I. Major Objectives for FY22

At the time of writing, Milner Library is nearing completion of its strategic plan for FY22-26. Although not yet approved and adopted, this planning document assumes the adoption of draft strategic directions.

<table>
<thead>
<tr>
<th>MIL Strategic Directions for FY22-26</th>
<th>Educate Connect Elevate Goal(s)</th>
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</thead>
<tbody>
<tr>
<td>Facilitate academic excellence by enriching campus learning and teaching</td>
<td>II.A.1-2; II.B.1-2; IV.B.3</td>
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<tr>
<td>Create a more diverse, equitable, and inclusive library system that welcomes all members of the campus community</td>
<td>I.B.2-3; III.B.1-3</td>
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<tr>
<td>Enhance physical and virtual environments for research, teaching, and innovation</td>
<td>II.B.1-2; II.C.1,3</td>
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<td>Enhance strategic partnerships to increase engagement with campus and the community</td>
<td>IV.A.1-3; IV.B.3</td>
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<td>Promote student success via engagement, programming and support services through a holistic lens</td>
<td>IV.B.1,3; IVC.3-4</td>
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<tr>
<td>Grow University success through initiatives to enhance scholarly and creative productivity</td>
<td>II.B.2-3; II.C.-13</td>
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Milner Library Strategic Initiatives for FY22

In addition to being guided by our Milner Library Strategic Plan, Milner Library has specific initiatives for FY22 as listed below:

- Investigate after hours chatbot to increase patron access to information.
Facilitate implementation of the Guide Review Project Team’s FY21 recommendations to enhance the navigability of the library’s subject-based guides.

Design and deliver digital learning objects supporting each stage of the research process in alignment with the library’s information fluency program goals.

Facilitate professional development of librarians by integrating a library community of practice and creating best practices for designing and delivering library instruction.

Create and post short videos promoting census, election, legislation, and relevant primary sources from federal, state, and local governments in order to promote civic engagement.

Design an equity, diversity, and inclusion plan in the context of the library’s services.

Develop and deliver new programming on open access publishing models, understanding publishing metrics, managing online scholarly identities, and supporting affordable and open educational textbooks.

Partner with the Center for Teaching, Learning, and Technology on the design and construction of space to integrate the center at Milner Library to support faculty success.

Continue to plan for the design and construction of the Milner Student Success Center.

Assess usage patterns of the library’s collections to plan for areas of collection growth.

Explore in depth our analytics capabilities with our newly adopted library systems to incorporate better data into collection development decision making processes.

Prepare for the migration of Archon to ArchivesSpace, replacing an outdated and information-insecure content management system for hosting archival finding aids for the Dr. Jo Ann Rayfield Archives as well as the library’s special collections and rare books.

Rehouse and inventory the Herbert Ueckert Costume Collection of circus wardrobe pieces donated to the library’s as part of its Circus and Allied Arts Collection with the goal of stabilizing the costumes for ultimate use as a teaching collection.

II. Permanent Funding Requests

a. Inflation Funding for E-Resources

Approximately half of the library’s budget is allocated to collections support. Milner Library has not had a permanent funding increase to the collections budget for at least 10 years. Milner librarians employ a variety of strategies to mitigate annual subscription rate increases for e-resources (e-books, e-journals, databases, and streaming media), including pricing negotiation, continuous assessment of usage, and cooperative collection building with CARLI libraries. However, collections costs for e-resources continues to rise at approximately seven percent annually. We request $210,000 to account for inflationary costs in order to maintain e-collections that meet the current
information needs of the University community and preserve our competitiveness in the recruitment and retention of University faculty.

b. Increased Fees for Consortium of Academic and Research Libraries of Illinois (CARLI) membership - $15,500

Illinois State is a governing member of the Consortium of Academic and Research Libraries of Illinois (CARLI). CARLI charges an annual membership fee in exchange for our integrated library system Alma, the Illinois Library Delivery Service which couriers requested resources between libraries, access to certain consortially-negotiated e-resources, and professional development opportunities for library personnel. Over the past three fiscal years, CARLI has increased its fee to member libraries based on the size of FTE enrollment. Milner Library experienced a 32 percent increase borne out of operating funds. We request $15,500 to account for the increase in our membership fee for FY22.

c. Shared Contribution Cost for Consortial E-Book Package - $15,000

CARLI is cost-sharing specific consortial e-book packages, which would provide unlimited access to selected collections of e-books published by Wiley, Oxford University Press, and 18 other scholarly and university presses. CARLI is experimenting with shared contributions for member libraries based on FTE student enrollment, which for Illinois State is $15,000. We request $15,000 to contribute to this program for FY22. This is intended to be a one-time contribution.

III. Provost Enhancement (PE) and Academic Enhancement (AE) Requests

A. Provost Enhancement (PE) Request

1. Affordable and Open Educational Textbooks Initiative - $20,000

We request $20,000 to expand our selection of open textbooks and open educational resources in order to lower the costs of instructional materials for students. Last year, Milner invested $10,000 to partner with teaching faculty and acquired 77 titles across 68 courses whose faculty responded positively to our proposal. We reached 2,029 students with an opportunity of saving an estimated $143,880 in spring 2021. Our pilot study is ongoing, but initial usage and faculty/student response has been positive. With an investment of $20,000, we plan to reach a greater number of courses in FY22 for the second year of this initiative.

B. Academic Enhancement (AE) Requests

1. Elevator Modernization - $543,000

Milner Library’s public and freight elevators are approximately 45 years old. They require frequent maintenance resulting in numerous out-of-service days for library patrons. Due to the age of the elevators, parts are no longer readily available and must be specially manufactured. As a six-story building, elevators are essential for library
access for patrons and employees who are differently-abled. A 2018 total project cost for a modernization project for the public elevator is $543,000.

IV. Personnel Requests: Tenure-Track

In 2018, the Association of College and Research Libraries reaffirmed its position on faculty status for librarians. In addition to teaching and connecting students and faculty to information, librarians conduct research that informs the development of the profession and engage in meaningful service to the University, the library profession, and the community. The following personnel requests are listed in ranked priority order:

1. Head of Cataloging and Acquisitions

This position is responsible for leading and managing the library’s cataloging and acquisitions unit. Comprised of two tenure-track faculty librarians and 12 staff, this unit acquires new library resources from global vendors; describes purchased, licensed, and locally-created content for discovery in various digital platforms; ensures seamless access to electronic resources; and prepares physical resources for student and faculty research/use. It is a point of pride for Milner Library that we have been a leader among Illinois libraries for producing high-quality catalog data that can be replicated by others in the state and nationally. This is a rapidly evolving area of libraries as collections shift increasingly to born-digital, locally produced, and/or licensed content. The position demands ongoing and strategic reassessment of technologies employed, professional development and training, and efficiency in workflows. This is a replacement position for the tenure-track incumbent, who will retire on June 30, 2021.

2. Teaching & Learning Librarian

As one of Milner Library’s two education librarians, this position serves as the subject librarian for the School of Teaching & Learning and is the coordinator of our Teaching Materials Center, a unique collection of pre-K through 12 children’s and young adult literature, textbooks, and objects that support our teacher education programs. The subject librarian in this role has a higher-than-average instructional load at Milner Library and serves the learning needs of more than 1,800 students (Fall 2019) enrolled as majors in the School of Teaching & Learning. This is a replacement position for the previous incumbent, who retired on June 30, 2020. This position was converted from tenure-track to nontenure-track some years ago, and we request its conversion back to tenure-track. The practitioner-scholar model is necessary for this position to be an active co-investigator with School of Teaching & Learning faculty research initiatives, which has been a growing expectation.

3. Fine Arts Librarian

This position serves as the subject librarian for the School of Art, School of Theatre and Dance, and the Creative Technologies program and serves the learning needs of more than 800 students enrolled in these areas. This position is also the liaison to University Galleries and is responsible for coordinating the library’s exhibits program. This is a replacement position for the tenured incumbent, who retired on June 20, 2020.
4. Digital Archivist

This is a new position for Milner Library. Our University Archives collects, organizes, and makes available the University’s history, including faculty papers and student life and culture. Previously, these artifacts were primarily physical documents. Today, born-digital materials represent the majority of the University’s output. In order to preserve these materials for the institutional memory, Milner Library needs a digital archivist to manage the infrastructure to make them available to the relevant university departments. The Department of History, the School of Communication, Mennonite College of Nursing, Athletics, Student Affairs, the Office of Alumni Engagement, and Marketing and Communications are the University Archives’ heaviest users in terms of research, exhibit, and teaching requests.

5. Digital Humanities Librarian

This is a new position for Milner Library. As a teaching-focused role, this position will work closely with subject librarians and other library employees to lead the library’s digital humanities initiatives, bring together faculty across campus engaged in digital humanities endeavors, and partner with faculty to teach digital humanities tools and principles. This position has the potential to teach in interdisciplinary programs. A task force of faculty members across campus interested in digital humanities activities convened in 2019 recommended the hiring of a digital humanities librarian to advise and guide the library’s role in this area.

6. Metadata Librarian

This position is responsible for creating descriptive metadata for our locally produced digitized content from our special collections, rare books, and University Archives. Milner Library has an active in-house digitization program dedicated to making the University’s distinctive collections accessible to the scholarly community. The metadata librarian is responsible for the research necessary to create and apply metadata standards to describe local digital content and make it broadly discoverable. This position is increasingly critical to support the intersection of scholarly communication initiatives, digital humanities support, Special Collections, and Archives. This is a replacement position for the tenured incumbent, who retired in May 2018.

V. Personnel Requests: Strategic Cluster Hire

None

VI. Personnel Requests: Tenure Track Non-reappointment or tenure-denial/death

None

VII. Personnel Requests: Non-Tenure Track Positions

None