

University Libraries

FY17 Planning and Accomplishment Guidelines Western Illinois University

Written Reports Due: Directors March 10, 2017; Deans March 17, 2017

Presentations: Directors March 22, 2017 (SH 205); Deans March 29, 2017 (HH 1)

Vice Presidents' Presentations: May 4–5, 2017

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 2012–2022* and the *2016 Strategic Plan Supplement* for your answers are available at http://www.wiu.edu/university_planning/strategicplan.php.

Current Year Fiscal Year 2017

I. Accomplishments and Productivity for FY17

- A. Give a brief review of the division's goals and objectives for FY17.
- Continue our primary function of educating 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.
 - Plan and employ strategy for creating stronger connections, and integration between library instruction and department courses.
 - Continue to digitize the Laws of Illinois and expand our Digital Collections in order to enhance access for faculty, staff, and student researchers.
 - Continue with developing and maintaining our collection while working with a continued reduction in funding for acquisitions.
 - Investigate the purchase of popular and scholarly e-books.
 - Continue to examine the relocation of archival materials from the first floor storage facility.
 - Continue work on a Streaming Music Recitals Archive of faculty and student music recitals.
 - Update all outdated equipment.
 - Promote the integration of technology in improving the quality of library reference, course-based and for-credit instruction and library programming.
 - Continue to assess library support for academic programs undergoing review or accreditation.

Fiscal Responsibility and Accountability

- Develop plans to establish a digital archive to preserve, disseminate and provide public access to scholarly information based on the recommendations of the WIU Open Access Task Force.
- Use the library development officer position to reexamine library development program and move forward with an aggressive and well planned library development program to raise funds for the libraries.
- Host events to obtain external funds
- Create more diversity in student/staff employment
- Continue gathering statistics to assess usage patterns across the hours of operation
- Assess training opportunities for staff development
- Continue with training for all library personnel
- Improve procedures and campus-wide compliance with the records management program. We will continue to bring the Quad Cities campus into compliance.

Enhance Academic Affairs Role in Enrollment Management and Student Success

- Continue working with campus offices on diversity initiatives, including women's history and African-American history
- Seek to be actively involved in digitization efforts to bring our materials and services to distance learners
- Library faculty will continue to teach bibliographic instruction sessions and to also teach faculty/staff tools such as EndNote
- Library faculty member participation in teaching UNIV 100 Personal Growth and Well-being course will be encouraged
- Hold a series of talks about Science, Scientists, their work (how they do their research) and how science benefits society.

Focus on International Recruiting and Education Opportunities

- Seek to develop new honors courses which would appeal to international students
- Continue to provide tours and basic library skills instruction for WIU International students and international high school exchange students

Facilities Enhancement and Technology Support

- Continue to address and eradicate mold issues in Malpass
- Continue to work with university officials on upgrades/repairs to existing building issues:
 - Replacement of floor coverings throughout the Malpass Library
 - Look at including more wireless routers in Malpass Library to increase patron connectivity.

B. List the most important divisional accomplishments for FY17 and document how these accomplishments support the goals and objectives of the University, including specific *Strategic Plan 2012–2016* and *2016 Strategic Plan Supplement* accomplishments.

1. Enhanced Culture for Teaching and Learning

a. Maintain rigor and high academic standards

- Fully staffed hours of operation while ensuring compliance with and consistency of library policies and practices.
- Assessed library support for all academic programs scheduled for review or accreditation.
- Provided library access to 682,598 physical library users.
- Provided reserve material requested by faculty for students to use for 640 classes.
- Completed cataloging of music recitals from 2002-2016, including 78 recitals from 2016, and cataloged 352 recitals from the 1994 – 2002 backlog.
- Completed 2,481 location corrections on Government Publications.
- Continued to receive, review, process and incorporate new books into the Quad Cities library. Even though fiscal constraints precluded purchase of new books, we obtained several hundred new titles through gifts to the library.
- Cataloged several hundred books donated by New Copperfields adding them to Malpass collections.
- Answered thousands of reference questions from a wide range of disciplines, via e-mail, online chat, telephone, and in person. Some examples from the year include...I need:
 - to research whether it is possible or not to predict whether a person will commit immoral actions, for a project in my LEJA ethics class
 - historical information about police in Rome
 - to describe a genre system for my ENG280 class, and I have chosen the various forms of communication used in the hotel portion of a casino
- Completed work on a \$4999 CARLI Research Subsidy Grant "Assessment of Rural High School Students Information Literacy Skills."
- Supported departmental courses by holding scavenger hunts, tours, and instruction sessions.

- Use of LibGuides system grew; the guides were accessed over 70,000 times.
 - Collaborated with the Writing Program and Writing Center to support changes to English composition course curriculum and integrate new rhetorical concepts more effectively into library instruction.
 - Developed information guides for open educational resources, and for faculty, staff, and undergraduate students selecting scholarly publishers, journals, and conferences for publication.
- b. Continued support for the enhanced scholarship model
-
- c. Continued focus on the Centennial Honors College
- The Malpass Library provided space and shared facilities such as the Garden Lounge. The library also co-sponsored events such as Constitution Day.
 - Continued to collect and provide access to undergraduate honors theses in Archives.
 - Archives employee served as liaison and research assistant for sixteen Honors College students enrolled in a new Honors class, “Western’s Legacy: The History of Western Illinois University.”
- d. Increase focus on internships and service learning opportunities
- Provided job experience opportunities for student workers and intern students. Students participated in full scale professional activities including planning, development, and evaluation processes.
 - Designed a unique Post-MLS graduate assistantship in Archives. Our fifth graduate assistant started in Fall 2016. Two additional graduate assistants worked in Government Documents/Reference. Archives supervised two interns for the Illinois Regional Archives Depository (IRAD) program.
 - In cooperation with Graphic Communication instructor, provided GCOM class with service learning project in the form of designing informational campaigns for display in the library
- e. Continued support for undergraduate and graduate research opportunities
- The library’s proxy server enables seamless web access to all WIU online periodicals and databases for WIU-Macomb/QC and affiliated off-campus users. Maintained and updated weekly by the Information Systems Unit, ‘SFX-approved’ domains (curated by SFX Knowledge Base staff) are regularly added and removed from the library proxy server’s domain “white list.” This ongoing maintenance resulted in 19,483 active domain subscriptions and other quality Open Access resources made accessible to library users by the conclusion of 2016.
 - Established the WIU-Quad Cities library as a permanent I-Share stop. Delivery of requested items is noticeably faster. We still receive things from the Malpass Library within 3 days or so, but now we get similar response times from most of our I-Share libraries.
 - A total of 40,826 digital images were created during 2016, representing 598GBs of bibliographic, archival and special collections data. Considerable care and skill is exercised to effectively capture digital images of articles, texts, letters, printed images, realia, and much more in formats appropriate for web presentation and digital storage/preservation.
 - The popularity and usage of WIU Libraries’ Digital Collections, hosted by our consortium’s ContentDM system, are growing exponentially. The total number of “views” of WIU Libraries’ digital collections increased 26% above 2015 levels, resulting in 307,762 views by online users.
 - Continued progress on the current Leibovitz Collection “Diaries & Memoirs” traveling case. We have nearly finished reviewing titles.

- Since 2013 the library has been digitizing, formatting, storing and streaming WIU recitals. The music tracks and programs are currently available to WIU-affiliated users online at <http://www.wiulibraries.org/recitals>.

Recitals Digitized & Added – WIU Libraries Music Recital Archive					
	2016	2015	2014	2013	Total
Recitals	238	414	420	886	1,958
Digital Objects (.mp3 & .FLAC tracks; pdf programs)	5,317	8,786	11,137	19,341	44,581

f. Support scholarly/professional activity for faculty

- Continued to provide and/or host a variety of lunchtime and evening programs that supported the university’s goals of Academic Excellence and Social Responsibility – 25 events garnered a total of 804 attendees.
- Recognized faculty and student scholarly achievement by organizing the 12th annual WIU Authors Reception. During 2016, library staff processed 364 citations for works published in 2015 by WIU authors, adding them to the library’s WIU Authors Database (http://wiulibraries.org/wiuauthors/biblio_search.php)
- The WIU Libraries homepage (wiu.edu/libraries/index.php) remains the most popular destination off the wiu.edu front-page (excluding generic e-portals, e.g., Email, Single-Sign-On, Stars, WO) for 2016. The Libraries homepage has held the top position every year since 2012 when WIU began capturing usage statistics via Google Analytics.
- Online users are discovering Western Illinois University due to innovative online resources, programming and services delivered by the Libraries’ web presence. Calculated separately from total pages viewed, the WIU Libraries homepage also ranked 1st among all 52,255 campus “Landing Pages” (pages through which visitors initially entered the wiu.edu domain). Cumulatively, all pages on the WIU website compiled a “new visit” rate of 34% (approximately 1 of 3 library users was a new user), totaling 49,161 new users. These are not “regular” library visitors coming back time and again, but new guests (from unique IPs)
- Google Analytics recorded 450,672 pageviews for all Libraries webpages via the campus’ OmniUpdate Content Management System. All told, there were 294,802 unique visits to the primary library website during the 2016 calendar year.
- During the 2016 calendar year, the WIU Libraries Research Toolbar (Firefox Extension) was downloaded by 191 users (5,210 all-time downloads). On average, 66 WIU library users utilized the popular toolbar every day of the year.
- One of the biggest highlights of 2016 was the uploading of the Wade/ Ladwig Collection spanning pre-WWI—post-WWII, marked by a WIU press release describing this collection for Veterans Day 2016. Linda Wade worked with the UK’s Women’s Land Army (WLA) to promote the collection which is featured on WLA’s website. The Wade/Ladwig Collection has been the most viewed WIU Regional History collection, receiving over 50% of the viewership every month since May.
- Access to the Western Courier Collection expanded in 2016 (134 separate months uploaded; 8,571 pages). The collection now has 29,728 pages viewable (September 1959 thru June 1967; 1994 thru May 2014).
- General Ross Collection: 323 handwritten letters (667 pages) transcribed and corrected during 2016 (Box 2); project completion imminent. Box 1 was uploaded previously (5,511 letters and 1,024 pages).
- Among the noteworthy collections Archives processed this year were the Knox-Galesburg Symphony Collection, the papers of the Dickson Mounds/Camp Ellis touring exhibit of 1999, a large addition to the collection of regional poet Dave Pichaske, and records from several regional service organizations, including the Macomb Fortnightly

Club, the Colchester Order of the Eastern Star, and the Pike County Order of Odd Fellows (I.O.O.F.). Archives also processed a number of large University collections, including the papers of the President and the Provost, the Faculty Senate, the Minority Internship Program, and the University Ombudsman.

2. Fiscal Responsibility and Accountability

a. Identify further costs savings to meet challenges in the FY17 and FY18 budgets

- Due to employee reductions building hours were reduced for Malpass beginning summer 2016.
- Due to the loss of positions in Acquisitions/Cataloging, staff from the Music Library and the Curriculum Library began to catalog items destined for their respective collections.

b. Identify alternative funding sources

- The first Malpass Library plant sale was held October 25-27, 2016. The library's plant collection was represented by a variety of genera in various sizes. A total of \$1,496 was achieved.
- Book sales in the Curriculum Library and Music Library branches garnered \$1,002 and \$1,182, respectively.
- Gift items not added to the collection were sent to Thrift Books for online resale, raising approximately \$700 over four months.

c. Develop college priorities in fundraising

- In August four Library Atrium Society members were recognized at the gardener level. The following plants were presented in their honor: *Hibiscus rosa-sinensis* 'CaymanWind', *Dieffenbachia* 'Snow', *Philodendron x* 'Rojo Congo' and *Codiaeumvariegatum*. Donors included including Dennis and Dr. Anita Werling, Dr. Angela Ferree, Dr. Lowell and Lois Lueck, and Dr. Harlan Watson.
- Held the first annual library signature event in July, "A Taste of Archives", with a Scandinavian theme and Dr. Jeff Hancks as the guest speaker. A total of 30 individuals were in attendance for the inaugural event. Rave reviews received. Planning has begun for the August 2017 event.
- A large life insurance bequest was received from Mrs. Ruth Rademacker, which established the Keyes-Rademacker Archives Fund. The fund was established to acquire, preserve, and promote materials documenting the history and culture of West Central Illinois, with a special emphasis on Brown County. The fund will assist in the promotion of West Central Illinois history, with an emphasis on Brown County, in the form of sponsoring guest lectures, publishing of research, creating exhibits and other supportive events.
- Two matching donations were given to support the first WIU Giving Day in April, including \$1,000 in support of the Curriculum Library and \$1,500 in support of the Music Library.
- The final amount raised in the first annual Baskets for Books fundraising partnership with Leatherneck Basketball was \$1,755.
- Total amount raised in 2016 was \$46,844. This equates to \$36,299 in cash and \$10,545 in gift-in-kind donations. This is in addition to the Rademacker life insurance gift.
- Current balance for all foundation funds, endowed and otherwise, as of 12/31/2016 is \$760,119. This total does not include the newly formed Keyes-Rademacker Archives Fund.
- An anonymous donation of \$10,000 was received in the spring.
- Large gift-in-kind donations during 2016 include the following:
 - Bruce Briney – 900 music scores, books and journals
 - The estate of Bart Shanklin – over 300 music scores, books and journals
 - The estate of Bill Griffin – 170 books and personal papers

- Stephan Roth Trust – Almost 400 books
 - Anonymous Donor – 300 books related to student services and higher education administration
 - Tim Collins – 270 history books
 - Dave Pichaske – Over 250 books, tapes, prints and papers
 - Michael Ericson – 190 music scores and CDs
 - Ruth Grossman – Over 170 books
 - Purchases in 2016 made possible by Foundation funds:
 - New Scanner in the Music Library
 - 11x17 color printer for Government, Legal, Spatial and Data Services unit
 - Ten reference books for Gov/Legal unit were purchased from the Illinois Institute for Continuing Legal Education
 - Expended \$1,000 to purchase books to continue to fill the Felix and Nancy Chu Multicultural Collection
 - Newly formed Curriculum Library Fund expended \$885 on books and teaching materials
 - \$300 was expended from the recently fulfilled pledge that created the Linnea Self Health Sciences Fund
 - Over \$10,000 was expended from the Library Atrium Society Fund to purchase books and equipment
 - Expended \$1,755 to purchase books for the Reference collection (Baskets for Books)
3. Enhance Academic Affairs Role in Enrollment Management and Student Success
- a. Review undergraduate, graduate, and international recruitment plans for each department/school
 - Physical Sciences Library staff hosted eleven tours of the library to potential students through SOARS, Discover Western, and a visiting high school. Also hosted a presentation by Kyle Mayborn, given to area high school student counsellors.
 - The Curriculum Library participated with the COEHS and Admissions office in tours with 18 admissions counselors and again for Western Express with 25 Chicagoland guidance counselors.
 - The QC Library hosted MOA announcement by the Presidents of WIU and Wartburg College on the new strategic partnership between Western’s Museum Studies Program and Wartburg’s History Department.
 - b. Continue to expand Distance Learning opportunities
 - Library faculty and the Library Curriculum Committee collaborated with the School of Distance Learning, International Studies and Outreach on a course proposal for an online research methods course for the Bachelor of Arts in General Studies program which is currently pending university approval.
 - c. Explore additional initiatives to enhance retention and graduation rates
 - Participated in Spring and Fall new student orientation in conjunction with WIU-QC Student Services.
 - Over 5,500 students received library instruction during the year.
 - Across all libraries, 281 bibliographic instruction sessions were taught in 2016, including 26 tours.
 - There were 359 classes scheduled in Malpass Library electronic classrooms by many department instructors. Of these 53% (191) requested research assistance from a faculty librarian for their class.
 - The Curriculum Library delivered instruction to 444 students, reflecting 8% of the students participating in library instruction overall.
 - Library instruction in the sciences included 10 tours of the Physical Sciences library and class instruction for 15 courses including: Agriculture, Biology, Chemistry, Physics, and Honors and Graduate Students.

- A total of 120 music students received instruction in the Music Library. A “Music Library Initiation” for freshman music majors was developed, which included an introduction to the Music Library and its resources as well as a tour. Approximately 45 students attended. The session was very well received and the School of Music has requested that it become an annual event.
 - Instruction sessions were held at the Quad Cities Library for undergraduate and graduate level courses in a range of subject areas including: Counselor Education, Management, Special Education, as well as University 100. This represents direct instruction to approximately 175 students.
- d. Maintain participation in the Building Connections mentoring program and other retention efforts
- Five library faculty and staff instructors taught the University Personal Growth and Well-being course (UNIV 100).
 - As part of the First Year Experience Program Instructor Choice Day assignment, 12 University 100 sections, nearly 300 students, participated in an interactive scavenger hunt to learn library locations and services.
 - Four library staff and faculty members served as Building Connections Mentors.
- e. Enhance access, equity, and multicultural initiatives for entire campus community
- Hosted the Putnam Museum’s traveling exhibit about the Jewish Community in the Quad Cities during January and February.
 - Co-hosted (with WQPT) a living history night on Jewish heritage in the Quad Cities. The event included a public viewing of the Putnam exhibit as well as a screening of WQPT’s “3 Esthers” oral history film.
 - Planned, organized, and publicized our 9th annual Banned & Determined celebration of ALA Banned Books Week. The online guide was updated and expanded and is available at: <http://wiu.libguides.com/bannedbooks>
 - Expanded library services outside of library buildings by providing “pop-up” leisure reading libraries in Thompson Hall.
 - Planned, organized, publicized and hosted various campus/community programs including:
 - Blackout Poetry Workshop, part of the Macomb Poetry Festival
 - Arts and Science Projections, Physical Sciences Library
 - Physics Day, Physical Sciences Library
 - “Women in Public Service and Government” for Women’s History Month
 - The Legacy of Thomas A. Dorsey for Black History Month
 - Humanitarian Crises, Refugees, and U. S. Policy
 - History of the National Parks and National Parks Service
 - Interpretative Activities in the National Parks
 - National Parks and Environmental Preservation
4. Focus on International Recruiting and Education Opportunities
- a. Continue to increase the number of international students
- University Libraries provided student jobs to a large number of international students including in Access Services, Government Documents, Archives, and the Physical Sciences Library.
 - Archives staff coordinated a tour of local history events in downtown Macomb for a group of visiting Danish high school students, including a presentation about Abraham Lincoln’s visits to Macomb in the 1850s.
 - Library faculty provided twelve tours of Malpass Library for WIU International students

from a range of countries including: China, Brazil, Denmark, Mexico, Myanmar, South Korea, and Spain.

- b. Increase awareness of study abroad opportunities
 -
 - c. Develop academic partnerships with international institutions of higher learning
 - Dr. Jeff Hancks completed a teaching sabbatical at the Rødning Folkskole in, Rødning, Denmark.
 - Visiting scholar Jens Horstmann from the Rødning Folkskole in Roding, Denmark completed his term as a visiting scholar to WIU where he lectured and studied. He was hosted by Archives.
 - Visiting scholar Khaled Ziad from A. Boussouf University Center in Algeria was hosted by the Library Administration Office in December.
 - d. Strengthen relationships with embassies and host countries
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5. Facilities Enhancement and Technology Support
- a. Support for the Center for Performing Arts
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 - b. Enhance funding for classroom renovation
 -
 - c. Support major capital budget initiatives
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 - d. Support uTech initiatives
 - Transitioned web conferencing from the Adobe Connect to the high-quality, lower cost Zoom software application to maintain web conferencing on campus due to unsustainable cost of the Adobe product.
 - Improved LibGuide access by adding Google indexing so library guides appear upfront in search results.
 - Implemented Google Tag manager to improve LibGuides analytics including tracking outbound links to resources, providing tracking for tabbed pages and boxes, and separating internal usage data from end user statistics.
 - Library instructors participated in the early adoption process of the university transition to Google Apps, including early adopter testing, and participation on the UTech Google Migration Team.
 - e. General facilities enhancements
 - Installed non-slip stair treads at the east and west entrances to prevent falls and injuries.
 - Moved the outside book return away from the curb and back onto the west entrance sidewalk to prevent damage from the buses.
 - Painted the east room at the Curriculum Library and added a wall cling to make the space more inviting.
 - Redesigned atrium beds located on the third, fourth and sixth floors.
 - Received environmental remediation report from consultant and began implementing recommendations.
 - Book cleaning on a wide scale was begun – 14,075 linear feet of monographs and bound periodicals were cleaned.
 - Deaccessioning of badly infected periodicals and series titles commenced.
 - Freezers were acquired to improve turnaround time during high humidity months.
 - Guidelines for deaccessioning infected materials were established.

- Twenty environmental monitors were purchased and installed.

C. Indicate measures of productivity by which the unit's successes can be illustrated.

University Libraries Combined Measures				
Service Measure	2014	2015	2016	Change from 2015 to 2016
Gate Count	491,563	493,706	682,598	38%
Reference Questions	11,319	10,385	11,546	11%
E-Research Guide Use	68,265	67,719	70,079	3.5%
Instructional Programs	279	182	281	54%
Use/Circulation of physical materials	40,563	39,206	41,360	5.5%
E-Book Downloads	19,315	27,404	26,276	-4%
E-Journal Use	304,491	307,518	279,309	-9%
WIU Digital Collection Use	97,932	242,878	307,762	26.7%
Reserve Use (Traditional)	12,418	10,606	12,192	15%
E-Reserve Use	11,483	11,516	12,101	5%
Reserves (# of courses)	559	545	640	17%
Interlibrary Loan (borrowed)	17,030	19,492	18,728	-4%
Interlibrary Loan (loaned)	13,817	15,355	12,869	-16%
Library Web Pages Viewed	1,211,163	1,017,065	903,275	-11%

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

1. Western Illinois Foundation funds
 - See I.2.c (on pages 5 and 6).
2. Funds available due to vacant positions or dollars saved through hiring of new personnel at whatever level those funds reside
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3. Grants, contracts, or local funds
 -

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
 -
- E. For the calendar year January 1, 2016, to December 31, 2016, 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
	3	8	1	2	1

II. Budget Enhancement Outcomes for FY17

For each budget enhancement received in FY17—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 FY17

- A. Discuss staffing and operational reductions implemented during FY17.
- Three civil service employees retired during FY16 and were not replaced.
 - The Assistant Dean position was reduced from 11 months to 10 months beginning in FY17.
 - Director of Development position was reduced to 50 % for Libraries, sharing with the College of Education and Human Services, and salary was moved from Libraries to the VPAPS.
 - In November Jeff Hancks, Unit Coordinator for Archives, was appointed as Interim Director for the School of Distance Learning, International Studies and Outreach. His position remains open.
 - Three civil service employees were laid off in May 2016. One employee used bumping rights to relocate to another department outside the library, and one other employee was brought back in the fall.
- 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 of \$124,125 from retired employee positions not filled
 - Annual savings of \$12,624 from the Assistant Dean position reduction to 10 months
 - Annual savings of \$55,008 from the Development Director position being moved to the VPAPS budget
 - One-time savings of \$49,175 from Jeff Hancks' open position
 - One-time savings of \$3,992 from summer layoffs, plus annual savings of \$21,189 from layoff not brought back and \$27,632 from lost position due to bumping

**Budget Year
Fiscal Year 2018**

IV. Major Objectives and Productivity Measures for FY18

- A. List the most important goals and objectives the division will pursue in FY18, and how these actions will be measured/assessed.
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- B. Of the objectives identified above, please indicate which are directly related to the *2012–2022 Strategic Plan* and/or *2016 Strategic Plan Supplement*.
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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).
- **Enhanced Culture for Teaching and Learning**
 - Continue our primary function of educating 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. (Goal 2, Action 1) (long-term)
 - Plan and employ strategy for creating stronger connections, and integration between library instruction and department courses. (Goal 2, Action 5) (long-term)
 - Continue to digitize the Laws of Illinois and expand our Digital Collections in order to enhance access for faculty, staff, and student researchers. (Goal 2, Action 5) (long-term)
 - Continue to develop and maintain our collection while facing a continued reduction in funding for acquisitions. (Goal 2, Action 5) (long-term)
 - Investigate the purchase of popular and scholarly e-books. (Goal 2, Action 5) (long-term)
 - Continue to pursue the relocation of archival materials from the first floor storage facility. (Goal 2, Action 5) (long-term)
 - Continue work on a Streaming Music Recitals Archive of faculty and student music recitals. (Goal 2, Action 5) (long-term)
 - Update all outdated equipment. (Goal 2, Action 5) (long-term)
 - Promote the integration of technology to improve the quality of library reference, course-based and for-credit instruction and library programming. (Goal 2, Action 5) (long-term)
 - Provide Patent and Trademark outreach. (Goal 2, Action 5) (long-term)
 - Continue to assess library support for academic programs undergoing review or accreditation. (Goal 2, Action 5) (long-term)
 - Finish assembling the Leibovitz Collection “Diaries & Memoirs” traveling case. (Goal 2, Action 1) (short-term)
 - **Fiscal Responsibility and Accountability**
 - Use the library development officer position to reexamine library development program and move forward with an aggressive and well planned library development program to raise funds for the libraries. (Goal 5, Action 3) (mid-term)
 - Host events to obtain external funds. (Goal 5, Action 3) (short-term)
 - Create more diversity in student/staff employment. (Goal 1, Action 6; Goal 1, Action 11) (short-term)
 - Continue gathering statistics to assess usage patterns across the hours of operation. (Goal 2, Action 1) (long-term)
 - Assess training opportunities for staff development. (Goal 2, Action 1) (long-term)
 - Continue with training for all library personnel. (Goal 1, Action 14) (long-term)
 - Improve procedures and campus-wide compliance with the records management program. (Goal 6, Action 3) (mid-term)

- Enhance Academic Affairs Role in Enrollment Management and Student Success
 - Continue working with campus offices on diversity initiatives, including women’s history and African-American history. (Goal 2, Action 1) (long-term)
 - Seek to be actively involved in digitization efforts to bring our materials and services to distance learners. (Goal 2, Action 1) (long-term)
 - Library faculty will continue to teach bibliographic instruction sessions and to also teach faculty/staff tools such as EndNote. (Goal 2, Action 1) (long-term)
 - Encourage library faculty member participation in teaching UNIV 100 Personal Growth and Well-being course. (Goal 2, Action 1) (long-term)
- Focus on International Recruiting and Education Opportunities
 - Seek to develop new honors courses which would appeal to international students. (Goal 1, Action 7) (mid-term)
 - Continue to provide tours and basic library skills instruction for WIU International students, and international high school exchange students. (Goal 1, Action 7) (long-term)
- Facilities Enhancement and Technology Support
 - Continue to work with university officials on upgrades/repairs to existing building issues (Goal 5, Action 4) (long-term):
 - Replace floor coverings throughout the Malpass Library. (Goal 5, Action 4) (long-term)
 - Include more wireless routers in Malpass Library to increase patron connectivity. (Goal 5, Action 4) (long-term)

V. Technology Goals and Objectives

- A. List the most important technological goals and objectives the division will pursue in FY18, and how these will be measured/assessed.
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- 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).
 - Improve the existing wired and wireless network infrastructure. Ongoing, long term, Goal 5d, 1h, 1f.
 - Secure permanent funding for a sustainable four year replacement cycle of technology. Ongoing, long term, Goal 2, Action 5a
 - Upgrade the computer classrooms, room 180 and MLK with new equipment and capabilities, improve and add additional collaboration spaces like the digital commons. Ongoing, long term, Goal 2, Action 5b, h, f.
 - Promote the reduction of paper waste with support for a quota / pay for print initiative for the campus including appropriate training. Short term, Ongoing, Goal 5, Action 5
 - Based on the recommendations of the WIU Open Access Task Force explore the benefits, feasibility, practicality and costs of implementing a 'phase-one' Institutional Repository (IR) primarily utilizing Open Source software and existing library and campus infrastructure. An IR would provide the University with a digital platform to promote its research, scholarship and publications -- making it all searchable and accessible to the world. Ongoing, long term, Goal 2, Action 3

VI. Internal Reallocations and Reorganizations: Western Illinois University—Macomb

- A. What are planned FY18 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* and/or *2016 Strategic Plan Supplement* 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).
 - The Library will work with the College of Education to secure more donations.
 2. Provide an explanation of how additional resources would be used to enhance divisional objectives.
 - Funds obtained for foundation accounts will be used to meet library operational and collection needs caused by the continuing decline in the library budget.
 3. Summarize long-term external funding goals that extend beyond FY18.
 - Increase cash gifts to library by 20% annually
 - Library Leadership Board will have 100% giving either via annual donations or deferred gifts
 - Restructure library development webpage, coordinating with new crowdfunding initiatives
 - Increase attendance at library signature fundraising event 'Taste of Archives'
 - Actively utilize crowdfunding option for specific library projects
 - Explore and expand fundraising partnerships with Athletics beyond the current 'Baskets for Books'
 - Annually redesign Atrium Society brochure, utilizing new donor acquisition strategies each year
 4. Develop indicators to track attainment of goals.
 -

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

- A. What are planned FY18 reallocations or reorganizations, including movement of positions, upgrade of positions, creation of new positions, and/or reallocation of personnel or operating funds?
 - None
- B. How do these reallocations and reorganizations further *Strategic Plan* and/or *2016 Strategic Plan Supplement* goals and objectives?
 - N/A
- C. Describe how all reallocations, permanent and temporary, will affect the unit's standard performance measures.
 - N/A
- D. How are you finding new funds?
 1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation).
 - We work closely with our foundation officer and the Quad Cities foundation officer to identify entities willing to donate funds or materials to the library. We have many spaces in the library that are appropriate for the selling of naming rights, including the study rooms and the library itself.

2. Provide an explanation of how additional resources would be used to enhance divisional objectives.
 - Additional resources would be used to continue to build our library collection which directly supports learning at the Quad Cities campus.
3. Summarize long-term external funding goals which extend beyond FY18.
 - We continue to work with the steering committee of the Jeff Leibovitz Collection in identifying donors for the special collection. The Committee has been successful in past years in receiving monies from several local charitable organizations. The family of Jeff Leibovitz has also consistently supported the collection through an annual golfing fundraiser.
4. Develop indicators to track attainment of goals.
 - Goal attainment indicators would include collection growth, increased collection circulation, and increased library usage.

VIII. Reductions for FY18

- A. Discuss planned staffing and operational reductions for FY18.
- 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.

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 *FY18 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 FY18 requests or long-range requests. For each request, identify the ways in which the facility enhancement will advance specific *Strategic Plan* and/or *2016 Strategic Plan Supplement* goals and objectives.
 -
- B. Provide specific outcomes for each facility enhancement request.
 -
- C. Provide an explanation of how each facility enhancement will affect the unit's productivity measures.
 -
- D. Complete an *FY18 Budget Request Form* for each request.