

**Library Services for the 21st Century at the University of Illinois at Urbana-Champaign:
Interim Report of the Budget Group Plus on the New Service Model Proposal Process**

November 14, 2007

Introduction

The mission of the University Library is **to support and enhance the teaching, research, and service missions of the University of Illinois at Urbana-Champaign through the provision of world-class library collections and expert library services.**

In August 2007, the University Librarian and Dean of Libraries charged a small group representative of Library administration, faculty, and staff to solicit and review proposals related to the improvement of services to Library users and the establishment of new service programs designed to meet the evolving needs of the faculty, staff, and students at Illinois. Input on these proposals has also been received from relevant governance and advisory bodies, including the University Library Executive Committee, the Faculty Senate Library Committee, and the University Librarian's Long-Range Planning Committee.

Over the past decade, the University Library has faced several major challenges to its ability to fulfill its mission owing to:

- changes in the higher education environment;
- changes in the information-seeking and information-use patterns among faculty and students;
- changes in the publishing industry and the scholarly communications cycle;
- increasing demands for digital access to an array of content and services;
- increased competition from other programs and services for limited campus resources;
- increased competition in the recruitment and retention of library professionals;
- inflationary pressures on its collections;
- the University's inability over the last two decades to provide funding at historic levels or at levels comparable to its peers; and,
- the need to commit both to the long-term stewardship of its print and digital collections, and to new service programs designed to meet the needs of faculty and students at the University of Illinois at Urbana-Champaign.

One of our greatest challenges in addressing these issues in the early years of the twenty-first century has been our ongoing commitment to a library service model designed during the early years of the twentieth: the departmental library.

For decades, the University Library has embraced a “departmental library” model designed to foster close connections between librarians and academic departments. These connections were often fostered by housing libraries and academic departments together in a single building (e.g., Chemistry Library), but also through the establishment of departmental libraries or reading rooms within the Main Library building (e.g., English Library). This configuration mirrored the service model found in many other leading research universities at the time. As the University Library works to meet the challenge set by the Provost to design exemplary library services and to provide world-class library collections for the new century, we believe that we must move away from strict adherence to a monolithic departmental library model, and toward a more flexible array of service models designed to address new information-seeking patterns among our faculty and students, the increasingly interdisciplinary and multidisciplinary nature of academic inquiry, the critical importance of digital information resources and services, and the opportunities for collaborative approaches to the provision of expert library services and access to rich library collections through the use of information technology.

Challenges to the Existing Model

The departmental library model was designed to meet the needs of faculty and students who conduct their research and teaching within the strict boundaries of disciplinary inquiry. While general materials relevant to lower-division undergraduate education might have appeared in multiple locations across campus, the department library model assumed that any collections or services related to discipline-specific teaching and research would reside solely within the walls of the appropriate departmental library. At the University of Illinois at Urbana-Champaign, this decentralized network of physical libraries represented the highest caliber of service throughout the twentieth century, but it is not a model appropriate to, or economically sustainable, in the twenty-first.

As the boundaries between traditional disciplines blur, and as individual disciplines embrace the research methodologies and materials traditionally associated with other fields, our adherence to 20th century models of library service has resulted in a situation where many libraries on campus are less “departmental” than they are “compartmental.” Moreover, space constraints in almost every departmental library have resulted in a situation where many contain only a small percentage of the rich collections developed in support of constituent disciplines over the past century. Even with the most expert shaping of on-site collections by subject specialists, most of our users are able to browse only a fraction of the relevant resources through our departmental library collections. The longer we maintain discrete departmental libraries, the more we support the fragmentation of a world-class library collection and the more our users are forced to visit multiple locations to find the physical materials that remain at the heart of our collection.

Dissatisfaction with the fragmented nature of our departmental library collections and our inability to maintain adequate hours of public service in many of these locations owing to shortfalls in our operating budget has been noted in surveys of graduate and professional students (2004), undergraduate students (2005), and faculty and academic professionals (2006). As one humanities faculty member commented: “I dislike the current division of libraries within the main library. I’ve had occasion to need materials in one of the smaller sub-libraries and found it closed while the rest of the library was open. Also, I find the division of what goes where unsatisfactory.” Comments such as these form a thread within our ongoing assessment of user satisfaction with the University Library and can best be addressed through consideration of new service models.

Library service models for the 21st century must be founded on the assumption that any physical library service point will be less a self-contained “center” for its users than a “hub,” providing coordination for a wide array of traditional and emergent library services, and access to print and digital materials housed in, or accessible through, library facilities across campus and beyond. By designing and embracing new service models, we will be able to make better use of Library facilities and personnel and to commit to stronger programs of liaison with classroom and research faculty while also preserving our commitment to building rich collections.

Building on Strengths: New Models for Library Service

While all evidence points to the fact that the departmental library model is no longer the “one best system” for supporting the development and delivery of excellent library services and collections, there is no doubt that **the strengths of the departmental library model must be recognized and maintained in new service models for the 21st century.**

The traditional departmental library was founded on a commitment to building library services and collections in close collaboration with faculty and students, often through the assignment of a specialist in the field in question. **New service models must retain the commitment to the assignment of subject specialists with documented responsibility for providing library services, collections, and information resources and products designed for use by faculty and students** in defined fields of research and teaching at the University of Illinois at Urbana-Champaign.

The traditional departmental library was founded on the assumption that collocation of library, librarian, and classroom faculty would facilitate regular interaction among librarians, faculty, and students. **New service models must facilitate regular collaboration between faculty, students, and librarians through the design of appropriate physical spaces and the application of information technology.** As part of the design and development of new service models, Library professionals will engage faculty and students in constituent departments, programs, and centers in discussions of how best to facilitate ongoing professional collaboration and support between them and the librarian(s) currently providing direct support to their programs through departmental libraries.

The traditional departmental library was founded on a commitment to building rich collections of research materials and related resources for use by faculty and students in their teaching, learning, and research. **New service models must retain the commitment to building those collections, and to fostering increased access to materials for constituent faculty and students.** New service models must also take into account the increasing significance of digital information resources, and must foster access to those materials not held locally through the development of subject-specific information products, e.g., new discovery tools, Web portals, and targeted information products designed to be integrated with enterprise academic systems (e.g., WebCT/Compass).

Finally, the traditional departmental library was founded on a commitment to preserving library collections for posterity. The University Library has a stewardship responsibility to the University, the State of Illinois, and the global scholarly community to assure that its unique collections are housed in conditions most appropriate for their long-term survival. **New service models must allow us to make use of the full array of library facilities in order to provide the best environment, both for research, study, and teaching, and for the preservation of the cultural and scholarly record.** At the same time, any movement of physical materials from current departmental libraries must be accompanied by a commitment to services designed to

allow interested students and scholars to easily discover the resources available, and to request that materials be delivered to them (physically or digitally) in a timely manner.

Our Vision: An Icon for a New Century

The University of Illinois at Urbana-Champaign Library is a monument to a service model that was the paradigm for research libraries in the 20th century. The challenges we face are not unique to our institution. Leading libraries across the country are also embracing new service models. The past decade has seen the consolidation of iconic departmental library programs at institutions including Harvard University, UCLA, Berkeley, The Ohio State University, the University of Southern California, and the University of Washington. The University of Michigan has pioneered a “field librarian” model that supports housing librarians directly in academic departments through the assignment of office space (an approach adapted for this campus by our Library and Information Sciences Librarian). The University of Southern California embraced an “information center” model that replaced departmental libraries with a portal shared across interdisciplinary programs such as Education and Social Work (an approach taken on this campus by the Biotechnology Librarian and also under development by librarians who serve scholars and students in the health sciences). Each of these institutions has embraced new service models designed to build on the strengths of the past while providing greater flexibility for the future in a volatile information (and higher education) environment.

In the pages that follow, you will find a number of proposals designed to improve the ways in which services are delivered to our users. **None of these proposals has been selected for implementation, but all bear further review and discussion.** Some of these proposals represent operational changes, others represent new visions for public service spaces designed to build on strengths and to achieve economies that will allow us to compensate for the limitations of our operating budget, while still others represent calls for enhancements to services currently provided or for the establishment of new services that our faculty and staff have identified as strategic investments in the future of academic and research libraries. These calls for investments in new services join the strategic initiatives identified in the University Library Strategic Plan (2006) – the Gaming Initiative, Illinois Digital Library, Illinois Digital Environment for Access to Learning and Scholarship (IDEALS), Illinois Informatics Initiative (I³), and the Center for Health Information Support – to form the foundation of our vision for the future of the University Library.

We invite your input and look forward to working with you to move from this list of proposals to an action plan for changes to library facilities and service models over the next several years.

This document was prepared by the members of the University Library’s “Budget Group Plus”:

Paula Kaufman, Chair

Rod Allen

Peggy Glathaar

JoAnn Jacoby

Cindy Kelly

Chris Prom

Beth Sandore

Mary Stuart

Tom Teper

Scott Walter

New Service Model Proposals – Fall 2007

Note: These proposals are not listed in priority order.

Proposals for Centralizing Service Functions and/or Responsibilities

1. Centralize Responsibility for Main Library Access Services

Building on the establishment of the Central Access Services unit in Fall 2007, this proposal is to centralize responsibility for services such as circulation, retrieval of materials for call slip/ILL/DD, and processing of print reserve materials within the Main Library. Pursuing this proposal will allow for more effective use of staff and student employees, bring a consistent approach to one of our busiest service programs, and allow for greater flexibility in the articulation of responsibilities within departmental libraries.

2. Establish a Retrospective Reference Collection in the Main Library

Reference materials remain a critical resource for research, teaching, and learning, but our departmental library model fosters the fragmentation of these resources across multiple service points within the Main Library. Pursuing this proposal will allow us to establish a rich reference collection relevant to research, teaching, and learning in all fields of inquiry, to improve access to these materials by bringing them together in a space in which longer service hours can be provided, and to allow for greater flexibility in selecting materials for the on-site collections that remain in departmental libraries in the Main Library.

3. Consolidate Responsibility for Cataloging and Acquisitions of Library Materials within Central Technical Services Units

There are currently a number of cataloging and acquisitions operations housed in departmental libraries, including, but not limited to, operations in the Government Documents Library, Music Library, Slavic & East European Library, and Asian Library. Multiple proposals included suggestions for consolidating one or more of these functions within Central Technical Services units such as Acquisitions and Content Access Management (CAM). Pursuing this proposal in a staged fashion will allow us to make more effective use of staff with similar (or complementary) responsibilities across the Library, allocate human resources to address long-delayed processing backlogs (which will increase user access to Library materials), and identify opportunities to allocate library professionals to areas of strategic significance, e.g., the enhancement of catalog records critical to transfer of materials to Main Bookstacks or Oak Street, and to the integration of materials into large-scale digitization programs.

4. Establish Central Curatorial Control of Rare Book and Special Collections Materials

Recognizing the immense financial and scholarly value represented by our collection of rare book, special collection, and archival materials, we must commit to developing a Library-wide program statement on special collection operations and the place of special collections in the service programs of the University Library. Pursuing this proposal will require an assessment of materials currently housed in departmental libraries as the foundation for future discussions related to facilities needs, human resources needed to provide improved physical and intellectual control over these materials, the identification of “hidden” collections, and the integration of special collection materials into broader plans for the enhancement of Library services.

5. Optimize Reformatting, Metadata Creation, Digital Preservation, and Access Work

Many of the proposals contained in this document (e.g., Scholarly Commons, Scholarly Communications Unit, new approaches to serving multi-disciplinary fields and research centers) would, if implemented, result in the Library being more firmly embedded in the creation, dissemination, and use of content by faculty and students. Their success will depend on effective and efficient operations to reformat, preserve, describe, and provide access to content that the Library digitizes or that is part of our permanent collection. It will be ineffective to provide new services to our users until the Library has optimally organized its own reformatting, metadata creation, digital preservation and access work. Pursuing this proposal will require strategic reallocation of personnel to develop operations for reformatting and content access management.

Proposals to Establish New Library-Wide Service Programs and/or Initiatives

6. Identify Support for E-Science as a Strategic Priority for the University Library

Over the past several years, the term E-Science (or eScience) has been used to describe new research methods in the sciences, social sciences, and humanities that take advantage of increases in computing power, storage capacity, and measurement techniques to ask new questions, as well as new information and communication technologies to link data, people, and computational services together in virtual organizations. E-Science encompasses computationally intensive inquiry carried out in distributed environments, science that uses large data sets requiring grid computing, as well as inquiry in the social sciences and humanities that includes the manipulation of quantitative data and the systematic mining of textual data. Pursuing this proposal will allow us to ensure that the University Library will be in a position to provide ongoing support to established and emergent e-science and e-scholarship programs across campus. Identification of support for E-science as a strategic priority will be closely tied to the proposals to establish a Scholarly Commons, to establish a Scholarly Communications Service and Support Unit, and to establish new approaches to Library services to multi-disciplinary fields and research centers.

7. Establish a Scholarly Communications Service and Support Unit and Service Program

Establishing a robust scholarly communications program has also been identified as a strategic priority for the Library, and this proposal provides suggestions for the coordination of existing scholarly communications programs already in place, as well as for the enhancement of those programs through more effective integration into Library-wide service programs. Pursuing this proposal will provide a framework for the ongoing development of the infrastructure needed to support campus-wide attention to critical scholarly communications issues while building on the many successful initiatives pursued by the Library in this area over the past 5 years.

8. Establish New Approaches to Library Services to Multi-disciplinary Fields and Research Centers

Building on the success of the Biotechnology Librarian position and the Biotechnology Information Center service model established several years ago, and recognizing the significance of campus trends, including the establishment of the Illinois Informatics Initiative (I³), the success of interdisciplinary research and teaching programs like the Game Research Program, and the establishment of Professional Science Master's (PSM) programs, this proposal is to establish a new approach to providing Library services in support of Computational Sciences and Technologies. Pursuing this proposal will allow us to look anew at the way in which Library services are developed and promoted in emergent areas of research and teaching not defined by traditional disciplinary boundaries (or easily served through departmental libraries). The opportunity to explore new models for subject specialist services in libraries is significant, as is the opportunity to look at how the Library can be more agile in developing service programs relevant to the needs of emergent fields of inquiry on campus. Relevant areas already identified in the University Library Strategic Plan include Gaming Studies and Health and Wellness Studies. Articulation of the Computational Sciences and Technologies service program will be closely tied to the proposals to establish a Scholarly Commons, to establish a Scholarly Communications Service and Support Unit, and to identify the support of E-Science as a strategic priority for the University Library.

Proposals for Service Program Changes within the Main Library

9. Expand the Scope of the University Archives to include responsibility for Historical Collections

In conjunction with the proposal to establish central curatorial control of rare book and special collection materials, this proposal articulates a broader scope for the current University Archives to encompass: 1) University Archives and Records Service; 2) Manuscripts, Artifacts, and Non-University Records; and 3) Digital Archives. Pursuing this proposal will not only allow for increased attention to be paid to the processing of currently-held materials and the creation of digital finding aids that will improve access to these unique collections, but will also ensure appropriate care of archival materials and historical collections across the Library, as well as position the Library to dedicate resources to the increasingly critical issue of digital records management.

10. Integrate Illinois History and Lincoln Collections into Broader Service Programs

In conjunction with the proposal to expand the service program of the University Archives and in support of its responsibilities to provide access to manuscript, print, and digital materials related to the history of the State of Illinois, this proposal articulates a plan for the integration of the free-standing Illinois History and Lincoln Collections into complementary collection and service programs within the Main Library. Pursuing this proposal will build on existing strengths by bringing together like collections and expertise, enhancing access to manuscript and print materials related to Illinois history and Lincoln Studies, and integrating these materials into complementary service programs in units such as the University Archives, the History, Philosophy, & Newspaper Library, and the Rare Book and Manuscript Library.

11. Consolidate Central Reference and Government Documents into Central Information Services

The resources and services associated with Central Reference and the Government Documents Library have been radically transformed by the advent of digital reference resources, digital reference services, and digital access to government information. A Central Information Services unit would bring together an array of faculty and staff with expertise in a variety of areas of public service, and will allow the Library to build on existing programs of distinction, including reference services, information literacy instruction, staff training and development, and public engagement. Pursuing this proposal will result in a more robust Central Information Services unit that may continue to meet the demand for direct user service while also providing a foundation for the future integration of information services and government information into the suite of services to be provided through the Scholarly Commons. Articulation of the Central Information Services collection and program profile will be closely tied to the proposals to establish a Scholarly Commons, to establish a Retrospective Reference Collection, to consolidate technical services, and to create an information service point on the first floor of the Main Library.

12. Establish a Scholarly Commons in 200 Library

The Scholarly Commons has been identified in discussions over the past two years both as a physical facility and as a rich and evolving service environment aimed at the changing needs of graduate students and faculty. Pursuing this proposal will allow us to more effectively bring together Library subject specialists and other expert professionals in support of scholarly activity, and will provide an opportunity to develop critical collaborative relationships with campus units including CITES, I-CHASS, and I³ to assist faculty and advanced students in their research and teaching. The Scholarly Commons will develop in phases in order to support a wide range of traditional and emergent service needs (e.g., research consultation, integration of Library-provided content into teaching and research design, information technology applications development and support, digital content creation, data services), and to allow for new service programs to emerge as part of the expansion of digital scholarship in the humanities and social sciences. The Scholarly Commons will serve as a key support for the development of cyberinfrastructure in the humanities and social sciences, as well as one campus hub for the support of e-learning and E-Science. Articulation of the Scholarly Commons service program will be closely tied to the proposals to establish a Scholarly Communications Service and Support Unit, to establish an integrated Central Reference and Government Information unit, and to identify the support of E-Science as a strategic priority for the University Library.

13. Consolidate the English Library and the Modern Languages & Linguistics Library into a Single Library Unit

The English Library and the Modern Languages and Linguistics Library provide complementary collections and expertise in areas related to the study of Western languages and literature. Pursuing this proposal will result in a robust service point focused on resources related to the study of Western languages, literatures, and cultures, and will reflect the coordination of liaison academic programs housed in the Foreign Language Building. Articulation of the service program for this unit will be closely tied to the proposals to establish a Retrospective Reference Collection, and to pursue centralization of access service functions within the Main Library.

14. Consolidate the Library & Information Science (LIS) Library and the Education & Social Sciences (ESSL) Library

The LIS Library and the ESSL Library provide complementary collections and expertise in the social sciences and in the study of juvenile literature. Pursuing this proposal will facilitate a broader view of inquiry in Library & Information Science and will represent an important step forward in the further development of a social sciences “hub” within the Main Library. Articulation of the service program for this unit will be closely tied to the proposals to establish a Retrospective Reference Collection, and to pursue centralization of access service functions within the Main Library.

15. Consolidate Area Studies Public Service Programs into a Single Library Unit

The Area Studies represent a historic area of strength, both in collections and public service, for the University Library, and area studies faculty and staff provide complementary services to campus units and across campus units. Pursuing this proposal will result in a robust service point focused on resources related to the study of defined regions of the world and will allow for more effective integration of resources collected in vernacular languages into broader service programs, including the Scholarly Commons. Articulation of the service program for this unit will be closely tied to the proposals to establish a Scholarly Commons, and to consolidate technical services.

Proposals for Service Program Changes Outside the Main Library

Note: A number of proposals for program changes outside the Main Library have been initiated in recent years outside the current planning process. Among these are the relocation of the **Chemistry Library** (2006) and the closure of the **Illini Union Browsing Room** (2004) and the **Labor and Industrial Relations Library** (2007). The Library has also engaged faculty in the Department of Physics on new approaches to staffing and space allocation in the **Physics and Astronomy Library**, and faculty in the School of Earth, Society, and the Environment on new approaches to Library spaces and services through which the **Geology Library** might better serve the needs of the new School. Finally, the Library has explored new approaches to Library services to undergraduate students both through changes to the **Undergraduate Library and Learning Commons**, and through the integration of **Residence Hall Libraries** collections into the Library catalog.

16. Consolidate the CPLA Library into the ACES Library

Discussions about the future of the CPLA Library have been ongoing for the past several months with faculty and students in the College of Fine and Applied Arts. Pursuing this proposal will allow us to improve access to Library collections and services to CPLA patrons through their transfer to a better facility, and will allow us to continue discussions with FAA faculty and students about the collections and services appropriate to a 21st-century “design library.”

17. Consolidate the Geology Library and the Biology Library into a Single Library Unit

As noted above, discussions are ongoing about the future of the Geology Library and the best way to provide Library resources and services to faculty and students in the School of Earth, Society, and the Environment. At the same time, the Library has identified enhanced provision of support for Health Information as a strategic priority. Pursuing this proposal in tandem with discussions of Library services in SESE will allow us to bring together complementary service programs in close proximity to users of collections and services related to the study of biological, earth, and planetary sciences. Articulation of the service program for this unit will be closely tied to the proposal to identify the support of E-Science as a strategic priority for the University Library.

Other Program Proposals

18. Create an Information Service Point on the First Floor of the Main Library

The need for more effective guidance for patrons entering the Main Library is well known. This proposal suggests the establishment of an Information Desk on the first floor that might combine functions currently dispersed among the Welcome Desk, the Information Desk, and the Circulation Desk. Pursuing this proposal will provide needed information services at a more central location for many users of the Library (who must currently find their way to the second floor to gain this level of assistance). Articulation of the service program for this desk will be closely tied to the proposals to establish a Scholarly Commons in 200 Library, to establish an integrated Central Reference and Government Information unit, and to pursue opportunities to consolidate circulation service points while pursuing self-service options for circulation of Library materials.

19. Open and Improve User Services in the Main Library Book Stacks

In recent years, the Library has dedicated significant resources toward the goal of improving conditions within the Main Library Book Stacks. Improved collection management in the stacks has been facilitated by the construction of the Oak Street Library Facility, for example, and service conditions have been improved by the installation of sprinkler systems and other life safety enhancements. Finally, a year-long effort to shift the collection and to uncover and process previously-hidden collections are resulting in greater consistency in shelving and greater ability to make use of access tools for discovering what we have (and where it is). Pursuing this proposal will allow us to make the Stacks more open to browsing and to use by our patrons, and to continue to focus needed attention and resources on management of physical collections and enhancement of user space. Dedication to meeting these goals will ensure ongoing and improved access to a “browsing collection” of over 4.5 million volumes, while also allowing the Library to take advantage of opportunities provided by Oak Street to maintain lowered long-term storage costs and to provide the optimal physical environment for long-term preservation of our physical collections. Articulation of the Main Library Book Stacks plan will be closely tied to the proposals to Centralize Responsibility for Main Library Access Services and to establish a Retrospective Reference Collection.

20. Re-locate the Classics Library to the 3rd Floor of the Main Library

The limitations of the current Classics Library space have been noted more than once over the past several years, and its current space is not suitable either for the long-term maintenance of collections or for the provision of public services. In support of the long-term goal of re-locating public service units from the 4th floor to more heavily trafficked locations closer to the building entrances, and taking the opportunity provided by the consolidation of the LIS and ESSL libraries, we will pursue re-location of the Classics Library to 306 Library. This re-location will also be more amenable to students and scholars who routinely make use of materials housed in Classics and those housed in the Rare Book and Manuscript Library (346 Library) in support of inquiry in the fields of Classics and Medieval Studies.

21. Re-locate the Map & Geography Library to the Basement Level of the Main Library

The Library has long recognized the structural limitations of the Map & Geography Library space on the 4th floor of the Main Library, but the weight of map collections limit the number of places into which this unit might be re-located. In support of the long-term goal of re-locating public service units from the 4th floor to more heavily trafficked locations closer to the building entrances, we will pursue this proposal pending the re-location of Library units currently making use of space on the Basement level. Articulation of the service program for the Map & Geography Library (in either its current or its future space) will be closely tied to the proposal to establish a Scholarly Commons in 200 Library and to decisions about how to support GIS and data services in the University Library.

Proposals for Change in Administrative and Decision-Making Processes

22. Review and Re-align Divisional Structure

Multiple proposals included suggestions for re-evaluating the current divisional structure owing to increasing overlap among areas such as Physical and Life Sciences, Central Public Services and Technical Services, etc. The current structure, which informs the composition of various committees and governance bodies, represents a division not only among disciplines, but also between discipline-based groupings and central service groupings. Neither type of division may be useful in the contemporary Library (and campus) environment.

23. Review and Re-align Decision-Making Structure

Multiple proposals included suggestions for re-evaluating the roles played in decision-making by the Executive Committee, Administrative Council, and Budget Group. The time spent over the past year with the RTG Group has provided a foundation for a thorough review of the scope, charge, and composition of these groups, as well as for a discussion of the scope of responsibilities for the Assistant and Associate Deans as part of a Library Management Team.

24. Dedicate Resources to Effective Assessment of Library Collections and Services

One of the action items in the University Library Strategic Plan was to move toward the establishment of a “culture of assessment” in which decisions could be made based on user feedback and other defined data points, and progress toward strategic goals consistently noted and disseminated. Several proposals included suggestions for committing additional resources to that goal based on recent changes in the campus strategic planning and budgeting processes.

25. Add Library Staff Representatives to Appropriate Library Committees

Most Library operations and services are supported jointly by Library faculty, Academic Professionals, and Civil Service Staff. Several current committees include representatives of faculty and staff, and others have in the past. Committing to broad representation on all appropriate committees, task forces, etc., will improve communication among Library personnel and will result in improved services to our users.