Thomas Teper

Associate University Librarian for Collections and Technical Services

Associate Dean of Libraries

Annual Report for Calendar Year 2018

**I. Significant Leadership Accomplishments in 2018 (selected)**

1. *Managing Collections Allocations for FY18 –* FY18 marked the fourth a year in which the University Library could not fully fund price increases on collections due to a lack of external funding from the campus to support these increasing costs. This also marked an additional year in which the University Library was required to reduce operational costs. In the end, the University Library received recurring allocations of $75,000 to support medical sciences and $200,000 to support price increases.
   1. In preparation for FY18, the personnel in the Office of Collections and Technical Services provided our subject specialists with information that could be used to support conversations with those that they liaise with faculty and departments.
   2. Over the course of the year, the Office of Collection and Technical Services identified $452,000 dollars from cancellations, service reductions, and other sources in the Library materials budget to help avoid cancellations.
   3. Over 44% of this funding came from general funds managed by personnel in the Office of Collections and Technical Services.
   4. In order to keep support for the Library’s Google digitization effort and the waterfall of digitization for Google rejects, the Office of Collections and Technical Services continued supporting approximately $200,000 for the local scanning effort. These operations had been on the operating side of the Library’s budget in recent years and moved to the Collections-side in FY17.
   5. In order to help the University Library manage the operational side without resorting to more significant cuts, reductions, or lay-offs, the office continued supporting $250,000 of the Library’s annual OCLC bill.
2. *Managing Collections Allocations for FY19 –* For FY19, the University Library received earmarks from the campus in support of Library materials. These funds included: $454,700 (recurring) to support the overall materials budget (allocated as follows: $439,125  to cover 100% of projected price increases in the 9-funds, er14, and er14a; $15,000 to MARC fund to cover rising use of shelf-ready services; and $575 to pres0a to support Portico increases), $425,000 (recurring) to support recurring needs of the new College of Medicine, and $500,000 (one-time) to support one-time collections needs of the new College of Medicine.

Prior to receiving this allocation news, the Collection Development Committee (CDC) recommended that we continue the FY18 work of managing some of our existing allocations as periodicals were renewed. As part of this recommendation, the Office and CDC examined usage of titles being renewed as part of our annual EBSCO contract. This effort was in keeping with our agreement with campus authorities that we continue to exercise some diligence in stewarding resources allocated to the University Library. To that end, individuals from across the Library worked to critically examine titles being renewed as part of the EBSCO renewal as well as a couple other subject and/or operational funds. The intent of the work on the EBSCO review was to begin building sufficient funds in an inflation pool to cover one year’s projected increases. By the start of FY19, we had identified $105,000 that could be reallocated from EBSCO titles to help build this pool. Added to the $200,000 already in it, the Materials Allocation’s inflation pool stands at $305,000. This will bring the balance of our Inflation Pool up to just over $305,000, or approximately 66% of the desired goal.

Additionally, we reviewed $80,069 in purchases on a number of subject funds that are relevant to the College of Medicine, transferring those to the new College of Medicine funding in order to bring relief to subject funds that long purchased medical-related titles, in particular, titles previously carried on Biology, Chemistry, Engineering, Psychology, and Veterinary Medicine funds. Some further conversations are being initiated related to Anthropology’s historical support for resources related to Physical Anthropology and Anatomy. An additional $70,000 in expenses were reallocated from er14 to the medicine fund, ensuring some price increase relief on that fund for FY20.

Furthermore, $29,000 in additional reductions to the allocations supporting Preservation and Binding in order to support Postage, Memberships, and Evidence Based Acquisitions, e.g., JSTOR Ebooks, and a further $15,000 in reductions were identified in the Undergraduate allocation in order to support Evidence Based Acquisitions, e.g., JSTOR Ebooks.

1. *Providing a Foundation to Support the ILS Migration –* As CARLI closed in on finalizing the contract for the ILS migration, I worked closely with Michael Norman to recast his position. The revised position description that we worked on, discussed with CAPT and EC, and ultimately shifted him into focused on serving as a Coordinator of Discovery and ILS Migration efforts. In addition to shifting Michael’s role, we outlined and defined the primary membership for a working group composed of key personnel necessary to lead the University Library through the ILS migration.
2. *Setting the Foundation for Merging CAM and Acquisitions –* With Michael Norman’s new role identified and established, I worked with personnel in CAM and Acquisitions to explore options for administratively merging these two units. This merger discussion paralleled efforts to define how we would manage Acquisitions once Lynn Wiley retired in December 2018. Through a proposed combination of rethought leadership positions, backfill (which remains in process), and administrative changes, the Library entered 2019 with a single Acquisitions and Cataloging Services Unit.
3. *Library Building Project –* During 2018, I was appointed as Project Manager for the Library Building Project. Although still very early days for this project in which we are seeking input on the vision, I sought to use the time in the second half of 2018 to help move the discussions forward on several fronts:
   1. *Communications –* First and foremost, I have sought to establish a program of open and transparent communications about the effort by: working closely with John Wilkin, Heather Murphy, and Jeff Schrader on developing a project website; initiating a monthly update to the Library Community; and establishing a series of quarterly updates for Library members to attend to learn more about the project.
   2. *Special Collections Consultant –* Contracted with a consultant identified by the Special Collections Division to assist in helping examine operational opportunities and weaknesses in the proposed consolidation. The scheduled three day visit occurred in Dec 2018.
   3. *Working Groups –* Charged and identified members for two working groups that we assist us in planning for the Main Library’s operational programming and collections. These two groups first met in December 2018 and January 2019 respectively.
   4. *Salons –* Scheduled five faculty salons in the latter half of 2018 and scheduled salons for graduate students and library personnel in early 2019.
4. *High Impact Acquisitions in Subject Disciplines –* The significant reduction in flexibility in our materials allocation has limited the Office of Collections and Technical Services opportunities to make significant acquisitions.
   1. ProQuest Acquisition – As we wrapped up FY18, the Office of Collections and Technical Services concluded negotiations with ProQuest to locally establish the ProQuest Access & Build model, a purchasing model that enabled local access to all ProQuest content not previously purchased by Illinois on a multi-year trial basis while building a pool of funds to acquire more highly used titles. In the meantime, it extends access to 115 titles to the campus community.
   2. JSTOR Ebooks – Building on a successful pilot with JSTOR, some end of year funding was allocated to continue delivering ebooks from JSTOR to our patrons. In the coming years, I will be looking at options to create a regular allocation to support this program on an ongoing basis.
   3. JSTOR Arts and Sciences XV – A full title list is available here: [https://www.jstor.org/librarians/products/journals/multi-discipline](https://urldefense.proofpoint.com/v2/url?u=https-3A__www.jstor.org_librarians_products_journals_multi-2Ddiscipline&d=DwMFAg&c=OCIEmEwdEq_aNlsP4fF3gFqSN-E3mlr2t9JcDdfOZag&r=Zog-OkE606Eg6c2z6vqt7utU9lPOM9rSSzMBrQ8C4YI&m=Kgnup5iA2uSeU1zGALiyTIOO4nAq0idOfXcpIttXAZE&s=QQKlxKTdStfNWSbfL0SGSaKVVID07FznorsnKxtr1gg&e=). Using a combination of funding from endowments managed by the Mathematics Library and centrally allocated collections funding, we acquired JSTOR Arts & Sciences XV, the final multi-discipline archive collection from JSTOR. It includes titles in Jewish Studies, Mathematics, Language & Literature, History, and Philosophy. Moreover, its acquisition will support upcoming building projects in Altgeld and the Main Library as well as the University Library’s contribution to the BTAA SPR 2.0.  It was requested as part of the desiderata list.
   4. ProQuest Statistical Abstracts – This is the last release of this product, closing a gap in our holdings. It was requested as part of the desiderata list.
   5. Gale – Oliveira Lima Library, Part II – An addition to a previous acquisition, this module collects approximately one million pages of primary sources on Brazilian history from colony to republic, as well as the political and economic dimensions of Brazil and the Portuguese empire. It was requested as part of the desiderata list.
   6. Oxford Bibliographies – Cinema and Media Studies and Music – Two bibliographies requested as part of the desiderata list.
   7. DIMACS: Series in Discrete Mathematics and Theoretical Computer Science, 1990 - 2011 – In addition to easing access to these titles, their acquisition will support upcoming building projects in Altgeld. It was requested as part of the desiderata list.
   8. New Translations of Mathematical Monographs, 1962 - 2014 – In addition to supporting better access to these titles, their acquisition will support upcoming building projects in Altgeld. It was requested as part of the desiderata list.
5. *Supporting New Collections Management and Assessment Activities* –:
   1. Wrapped up FY18 budget changes, including restructuring of budget to create enhanced inflation pool.
   2. Implemented FY18 budget in support of annual budget process,
   3. Finished comprehensive list of e-resource related administrative logins, passwords, etc.,
   4. Following the failure of EBSCO Usage Consolidation, began exploring other options for aggregating e-resource usage statistics.
   5. Initiated a review of Business Databases following up on promise to CDC to do so once it became apparent in past years that usage data between these and other resources are not relatable.
6. *Access to Collections* – Working with the University Librarian, personnel in CAM, CMS, and various special collections units, I facilitated the following efforts to reduce our backlogs and improve the management of our collections during calendar year 2018:
7. Wrapped up first grant from Illinois State Library to support state-wide Digital Public Library of America (DPLA) Service Hub. The proposed work was successfully completed. A follow-up grant submission (with MJ Han as co-PI) for a second phase of work was successfully submitted and starts on January 1, 2019.
8. Provided additional funding to RBML for processing of the Haki Madhubuti/Third World Press papers.
9. Provided continued funding for an Archives and Preservation-sponsored Medusa Staging Project that supports processing, ingest, and preservation of 130 processed collections and associated digital images into Medusa in order to evaluate and normalize workflows for migrating materials into this preservation environment. This wrapped up in 2018.
10. Worked closely with MJ Han, Kirstin Dougan, and Jenny Johnson to support work associated with reducing or eliminating backlogs in the Music and Performing Arts Library and the Map Library respectively. Both the re-evaluation of work-flows in MPAL and the project in Maps are proving to be successful. Backlogs/frontlogs from MPAL in book, CD, and microform formats have been largely eliminated, and good progress is being made on Map backlogs.
11. Initiated conversations (to be continued in 2019) with MJ Han, Lynne Thomas, and Chloe Ottenhoff about how Cataloging personnel can assist RBML in reducing the number of un- and under-cataloged resources in their collection. A goal of the effort will be to eliminate such resources prior to the forthcoming building project.
12. *Rare Book and Manuscript Library* – During most of 2018, I continued oversight of the RBML, providing the new leadership in that unit – Lynne Thomas – with an administrative liaison during her early days at Illinois. In that role, much of my time with Lynne centered on providing guidance on the following:
    1. Relationship Building – The relationship between the RBML and other units in the University Library has been strained in recent years, and I encouraged Lynne to work on rebuilding relationships with key partners and stakeholders throughout the Library.
    2. Curatorial and Operational Support – Lynne’s arrival at Illinois occurred at a point where the unit was down one curator and only back-filling a second position with a visiting curator. Moreover, the unit was also backfilling its Registrar’s position with hourly support. While the Visiting position had been moved to a permanent appointment prior to Lynne’s arrival, we structured the search committee for the second curator and I provided guidance on the possibility of a TOPS hire from the resulting search. I also assisted with initial efforts to secure the Registrar’s position.
    3. Processing and Access Support – Working across the units that were formerly under my prevue, I identified salary savings during the last year that could be applied to making Chloe Ottenhoff’s position a permanent line, worked to structure a position description with Lynne, and negotiated this move.
    4. Collection Development Policy Statement – Previously, the RBML lacked any sort of publicly available, comprehensive collection development statement. Once Lynne arrived, I discussed the need for this extensively with her and encouraged her to work with her team to develop one. This was completed in the last year.
    5. Reviewing RBOS Materials – Worked with Lynne Thomas to begin the process of reviewing RBOS materials in Oak St for transfer to the Library’s general holdings.
    6. Acquisitions – Assisting with purchases, understanding local fund management and processes, etc….
13. *Scholarly Communications & Library Publishing –* After Beth Namachichivaya’s departure, SC&P temporarily reported to me as well. I largely operated in a care-taker role with this unit, assisting Harriett Green as needed with various questions or concerns. The two items of note that I encouraged them with included the development of a *University of Illinois at Urbana-Champaign Library Statement on Open Access Services* and the development – with Preservation Services – of a *Take-down Policy.* Intended to provide guidance on the services that the Library offers to the campus, the *Statement* was approved by EC in 2019, and the *Take-Down Policy* went into effect this year as well.
14. *Professional Development –* Completed Illinois Human Resources’ series *Human Resources Series for Employers & Managers.*
15. *Research Efforts – Individual –* Submitted a paper (co-authored with Mara Thacker, Joe Lenkart, and Esra Coskun to *Library Resources and Technical Services* that was accepted and published in January 2019; published the data set for that paper in the Illinois Data Bank; submitted and received acceptances for proposals to two 2019 conference presentations, including ACRL and ER&L; presented with Bill Mischo at CNI (Dec. 2018), a paper on aforementioned research with Thacker, Lenkart, and Coskun at the Timberline Acquisitions Institute (May 2018), and made invited presentations to both the South Asian Cooperative Collection Development Workshop (Oct. 2018) and the Academic Libraries of Indiana (Jan. 2018). Both of the invited presentations influenced developments among those cooperative groups, including the development of a CARLI-like last copy program in Indiana and the development of a statement from the community of South Asian specialists about the value of print retention and public disclosure of same.
16. *Other Professional Service –* Continued service as a member of the Reveal Digital Executive Committee and the ProQuest North American Advisory Board. Continued service as a member of the HathiTrust Collections Working Group, and extended my service to the HathiTrust’s Shared Print Advisory Committee.
17. *Military Education Council –* Continued serving as chair of the MEC, wrapping up 4.5 years of service and assisting them in bringing in multiple new members of their teaching faculty and implementing instruction of their first gen. ed. course in the Spring of 2018. In addition, I helped address several critical issues associated with the impact of the planned Armory renovations on the teaching program for the Army ROTC, made significant progress on cross-listing ROTC courses with an established minor on campus, spearheaded efforts to secure funding for MEC units to utilize Campus Rec-managed outdoor practice fields for drill, initiated discussions around improving IT support for the units, continued discussions around providing improved security in the Armory, and – most significantly – successfully negotiated with personnel from the Registrar and the Council of Undergraduate Deans to permit ROTC cadets to receive early registration rights for the first time after previously being restricted from receiving such access.

**II. Joint/Collaborative Accomplishments in 2018 (selected)**

1. *Searches and Hiring –* During early 2018, I was engaged in search activities. As spring moved into summer, these responsibilities shifted to Library HR. I worked with Greg Knott to effect that transition, concluding seven years of progressive engagement in this area.
2. *Budget Planning, Human Resource Planning, and Strategic Planning –* I collaborated with the Dean of Libraries, Interim Dean of Libraries, other AULs, members of the Budget Group, and the Executive Committee on multiple critical planning processes throughout 2018, including the preparation of the annual report and budget request to the Office of the Provost (spring 2018), the annual review of graduate assistant and student assistant funds (spring 2018), recent reviews of the Library’s hiring plan and salary program (summer 2018), and began moving forward with reorganizations following the appointment of two new AULs. During this 2018, I worked closely with the unit heads in the Office of Collections and Technical Services to plan for and implement budget reductions for FY19, worked with the remaining units in the office on planning use of the AUL’s professional development funding in an effort to ensure that it is being used to enhance the capacities of our personnel, providing opportunities to support faculty and AP professional development and service as well as local opportunities that enabled civil service personnel to enhance skills in LC classification and authority control.
3. *Collection Management –* During 2018, I worked closely with Mary Laskowski, Cherie Weible, MJ Han, Jennifer Teper, and Michael Norman as we continued to improve and systematize the management of materials in the University Library. During 2018, we reviewed data from the 2017 report on storage capacities in the Stacks and Oak Street. (ca. 88% full in Oak St and 67% full in Stacks); identified 81,000 items from the local collection for BTAA SPR 2.0; identified tens-of-thousands of items for deduplication against the BTAA’s Shared Print Repository 1.0, planned and implemented the deduplication of local holdings in the Undergraduate Library, and finalized the Library’s commitment to the HathiTrust Share Monographs Program’s first phase. .
4. *Digitization Efforts –* Throughout 2018, I contributed toward the continued efforts of the “Google Rejects” digitization effort as well as UIUC’s renewed participation in the Google Digitization program. During 2018, Mary Laskowski, Michael Norman, Jenny Maddox Abbott, and I worked intensively in identifying US Government publications for contribution to Google’s efforts. This project was, however, put on hold.
5. *Reorganization of CAM and Acquisitions –* Kicked off initial discussions in 2018 that have led to substantial reorganization of CAM and Acquisitions into a single unit.
6. *Service to the BTAA –* 
   1. In addition to my normal position as a member of the CDO/ERO group, my service to the BTAA in 2018 included chairing a two working groups, including one that explored options for a cooperative GreenGlass contract and another that looked at how the BTAA might establish some cooperative digitization activities (reports being submitted in spring and late fall of 2018).
   2. I also led efforts among the membership to push back strongly against pricing from the Taylor & Francis following their proposed model to create rolling access to previously purchased backfile content.
   3. I also started – in late 2018 – work on a group tasked with attempting to quantify article processing charges (APCs) for open access publications from BTAA-institution affiliated authors.
7. *Service to the HathiTrust* – In 2018, I continued work on the Collections Working Group and the Shared Print Advisory Committee.

Thomas Teper

Associate University Librarian for Collections and Technical Services and Associate Dean of Libraries

Major Goals for Calendar Year 2019

**I. Significant Individual Goals (Selective)**

1. Retooling – Continue process of retooling my skills to tackle the Library Building Project.
2. Promotion – Make progress on my path toward promotion to Full Professor in the coming years.
3. Communications – Continue my own efforts to communicate more effectively about the Library’s collections and the Library’s Building Project.
4. Library Building Project – Make significant headway with the Collection Management WG and the Programming the Main Library WG. Kick-off a Special Collections WG, and begin working in earnest with campus partners as we move into the next phase of planning. Continue gathering input from faculty, graduate students, undergrads, and library personnel about needs for the new facility.
5. Acquisitions and Cataloging Services – Work to support the activities of the newly merged unit, including efforts to grow the leadership skills of the management team in the unit, the transitions of duties among many of the personnel in the unit, and the overall organizational effectiveness of the operation.
6. Supporting Personnel – Continue moving forward on utilization of professional development funding to support professional development needs of personnel and areas which can advance the Library’s goals.
7. Collection Management Working Group – Make more substantive progress on this group’s activities in 2018, as many of them will directly impact the Library Building Project. Seek avenues to more broadly communicate the group’s activities and those of the units that compose the bulk of its operations.
8. Research and Publication – Complete one paper and two conference presentations by end of 2019. Start a second paper.
9. HathiTrust Print Monograph Archiving Program – Complete efforts to make Illinois’ commitments on the second phase of the HT Print Monograph Program. Continue providing service to the HathiTrust Shared Print Advisory Committee and the Collections Committee.
10. Significant Acquisitions and Materials Allocation – As resources permit, continue program of dedicating significant resources to high-impact and specialized acquisitions once FY2020 starts.
11. Collection Management – I see three areas for concentration in the coming year:
    1. Continue making progress on BTAA SPR 2.0 commitments.
    2. Continue making progress on the implementation of LC across more of the collection with a goal of LC by 2020 for all new general collections acquisitions.
    3. Continue moving forward on deduplication initiatives.
12. Military Education Council – Continue my term as chair of the MEC, providing leadership to the tri-services on campus. In particular, I would like to successfully complete pilot for IT support services with CITL, make progress on security improvements to appropriate spaces in the Armory, and improve the MEC’s web presence.

**II. Significant Collaborative Goals (Selective)**

1. Build an Office of Collections and Technical Services – Continue process of aligning AUL responsibilities to fit newly evolving organizational structure, including building more formal relationships with units that are identified as being aligned with my office, including Acquisitions and Cataloging Services and CMS..
2. Google Digitization Effort – Continue Google scanning effort, securing resources – from Materials allocation and UL Unrestricted – to support activities. Develop further opportunities for digitization efforts with Google.
3. DPLA Contribution – Continue Illinois’ effort to contribute to the Illinois State Library-led effort to develop a DPLA Service Hub in Illinois, including management of second grant.
4. Collections Assessment – Continue working with Collection Analysis and Planning Specialist and graduate assistant to build more robust collections assessment program.
5. BTAA Activities –
   1. BTAA SPR – Contribute to leadership of the BTAA’s Shared Print Repository efforts.
   2. BTAA SPR 2.0 – Continue efforts started in developing the BTAA SPR 2.0 proposal by continued implementation of University Library’s local repository effort.
6. Collection Management – Make significant inroads into the stated goal of contributing local holdings to the CIC SPR, deduplicating local holdings against the CIC’s SPR, and further deduplicating local journal holdings.
7. CAPT – Continue making progress on the reconstituted CAPT.
8. Exploring “At-scale” Solutions –
   1. Conversations have occurred over the years with respect opportunities for inter-institutional cooperation in the area studies. Currently, opportunities might arise for Illinois to participate in/establish some revenue generating opportunities across the CIC institutions to address backlogs.
   2. I continue to be intrigued by opportunities for Illinois to begin serving as a hub for technical services operations across the University of Illinois system. Although the interest has not always been reciprocated, there is potential for our institutions to more effectively accomplish technical services operations out of one institution.