

UIC UNIVERSITY LIBRARY STRATEGIC PLAN

DRAFT
February 1, 2006

Section 1: Purpose

Mission Statement

The UIC University Library is central to the intellectual life of the University. The Library supports, enhances, and collaborates in the education, research and service activities of the University by:

- Ensuring that users have access to a broad and diversified range of scholarly resources, both through its own rich collection of materials and through its collaborations with other institutions;
- Collecting, organizing, disseminating, and preserving rare and unique scholarly and institutional resources for the use of scholars and researchers worldwide;
- Providing expertise that fosters discovery and collaborative learning;
- Instructing students and supporting faculty as they pursue learning and research ensuring that they acquire information competencies that will be of value throughout their personal and professional lives;
- Conducting original research that contributes to the overall understanding of library and information science; and
- Engaging in outreach to the community.

Through a process of continuous evaluation and improvement, the Library strives to meet the highest standards of excellence in service to the University and the community.

Vision

The UIC Library aspires to exemplify the model of an urban academic research library: to serve as an engaged provider of information services to students, faculty, staff, and the community while remaining an integral partner in the teaching, research, and patient-care mission of the University.

- ❑ We will be a welcoming place for students, faculty and researchers to engage in information-seeking and collaborative-learning projects.
- ❑ We seek to advance the intellectual pursuits of scholars and citizens and be the primary resource for health care providers and consumers seeking health information resources.
- ❑ We will be recognized as the premier research collection on the history, government and culture of the City of Chicago and its region; the premier public research collection in the Midwest for health care information; and a leader in innovative uses of technology to improve resource and service delivery.
- ❑ Our strategic thinking and culture of assessment will allow us to be nimble in response to new opportunities and demands.

In all of these endeavors, we will contribute to UIC's mission to be a leading research university dedicated to creating, sharing, and applying the knowledge demanded by the Great Cities of the 21st century.

Guiding Values

As the heart of a vital institution, the University Library actively engages in UIC's mission of teaching, research, service, and economic development. Its values emanate from the University's mission.

We, the Library, hold these values:

Tailored service to library users. The Library responds to local and individual needs for assistance with research, teaching, learning, service, and engagement by taking advantage of its wide range of resources and expertise.

Open access. The Library provides access to information for its users and promotes new models of information creation, preservation, dissemination, and access.

Diversity. The varied skills, backgrounds, and experience of the Library faculty and staff mirror those of the Library's diverse users, enabling the Library to serve patrons more effectively.

Flexibility. Library departments and staff are entrusted and empowered to respond appropriately to the evolving needs of the Library's diverse and dispersed user populations.

Collaboration and outreach. Collaboration occurs at many levels: within the Library, with UIC Colleges, with healthcare providers, with other libraries and library consortia, with vendors, and with numerous other organizations and individuals. The Library engages in outreach in Chicago and with rural populations through its presence in Peoria, Rockford, and Urbana.

Lifelong learning. The Library commits itself to continuous learning for its staff and the UIC community.

Privacy and intellectual freedom. The Library is committed to protecting the public's constitutional right to privacy and freedom of thought and expression in a free and open society.

Mandates Impacting the University Library

In addition to the mandates that cover UIC and the University of Illinois as a whole (such as human subjects research protocols), the University Library is subject to a number of federal and state laws, contractual requirements, and cooperative agreements that affect our policies and procedures. Listed below are the most significant of these. Brief descriptions of how these mandates impact the Library are included in Appendix A.

University Statutes, Article VI, The Campus Library

U.S. Copyright Law (Title 17 USC)

Library Records Confidentiality Act of the State of Illinois (75 ILCS 70)

USA PATRIOT Act

Americans with Disabilities Act

1998 Amendment to Section 508 of the Rehabilitation Act (29 USC 794d)

University Records Management:

Article VI, Section 4 of the University General Rules

Illinois State Records Act (5 ILCS 160)

Illinois State Records Commission Rules (44 Ill Admin Code PART 4400)

Federal and State Government Documents Depository Programs

National Library of Medicine Regional Medical Library Contract

Consortial Agreements

Contractual and Donor Agreements

Professional Codes of Ethics

Section 2: Strategy

Statement of Strategic Intent

The UIC Library will be the gateway of choice for students, faculty and staff for all of their information needs; be the pre-eminent public resource for health sciences information in the Midwest; and be the primary global gateway for resources on the history and government of the Chicago metropolitan area. Every UIC student will have the information access and assessment skills necessary to succeed in their studies and to fulfill their life-long information needs. All UIC faculty will have access to the information resources they need to advance their scholarship.

Environmental Assessment

In August 2004, the University Librarian appointed a task force, Team Vision 2010, to develop a vision for the Library in the year 2010. As a part of their charge, Team Vision 2010 carried out an environmental assessment that included research into trends in libraries, education, and technology, as well as numerous interviews, focus groups, and other conversations with faculty, students, staff, and alumni. The Task Force findings form the basis of this section of the Library's Strategic Plan.

Changing nature of information

The Library travels two parallel paths as it provides information resources. One is to maintain and expand the standard services the Library currently provides, including print sources, reference service, interlibrary loan, and an environment for study and reflection. Both users and staff perceive these to be the traditional roles of the Library. Together with this is the desire to continue building a strong electronic presence and to move forward with technological enhancements to support remote users, initiate greater collaboration with faculty in other units, and develop initiatives such as an open access collection. These are, in large part, what are perceived to be emerging roles of the Library. Two words that encompass these parallel paths are transition and connection: the notions that academic libraries are in the midst of changing the way in which they help users sort through, evaluate, and use information effectively; and that academic libraries connect users with each other, with needed resources, and with library staff as experts and collaborators, whether in person or virtually.

Changing scholarly communication environment

The nature of information and the dissemination of knowledge are changing rapidly, due to the influence of technology and world-wide economic forces. Technology has improved communication among researchers, has accelerated the publishing processes, and has made possible the dissemination of research results outside traditional publication. Increasingly, journal literature—and even books—are published in electronic form. Library users appreciate the convenience of accessing these electronic resources from their offices or residences at any hour of the day or night. Yet these changes are more evident in some disciplines than others. The underlying value of peer review, the importance of credible evidence, and the central role of scholarly communication continue to inform academic life.

At the same time, the publishing industry is consolidating, providing fewer outlets for publication. In the electronic environment, publishers license use rather than sell copies. Major publishers are marketing their resources in large (bundled) packages. Libraries are responding by forming consortia to negotiate better prices for some resources. Both the publisher and the library response, while they often allow access to greater numbers of resources for their users, also serve to reduce the flexibility and the local control of the individual library. Further, UIC's multi-campus structure serves to complicate licensing with some publishers. Another result of these trends has been the increased management costs needed to oversee and negotiate licenses that vary widely among publishers.

Open access is one model that has been proposed to reverse the increasing costs of journal publication. The Library currently supports selected memberships and monitors economic models for this form of publishing. It attempts to support faculty who wish to submit their work to open access journals.

Changing trends in education

Emerging trends in education have ramifications for the work of the Library. Today, many students engage in collaborative learning and group work for course assignments; still others work alone, but not necessarily in isolation. Students arrive on campus already adept at multitasking and using personal data assistants (PDAs), iPods, Blackberries, and gaming technologies. Still, some are unfamiliar and uncomfortable with technology. Some students come to campus only virtually, through online classes and distance learning. UIC students are also heterogeneous in culture, age, and background. The Global University will further expand the UIC community. The challenge to the University and to the Library is to accommodate the diverse learning styles of UIC students. The Library's increasing collaboration with faculty and incorporation of course management systems are pathways to the integration of critical inquiry of the information environment into the curriculum for on-campus and distant students. Meanwhile, the continued shift of UIC from a commuter campus to a residential campus has implications for how, when, and where the Library serves students.

Emerging issues in healthcare

The constantly changing healthcare environment challenges librarians to meet new and changing health information needs. In the clinical arena, evidence-based health care requires a high degree of search-and-retrieval expertise, as well as skill in analyzing and evaluating information. Librarians may be called on to work closely with health care teams, and even to accompany them on patient rounds. The growing involvement of citizens in their own health care has increased the role of health sciences librarians in several ways. They are called on to provide patient information for providers, they instruct public and other librarians in finding and evaluating health care resources, and they meet consumer health information needs.

The NIH Roadmap suggests several areas for the academic medical library to play a role. The new emphasis on translational research will lead to demands for new information resources, expertise in data retrieval and in-depth analysis and integration of data. The Electronic Medical Record will provide new opportunities for data mining and linking scholarly and clinical data. Increasing concern with public health issues, such as disaster preparedness and emerging diseases, as well as the national focus on eliminating health disparities highlight the crucial need for information dissemination and information literacy.

Changing financial support

State government financial support for higher education has been eroding in recent years. The University has tried to protect the collections budget of the Library as much as it can, but continued downsizing and reallocation will be required for the foreseeable future.

New models for funding are needed, such as revenue-generating sales of services outside the University and a significant increase in fundraising from private and corporate donors.

Emerging technologies

Libraries are becoming centers for the seamless use of technology for educational and research needs. Rapidly changing technology offers opportunities for new services, new information resources, and potential partnerships with other campus units, vendors, and consortial peers. Investment in carefully chosen hardware, software, wireless and wired infrastructures, and staff support of new technology is increasingly important in the University and in the Library. In particular, sufficient numbers of staff are needed to optimize the use of the technology and to support the staff who advance Library programs. The Library provides computer hardware and software to some students and members of the public who do not own computers or do not have other avenues to learn about the uses of technology.

Physical environment

Library users desire a clean, attractive environment conducive to study, research, and work. Users appreciate the convenience of using resources online, but prefer the physical environment of other libraries to UIC's spaces. Many Library staff members believe that the poorly maintained facilities diminish the effectiveness of Library programs.

The ubiquity of online resources has caused many libraries to rethink the role of their buildings in serving users from different academic disciplines. Both virtual and physical library spaces are very important to our user communities. The models for the physical space vary, however. They include the community gathering place, the wired coffee shop, the collaborative workspace, the intellectual home of scholars and learners, and the refuge from noise for study, reading, and quiet reflection.

Organizational culture and change

Within the Library, staff are interested in issues related to diversity, recruitment, retention, restructuring of the library organization, and new models of library administration. Collaboration is a value held throughout the Library: it is important to collaborate across departmental lines, not just between institutions or otherwise outside the Library. Staff want to work in more flexible administrative structures that encourage individual creativity through greater local decision-making.

The Library's health sciences sites outside Chicago have perspectives that are particular to their geographic situation. The site libraries share the values of the Library as a whole; they apply them in ways that reflect their unique users and situations.

The Library situates itself as a leader in many areas of the profession through its research and publication, its commitment to professional associations and service, and through the mentorship of new librarians. Faculty benefit greatly from professional development opportunities; the support staff would like similar opportunities to learn, to grow, and to contribute even more effectively to UIC's mission.

Competitive/Benchmark Analysis

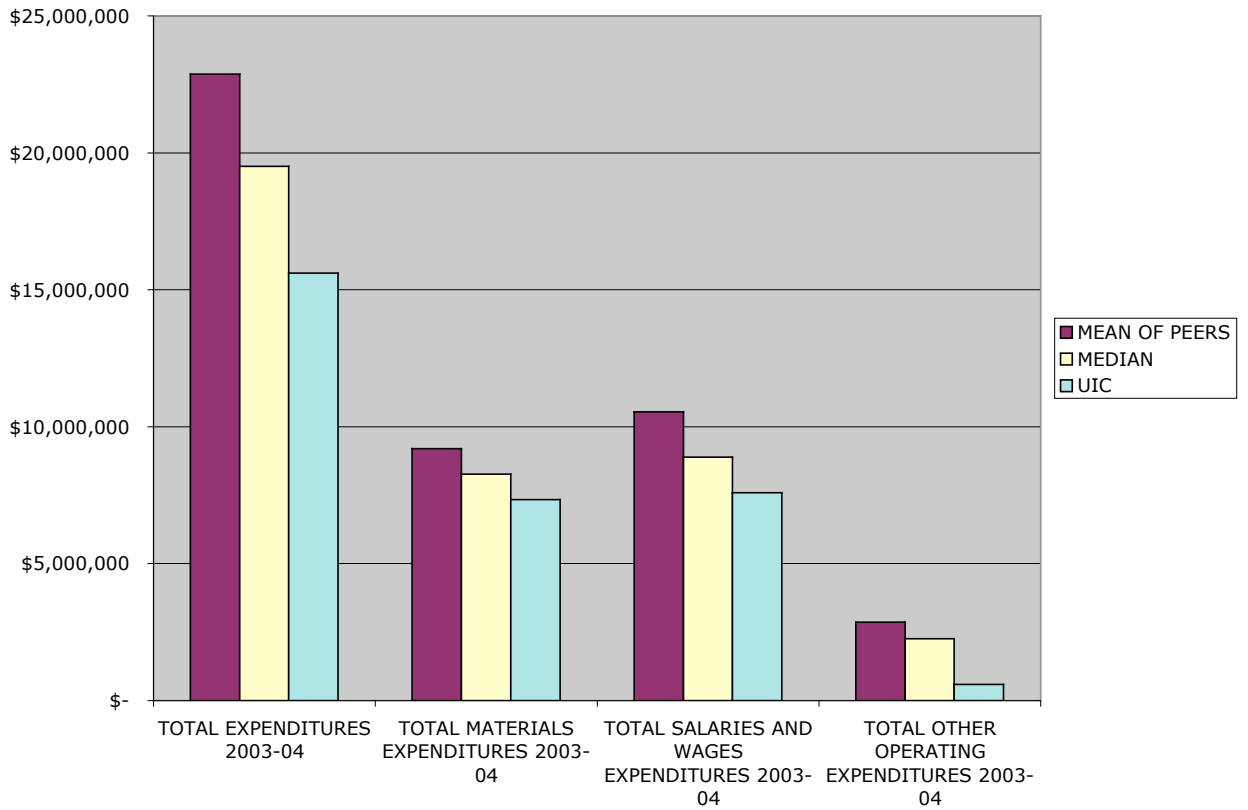
The UIC Library is a member of the Association of Research Libraries (ARL), an organization of 123 major research libraries in North America. We consider the 112 other university libraries in ARL to be our *Comparable peer group*:

Alabama	Houston	Pennsylvania
Alberta	Howard	Pennsylvania State
Arizona	Illinois at UC	Pittsburgh
Arizona State	Indiana	Princeton
Auburn	Iowa	Purdue
Boston College	Iowa State	Queen's
Boston University	Johns Hopkins	Rice
Brigham Young	Kansas	Rochester
British Columbia	Kent State	Rutgers
Brown	Kentucky	Saskatchewan
California-Berkeley	Laval	South Carolina
California-Davis	Louisiana State	Southern California
California-Irvine	Louisville	Southern Illinois
California-Los Angeles	Manitoba	SUNY-Albany
California-Riverside	Maryland	SUNY-Buffalo
California-San Diego	Massachusetts	SUNY-Stony Brook
California-Santa Barbara	McGill	Syracuse
Case Western Reserve	McMaster	Temple
Chicago	Miami	Tennessee
Cincinnati	Michigan	Texas
Colorado	Michigan State	Texas A&M
Colorado State	Minnesota	Texas Tech
Columbia	Missouri	Toronto
Connecticut	MIT	Tulane
Cornell	Montreal	Utah
Dartmouth	Nebraska	Vanderbilt
Delaware	New Mexico	Virginia
Duke	New York	Virginia Tech
Emory	North Carolina	Washington
Florida	North Carolina State	Washington State
Florida State	Northwestern	Washington University
George Washington	Notre Dame	Waterloo
Georgetown	Ohio	Wayne State
Georgia	Ohio State	Western Ontario
Georgia Tech	Oklahoma	Wisconsin
Guelph	Oklahoma State	Yale
Harvard	Oregon	York
Hawaii		

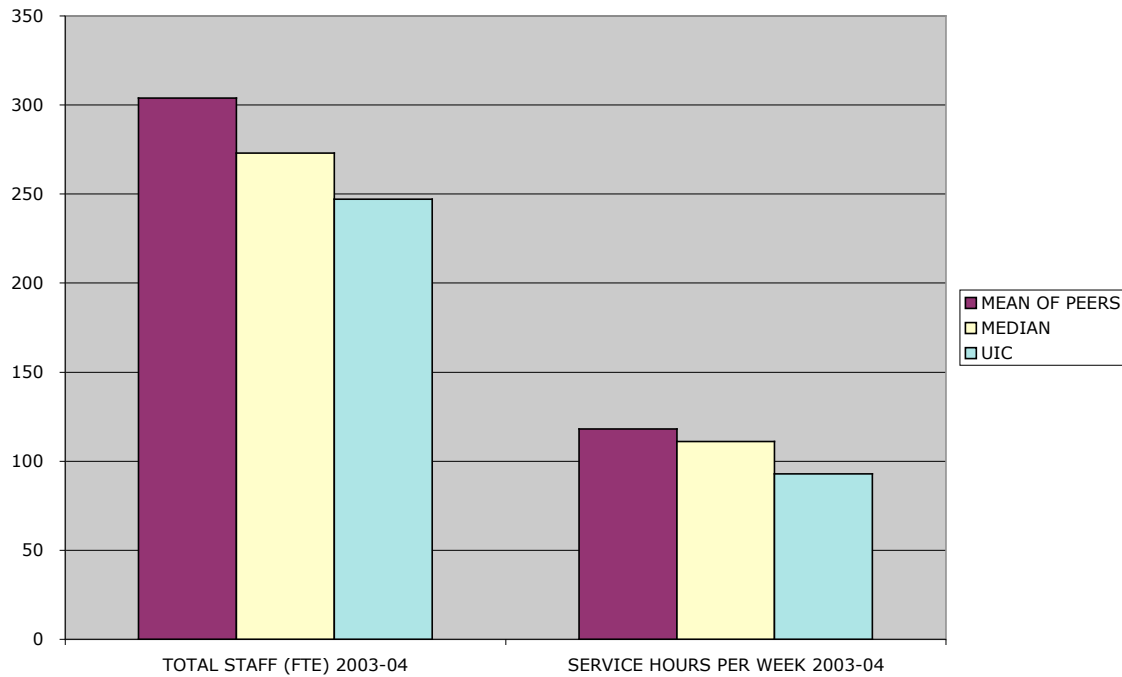
Measuring the quality of the UIC Library against these peers is simple in some respects. The Association of Research Libraries publishes an annual compilation of statistics from

its members, including expenditures, staff size, and service hours. UIC does not fare well in most of these rankings, falling between 64th and 111th of 113 academic library members in the various categories.

EXPENDITURES OF ARL COMPARABLE PEERS



SERVICE OF ARL COMPARABLE PEERS

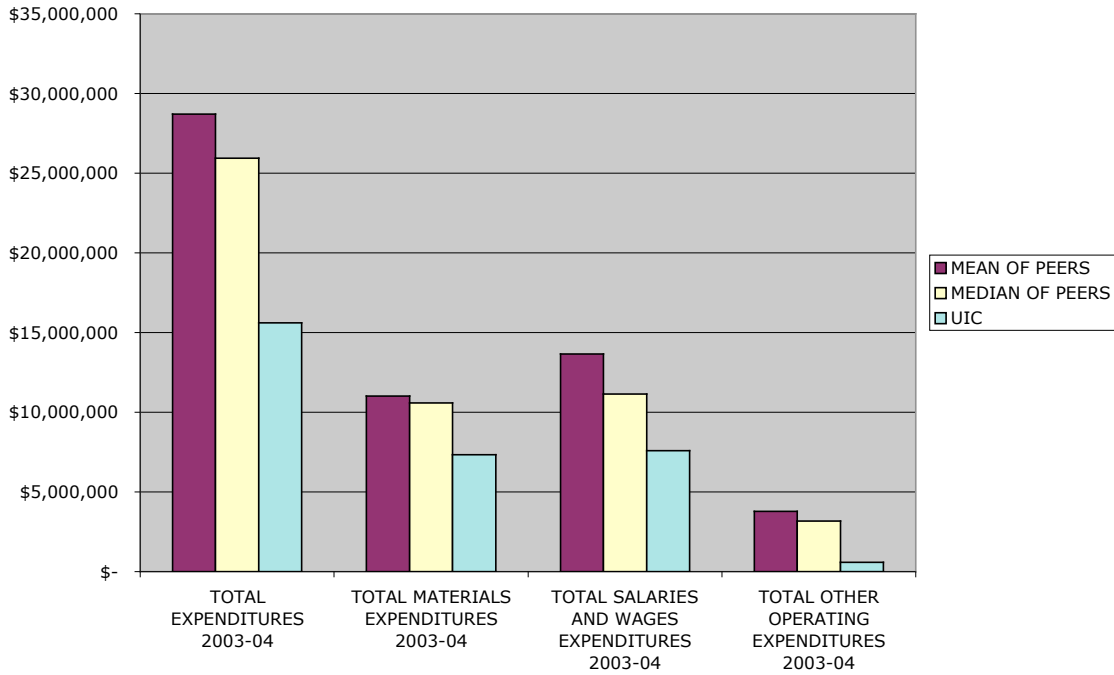


Libraries that are members of both ARL and the American Association of Universities (AAU) are our ***Aspirational peer group***. Those 57 institutions are:

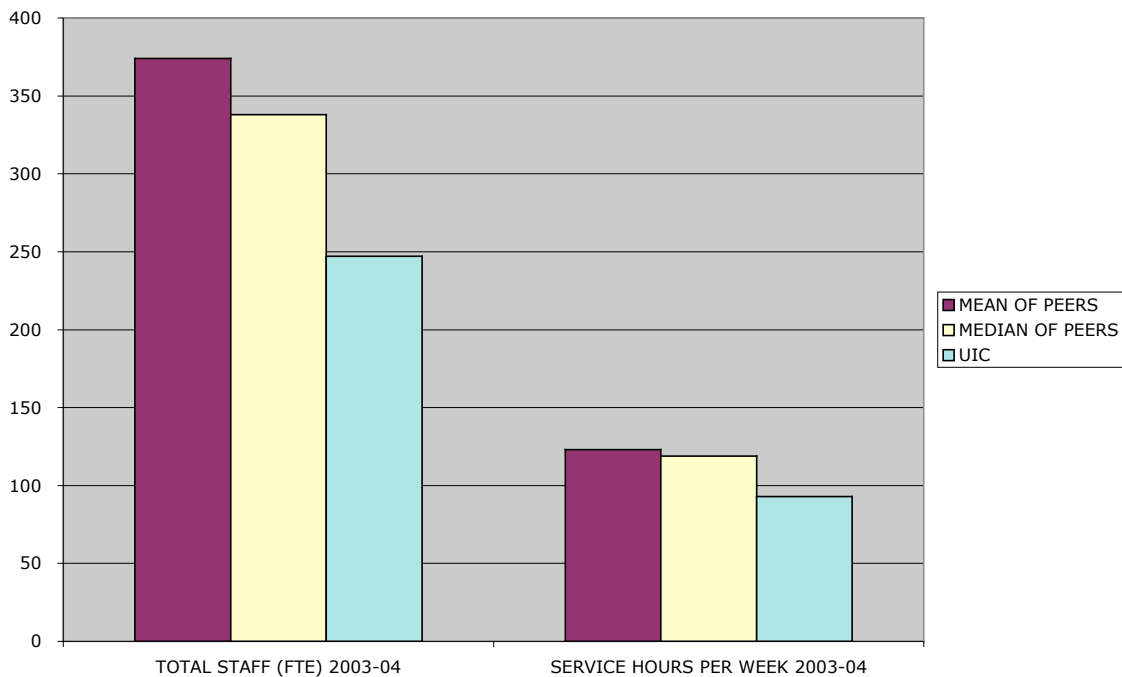
- | | | |
|--------------------------|--------------------|-----------------------|
| Arizona | Iowa | Pittsburgh |
| Brown | Iowa State | Princeton |
| California-Berkeley | Johns Hopkins | Purdue |
| California-Davis | Kansas | Rice |
| California-Irvine | Maryland | Rochester |
| California-Los Angeles | McGill | Rutgers |
| California-San Diego | Michigan | Southern California |
| California-Santa Barbara | Michigan State | SUNY-Buffalo |
| Case Western Reserve | Minnesota | SUNY-Stony Brook |
| Chicago | Missouri | Syracuse |
| Colorado | MIT | Texas |
| Columbia | Nebraska | Texas A&M |
| Cornell | New York | Toronto |
| Duke | North Carolina | Tulane |
| Emory | Northwestern | Virginia |
| Florida | Ohio State | Washington |
| Harvard | Oregon | Washington University |
| Illinois at UC | Pennsylvania | Wisconsin |
| Indiana | Pennsylvania State | Yale |

The UIC Library compares especially badly to these aspirational peers, and would fall between 43rd and 57th of 58 members in the various categories.

EXPENDITURES OF ARL/AAU ASPIRATIONAL PEERS



SERVICE OF ARL/AAU ASPIRATIONAL PEERS



The Illinois Board of Higher Education (IBHE)'s list of UIC's peers includes the following institutions:

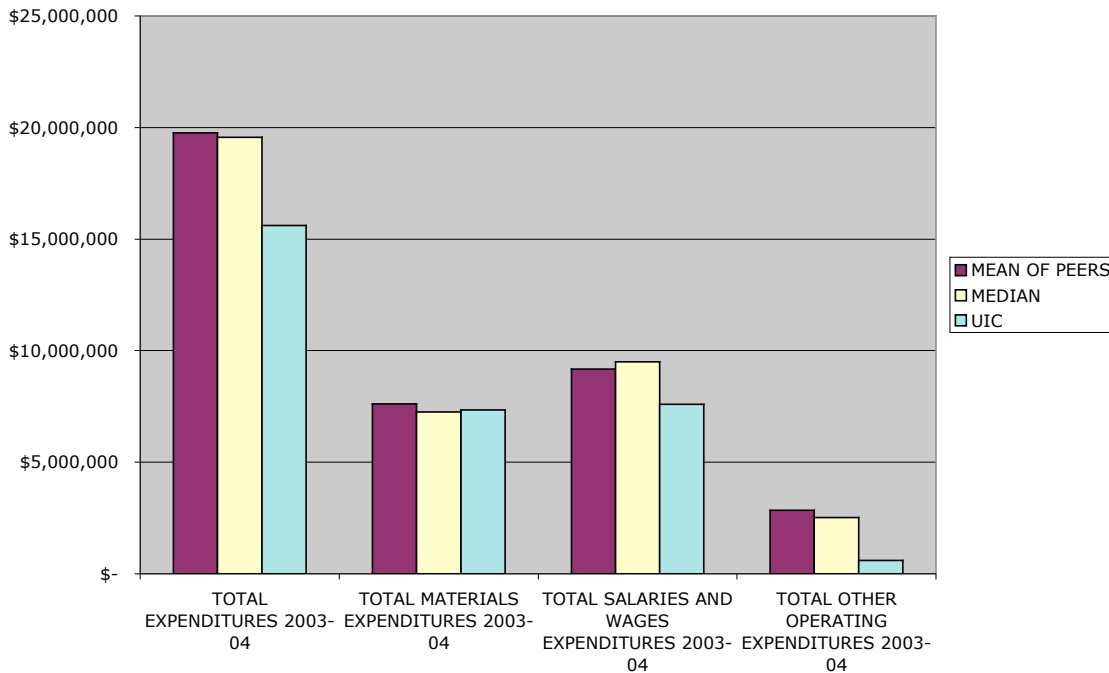
Arizona State University-Main Campus	University of Georgia
Florida State University	University of Hawaii at Manoa
Michigan State University	University of Maryland
Temple University	University of Massachusetts
University of Arizona	University of Oregon
University of California-Davis	University of Utah
University of California-Irvine	University of Vermont
University of California-Riverside	Virginia Commonwealth University
University of California-Santa Barbara	Virginia Tech
University of Delaware	Wayne State University
University of Florida	

The intersection of the ARL, AAU, and IBHE groups results in a list of eight institutions. Given the importance of the Library of the Health Sciences to UIC, and that several of the IBHE universities may be on that list because of the importance of their own health sciences programs, four non-AAU IBHE peers (Florida State, Temple, Utah, and Wayne State) might be added to give us a list of our **dozen closest peers**:

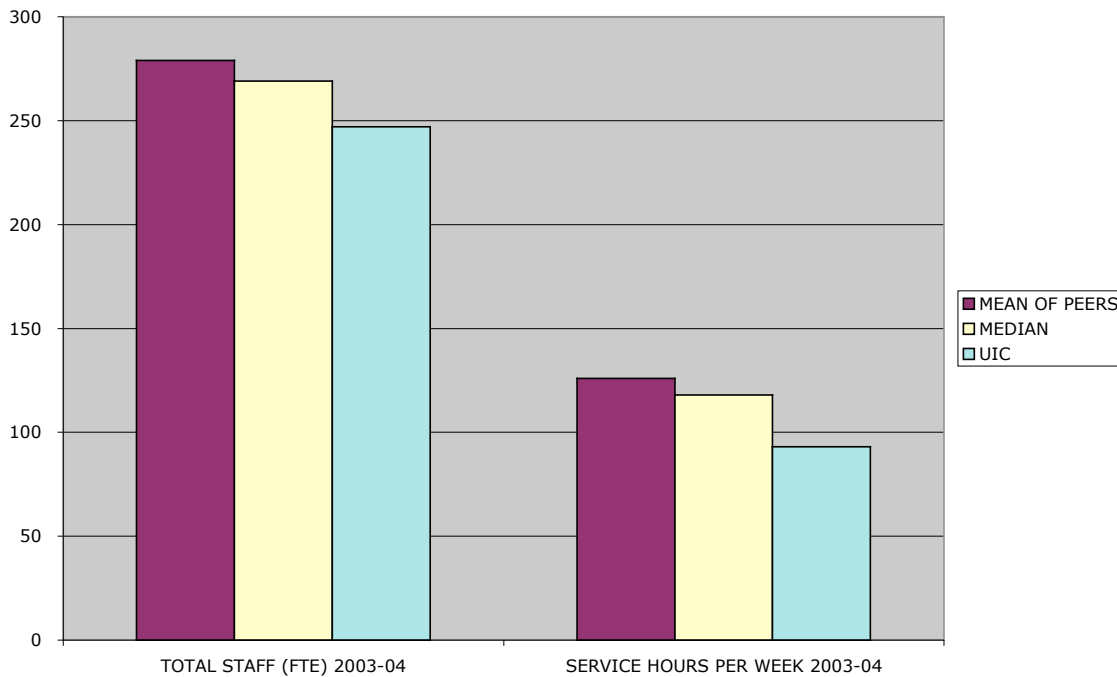
Arizona
California-Davis
California-Irvine
California-Santa Barbara
Florida
Florida State
Maryland
Michigan State
Oregon
Temple
Utah
Wayne State

Even among these closest peers, the UIC Library does not fare well by comparison. It is below the mean in every measured category, and is above the median in only one (total materials expenditures). In the other five categories it ranks between 9th and 13th of 13 institutions.

EXPENDITURES OF CLOSEST PEERS



SERVICE OF CLOSEST PEERS



Comparative Data on Salaries

In examining salaries, the UIC Library compares itself to 27 academic libraries that are both members of the Association of Research Libraries and located in one of the 13 largest metropolitan areas of the United States (as defined by the U.S. Census Bureau). ARL salary data are published each year, and cost of living ratings for all of the metropolitan areas are available from ACCRA. Using these data, it is possible to make comparisons of the salaries of UIC Library faculty relative to librarians in similar institutions and cities.

The data reveal that UIC Library faculty lag behind their peers in salaries. UIC ranks:

- 20th of 27 libraries in mean salary (\$2,680 below the average)
- 22nd of 27 libraries in median salary (\$4,766 below the median)

Taking into account that the cost of living in Chicago is very near the average for the 13 largest metropolitan areas, the buying power of UIC librarians also is 20th among the 27 libraries in the survey.

Over the last 4 years, the Library has made some progress on salaries for UIC Library professionals, but our rank remains low:

	<u>UIC mean</u>	<u>UIC rank</u>	<u>UIC below average</u>
2001-02	\$49,861	26 of 29	\$7,584
2002-03	\$49,605	24 of 28	\$8,107
2003-04	\$55,810	21 of 28	\$3,000
2004-05	\$57,712	20 of 27	\$2,680

	<u>UIC median</u>	<u>UIC rank</u>	<u>UIC below median</u>
2001-02	\$46,521	26 of 29	\$3,580
2002-03	\$46,794	24 of 28	\$7,940
2003-04	\$50,169	20 of 28	\$5,317
2004-05	\$51,693	22 of 27	\$4,766

We also compare UIC salaries with those at UIUC:

	<u>Mean</u>	<u>Median</u>	<u>COLA</u>
UIUC	\$58,423	\$52,265	96.0
UIC	\$57,712	\$51,693	130.4

As shown by this analysis, the buying power of the average UIC librarian is about 73% of the buying power of his or her counterpart in Urbana-Champaign.

Salaries in the Chicago Market

Salaries are a concern not only in comparison with the UIC Library's 27 big-city peers or its downstate sister, and not only on a professional level. Both professionals and staff work in a Chicago job market that offers employment at a number of competing universities within a 20-mile radius. The mean salaries paid to professionals and staff at several of these institutions put UIC at a recruiting and retention disadvantage:

	Professional average salary	Staff average salary
Northeastern Illinois	\$75,146 (2004)	\$32,919 (2004)
Loyola	\$72,186 (2004)	\$44,144 (2004)
Chicago	\$66,642 (2004)	\$31,812 (2003)
Northwestern	\$59,657 (2004)	\$31,080 (2003)
UIC	\$57,712 (2004)	\$25,777 (2003)

Strengths, Weaknesses, Opportunities, and Threats Analysis

Strengths

- Extensive research library collections, including important, unique resources
- Talented faculty and staff committed to the library profession and to higher education
- Proven collaborations to leverage resources and increase the impact of programs
- Versatility in size and expertise

Weaknesses

- Planning, analysis, and creative problem solving
- Organizational agility
- Staff recruitment and retention
- Response to rapid change
- Marketing and communication
- Condition of our physical facilities

Opportunities

- Societal interest in areas that the Library promotes
- Many prospects for growing support
- Providing a broad array of virtual collections and services

Threats

- Declining public support for higher education and libraries
- Impacts of the for-profit sector
- Social and demographic trends
- Legal challenges to privacy and access to information

Strengths

1. Extensive research library collections, including important, unique resources

The UIC Library has strong collections in many fields and in multiple formats that meet the wide-ranging instructional and research needs of the campus. Particularly strong collections include the health sciences and special collections focusing on Chicago, including the papers of organizations and individuals who have shaped the political, social, and cultural life of the city.

The UIC Library of the Health Sciences is designated as one of eight regional medical libraries (RMLs) for the National Network of Libraries of Medicine. The RMLs are selected on a competitive basis by the National Library of Medicine every five years and UIC has been the designated RML for the 10-state Greater Midwest Region for 25 years. RML contracts are awarded on the basis of the strength of the Library's health sciences collection, the expertise and reputation of the professional library staff, and the ability of the library to deliver training and services to the region.

Access to collections is expanding via the Library's Web page content and digitization efforts.

2. Talented faculty and staff committed to the library profession and to higher education

The staff represents a diversity of cultures. There is extensive professional expertise and leadership among the staff, and the Library encourages staff development to further cultivate staff skills and creativity. All Library staff have a strong service orientation.

The Library is involved in curricular development and teaching in the university.

Faculty research productivity is among the highest in the field.

3. Proven collaborations to leverage resources and increase the impact of programs

The Library engages in many collaborative projects such as consortial purchases of library materials and shared cataloging to extend the resources available to UIC faculty and students. In addition to being able to provide access to more information resources, cooperation enables the Library to do more with fewer financial resources.

4. Versatility in size and expertise

With large facilities in Chicago and smaller, targeted libraries in Peoria, Rockford, and Urbana, the UIC Library has the expertise and versatility to engage in projects in the Chicago urban environment along with programs aimed at rural health care communities. The site libraries give UIC multiple locations in the state and provide an effective platform from which to support a wide range of health-care workers. At the same time, the smaller sites serve as effective test-beds for new services that can then be implemented in the entire Library system.

Weaknesses

1. Planning, analysis, and creative problem solving

The Library has had insufficient resources to perform adequate evaluation of programs and activities, especially in the area of financial analysis. Creative problem solving must be expanded in order to meet basic challenges such as generating additional sources of revenue and setting priorities.

2. Organizational agility

As part of a huge university system and as a large unit itself, the Library tends to be slow in making changes and taking new and creative approaches to working.

3. Staff recruitment and retention

Recruitment and retention of talented staff are difficult because of a competitive marketplace in the Chicago area. Promotional opportunities for support staff are limited; opportunities for librarians to take on administrative positions are also limited.

4. Response to rapid change

The speed of change, particularly technological change, presents challenges for the Library staff. In some instances, we are not as advanced as some of our users and our managerial leaders have had to learn the kinds of technology applications that now are almost second nature to our users. We must become more technologically savvy in the way we use the Web, our chief way of reaching younger generations of students and teachers.

Rapid changes during times of budget cuts have undermined the Library's ability to perform well and have lowered expectations.

5. Marketing and communication

There is significant room for improvement in internal and external communication. The Library must do a better job of marketing itself.

6. Condition of our physical facilities

Our facilities are no longer functional and are badly in need of renovation.

Opportunities

1. Societal interest in areas that the Library promotes

Societal interest in many areas could be linked to Library strengths to develop high-profile projects:

- The need for an educated citizenry
- The focus on lifelong learning
- The search for social spaces, community, and human contact
- Maintaining freedom of information
- Reaching out to the information-disadvantaged and equalizing access to information
- Helping people in developing countries build their library programs
- New models of scholarly communication
- Expansion of the Illinois Medical Districts and the demand for health care information
- The gift of the Richard J. Daley papers, which opens the doors to establishing a repository for other political papers

Librarians are information professionals, and the library is perceived as a trusted, neutral, source of information. As the availability of information expands and the millennial generation relies more on electronic information, there will be an increased need for instruction in information literacy skills.

2. Many prospects for growing support

The university's capital campaign will help the Library identify and cultivate new sources of financial and expert resources to support the continuing development of the collections and services. The Library can take advantage of its location in Chicago to develop relationships with individuals and corporations that can provide support.

3. Providing a broad array of virtual collections and services

Technology has freed us from the physical dimension, and the Library has a good technological infrastructure to deliver information and services electronically to users anywhere anytime and to help people use information in their preferred learning medium (visual, audio, etc.).

Threats

1. Declining public support for higher education and libraries

The university and, consequently, the Library, faces several challenges from the erosion of support for activities that benefit the public good – especially, the value of higher education. Federal and state budgets are not healthy enough to strongly support higher education, and there is greater competition for fewer public funds.

2. Impacts of the for-profit sector

There are several trends in the for profit sector that have detrimental effects on the UIC Library's financial strength:

- The consolidation of scholarly publishing world
- Commercial repackaging of the collecting and organizing work that libraries have done
- New business models that include licensing and shrink-wrap agreements

3. Social and demographic trends

Trends in society threaten the importance of libraries: there are now many more sources of information available to anyone with access to the Web. Students and faculty go to Google first. At the same time, the digital divide (whether access to the technology or the level of technological skills) still hampers equal access to information.

4. Legal challenges to privacy and access to information

The Patriot Act and its interpretation and possible changes to some parts of the copyright law present challenges to the Library's ability to provide information.

Key Strategic Issues Facing the Organization

- 1. Who will our users be in 2015? What kinds of information resources and services will they need and how will they expect to access and use them? How can we ensure that we will be able to answer these questions not only for our users in 2015, but at any time?***

Many of our student users in 2015 are the 8 to 15-year-olds of today. What will these digital natives who are used to cell phones, iPods, and video games demand of us? These students have grown up in an extremely fast-paced, visually rich, interactive world, and have learning styles very different from other generations. A Pew Internet Report in summer 2005 noted that a full 87% of youth between the ages of 12 and 17 use the internet; 57% of those internet users could be considered “content creators” having “created a blog or webpage, posted original artwork, photography, stories or videos online or remixed online content into their own new creations.” These future users will have very different expectations for how they can access and use information and will live in a world where the pace of change will only continue to accelerate. The Library will need to develop systematic ways to track trends, engage young people, and develop cost-effective means to develop prototypes quickly so our services and systems keep pace with user needs and expectations. Without these efforts, the Library risks being significantly marginalized as a part of the educational system.

The Library must also recognize that many of its users may never come into our buildings. And, even if they do, they will still expect to be able to access all of our resources and services virtually 24 hours a day. By 2015, many of these users will include a growing number of adults pursuing professional education through external education or Global Campus classes. Many of these students may come from countries around the world. As we design collections and services, we will need to keep in mind the need for instruction targeted at different levels of learners and language-specific support.

- 2. Who are our competitors in providing information resources and services? What are the unique value-added services that the Library has to offer?***

The Library’s main competitor today is the Internet. A Pew Internet Project Report in January 2005 noted that the Web had so penetrated the American way of life that it was “. . . a mail pigeon, then a library, then an amusement park, then a shopping center.” Search engines, like Google and Yahoo, Internet answer services, and online bookstores are often the first place students and faculty turn to begin their information quest. Students seem willing to sort through thousands of responses often with little critical analysis of the sources they select. The ease of searching, if not the reliability of the source, attracts students and faculty alike.

Traditionally, libraries have carefully selected, organized, and made accessible scholarly resources with the needs of their students and faculty in mind. We have designed

powerful and complex systems that are, as a consequence, not as easy to use as Google and Yahoo. Proprietary databases from hundreds of vendors come with different interfaces, search syntaxes, and terms of coverage. The ease, speed, and extent of the Internet often mask the fact that more precise searches of authoritative resources yielding more relevant results could be found more quickly through the Library. At times, faculty seem unaware that librarians can help them construct assignments and instruct classes in finding, but more importantly, evaluating relevant resources no matter the format.

In order to compete, libraries must design systems that are much easier to use, integrate local holdings with remotely accessed quality sites, include much more full-text access online, provide referrals to related literature, and provide quick online turnaround for reference. But most importantly, in this information rich age, librarians must find a way to convey the increasing importance of their expertise and their ability to guide a user through the maze of a vast response set or an unknown area of research. Librarians must work with faculty to develop in students an understanding of the principles of organization and evaluation and the skills that will allow them to make informed and intelligent choices among information resources throughout their lives.

While the Internet is a competitor, it is also an ally to libraries, allowing them to make information about their collections and even digital versions of resources available on the Web. Through the Web, faculty and students can access resources and services from their homes and offices anytime day or night. With the new mass digitization projects libraries are undertaking in partnership with Google and Yahoo, there will be even more quality content freely available.

If the Library does not learn lessons from its competitors and begin to deliver quality resources quickly and simply while exploiting the opportunities of the Web, and if it cannot clearly demonstrate the value we add to the educational process, it runs the risk of squandering university resources and, more importantly, failing our students in their quest to become educated citizens.

3. How do we ensure that our resources and services are widely known to both internal and external audiences?

The Library spends more than \$8 million a year on materials, yet many faculty and students are unaware of the resources we own or license. We need to communicate far more effectively to our own campus users so the resources we collect and the services we develop are used. This holds equally true for external users—the many valuable resources we own could be of great use to scholars throughout the world, K-12 teachers in the Chicago area, community organizations, health care workers, and governmental agencies, to name just a few. We need to raise the visibility of the Library and its collections, particularly in the Chicago area. This will be critical as we seek to raise increasing amounts of funding from private donors. Without a concerted marketing effort, the Library risks losing the opportunity for connecting with donors and alienating users who believe that we are not meeting their information needs.

4. *How does the Library secure new resources? How does it leverage its resources (both existing and new) in an optimal manner to achieve excellence?*

The Library depends on state funds for more than 83% of its budget. We receive some money from the campus indirect costs recovered (ICR) and ICR from a modest level of Library grants and contracts. Thus far, our funds from private giving are minimal. While the campus has provided the Library with some funds toward the costs of inflation in library collections over the last few years, we do not have resources adequate to fulfill our mission. The Library has had to cut over 37 staff positions in the last 4 years. We are 79th out of 113 in total library expenditures among our peers in ARL. We are 66th in spending on library materials, 70th in salaries and wages, 64th in numbers of faculty and staff, and 105th in number of hours per week we are open. When UIC was admitted to ARL in 1986, its overall ranking was 54th. In 2003-04, it is 77th. Among the subgroup of ARL libraries that are also AAU, we rank 50th of 58 in total expenditures, falling \$10.3 million below the median expenditure for that cohort. With state funds not likely to improve significantly and federal funding beginning to level out, the Library must find other sources of funding in order to meet its goals. But it is doubtful that private giving will ever enable us to attain the resources necessary to develop the quality collections and services expected at a major research university. Additional commitment from the state and the university will be required. At the same time, the Library recognizes that it must continually evaluate services and staffing to ensure it is making the best use of resources and that it provides itself with the flexibility to reallocate resources to high priority goals. We must also explore expanding our collaborations with UIUC and UIS, as well as other consortial partners, to optimize state and university dollars as much as we can. Without a fairly significant influx of resources and a rigorous program of reallocation, the Library will be unable to support adequately UIC's rapidly growing research and improving student population.

5. *How does the Library use technology most effectively to deliver content and services? How do we ensure technical currency, innovation and integration? How do we balance innovation with day-to-day support?*

The Library is almost totally dependent on technology for the delivery of its services and a significant and growing portion of its collections. While the Library was a leader in information technology for many years, the recent budget cuts have eroded our ability to innovate. The Library is responsible for maintaining more than 400 computers used by staff in performing their daily tasks and by patrons in accessing library resources. Aging equipment demands more and more troubleshooting time. While the Library has made some effort to replace computers over the last two years, we no longer have enough staff in place to allow us to think beyond the day-to-day. We need to find a way to ensure that all staff have the opportunity to contribute ideas and that innovation is not driven solely by technological change. We also need to find a way to upgrade computer equipment gradually and systematically. Annual replacement and innovation funds need to be set

aside. Without the resources to staff systems adequately and upgrade equipment on a routine basis, the Library will not be able to deliver the kinds of online services and resources needed by our user community.

6. What changes do we need to make to our facilities to ensure that they are attractive, functional, safe, and flexible and meet our staff and our users' future needs?

The Library consists of six physical facilities: two free-standing buildings (Richard J. Daley Library and the Library of the Health Sciences-Chicago) and 4 other facilities (Science Library in Science and Engineering South; LHS-Peoria, LHS-Rockford, and LHS-Urbana in the College of Medicine buildings at those sites). All of the libraries are crowded, with collections having squeezed out user spaces over the years. The Libraries, particularly in Chicago, are unattractive, badly in need of renovation (deferred maintenance at Daley alone was documented to be \$17 million), uncomfortably furnished, inadequately equipped, and poorly configured to accommodate the way students conduct research and study. The Library also has space in the Laflin Warehouse, the 2nd floor of which continues to be underutilized due to an inoperable elevator. The Library has hired a library space-planning consultant to help it document its long-term needs. In addition, we are working with the Illinois State Archives in the early planning stages for a possible new building at UIC that would hold regional government agency archives and some collections and services from the Daley Library. Fundraising to improve physical spaces in the Library is a high priority. Without significant attention to Library facilities, users will be increasingly unwilling to enter our spaces, and we will lose the opportunity to increase intellectual and social exchange among students and faculty of all disciplines.

7. How do we leverage institutional collaborations to help us meet our goals?

One of the main constraints that libraries have faced over the years is the need to locally own the physical resources needed by campus users. Efforts at cooperative collection development were not very successful because potential collaborators were unwilling to give up local decision-making, especially when faced with tight budgets. With the rise of the electronic environment, however, the physical constraints have been removed. Libraries now collaborate extensively in a highly networked world. Most visibly, with the rapid growth in electronically available publications, libraries have been extremely successful with forming consortia allowing them to leverage their size to license access to a greater number of resources for modest increases in expenditures, if not outright savings. There still is the danger, however, that the “big deals”—long-term commitments to electronic resource packages that guarantee prices—limit the flexibility in negotiating lower prices or canceling agreements during times of financial crisis. While libraries continue to spend more and more on collections, these dollars are now going quite a bit farther. UIC participates actively in CARLI (Consortium of Research Libraries in Illinois), the Committee on Institutional Cooperation (CIC), and has begun joint licensing

with its sister UI libraries in Urbana and Springfield. Still, we are unable to meet all of the needs of our users. We still lag behind our peer groups in spending on collections.

The electronic environment has also made it possible for the Library to provide many of its services via the Web. Users can renew books, request interlibrary loans, and even send reference questions. This is particularly useful as the Library has had to reduce hours in the past several years as a result of budget cuts. But again, we lag well behind our peers in weekly open hours.

Collaboration for digital preservation is a priority for the Library. As we have more electronic-only materials, we are challenged with how to ensure long-term future access to them. This is an area in which we must work in partnership with other research libraries to develop and apply the technological and management solutions.

The Library needs to continue to collaborate with UIUC and UIS and the other consortia to which it belongs to increase the depth and breadth of our collections as much as we can within our constrained budget. The Library should also look for opportunities to provide as many services online as possible, exploring the opportunity to participate in 24/7 collaborative reference programs. Collaboration may also help us deal with growing print collections that are taking up more and more of our Library buildings' space. With so much information coming online, including the monographic literature through mass digitization projects, the Library community is beginning to explore the possibility of a system of distributed print repositories. We do not all have to save and preserve everything. Continued and increased collaboration will be critical to the Library's ability to meet our users' needs.

8. How do we create a culture and organizational structure that allow us to be most effective; that is, a culture and structure that encourage collaboration, support, innovation, assessment, development, flexibility, and agility in service of our mission?

The Library's current structure is hierarchical, with some positions (especially some civil service positions) narrowly defined. Staff often know little about how their jobs fit in with the overall operation and little cross-training is undertaken. This makes it more difficult to adapt quickly to change or to meet users' needs. It also makes it difficult for staff to move into other departments when there are no promotional steps in their own. In the past decade, continued improvements in technology and the increased dependence on outsourcing have changed the nature of staff positions. These trends will continue, requiring that staff be given ample opportunity for development and retraining. It will also require that the Library carefully assess the impact of potential outsourcing options to ensure that the local quality control of outsourced work does not become more expensive than doing the work itself.

For many years, the culture of the Library focused on the role of its faculty and their importance to the University and the Library. Support staff were rarely consulted in

decision-making, though many of them had significant years of experience in their positions. The feelings of stratification and alienation run deep. While there is no question that the Library faculty are critical to the Library's mission, the Library is both an academic unit and a large operation that depends on more than 200 employees who must work together to meet the needs of campus faculty and students.

In order to provide a satisfying work environment, to ensure that we can be nimble in the face of continual change, and that we can innovate, the Library must create a culture that supports staff engagement at all levels, is committed to staff development, and recognizes and rewards the contributions of all.

9. How does the Library create a culture that supports retention of quality faculty and staff to improve continuity and enhance expertise?

Over the years, the Library has lost many excellent librarians and support staff due to the limited opportunities for advancement. This situation has been exacerbated by the budget reductions that have eliminated over 37 positions in the last 4 years. In the next 5-10 years, the Library will lose decades of experience through retirements. There is a growing gap between the more senior faculty and our younger colleagues. We have few mid-career librarians. And we have even fewer librarians from under-represented minority groups.

A number of conditions impact staff recruitment and retention rates. The Library often loses good librarians because of the requirement to do research and publish in order to be tenured and promoted. While most come here committed to succeed, many opt out of the tenure process along the way. Over the years, the Library has worked hard to develop support mechanisms for new faculty and continues to explore new methods. A new mentoring program for faculty will be launched this summer.

Salaries are also an issue for the Library. We are below the medians and the means in salary expenditures for all of our peer and aspirational groups. We lose excellent librarians and staff to libraries in the Chicago area who provide higher salaries.

Without making improvements in these areas, the Library will continue to lose excellent librarians and support staff resulting in lost time and resources in frequent hiring and training of new employees.

10. How does the Library work with others on campus and nationally to create new systems of scholarly communication?

Despite the Library's ability to purchase more with our current collections dollars, this good fortune will come to an end. We are in the midst of a transition to a predominantly electronic environment. Once publishers have re-engineered their operations and fine-tuned their pricing models, and once libraries have cancelled much of their print in favor

of digital versions, the unit price and inflation rates of the past will return. By that time libraries will be locked into multi-year packages with a fairly small number of large publishers whose titles will be protected by contract when inadequate budgets require cancellations. This system is simply not sustainable. The Library must work with the faculty on campus and participate in national efforts to reform the scholarly communication system. We must also begin to build the infrastructure locally that can ultimately serve as a node in a new open access, interoperable, network-based international system.

11. How do we expand our outreach efforts to engage more fully with communities in Chicago, Illinois and beyond? What areas would leverage our strengths for the greatest impact?

As part of the engaged University, the Library is eager to contribute its resources and expertise to external communities. The Library participates in a number of state and local projects, such as the I-Share consortia and the History Fair Project, and hopes to increase our outreach to Chicago-based community organizations and individuals. The Library's greatest outreach strength, however, lies in the health sciences. Providing information to the community, collaborating with other UIC departments and colleges on community outreach projects, and making information resources available to other Libraries and unaffiliated health professionals throughout the state are all key thrusts in the Library's health information plan. A commitment to outreach requires staff dedicated to this activity, to plan and engage in community activities. It also requires a robust technological infrastructure that will support electronic delivery of information and instruction.

Strategic Goals

Goal 1

The Library will build outstanding collections that enhance research and learning and increase UIC's prestige as a premier urban public research university.

1. Build primary research collections that establish the University Library as the premier source of information about the Chicago area's rich social, political, and economic history.
2. Expand the University Archives program to ensure the preservation of UIC's institutional memory.
3. Enhance the general collections that support UIC's academic programs.
4. Customize existing and future information resources to the unique needs of UIC faculty and students.
5. Establish clear benchmarks for the life-cycle management of the Library's collections in all formats.

Goal 2

The Library will provide high-quality, tailored information services and instruction that will enable student and faculty academic and career success.

1. Employ a process of continuous assessment and improvement to maintain and expand high quality in-person and online reference and information services.
2. Tailor services and resources to support research projects, including cross-college and interdisciplinary collaborations.
3. Analyze regularly and improve the Library Web site in order to provide accurate, relevant information and services that users may find efficiently and effectively.
4. Offer high-quality, innovative, in-person service to users at multiple campus locations.
5. Expand our partnerships with the University's colleges and teaching programs and integrate library instruction into all departmental curricula.
6. Enhance student learning options by providing interactive online instruction modules that support face to face, blended and online classes.
7. Conduct research about the effectiveness and impact of instructional programs to advance thinking in the field of information literacy and management.

Goal 3

The Library will enhance the University's commitment to build areas of excellence in the health care arena, including education, research, patient care, and health promotion.

1. Enhance UIC leadership in educating outstanding health professionals for Illinois by ensuring health informatics competence for all health profession graduates of UIC and providing continuing education for Illinois health professionals.
2. Advance research related to health care, health literacy, and health informatics by providing access to scholarly resources and expertise in information retrieval and management to research teams.
3. Support patient care and health promotion by ensuring access to knowledge-based resources in the clinical setting.
4. Support UIC's community initiatives in health promotion and health literacy.
5. Provide leadership in the delivery of high quality health information for health professionals and the public by maintaining the competitive contract of the Regional Medical Library of the National Network of Libraries of Medicine for a ten state region.
6. Support interdisciplinary and inter-institutional programs in health and life sciences.

Goal 4

The Library will fulfill its public responsibility to make accessible its information resources and share its knowledge management expertise with the people, communities, and institutions of Chicago, Illinois and beyond to help transform lives.

1. Take a leadership role in assuring access to the public record of government at all levels by advocacy and through a sustained program of acquisition, access, and preservation of government records, primarily those of the greater Chicago metropolitan area.
2. Develop and promote the infrastructure to support new forms of scholarly communication that provide open access to publicly funded scholarship and research.

3. Develop programs to help individuals and community organizations document and preserve the rich historical record of social, economic, and political life throughout the Chicago metropolitan area.
4. Collaborate with K-12 school systems to train teachers and students to use primary source materials for research projects and to teach information literacy.

Goal 5

The Library will create a dynamic, challenging, and supportive work environment by implementing effective recruitment, retention, and development programs.

1. Recruit and retain a diverse, talented, service-oriented, and innovative Library faculty and academic professional staff.
2. Create a supportive culture for faculty research.
3. Develop staff through engagement, recognition, and advancement.
4. Create, foster and promote a culture of collaboration, innovation, assessment, and agility, in order to anticipate and build dynamic services.

Goal 6

The Library will have the technical, physical, and financial resources to ensure all UIC students, faculty, and staff have the information resources and skills they need to succeed.

1. Maintain a state-of-the-art technical infrastructure that enables the Library to respond nimbly to the rapidly changing information delivery environment.
2. Provide an inviting physical environment that is flexible and multifunctional to meet the study, research, and work needs of students, scholars and staff.
3. Increase the Library's revenues significantly by diversifying our funding sources and pursuing collaborative opportunities.

Goal 7

The Library will implement a comprehensive marketing and public relations program to increase its visibility among and use by both internal and external constituencies.

1. Increase Library visibility and inform campus users about key resources, services and events through ongoing promotional activities to target groups.

2. Expand our potential donor pool by raising the visibility of the Library and its special collections among alumni and especially the Chicago-area community.
3. Create a professional, unified look for materials promoting Library resources and services.
4. Maximize use of the Web page in promoting electronic resources and services.

Strategic Goals and Thrusts

Goal 1

The Library will build outstanding collections that enhance research and learning and increase UIC's prestige as a premier urban public research university.

1. Build primary research collections that establish the University Library as the premier source of information about the Chicago area's rich social, political, and economic history.
 - Develop an aggressive program to acquire papers and records from prominent individuals, political and community organizations in the Chicago metropolitan area.
 - Build collections of excellence in Chicago-area governments, policy, and geographic information.
 - Build on existing collection initiatives to establish the premier repository for photographs about the Chicago area and by Chicago-area photographers.
 - Collaborate with other libraries and cultural institutions in the Chicago area to ensure the preservation of and access to the broadest array of unique and rare Chicago resources.
2. Expand the University Archives program to ensure the preservation of UIC's institutional memory.
 - Develop a comprehensive records management program for the University.
 - Develop an institutional repository to provide access to and preserve university records in digital form.
3. Enhance the general collections that support UIC's academic programs.
 - Select materials appropriate to UIC's teaching and research in the different disciplines.
 - Ensure that all new academic programs have adequate collections at time of launch or build new collections that meet new program needs within three years.
 - Learn of the teaching interests and research emphases of new faculty and provide the information resources these scholars need.
4. Customize existing and future information resources to the unique needs of UIC faculty and students.
 - Set up a regular system of evaluation and user feedback to assure that information resources continue to meet the demands of UIC users.
 - Leverage our investment in existing databases by designing or implementing tools to extract previously untapped data from these resources and the Library catalog to provide more effective searching and manipulation of results.
 - Negotiate aggressively with suppliers of scholarly material to develop products that meet UIC's particular needs, adhere to standards, and ensure interoperability among systems.

5. Establish clear benchmarks for the life-cycle management of the Library's collections in all formats.
 - Implement an aggressive program for preservation of all information formats held by the Library.
 - Implement an aggressive program of digitization that enables the University Library to make accessible a greater number of critical information sources about the Chicago area.
 - Re-engineer our bibliographic services to ensure appropriate levels of metadata are made available for the broadest array of resources while retaining the integrity of legacy bibliographic records.
 - Foster a culture of assessment whereby collections are regularly evaluated using patron feedback and available collection analysis software packages.

Goal 2

The Library will provide high-quality, tailored information services and instruction that will enable student and faculty academic and career success.

1. Employ a process of continuous assessment and improvement to maintain and expand high quality in-person and online reference and information services.
 - Gather longitudinal assessment data on user services on an annual basis.
 - Address every year at least the three most important issues as identified from the longitudinal data.
2. Tailor services and resources to support research projects, including cross-college and interdisciplinary collaborations.
 - Work with the Office of the Vice Chancellor for Research to identify cross-college and interdisciplinary research projects and consult with the PIs to determine information needs.
 - Facilitate the creation, distribution, and preservation of open-access research working papers, reports, and publications through implementing the Library's institutional repository service.
3. Analyze regularly and improve the Library Web site in order to provide accurate, relevant information and services that users may find efficiently and effectively.
 - Enhance the Web site so that UIC users can utilize *all* services online.
 - Apply or develop best practices in access to information resources.
 - Seek to provide seamless online access to all of the Library's information resources and services.
4. Offer high-quality, innovative, in-person service to users at multiple campus locations.
 - Establish a learning commons at each library site by drawing together a number of reference, technological, and student services.

- Establish a library presence at other learning locations on campus, such as the science, math, and language learning centers.
 - Explore the possibility of deploying “field librarians” to academic departments and other possible locations where faculty and students congregate.
5. Expand our partnerships with the University's colleges and teaching programs and integrate library instruction into all departmental curricula.
- Establish librarian liaisons for each college.
 - Create new instructional spaces at all library locations.
 - Develop credit courses in information management.
 - Provide information about copyright and legal use of sources.
 - Track curricular and disciplinary developments in academic programs.
 - Develop a library curriculum that supports and enhances UIC’s general education goals, and supports the education of undergraduate and graduate students in all disciplinary, interdisciplinary and professional fields.
 - Collaborate with colleagues in other academic units to teach or co-teach interdisciplinary and cross-disciplinary courses.
 - Expand special collections’ instruction program to draw students’ and faculty’s attention to the library’s unique collections and the place of primary documents in research.
6. Enhance student learning options by providing interactive online instruction modules that support face to face, blended and online classes.
- Increase library faculty involvement in external education and blended learning classes.
 - Partner as research consultants with faculty engaged in online instruction to serve a global student body.
 - Collaborate with partners at peer institutions to design shared online library instruction.
 - Develop library expertise in instructional design by establishing partnerships with instructional technology staff on campus, creating instructional design positions within the library, and supporting staff development in instructional design.
 - Expand technological capacity for the development of online instruction.
7. Conduct research about the effectiveness and impact of instructional programs to advance thinking in the field of information literacy and management.
- Conduct outcomes assessment to change how we teach, involving students as participants and collaborators in the learning process.
 - Accommodate instruction methods to advances in technology and student interests.
 - Compare second-year retention rates of undergraduate students with and without instruction.
 - Use teaching opportunities to learn how information resources are used in the disciplines.

Goal 3

The Library will enhance the University's commitment to build areas of excellence in the health care arena, including education, research, patient care, and health promotion.

1. Enhance UIC leadership in educating outstanding health professionals for Illinois by ensuring health informatics competence for all health profession graduates of UIC and providing continuing education for Illinois health professionals.
 - Strengthen partnership with UIC Colleges to incorporate health informatics in the curriculum.
 - Capitalize on UIC's location in four parts of the state to develop continuing education programs for Illinois health professionals.
 - Develop formal partnership with the National Center for Rural Health Professions located in the University of Illinois College of Medicine at Rockford.
2. Advance research related to health care, health literacy, and health informatics by providing access to scholarly resources and expertise in information retrieval and management to research teams.
 - Maintain and enhance leadership in building and archiving scholarly collections of resources in the health sciences.
 - Increase librarian participation on research teams.
 - Develop relationships with the Department of Biomedical and Health Information Sciences and other departments conducting informatics research.
3. Support patient care and health promotion by ensuring access to knowledge-based resources in the clinical setting.
 - Assure the transfer of established and emerging knowledge to urban and rural clinical settings through innovative models of human and technological intervention.
4. Support UIC's community initiatives in health promotion and health literacy.
 - Engage in outreach projects designed to eliminate health information disparities in Illinois.
 - Partner with campus units to provide quality health information to UIC students, faculty and staff.
 - Participate in UIC public health initiatives.
 - Develop a network to provide health information to Illinois health care providers and consumers.
5. Provide leadership in the delivery of high quality health information for health professionals and the public by maintaining the competitive contract of the Regional Medical Library of the National Network of Libraries of Medicine for a ten state region.

- Maintain a print archive of health sciences literature.
 - Promote professional development for health sciences librarians.
6. Support interdisciplinary and inter-institutional programs in health and life sciences.
- Support interdisciplinary programs between the health sciences and complementary disciplines such as bio-engineering, social work, urban planning and public policy.
 - Enhance communication among library staff in different locations to strengthen their understanding of how the library supports the various disciplines represented at UIC.
 - Support inter-institutional initiatives within the Illinois Medical District.

Goal 4

The Library will fulfill its public responsibility to make accessible its information resources and share its knowledge management expertise with the people, communities, and institutions of Chicago, Illinois and beyond to help transform lives.

1. Take a leadership role in assuring access to the public record of government at all levels by advocacy and through a sustained program of acquisition, access, and preservation of government records, primarily those of the greater Chicago metropolitan area.
2. Develop and promote the infrastructure to support new forms of scholarly communication that provide open access to publicly funded scholarship and research.
 - Develop an institutional repository that will enable faculty to deposit their work in an open access environment. Collaborate with UIUC and UIS Libraries to ensure compatibility and interoperability of a University of Illinois institutional repository system.
 - Develop the capacity to host open access journals.
 - Plan programs on information policy and scholarly communication for campus faculty.
 - Collaborate with UIUC and UIS, as well as with the CIC, in programs to inform faculty of the issues involved in scholarly publishing.
3. Develop programs to help individuals and community organizations document and preserve the rich historical record of social, economic, and political life throughout the Chicago metropolitan area.
 - Expand the Library's "Don't Throw it Away" Program.
4. Collaborate with K-12 school systems to train teachers and students to use primary source materials for research projects and to teach information literacy.

- Expand existing K-12 education outreach program to include a larger number of school systems in the Chicago area.
- Create tailored programs to assist students at all levels achieve academic success.
- Develop a curriculum for training teachers to use primary source materials for research and to teach information literacy.

Goal 5

The Library will create a dynamic, challenging, and supportive work environment by implementing effective recruitment, retention, and development programs.

1. Recruit and retain a diverse, talented, service-oriented and innovative Library faculty and academic professional staff.
 - Recruit more mid-career faculty and academic professionals to help retain the expertise that will be lost as a result of upcoming retirements.
 - Undertake special efforts to identify, recruit and retain individuals from under-represented groups.
 - Offer salaries that are competitive with our peer institutions.
 - Streamline and define the recruitment and hiring processes to attract talented candidate pools and to respond to unit needs in a timely fashion.
 - Revise position announcements to convey the ideals, values, and energy the Library is expressing in its strategic plan.
 - Find funding to restore the Residency Program.

2. Create a supportive culture for faculty research.
 - Implement a mentoring program to support newer faculty to begin or continue research of high quality.
 - Work with department heads to determine how they can support a research culture for their faculty.
 - Collaborate with other UIC faculty on grants in such areas as evidence-based medicine, informatics, digital publishing, preservation of digital works, information policy, information literacy, and user behavior.
 - Create a position that would help faculty discover, apply for, and manage grants.
 - Form teams of faculty doing research in related areas to brainstorm issues and identify areas of further study.
 - Create a research lecture series that will bring in faculty from other libraries and library schools to share their work.

3. Develop staff through engagement, recognition and advancement.
 - Enrich the employee assessment process to promote staff growth and development.
 - Expand opportunities for all staff to contribute to Library governance and programming by participation on Library committees and work groups.

- Engage employees by actively soliciting suggestions, by providing opportunities for input, openly publishing responses to suggestions, and by instituting exit interviews.
 - Implement the recommendations of the Support Staff and Employee Orientation task forces.
 - Implement and expand mentoring programs for staff at all levels.
 - Provide opportunities for all staff to enhance their skills through cross-training, workshops, and other development programs.
 - Provide salaries for all staff that are comparable to area competitors
 - Encourage and support staff interested in pursuing a degree in library science
4. Create, foster and promote a culture of collaboration, innovation, assessment, and agility in order to anticipate and build dynamic services.
- Improve and develop new cross departmental services by empowering staff to identify information needs and work creatively to meet them.
 - Model behavior that supports innovative approaches to providing public service including offering seminars for staff in creative thinking.
 - Allow local decision-making by seeking input from those who most understand local issues and implement decisions.
 - Provide staff training and development in assessment.
 - Create an innovation fund to support development and piloting of new services and programs.

Goal 6

The Library will have the technical, physical, and financial resources to ensure all UIC students, faculty, and staff have the information resources and skills they need to succeed.

1. Maintain a state-of-the-art technical infrastructure that enables the Library to respond nimbly to the rapidly changing information delivery environment.
 - Hire an expert who can envision new information technologies as well as provide leadership in Library systems activities.
 - Develop a strategic plan that includes systematic upgrading of equipment and continual assessment of service needs.
 - Expand collaborations with Academic Computing and Communications Center (ACCC).
 - Integrate staff with computing skills into systems-related activities.
 - Sponsor monthly brainstorming sessions that examine new technologies and how they might be incorporated into the provision of dynamic services.
 - Develop an ongoing program to allow all staff to continuously update their technology skills.
 - Sponsor an annual technology trends forum that includes young technology users and researchers.

2. Provide an inviting physical environment that is flexible and multifunctional to meet the study, research, and work needs of students, scholars and staff.
 - Implement the recommendations of the Space Planning Consultant.
 - Create a learning commons at all UIC Libraries.
 - Increase the number of small group study spaces.
 - Invest in high quality, attractive and durable furniture.
 - Create cafés at all UIC Libraries to provide the opportunity for faculty and students from multiple disciplines to meet in an informal setting.
 - Bring the math, science and engineering collections together into a publicly accessible facility.
 - Develop a long-term plan for collection space.
 - Build physical space for the storage of special collections, including display and study space.

3. Increase the Library's revenues significantly by diversifying our funding sources and pursuing collaborative opportunities.
 - Meet or exceed our fund-raising campaign goals.
 - Expand our capacity for fund-raising by increasing staff awareness of our development goals, by increasing the size of our development staff, and by bringing more Library staff directly into the process.
 - Significantly increase our annual giving program by developing a broad range of giving opportunities.
 - Develop a plan to expand support for the Library to take advantage of federal, state, foundation, and other grant opportunities that will help the Library meet its goals.
 - Expand collaboration with other libraries and cultural institutions in the state, especially the UI libraries in Urbana and Springfield, and with the CIC, to enhance collections, services, and the use of space where possible.
 - Develop budget structures that will allow the Library to produce accurate information by which to monitor performance, ensure efficient operations, and justify funding requests.
 - Adopt a process of continuous improvement to ensure Library operations are as efficient as possible.
 - Explore opportunities to develop fee-based entrepreneurial services.

Goal 7

The Library will implement a comprehensive marketing and public relations program to increase its visibility among and use by both internal and external constituencies.

1. Increase Library visibility and inform campus users about key resources, services and events through ongoing promotional activities to target groups.
 - Target new faculty and graduate students through the establishment of a program of welcome events and materials for new faculty and new graduate students at Library sites, newsletters, and graduate level research workshops.

- Recognize faculty research by posting lists of new faculty books on the Web and creating New Books by Faculty displays.
 - Expand liaison program in order to provide more extensive outreach to all campus departments as well as student organizations and select campus services such as the Writing Center.
 - Strengthen the idea of “library as place” through events such as book discussions, lectures and art exhibits hosted at the Library.
2. Expand our potential donor pool by raising the visibility of the Library and its special collections among alumni and especially the Chicago-area community.
 - Provide a listing of electronic resources that are accessible to alumni and others from off campus.
 - Develop a suite of Web pages offering services and information targeting alumni.
 - Designate a librarian as liaison to the University of Illinois Alumni Association.
 3. Create a professional, unified look for materials promoting Library resources and services.
 - Draw on external expertise such as advertising consultants, graphic designers, and the university’s own publication and promotion services to develop professional-grade, thematically unified promotional materials.
 - Provide workshops to Library staff on promoting Library resources and services to the UIC community and implementing marketing guidelines.
 - Create a Web-based guide for staff to basic marketing principles, samples of best practices, venues for promotion, and contact information.
 4. Maximize use of the Web page in promoting electronic resources and services.
 - Explore and/or implement such possibilities as blogging and RSS feeds, links connecting specific user populations to specific resources.
 - Promote customizable resources and services.

Stretch Goals

[While a few items have been put forward, they have had absolutely no discussion thus far and are not included in this draft.]

Section 3: Resource Plan

UIC has seen its state budget allocation fall by 19.6 % from FY2002 through FY2006. The University Library depends on the state allocation for more than 83% of its budget, and so it has suffered budget cuts in turn. The Library cannot generate new funds by raising tuition, and it cannot appeal to a direct alumni base for financial support. Its percentage of the ICR funds generated by a growing research enterprise fell steadily from the 1990s through FY2004, even though library resources and services are vital to the success of most research. The cost of library materials, and especially of the electronic journals that faculty and students prize, rose notoriously in the same period.

In light of these facts, it is not surprising that the UIC Library spent less in FY2004 than it spent in FY1999 the purchase of monographs, even before inflation is taken into account. Personnel expenditures were cut by \$1.02 million between FY2002 and FY2004. The Library's purchase of equipment, such as the computers that are vital to our efficiency and services, fell by more than 75% in the same period. UIC Library expenditures per faculty member are now 33% below the average of our peers in the Association of Research Libraries and expenditures per full-time graduate student are 48% lower than those of our peers.

Like the campus as a whole, we cannot simply wait for a bright new day in state funding, or use our funding situation as an excuse to fail in our mission. We must be more and more efficient, expand our already substantial collaboration with other libraries, and look for new sources of revenue. We must serve our users so well that they will think of the UIC Library as a worthy recipient of their gifts. We must reallocate resources to focus on our core mission and its associated strategic opportunities.

Resources Needed

To reinforce its strengths, restore some of its losses of the past several years, and carry out the actions that have been described in this strategic plan, the UIC Library will need new resources. Our needs are driven by the following factors.

Resource Needs – Restoring the Base and Maintaining Excellence

■ Collections

Even in the recent bleak budget years, UIC Library expenditures for collections have risen significantly. We spent nearly \$1 million (15%) more on collections in FY2004 than we spent in FY2001. However, our serials expenditures – increasingly dedicated to electronic resources that we lease, not own – have risen to almost 80% of the materials budget (compared with 66% among our ARL peers).

We must maintain a respectable print monographs acquisition budget in support of research and teaching, even as we work to share still more books with consortial partners in Illinois and beyond. We have made a commitment to purchase access to electronic monographs beginning in 2006, which will be a new cost.

Finally, we must be prepared for the possibility that special collections in our areas of strength will become available for purchase. This may require quick decisions and access to special funds.

■ **Quality of space**

The quality of UIC Library space ranges from less than ideal (Libraries of the Health Sciences) to embarrassing (Science Library), with the Daley Library and the Laflin Warehouse falling somewhere between. The Library is working with a consultant to quantify its longer-term space needs in light of changing publication and use patterns, but the quality of existing space is not open to question.

Problems range from deferred maintenance to lack of common comforts to minimal group study space. UIC lacks any learning commons, which are facilities that bring together information resources, technology skills, and instructional expertise. Some faculty report that they find the libraries unpleasant, and so avoid them. UIC Library facilities do not satisfy graduate students and do not contribute to retaining undergraduates.

Without a major infusion of funds from some source, the Library will struggle to make even small improvements to its facilities. But an institution that is central to the intellectual life of the university should be inviting to users, not repel them. We must work toward creating library spaces that befit a leading research university.

■ **Retaining and recruiting excellent faculty and staff**

A soon-to-be-published study shows that in 1998-2002, the UIC Library faculty produced the fifth highest number of published articles among 379 academic libraries. It had the third highest number of productive authors among the 379, despite ranking 53rd in professional staff size among the 113 ARL libraries. Since that time, the faculty and staff have found ways to deal with the loss of more than \$1 million from the Library's personnel budget. For the most part, we have managed cuts so that our services have not suffered visibly.

Such major accomplishments are tempered by the strain that they place upon the Library's employees, and by the relatively low salaries that compensate them. Among ARL libraries in large metropolitan areas (with correspondingly high costs of living), the UIC Library ranks 20th of 27 in average salary for professionals. It falls below not only the University of Chicago and Northwestern, but also Northeastern Illinois and Loyola Universities. Buying power for UIC librarians is about 73% of the buying power of their UIUC counterparts.

Staff are not exempt from these disparities. The average UIC Library staff member's salary falls more than \$6,000 below Chicago's and \$5,300 below Northwestern's.

An unusually productive faculty supported by a dwindling staff, all of whom are underpaid by peer standards, is not a formula for long-term success. In order to sustain research productivity and services, retain the best faculty and staff, offer inducements to recruit the best new faculty, and achieve our other strategic objectives, we will need to be exceptionally creative.

Resource Procurement Strategy

The Library's dependence upon state funds as its primary source of income will not disappear. There are a few strategies that we can pursue to supplement state funds and allow us to pay for new initiatives.

■ Full cost recovery for services to outside users

The UIC Library offers a wide array of services to outside users. We have corporate members; our holdings serve as a primary resource for health sciences libraries in a 10-state region; we provide special collections and archival images to publishers and distant scholars; and we offer photographic services to the campus.

In these and other areas where we charge outsiders for services, the Library's motivation should not be to generate a profit. On the other hand, it is not in a financial position to subsidize any customer or transaction. The Library must do a better job of documenting its costs and passing those costs along to its customers.

■ Technology fee

By definition, a library is a common good and a free resource to UIC users. One cost to the Library that has risen dramatically in the past two decades, and for which the Library has received no funding is technology. We maintain 400 workstations in six buildings in four cities and run nearly 20 servers, more than 50 printers, and more than 20 scanners. Except for library faculty computers provided by ACCC, the Library pays for new and replacement technology at the cost of acquiring materials and compensating staff.

The new campus recreation centers were funded by student fees. A technology fee that would support campus units that are heavily dependent upon computer hardware should be at least as high a priority for the campus. It would help Library employees to be more efficient and would provide users with more good campus computing options.

■ Tuition tax on distance education

As the University of Illinois considers an expansion of its distance and blended learning programs, the Library should be considered in pricing models. The cost of providing library services to users who are not on campus could turn out to be enormous. The number of distance learners in the Chicago area who might expect to be able to visit and use our facilities also could be great. The imposition of a tax on distance education that is dedicated to library expenses might be a new source of revenue.

■ Private and corporate funding

With a few notable exceptions, the Library's fundraising program has been maintained at a fairly low level. However, it is clear from state and university financial positions that the Library now needs significantly more private and corporate dollars if it is to excel in

the collections and services areas identified in its strategic plan. The Library will significantly increase its fundraising activity during the University of Illinois' capital campaign. In preparation for the public launch of the campaign, the campus' central development office and the University of Illinois Foundation are increasing their support for Library development. The Library has a small base of foundation funding and Library friends (individuals who are UIC alumni and faculty and others who are interested in our mission) from which to build a more robust donor pool. Much of the work in the short-term will be raising the visibility of the UIC Library, bringing individuals, foundations, and corporations in to the Library to get a better understanding of our rich collections, our centrality to UIC's mission, and the innovative services and projects in which we are engaged with other Chicago cultural institutions.

The Library does not have guaranteed donor prospects like a college has in its alumni. However, we will identify more UIC alumni who consider the Library as a second beneficiary of their philanthropy and more non-alumni who particularly want to support our premier programs such as the Chicago political archives, photography collections, or the social history of the metropolitan area. The Library will collaborate with colleges and other campus units to secure gifts that benefit scholarship and teaching in academic departments as well as the Library (for example, collection endowments that support academic department chairs).

The Library will aggressively pursue corporate funding for specific programmatic goals, especially the renovation and equipping of the learning commons and other projects that improve the physical environment for formal and informal learning. We will convince corporate donors of the advantages their gifts can bring to them as well as to the Library: literacy skills the Library helps students develop are closely allied to competencies that almost all businesses seek in employees; and there is a wealth of information technology corporations supplying products that could gain visibility in a library that receives over 1 million visitors each year. The path to increasing corporate support begins as it does for individual donors—the Library has to reach out to corporate funders to inform them about our programs and collections and engage them in our projects.

■ External contracts and grants

The Library depends on external funding from the National Library of Medicine to maintain its role as the resource for the Greater Midwest Region of the National Network of Libraries of Medicine (NN/LM). UIC has received five successive five-year contracts from NLM and will strive to continue its success in this nationally competitive arena.

The Library has had steady achievement securing grant funding from the governmental agencies that customarily fund libraries: the federal National Endowment for the Humanities and the Institute of Museum and Library Services, and the state's Library Services and Technology Act grants program. These enable the Library to leverage resources to acquire, preserve, or create user access to distinguished collections. We will increase our efforts with these programs and with other agencies such as the National Historical Publications and Records Commission. We will forge partnerships with other

campus units to secure funding from the National Science Foundation and the National Institutes of Health.

Section 4: Monitoring and Evaluation Plan

Implementation Timetable and Milestones

[To be determined.]

Performance Indicators

The UIC Library will continue to measure overall progress by comparing itself with its peers in many statistical categories. It also will participate in two projects beginning in 2006 that will allow it to monitor success during the life of this plan.

■ LibQUAL+ (Services and Facilities)

LibQUAL+ is a suite of services that libraries use to solicit, track, understand, and act upon users' opinions of service quality. These services are offered by the Association of Research Libraries (ARL). The program's centerpiece is a rigorously tested Web-based survey bundled with training that helps libraries assess and improve library services, change organizational culture, and market the library. The goals of LibQUAL+ are to:

1. Foster a culture of excellence in providing library service;
2. Help libraries better understand user perceptions of library service quality;
3. Collect and interpret library user feedback systematically over time;
4. Provide libraries with comparable assessment information from peer institutions;
5. Identify best practices in library service; and
6. Enhance library staff members' analytical skills for interpreting and acting on data.

The UIC Library participated in LibQUAL in early 2002. We found that users were satisfied in most respects. The greatest gaps between user expectations and UIC Library offerings were a reflection of our incomplete runs of journal titles, uncomfortable and uninviting locations, lack of a haven for quiet and solitude, and less than comprehensive print collections.

The Library will participate in LibQUAL again early in 2006 to establish a baseline for future performance. We will conduct the survey more regularly in subsequent years to help assess progress toward our strategic goals.

■ WorldCat Collection Analysis (Collections)

WorldCat Collection Analysis (offered by OCLC) allows a library the opportunity to analyze its collection and evaluate it through one-to-one peer comparisons or in comparison with selected groups. The UIC Library will participate in Collection Analysis in 2006 as part of two consortia:

1. CARLI (Consortium of Academic and Research Libraries in Illinois), which includes 65 academic libraries in Illinois that share resources through the I-Share system;

2. CIC (Committee on Institutional Cooperation), whose Center for Library Initiatives encompasses the collections of the Big Ten plus the University of Chicago.

We will be able to compare group holdings by specific subject areas, and to analyze each group's entire collection as one entity. This will help to shape our collection development activities and allow us to use collection dollars most effectively in pursuit of our strategic goals.

Performance Metrics and Results

Examples of sets of measures appropriate for each of our goals are:

Goal 1

Collection analysis tools.

Rankings in surveys of the Association of Research Libraries and other peer-group statistical reports.

Percentage/rate of campus units participating in the Institutional Repository and the records management program.

Number of items from the UIC Library collections that are available electronically.

Number of scholars conducting research in Special Collections.

Goal 2

Assessment data on quality of services (LibQual+ and other methods).

Number of collaborations with colleges and numbers of courses that include information skills components.

Number of courses taught by Library faculty in the academic departments and external education programs.

Impact of services offered in learning commons as indicated by improved student retention rates.

Statistics on the use of electronic resources.

Goal 3

Number and quality of outreach projects in underserved communities.

Number of health professionals participating in continuing education programs.

Number of Library collaborations in teaching and research with health sciences academic departments.

Number of Library partnerships with institutions in the Illinois Medical District.

Goal 4

Participation of organizations in programs to preserve archives.

Number of community organizations and individuals who take part in information skills programs.

Number of researchers and scholars contributing to the Institutional Repository and other strategies for open access to scholarly communication.

Goal 5

Improved retention of Library faculty.

Improved productivity and higher customer service ratings through Library staff development.

Goal 6

Increased rate of private funding.

Improved student and faculty satisfaction with the physical environment of Library spaces.

Goal 7

Improved quality of Library publications.

Recognition of the Library's services measured by an increased number of visitors, more Library instruction sessions, and an increased number of patron-reference interactions.

Appendix A

Mandates Impacting the University Library

In addition to the mandates that cover UIC and the University of Illinois as a whole (such as human subjects research procedures), the University Library is subject to a number of federal and state laws, contractual requirements, and cooperative agreements that affect our policies and procedures. Listed below are the most significant of these.

University Statutes

The University of Illinois is a public corporation operating under powers delegated by the state of Illinois legislature to the University's Board of Trustees. The educational policy, organization, and governance of the University are codified in the University's Statutes, a document adopted by the Board upon the recommendation of the University Senates Conference. Only the Board is empowered to change the Statutes, but the Board must consult with the campus senates before doing so. The requirement for consultation reflects the commitment to a system of shared governance through which the faculties of each campus may influence University policy.

The distinctive role played by the campus libraries within the University is signified by the special attention given to them by the Statutes in Article VI, The Campus Library. Except where otherwise noted in Article VI, the libraries on each campus are organized like colleges. The Statutes delegate broad powers to the campus librarian, the chief executive officer of the library, for the organization of the libraries, for the appointment and advancement of staff, and for the establishment of branches. The library committee of the campus senate advises the campus librarian on matters of policy and allocation of book funds. The Board of Trustees on the recommendation of the chancellor appoints the campus librarian annually. The performance of the campus librarian is evaluated at least once every five years in a manner determined by the faculty of the library and the library committee of the campus senate.

U.S. Copyright Law (Title 17 USC) – The Library would not exist if not for the rights granted in U.S. Copyright Law that allow us to purchase and lend materials (Section 109, First Sale); make copies for users, interlibrary lending, and preservation purposes (Section 108); provide materials for distance learning (Section 110); and, allows students and faculty to make use of our resources in research, teaching, and learning (Section 107, Fair Use). A well-balanced copyright law is critical to the ability of the Library to fulfill its mission.

Confidentiality of Library Records

In accordance with the Library Records Confidentiality Act of the State of Illinois (75 ILCS 70), all Library registration and circulation records are considered confidential information.

USA PATRIOT Act

Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 became law on October 26, 2001. Among its many provisions the Patriot Act expands the authority of the Federal Bureau of Investigation (as well as other law enforcement agencies) to access Library, business, and medical records. This access includes stored electronic data and communications. It also expands the ability of the government to request wiretaps and “trap and trace” phone devices that use Internet and electronic communications. These enhanced surveillance procedures pose profound challenges to Library privacy and confidentiality policies.

Disabilities Mandates

In compliance with the standards for accessible design outlined by the *Americans with Disabilities Act*, the Library ensures barrier free access to Library facilities and resources, and provides reasonable accommodations when necessary to ensure equitable access to facilities or materials. The Library is also committed to equitable access to resources and services provided via the Web, and adheres to standards of accessible Web design supported by the W3C consortium (<http://www.w3.org/>).

The *1998 Amendment to Section 508 of the Rehabilitation Act* (29 USC 794d) outlines requirements for federal departments and agencies in providing access to electronic and information technology. Section 508 stipulates that individuals with disabilities seeking information from a Federal department or agency must have access to and use of information and data comparable to access by individuals without disabilities. As such, the UIC Library, as a federal depository library, ensures equitable access to information to patrons with disabilities by providing information in accessible formats, or reasonable accommodations when necessary. The accessibility of technology also factors into the process of procuring electronic media from external vendors and negotiating license agreements.

University Records Management

Article VI, Section 4 of the University General Rules specifies that a division of the library on each campus is the depository for campus records having research or historical value and includes records transferred to its custody. The Library is also responsible for maintaining professional and personal manuscripts of members of the academic and administrative staffs and records of faculty and student organizations that may be given to the University for preservation and use. The General Rules also specify that "No university records shall be discarded or destroyed except upon the prior approval of the archivist pursuant to the finding and recommendation by the administrative unit involved that such records have no further administrative value." The General Rules defines records as ". . . all documents, correspondence, accounts, files, manuscripts, publications, photographs, tapes, drawings, or other material bearing upon the activities and functions of the University or its officers and employees." In order to comply with the Illinois State Records Act, the General Rules also tasks the Library with forwarding approved requests for permission to discard or destroy records to the president and to the State Records Commission for their approvals.

The Illinois State Records Act (5 ILCS 160) and Illinois State Records Commission Rules (44 Ill Admin Code PART 4400) make the knowing and willful destruction of state records without approval of the State Records Commission a Class 4 felony. Therefore, failure to carry out the records management mandate required by the General Rules can have severe repercussions for the University Library as well as the entire UIC campus.

Federal and State Government Documents Depository Programs

As part of state and federal depository library programs, the University Library is required to maintain both services and collections involving government information distributed by Illinois and federal authorities. Part of this obligation is the expectation that these services will be available to the general public.

National Library of Medicine Regional Medical Library Contract

Under a contract from the National Library of Medicine, the UIC Library of the Health Sciences (LHS) serves as the Regional Medical Library for the ten-state Greater Midwest Region of the National Network of Libraries of Medicine (NN/LM). The mission of the NNLM is to advance the progress of medicine and improve the public health by: 1) providing all U.S. health professionals with equal access to biomedical information; and 2) improving the public's access to information to enable them to make informed decisions about their health. As the Regional Medical Library, UIC LHS is required to provide interlibrary loan services to network member libraries, to provide referrals to network member libraries for unaffiliated health professionals (i.e., those without access to library services) and to provide document delivery services to unaffiliated health professionals. The current contract ends on April 30, 2006, and the Library is in the process of applying for a new five-year contract.

Consortial Agreements

A number of state, regional, and national consortia (e.g., CARLI, CIC, OCLC) include requirements for sharing bibliographic records and resources according to policies and procedures agreed to by the members.

Contractual Agreements

Access to and use of Library collections are sometimes governed by licenses or donor agreements.

Professional Codes of Ethics

In addition to federal, state and consortia mandates, the University Library is also bound by professional association codes of ethics. Both the American Library Association (ALA) and the Medical Library Association (MLA) have codes that uphold the highest levels of service, principles of intellectual freedom, privacy, intellectual property rights and equitable access to information.