Budget Report for FY19
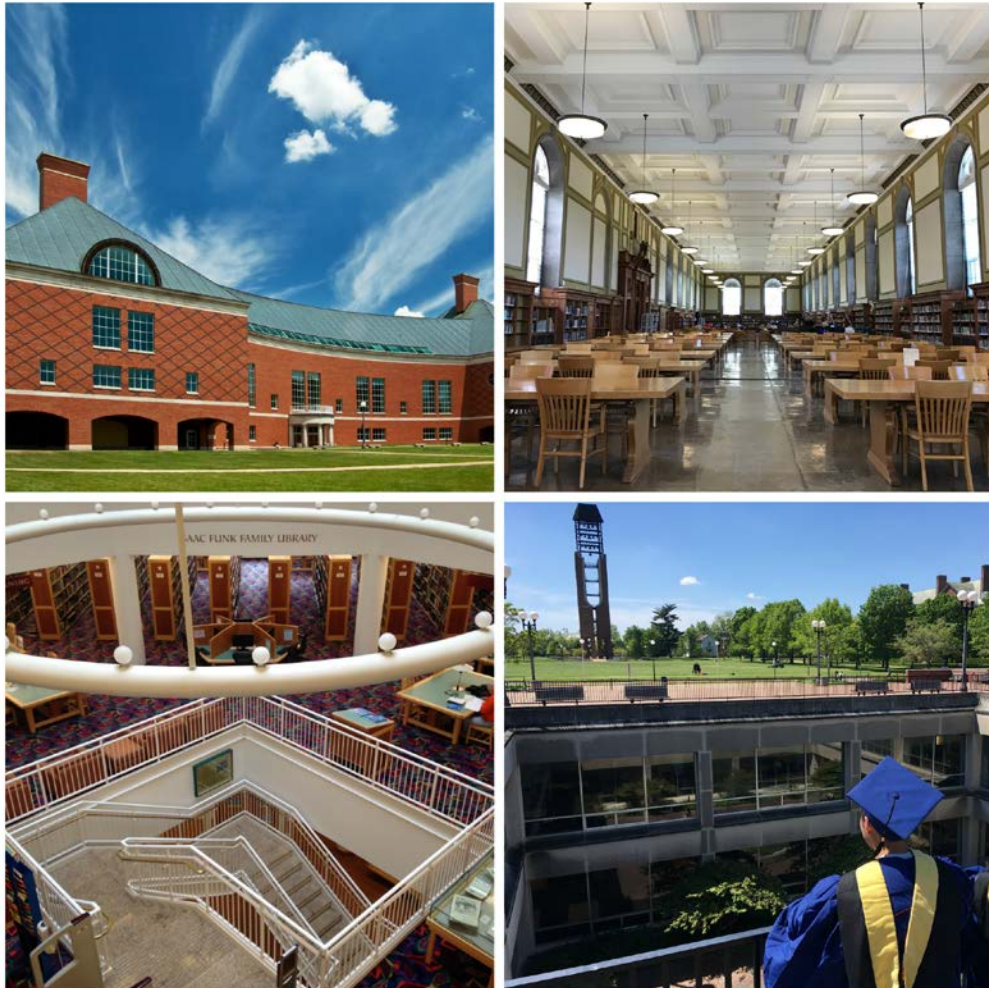
Submitted by Acting Dean of Libraries and University Librarian William Mischo

Introduction

The University Library plays an integral role in the mission of the University. The Library is used intensively, whether it is the annual borrowing of 385,000 items from the local collections, downloading over 11 million online journal articles and book chapters, submitting almost 70,000 reference questions, performing over 4 million searches and click-through links in the Library discovery system, or procuring 46,000 items from other libraries via lending services. For recruitment of faculty and graduate students, solicitations of donors, and securing funding from granting agencies, the campus utilizes University Library collections, services, facilities, and research resources. The University Library's strength in people, innovative services, and collections is the basis of its excellence.

However, that excellence is increasingly threatened. Over the last decade, nearly half of the University Library's funding for collection materials slowly shifted from being an obligation of the University to being a fee-based assessment borne predominately by undergraduates. The Library-IT Fee, which currently brings the Library $11.5 million annually, has allowed us to maintain much of the excellence that the University Library is known for, but that excellence is slipping. No more can we maintain the same level of commitment to library materials that we maintained since President James declared his intention to build a million volume library in 1912. Our funding for library materials is no longer consistent with the preeminence of our collection (3rd among North American research libraries by volumes delivered); we now rank 6th in collection funding (down from 3rd last year) among the Big Ten Academic Alliance (BTAA) libraries and 22nd (down from 15th last year) among North American research libraries, trailing behind state-funded institutions such as Michigan, Texas A&M, Berkeley, UT-Austin, Penn State, Minnesota, Ohio State, and Iowa (Appendix 1). These collection budget shortcomings have severely compromised our ability to meet the campus's scholarly research, have damaged the campus's reputation, and have reduced our ability to be competitive with peer institutions.

At the same time, we are at a tipping point in what is a fundamental transformation of the academic library. We need to seize the opportunity to re-imagineer the Library's role in the university. Until quite recently, libraries served primarily as an end-point repository for the generated knowledge of the academy. Libraries now play a more integral role in the end-to-end knowledge creation and knowledge management lifecycle. The Library is a key player in the overarching scholarly communication process and the campus research and instructional workflow. We have developed and implemented a number of services to meet this challenge. The University Library can lead the effort to develop models and research tools for the library of the future.

In response to the continuing budget pressures, the Library has identified an additional 1.5% ($300,000) in operational budget reductions for the FY19 cycle (detailed under Financial Scenarios). These FY19 reductions bring the total Library operations cuts over the last four years to $2.4 million. The Library has implemented an ongoing process for modeling and planning reductions in the operations budget, and we have also developed and deployed evidence-based systems, containing usage, publication, and value metrics, to examine and assess journal subscriptions and allocations. We plan on applying these evidence-based tools in reallocation decisions in FY19.

The priorities outlined in this document seek to ensure the enduring nature of the Library's legacy and the benefit that it brings to this campus, both as a historic touchstone and as a tool employed daily in providing the transformational learning experiences for which Illinois is known.

Strategic Priorities
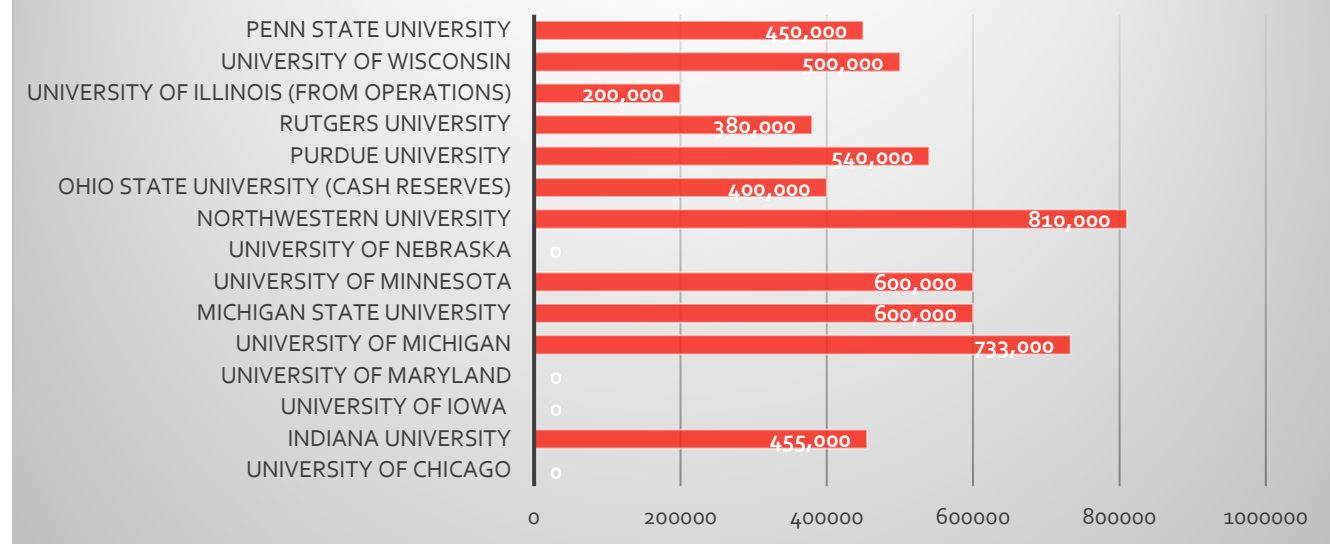
I. Library Materials

Chief among our priorities for the coming year is addressing the critical collection issues that threaten the ability of our faculty and students to perform world-class research and engage in quality instructional activities. Over the last four fiscal years, including FY18, the Library received insufficient resources to support journal price increases and monographic inflationary costs, resulting in the collection budget absorbing nearly $1.95-million dollars in price increases (on a $17.78-million budget). Journal inflation percentages average 3.89% across all disciplines and 4.3% in subject disciplinary funds, requiring nearly $500,000 per year to address standard price increases. As the Library entered its fourth fiscal year in FY18 without resources sufficient to offset price

increases, we began cancelling journals and databases and reducing monograph acquisitions. For FY18, the Library was allowed to move $200,000 of operating budget reductions to the collections budget, which has helped in dealing with the crisis. In addition, through collection fund reallocations and further journal cancellations, the Library was able to generate $450,000 in materials inflation monies which have been applied to FY18 inflation price increases. This has staved off journal cancellations for this fiscal year, but without an influx of resources in FY19, the Library will be compelled to further reduce monographic purchases and cancel a significant number of journals and databases (likely over 200 titles) that serve both the campus' research mission and support a reputation that has facilitated faculty recruitment for decades.

For FY19 – FY21, the Library proposes a joint multi-year approach to addressing projected journal and book collection needs. For the plan to succeed, the Library requires campus investment. We propose a partnership in which the Library continues to engage in an ongoing evidence-based journal value analysis and cancellation project while also conducting a reallocation project to generate monies to contribute to the ongoing inflation needs. The Library also commits to a focused fund-raising effort for collection endowments. To supplement our efforts, we are asking for a multi-year campus commitment toward collection funding. With the requested new campus funds and those promised through the College of Medicine planning activities, these efforts will allow us to address the important inflation and collection needs and carry the Library through FY21.

The FY18 infusion of $200,000 from the operations budget only covers 40% of the annual collection need. **We request that the campus provide a further permanent $1.3 million—or contributions of $433,000 over each of the next three fiscal years—to ensure that the Library can continue to subscribe to key journals and make strategic one-time purchases of databases, backfiles, and ebooks that would benefit the campus, serve the growing body of online students, and fund price increases on library materials through FY21.** These proposed collection fund increases are very much in line with the collection increases that are being received at our peer institution libraries. Figure 1 shows the FY18 collection increases for the BTAA libraries. The Illinois' $200,000 collection increase is very misleading since it was accomplished only by cannibalizing funds from the operations budget.

Fig. 1: New Collection Money in Dollars for BTAA Libraries in FY2018

II. Digital Scholarship & Emerging Technologies

The mechanisms of research and instruction in academia have fundamentally changed over the last twenty years. There has been an increased focus on enhancing scholarly communication workflows and processes. These

activities are often referred to under the rubric of **digital scholarship**, which typically refers to all elements of scholarly communication and the entire body of changing scholarly practice, all of which has been transformed by high-performance computing, visualization technologies, large databases and big data analytics, and high-performance networking and collaborations.

The Library has developed and implemented a number of creative new initiatives and services that address changing digital scholarship needs and campus initiatives. These include: the **Research Data Service**, focused on addressing data management and curation needs; the **Illinois Experts** faculty and researcher profile system and other supporting analytics software; enhanced discovery and full-text information content delivery services through the **Easy Search** service, where we are regarded as a leader in the field; a suite of **collaboration, visualization, and entrepreneurship services** and facilities (including the Scholarly Commons, the IDEA Lab Immersive Scholars grant, and the Media Commons); **digital library preservation, conservation, and stewardship services** including nationally recognized image manipulation software; the **Scholarly Publishing** program, supported by Mellon; the **HathiTrust Research Center**, **accessibility and adaptive services** and technologies; and **cloud storage** capabilities through NCSA and Amazon.

In addition, other initiatives such as the remodeling of room 220 for an expanded Scholarly Commons (Interdisciplinary Collaboratory), the first floor service point planning efforts, the Grainger Library design studio test classroom, and the expansion of the Media Commons in the Undergraduate Library will all play key roles in further supporting digital scholarship.

III. Improve Outreach and Engagement

The campus is changing and evolving in response to State needs and initiatives. The Library needs to strengthen its engagement with the leading initiatives within the University. The Library is collaborating with work going on in the Siebel Center for Design, the Carle Illinois College of Medicine, and the Discovery Partners Institute and the broader Illinois Innovation Network. The Library is actively engaged in developing and refining tools and services to meet the distributed and interdisciplinary needs of these new initiatives. For example, the Library has developed publication metrics and productivity software for the Illinois Cancer Center and other initiatives. In addition, the Library continues to work closely with long-time partners such as the IPRH (Illinois Program for Research in the Humanities).

IV. Staffing to Support a 21st Century Library

The University Library's services are built upon our faculty and staff. Over the last several years, we have engaged in professional development and training programming that supported the needs of our faculty, APs, and civil service personnel. Additionally, the University Library continues making progress on developing a promotional program for our Academic Professionals. The Library's Academic Professional Promotion Implementation Team (APPIT) was gratified to receive the support of the Provost's Office and Academic Human Resources in further developing our model. Over the last decade, the University Library's workforce has changed greatly—in some respects to reflect changes in scholarly communication and in other respects as a reflection of fiscal constraints. This change will continue as individuals retire, but the challenges of developing, recognizing, and building an employee base that reflects the changes we are witnessing professionally remains a priority for this year.

V. Sustaining a Robust Research Environment

One clear goal of the Library is to develop models and research tools for the library of the future. In cooperation with the iSchool, the Library has engaged in research on services and technologies that support innovative models for enhanced knowledge creation and management and the role of the library in scholarly communication. Two recently received endowed professorships, the Berthold Family Professorship in Information Access and Discovery and the newly announced Allen and Elaine Avner Professorship in Interdisciplinary Research – along with the Turyn professorship and the Velde professorship—support these research activities. The Library will explore collaborative partnerships with other colleges and departments that will push forward a research agenda focused on the study of information technologies used in knowledge creation, workflow, and management.

In addition, the Library has secured several grants to support the development of innovative digital support services, including a Mellon Foundation grant to support scholarly publishing activities, a sub-award from a Mellon grant to develop portable software and applications for shared large-scale digital displays in academic libraries, and several grants to explore online document annotation and linked open data information services.

VI. Space, Remodeling, and Infrastructure

Over the last decade, the University Library made great strides in improving its physical plant. With support from the Library IT Fee, the Academic Facilities Maintenance Fund Assessment (AFMFA), the Provost and other campus units, and the Library's own reserves, wireless access has been improved, infrastructure upgraded, and library spaces have been greatly enhanced. Among the initiatives planned for the coming two years are:

Library Reading Room Renovation Project
Total Budget: $2,050,000 **Funding:** AFMFA $1,850,000

This project includes new interior finishes, new window treatments, painting walls and ceilings, upgrading HVAC and electrical, and restoration of wood trim and furniture in the Reading Room.

Library Roof and HVAC Replacement Project
Total Budget: $3,400,000 **Funding:** AFMFA: $3,400,000

This project will install new, highly-insulated roofing at various parts of the building that have exceeded their life expectancy and are regular maintenance issues for our roofing crew. Several low slope roofs and an asbestos shingle roof above the circulation desk will be replaced, as well as dormer roofs which have recently received new windows or will receive new windows as part of this project. Roof-mounted duct work has been a source of ongoing leaks which have damaged historic murals in the building. New insulated duct work and a new, energy-efficient air handling unit will be installed.

Library – 1st Floor Central Service Point Project
Total Budget: $500,000 **Funding:** University Library

A permanent service point on the 1st floor of the Main Library will be comprised of a public-facing space, staff and consultation space, and patron space. Under this model, all the services offered by the combined Information and Virtual Reference (VR) desks on the 2nd floor of the Main Library would be moved to the first floor, with some additions.

Library – 220 Remodeling Project – Scholarly Commons
Total Budget: $2,000,000 **Funding:** TBD

In 2017, the Library undertook the first phase of renovating room 220 with updated furniture, paint, and flooring. The Scholarly Commons, currently located in room 306 will be relocated to room 220. This move will expand opportunities for students and researchers to collaborate, integrate digital technologies into their research and teaching, and pursue innovative forms of data-driven research.

Grainger Engineering Library – Design Studio Class Project
Total Budget: $40,000   **Funding:** Library/Siebel Center

The Library and the Siebel Center for Design (SC4D) are testing instructional and design learning methodologies that will be used in the SC4D. A test design studio classroom will be constructed and deployed in the Grainger Engineering Library (first floor west end).

Undergraduate Library Instructional Space Project
Total Budget: $500,000 - $700,000   **Funding:** TBD

The proposed instructional space will be flexible and modular, incorporating both library instruction sessions and technology workshops. This expansion will include features such as: standard instructional needs for up to 25 students, options for incorporating student owned and library loanable technology, and modular furniture to accommodate ADA-required as well as standing/seated workstyles, and a vis-wall display to support current and future higher-res screens and the teaching and design of projects to support these displays.

Opportunities and Threats

The University Library's long-term goals derive from a mission to support the creation, dissemination, and use of scholarship, a mission that remains constant even as the means to achieve it change over time. Our *opportunities* are all related to helping the campus succeed, driven by our response to the evolving instructional and research needs of students and faculty and our capacity for developing optimal support services and responding to new campus initiatives. Our *threats* are all similarly focused on challenges that will impinge on our ability to help the campus succeed.
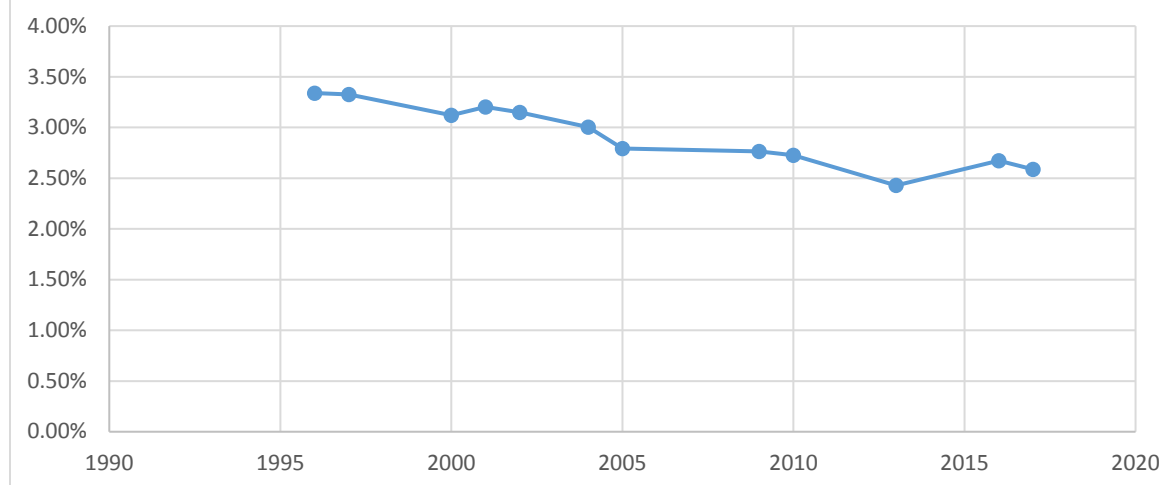
Threats

The Library's budget primarily comes from two sources—state funding and a student fee. The state portion of the Library's budget is significant: state funds (in large part composed of tuition and GRF) support 61% of the Library's collection budget and 81% of the operations budget. We are not able to minimize the impact of reductions by changing enrollment strategies. As one of the larger employers of students and graduate students, the Library redirects much of this funding back to students. We have identified *two* primary threats:

I. Diminishing Resources

A principal *threat* we face is **diminishing resources**, which reduces our flexibility to respond to change and our capacity to provide the innovative services that meet core campus needs. In the last several years, a number of our peer institutions made significant monetary investments in their libraries, providing funding for both collections as well as large-scale remodeling projects and expanded digital services. At Illinois, the Library has received a steadily-shrinking percentage of the total campus budget. In FY1996, the Library's total expenditures as a percentage of the campus's total expenditures was 3.41%; in FY17, that percentage dropped to 2.62%, the equivalent of a loss of $12,584,000 in recurring dollars in the Library's budget, while at the same time a student fee offset millions in recurring dollars. Figure 2 shows the near-term decline in campus funding for the Library.

Note also that 7% of last year's total $100 million of university ICR or F&A overhead monies charged to federal grant agencies are designated as earmarked for Library resources, even though the Library only receives $500,000 annually in ICR monies.

Fig. 2: Library Expenditures as % of Campus Expenditures

Research and instructional activities in all colleges and departments heavily depend on **Library collections** and support services. While open access journal authorship has made some inroads among campus researchers, an analysis of 31,000 articles written by Illinois researchers in the last seven years shows that 93.5% of articles are being published in commercial or professional society journals available only by paid subscription. Our rich collections (3rd in collection size among North American research libraries) are a key to our success. Yet, a decline in funding has resulted in our gradually *dropping in overall rank to 22nd* among those same libraries.[1] In just the last several years, the Library's ranking has declined in terms of dollars per: FTE student, FTE graduate student, faculty member, and graduate degree program.

As numbers of faculty and students grow, the impact on the Library and the **demand upon its personnel grow**. According to DMI, the last decade witnessed a growth of 2.3% among academic staff on this campus (all funds), a growth in sponsored research of 34.7%, and an expansion of FTE students of 10.1%. Yet, the University Library witnessed a **12.7% decline in its total staffing complement**.

II. Spaces and Facilities

The additional threats that we face in the coming year center on **spaces and facilities**, the very buildings that house collections valued in the *billions of dollars* and provide a home for the services that 13,934 personnel and 47,826 students depend upon.

At present, the University Library is facing the early days of a **crisis of capacity**. The Library faces capacity challenges like much of campus. Study space remains at a premium. Wireless usage is nearly always maxed out with Library units regularly seeing greater usage than residential complexes, and storage for physical materials is reaching their limit. The Oak Street Library Facility is at 89% capacity, and the Main Stacks, while not as full, houses over half of our physical collection. Their removal in preparation as a component of any significant remodel of the Main Library will require relocating significant portions of that collection.

We are also faced with the persistent challenges of moving forward when we have **existing needs**. While the Student Deferred Maintenance Fund has helped address some needs, there are spaces in need of upgrade, renovation, and improvement. Moreover, we have major components of operational HVAC systems serving Oak Street and the Rare Book and Manuscript Library (RBML) that have reached or are approaching the end of their planned life cycle. The last time that the systems serving the RBML failed, the Library faced a public relations crisis and a $1 million mold abatement challenge on a collection that is world renowned.

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[1] The Association of Research Libraries ranking system uses a formula that reflects several components of an institution's investment in the library, including collections and staffing. Over time, while our budget has remained flat or dropped relative to inflation, libraries at institutions like Michigan and Penn State have grown. Illinois' collection budget is now 75% the size of Michigan's, and even Penn State's overall budget has surpassed ours by 18%.

Opportunities

The University Library's strength—like that of the University as a whole—is the flexibility that it brings to responding to and addressing challenges. Support over the last two years for the emergent Carle Illinois College of Medicine's programs creatively addressed a service need in such a way as to ensure that we maximize space utilization in the Medical Sciences Building while successfully addressing library service questions. The Library's role as a partner across campus, whether it be partnering with the College of Engineering in developing the successful CARE (Center for Academic Resources in Engineering) Center in the Grainger Engineering Library, with the OVCR in advancing Illinois Experts and the Research Data Service, the area studies centers and campus-wide initiatives on Title VI grant applications, the development of the Distributed Museum project, serving as a hub for the BTAA's Shared Print Repository, or the early planning work with the Siebel Center for Design.

After a detailed analysis, it was determined that 68% of the resources, services, and staff expenditures associated with the Student Library IT Fee apply also to online students. The collection of Fee monies from online students would greatly benefit the Library.

All of our strategic objectives will be supported by the Library's Office of Advancement. The Library is well underway to meeting its With Illinois campaign goal of $35 million. Thanks to the generosity of Library Friends, $13,367,680—or 38.19% of the total amount—had been raised as of December 20, 2017.
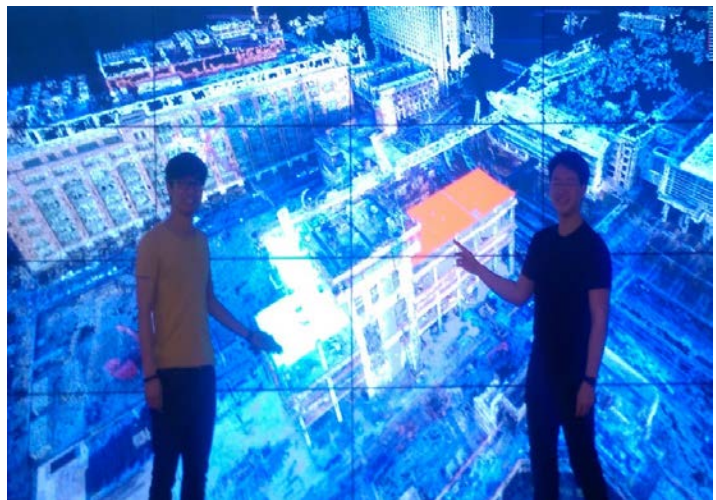
In addition to the ongoing work associated with these, and other programs, the University Library sees *three* primary opportunities in the coming year:

I. Strong Faculty Support

First and foremost, the University Library maintains **strong faculty support**. Financial challenges in the University Library directly impact their research and their teaching. In a recently completed national study, 93% of Illinois faculty (compared to 80% of faculty at other institutions) reported valuing the Library's role in acquiring collection resources. In addition, the study's respondents indicated very strong support for the Library's role as a gateway to information resources. Our ground-breaking efforts in information discovery and content delivery greatly contributed to this broad support by ensuring that our faculty and students are able to find and use electronic resources.

II. Design Learning

Our early connections to the Seibel Center for Design is important. **Design learning** is clearly a critical component of the future on this campus. The Library continues to seek opportunities to create spaces that fuel scholarly work and collaboration across the disciplines. Approximately 9,000 square feet in the lower level of the Grainger Engineering Library were remodeled to create the Grainger Engineering Library IDEA (Innovation, Discovery, DEsign, and DAta) Laboratory, a prototype collaboration space and incubator environment providing spaces and technologies to enable faculty and students to collaborate in the exploration of the interface between design learning, informatics, visualization, and big data.

III. Transforming Spaces

The third opportunity is the University Library's demonstrated success in **transforming spaces**. Beginning in 2007, the Library undertook a carefully-coordinated review of services and collections. Outcomes of that effort included the consolidation of a number of service points, more than $2 million in documented, recurring savings,

and, over the last ten years, in-person visits to the Library more than doubling (growing from 2.2 to 4.6 million since 2004-2005). We remain positioned to engage in a new program of that ilk:

- The Grainger Library design studio test classroom could serve as a model for a series of centrally-supported testing rooms located in Library facilities. Similarly designed and equipped spaces in the Funk ACES Library, Main Library, and Undergraduate Library could provide the campus with a critical mechanism for serving the growing student body.
- Recently, College of ACES-supported work in the Funk ACES Library has pointed toward a partnership akin to that currently in existence in the Grainger Engineering Library's CARE Center. Relocating collection materials from Funk ACES will enable us to more fully support such a model.
- And, in the Main Library, the University Library remains interested both in implementing its plans for a first floor service point that will better place us 'in the flow' of students and an "Interdisciplinary Collaboratory" that will enable us to utilize 5,200 square feet into a nexus for collaborative research and scholarship in a central campus space.

Cost Savings

The Library undertakes ongoing review of services and activities to find efficiencies and reduce costs. Not every opportunity is timely or appropriate. While it may be possible to close a departmental library and still offer outstanding service through a consolidated service point, this often realizes savings only over many years.

Consolidating Libraries/Service Points: Beginning in 2007, the Library undertook a carefully-coordinated review of services and collections that resulted in the consolidation of a number of service points. Last year, we further streamlined operations by consolidating or radically transforming the Veterinary Medicine and Classics libraries, resulting in recurring savings of $98,000. This consolidation of services positions us well to begin more comprehensive, long-term planning for the Main Library. Yet, any substantial savings from further consolidation is likely several years down the road.

Library as Fulfillment Center: The notion of libraries serving as fulfillment centers is long established on this campus—witness the 'mail option' for sending items to individual faculty member's offices. Today, the notion of using central campus space to store low-use physical resources is passé; yet, this campus continues storing half of its print holdings in prime campus space—the Main Stacks. Presently, the Oak Street Library Facility is nearing capacity (89%). This low-cost storage facility enabled the Library to quickly respond to dozens of initiatives (e.g., CARE Center, unit consolidations), enabled the return of tens-of-thousands of square feet in central campus through library consolidations, and helped the campus avoid millions of dollars in potential construction costs. The campus needs to consider supporting the development of a new multi-purpose campus storage facility that will serve as the storage facility for the Library, the University Archives, and its Records and Information Management Service (RIMS), while also serving as the hub for Acquisitions and Cataloging personnel. Such a facility—built through a public-private build-to-own model could vacate Horticultural Field Lab, several departmental libraries, and the Main Stacks in support of long-term renovation plans while also opening additional space in the Main Library for other needs.

Increased Information Technology Efficiencies: A significant part of the Library's investment in information technology is for library- and archives-specific application development and maintenance activities. The Library's information discovery efforts are aided by an active research program that, in turn, informs development. The Library has benefited from centralized initiatives by Technology Services, including printing and workstation support. We also use NCSA and Amazon Cloud storage and server service.

Adoption of At-scale Solutions: We recognize that not all things the Library does are distinctive or need to be done by our institution. Thus, we continue helping the research library community shift some activities to shared solutions that operate at a larger scale. CARLI provides the Library key services at a reduced cost by aggregating those services at the state level. Our analysis shows that the campus saves over $1 million per year by not running a local online catalog, and the costs avoided through our direct borrowing may save the campus upwards of $500,000 annually. In the last several years, we advocated within the BTAA for the adoption of a Shared Print

Repository for widely-held print journals (phase two opened at Illinois this fall).[2] Our digitized collections in HathiTrust are 4th in terms of total contributions, and we play an active role in directing the HathiTrust effort (hosted by Michigan) to improve services related to print and digital collections. In each of these cases, our institution reaped significant financial benefit by shifting work and costs to a shared space. We will continue to look for other opportunities and have been advocating for the creation of a shared data repository for the last several years. Working with the BTAA, we have also spurred discussions of both cooperative approval plans and shared analysis of the memberships' collections data to better target cooperative efforts.

Financial Scenarios

This section contains the detailed plans for a 1.5% reduction ($300,000) to its operating budget. All of the stakeholder units have been consulted in formulating this strategy, and all faculty governance mechanisms, in particular the Executive Committee and the Senate Committee of the Library, have been involved in the process. For FY19, the reduction scenario includes eliminating several faculty positions and replacing a number of open staff positions at a lower classification level. Note that holding open one Associate University Librarian position and filling another with an interim has resulted in significant salary savings. Also refer to financial metrics in Appendix 2.

General Administrative Reductions: Beginning last fiscal year, we began phasing in the elimination of selected administrative stipends and perquisites ($6,000). We eliminated one administrative position that was vacated by a retirement ($80,000) and reduced our membership level in a partnership that supports digital preservation open source software systems and related services ($7,500). The Library also saved approximately $110,000 by making well-qualified spousal appointments for two high-priority positions approved in previous hiring plans.

Reductions in Collections and Technical Services Operations: The Office of Collections and Technical Services provides administrative oversight for acquisition, discovery, collection management, and preservation activities for the Library. To help the Library reach an overall 1.5% reduction, plans include eliminating one faculty position upon retirement, requesting lower-level classified staff for four pending retirements, and not replacing two additional positions upon retirement.

Reductions in Research Services: Presently, we are in a period of transition with two vacant Associate Deans, including the AD for the Office of Research. Consequently, there are no immediate plans for reductions to that operation.
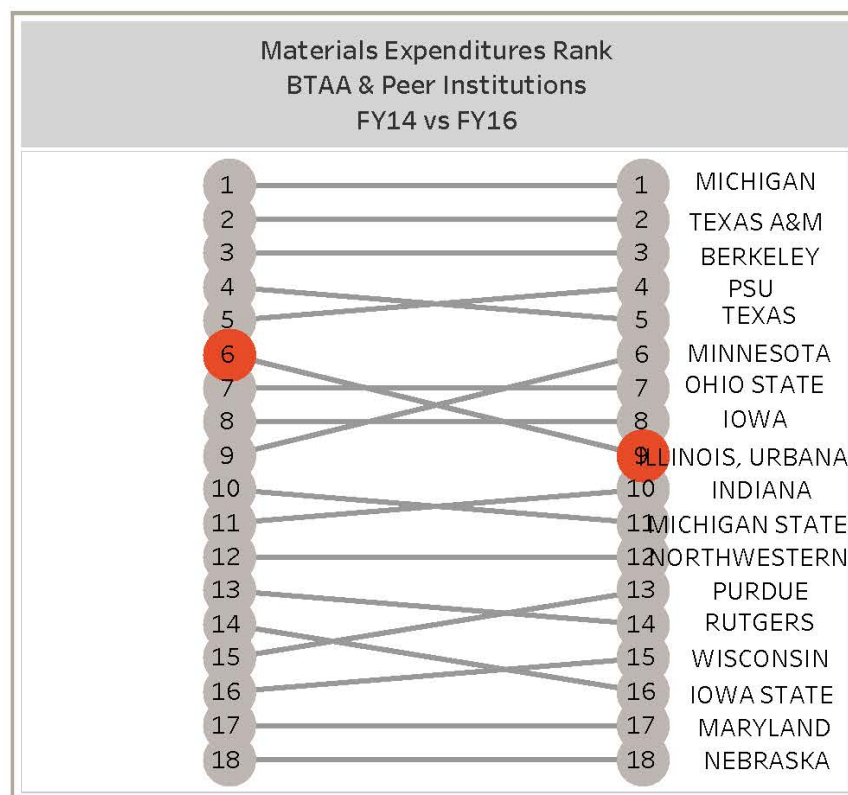
Reductions in User Services: The Office of User Services provides user-facing programs that support teaching and learning on campus. Reductions here include the elimination of one faculty position and several staff positions due to retirement. Current staffing, graduate assistant, and student wage budgets will be protected so as to not further erode the service levels we provide as expected by the campus.

Impact on Library Materials Budget without Campus Assistance in Offsetting Journal Inflation Costs: Despite historical support, our funding for library materials is no longer consistent with the preeminence of our collection—as detailed above. The campus's funding for library materials lags well behind many of our peer institutions when measured against the number of doctorial programs, graduate students, and undergraduates served (see Appendix 1).

Support for College of Medicine: The Library will receive $500,000 in additional recurring collections support, $1,000,000 in additional one-time collections support, and staffing necessary to support the new college. This campus is well-situated to support the engineering-based Carle Illinois College of Medicine due to our strong local collections and services in complementary fields. Lost buying power within the existing collection budget is undermining support for the College of Medicine as cancellations on funds that support engineering and life science could limit our ability to support the College of Medicine.

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[2] See "CIC members develop print repository" on page 12 of the February 6, 2014 issue of Inside Illinois (https://news.illinois.edu/ii/14/0206/ii.pdf).

Appendix 1: FY16 Materials Expenditure Rank, Library Materials Expenditure Decline Among Peers Through FY16, and Ranking Among BTAA Members of University Library Materials Funding

Materials Expenditures Rank
BTAA & Peer Institutions
FY14 vs FY16

Rank	Institution
1	MICHIGAN
2	TEXAS A&M
3	BERKELEY
4	PSU
5	TEXAS
6	MINNESOTA
7	OHIO STATE
8	IOWA
9	ILLINOIS, URBANA
10	INDIANA
11	MICHIGAN STATE
12	NORTHWESTERN
13	PURDUE
14	RUTGERS
15	WISCONSIN
16	IOWA STATE
17	MARYLAND
18	NEBRASKA

Materials Expenditures & Rank
BTAA & Peer Institutions
FY16

Institution	Rank	FY16
MICHIGAN	1	27.1M
TEXAS A&M	2	25.7M
BERKELEY	3	24.0M
PSU	4	21.7M
TEXAS	5	21.6M
MINNESOTA	6	20.4M
OHIO STATE	7	20.3M
IOWA	8	19.8M
ILLINOIS, URBANA	9	19.2M
INDIANA	10	18.6M
MICHIGAN STATE	11	18.3M
NORTHWESTERN	12	16.7M
PURDUE	13	15.0M
RUTGERS	14	14.5M
WISCONSIN	15	12.9M
IOWA STATE	16	12.9M
MARYLAND	17	12.3M
NEBRASKA	18	8.9M

UIUC Rank Change from Previous Year
BTAA & Peer Institutions

Rank Change for	FY11	FY12	FY13	FY14	FY15	FY16
Materials Expenditures	0	3	-2	0	0	-3
Materials Expenditures per FT Student	2	2	-1	0	-2	-1
Materials Expenditures per FT Grad Student	2	6	-3	0	-1	-3
Materials Expenditures per FT Faculty	1	5	-1	-1	-1	-1
Materials Expenditures per PhD Field	1	4	-3	0	0	0

Appendix 2: Financial Resources

LR - Library (B1)		
All Departments		
Period 03		

FINANCIAL RESOURCES (000)
Amounts from previous years have been restated to reflect the data structures as of the fiscal year and period above.

Budget Sources Unrestricted[1]	FY14	FY15	FY16	FY17	FY18	% Change FY17 - FY18	% Change FY14 - FY18
State/Income Fund (IF) Perm Budget	41,494.8	42,428.8	41,718.5	41,003.7	40,774.5	-0.6%	-1.7%
Inst Perm Budget	670.0	566.8	529.6	529.6	529.6	0.0%	-21.0%
State/IF & Inst Temp Budget	(416.5)	(1,540.2)	(877.7)	(1,271.7)		NA	NA
Subtotal Unrestricted Funds	**41,748.3**	**41,455.4**	**41,370.3**	**40,261.6**	**41,304.1**	**2.6%**	**-1.1%**

Budget Sources Restricted[2]	FY14	FY15	FY16	FY17	FY18 Projected	% Change FY16 - FY17	% Change FY14 - FY17
Self-Supporting	380.1	543.1	458.8	488.0	530.3	6.3%	28.4%
Grants & Contracts	669.2	715.3	864.4	1,049.2	1,218.8	21.4%	56.8%
Endowments & Gifts	2,390.6	2,121.0	2,734.0	3,062.7	3,326.3	12.0%	28.1%
County Funds	-	-	-	-	-	NA	NA
Federal Contracts	-	-	-	-	-	NA	NA
Subtotal Restricted Funds	**3,439.9**	**3,379.3**	**4,057.3**	**4,599.8**	**5,075.5**	**13.4%**	**33.7%**
Fiscal Year Total	**46,188.2**	**44,834.7**	**45,427.6**	**44,861.4**	**46,379.6**	**-1.2%**	**-0.7%**

Expenditures[3]	FY14	FY15	FY16	FY17
State/IF	40,171.1	29,441.0	40,667.2	36,000.6
Institutional	2,041.3	12,111.3	1,472.0	4,739.7

Beginning Carry Forward Balances[4]	FY14	FY15	FY16	FY17	FY18	% of FY18 Held Centrally	
State/IF & Institutional	5,738.4	5,163.1	5,066.3	4,297.4	3,818.8	3,430.5	89.8%
Self Supporting	404.8	533.8	527.6	587.3	639.9	312.4	48.8%
Endowments & Gifts	7,774.5	7,771.0	7,829.0	8,072.9	8,074.3	6,914.3	85.6%
Plant	2,611.2	2,720.3	3,744.5	1,612.0	1,468.3	1,468.3	100.0%
County	-	-	-	-	-	-	N/A
Total Carry Forward	**16,528.9**	**16,188.2**	**17,167.5**	**14,569.7**	**14,001.2**	**12,125.6**	**86.6%**

540 - Library Admin
600 - Library Research & Publication

	FY14	FY15	FY16	FY17
Deficits[5]	(11.6)	-	-	-

COUNTS

FACULTY & STAFF FTE (ALL FUNDS)[7]	FY14	FY15	FY16	FY17	FY18
Tenure Fac	76.0	74.0	77.0	74.9	71.5
Vis Fac	6.0	4.0	5.0	4.0	6.0
PostDoc	-	-	-	0.5	-
Other Instrct	-	-	-	-	-
Faculty	**82.0**	**78.0**	**82.0**	**79.4**	**77.5**
Ac Prof	59.5	61.2	67.0	77.6	69.8
Assts	27.1	35.0	33.0	33.6	29.2
Civ Svc	162.0	160.5	170.5	156.5	152.7
Staff	**248.5**	**256.7**	**270.4**	**267.7**	**251.7**
Fac & Staff	**330.5**	**334.7**	**352.4**	**347.1**	**329.2**

FACULTY & STAFF FTE (STATE FUNDS)[8]	FY14	FY15	FY16	FY17	FY18
Tenure Fac	74.3	73.0	75.3	73.1	69.8
Vis Fac	6.0	4.0	5.0	3.0	2.0
PostDoc	-	-	-	0.5	-
Other Instrct	-	-	-	-	-
Faculty	**80.3**	**77.0**	**80.3**	**76.6**	**71.8**
Ac Prof	52.2	54.3	62.0	69.5	63.8
Assts	24.1	31.3	28.1	26.9	24.9
Civ Svc	161.0	160.5	170.5	156.5	152.7
Staff	**237.2**	**246.0**	**260.5**	**252.9**	**241.4**
Fac & Staff	**317.6**	**323.0**	**340.8**	**329.5**	**313.1**

STUDENT

IU's Taught Undergraduate & Graduate/Professional[9]	FY14	FY15	FY16	FY17
Undergrad	-	-	-	-
Grad/Prof	-	-	-	-
Total	**-**	**-**	**-**	**-**

Enrollment[10]	FY14	FY15	FY16	FY17	FY18
Undergrad	-	-	-	-	-
Grad	-	-	-	-	-
Prof	-	-	-	-	-
Total	**-**	**-**	**-**	**-**	**-**

NOTES

1. Budget Sources Unrestricted — From DMI
   State Perm Budget - End of year recurring base
   Inst Perm Budget - End of year recurring base
   State & Inst Temp Budget - Temporary transfers
2. Budget Sources Restricted
   Self-Supporting - End of year revenue/sales
   Grants & Contracts - End of year revenue/sales
   Gifts - End of year revenue/sales
   County Funds - End of year revenue/sales
3. Expenditures
   State - End of year expenditures
   Institutional - End of year expenditures
4. Carry Forward Balances from Financial Statements
   Institutional - Cash Balance
   Self-Supporting - Fund Balance
   Gift - Fund Balance
   Plant - Fund Balance
   County - Fund Balance
5. Deficits - Annual Deficit Report
6. Tuition Distribution - Budget Reform Calculations - Distribution of Tuition Income (Total Tuition)

7/8. Faculty FTE and Staff FTE
   1320/1030 - FTE TenSys Faculty-(All$$)/(St/Tu$)
   1400/1100 - FTE Vis Faculty - (All$$)/(St/Tu$)
   1410/1110 - FTE Postdoc ResAsc-(All$$)/(St/Tu$)
   1420/1120 - FTE Spec Faculty- (All$$)/(St/Tu$)
   1440/1140 - FTE Academic Prof - (All$$)/(St/Tu$)
   1460/1160 - FTE All Assistants -(All$$)/(St/Tu$)
   1540/1240 - FTE CivilServStaff-(All$$)/(St/Tu$)
9. IU's taught UG and Grad/Prof - from calculation
   6140 - Total IUs paid on unit funds
   6160 - Undergrad Paid IUs
   6170 - Grad/Prof Paid IUs
10. Enrollment
   4100 - Undergraduates
   4106 - Graduate students
   4105 - Professional students