

Office of Collections and Technical Services
ANNUAL REPORT JULY 1, 2019 – JUNE 30, 2020
Prepared by: Thomas H. Teper

I Unit Narrative

The Office of Collections and Technical Services serves the University through the provision and coordination of collection-related administrative services, including: coordination of budgeting and resource allocation; oversight of collection management activities, procurement, cataloging and metadata production; and other collection development activities involving both general and special collections. This year marked the second year of operations under the organizational model with rotating Associate University Librarians. While the Office of Collections and Technical Services continues to work closely with many technical services operations on issues of acquisitions, collection development, collection management, operational policies, preservation and conservation, etc..., the only units that still report to the office include the now merged Acquisitions and Cataloging Services (ACS) and Collection Management Services (CMS).

I. Significant Accomplishments in FY20 (July 1, 2019 to June 30, 2020);

Access to Collections – A long-standing area of focus has been enhancing access to collections. As we moved through the New Service Models, a focus centered on the massive accumulations of general collections materials and materials left in inappropriate environments (such as the Press Basement). As those programs wrapped up, the attention shifted to more specialized collections. As focus shifted from past efforts aimed at reducing general collections backlogs in the years leading up to FY19, FY20 witnessed continued support for devoting attention toward backlogs of specialized materials. In FY20, this effort included continuing to utilize ACS personnel support some cataloging work in the Rare Book and Manuscript Library (RBML), supporting more specialized cataloging projects in the Music and Performing Arts Library (MPAL), and continuing to make progress on substantial backlogs in the Map Library. Working with the Head of RBML, progress continues to be made on the processing of two of the Library's most significant recent acquisitions, the papers of Gwendolyn Brooks and Haka Madhubuti. In preparation for the Library Building Project, groundwork was laid to support backlog elimination and barcoding of the RBML's collections as well as efforts to being barcoding the University Archives' extensive holdings. This will support proper inventory control and enable the units to more fully realize the potential of the Aeon software.

Access extends to the delivery of content as well. Over the last year, this office has worked with individuals in CMS, Preservation and Conservation, and ACS on several digitization efforts, including:

- Continuing our efforts to digitize materials identified by Google. The process involved both items contributed to Google and items rejected by Google due to condition, format, etc.... We secured funding from the Library's materials allocation to cover all costs for Internet Archive digitization, and we have begun conversations with representatives from Google focused on digitizing a much broader body of US Federal Documents.
- Continued the Library's efforts toward developing the Illinois Service Hub for the Digital Public Library of America (DPLA). This involved completing the hire of a Metadata Services Specialist and initiating work on behalf of the service hub team members (Illinois State Library, CARLI, and UIUC)

Acquisitions and Collection Development – Significant Collection Development Activities – FY20 brought continued financial relief from the campus for the materials budget. Using these resources, the University Library continued to support several successful initiatives, contributed toward several new initiatives, and managed to respond to the March/April 2020 pivot to fully remote services required by the COVID-19 pandemic. Some of these opportunities included:

- **FY20 Budgetary Planning** - In preparation for FY21, the Office of Collections and Technical Services worked to develop requests to the campus to support for Library Materials. As part of this, we worked to develop models that would support Dean Wilkin’s proposal that we request price increase costs, less 1%. Simultaneously, we continued efforts to build up our inflation pool in the event that we do not received any funding for one year. Presently, it has reached 2/3rds of a typical year’s price increases.
- **Transformative Agreements** – Through the hard work of Bill Mischo and the licensing/procurement expertise of Wendy Shelburne, the University of Illinois was able to successfully complete the first transformative license agreement with IEEE. Completed in December 2019, this agreement marks a milestone for the University of Illinois as it supports “read and publish” access for faculty from both the Urbana and Chicago campuses. In addition to this agreement, the University of Illinois at Urbana-Champaign completed a minor transformative agreement with the Microbiology Society.
- **Special Collections Acquisitions** – The Office of Collections and Technical Services continued supporting specialized acquisitions. Many of the acquisitions for the Rare Book and Manuscript Library supported a joint effort by the Head, RBML and the AUL for Collections to fill gaps in our holdings specific to communities whose intellectual output was not previously collected locally. In FY20, these acquisitions included an original script of Lorraine Hansberry’s “A Raisin in the Sun,” an inscribed copy of Dr. Martin Luther King’s *Why We Can’t Wait*, a first edition of Langston Hughes’ *Poems from Black Africa*, and several works by Zora Neil Hurston. Many of these works belonged in our literary-heavy collection, and the institution’s historical neglect of the Harlem Renaissance era needed some attention. In addition to these, we continued supporting acquisitions that enhanced current strengths such the Orson Wells holdings and the Proust Collections. Beyond the RBML, however, work was done with the Head of the Map Library to acquire several rare maps over the course of the last year, various materials for the University Archives, and occasional additions to the holdings of various other units.
- **Oxford University Press Consortial Ebook Pilot** – The Library continued to support the Illinois-initiated BTAA effort to acquire Oxford University Press Ebooks. Joining five other BTAA member institutions to pilot a consortial ebook program in which institutions would purchase ebook access and one print copy in five subject areas (literature, classics, music, history, and linguistics), Illinois is serving as the home for the print copies.
- **ProQuest Access and Build** – Utilizing end of year FY20 funding, the Office of Collections and Technical Services paid for the third year of our three-year commitment to trial the ProQuest Access and Build program. As FY20 closed, the Office worked with subject specialists to identify the resources from this “lease-to-own” program that would be converted to perpetual rights access.
- **The COVID-Pivot** – As campus moved to fully-online education in the spring of 2020, the Office of Collections and Technical Services sought opportunities to help faculty and students make the transition. Utilizing evidence-based models, the Office identified two sets of products that would assist – Academic Video Online from ProQuest and approximately 1,500 Cambridge ebooks with large numbers of turnaways from local users. Both of these resources were acquired in short order. Following up on that, the Library’s E-Resources Librarian, Wendy Shelburne, worked from March through June to order ebooks ordered by subject specialists to help meet faculty and student needs. Despite our being mid-way through an ILS migration that make payment impossible, personnel in the

Office of Collections and Technical Services acquired over \$65,000 or additional title-by-title purchased ebooks to help meet need during this critical time.

Collection Management and Assessment Activities – Much of the collection management planning and execution overseen by the Collection Management Working Group took a back seat to collections-related discussions around the Library Building Project. However, they did not entirely cease, and this work did not require a slow-down in the analysis and assessment activities that occupy much of the office’s time.

- **Collection Analysis and Assessment Activities** – Esra Coskun continues to make a significant contribution to the University Library, allowing the Office of Collections and Technical Services to deliver both canned and custom usage data to our subject specialists, supporting budgeting activities for library materials, developing analytical data that compares library funding by discipline to different colleges on campus, and continuing the ongoing effort to aggregate information about e-resource subscriptions, brand e-resources acquired by Illinois, and deliver valuable data that is contributing to research conducted by at least three projects in the Library.
- **Collections Database** – Over the course of FY20, the database built in FY19 that incorporated the totality to the Library’s bibliographic records, known circulation records for the last twenty years, and information about the digitization status of these items was utilized to provide critical information for the Library Building Project as well as multiple professional presentations.
- **Collection Management** – Working with personnel in CMS and elsewhere in the Library, the Library continued ingesting items into the BTAA SPR 2.0 through the campus shut-down in March 2020. At that point, the local SPR ingested just over 150,000 items.

ILS Leadership and Implementation Team – The migration from Voyager to Alma required dedicated, local attention. In FY19, Tom Teper and Michael Norman shaped the working group structure that would provide that attention. The basis of this team drew from the existing subgroup structure that the Collections, Access, Policy & Technology (CAPT) Committee utilizes to ensure effective, coordinated communications across the organization. And, CAPT continued playing a role in bringing together key individuals to discuss aspects of this migration throughout FY20.

Library Building Project – Beginning with the project vision statement released in early-2018, the Library Building Project advanced from being a broad vision to being a more fully developed program that will advance social sciences and humanities research on campus, the undergraduate experience, and the Library’s broader mission as a cultural heritage institution. This year, the work closed in on yielding conceptual designs for both the Main Library and the emerging Special Collections Research Center. In order to accomplish this, a number of activities needed to come to fruition:

- **Communications Activities** – Working with the Library’s Communications Officer and the User Experience Specialist, we outlined a revised website that will be used early in FY21. This includes revised FAQs and a reorganized layout that should make it easier for users to discover posted documents and events. Internally, the Office developed and posted monthly updates, contributed toward quarterly updates (initially in 66 Main Library with a livestreaming option and, after March, online), and coordinated campus-wide town halls upon receipt of final conceptual design plans.
- **Committees and Working Groups** – The project led to the development of three working groups within the Library, including: Programming the Main Library WG (chaired by Kirstin Johnson), Collections WG (chaired by Paula Carns), and the Special Collections WG (chaired by Joanne Kaczmarek). These working groups played a key role in providing background and ongoing feedback to consulting firms, soliciting input and assisting with communications within the Library, and helping to shape the emerging conceptual designs. Both working groups focused on the Main Library sun-setted

as the Main Library's Conceptual Design phase ended in FY20. The Special Collections WG continued operating and, under a slightly revised model, will continue working into FY21. The campus-level committee (the Library Consultation Working Group) began work in FY19 and concluded its work midway through FY20 with a recommendation letter submitted to the Provost.

- **Consultants Work** –The Library completed two different contracts with Johnson, Lasky, Kindelin; brightspot; and IMEG – one focused on the Main Library and another focused on the Special Collections Research Center. Through this work, the campus received conceptual designs for both the Main Library and Undergraduate Library renovations.
- **External Liaison Work** – In FY19, we began working with campus authorities, liaising with College of Business personnel on South Campus Instructional Facility planning as well as with representatives from Spurlock Museum, Krannert Art Museum, and Campus planning to begin discussions about new storage facility. Recommendations for the campus-wide storage facility dovetailed with an FY20 effort to bring the libraries on the three campuses together to submit a request for a shared, Urbana-based facility. This request was submitted in early 2020, shortly before the COVID-related closures.

Unit Reorganization – FY20 witnessed Myung-Ja Han's continued development as a strong leader in the merged Acquisitions and Cataloging Services Unit. Under the direction of the AUL for Collections and Technical Services, MJ focused on bringing the two units into administrative and procedural alignment.

II. Major challenges faced by the unit during FY20;

Personnel – Personnel changes and vacancies within the organization continue to impact operations in some areas and impact the Library's ability to move forward on some activities. The most significantly impacted area in this Office is Acquisitions and Cataloging Services (ACS). The merger of two units into a single organization was complicated by the need for Myung-Ja Han to travel back to the Republic of Korea for an extended time. Wendy Shelburne stepped up to provide administrative oversight in ACS. However, the unit lost two key APs to other institutions and experienced several retirements among its civil service personnel.

COVID-19 – Honestly, this should go without saying, but the rapid pivot to online learning following Spring Break strained many individuals throughout the organization. In the Office of Collections and Technical Services, the pivot required rapid shifts to remote work for everyone and a gradual, early return in ACS and CMS for some individuals who worked primarily with print materials. This, of course, required significant discussion about potential schedules, re-arranging work-spaces to support social distancing, and hybrid-schedules that supported both on-site and work-from-home. Further complicating the shift was the desire to accommodate individuals providing childcare and those managing health issues that made them susceptible to COVID. Coupled with an ILS migration that upended nearly twenty years of work and documentation, the environment in ACS became challenging for many individuals, and it continues to be so as we enter FY21.

III. Significant changes to unit operations, personnel, service profile, or service programs during FY2020

None.

IV. Contributions to Library-wide programs

As an office that supports the work of personnel throughout the Library and across campus, the

Office of Collections and Technical Services advances the Library's Strategic Plan in numerous ways. Work in support of local and cooperative digitization efforts such as the Google/IA waterfall, the digitization of dissertations, support of Reveal Digital, and advocacy for the BTAA's work with Oxford University Press have all helped in promoting ***sustainable approaches to collection development policies in initiatives that facilitate open access....*** Likewise, the significant efforts expended toward addressing backlogs and inventory control or the initiation of discussions about the expansion of Aeon throughout the Special Collections units all help ***optimize discovery of, access to, and accessibility of all library resources, collections and services.***

The Office's role in the Library Building Project is paving the way for discussions related to Transformative Learning Experiences by providing foundational work necessary to ***build spaces and integrate technologies as part of the Library's teaching and learning support services to enhance, accessibility, academic success, and wellness.*** The work is critical to the Library's mission, will support our stated desire to ***advance co-curricular programming and practices....*** Moreover, the office plays a critical role in ***strengthening collections in all formats in order to facilitate and advance the diverse nature of learning, teaching, and emergent areas of research.***

The building and collections themes also appear on our stated goal of Societal and Global Impact. For over 150 years, the University of Illinois provided ***access to collections and services that uphold the university's responsibility as a land-grant institution.*** That tradition continues today with over \$18.5-million dollars expended annually to support and sustain collections in the arts, humanities, sciences, and social sciences that support scholars on this campus and across the State of Illinois. Part of that responsibility is also ensuring that the Library's collections represent the broadest cross-section of our nation's cultural heritage, and the efforts made with the RBML to collect previously neglected areas of our shared literary heritage represent a partial fulfillment of that effort. Similarly, our role in supporting the Library Building Project directly advances ***the Library as a place of convergence for excellence in innovative services and programs...*** by modeling spaces that will allow the institution to further enhance ***library outreach and engagement programs.***

Finally, our efforts to model Strategic Investments for Sustainable Library Environment are evident throughout our work with assessing, developing, and managing library collections. Through our regular work with the BTAA, the HathiTrust, the Center for Research Libraries, and others, we ***build active, sustainable partnerships in order to expand access to, and diversity of, collections and services.*** Our office has worked to ***secure funding for strategic collections in unique and specialized areas.*** In our own internal discussions around reorganization, supporting graduate assistants, engaging in instructional programs in the iSchool and on campus, we have helped ***develop, mentor, and inspire the next generation of library and information science professionals.*** And, our efforts to assess expenditures, collection usage, and the management of our collections all contribute toward the goal of applying ***assessment and evidence based practices to make strategic investments to advance the mission of the university.***

V. Progress made on Unit Annual Goals for FY20 (as enumerated in the FY19 Unit Annual Report);

A. Significant Goals:

- a. **Acquisitions and Collection Development** – Continue implementing and monitoring pilots such as the OUP ebook pilot and the ProQuest Access and Build program, continue dedicating significant

resources to acquiring specialized and unique collections, building a sound fiscal base for FY21. Engagement in BTAA discussions around the transformative licenses for journal acquisitions.

b. Collection Management and Assessment Activities – Began discussions about preparing for the collection needs of the Altgeld/Illini Hall building project, began more substantive discussions about management of government documents collections, and further advanced modeling of collections in support of library building project. Completed further work on the BTAA SPR 2.0, work with the Illinois State Library on securing permission to withdraw and digitize additional government documents, and completed submission to fulfill request from University Administration about need for a shared storage facility to support all three campuses and local campus museums.

c. ILS Implementation – Ensuring that Acquisitions and Cataloging Services and CMS personnel have the training and professional development opportunities necessary to support the ILS implementation as well as adequate time to contribute to the implementation.

d. Library Building Project – Finish conceptual design phase of project and begin moving forward next phases of program statement, PCS selection, etc.... Internally, work with working groups on collecting more detailed information associated with needs of units based upon the completed feasibility study.

e. Unit Operations - Begin process of rebuilding ACS personnel ranks following the series of retirements and departures experienced during the summer of 2019. Continue developing the Office of Collections and Technical Services as an administrative entity, begin working with the merged ACS on organizational issues, and continue working with CMS on collection management-related projects necessary to help prepare the University Library for the Library's Building Project. In addition, as the Project Manager for the Library Building Project, I need to help the Library continue to make progress on the next phases of the Library Building Project.

VI. Unit Annual Goals for FY21

Access – FY21 started under a Covid-related remote work environment, so a significant goal for FY21 includes implementing models for remote work that support processing of print books received. In addition, we desire to continue making progress on cataloging and barcoding materials in RBML, MPAL special collections, and Map Library, while beginning exploration of enhancing access to materials in the University Archives. Desire to continue supporting ongoing processing and discovery of acquisitions.

Acquisitions and Collection Development – As we wrap up the pilot phases of the OUP ebook pilot and the ProQuest Access and Build program, discussions will need to be held about the value of continuing or expanding either of these programs. Additionally, as we look forward to FY22, discussions in the library will turn toward ensuring that we are building a sound fiscal base to weather any fiscal contraction in FY22. These discussions already began in CDC during September 2020.

Collection Management and Assessment Activities – Continue discussions about preparing for the collection needs of the Altgeld/Illini Hall building project, begin more substantive discussions about management of government documents collections, and further advance modeling of collections in support of library building project.

Library Building Project – Finish renderings of library building in support of library building project and begin next phase of planning for the renovations of the Undergraduate Library. This includes completing Program Statements with F&S and engaging in the A&E selection for the project. Internally, we will restructure the special collections working groups in order to ensure we are well positioned to support the A&E portions of the project, can collect more detailed and needed information associated with that portion of the project, etc....

Unit Operations - Begin process of rebuilding ACS personnel ranks following the series of retirements and departures experienced during the 2020. Continue developing the Office of Collections and Technical Services as an administrative entity, begin working with the merged ACS on organizational issues, work with CMS on collection management-related projects necessary to help prepare the University Library for the Library's Building Project, and build working relationship with the Scholarly Communications and Library Publishing – a unit reporting to the Office since August 2020. In addition, as the Project Manager for the Library Building Project, I need to help the Library continue to make progress on the next phases of the Library Building Project.

VI. Needs to Achieve Goals

Access – Continued support of ACS, Maps, MPAL, and RBML personnel. Continued support of discretionary use of resources to support such projects and recognition of personnel need to support ongoing operations.

Acquisitions and Collection Development – Sufficient resources from campus to support continued maintenance of the collection's financial base as well as continued support of discretionary fund usage to engaged in development of specialized collections.

Collection Management and Assessment – Collection Management WG and CMS personnel, time to initiate more conversations with library units about management of physical collections. Continued engagement with Google on digitization efforts.

ILS Implementation – The challenge faced here is not to lose sight of the ongoing process of the ILS implementation and management. CAPT recently approved a revision of the ILS Migration WG to better focus on the long-term management of the ILS. However, the transition from Voyager to Alma leaves many years of development and workflow still not completely transitioned. A challenge in FY21 will be not losing sight of that ongoing work.

Library Building Project – The campus approved our moving forward on the renovation of the Undergraduate Library. As we wrap up a small project to secure some building renderings in early FY21, the next step is to secure services from a vendor to undertake the design for the renovation of the Undergraduate Library into a facility for our special collections units. Internally, the Special Collections WG has begun refining information from units about spaces, needs, and desired layouts for their operations. And, we have the outline for a new working group for that project. Advancing the Undergraduate Library renovation will, however, require relocating Undergraduate Library services into the Main Library. At present, we need to complete a charge for a working group to undertake the challenging work of figuring out how we fit everything into the Main Library in the interim between moving out to renovate that library and the beginning of work on the Main

Library Building.

Unit Operations – Presently, ACS’ staffing compliment remains depleted. Multiple staff retirements and/or resignations left the already thin operations reduced in capacity to support cataloging and processing domestic and foreign monograph receipts and serials and in support of e-resources (which constitute over 70% of our annual spending). With completion of the strategic plan and discussions around budget for FY21 resolved, we will endeavor to help fill those gaps. The first is the E-Resources Management Librarian. This search kicked off early in FY21 and will, hopefully, be wrapped up in October/November 2020.

VII. Details about Graduate Assistants

The Office of Collections and Technical Services typically one graduate assistant. The position is endowment funded. The incumbent supports the Office of Collections and Technical Services. The current incumbent is working on projects associated with access to collections in the RBML in support of the Library Building Project.

II Statistical Profile

1. Facilities

- User seating counts – N/A
- Number of hours open to the public per week – ca. 45

2. Personnel

- Thomas H. Teper, Associate University Librarian for Collections and Technical Services, and Associate Dean of Libraries (1.0 FTE)
- Esra Coskun, Collections Analysis and Planning Specialist (1.0 FTE)
- Vera Kiupers, Academic Hourly (1.0 FTE)
- Bran Shaffer, Turyn Graduate Assistant (0.25 FTE)

Student Wage Allocation = \$0.00 (although some hourly wages are being centrally supported to retain services of Vera Vasileva in support of several initiatives).

3. User Services

N/A

4. Other statistics (optional)

N/A

III Appendices (optional)

N/A