

University Libraries

FY19 Planning and Accomplishment Guidelines Western Illinois University

Written Reports Due: Directors March 8, 2019; Deans March 15, 2019

Presentations: Directors March 20, 2019 (SH 205); Deans March 27, 2019 (HH 1)

Vice Presidents' Presentations: April 15–16, 2019

Respond to the following questions in ten to fifteen pages. Attach appendices with supporting documentation where appropriate. Please be sure to prepare responses that address Western Illinois University—Macomb and Western Illinois University—Quad Cities as appropriate.

Note: The current edition of *Higher Values in Higher Education 2017–2027* is attached.

Current Year Fiscal Year 2019

I. Accomplishments and Productivity for FY19

A. Give a brief review of the division's goals and objectives for FY19.

Continue our primary function of teaching and assisting our student, staff, faculty and community users in as many ways as possible, those at a distance as well as those on the Macomb and Quad Cities campuses.

Some of our primary undertakings for the year were to:

- Close the Physical Sciences Library and move the entire collection to Malpass
- Hire someone in Archives & Special Collections to oversee the university records management program and bring us into compliance with Illinois law
- Migrate the *EZproxy* service from uTech servers which could no longer support it to the more robust OCLC-hosted environment, to allow direct access to our library subscription databases and online journals (more than 17,800 domains) to authenticated WIU users anywhere
- Monitor and eradicate more mold in Malpass Library

B. List the most important divisional accomplishments for FY19 and document how these accomplishments support the goals and objectives of the University, including specific *Strategic Plan 2017–2027* accomplishments.

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1. Enhanced Culture for Teaching and Learning

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a. Maintain rigor and high academic standards

- Maintained high standards of service through the rigorous training of all new students throughout library units
- Answered thousands of reference questions via email, instant messaging, text, Facebook, telephone, and in person. Questions from students, faculty, staff, and community members this year include... I need:
 - Local coffee consumption statistics
 - Books on vaccinations and anti-vaxxers
 - Articles on police attitudes about race and citizen attitudes about police interactions with minorities
 - A directory of all the university music programs in the world
 - To learn about concept matrices, literature reviews, searching, etc., as I begin a doctoral program

- To locate and access copies of the *Chicago Defender* from the 1910s through 1930
 - Recordings of the WIU Wind Ensemble from 1989 to 1994
 - Conducted a comprehensive review of library instruction guides to standardize, streamline, and consolidate in an effort to simplify both access and upkeep. A huge increase in use highlights student demand for online learning and constant availability.
 - Taught two sections of Library 201, as well as 209 sessions for classes needing research instruction and assistance in subjects across the undergraduate and graduate curriculum.
 - Three library faculty members taught seven sections of University 100.
 - Three classes came for detailed instruction from the Patent and Trademark Resource Center librarian.
 - Collaborated with the School of Music throughout the ongoing NASM reaccreditation process, including submitting multiple post-visit responses
 - Using Foundation funds, we were able to purchase all faculty requests for Reserve materials for their classes.
- b. Explore restructuring to enhance interdisciplinary collaboration
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- c. Continued focus on the Centennial Honors College
- Malpass Library provided space for the Honors College and shared facilities such as the Garden Lounge.
 - Co-sponsored Constitution Day panel and poster sessions.
 - Provided technical support and AV setup for Undergraduate Research Day, as well as general day-to-day computer services support
- d. Increase focus on study abroad and service learning opportunities
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- e. Strengthen relationships with community college and international partners
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- f. Continued support of undergraduate and graduate research opportunities
- Cooperated with University Writing Center director and WIU Writing Program director: continued to align our ENG 180/280 library sessions more closely to the current curriculum.
 - Migrated the *EZproxy* service from uTech servers to the more robust OCLC-hosted environment, sustaining direct access to library subscription databases and online journals (more than 17,800 links) to authenticated WIU users from anywhere
 - Cataloged Sanborn Fire Insurance Maps available through the Library of Congress so that students, faculty, staff, and the public will be able to find them when searching for community information
 - Worked closely with social work, history, and political science students conducting high-level primary source research, providing hands-on opportunities to work with Congressional Papers
 - Collaborated with Dr. Hall to provide research opportunities with primary sources in Public History (492G) and Illinois History (420G) classes.

- Created a digital Oral History Collection, with detailed transcripts.
- Scanned ten more years of the *Western Courier*, completing 1958-2018.
http://collections.carli.illinois.edu/cdm/landingpage/collection/wiu_courier
- g. Support scholarly/professional activity for faculty
 - Celebrated the scholarship of WIU authors for the 14th consecutive year, gathering the data, creating a bibliography, and holding a public reception. **This year's bibliography cites 222 authors from WIU, who published 325 books and articles!**
 - Continued membership in CARLI, allowing full access to free, fast, unlimited borrowing of library materials through I-Share. **Our \$34,882 investment in I-Share gave us access to \$707,122 worth of additional materials.**
 - Continued participation in OCLC, allowing us to borrow materials and get digital copies of journal articles from libraries across the country.
 - Offered multiple CITR workshops for faculty, as well as professional development sessions on chemistry, NexisUni, and music resources.
 - Hosted scholars researching material in the congressional papers of Thomas Railsback and Lane Evans.

2. Fiscal Responsibility and Accountability

- Hired Katherine Lawson, whose position includes responsibility for university records management. She completed an updated university-wide records retention schedule, which has earned approval from the president and is awaiting same from the State Commission in Springfield. State law requires Western Illinois University to have a Records Management program for the retention and disposition of State Records. *5 ILCS 160/State Records Act*
- CARLI membership gave us access to collections, training, subsidized databases and services, infrastructure, a shared catalog, as well as reduced prices for delivery service and for multiple databases. **For every dollar we invested in all CARLI activities, we received \$3.53 in services and resources.**
- Coordinated the decommissioning of the virtual VPS Linux server while ramping up a more cost effective remote *Drupal* system, saving the libraries costs in subscription fees.
- Programmed new procedures and scripting to leverage existing on-campus Unix systems to stream audio files from local servers, saving on storage/bandwidth subscription costs.
- Encouraged students with lost books to buy replacements rather than pay fines, so that we maintain the collection.
- Inventoried the approximately 19,000 scores in the Music Library, as well as the collections in Curriculum Library, Quad Cities, and Reference. Began inventory of Malpass collection.
- Inventoried the (non-book) contents of Malpass, Music, and Curriculum Libraries.
- Conducted an ongoing survey to measure user satisfaction with our Reference Email Service.
- Replaced 46 of our oldest computers with 5-year old hand-me-downs from uTech.

a. Identify further efficiencies to meet challenges in the FY19 and FY20 budgets

- Identified ways to save @ \$161,000 from materials budget:
 - Cancelled low use journal titles and a large journal package from Elsevier
 - Negotiated with journal supplier to waive 3.9% service fee for two expensive packages

- Reduced chemistry journals and database package to lower costs while staying within accreditation guidelines
 - Cancelled a couple of databases for FY19 and began a comprehensive review process in preparation for cutting several more for FY20
 - b. Identify alternative funding sources
 - A total of \$75,321 was raised for University Libraries in calendar year 2018 in the form of pledges, outright cash and planned giving.
 - The largest gift received in 2018 was in the form of a planned gift of life insurance in the amount of \$40,000 for the establishment of the University and Regional History Endowment Fund, which supports the Archives & Special Collections Unit.
 - Of the \$75,321 raised, \$8,661 was in the form of Gifts-In-Kind. The largest gift in kind in 2018 was the donation of the 1895 mahogany desk, by Attorneys Kent Slater and Alison Vawter, which was formerly in the office of WIU Presidents.
 - Received a \$1000 donation in memory of Robert Young, for the purchase of agriculture books.
 - Realized \$7,173 from sale of withdrawn items and donations not added to the collection (Thrift Books)
 - Organized books sales at the Music Library (raising \$523) and the Curriculum Library (netting \$600).
 - Received 704 new books from the Children's Literature Examination Center, with items going to the Curriculum Library, the Quad Cities Library and the graphic novels collection in Malpass Library
 - Acquired hundreds of donated books, scores, and CDs for the collections from the Phi Delta Kappa WIU chapter, the Curriculum & Instruction Department, New Copperfields Booksellers, and many individual donors. Items were cataloged and processed for Malpass Library and all three branch libraries.
 - Acquired multiple local materials for Special Collections, including slides of historic Macomb images, A.L. Hainline materials, McDonough and Hancock County Bar Association documents, and many others
 - c. Develop and refine college priorities in fundraising
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3. Enhance Academic Affairs Role in Enrollment Management and Student Success
- - a. Increase focus on student internship opportunities.
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 - b. Continue to expand Distance Learning opportunities
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 - c. Explore additional initiatives to enhance retention and graduation rates
 - Quad Cities librarian cooperated with QIU-QC Student Services in new student orientation both spring and fall semesters.
 - Library faculty collaborated with instructors to integrate library skills modules into their classes and Western Online
 - Demonstrated our contribution toward student success, as evidenced by comments

such as this response to our e-mail reference help: “*Thank you! This is most helpful; within ten minutes, I had located several relevant articles. I can’t tell you how much I appreciate the time you took to point me in the right direction.*”

- Three librarians, including the Dean, served as Building Connections Mentors.
 - Provided the 3rd annual Music Library Initiation to incoming freshmen the weekend before fall classes began
 - Hosted tutors for Academic Services and the Math Department on Sundays-Thursdays throughout the school year.
- d. Increase outreach efforts with prospective students
- **Libraries homepage ranked 4th in campus landing visits**, pages through which visitors initially entered the wiu.edu domain. WIU newcomers coming through library web pages totaled 58,809. And these users stayed in wiu.edu an average of almost 5 minutes per visit.
 - Provided tours of the Curriculum Library to visiting guidance counselors
 - Participated in all Discover Western and SOAR events, providing orientation of library functions and services (Malpass and branches) to incoming and prospective students
 - Provided a plant collection tour of Malpass Library to Carrie Banks, a librarian from Brooklyn Public Library who is writing a book about libraries and gardens. It is due out in 2019. She visited because of the uniqueness of our library.
 - Finished the “Voices of the Holocaust” traveling case housed at the Quad Cities library, and began scheduling its use at middle schools.
 - Archives & Special Collections staff made presentations to local school groups and one coordinated the annual sixth graders local history day in Macomb.
- e. Support access, equity, and multicultural initiatives for entire campus community
- Collaborated with Admissions to provide the second annual “Pop into the Library” event, providing snacks and tours of the Malpass Library to get new students familiar with the different services available.
 - Co-hosted, with the Inter-Hall Council student group, Therapy Dogs in Malpass Library to de-stress before final exams week.
 - Continued to maintain and update an online guide related to the American Library Association’s Banned Books Week at <http://wiu.libguides.com/bannedbooks>
 - Created archival documentation for International Peace Day, Latinx Mental Health presentation, and the Rally for Peace. Worked with Digitization unit to establish a digital Activism at WIU collection.
 - Recruited volunteers from Casa Latina to help create accurate representations and highlight minority presences in our digital collections.
 - Planned, organized, publicized, and hosted various campus/community programs including:
 - Open Textbook and College Affordability Panel Discussion with U.S. Senator Dick Durbin
 - Scholarly Communication 101: Choosing the Right Conference, Journals and Publishers
 - Nevertheless She Persisted – Global Perspectives [Women’s History Month Panel]
 - Open Educational Resources

- Employee Wellness Screening
- 14th annual WIU Authors Reception
- The 3rd annual Taste of Archives event was held to continue ‘friend-raising’ for the library, with 34 in attendance. Dr. John Hallwas and Dr. Michael Lorenzen were the featured speakers in celebration of the 40th Anniversary of Malpass Library.
- A 40th Anniversary Library event was held in September of 2018 to encourage and continue affinity for Malpass Library.

4. Focus on International Recruiting and Education Opportunities

- - a. Continue efforts to increase the number of international students
 - Provided five tours of Malpass Library for students from a range of countries including Denmark and Myanmar.
 - Instruction faculty represented the libraries on the Council for International Education.
 - b. Increase awareness of study abroad opportunities
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 - c. Develop additional academic partnerships with international institutions of higher learning
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 - d. Strengthen relationships with embassies and host countries
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5. Facilities Enhancement and Technology Support

- **Integrated the entire Physical Sciences Library collection into Malpass Library.** This involved almost every library unit, with people needing to evaluate books at PSL and on all 3 wings of the 6th floor for retention or withdrawal, followed by shifting books on 6 to make room for the more than 10,000 books coming from PSL, once we boxed them all up. Each book had to be unpacked and shelved temporarily so that it could be re-cataloged for a new location and relabeled. Finally we updated all the signage to correspond. Furniture was distributed throughout the other libraries, and new homes were found for the PSL plants.
- Updated the Music Library’s look with fresh paint and furniture from the Physical Sciences Library, creating a more comfortable and welcoming atmosphere
- Configured and rolled out the new *Drupal* installation, and migrated all existing *Drupal* files to host the *WIU Authors* database and the *Music Recitals Archive*.
- Continued our mold abatement program, cleaning 15,600 linear feet of books and deaccessioning 105 journal runs.
- Lost off-site storage space in Sallee Hall, requiring the evaluation, movement, integration/withdrawal, and catalog processing of more than 2000 items. Added more shelving and shifted more than 30,000 books and scores to accommodate them.
- Library faculty and staff participated in developing instructional and other technology policy and projects, serving on numerous uTech and IT committees.
- Created and implemented a replacement for the LibStats software, enabling statistics-keeping for reference questions using Google Forms and Sheets.
- Updated all public computers to Windows 10

- Worked with Physical Plant personnel to get sidewalk seals at the east entrance replaced to decrease the leaking in the 2nd floor Reference East and Garden Lounge areas.

 - a. Support for the Center for Performing Arts
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 - b. Support for the LEJA Crime Lab
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 - c. Pursue support for an updated Centennial Honors College facility
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 - d. Strategically fund technology updates and advancements in technology
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 - e. Support major capital budget initiatives
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- C. Indicate measures of productivity by which the unit's successes can be illustrated.
- 3826 students received library instruction
 - Student workers spent 5985 hours cleaning 15,599 linear feet of books as part of the mold remediation efforts!
 - Many of our numbers were lower, due to closing the Physical Sciences Library, fewer students, and reduced service hours in summer particularly. However, several numbers were up significantly, including use of both print and digital books, searches of the catalog and the databases, and use of online instructional guides. See chart below.

University Libraries Combined Measures			
Activity	2016	2017	2018
People			
Gate Count	753,276	699,012	561,558
Rooms Reserved	1,296	1,317	1,047
Instruction			
Reference Questions	11,565	10,764	8,277
Database Searches	1,200,116	1,077,529	1,185,754
WIU Libraries Catalog Use	244,258	225,658	239,098
E-Research Guide Use	74,609	122,095	143,479
Instructional Sessions	283	322	209
Use of Print			
Use/Circulation of Materials	41,360	41,299	44,253
Interlibrary Loan (borrowed)	18,728	14,765	9,313

Interlibrary Loan (loaned)	12,869	11,538	9,028
Course Reserves Materials	12,192	12,500	9,248
Use of Digital			
E-Reserve Use	12,101	10,718	9,658
E-Book Downloads	26,276	22,299	25,649
E-Journal Downloads	279,309	278,356	257,033
WIU Digital Collection	307,762	320,152	404,842
Library Web Pages Viewed	903,275	963,541	472,429

- D. Describe how the division used any of the following categories of funds to enhance accomplishments and productivity:

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- 1. Western Illinois Foundation funds
 - Four scholarships in the amount of \$500 each were awarded via the Graham Student Assistant Scholarship Fund.
 - A \$3,000 gift from former library dean, Dr. Donna Goehner, was used to purchase new iPads for student use in the Curriculum Library.
 - Foundation funds paid for books, subscriptions, equipment, staff training, and event expenses. Some of the larger items include \$8900 for books, \$5000 toward the NexisUni legal database, \$2600 for popular magazines, \$4650 for the EZProxy service, and \$3050 for the donor plaque in honor of the Malpass 40th anniversary.
 - A \$1,000 gift in memory of Robert Young was used to purchase agriculture books.
- 2. Funds available due to vacant positions or dollars saved through hiring of new personnel at whatever level those funds reside
 - One civil service position (Archives) became vacant in May 2018 due to retirement and the position remained vacant until September 2018 when the position was filled at a lower classification level. Savings of \$8,457 from the (Archives) position being vacant for 3 months, and additional annual savings of \$7,909 due to filling the position at a lower level.
- 3. Grants, contracts, or local funds
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- 4. Internal Reallocations: For reallocations over \$20,000, identify the amount, area that was reallocated from, and the priority that funds supported.
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- 5. Other fund sources
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- E. For the calendar year January 1, 2018, to December 31, 2018, provide the total number of scholarly/professional activities in your area for the following categories:

BOOKS	CHAPTERS / MONOGRAPHS / REFEREED ARTICLES	DOMESTIC/ INTERNATIONAL CREATIVE ACTIVITIES		DOMESTIC/ INTERNATIONAL CONFERENCE PRESENTATIONS	
		Dom.	Int'l	Dom.	Int'l
2	4			2	

II. Budget Enhancement Outcomes for FY19

For each budget enhancement received in FY19—temporary or permanent—(i.e., 1% give back, end of year money) complete an accountability report form. Be specific about approved productivity measures.

III. Reductions for FY19

- A. Discuss staffing and operational reductions implemented during FY19.
 - Two CS Library Operations Associate positions became vacant due to retirements in June 2018 and were eliminated for FY19
 - One Unit A faculty position became vacant in June 2018 due to retirement and remained vacant throughout FY19
 - One Unit A faculty position (Music Library) became vacant in December 2018 and was not filled for the rest of FY19
 - One Unit B faculty position (Health Sciences) became vacant in February 2019 and was not filled for the rest of FY19
 - One civil service position (Access Services) became vacant in September 2019 and was not filled for the rest of FY19
 - One civil service position (Government & Legal Information) became vacant in December 2018 due to retirement; and the position was eliminated
 - Five civil service positions were eliminated due to layoffs effective 4/1/19
- B. In response to Item A (above), include the dollar amount for these reductions and whether the reductions result in one-time or continued savings.
 - Annual savings from eliminated LOA positions \$113,244
 - Savings from Unit A faculty position \$115,848
 - Savings from Unit A faculty (Music Library) position \$31,180
 - Savings from Unit B faculty (Health Sciences) position \$16,356
 - Savings from CS (Access Services) position \$20,430
 - Savings from eliminated CS (Government & Legal Information) position for remainder of FY19 \$16,314 (future annual savings of \$32,628)
 - Savings from layoffs for April – June 2019 are \$39,036 followed by annual savings of \$151,869

**Budget Year
Fiscal Year 2020**

IV. Major Objectives and Productivity Measures for FY20

- A. List the most important goals and objectives the division will pursue in FY20, and how these actions will be measured/assessed.

To carry out our ongoing goal of educating our students, staff, faculty, and community users in as many ways as possible, those at a distance as well as those on both of our campuses, we have many objectives that carry over from year to year. Some specific plans for FY20, however are:

- Hire a qualified music librarian to properly manage the Music Library to provide high-level reference and instructional support to the school of music. The highly-specialized content of a music library requires the care of a music librarian with experience and degrees in both music and library and information science. (music librarian resigned December 2018)
 - Hire a government information librarian to replace retiring faculty member (June 2019) and lead library participation in the Federal Depository Library Program, the Illinois Depository Library Program, the Illinois Legal Aid Online Self-Help Center program, the Patent and Trademark Resource Center Program
 - Update the university website for Records Management, including making the retention schedule more accessible online. Also work with people on the QC campus to complete a retention schedule for the campus.
 - Begin planning for different uses of space in Malpass as shifting and weeding occur and as the Centennial Honors College prepares to move elsewhere on campus.
 - Coordinate with the College of Education and Human Services to take on some of the day to day responsibilities of the Children's Literature Examination Center.
 - Plan, organize, and publicize our fifteenth annual WIU Authors reception, capturing publications from calendar year 2018.
 - Carry on with mold remediation efforts, both to protect the collection and the people who use and work in Malpass Library
- B. Of the objectives identified above, please indicate which are directly related to the *2017–2027 Strategic Plan*.
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- C. For those action items noted above, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).
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V. Technology Goals and Objectives

- A. List the most important technological goals and objectives the division will pursue in FY20, and how these will be measured/assessed.
- Research and prepare for CARLI-led launch of the new Integrated Library Management System (ILMS), *Alma* from Ex Libris, in 2020. This will take study, training of staff in every library unit, coordination between WIU faculty and staff and CARLI, workflow alterations, webpage migration, and development of new teaching materials. (short-term)
 - Develop programming to enhance a CITR app for students that identifies textbooks available through Library Course Reserves (short-term)
 - Upgrade microfilm/fiche machines in Archives and Reference (short-term)

- Establish a four-year replacement cycle for computers. Currently “new” computers for us are 5-year-old ones we get from uTech when they get new ones. (long-term)
- B. Describe how these objectives build upon goals in divisional and/or institutional strategic plans.
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- C. For each technology item, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).
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VI. Internal Reallocations and Reorganizations: Western Illinois University—Macomb

- A. What are planned FY20 reallocations or reorganizations, including the movement of positions, upgrade of positions, creation of new positions, and/or the reallocation of personnel and/or operating funds?
 -
- B. How do these reallocations and reorganizations further *Strategic Plan* goals and objectives?
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- C. Describe how all reallocations, permanent and temporary, will affect the unit’s standard performance measures.
 -
- D. How are you finding new funds?
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- 1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation).
 - Director of Development carries a prospect pool of 150 individuals. Annual and quarterly metric goals for visits and asks are monitored by the Executive Director of Development.
- 2. Provide an explanation of how additional resources would be used to enhance divisional objectives.
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- 3. Summarize long-term external funding goals that extend beyond FY20.
 - Digital Repository - \$50,000 cash and \$2 million endowment
 - Carpet for Floors Two through Six - \$1.2 million
 - Refurbish Basement for Archival Material Storage - \$500,000
 - Computer Replacement - \$75,000
 - Wifi Upgrade - \$100,000
 - Computer Classrooms Upgrade - \$53,000
 - Book Funds - Ongoing
- 4. Develop indicators to track attainment of goals.
 - Development officer is required to meet quarterly metrics in regards to donor visits, total dollars raised and return on investment as monitored by Advancement Administration.

VII. Internal Reallocations and Reorganizations: Western Illinois University—Quad Cities

- A. What are planned FY20 reallocations or reorganizations, including movement of positions, upgrade of positions, creation of new positions, and/or reallocation of personnel or operating funds?
 -
- B. How do these reallocations and reorganizations further *Strategic Plan* goals and objectives?
 -
- C. Describe how all reallocations, permanent and temporary, will affect the unit's standard performance measures.
 -
- D. How are you finding new funds?
 -
 1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation).
 -
 2. Provide an explanation of how additional resources would be used to enhance divisional objectives.
 -
 3. Summarize long-term external funding goals which extend beyond FY20.
 -
 4. Develop indicators to track attainment of goals.
 -

VIII. Reductions for FY20

- A. Discuss planned staffing and operational reductions for FY20.
 - Unit A faculty member retiring end of FY19
- B. In response to Item A (above) include the dollar amount for these reductions and whether the reductions result in one-time or continued savings.
 - Unit A salary saved for FY20 will be \$141,984 (one-time), and the difference between that and starting salary (ongoing)

IX. New Operating Resources

- A. Identify, in priority order, requests for additional operating funding in spreadsheet provided on the Provost's web site.
- B. On this spreadsheet, please be sure to indicate whether you are seeking one-time or continuous funding. If you are seeking continuous funding, identify whether it is for a period of years or a permanent base increase.
- C. Complete an *FY20 Budget Request Form* for each request listed in "A".

X. Facilities Requests

- A. Identify, in priority order, requests for facility enhancements over \$100,000. These requests need to be identified as specific FY20 requests or long-range requests. For each request, identify the ways in which the facility enhancement will advance specific *Strategic Plan* goals and objectives.
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- B. Provide specific outcomes for each facility enhancement request.
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- C. Provide an explanation of how each facility enhancement will affect the unit's productivity measures.
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- D. Complete an *FY20 Budget Request Form* for each request.