

Strategic Planning Report: Central Public Services

| submitted by James F. Hahn on behalf of the division || April 15, 2019



1. Central Public Services Division Profile

Central Public Services (or CPS) facilitates access to information resources for students, faculty members, and staff in all academic programs and disciplines at the University of Illinois at Urbana-Champaign, as well as constituents of affiliated institutions, Illinois residents, and the global community in all its diversity. It offers innovative, high-quality reference, instruction, and interlibrary loan services. The CPS division develops and manages interdisciplinary collections and web resources.

- Member Units
 - Business Information Services
 - Central Access Services
 - Government Information Services, Access, and Collections
 - Research and Information Services
 - Residence Hall Libraries
 - Scholarly Communication & Publishing
 - Scholarly Commons
 - Undergraduate Library
 - University Laboratory High School

In addition to member units, faculty and staff from the Office of User Services have been typically assigned by the Dean to CPS per his authority in the Library bylaws.

2. Strengths

Delineated in this section are the division strengths in Equity and Inclusion; Globalization and Citizenship; Transformative Learning; and on Research and Scholarly Communication.

- **Equity and Inclusion.** The division is focused on providing high-quality services to all users regardless of discipline, rank, expertise, or official university status/affiliation. CPS supports a wide spectrum of users: from graduate to undergraduate students (instruction programs), undergraduate researchers, faculty and researchers (with support from SCP and repository services), community members, international scholars. CPS is particularly strong in securing private patron data and collectively holds a strong professional ethic in protection of user data that are collected. The CPS division is responsible for major customer service points and the reference hub. Services are informed by strong principles of evidence-based librarianship including operating as a data driven division with continuous assessment and improvement of all services. The division regularly works across unit and division boundaries to design and implement services, such as the collaborative Ask a Librarian (LibChat) service, LibAnswers, and Library Guides (LibGuides).
- **Globalization and Citizenship.** The division supports international and immigrant student populations. Through CPS touch points of instruction, reference, and workshops, we are preparing students for global citizenship by way of critical information and media literacy instruction. These efforts instruct users in evaluating sources and platforms and observe and challenge power relations in constructing and disseminating information. The division supports numerous outreach and public engagement activities.
- **Transformative Learning.** The division is learning-focused and innovative. CPS is particularly concerned with mentorship by way of unique on the job mentorship for pre-professional graduate students. Our ongoing mentoring underscores our commitment to cultivate future library leaders.
 - **Learning-Focused:** We hold a longstanding commitment to strong information literacy programs – exemplars include a vibrant and growing UGL instruction program, RIS program for ESL, and the Savvy Researcher Series, which has broad division participation.
 - **Innovative:** We cultivate innovation in application of technology to developing library services; this includes those services within the Media Commons,

including technology loan, and programming and expertise from the Scholarly Commons and Scholarly Communication and Publishing.

- **Research and Scholarly Communications.** The division has strengths in library publishing (including multi-media publishing), repository services, research impact assessment (Public/societal engagement: developing & managing infrastructure to support timely communication of research interests & outcomes), with a focus on open access and research support expertise in copyright, digital humanities, scholarly publishing and all aspects of the knowledge creation process.
 - **Repository Services** in the division encompass actively growing digital collections – IDEALS is one of the oldest and largest institutional repositories. Repository services maintains close collaboration with other units such as Research Data Service. There is a focus on open access, working with publishers. Provides access to assets of digitization efforts (which mostly takes places in Technical Services).
 - **Open Access:** Open access efforts include an open access publishing program including journals and long-form multimodal works; user education on open access publishing and evaluation of open publication venues; and serving as the campus hub for information about the campus faculty open access policy. Units in CPS also assist users in accessing and manipulating open access collections for reuse in digital scholarship projects.
 - **Research Support Expertise** for users includes copyright, digital humanities, scholarly publishing, research methods, and all part of the knowledge creation process.

3. Opportunities

- **Scholarship, Discovery and Innovation:** The CPS division sees great near-term opportunities and challenges in areas of technology. Key areas to attend to within scholarship, discovery and innovation concern consumer technology designs of planned obsolescence; collection and preservation of non-traditional scholarly projects; and those paradigms that were only emergent during the last strategic report that are now dominant concerns in media. We consider here the challenge of content access models shifting to streaming – contributing to a vastly changed modern research environment and contemporary delivery methods increasingly reliant on multiple technologies and technology infrastructures.

- The reliance upon technology solutions to carry out the division work includes services that have high bandwidth/bitrate needs; technologies that support publishing; our expectation and reliance on third party vendors to deliver on support for interdisciplinary inquiry. There will likely be challenges in the restrictions placed on datasets and the possibility to identify bias in systems and tools and data. The division sees opportunities here in growing or expanding our service profile to foster and hold up scholarship in interdisciplinary research.
- **Learning Experiences:** The Library building project is an opportunity for the division to contribute to offering cohesive service profiles and tightly integrated department collaboration that will be more than the sum of its parts. There will be challenges and opportunities for the Media Commons and the Scholarly Commons in the context of renovating existing services as these units look to integrate in the new building. The division anticipates a challenge in being able to scale to the opportunities of the new building with current levels of staffing. There will be an opportunity to ensure greater accessibility of spaces, public facing and employee areas that offer equitable and increased access regardless of ability. As a new library building is designed, there is also the opportunity to think anew about secure spaces (e.g. safety/active shooters, etc.).
 - With regard to the role of Foundational Courses, CPS envisions increasing support and awareness for students in these areas. There will likely be related assessment opportunities for the division to develop a tool-kit and fluency for telling our stories of impact within foundational learning support and other areas, such as digital literacy.
- **Societal Impact of the Library.** The division sees an opportunity to begin capitalizing on Illinois Experts as a way of explaining the impacts and societal benefits of campus research. Opportunities exist for the service to become even more inclusive of non-engineering domains. The service is poised to help support development of knowledge graphs of campus research outputs. The campus strategic planning report underscores a need for analytic and data backed student learning tools – however, the CPS division can address the challenges of advancing a necessary ethical conversation for Critical Data Science & Critical Machine Learning. Our over-riding concern is to underscore authentic student analytics that truly support student learning.
 - Diversity, retention, and recruitment will remain an opportunity and challenge across this division and the library. Within the thematic areas of globalization and citizenship

there are opportunities within the division to encourage students to carry out their responsibilities as global citizens in an effort to hold up and repair democratic values, institutions, and processes. The Illinois Promise initiative will provide our division with ever more first-generation college students. The division foresees opportunities to support this expected increase in the diversity of future classes by developing new services and targeted support for first-generation students.

- **Public Engagement.** The division sees an opportunity to extend the impact of the Library's public engagement activities. The development of such programs as the Human Library, Edible Book Festival, and Small Press Fest are exemplars of successful division partnerships with community members and organizations.

What are the greatest opportunities for your division and challenges in the next 3-7 years?

- **Supporting Student Learning.** As the Library building project comes to fruition, there will be opportunities and challenges for increased student support services integrated into the new building's service profile. An ambitious campus goal to build a central Tutoring Center could include the opportunity for the library and the division to establish a centralized campus Tutoring Center into the Main Library Building. Synthesizing research and course support in one location may lead to exciting service synergies, both in student support and novel pedagogies that support student learning.
- **Scholarship, Discovery and Innovation:** The re-envisioned Main Library building can address different types of researchers: student as researcher; global citizenship; health and wellness; study habits. The next three to seven years will see transformations in the open access landscape that pose both challenges and opportunities in the area of Scholarly Communication, including possible impacts of Plan S on the academic publishing industry.
- **Societal Impact.** Inter-institutional collaborations that focus on placing the "Global South," more centrally as a partner and a critical societal area of attention and create shared infrastructure for scholarly communication and digital scholarship.
- **Stewarding Resources.** The state and University have not been immune from economic downturns. We envision having to endure additional economic downturns in the next 3-7 years. In addressing this issue our division sees opportunities in identifying additional outside support from grant funds. There will be an opportunity for our division in sustaining and integrating grant funded work into library operations; particularly challenging for the

division and Library will be advanced planning for what happens after grant work is completed. Digital humanities project funding as an example.

What are the greatest opportunities for your division and challenges beyond 7 years?

The challenges and opportunities from the 1-3 year and 3-7-year themes posed earlier will introduce additional challenges beyond seven years. We note in several of the campus strategic planning themes that upon the successful outcome of the opportunities from the previous seven years, these introduce support questions of sustaining the gains and excellence of the division service profile.

- **Scholarship, Discovery and Innovation:** Upon successful outcomes of broad open access, what does scholarly communications look like? How does this change the work we do? What are the new challenges in maintaining up to date Scholarly Communications Infrastructure? Expansion of online programs will necessarily introduce new support questions. In this context there will be an emergent need to incorporate multi and interdisciplinary research tools into our service portfolio; we contrast this with the current state of tools we use that are overwhelmingly discipline and subdiscipline focused.
- **Transformative Learning Experiences.** Upon successful outcomes of above what does learning now look like? Adoption of digital media and digital literacy – how does this effect how we have organized instruction and services? Production of multi-media projects. Adoption of digital media and digital literacy – how does this effect how we have organized – instruction and services? Are media altogether access via streaming platforms?
- **Societal Impact.** How to best support the expansion of online programs that serve the state and global populations?
- **Stewarding Resources.** Obsolescence concerning spaces; technology; services. Do current models of refreshing technologies make sense in a streaming first world with high bandwidth and bitrate needs?

4. Aspirations

- **Provide equitable services and remove barriers to library resources and information.** Our division will seamlessly connect library users with the information resources and specialized help that they need. All services that CPS offers are innovative and responsive to user needs. We connect students with co-curricular resources to support informed academic and lifestyle decisions. We help users understand their rights to reuse existing work and the expand the availability and utility of tools for digital scholarship and publication.
- **Ensure that all students have ongoing (scaffolded) and integrated information literacy instruction throughout their years of school.** CPS will ensure graduate assistant competency, professional development through mentoring in a variety of roles including: the reference desk and in the classroom (e.g. information literacy instruction settings); reference services through a variety of channels; cultural competencies – recognizing and appreciating bias and perspectives, among others. The division will help students recognize the variety of skills and behaviors that create success such as developing cultural and civic competencies, to appreciate new perspectives, and in recognizing bias. The division will help students to create digital media and become informed consumers of digital media. The division will support students at all points in their research in joining the scholarly conversation.
- **Ensure Online Privacy and Security.** We will excel in the area of user behavior research (data driven service development) including: Information seeking behavior; User Experience Research, and Critical Data Science as it pertains to student learning analytics.

5. Results

5.1 Foster scholarship, discovery, and innovation.

- **Support the recruitment and retention** of diverse professionals in order to support excellence in scholarship, discovery, and innovation. Recruit faculty whose research agendas underscore these goals.
- **Support services for faculty and students in all aspects of the knowledge creation cycle.** The division will support diverse voices, interdisciplinary scholarship, digital multi-media development, and the development of innovative methods of scholarship.
- **Support research across different scholar types,** from undergrad researchers, to interdisciplinary teams, to more traditional humanities and social science scholars.
- **Fostering the creation and long-term sustainability of new forms of scholarship.** The Illinois Experts website will be an important part of establishing a record and trajectory of knowledge creation on campus.

5.2 Provide transformative learning experiences.

- **We will continue to support global diversity of the student body through integration of the Library into core courses focused on the needs of ESL students** at the Grad and Undergrad level.
- **Foster an environment conducive to student success through active involvement with first-year student programs** and course integrated instruction.
- **Engage students and researchers through teaching new literacies and academic research methods,** such as media production, ethical use of information, evaluation of information, digital scholarship methods, and data literacy.
- **Collaborative relationships with numerous units and colleges across campus** such as: I-School; Writers Workshop and Tutoring Center; CITL, Tech Services, Office of Undergraduate Research; Grad College; Pre-professional mentoring experience; campus student success initiative

- **Support first-generation students, transfer students, distance/online education, visiting scholars.**

5.3 Make a significant and visible societal impact.

- **Influence public policy in ways that support open access;** through ALA's lobbying, among other strategies.
- **Advance Global Citizenship and Civic Competencies** supporting critical thinking and informed global citizenship by providing and promoting government information as a tool for an informed citizenry and by instructing students on evaluation of information in all formats.
- **Establish long-term community partnerships** including K-12 schools, volunteer programs, library courtesy card program, and public engagement such as the Human Library, the Small Press Fest, and Explore CU.
- **Foster public access to scholarship and open access.**
- **Support researchers who do publicly engaged research.**

5.4 Steward current resources and generate additional resources for strategic initiatives.

- **Expand resources available to researchers through active partnerships** such as the Consortium of Academic and Research Libraries in Illinois, Big Ten Academic Alliance, Center for Research Libraries.
- **Support grant funded research on campus.** The work of IDEALS / RDS supports the development of data plans to acquire grant funds, and consequently help to support curation activities of research data sets that campus grant activities generate. Scholarly Communication and Publishing supports options for publication of new forms of digital scholarship often funded through grants and without traditional publication venues.
- **Create opportunities for computational research** in collections as data, such as Hathi Trust Research Center.