

OPENING ACCESS TO KNOWLEDGE

**THE UIC UNIVERSITY LIBRARY
STRATEGIC PLAN**

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Executive Summary

In response to a call from University President B. Joseph White, the UIC University Library has created a strategic plan to define new opportunities for growth by 2015. The Library undertook a strategic thinking exercise in 2004-2005 to focus on the issues and challenges that will face academic libraries in general, and UIC's libraries in particular, during the first decade of the 21st century. A broad-based committee now has built a strategic plan based upon that strong foundation.

The UIC University Library supports, enhances, and collaborates in the education, research, and service activities of the university. Our assessment of the new opportunities that we should pursue in the coming decade takes into account the evolving role of academic libraries, but we continue to be guided by an unchanging requirement to serve the information needs of our students, faculty, and staff. UIC as a whole is committed to providing "Access to Excellence" by building on its many strengths and taking advantage of every worthwhile opportunity, without neglecting its core purposes. The UIC University Library plans to take exactly the same approach.

Our intent is expressed in the following six goals:

1. The UIC University Library will build outstanding primary research collections that enhance research and learning and establish the Library as the premier source of information about the Chicago area's rich social, political, intellectual, and economic history.
2. The Library will build a virtual presence that provides 24/7 seamless access to as much of its collections as legally possible and to interactive instruction and customized client-based services.
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.
4. The Library will take a leadership role on campus in a university-wide effort to promote new forms of scholarly communication.
5. The Library will create inviting, functional physical spaces that support the intellectual and social networking required by students and faculty to succeed in their research and learning.
6. The Library will implement a comprehensive marketing and outreach program to increase its visibility among and use by both internal and external constituencies.

We have defined actions to move us toward these goals, and developed a timetable for implementation. We also have defined some "stretch" actions that challenge us to move even further ahead. While we continue to struggle with limited resources, we refuse to let that be an excuse for inaction or mediocrity. Our ultimate goal is to use creativity and innovation to expand our sphere of excellence, especially in those areas in which we can make a unique contribution to UIC, the State of Illinois, and the universe of freely available information.

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 faculty, students, and other 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;
- Supporting and collaborating with faculty in teaching, research, and practice;
- Instructing students as they pursue learning and research to ensure 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 as an integral partner in the University's mission of teaching, research, and practice.

- We will be a welcoming place, both physically and virtually, for students, faculty researchers, and citizens to engage in information seeking and collaborative learning.
- We will 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.
- We will 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, practice, 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 scholarly information creation, preservation, dissemination, and access.

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

Disposition of Transferable Property

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. All UIC faculty will have access to the information resources they need to advance their research, teaching, and practice. 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.

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 envisions two parallel paths in its provision of information resources and services. One is to maintain and expand the standard services the Library currently provides, including print resources, 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. At the same time the Library has begun to assert its virtual presence, building a strong collection of electronic full text resources, providing online reference services, and developing a robust website. This allows the library to move forward 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 the *emerging* roles of the Library. Academic libraries are in transition, changing the way in which we connect users with needed resources, with library staff as experts and collaborators, and with each other.

Changing scholarly communication environment

The nature of information and the dissemination of knowledge are changing rapidly. Technology has improved communication among researchers, has accelerated the publishing processes, and has made possible the dissemination of research results outside traditional the publication process. Increasingly, journal literature—and even books—are published in electronic form. While Library users appreciate the convenience of accessing these electronic resources from their offices or residences at any hour of the day or night, the impact of these changes has been uneven, affecting some disciplines more than others. Many still fear that these new forms of scholarly communication threaten the underlying values of peer review and ensuring credible evidence.

The publishing industry too, has been affected by these trends. The industry has been consolidating, providing fewer outlets for publication. In the electronic environment publishers license use rather than sell copies and many major publishers market their resources in large (bundled) packages. Libraries have responded by forming consortia to negotiate better prices for their resources. While this may allow access to greater numbers of resources, it also reduces the library's flexibility and ability to tailor its collection to meet local needs. Another result of these trends has been the increased management costs needed to oversee and negotiate licenses that vary widely among publishers. UIC's multi-campus structure further serves to complicate licensing with some 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 also works to support faculty who wish to submit their work to open access journals.

Changing trends in education

Emerging trends in education and in the student body have ramifications for the work of the Library. UIC students are heterogeneous in culture, age and background. The Millennial Generation, which will form the majority of our student body in the next 5-10 years, is already adept at using technology and comfortable with multitasking; they read less, rely on images, and expect information to be available where and when they need it, with minimal effort on their part. Many students will come to campus only virtually, through online classes and distance learning, a trend that will be expanded with the Global Campus.

The challenge to the University and to the Library is to accommodate the diverse learning styles of UIC students. The increasing role of the library in curriculum development and the incorporation of library pathways into course management systems will ensure the integration of information evaluation and critical inquiry 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, a plan developed to identify major opportunities and gaps in biomedical research, suggests several areas in which the academic medical library can 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 methods and information literacy skills.

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. The library must collaborate with Academic Computing in building an infrastructure of hardware, software and communications tools for UIC users. Additionally the Library must have sufficient staff to optimize the use of new technologies and to support the staff who advance Library

programs. The Library will continue to provide computers for on-site use by students and other users, as well as to make available equipment to meet specialized needs.

Physical environment

While users appreciate the convenience of the virtual library, physical library spaces are also important to our user communities. The models for the physical space vary. 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.

The poorly-maintained and out-dated facilities of the UIC Library have hindered the Library's ability to attract users and diminished the effectiveness of library programs. Users are entitled to a clean, attractive environment conducive to study, research, and work.

Organizational culture and change

The library staff consists of faculty, academic professionals and support staff. Staff value their diversity and service commitment, and seek ways to learn and change along with the organization. Another value held throughout the Library is collaboration; it is important to collaborate not just between institutions or outside the Library but also within the Library, across departmental lines. Staff seek more flexible administrative structures that encourage individual creativity through greater local decision-making. For example, 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 mentoring of new librarians. Faculty benefit greatly from professional development opportunities; providing similar opportunities for support staff would enable them 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 **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.

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.

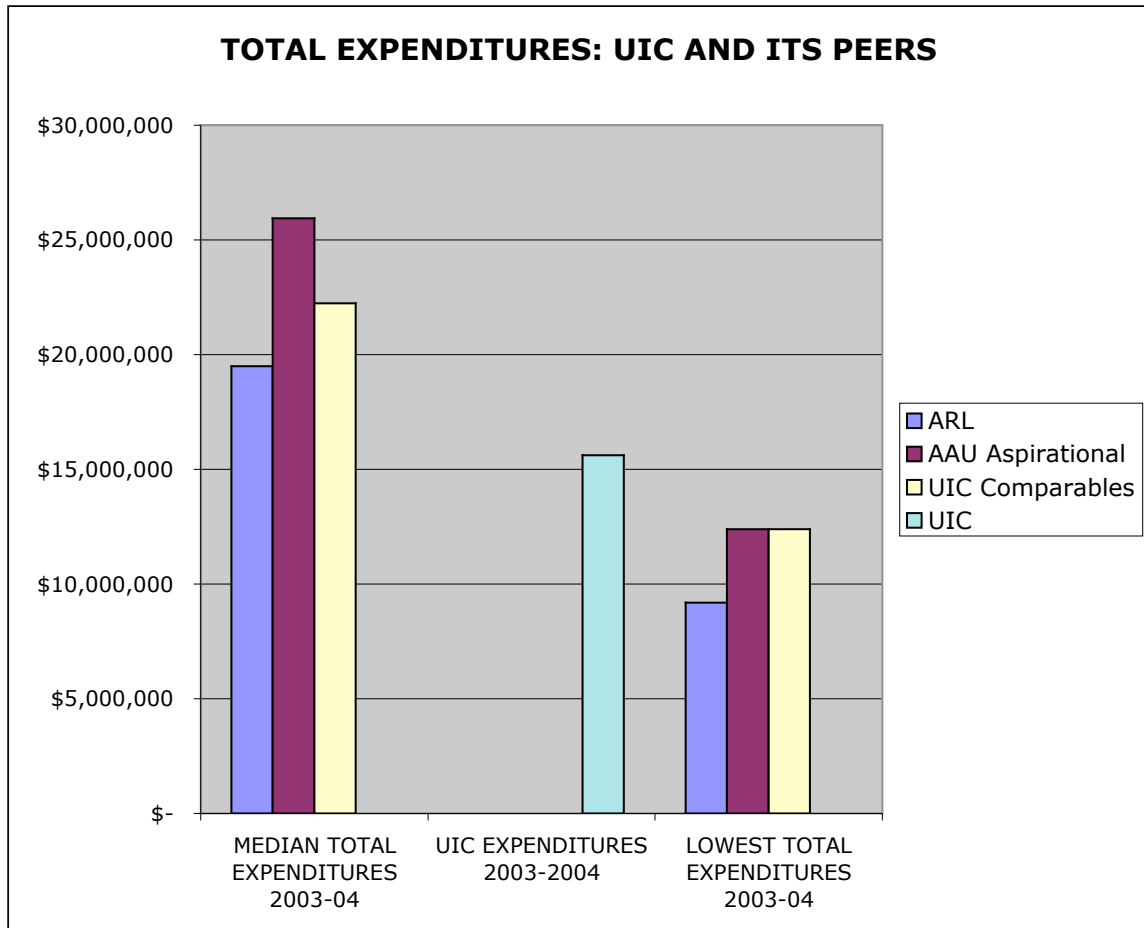
UIC's 2006 strategic plan identifies a group of 40 institutions that are similar to UIC in Carnegie Foundation categories, research funding, and size, and that have a Medical School or College. This group is defined as our **Comparable peer group**:

Boston University	University of Cincinnati
Columbia University	University of Connecticut
Cornell University	University of Iowa
Florida State University	University of Kentucky
George Washington University	University of Louisville
Harvard University	University of Michigan, Ann Arbor
Johns Hopkins University	University of Missouri, Columbia
New York University	University of Nevada
Northwestern University	University of New Mexico
Stanford University	University of North Carolina, Chapel Hill
SUNY, Buffalo	University of Pennsylvania
SUNY, Stony Brook	University of Pittsburgh
Temple University	University of South Carolina
Texas Tech University	University of Southern California
University of Alabama, Birmingham	University of Utah
University of Arizona	University of Virginia
University of California, Davis	University of Washington
University of California, Irvine	Virginia Commonwealth University
University of California, Los Angeles	Wayne State University
University of California, San Diego	West Virginia University

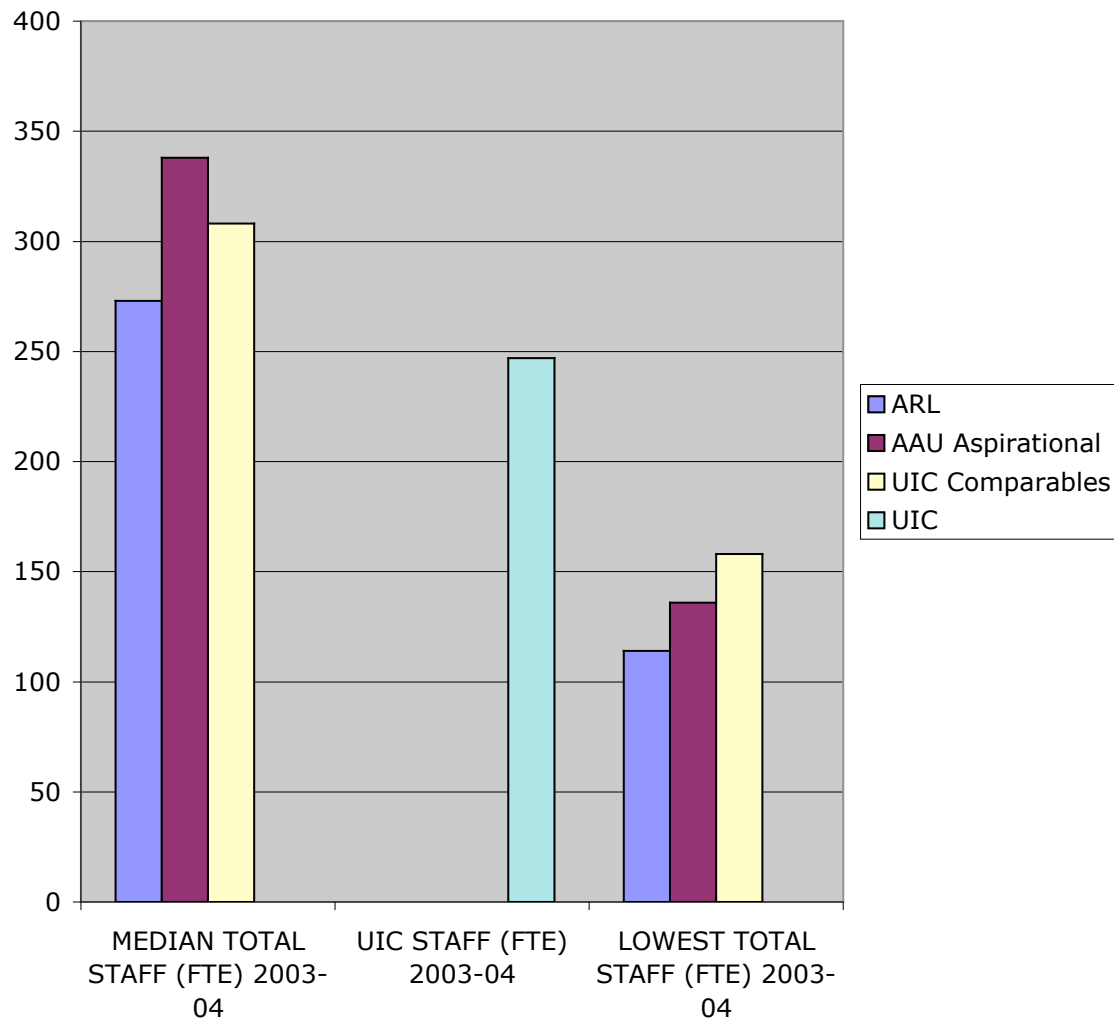
Of these 40 institutions, all but four (Stanford University, University of Nevada, Virginia Commonwealth University, and West Virginia University) are members of ARL.

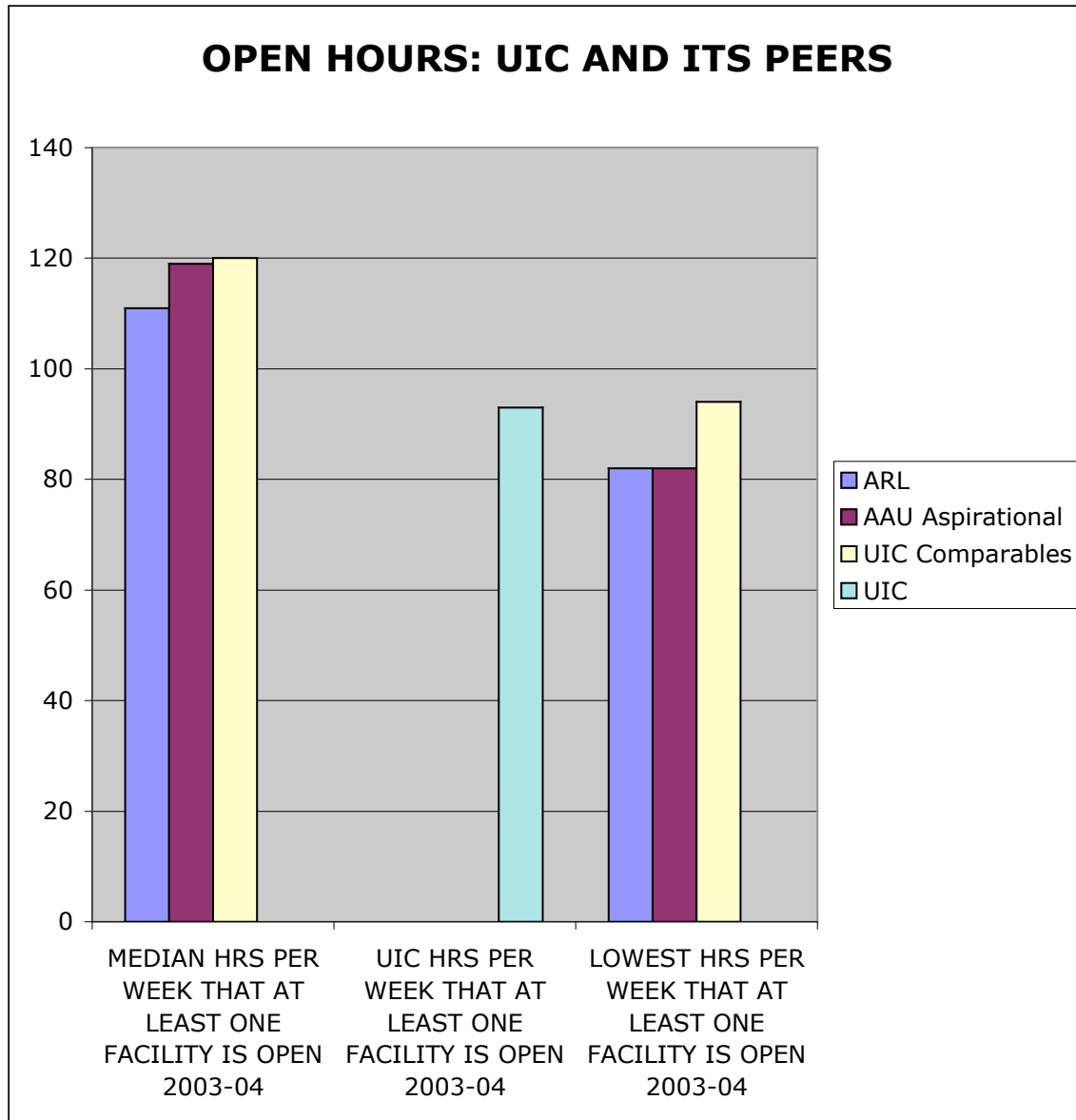
Competitive/Benchmark Analysis -- Illustrations

We can use compiled ARL statistical data from 2003-2004 to measure the UIC Library's standing against 112 ARL peers, 57 AAU/aspirational peers, and 36 UIC/comparable peers. Although the UIC Library ranks the lowest in only one category, the gap between UIC and the median of its peers is significant in every category.



TOTAL STAFFING: UIC AND ITS PEERS





Competitive Benchmark Analysis – Library of the Health Sciences

In addition to the peer groups identified for the University Library as a whole, the Library of the Health Sciences (LHS) belongs to the Association of Academic Health Sciences Libraries (AAHSL). AAHSL consists of 129 health sciences libraries serving medical schools that are members of the Association of American Medical Colleges (AAMC). Each year, AAHSL publishes the *Annual Statistics of Medical School Libraries in the U.S. and Canada*, a compilation of data on library size, expenditures and services of AAHSL members. One feature of the Annual Statistics is a profile of the Composite Health Sciences Library constructed from the means and medians for selected growth and activity counts.

It is often difficult to compare UIC LHS with the Composite Library because in many instances UIC ranks so much higher, due to our multi-site location. This is especially true in volume count, staff size, and salary expenditures. However, as the table below illustrates, there are other areas in which LHS ranks below the composite (such as service hours) or where our ranking is not at a level consistent with our size and multi-site configuration (e.g. education sessions). Furthermore although the number of ILL requests received is the fifth highest among AAHSL libraries, our fill rate of 70% is well below the median of 76%.

2003-2004	Composite Health Sciences Library	UIC LHS
Library FTE	36	73
Salary Expenditures	\$1,311,188	\$2,230,664
Total Print Volumes	244,443	696,953
Gate Count	261,544	312,790
ILL Requests Received	16,569	40,613
ILL Requests Filled	12,564	28,450
Fill Rate	76%	70%
Education Sessions	239	268
Service Hours	97	92

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:

- 22nd of 27 libraries in mean salary (\$4,466 below the average)
- 21st of 27 libraries in median salary (\$6,040 below the median)

The relatively slow growth of Chicago's cost of living, especially in the housing sector, has allowed the buying power of UIC librarians to rise to 12th among the 27 libraries in the survey. In past years it ranked no higher than 20th.

Over the last 5 years, the Library has made some progress on salaries for UIC Library professionals, but the trend has begun to reverse:

	<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
2005-06	\$57,470	22 of 27	\$4,466

	<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
2005-06	\$51,764	21 of 27	\$6,040

We also compare UIC salaries with those at UIUC:

	<u>Mean</u>	<u>Median</u>	<u>COLA</u>
UIUC	\$60,878	\$54,213	95.9
UIC	\$57,470	\$51,764	117.4

As shown by this analysis, the buying power of the average UIC librarian is about 77% 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	\$68,401 (2005)	\$32,919 (2004)
Chicago	\$67,795 (2005)	\$31,812 (2003)
Northwestern	\$61,459 (2005)	\$31,080 (2003)
UIC	\$57,470 (2005)	\$25,777 (2003)
Loyola	\$53,674 (2005)	NA

Strengths, Weaknesses, Opportunities, and Threats Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • 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 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Planning, analysis, and creative problem solving • Organizational agility • Staff recruitment and retention • Response to rapid change • Marketing and communication • Condition of our physical facilities
<p>Opportunities</p> <ul style="list-style-type: none"> • Societal interest in areas that the Library promotes • Many prospects for growing support • Providing a broad array of virtual collections and services 	<p>Threats</p> <ul style="list-style-type: none"> • 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:

- High prices and high rates of inflation for scholarly journals
- 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?

The 8- to 15-year-olds of today will form the core of our student users in 2015. What will these “digital natives,” used to cell phones, iPods, and video games, demand of us? They have grown up in an extremely fast-paced, visually rich, interactive world, with learning styles very different from those of other generations. A Pew Internet Report in 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” who had “created a blog or webpage, posted original artwork, photography, stories or videos online or remixed online content into their own new creations.” Our future users will have very different expectations of 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 must develop systematic ways to track trends and engage young people, and promptly produce cost-effective services and systems that will 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 recognize that many students will not often use our buildings. Even those who do will expect to be able to access every resource and service 24 hours a day from any location. By 2015, our users may include a growing number of adults pursuing professional education through external education or Global Campus classes. Many of these students may come from other countries. As we design collections and services, we will need to keep in mind that there will need to be instruction and resources targeted at learners with different levels of technical and English proficiency.

By 2015, faculty users of the Library also will expect systems and services to be available digitally 24 hours a day. Significantly more faculty will be incorporating online components into their teaching, and will expect tools that simplify the integration of text, images, and sound into their classroom presentations. Faculty who do not themselves have the technical skills will look to the Library for help in using new tools and selecting appropriate resources.

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—the search engines and any company, institution, or individual offering content and services through the Web. Search engines, like Google and Yahoo, Internet answer services, and online bookstores are often the first places 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, with the needs of their students and faculty in mind, academic libraries have carefully selected, organized, and made accessible scholarly resources. They have designed powerful and complex systems that are, as a consequence, not as easy to navigate 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 can be found more quickly through the Library. At times, faculty seem unaware that librarians can not only

help them construct assignments but also instruct classes in finding and 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 material online, provide referrals to related literature, deliver relevant and customized content to the user wherever he or she is, 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 that libraries are undertaking in partnership with Google and Yahoo, there will be even more quality content freely available. Through in-house and cooperative digitization projects, the UIC Library will be able to make its unique and unusual resources available to a world of billions of users.

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 it adds 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 to purchase or license materials, yet many faculty and students are unaware of the resources that we offer. We need to communicate far more effectively to our own campus users the resources we collect and the services we develop, in order to guarantee full use. Our Web pages must serve as an excellent gateway to print and electronic resources, and to in-person and online services.

External users also should be aware of what we have to offer; the many valuable resources that 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 to connect with donors, and risks alienating users who believe that we are not meeting their information needs.

4. *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?*

While the virtual library is an important part of our future, library physical spaces are still central to the intellectual and social life of the campus and facilitate the exchange among students and faculty of all disciplines. Libraries that have been renovated to accommodate new concepts of collaborative learning have even experienced increased use of their facilities. At UIC, the Library consists of six physical facilities: two free-standing buildings (Richard J. Daley Library and the

Library of the Health Sciences-Chicago) and four 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 that have squeezed out user space over the years. The Libraries in Chicago are particularly unattractive, badly in need of renovation, uncomfortably furnished, inadequately equipped, and poorly configured to accommodate the way students study and conduct research. The Library also has storage space in the Laflin Warehouse that 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 increasingly be unwilling to enter our spaces. UIC will sacrifice a significant opportunity for intellectual exchange if its library facilities remain uninviting.

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

As a result of joint purchasing agreements and the cancellation of print subscriptions, the Library has been able to stretch its collections dollars over the last several years. We are, however, 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 contracts, while inadequate budgets will 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 develop policies and systems that will allow faculty to exploit their own work and that of their colleagues to advance knowledge using technology to its fullest in the process. 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.

6. *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 consortium and the History Fair Project, and hopes to increase its 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 all are 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.

UIC University Library Goals

The primary role that the UIC University Library plays on campus has not changed since its creation, and will not change by 2015. The Library will continue to build collections in support of the research, service, and teaching roles of the University. It will organize those collections to enhance access, preserve them for future generations of scholars, instruct students, support and collaborate with faculty, conduct original research in library and information science, and reach out to the community. We cannot neglect these essential elements of our mission. We must assess and improve our performance, but at the same time we must enhance our distinctive strengths.

The Library's distinction, like that of UIC as a whole, rests with its unique qualities of excellence. Where excellence already is in place in collections, services, and research, the Library is proud to build on a firm foundation. Where strengths and opportunities intersect to create a seedbed for new growth, we have established strategic goals to expand our range of excellence in the coming years. (Enabling issues and goals identified in our discussions are included in Appendices B&C.)

Our six strategic goals, the thrusts that will allow us to achieve them, and some "stretch" actions that may (or may not) be plausible and feasible define our vision for broadening the scope of our excellence by 2015.

Goal 1

The UIC University Library will build outstanding primary research collections that enhance research and learning and establish the Library as the premier source of information about the Chicago area's rich social, political, intellectual, and economic history.

Goal 2

The Library will build a virtual presence that provides 24/7 seamless access to as much of its collections as legally possible and to interactive instruction and customized client-based services.

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.

Goal 4

The Library will take a leadership role on campus in a university-wide effort to promote new forms of scholarly communication.

Goal 5

The Library will create inviting, functional physical spaces that support the intellectual and social networking required by students and faculty to succeed in their research and learning.

Goal 6

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

Strategic Goals and Thrusts

Goal 1

The UIC University Library will build outstanding primary research collections that enhance research and learning and establish the Library as the premier source of information about the Chicago area's rich social, political, intellectual, and economic history.

1. Develop an aggressive program to acquire papers and records from prominent individuals, political and community organizations in the Chicago metropolitan area.
2. Build collections of excellence in Chicago-area governments, policy, and geographic information.
3. Build on existing collection initiatives to establish the premier repository for photographs about the Chicago area and by Chicago-area photographers.
4. 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.
5. Expand the University Archives program to ensure the preservation of UIC's institutional memory.

Goal 2

The Library will build a virtual presence that provides 24/7 seamless access to as much of its collections as legally possible and to interactive instruction and customized client-based services.

1. Build significant digital collections through licensing and an aggressive digitization program.
2. Develop robust yet simple systems for searching, retrieval, customization, and manipulation of results.
3. Enhance student-learning options by providing interactive online instruction modules that support face-to-face, blended and online classes.
4. Enhance the Web site so that UIC users can utilize *all* services online.

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.
7. Build a comprehensive collection of electronic and print resources in the health sciences.

Goal 4

The Library will take a leadership role on campus in a university-wide effort to promote new forms of scholarly communication.

1. 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.
2. Develop the capacity to host open access journals.
3. Plan programs on information policy and scholarly communication for campus faculty.
4. Collaborate with UIUC and UIS, as well as with the CIC, in programs to inform faculty of the issues involved in scholarly publishing.

Goal 5

The Library will create inviting, functional physical spaces that support the intellectual and social networking required by students and faculty to succeed in their research and learning.

1. Establish a learning commons at each library site, drawing together a number of reference, technological, and student services.
2. Evaluate and implement, as appropriate, the recommendations of the Space Planning consultant.
3. Create formal and informal group study areas in all Library spaces to accommodate student styles of learning.
4. Create cafes at all UIC Libraries to provide the opportunity for faculty and students from multiple disciplines to meet in an informal setting.

5. Bring the math, science, and engineering collections together into a publicly accessible facility.

Goal 6

The Library will implement a comprehensive marketing and outreach 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.

Stretch Goals

The UIC University Library is committed to the goals and actions that are described above. We imagine the opportunity to move in several other directions in the coming decade if resources and staff time can be found. We believe that the following “stretch” goals are beyond our grasp at the moment, but well worth pursuing.

Goal 1

Expand significantly Library instruction and research consultation services.

The proliferation of new information technologies has made information resources more accessible as the research process has become more complex. Because students need to come to the library less often, they miss the librarian’s expertise in navigating and learning this complex process. Research shows that students who take a library credit course, as opposed to those who do not, demonstrate a statistically significant difference in their citation use and grades. Actions the Library could take to enhance student learning include:

- ***The Library will develop credit courses in research methods.***
 1. Develop an undergraduate information research course targeting very specific subject areas such as writing, social sciences, business etc. when the curriculum includes a research project.
 2. Incorporate a graduate level course as a part of a core master’s class in methods and bibliography comprised of archival research using historical documents and locating, evaluating and using primary resources.
- ***The Library will develop a pilot project to expand research consultation services to students outside Library facilities.***
 1. Partner with appropriate departments whose faculty assign research projects to students.
 2. Provide adequate staffing, technical support, and publicity at these locations.

Assessment for both actions would include tracking student performance, use statistics of service, and user satisfaction surveys.

Goal 2

Provide support for the use of multimedia in education and scholarship.

Given the reality that contemporary student and faculty scholarship manifests itself in formats beyond the written word, the Library should make multimedia content creation suites available to all UIC affiliates with training and support available. An assessment of any such services on campus should be undertaken along with an evaluation of the Library’s role and the investment that would be needed.

Goal 3

Build a research and development capacity to foster innovation, expand Library engagement in research on campus, and explore opportunities for building cost-recovery services.

A research and development component within the Library could foster the development of new services and help promote the research mission of the Library and the University by identifying and implementing technological innovations for the advancement of multiple types of research for UIC and our broader constituency. This unit would look at the possibility of offering some services on a cost-recovery basis. While considerably more analysis is needed, an R&D capacity might include some of the following actions:

- Create a Library Incubator Program to fund the development of innovative technologies and services that would enhance the Library's role in research and education. The effective implementation of some of these new technologies and services may necessitate the inclusion of librarians as members of research teams.
- Create rooms within UIC Library units for campus researchers to meet. These rooms would be equipped with a full complement of appropriate technology, including interactive white boards and video-conferencing systems, so team members could meet virtually with researchers in other locations.
- Evaluate new technologies and services for their application to external constituencies and the potential of developing a market for these products.
- Collaborate and develop partnerships with other campus Colleges to conceive programs that provide literature searches and services to appropriate businesses, industries, and groups in the surrounding communities. These programs could provide support not readily available to these groups and would be designed as fee-based.
- Partner with isolated small Illinois rural critical access hospitals and healthcare providers to provide much needed literature searches and articles to improve research and patient care. This program would provide services to a neglected population and could also be fee-based.

Goal 4

Build the premier open-access publishing site for library science literature.

Librarians have been vocal proponents of new systems of scholarly publishing, including open access models. Librarians have sought to inform faculty in other disciplines about the rising costs of journals and have encouraged these faculty to explore alternatives to publishing in high-priced commercially owned journals. Library science journals, however, have experienced the greatest price increases of any other discipline except military and naval science in the past four years ("Periodicals Price Survey 2006," *Library Journal*, April 15, 2006). And there seems to be few open access alternatives in the field. Since librarians are encouraging changes in behavior by other faculty, they should be willing to make changes themselves. UIC is well known for the quantity and quality of the publishing of its Library faculty, and thus would seem to be the logical home of an open access journal or repository for literature in this field. Analysis is needed to study the feasibility of this initiative and, if viable, a plan for implementation developed.

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 most 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 on 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.

Resource Needs – Restoring the Base and Maintaining Excellence

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.

■ 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 22nd of 27 in average salary for professionals. It falls below not only the University of Chicago and Northwestern, but also Northeastern Illinois University. Buying power for UIC librarians is about 77% 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

During Fiscal Year 2007, the University Library will undertake a number of initiatives to advance its goals. Many of these initiatives will be the responsibility of Library departments, administrative councils, and faculty committees whose progress will be assessed at an annual planning session to be held in June 2007. The Library Administration, however, will have the responsibility to advance a number of projects itself. Some of the most significant of these with specific actions are listed below.

Goal 1

The UIC University Library will build outstanding primary research collections that enhance research and learning and establish the Library as the premier source of information about the Chicago area's rich social, political, intellectual, and economic history.

A. Develop funds for the purchase and processing of Chicago-related collections.

The Library was fortunate to have received a \$500,000 endowment from the McCormick Foundation in 1982 to purchase materials focused on Chicago. Over the years, the income from that fund has allowed the Library to purchase some very significant collections. At the same time, the Library has depended a great deal on gifts to grow its collections and these collections have often languished without staff to process them. With a much more aggressive plan to collect Chicago-focused materials, the Library will need to establish additional endowments to allow for the purchase of desired collections and to provide funds for staff and materials for processing. Establishing the program statements and identifying possible donors and foundations will be a high priority activity for 2007.

B. Establish a Records Management Program at UIC.

The Library has requested funding from the Provost to launch a 3-year pilot project to begin developing state-approved records management schedules and training for all colleges and administrative offices. Such a program will ensure campus compliance with State records retention laws and will promote the preservation of unique documents capturing the history of the university and the development of its programs. If the Provost provides funding for FY2007, the Library will need to hire a records manager to begin implementing the pilot program outlined by the University Archivist.

C. Collaborate with other libraries and cultural institutions in the Chicago area on a specific project, such as a virtual inventory of Chicago-focused collections.

Such a collaboration with colleagues could be a first step in identifying institutional strengths, targeting areas for collecting, and ensuring the preservation of the broadest array of unique and rare Chicago resources.

Goal 2

The Library will build a virtual presence that provides 24/7 seamless access to as much of its collections as legally possible and to interactive instruction and customized client-based services.

A. Develop and implement a plan for the digitization of UIC resources.

The Library has the opportunity to leverage University of Illinois funds with campus funds to accelerate its digitization efforts. The Library has been digitizing CITY2000 photographs with funding from the Comer Foundation and has been digitizing other photographic and manuscript collections with our own funding. We may have the opportunity through the Open Content Alliance to expand our digitization efforts through outsourcing at a very low cost. The Library needs to develop a plan to identify the resources that should be digitized in terms of the unique contributions we can make to the global virtual library and determine which of these should be done in-house and which outsourced.

B. Collaborate with UIUC and UIS on simplifying bibliographic services.

The three University of Illinois Libraries have created a task force to explore how we can work together to make more of our resources available to our users more quickly and more cost-effectively. The Task Force recommendations are due to the Library directors in fall 2006.

C. Redesign the Library Website.

The Library has a committee working on the redesign of the Website with a plan for implementation by January 2007. The new Website will form the basis for providing additional services online.

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.

A. Education

A major initiative for LHS in 2007 will be to develop and make available online instruction programs. This project has already begun under a CETL grant designed to develop a series of online evidence-based instructional modules customized for use in each of the health sciences colleges. LHS will also continue to develop partnerships with colleges and departments to incorporate health informatics in the curriculum. We have worked closely with the College of Medicine and will expand this to other colleges and departments.

B. Research

LHS will work to increase librarian participation on health and biomedical research teams. The Medical Center is already redirecting its focus towards clinical and translational research and has applied for a planning grant to develop a structure to facilitate this. This is an excellent opportunity for the library to participate from the beginning in an initiative that aims to build cross-departmental and cross-disciplinary partnerships.

C. Clinical

The Library will continue to offer classes in Evidence-Based Medicine to health sciences librarians in 2007. Classes are planned for Chicago and Peoria. In this way, we educate the health sciences library community to provide support for clinical decision-making.

In order to emphasize our clinical role, LHS will appoint a liaison to the hospital, so that we are informed about the needs of clinicians and can partner on patient education projects. Additionally LHS librarians will educate themselves on the electronic medical record so that we can develop projects to link clinical information with scholarly resources. (A workshop at the upcoming Medical Library Association will focus on this topic.)

D. Community

Building on current projects in Chicago (the Salud Project) and Peoria, LHS will continue to seek out partnerships and funding opportunities to engage in community outreach projects. It is also a goal of LHS to designate a librarian whose primary responsibility will be to develop and plan outreach initiatives.

E. RML

UIC LHS has just been awarded the NLM contract to serve as the Regional Medical Library of the National Network of Libraries of Medicine for the Greater Midwest Region for the period 2006-2011. Through this program, the Library provides services and resources to libraries and healthcare workers throughout a 10-state region.

Goal 4

The Library will take a leadership role on campus in a university-wide effort to promote new forms of scholarly communication.

A. Develop an institutional repository.

During 2007, the Library will be working with faculty with different types of materials to identify the issues involved with providing repository services. By the end of FY2007, a white paper will be produced on the potential scope of the repository, the formats to be included, policies that govern deposit, and issues that need to be addressed in implementation.

B. Collaborate with UIUC and UIS on a joint program to inform faculty of the issues involved in scholarly publishing.

The University Librarians at the three University of Illinois Libraries have appointed a joint task force to develop programming on scholarly publishing. Members of the task force have been accepted to attend an ARL/ACRL Institute on Scholarly Communication this summer. Initial steps have been taken with a fuller plan of action anticipated for the fall.

Goal 5

The Library will create inviting, functional physical spaces that support the intellectual and social networking required by students and faculty to succeed in their research and learning.

A. Establish a Learning Commons at all library locations.

The Library has created an initial program statement for establishing Learning Commons in each of its locations. During FY2007, the Library will develop detailed specifications and commission artist's renderings of the potential spaces for use in fund-raising efforts. Working with colleagues in campus Development, the Library will also begin identifying possible individual and corporate donors for these projects.

B. Evaluate the recommendations of the Space Planning consultant and develop a plan to implement the recommendations as possible.

Goal 6

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

A. Support the Marketing Task Force in its initial efforts to reach faculty and graduate students with resources and orientation activities for Fall 2006.

B. Find resources to hire a marketing/communications specialist during FY2007.

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 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.

Number of scholars conducting research in Special Collections and on its Web site.

Establishment of a cooperative virtual inventory of Chicago-focused collections.

Number of agencies that participate in the University Archives' Records Management Program.

Targeting of Chicago-area collections for acquisition.

Goal 2

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

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

Statistics on the use of electronic resources.

User satisfaction surveys for a revised and improved Library Web site.

Goal 3

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

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

Goal 5

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

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

Goal 6

Direct orientation of new faculty and graduate students.

Improved quality of Library publications.

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.

Disposition of Transferable Property

30 ILCS 605/7 requires the transfer of library materials only to state agencies, state-supported university libraries, tax-supported public libraries, or a library system organized under the Illinois Library System Act. This restricts the Library's ability to sell selected materials that have been part of our collections (such as duplicate materials) or to give materials to out-of-state libraries (such as those that have suffered natural disasters).

Appendix B

Enabling Issues

A. 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.

B. 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.

Appendix C

Enabling Goals

Goal A

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

1. Recruit and retain a diverse, talented, professionally-committed, 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.
 - Refine 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.
 - Attract funding to restore the Residency Program.

2. Foster a supportive culture for faculty research.
 - Implement programs to support faculty research.
 - 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 coordinate research support and help faculty identify, apply for, and manage grants.
 - Create a research lecture series that will bring in faculty from other libraries and schools of library and information 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 B

The Library will have the technical 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. 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.