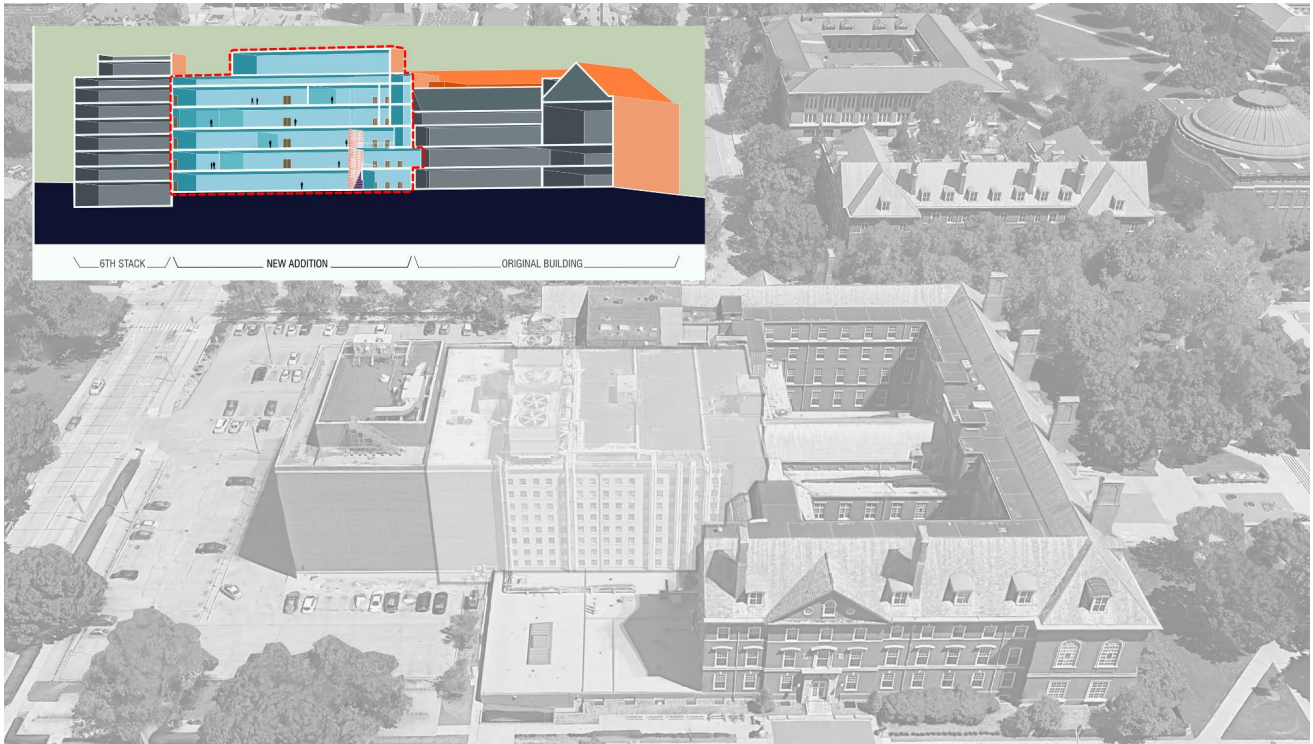


Budget Report for FY21



A newly envisioned Main Library—part of the Library Building Project.

Submitted by Dean of Libraries and University Librarian John P. Wilkin

I
ILLINOIS
University Library

1. Opportunities and Threats

The University Library continues to be strong. Many years of thoughtful optimization of operations, staffing, and collections care have fostered a culture of continual evaluation and reconfiguration. This approach continues to pay off as we carefully steward our resources. After several years of budget reductions, which had begun to erode innovation and morale, the budget growth last year noticeably alleviated strain. We are grateful for that support and for continuing support for collection inflation, which has eliminated the need for cuts to journals and book purchases. Our recently ratified Library strategic plan has mapped a compelling direction for the coming years. With all of these positive factors, this year has been marked by deep engagement with opportunities that will contribute to Illinois' position as a destination for brilliant scholarship for decades to come.

Opportunities

While the University Library has major opportunities in several areas, including our continued progress on the BTAA B1G Collection initiative and shared digital preservation infrastructure for the state of Illinois, below we outline two major opportunities with great potential for pervasive impact across the library organization and the campus within the next year.

The **Library Building Project**, which includes the Main Library and special collections, is a long-overdue initiative with profound significance for our campus. The extent of the renovation creates many opportunities, including:

- **Optimizing operations through the reconfiguration of the Main Library.** Currently, coordination between synergistic units is often suboptimal. Inevitably, effort is duplicated across locations, creating operational and financial inefficiencies. For example, graduate assistants are core to library services, but we are only able to support a fraction of the requests made by individual units. While units have long coped with this, reconfiguration of the Main Library's space will allow us to improve the efficiency of our work internally to better support current campus needs and position ourselves to further develop partnerships and respond to future needs.
- **Providing climate-controlled spaces for the collections currently housed in older stacks and for special collections and archives.** Updating our nearly 100-year-old facilities to better care for and showcase our vast and valuable collections is a critical part of the project. Access to our renowned collections, bolstered by our professional stewardship, has supported the prestigious research of our faculty and students that is synonymous with Illinois. The current conditions threaten those collections and the future of scholarship at Illinois.
- **Adapting to the growing interdisciplinary and digitally-intensive practices of scholars while maintaining traditional library functions.** The renovation will allow for growth and exploration of new and evolving campus needs, allowing us to create college partnerships that are difficult to envision with the current alignment of spaces, staff, and expertise. The building project provides a tremendous opportunity to address short-comings at the same time that we create new and necessary services for our students and faculty.

Several major opportunities will **improve the Library's organizational effectiveness** by strategically investing in our personnel to be successful. This includes a number of significant initiatives that span the organization and will enable a healthier, more nimble, and forward-thinking environment:

- **Advancing Diversity, Equity, Accessibility, and Inclusion.** We will fill the Director for Diversity, Equity, Accessibility, and Inclusion (DEAI) position, providing crucial leadership for library programs. This position complements the recently hired Organizational Development & Training Coordinator, whose work has already guided efforts to improve climate, a recently hired Archivist for Multicultural Collections & Services, and the recently-funded strategic project “Becoming a Trans-Inclusive Library.”
- **Refining a systematic promotional path for academic professionals.** Now in its second year, this program solicits self-nominations and utilizes annual evaluations and peer review to promote Academic Professionals (APs) through a well-defined and flexible progression of steps in rank. Our continuing work to develop this program is key to our recognizing the critical role APs play in library operations, and will provide an environment that supports continued advancement and strengthens retention of valued personnel.
- **Strengthening support for junior faculty.** We have recently appointed an Associate Dean for Academic Affairs and also launched efforts to review current support for junior faculty, including mentorship and pre-tenure track programs that will aid their development.
- **Balancing sustainability and innovation through strategic funding initiatives.** We continue our practice of soliciting applications for strategic and innovative projects and allocating internal funding to selected proposals. This year, 6 strategic proposals and 4 innovation proposals were funded with the potential to result in major improvements across the Library, including efforts to build a more inclusive culture, to support emerging technologies such as AI and ‘mixed reality,’ and to launch access to additional Open Educational Resources. Additionally, crucial hiring has begun to take place through a two-year internal strategic hiring initiative. While we continue to struggle with turnover in high-demand areas such as IT, we have undertaken an effort to make new strategic hires using a Library-wide call for proposals and review process. This process provides much-needed opportunities to advance successful pilots and address staffing challenges.

Threats¹

The **Library Building Project** is an opportunity of rare significance, but it also poses a considerable threat should it not come to fruition. The Library is of such core importance to scholarship and institutional heritage that anxiety over a potential misstep is high. Persistent efforts to be responsive to concerns and provide transparent and fact-based dialogue have not entirely mitigated concerns. After decades of delays and after advancing this far into the process, and after securing support from campus leaders and donors, should the university fail to undertake the building project, the implications will stretch far into the future. Reinitiating the renovation process would require starting from scratch with a new set of leaders and influencers and would likely take years, if not decades. Our library resources have been and will continue to be central to Illinois’ success as a Tier 1 research university, and forgoing the project places the competitive position of university and library at risk.

Maintaining modern technical infrastructure requires continual investment. This is a particular challenge for the Library, which needs to manage a large and growing collection of physical collections and assets even as we expand digital collections and services. While we remain distinguished among our peers, e.g., through extensive adoption of cloud technologies, it is critical to the reputation of both the Library and the campus

¹ In previous years we highlighted the impact of budget pressures on our ranking in the BTAA and among other research libraries. Budget relief has had a positive effect on our ranking. Appendix A provides an update of the charts included in last year’s report.

that we remain vigilant and proactive in stewarding our core library systems. We are currently updating critical back office and patron-facing systems, such as our catalog and associated business systems. These updates will make the systems more secure and user-friendly, but impose unavoidable opportunity costs and constrain our ability to invest in new or emergent areas. We monitor costs and impacts carefully to obtain the best balance between existing and emergent systems.

2. Strategic Priorities

The University Library is an integral and dynamic partner with the colleges and schools in delivering programs and support for teaching, research, and student success, as well as engaging in the intellectual life of the campus. The Library completed its strategic plan in mid-2019 in a widely consultative process that sought to engage every individual. The resulting plan aligns closely with the campus strategic plan and includes four strategic directions (SD1-4) discussed below. Notably, these strategic priorities fully engage the two overarching opportunities above, the Library Building Project and improving operational effectiveness, and are capable of addressing the threat areas articulated. We believe advancing on these strategic directions will improve our competitive position among our peers and strengthen our financial viability.

SD1: We advance our goal of being “**Pro-active and trusted partners in scholarship, discovery, and innovation**” in a number of ways, including through our instructional programs, facilitating the use of online resources, and by ensuring effective access to library spaces and collections. We provide resources, instruction, and reference services to enable our students to receive the world-class education and develop the knowledge and skills needed to meet their goals. We recently participated in a national survey of undergraduate students, which provided data on student use of library resources and facilities. 96% of respondents said the Library is useful in supporting learning and studying activities; 90% believed the Library was helpful in developing research skills; 62% of students were visiting the Library weekly; and 67% of students are going to the Library for longer than an hour per visit. Moreover, the Library’s student learning outcomes assessment plan guides us in creating measures of student learning outcomes. In FY19, the Library taught 1,503 instructional sessions or workshops to 29,222 learners who were undergraduate students, graduate students, or faculty.

Our online catalog is the infrastructure used to order, pay for, manage, and access the Library’s print and digital resources. We are engaged with CARLI (our state-wide library consortium) in an effort to migrate our catalog to a new system, along with the catalogs of all 91 members of the consortium. Our expertise in that work is critical to the success of the effort, which powers the I-Share system.

SD2: We provide “**Transformative learning experiences**” through our engagement in innovative and unique ways to promote multiple literacies (data, information, textual, visual, linguistic, etc.) and critical thinking. Drawing from past successes such as the CARE center and the computer-based testing facility (CBTF) located in the Grainger Engineering Library Information Center, the Library has partnered with the College of Liberal Arts and Sciences (LAS) and The Grainger College of Engineering to advance a proposal to leverage and expand upon the success of LAS’s Writers Workshop, located in the Undergraduate Library. This proposed Learning Center recognizes the need for student support in speaking skills, writing, and tutoring, and for an additional CBTF on campus. The CARE center model has demonstrated the value of

providing support for student success by bringing critical components of learning together within the Library environment.

In addition, the University Library actively contributes to efforts to make library and campus materials more accessible to all students, faculty, and staff, including those with physical disabilities. Seven members of the Library serve in campus-wide accessibility roles related to the Technology Accessibility Review Committee (TARC). We also play an ongoing role with the BTAA's initiative to provide accessibility evaluation for vendor products, and our faculty help lead a multi-institutional Mellon-funded initiative focused on accessibility for digitized books.

SD3: The Library achieves **“Societal and global impact”** significantly through our work on outreach, international partnerships, and public engagement. For example, we refocused a faculty position in our Funk ACES Library to engage more closely with Illinois Extension and provide a focus on outreach and public engagement. Our efforts to support the Illinois Distributed Museum (IDM) have helped make the IDM successful and to make connections to the digital humanities and public history programs, including undergraduate internships. In all of these areas, as with our work regarding multicultural archives and international programs, we have focused library programming on both the campus and local communities. We believe that our goal to hire a Director of Diversity, Equity, Accessibility, and Inclusion in the Library will benefit us in our internal efforts, as well as our work in outreach.

SD4: Much of our work to support **“Strategic investments for a sustainable library environment”** is focused on ways to better support our print and digital collections. The Library is deeply engaged with the BTAA in working toward a “collective collection,” where we can leverage current collections as well as maximizing our buying power to provide research materials. For example, we host and manage the BTAA's Shared Print Collection 2.0 in our high-density storage facility for long-term access to and preservation of materials; this work will secure 250,000 print volumes and allow other BTAA institutions to withdraw duplicates from their collections, knowing they can depend on Illinois for these materials.

Our work on collections is not limited to legacy print materials. We are playing a leading role in the BTAA to try to secure new forms of licenses for electronic resources and spearheading a pilot acquisitions program for new Oxford University Press books. On our own campus, we have led discussions with The Grainger College of Engineering and the University of Illinois at Chicago to secure an agreement with IEEE, which will be the university's first read-and-publish agreement. In addition, we are using ICR and other funding sources to strategically seed work with technologies such as machine learning and artificial intelligence, in order to enhance collection discoverability and access.

Application to Major Opportunities and Threats

While we are pleased with the high level of activity in these areas to date, success of the near-term opportunities outlined in Section 1 will enable significant progress across each of our strategic priorities. The Library Building Project is a crucial investment in the Library as a space that brings together scholarship, discovery, and innovation, and offers a truly exciting opportunity to inspire and launch transformative learning experiences. Similarly, multi-faceted efforts to improve our organizational effectiveness allow us to actualize our societal and global priorities, for example through enabling our faculty and staff to thrive in their roles. Use of strategic funding initiatives advances our work in forward-thinking and measured ways that enable creativity and experimentation, while ensuring that library operations remain financially

sustainable. Such activities allow us to address threats through thoughtful review and balancing of innovative methods with necessary maintenance and stewardship of core infrastructure.

Efforts to Reduce or Free Resources for Investment in Other Areas or Efforts

The Library continues to look for ways to optimize its impact and reallocate resources to new and emerging priorities:

- As discussed previously, the Library Building Project is key to these efforts, as it will allow us to more efficiently organize service points and use existing resources for our highest priorities and greater impact.
- We continue to make progress on scaling our digital preservation and access infrastructure, leveraging cloud services and the Medusa digital repository. This strategy will allow us to use existing digital investments to support more of our digital assets, and has led to conversations with CARLI about extending our infrastructure for cost-effective state-wide services.
- As noted above, our work with print and digital collections should create important efficiencies to reduce costs and increase impact. We are working to minimize duplication of collections within the Library, and we are beginning to coordinate collection management within the BTAA. New transformative forms of licensing may allow us to increase impact while containing costs.

3. Performance Metrics

The University Library has built methods and systems to measure the effectiveness of the services that we provide to campus. We support an active and growing assessment program, and by tracking Key Performance Indicators (KPIs) over time, we use data to improve our existing services and to invest in new ones. (Please see infographics in Appendix B.)

Academic libraries are in a state of transition, balancing the need to support vast print collections and physical facilities with the needs of our users for flexible learning environments and digital access. We engage in an ongoing process of self-assessment through surveys, focus groups, and individual interviews. The Library Assessment Committee assists our Assessment Coordinator in identifying assessment opportunities, designing tools, promoting activities, and fostering a culture of assessment within the Library. Over the upcoming year, we plan to invest additional staff resources in this area. We also offer a competitive grant program to library employees who need monetary support for assessment projects that align with the Library's Framework for Strategic Action. Here, we highlight a few areas where the Library tracks existing KPIs, even as we actively work to develop others.

1) Collection and Service Availability. The extent of print and digital collections provides exceptional value to campus, and we regularly monitor growth and usage. We have long tracked this data and as of July 2019, the Library held or provided access to an immense number of resources, including 14,591,146 volumes, 1,588,130 ebooks, and 810,751 digitized books. These have increased by 8.6%, 61.6%, and 98.3%, respectively, since 2014. Even more noteworthy are the holdings of materials that are unique or very rare. Our Rare Book & Manuscript Library provides access to approximately 600,000 books and three linear miles of manuscripts, and our University Archives holds over 30,000 cubic feet of university records and faculty/alumni papers. For our unique digital content, the MEDUSA digital preservation repository and digital library act as a virtual stacks for the next generation of library materials—digitized special collections

and ‘born-digital’ archives such as digital photos, reports, and even email. As of December 2019, Medusa included 150 terabytes of library materials (over 11 million files). Our IDEALS repository, which holds locally-produced scholarship, added its 100,000th item during FY20.

While the collection itself can be considered a core KPI, we also track indicators concerning space and service usage. We know that during FY19, people entered the libraries over 4.7 million times. During that same period, we fulfilled over 37,000 requests for loanable technology such as laptops, cameras, and video recorders. It is difficult to fully track figures like catalog and database searches, given the wide range of tools that people use to locate potential research materials; however, we do know that, using current measures, library users completed at least 21 million searches in FY19. These figures provide a baseline against which we can measure future library use trends, and are being mined for patterns in search terms so that they can provide results that are tailored to individual search needs.

2) Collection and Service Usage. The Library also tracks use of these materials. Multiple data points reflect the specific ways that library users interact with information resources. In FY19, students, faculty, staff, and members of the public downloaded Library-licensed or purchased resources over seven million times, typically by following a link from our catalog or from the Easy Search application. We assess these interactions by analyzing transaction logs and by conducting user surveys. 483 people responded to the most recent survey regarding Easy Search, yielding many positive comments and some service enhancement suggestions. In order to make library materials more available to members of the public, we track accesses to open access copies of materials, which the Library provides by integrating links through the Unpaywall service into Easy Search. Tracking these outbound links, we know that we are able to provide open access to about 29% of the scholarly and commercial articles to which we subscribe, significantly expanding public access to scholarly work. We also know that our unique digital content is heavily accessed and used: in FY19, items in our Digital Collections, IDEALS repository, and Digitized Newspapers database saw over 1.7 million unique page views. These resources include local photographs, rare books, theses and dissertations, and faculty papers.

3) Student Success. As the KPIs noted above imply, the Library is a key part of the social infrastructure that helps students succeed in achieving their personal and academic goals. Guided by our strategic plan, we are working actively to add new performance indicators that can help to further improve student outcomes and communicate the value that we add to campus units. Two areas include:

- A. **Use of online resources by college and status:** As noted above, we have long tracked e-resource (e.g., journal article) downloads for the materials we license, both by publisher and in aggregate. However, two factors make it difficult to demonstrate the value of these investments to specific constituencies: 1) The seamless way that on campus users access licensed resources and 2) the nature of industry standard licensing agreements, which do not require that publishers share their data with us. The ‘friction-free’ access that we provide benefits everyone, and yet it also means that the Library itself does not know when or by whom our materials are being used. By working closely with campus IT staff, we are now poised to provide data that is more meaningful. As a result, we will be able to communicate some measures of use by college and by the status of individual users (e.g., faculty/grad/undergrad). This work will enable us to better communicate use by specific constituencies and help us shape outreach programs where, for example, use is lower than expected.

(A sample of preliminary data is included in Appendix C.) At the same time, we will continue our efforts to secure access to more meaningful data directly from publishers. One of our faculty members is leading a collaborative, large-scale project to develop model licensing terms for such agreements, which, if adopted, would benefit not only us, but libraries nationwide.

- B. Impact and design of instructional programs:** We have tracked the number and extent of instruction sessions and reference interactions for many years. In FY19, we answered over 58,000 questions, and 29,222 students and faculty participated in group instruction sessions. At this time, we are working to better understand the effectiveness of our efforts to prepare students, particularly for instructors and programs where we have collaborated deeply. For example, the Undergraduate Library's instructional services department is focusing extensive efforts to measure and improve student outcomes in the Rhetoric, Communication, and ESL classes that fulfill the campus' Composition I requirement. We have long tracked the extent of our instructional programs in these areas and know, for example, that our efforts have expanded dramatically from 153 classes with 2,952 students in FY08 to 333 classes with 5,501 students in FY19. This has been the result of work to understand which methods work and has taken place in response to feedback from both instructors and students. At this time we are expanding efforts to gather qualitative measures that can be used to shape programs for new student populations and those for whom English is not their first language. For example, we completed evidence-based assessment of Library instruction in ESL, which led to changes that better reflect the needs of international students. Similarly, we incorporated content in multiple formats, including infographics and videos, to reach students with varied learning styles. In Fall 2020, we will begin a pilot to assess first-year students who place into RHET 101-102 in order to identify and provide services for students who need additional support in navigating the transition to university-level research and scholarship. This is the start of a longer process, driven by our strategic plan, and these metrics will be enhanced over time.

4. Financial Scenarios and Projections

- A. Specific activities which will be stopped or reduced and the effect this would have on customers and stakeholders.**

Presently, most opportunities to stop or reduce activities depend on the success of longer-term opportunities such as the Library Building Project and nascent discussions about a new, shared collections storage facility. In the short-term, we believe that opportunities exist in **an in-house IT assessment** and **centralization of campus cataloging and acquisition services**. Both are discussed below. In all cases, we will consider the effect on stakeholders and work with them to prepare for changes.

- B. Are there opportunities to increase efficiencies or collaborations aimed at reducing costs? These could include centralization, decentralization, merging programs, establishing shared services, and outsourcing.**

Within the next twelve months, the Library plans an assessment of staff and public computing that will realize efficiencies and streamline support. Opportunities also exist with the Law Library to consolidate acquisitions and cataloging services. For the College of Law, these services are currently supported by independent Law Library staffing, and opportunities of scale are not fully exploited.

- C. The time period it would take to implement those measures.**

We believe the IT assessment can be completed by the end of FY21. Discussions with the Law Library could begin in the Spring of 2020 with a target implementation in FY21.

D. Whether you have consulted with stakeholders and customers about your plans. If not, do you plan on doing so and how?

The IT assessment has been discussed with the Library's Executive Committee, and it will be discussed more broadly in the Library in the coming months. The Dean of Libraries has introduced the idea of consolidating acquisitions and cataloging with the Dean of the College of Law and the Law Library Director. Should we receive general support for the idea, more in-depth conversations will be held with the Library's Executive Committee and with our own personnel during the Spring of 2020.

E. Are there duplications or overlaps with other units of the services you provide?

Back office operations in the Law Library can be consolidated to streamline workflows while improving compliance with the national and international standards that ensure access to library resources. The main activities affected include acquisitions of print and electronic resources, licensing, and cataloging. Consolidated back office functions will result in consistent workflows, improving both access services and productivity. These centralized acquisitions and streamlined workflows will enable us to realize budget savings after the next two to three years.

F. The assumptions you used to come up with your projections.

Past efforts to consolidate back office functions within the University Library created efficiencies of scale, improved workflows, and created opportunities for salary savings through attrition. We anticipate similar benefits from working with the College of Law and potential savings in the range of \$70,000-100,000 to be realized over several years. With regard to the IT assessment, previous assessments of hardware deployments have resulted in more efficient distribution of computing and print services, yielding long-term savings.

G. The process or mechanism you use to evaluate and prioritize programs within your unit and the rank order you have used to prioritize your measures.

The Library's administrative group, including the Dean, the Associate Deans, and the Assistant Dean for HR and Finance, discussed options. Many possibilities were considered, including closing or merging libraries, eliminating open positions, reducing library hours, closing some libraries in the summer or reducing their summer hours, eliminating service points, and eliminating services. Many were deemed detrimental to the broader campus community and so were eliminated from consideration. The two presented here have strong potential.

H. Programs (and associated expenses) you deem as critical, unavoidable, and must be protected from cuts. Explain your rationale and provide evidence of anticipated consequences of reducing these activities.

Our review process protects critical programs and services. Some programs or services such as campus delivery of library materials, support for acquisitions, and discovery of library resources are more dispensable than others. However, eliminating these would profoundly impact university constituencies and the institutional reputation.

I. Note your plans for cash reserves and/or correcting deficits, if applicable.

Most *general fund accounts* are encumbered for spending on existing positions and planned activities. The Library's *ICR Balance (ca. \$1.5M)* is earmarked for costs related to the Library Building Project (including architectural and engineering costs for the next phase of the project) and a portion of the expenses for construction of a storage vault in the lowest level of the Undergraduate Library. Some portion of these funds will also be needed for sick leave and vacation payouts. The Library's *Gift Fund Balances (\$9.93M)* are mostly restricted funds for library collections. Some

unrestricted funds will be used for a facilities need in the Funk ACES Library (\$150,000), and others will be put towards the Library Building Project. The ***Plant Account Balances (\$2.83M)*** are committed to renovation of Room 220 (\$1M), Grainger Engineering Library Information Center facilities needs (\$400,000), Music and Performing Arts Library renovations (\$75,000), and replacement of two library trucks (\$100,000).

5. Staffing Plans

- A. **Assumptions:** The Library assumes flat staffing and the use of internal reallocation to respond to changing needs. We continue to look for opportunities to consolidate, e.g., by combining service points, in order to free up funds for new positions, new priorities, or competitive compensation.
- B. **Open positions:** We currently have 17 open positions. Of these, 8 have been approved (1 professional civil service, 4 AP, and 3 faculty), and we have active searches for 6 of those positions. We have identified an additional 9 open positions (5 professional civil service, 3 AP, and 1 faculty position). These 9 positions have been internally reviewed to ensure they meet current needs and are a priority; we have also ensured there are sufficient funds to support the positions. These positions will be added to the hiring plan database.
- C. **Policies and practices:** Positions that become vacant are never automatically replaced. Policies and practices for dealing with these vacant positions include:
 - a. **Faculty and AP positions:** A first level of administrative review to ensure adequate funding and support from the Dean; all faculty and AP positions are reviewed by the Library's Executive Committee before being approved.
 - b. **Civil service and student positions:** review by Dean, Associate Deans, the Assistant Dean for finance and HR, and representatives of faculty governance.
- D. **Forces that impact flexibility of Library hiring:** We continue to navigate the transition necessitated by the SUCCS review of Academic Professional positions, but the impact has been minimal. We are concerned about the effect of market forces on some types of positions, particularly in IT, and our ability to meet compensation requirements and fill a higher than usual number of open positions in a timely way.

6. Requests for Central Funding

- 1. **Collection inflation (\$29,000):** Inflation for library collections increases at a rate greater than the CPI; consequently, a flat budget allocation requires a reduction in purchasing. As discussed with the Provost, commitment to strong, sustained support for collections is critical to support the research environment. Appendix D discusses sources and methodology for determining the rate of collection inflation. For serials inflation, we experienced a 5-year average of 3.89% per year and we project an increase of 3.93% annually for the next 3 years. Non-serials inflation is estimated at 2.12% annually for the next 3 years. Based on that analysis, we project an additional cumulative cost of approximately \$2,032,668 over 3 years as a result of inflation in these two areas, including \$462,445 for FY21. As noted last year, our history of aggressive negotiation for collections licensing has yielded inflationary increases 1.8% lower than the increases seen by other research libraries. Consequently, as discussed last year, we request funds to meet the rate of inflation, minus 1%, to be able to keep pace with publishing. The Provost has already designated \$433,000 for this purpose for FY21, leaving a shortfall of \$29,000 to meet projected inflation in FY21.

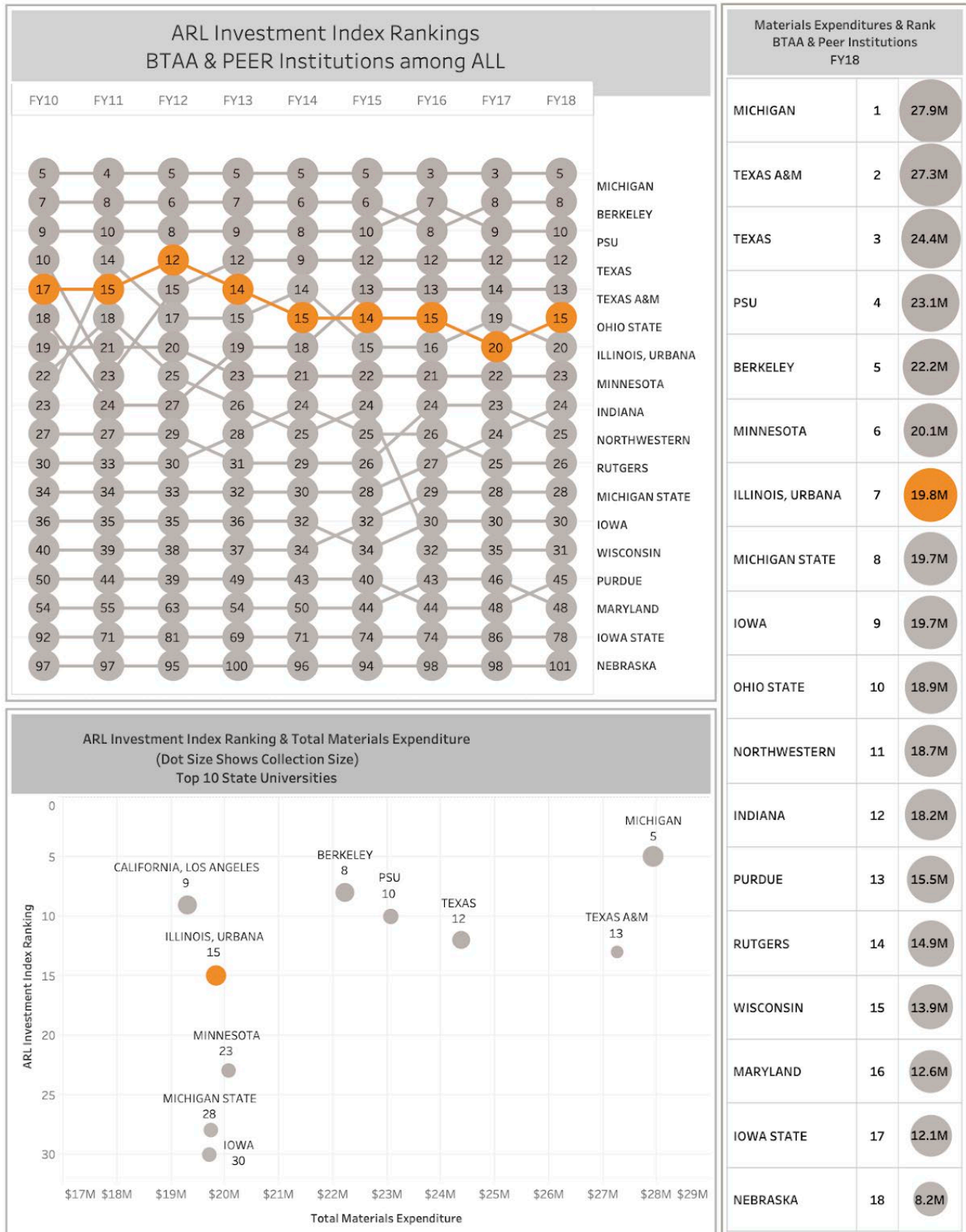
2. **Funding for minimum wage increase (\$177,906):** We estimate this additional cost to maintain current levels of hourly staffing. As discussed with the Provost's office, we are prepared to cover costs related to the FY21 increase.

7. Supplementary Information

For FY20, in order to meet the Library's highest needs, the Provost made available \$750,000 in recurring funding previously committed to paying Oak Street Library Facility construction costs. Nearly all of those funds have either been allocated or are reserved for those needs. Status is included below:

1. **Collections Inflation:** \$29,000 was allocated for this purpose.
2. **Coordinator of Illinois Distributed Museum:** \$75,000 was allocated to permanently fund the coordinator's position and provide student support.
3. **Director of Diversity, Equity, Accessibility, and Inclusion:** \$90,000 is reserved for this purpose. The Dean has discussed the Library's strategy with the University's Chief Diversity Officer, and the Library's HR office has drafted a preliminary position description.
4. **Data Science Lead:** \$70,000 is reserved for this purpose.
5. **Funding for Minimum Wage Increases:** \$173,000 was allocated for FY20. We have reserved an additional \$178,000 for FY21.
6. **Grainger Engineering Library Information Center Improvements:** We have identified \$400,000 in funds from reserves to meet these needs.

Appendix A: Library Rankings



Appendix B: Library Data Infographics

The University Library Contributes to The Next 150 Strategic Plan

Scholarship, Discovery and Innovation

322,962
Items Circulated
14,591,146
Total Volumes Held



Transformative Learning Experience

21,665,801
Database Searches
58,158
Questions Answered



Societal Impact

810,751
Books digitized and
available from Google Books,
Internet Archive
and HathiTust



Resources & Strategic Investment

4,723,863
Visitors (Gate Count)
217,658
New Items Added



*Based on FY19 Library Statistics

2019 Ithaka S+R

Faculty Survey at the University of Illinois at Urbana-Champaign

Faculty value that the library:

Pays for the resources they need **(94%)**

Supports graduate research **(82%)**

Supports undergraduate education **(79%)**

63% of faculty feel that librarians and library staff contribute to student success

Faculty most appreciate the libraries for their:



**Availability
of Employees**



Locations



Safety



WiFi

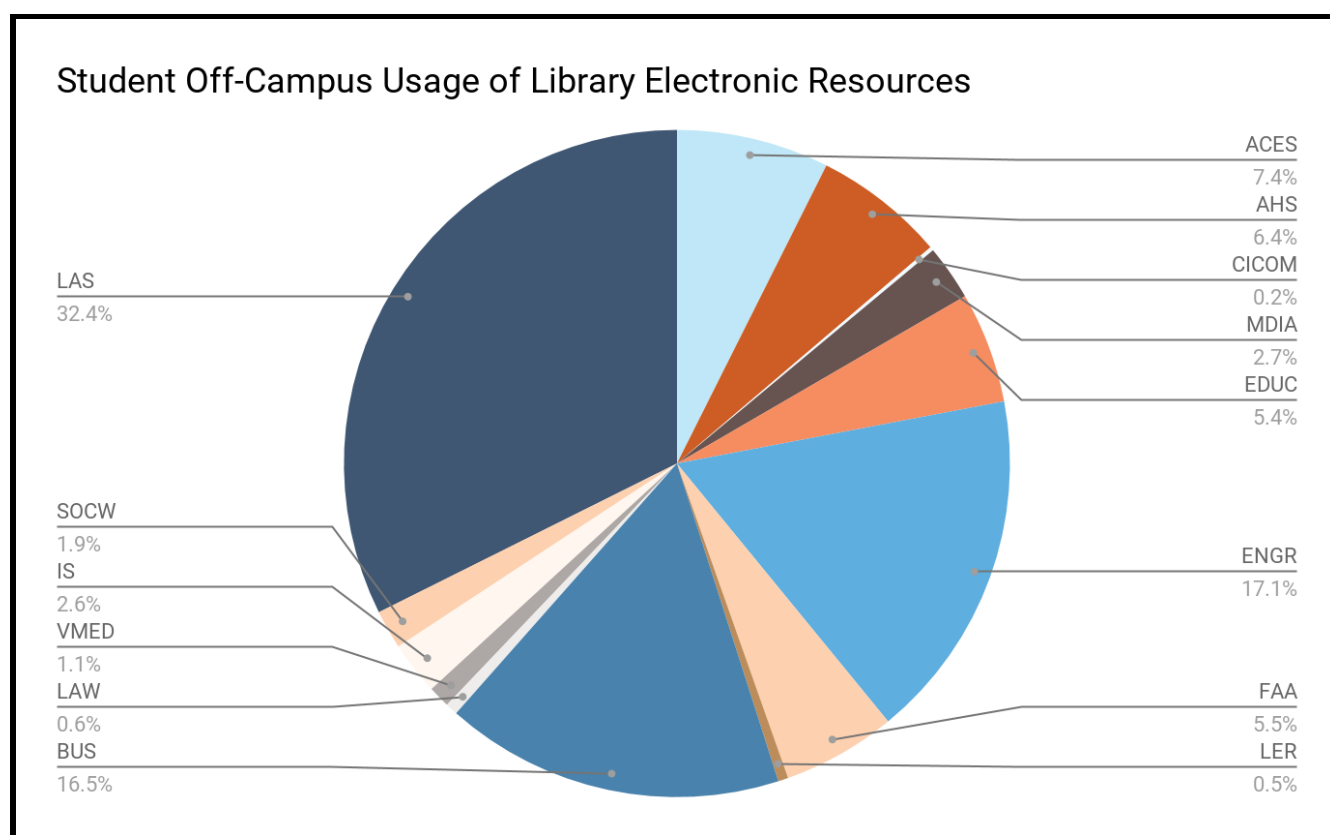
- 49% said they feel motivated to do research or work on teaching related activities when they are in a campus library building
- 61% agree or strongly agree to the statement "When I am in a campus library building, I feel that I belong"

I
ILLINOIS
University Library

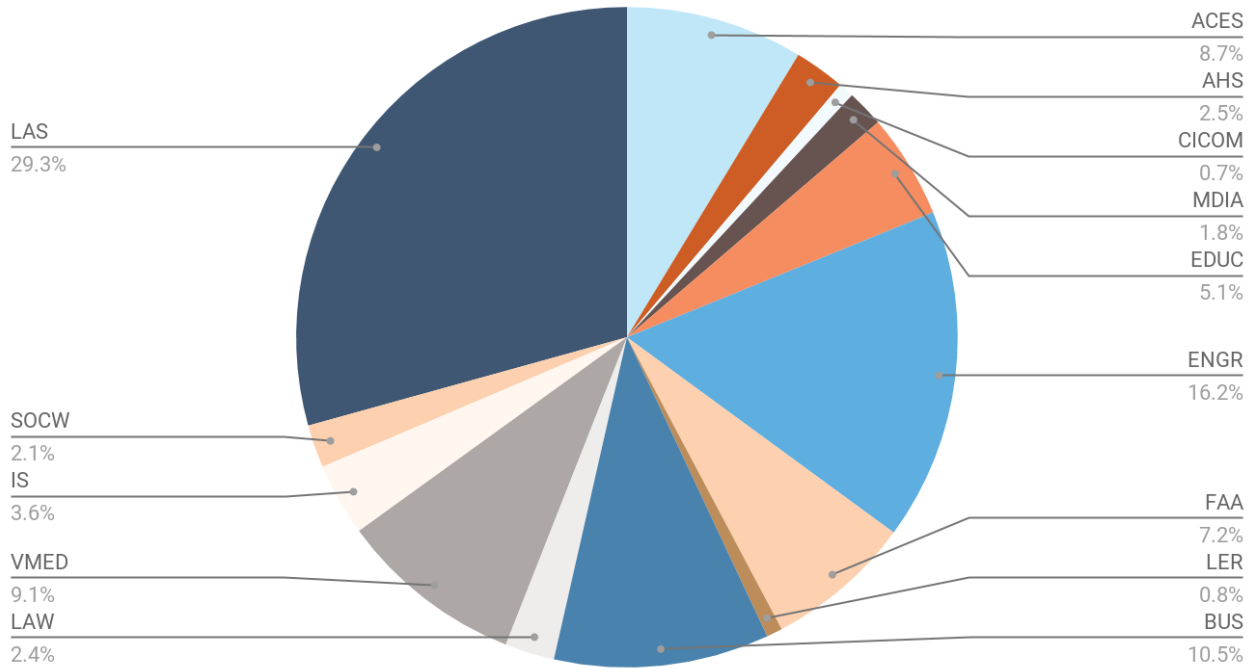
Appendix C: Sample of Preliminary Usage Analysis

Since September 2019, the Library has been keeping statistics that track the aggregate use of online materials by off-campus faculty, students, and staff. Working with staff in Campus Technology Services, we developed scripts to register off-campus use of our collections. A “use” is recorded each time a device requests a Library-provided licensed resource, such as a journal article, via a NetID. These statistics offer a partial view of use since they do not include on-campus users, who do not need to be logged into their personal accounts to use library resources. Nevertheless, they may be representative of overall use, and they demonstrate two key performance indicators:

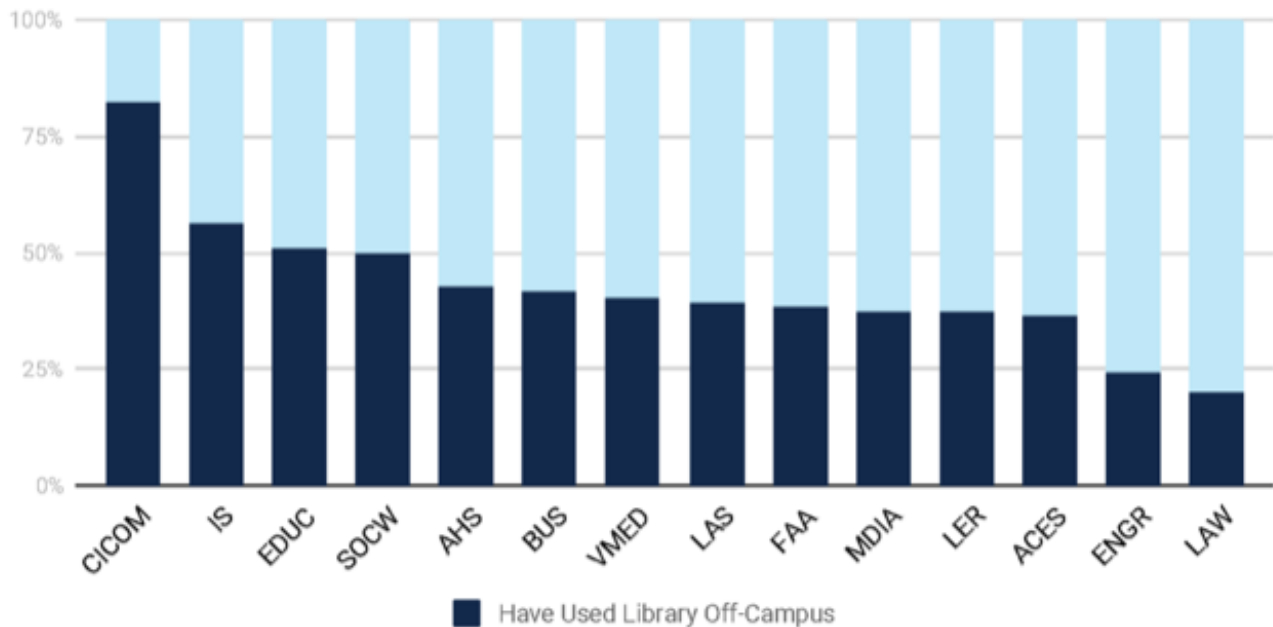
1. **Relative use levels by college.** For example, 16.5% of off-campus student use during Fall 2019 was associated with the College of Business; 29.5% with LAS.
2. **Percentage of people in each college who access materials from off-campus.** For example, 80% of all students in the College of Medicine used the Library from off campus during the Fall 2019 semester; 50% of all students in the College of Education used the Library from off campus during the fall of 2019.



Faculty & Staff Off-Campus Usage of Library Electronic Resources



Percentage of Students Who Used Library Resources while Off Campus, Fall 2019



Appendix D: Collection Inflation

For the purpose of understanding collection inflation, we can divide the Library’s collection development effort into several distinct blocks of purchasing. Most of our spending is on materials the Library refers to as “serials.” Purchases for what we refer to as “monographs” (i.e., one-time purchases of books and similar materials) continue to be strong. We also purchase media and other miscellaneous materials and services.

Serials include journals and materials to which the Library subscribes or makes a continuing commitment. Many of these are purchased in large packages (e.g., large aggregations of journals from a given publisher). The largest portion of the budget is dedicated to these materials, and their costs tend to rise dramatically. The library and publishing industries study trends in pricing of these materials in order to better manage budgets. For example, the Association of Research Libraries found that serials expenditures rose 381% between 1986 and 2009, a period where the CPI grew 97%. We rely on *The Library and Book Trade Almanac* for data on serials inflation. Over the last five years, published rates of inflation ranged from 5.6% to 7.1%. Our rates have been better than average due to our buying power. Our five-year average increase for the period ending in 2018 was 3.89%. Over the next three years, we project the serial price increases will average 3.93% per year.

SERIALS INFLATION 3 YEAR PROJECTION	
FY21	\$539,130
FY22	\$560,318
FY23	\$582,338
TOTAL	\$1,681,786

Monographs include books, as well as other book-like materials such as published musical scores. *The Library and Book Trade Almanac* reports a 5-year average of 2.5% annual inflation for these materials. Again, our buying power benefits the campus, leading to our price increases projected to average 2.12% over each of the next three years. In times of constraint, we have moderated our purchases of these materials in order to preserve our commitment to serials. That strategy, of course, hurts book-oriented disciplines. Over the last several years, in response to budget pressures, our spending in this area has dropped by as much as 11% and, with budgetary relief, has increased by 15%. Being able to sustain a robust rate of purchasing of books is important for our support of the liberal arts.

Our purchases of media packages of educational videos and other collection-related costs such as binding and reformatting services are subject to less predictable market forces. For the sake of our calculations, and because these purchases tend to be annual and easier to adjust, we use the same inflation figure that we use for monographs.

NON-SERIALS INFLATION 3 YEAR PROJECTION	
FY21	\$114,516
FY22	\$116,944
FY23	\$119,423
TOTAL	\$350,882

Based upon the figures above, minus 1%, we calculate that the University Library will need the funding outlined in the table below to cover price increases over the next three fiscal years.

	Inflation -1%	FY21	FY22	FY23
Serials	2.93%	\$401,946.74	\$417,743.25	\$434,160.56
Monographs, Media, & Other	1.12%	\$60,498.98	\$61,781.56	\$63,091.33
Annual Totals		\$462,445.72	\$479,524.81	\$497,251.89