UNLOCKING OUR PAST, BUILDING OUR FUTURE: A STRATEGIC PLAN FOR THE UNIVERSITY OF ILLINOIS LIBRARY, FY 2005 – 2009

INTRODUCTION
The University of Illinois Library faces a number of challenges in the coming years. These include economic stresses caused by decreased funding and increased costs, changes in the composition and information-seeking behavior of users, the effects of constantly evolving technologies, and changes in the scholarly publishing field. As the University moves into a world of complex challenges and global responsibility, the University Library must be a leader and a responsive participant in the change necessary to fulfill our evolving mission. This strategic plan outlines a program focused on changing access to traditional services and content in ways that meet the needs of today's and tomorrow's students and faculty.

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http://www.library.uiuc.edu/committee/strategicplanning/reports/jan00report.htm)

LIBRARY VISION STATEMENT. http://www.library.uiuc.edu/committee/strategicplanning/agenda/

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I.   Expanding Our Service Orientation

The services provided by the University Library connect users throughout the world with desired resources. In the face of diminishing funding, ongoing demand, and changing technologies, the University Library shall evaluate and assess current practices with an eye toward improving staff service skills and developing new and innovative services and programs.

Goal I.A. Assessing Service Quality

The University Library shall assess the quality of services, build upon our strengths, and strategically address areas of user frustration.

ACTIONS
I.A.1.   Annually administer a user satisfaction survey, analyze the results, and implement recommended changes.
I.A.2.   Develop, review, and modify user satisfaction surveys, as needed.

Goal I.B. Improving Service Skills

The University Library shall provide ongoing, comprehensive training and develop clearly articulated expectations to ensure that all personnel possess the skills requisite for their positions and demonstrate a strong service ethic.

ACTIONS
I.B.1.   Establish, implement, and assess a core, uniform set of service expectations, competencies, and documentation for library personnel.
I.B.2.   Review the evaluative processes for staff, library faculty, and library academic professionals, and modify in order to achieve a level of consistent service.
I.B.3.   Draft, implement, and assess a comprehensive and on-going training program that supports the core competencies for all library personnel.

Goal I.C. Developing New and Innovative Services

The University Library shall ensure continuous improvement of service quality through the aggressive testing, adoption, and integration of new practices and technologies that better serve the needs of our diverse clientele.

ACTIONS
1.C.1.   Complete a library-wide assessment of services.
1.C.2.   Develop consistent development, accountability, and funding models for implementing new user services.
1.C.3.   Prioritize and implement the recommendations of the library-wide services assessment.

Goal I.D. Developing and Promoting User Instruction

The University Library shall develop, implement, and promote a comprehensive information literacy program that reaches our constituencies through teaching and outreach.

ACTIONS
I.D.1.   Analyze and evaluate current instructional programming.
I.D.2.   Plan and implement a comprehensive library instruction program that provides instruction to all new members of the campus' academic community.
I.D.3.   Develop, implement, and track a program promoting services and user instruction to teaching faculty, staff members, and students.

I.D.4.   Provide library-controlled spaces and equipment in the Undergraduate Library, and provide strategically located mobile instruction equipment to libraries across campus.

Goal I.E. Engaging our Public

The University Library shall develop and implement an outreach plan that engages our public through proactive programming and promotional initiatives that provide greater visibility to the Library's collections and services both on and off campus.

ACTIONS
I.E.1.   Coordinate library-wide development, public programming and promotional initiatives.
I.E.2.   Evaluate public programming/outreach needs and develop a 1-year pilot action plan for public engagement initiatives.

II.   Providing Our Users with World-Class Collections and Resources

The physical and digital collections held by the University Library support the University's educational and research priorities and connect our users with required intellectual content. In times of changing funding models and curtailed resources, the Library shall seek to enhance those collections that best support the University's priorities and enhance the Library's standing as an academic and cultural resource. Improvements to the acquisitions process, intellectual access, maintenance, and preservation shall be priorities during the next five years.

Goal II.A. Supporting the University's Educational Priorities and Research Needs

The University Library shall acquire both commonly-held core materials and those that build unique collections in order to better support the University's mission as a land-grant institution, a leader in global affairs, and a repository of cultural artifacts with an increasing focus on interdisciplinary study.

ACTIONS
II.A.1.   Reexamine the materials allocation plan, including critical examination of the long-term impact on funds and the utility of including other factors.
II.A.2.   Reconceptualize and prioritize development and management of collection funds.
II.A.3.   Actively develop and maintain new and existing cooperative collection development/management activities.
II.A.4.   Examine issues related to e-resources and their future impact on collection management.
II.A.5.   Strengthen those collections that most clearly define the Library from other institutions wherever they are found by devoting increasing resources to the development, support, and maintenance of those collections.

Goal II.B. Meeting Identified and Emerging Access Needs

The University Library shall improve access by providing broader, more effective access to its collections and information resources in all formats.

ACTIONS
II.B.1.   Improve the efficiency and quality of cataloging by means such as instituting cross-training for cataloging staff, improving authority control in the online catalog, and participating in national cooperative cataloging programs.
II.B.2.   Improve access to e-resources through improved cataloging, troubleshooting, and service enhancements.

II.B.3.   Identify, quantify, and plan to provide access to the hidden (un-cataloged and unprocessed) collections located throughout the Library.

II.B.4.   Improve serials cataloging, including continuations, analyzed series, and journals.

II.B.5.   Investigate the technical and public services implications of adopting the Library of Congress Classification before the 23rd edition of the Dewey Decimal Classification is published (ca. 2010).

II.B.6.   Reconceptualize the library's Web environment to improve usability.

II.B.7.   Develop and implement technologies that enable users to search multiple resources simultaneously.

II.B.8.   Develop services that support the integration of library content into online research and learning environments and Web services.

II.B.9.   Initiate and collaborate with other campus units on the development of new digital resources.

Goal II.C. Preserving Our Assets for the Future

The University Library shall support the further development of its preservation and conservation program, ensuring ongoing access to the Library's $1.5 billion collection, supporting the University's scholarly priorities, and promoting the retention of collections in a manner consistent with the Library's mission as a public research institution and a collection of record.

ACTIONS

II.C.1.   Support the development of resources for preservation operations in a manner commensurate with collection needs as bench-marked against comparable peer institutions.

II.C.2.   Ensure that library personnel receive appropriate preservation-related training and patrons are educated regarding the appropriate use of materials.

II.C.3.   Improve macro- and micro-environmental conditions through the development and implementation of standards for collection storage, risk assessment and priority models for all collections, and preventative and reactive care for the identified needs.

Goal II.D. Developing Digital Content

The University Library shall identify priorities and implement programs for the development and preservation of digital content that supports user needs.

ACTIONS

II.D.1.   Invest in large-scale digitization of analog materials that the Library feels must be accessible in a more flexible form to support the University's research and learning mission, as well as its commitment to public service.

II.D.2.   Participate in the development and testing of information standards and best practices for access to digital information through collaboration with regional and national organizations.

Goal II.E. Supporting Changing Modes of Scholarly Communication

The University Library shall support the reconceptualization of current modes of scholarly communication with the goal of controlling unsustainable costs and facilitating broader availability of scholarly output.

ACTIONS

II.E.1.   Support programs and initiatives that promote changes in scholarly communication such as the Scholarly Publishing and Resources Coalition (SPARC).
II.E.2.   Expand discussion with campus faculty regarding scholarly communication of their research, copyright and cost-related issues, and specific initiatives such as the institutional repository.
II.E.3.   Expand local expertise by hiring and training library faculty and staff for leadership roles in the research and practice of building financially sustainable modes of scholarly communications.

III.   Building an Infrastructure for the 21st Century

The Library's physical, administrative, and technical infrastructure provides the framework upon which future developments are based and supports the ongoing provision of services. The next decade will require the development of an increasingly flexible organization that stays true to the Library's core mission of providing students and scholars with access to information. Embracing the necessity for change, the Library shall develop priorities and implement strategies that support the Library's mission in the coming decades.

Goal III.A. Promoting a Progressive Institutional Culture

The University Library shall review its current administrative and organizational practices; implement new strategies that encourage the development of a progressive, positive culture; support the institution's efforts at providing excellent services and collections to its users and personnel; and encourage innovative practices.

ACTIONS
III.A.1. Increase the diversity of our faculty and staff to reflect the diversity of our users.
III.A.2. Develop strategies to effectively communicate library-wide strategic initiatives to Library staff and faculty, and the university community.
III.A.3. Reevaluate the annual faculty and staff performance review process.
III.A.4. Ensure unit goals and objectives are integrally linked to the Library's strategic initiatives.
III.A.5. Initiate a program of annual performance awards for individuals who demonstrate excellence in the areas of service, innovation, communication, and teambuilding.

Goal III.B. Reexamining Collections and Service Points to Provide Better Service

The University Library shall reevaluate the physical organization of collections and service points throughout the Library system with the purpose of improving efficiencies, rethinking existing operational models, supporting the ongoing development of its high-density storage facility, and better serving our diverse clientele.

ACTIONS
III.B.1. Evaluate and plan for the reorganization of collections and operations throughout the Library to better serve the needs of our users.
III.B.2. Develop and revise policies, procedures, and operational models to maximize institutional resources, provide better security, and improve efficiencies.

Goal III.C. Improving Facilities for Our Collections, Users, and Personnel

The University Library shall complete existing projects, begin projects necessary to improve the physical environment in existing library spaces, and develop priorities and plans for new facilities that meet its service and stewardship goals.

ACTIONS
III.C.1. Develop program statements for the renovation of existing facilities and construction of new facilities and spaces to meet service and stewardship needs.
III.C.2. Complete existing construction projects including Oak Street and its conservation lab.
III.C.3. Begin programs to renovate and reconfigure spaces with the objective of maximizing services, improving security and life safety, and maintaining collections.
III.C.4. Develop a management plan for the Office of Facilities by reviewing workflows and surveying faculty and staff to determine needs.
III.C.5. Pursue targeted funding opportunities to improve Library facilities.

Goal III.D. Maintaining Our Information Technology Infrastructure
The University Library shall support its mission by continually assessing the ability of its Information Technology (IT) infrastructure to meet the Library's needs and by providing effective IT services and the infrastructure required to support emerging Library services.

ACTIONS
III.D.1. Upgrade the current information technology infrastructure to enable users to find what they need when and where they need it.
III.D.2. Collaborate with CITES to identify and support areas of common Information Technology activities.

IV. Developing Resources and Partnerships for the 21st Century
In the face of changing financial realities, successful libraries fully embrace the value of ethical, targeted development as a means of sustaining and enhancing resources for both current and new operations. The University Library shall actively seek other means to raise new funds, collaborate with other cultural institutions, and seek support from the private sector to upgrade our facilities, improve access to our resources, and provide better services.

Goal IV.A. Generating Resources to Support Our Growing Needs
The University Library shall actively develop non-traditional strategies to off-set losses experienced through changes in the funding of higher education. The pursuit of development activities, grants, and other alternate and entrepreneurial means of funding new and on-going activities shall be the responsibility of all members of the Library community.

ACTIONS
IV.A.1. Exceed objectives of the current Campus Campaign for the Library.
IV.A.2. Cultivate campus support for additional library resources for new and emerging academic programs.
IV.A.3. Collaborate with the University Foundation to enhance the Library's broader fundraising activities.
IV.A.4. Build a more diverse Library Friends Board membership and encourage their participation in more development activities, targeting U.S. metropolitan areas.
IV.A.5. Develop and license products from Library collections and services to generate revenue and promote our holdings more broadly to the public.

Goal IV.B. Implementing a Comprehensive Development Plan
The University Library shall build upon the successes of the current Campus Campaign for the Library in order to better meet the needs of our users through excellent, well maintained collections; facilities that are conducive to learning, research, contemplation, and socialization; and the personnel necessary to provide high quality services.

ACTIONS

IV.B.1. Create and implement a comprehensive, five-year development and public outreach plan.

Goal IV.C. Promoting Partnerships and Leadership Roles that Support Our Mission

The University Library shall establish partnerships not only across campus, but also with local, regional, national, and international organizations in order to enrich our current services, collections, and programming activities and to assume leadership roles that enhance the Library's role in the state, nation, and world.

ACTIONS

IV.C.1. Establish new partnerships that showcase the Library's role as a leader throughout the State of Illinois, the nation, the world, and the community of research libraries.

IV.C.2. Provide resources to support the planning, development, and implementation of partnerships.