually to all faculty, graduate students, and others at which critical issues relating to scholarly communication will be discussed and action items developed.

Resources: \$25,000 for web and print publication development and distribution;
\$25,000 for a biannual event for faculty and graduate students.

Who's responsible: Scholarly Communications Coordinator, University Librarian, All
Library faculty

Section V **Library's Strategic Initiatives**

IDEALS, Illinois Digital Environment for Access to Learning and Scholarship: Capturing and Providing Persistent Access to UIUC's Scholarship

Digital repositories are a means of permanently capturing the scholarly output of an institution, especially "gray" works: conference papers, pre-prints, datasets, and other forms of scholarship that do not usually see formal publication. The Illinois Digital Environment for Access to Learning and Scholarship (IDEALS) disseminates, preserves, and provides persistent and reliable access to the research and scholarship of faculty, staff, and students on the University of Illinois at Urbana-Champaign campus. IDEALS strives to provide capacity for access and storage of University-produced materials (including content provided by individuals, centers, and other academic enterprises). IDEALS is a service offered through the University Library and CITES under sponsorship of the Office of the Provost.

IDEALS offers benefits to individuals, centers, departments, colleges, and the campus:

- Increased dissemination of research;
- Reliable and persistence access to the digital scholarship of faculty, students, and staff;
- Preservation;
- Presentation and promotion of research;
- Increased impact and citation;
- Opportunities to influence the direction of scholarly communication.

Current status: IDEALS (Illinois Digital Environment for Access to Learning and Scholarship, the University's institutional repository) is established but is still in its developmental stage. The Library is partnering with CITES to develop IDEALS and partnering with GSLIS in the Library of Congress-funded National Digital Information Infrastructure and Preservation Program (NDIIPP) to examine and develop selection methods for preserving digital content.

Five-year goal: Deposit of scholarly output to IDEALS will be seen by faculty as a "must do" routine. IDEALS will hold the majority of text-based items being produced by University centers and faculty and some of the numeric, image, and other digital resources produced on campus. IDEALS will be a major resource in the emerging international network of institutional repositories.

Resources: Funding by the Provost already committed for the period; financial plan for ongoing operations will have been developed.

Who's responsible: IDEALS coordinator and staff; AUL for ITPP

Illinois Digital Library: Transforming Library Contents for Innovative and Convenient Uses

The Goal

Become a preeminent force in the creation and provision of digital libraries content, search tools, and middleware services.

Challenges and Opportunities

Google's digitization efforts are transforming expectations of access to digital versions of our current print holdings. But content alone is akin to piles of unrelated books. To create a robust digital library requires sets of digital tools and middleware services, and these cannot be developed by a single library in isolation from others. The University Library has a decade-long tradition of being on the cutting edge of developing applied technologies to improve search and retrieval of digital objects.

We will make important and large parts of the Library's print holdings accessible through digitized content. The Library's holdings are used by scholars around the world. Digitizing them in ways that brand them as UIUC's will make them both accessible to scholars, students, and others everywhere and establish UUC's leadership.

We are continuing that leadership through several collaborative efforts. The Library is a member of the Digital Library Federation and its Aquifer project, in which it is making contributions that advance the application of standards for metadata and their applications. Through the NDIIPP project, we are a leader in developing selection methodologies for preserving digital content. The Library has agreed to become a contributor to the Open Content Alliance (OCA), which represents the collaborative efforts of a group of cultural, technological, nonprofit, and governmental organizations from around the world that will help build a permanent archive of multilingual digitized text and multimedia content, accessible to anyone and everyone.

Five-year goal: 25,000 items from the Library's collections will have been digitized and made available for free through OCA; the Library will continue its technology development leadership as recognized through a series of ongoing grants from government agencies and private foundations.

Resources: \$500,000 from State appropriation in FY07; \$200,000 committed by Provosts. \$100,000/year will be required after initial investments in FY07; CARLI, the State Library, and other granting agencies will provide a portion; the rest will be reallocated from existing funds.

Who's responsible: [AUL for ITPP](#), AUL for Collections, CAPT, University Librarian

Illinois Informatics Initiative

The Goal

As a core component of the Illinois Informatics Initiative and the Virtual College of Informatics that the I³ principals have proposed, we will lead an integrated approach to information systems, focusing on knowledge creation, access, and management. The initiative will address both the social and technical aspects of information systems, as well as their reliability. The Illinois Informatics Initiative aims to invent the information environments of the future and educate those who will build and use them.

For more than a decade, the Library has been engaged in collaborative research and applied operations to improve access and use of scholarly content. The Library, along with GSLIS, anchors one of eight national partnerships in the Library of Congress's National Digital Information Infrastructure and Preservation Project; together they anchored the NSF-funded Digital Library Initiative which, among other outcomes, laid the foundation for much of the work in document structures and access mechanisms in which Library faculty are engaged in today.

Through collaborations on campus, with professional societies, and with other libraries and library organizations, the University Library's efforts have resulted in enhanced search and access methods and tools and have kept the Library at the cutting edge of such developments internationally. Library faculty provide instruction through the Graduate School of Library and Information Science and, less frequently, through academic programs on campus (e.g., Afro-American).

The planning group for the Illinois Informatics Initiative has offered these goals and principles, with which the Library concurs:

The initiative should be interdepartmental and interdisciplinary. By its nature, research in IT crosses boundaries more than research in any other discipline. Likely involved units would include College of Engineering (e.g., CS, ECE and GE), LAS (e.g., Math, Statistics and Linguistics, but also the humanities and the social sciences), LIS, College of Business, FAA, NCSA, Beckman, and IGB.

The initiative should combine new research programs with new education programs. A key asset of a research university is the close association of advanced education with research. This enables it to respond to the challenges of the future, not just to the challenges of today. Yet, when it comes to interdisciplinary research and education, the university breaks this association, creating interdisciplinary institutes with no education mission and interdisciplinary education programs that are not associated with any research center. Too often, new educational programs are stymied by this division.

The initiative should provide flexibility to explore new research and education directions with few impediments. Informatics is a high-speed chase, in which organizational or disciplinary inertia can be lethal.

In this context, the Library will serve as a laboratory for research and applications of research. It also will provide some of the faculty who will engage in I³'s education components and integrate both research and education with some of the more traditional service units at the University, such as the University Press.

Gaming for the Ages

Video, [computer, and Internet games](#) are transforming our culture, from sex and sports to medicine and economics. An entire generation has grown up with a different set of games than any before it—and it plays these games in different ways. Games have the potential to subsume almost all other forms of entertainment media. They can tell us stories, offer us music, give us challenges, allow us to communicate and interact with others, encourage us to make things, connect us to new communities, and let us play. Unlike most other forms of media, games are inherently malleable.

Once seen as a passing form of amusement, games are an important part of today's culture. They are used for teaching and learning and are now being viewed as a form of communication, akin to writing and film making. ~~Although interesting~~ [Games comprise an important focus of study](#) to current [and future](#) scholars, ~~video games comprise an important focus of study to current and future scholars~~ as an essential component of understanding their enormous influence and impact on society. Social and behavioral scientists, political scientists, historians, literary specialists and others will need to see, play, and understand games and gaming as they strive to understand the twenty-first century.

No research library is currently capturing the gaming output of its faculty and students, and only a very few are engaged in collecting and archiving [these multimedia](#) ~~video~~ games. It is this role—the collection, emulation, and preservation of video games from 1970's console-based games to the online games being played today—that the Library seeks to play. Library faculty have become engaged in the rich gaming culture that exists on today's campus, with interests ranging from research to game-playing. [The Library's instructional programs are pursuing games as ways to teach students about library research.](#) A gaming tournament [and open house recently took](#) ~~will soon take~~ place in the Undergraduate Library; ~~it is, which will serve as~~ the inaugural phase of a long-term strategy to make UIUC the major place—perhaps the only place—at which scholars can study these rich resources [and their impact on learning, society, relationships, and personal identity.](#)

Current status: Work group has been established, and collaboration with researchers on campus and in gaming community has begun; contact has been made with local collector of console games.

Five-year goal: Have a fully-articulated collection and preservation protocol in place; build a collection of vintage and contemporary video games; be a full partner in gaming research on campus. Grant funding obtained for exploration of preservation technologies.

Resources: Staff time, reallocated collection resources, collaborative acquisition of games and systems with campus organizations; vintage games and consoles will be donated to the Library regularly by student groups and corporations.

Who's responsible: AUL for Collections and Preservation Librarian, gaming work group

Strengthen Excellence in Disciplines Critical to National Stature

Ensure Excellence in Academic Programs and Services for Undergraduate Students

Ensure Excellence in Graduate Education

Foster an Inclusive Campus Community

Enhance the Campus Work Environment

Section V Featured Strategic Initiatives

1. Unit Initiatives

IDEALS

a. Scholarly Communications Initiative

Social Networking

Information and knowledge broker

Becoming a Real International Library

University/Consortia/Community Partnerships for Information Fluency Development

Partnerships/collaborations

Entrepreneurship/revenue generation

2. How Library Plans articulate with Campus Strategic Initiatives

Implement Interdisciplinary Approaches to Emerging Opportunities

Critical Initiatives in Research and Scholarship

Illinois Informatics Initiative

Integrated Sciences for Health Initiative

Health and Wellness? Sustainable energy and the environment?

Illinois Sustainable Energy and the Environment Initiative

Enhance the Quality and Diversity of Undergraduate Student

Prepare Students for Leadership in a Global Environment

**Strengthen and Diversify the Research Portfolio
Initiate a Geographic Strategy:
From Local to Global**

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Center for Health Information Support

The Goal

Organize the Library's research capabilities, content, expertise, and services into the Center for Health Information Support, which will serve as the preeminent source of information for the diverse array of disciplines that revolve around health and health professions.

Challenges and Opportunities

The University aspires to apply Illinois' expertise in an array of disciplines to improving human health. Here on campus, the Health Sciences Library, which is administratively part of UIC, is charged with direct support of the faculty and students of the College of Medicine. However, just as the campus, which does not support a major medical school, is not bereft of research activities that improve human health, so the Library is not without research capabilities, content, expertise, and services that advance the work of other researchers and extend beyond the campus.

There has been tremendous growth in biomedical literature in the past decade, yet the Library's overall biomedical collection is not strong; related collections in the social and behavioral sciences are somewhat stronger. Thanks to one-time funds provided by the Provost, we have been able to extend UIC's licenses for major medical literature to the campus. Early evidence is that there is heavy use made of this content. Because collections and expertise are distributed among several libraries (ACES, Applied Life Studies, Biology, Biotechnology, Chemistry, Education and Social Science, Engineering, and Veterinary Medicine), there is little cohesion in the presentation of content, expertise, or services. There is no unified place, either physical or virtual, to which users can go.

We will develop a unified virtual place that brings together information that supports basic, applied, and translational research activities on campus.

Specific Goals

Create a unified web presence for health and allied health information.

Current status Health science resource access via the web is scattered among departmental libraries on campus. No unified portal currently is available.

Five-year goal Create and maintain a single portal through which faculty, students and researchers can access critical resources; connect with new and emerging scholarship; and develop forums for communicating with one another, linking critical research and data.

Resources 1 Library faculty member to assume responsibility for health information center coordination; .35 Graduate Assistant.

Who's responsible: Life Sciences Division; AULs; other subject specialists

Identify and acquire access to critical information resources.

Current status The Library has access to many health-related resources but continued financing is not yet secured; we continue to build a desiderata list of resources that we wish to acquire or license when funds are available.

Five-year goal We will have the core electronic resources available 24/7 to students, faculty & researchers.

Resources \$250,000 in new base budget dollars, inflating at 8-10% per year for buying and licensing content; staff time.

Who's responsible: Health information center coordinator; Subject specialists; technical services staff; AULs

Build partnerships with Extension and other units (e.g., McKinley Christopher center) to extend our resources to members of the non-UIUC community.

Current status There are pockets of partnerships that have formed around existing programs upon which we can build.

Five-year goal We are strong and equal partners with at least three units both on and off campus to provide health information using the Library's resources.

Resources Staff time.

Who's responsible: Life Sciences Division; Outreach Coordinator; AULs

Section VI Resource Plan—University Library

The Library's goals and initiatives will be accomplished by:

1. Obtaining additional funds from the University.
 - a. Estimates done in 1999 recognized the need to add a minimum of \$5 million per year for at least 5 years to keep the Library in a competitive position. The Library's ranking based on number of volumes will fall from 3rd to 4th within the next 1-2 years.
 - b. Pursuit of a student Library fee to supplement funds provided by the University.
2. Reallocating resources.
 - a. Through more effective structural organization.
 - i Structural: consolidation for efficiency and effectiveness;
 - ii New models (e.g., WAGR, Biotech, Chemistry).
 - b. By the University's agreeing to abandon its focus on the Library's ranking among the Association of Research Libraries membership and the subsequent withdrawal of unnecessary duplicate volumes.
 - c. By continuing to build our partnerships with other research libraries and organizations to share our collective resources.
3. Pursuing government and foundation grants.
4. Investing in entrepreneurial ventures.

Current status: Have book sales of gift-in-kind material, grant-seeking programs, in place and working well; have established process for reproduction and use of our collections in commercial products.

Five-year goal: Open sale shop on Library 1st floor, have active on-line sales of gift material and links to commercial sites that benefit the Library; increase our grant development; increase income from the databases we create and license (IRIS, ABSEES); increase income from reproduction fees; identify other sources of revenue from entrepreneurial ventures.

Resources: Work space, minimal staff oversight of student employees.

Who's responsible: Entrepreneurial librarian, with support from AUL for Collections ~~How the Library's plans articulate with the Campus Goals: Library's Strategic Initiatives~~

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5. Increasing development activities.
 - a. Exceed objectives of current \$30 million Campus Campaign for the Library.
 - i New Development Officer in place in Chicago;
 - ii New Development Associate (reassignment of Library faculty member) in place to oversee fund-raising from UIUC faculty and staff for the Library; serve as liaison with Department of Intercollegiate Athletics and parents' associations.
 - b. Build the size of the Library's donor base.

6. Increase awareness of the Library.

Appendix A
Competitive Analysis*

Overall Competitors	Materials Expenditures (FY04)	Total Library Expenditures (FY04)	Ranking by Volume Count	Total Staff Size (FTE)
University of Illinois, Urbana-Champaign	12,346,960	\$33,557,443	3	508
University of Toronto	\$18,090,524	\$47,556,426	4	690
University of California, Berkeley	\$16,117,813	\$53,263,903	5	646
University of Texas	\$13,176,133	\$36,316,124	7	536
University of Michigan	\$18,785,711	\$46,737,671	9	596
University of California, Los Angeles	\$12,744,509	\$47,691,633	8	589

*Competitors identified from public research institutions.

**Education competitors focus on undergraduate education (for graduate education, the overall competitors provide a more accurate list).

***Engagement/Service competitors reflect the land-grant focus of the institution.

COMPETITIVE ANALYSIS

The University Library is one of the world's greatest libraries. With rich and deep collections across the disciplines encompassed by the University and with a strong faculty of subject and functional experts, the Library is one of the University's major assets in attracting and retaining excellent faculty. The University cannot attain and maintain preeminence without a library of this caliber.

President Edmund James envisioned this great library in 1912, when he identified it as a major component of the University's future success. University investments through most of the 20th century enabled the Library to expand its collections and establish a reputation for attracting the very best librarians available. The Library celebrated its one-millionth volume in 1935. By 1971, it had become the third largest academic library in the country. However, the University's inability to keep its investments in the Library at the same or greater levels than its competitors, have led to the Library teetering on the brink of losing its comparative numeric status.

In these times when collecting materials and providing access to resources in a multitude of formats is as important as ever, reliance on counts of printed volumes is not as relevant as it has been. However, the continued underinvestment in the Library, as indicated by the peril in which our ranking is held, has resulted in the Library's loss of competitive advantage. Libraries such as Berkeley, Michigan, and UCLA, which also hold wonderfully rich collections, have invested substantially in digitization activities, facilities renovations, and additional collections that put them at a strong competitive advantage.

In the late 1990s and early 2000s UIUC faculty committees recommended substantial increases in the Library's budget (\$5 million per year) to bring it closer to that of our competitors. Although 'throwing money' at some problems is not a solution, increased funds would make an enormous difference in the quality of content, the modes of content and service delivery, and the spaces the Library could offer to UIUC faculty and students.

The Library excels among competitors in strength of collections, strength of Library faculty, and technical developments. Several of our competitors, most notably the University of California campuses and the University of Michigan far outrank UIUC in digital library developments. Both Michigan and the California Digital Library (which serves the entire UC system), have invested many millions of dollars in their digital library and digitization activities. Michigan served as the incubator for JSTOR, was the lead institution in the Making of America project, and excels in digital publication; large portions of its collections are being digitized by Google. We continue to collaborate with Michigan on Open Archives Initiative (OAI) projects. The California Digital Library operates a large repository for UC-produced materials and offers assistance in electronic publishing to the UC community. CDL was the first institutional contributor to the Open Content Alliance (OCA); the UC system will host the first of OCA's scanning centers. We collaborate with CDL, Michigan, and other institutions on a number of projects, most notably in the Digital Library Federation's Aquifer project. DLF Aquifer participants leverage shared actions, resources and infrastructures to encourage the creation of digital collections that can be brought together and made accessible across the globe. The DLF Aquifer initiative pushes the limits of the network by maintaining distributed, loosely coupled organizational and technical models.)

The Library takes seriously its obligations to extend its resources and services to the community; we view ourselves as an integral part of UIUC's land grant mission. None of our competitors are land-grant institutions and we perceive that our outreach and collaborative programs far exceed the quantity and quality of their offerings.

Although financial resources do not solve all problems, steadily increasing resources invested in the University Library will help restore UIUC's competitive edge.

Appendix C
SWOT Analysis (three for each mission)

SWOT	Research/Scholarship	Education	Engagement/Service	Economic Development
Strengths	<ul style="list-style-type: none"> • Strong faculty and staff (many young faculty) • Collections and commitment to preservation • International presence 	<ul style="list-style-type: none"> • In-person and online services • Commitment to information literacy 	<ul style="list-style-type: none"> • Decades of leadership in state and national consortia • Faculty outreach in community • Commitment to service to professional organizations 	<ul style="list-style-type: none"> • Library is a major resource for local, state, national and international community
Weaknesses	<ul style="list-style-type: none"> • Chronic lack of investment results in declining collection strengths. • No comprehensive preservation program until 2000 • Lack subject expertise in areas of new interest to UIUC faculty • Hidden collections requiring access, cataloging 	<ul style="list-style-type: none"> • Facility infrastructure crumbling • Insufficient funding to acquire and implement some new information technologies • Weak culture of assessment 	<ul style="list-style-type: none"> • Outreach efforts are not well coordinated • Reward structure for engagement is unclear 	<ul style="list-style-type: none"> • Don't understand our role in economic development well • Fee-based services counter to some service philosophies of open access
Opportunities	<ul style="list-style-type: none"> • IDEALS • Become information and knowledge broker to campus • Mass digitization and access • Making our unique and rare research collections more accessible 	<ul style="list-style-type: none"> • Integration of services through other campus vehicles (e.g., <i>Compass</i>) • Branding Library services • Mortenson Center partnerships and activities form basis of new ways of delivering services and content 	<ul style="list-style-type: none"> • Influencing consortia to provide important resources and services at no or lower costs • Service values of library profession provide good basis for local and state outreach programs • Opportunity to become information and knowledge broker 	<ul style="list-style-type: none"> • Need aggressive pursuit of outside funding opportunities (grants, foundation, private sector) • Develop entrepreneurial programs to enhance income

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SWOT	Research/Scholarship	Education	Engagement/Service	Economic Development
Threats	<ul style="list-style-type: none"> • Condition of physical facilities threaten collections and constrain research • Inability to invest in robust digital library program 	<ul style="list-style-type: none"> • Information providers outside of academia (e.g., Google, Amazon) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • We will not be able to attract world-class collections without facilities equal to those of our peers

STATUTORY AND REGULATORY MANDATES

In addition to the mandates that cover UIUC and the University of Illinois (such as human subjects research protocols), the University Library is subject to a number of federal and state laws, contractual requirements, and cooperative agreements that affect its policies and procedures. Listed below are the most significant of these.

University Statutes

The distinctive role played by the campus libraries within the University is articulated in Article VI of the University Statutes, *The Campus Library*. Except where otherwise noted in Article VI, the libraries on each campus are organized as are the colleges, are governed internally by bylaws established by its faculty, and are charged to serve the entire campus. The Statutes delegate broad powers to the campus librarian, the chief executive officer of the library, for the organization of the libraries, for the appointment and advancement of staff, and for establishing branches. The Senate Committee on the Library advises the University Librarian on matters of policy and allocation of acquisitions funds. On the recommendation of the Chancellor, the Board of Trustees appoints the University Librarian annually. The University Librarian's performance is evaluated at least once every five years in a manner determined by the faculty of the Library and the Senate Committee on the Library.

U.S. Copyright Law (Title 17 USC)

The University Library could not function if not for the rights granted in U.S. Copyright Law that allow it to purchase and lend materials; make copies for users, interlibrary lending, and preservation purposes; and provide materials for distance learning. Through its Fair Use provisions, the Copyright Law also allows students and faculty to make use of Library resources in research, teaching, and learning. Copyright Law that balances the rights of copyright owners with the needs of users of copyrighted materials is critical to the Library's ability to fulfill its mission.

USA Patriot Act

Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 became law on October 26, 2001. Among its many provisions, the Patriot Act expands the authority of government agencies to access Library, business, and medical records. This access includes stored electronic data and communications. The Act

permits agents to request information about the use of library materials and equipment with requirements that the staff who receive the requests cannot tell anyone else about the request, thus not only compromising privacy and confidentiality principles but not permitting knowledge of such compromise to be known. It also expands the ability of these agencies to request wiretaps and “trap and trace” phone devices that use Internet and electronic communications. These enhanced surveillance procedures pose profound challenges to Library privacy and confidentiality principles and policies.

Disabilities Mandates

In compliance with the standards for accessible design outlined by the *Americans with Disabilities Act*, the Library strives to provide barrier free access to Library facilities and resources; it provides reasonable accommodations to ensure equitable access to them. The Library is committed to providing equitable access to resources and services provided via the Internet, adhering when possible to standards of accessible Web design supported by the W3C consortium.

The *1998 Amendment to Section 508 of the Rehabilitation Act* outlines requirements for federal departments and agencies in providing access to electronic and information technology. Section 508 stipulates that individuals with disabilities who seek information from a Federal department or agency must have access to and use of information and data comparable to access by individuals without disabilities. As such, the University Library, as a Federal Depository Library, ensures equitable access to information to patrons with disabilities by providing information in accessible formats, or reasonable accommodations when necessary. The accessibility of technology also factors into the process of procuring electronic media from external vendors and negotiating license agreements.

Federal and State Government Documents Depository Programs

As part of state and federal depository library programs, the University Library is required to maintain collections of materials distributed by Illinois and U.S. authorities and to provide appropriate services to maintain the collections and their use.

Confidentiality of Library Records

In accordance with the Illinois Library Records Confidentiality Act, all Library registration and circulation records are considered confidential information.

Disposition of Transferable Property

30 ILCS 605/7 limits the transfer of Library materials to state agencies, state supported university libraries, tax-supported public libraries, or a library system organized under the Illinois Library System Act. This restricts the Library's ability to give materials to out-of-state entities (e.g., libraries ravaged by hurricane Katrina) or to sell selected materials that have been part of our collections (e.g., duplicate materials).

University Records Management

The University Archives is authorized by Article VI, Section 4 of the General Rules Concerning University Organization and Procedure to acquire official records, publications, and personal papers of the administrative and academic staff and records of faculty and student organizations. As its primary mission, the Archives selects, preserves, and makes these records accessible to students, faculty, staff, visiting scholars and the public. The General Rules specify that no university records shall be discarded or destroyed except upon the prior approval of the University Archivist and, to comply with the Illinois State Records Act, the General Rules task the Library to forward approved requests for permission to discard or destroy records to the University President and to the State Records Commission for their approvals.

Consortial Agreements

The University Library is a member of state, regional, and national consortia (e.g., Consortium of Academic and Research Libraries in Illinois; the CIC; OCLC) that require sharing bibliographic records and resources according to policies and procedures agreed to by the members.

Contractual Agreements

As part of a Land Grant university, the University Library takes seriously its mandate to open its doors, both physical and virtual, to members of the community. Access to and use of some materials in the Library's collections are sometimes governed by licenses or donor agreements.

Professional Codes of Ethics

In addition to federal, state, and consortial mandates, the University Library is also bound by professional codes of ethics. The American Library Association's codes uphold the highest levels of service and principles of intellectual freedom, privacy, intellectual property rights, and equitable access to information.