FISCAL YEAR 2018 ANNUAL REPORT

JULY 1, 2017-JUNE 30, 2018

The Consortium of Academic and Research Libraries in Illinois empowers Illinois academic and research libraries to create and sustain a rich, supportive, and diverse knowledge environment that furthers excellence in teaching, learning, research, and innovation in order to serve students, faculty, and researchers. As a collective, CARLI adds value to member libraries of all types, sizes, and missions by sharing costs, collections, expertise, programs, products, and services. (CARLI Mission Statement 2018)

Through the combined effort of the CARLI Board of Directors, staff at CARLI member libraries, and the CARLI staff, I am pleased to present this annual report. The report includes the completed CARLI 2020 Strategic Plan and our accomplishments in support of these priorities. The strategic plan outlines our organization's aspirations and defines our understanding of the consortium's focus as we move towards the fifteenth anniversary of CARLI on July 1, 2020. Over the next two years, CARLI will be focused on providing excellence, leadership, innovation, and collaboration consistent with our organizational values:

- **Careful stewardship** of all CARLI resources
- **Cooperation and Engagement** among academic and research libraries
- **Responsiveness** to member needs
- **Commitment** to intellectual freedom, privacy, security of library records, library standards, and open access to information resources
- **Advocacy** for academic and research libraries at the local, state, regional, and national levels
- **Innovation** in identifying and implementing collaborative solutions to shared challenges

I am grateful to all who have contributed to the development of the strategic plan. The process was tremendously positive for the organization, allowing us time to discuss priorities and expectations, challenges and accomplishments, and to set our sights on how we would like CARLI to look in the future.

As the final strategic priorities evolved, we have used this strategic plan as a template for our work. You will see some of our major accomplishments noted throughout this report. During Fiscal Year (FY) 2018, we also completed some significant administrative tasks, including the completion of CARLI's "Host Institution Agreement between The Board of Trustees of the University of Illinois System and The Consortium of Academic and Research Libraries in Illinois." The new agreement defines the specific roles of CARLI and Illinois, and the relationship and operational details of our organization, including the administrative structure and support, facilities, fiscal oversight, and intellectual property rights.

CARLI resources exponentially increase access for students and faculty across the consortium. When students enroll at a CARLI member organization, they open their worlds far beyond what any one institution could offer. Member libraries cooperate in innovative and creative ways, building deeper, stronger library collections in all formats. CARLI services and programs build and nurture communities of library professionals to support student and faculty scholarship and learning, and improve student success. Large-scale solutions make possible support of all our members' constituents, regardless of each organization's location, type, or size. In short, CARLI is a powerful ally in support of its members' missions. I want to thank you for your continued support of CARLI and look forward to our shared accomplishments in the coming fiscal year!

Anne Craig
CARLI Senior Director
November 1, 2018

CARLI 2020 Strategic Plan:

SUPPORTING GOALS, ACTIONS, AND ACCOMPLISHMENTS

1 ## Careful Stewardship

ENSURE ADEQUATE, SECURE, AND STABLE FUNDING FOR CARLI

GOAL: Evaluate impact of the state budget on member libraries

> *ACTION:* Regularly survey the membership to gather data about member budget concerns

GOAL: Define alternative funding formulas and explore potential impacts

> *ACTIONS:* Develop alternate pricing formulas; gather member input on impacts
>
> Provide opportunities for crowd funding of specific resources that cannot be funded centrally

GOAL: Prioritize CARLI services in support of core services

> *ACTION:* Monitor usage of, and satisfaction with current products and services to ensure alignment of funding and satisfaction

GOAL: Explore opportunities to collaborate with other states or organizations

> *ACTION:* Seek opportunities for external funding

FY 2018 Accomplishments

- Initiated a "CARLI Philanthropy Program" for sponsorship and fundraising activities

- Reconfigured the CARLI Office to accommodate a 30% reduction of office/meeting space and achieve savings

- Collaborated with the Louisiana Library Network (LOUIS) to co-host a webinar on OER from the faculty viewpoint during Open Education Week

- "Crowd-sourced" funding CARLI's membership in the University of Minnesota's Open Textbook Network from seventeen Governing Member institutions plus two consortia:

    Aurora University
    Catholic Theological Union
    Chicago State University
    Council of Directors of State University Libraries in Illinois (CODSULI)
    College of Lake County
    DePaul University
    Illinois State University
    Illinois Wesleyan University
    John Marshall Law School
    Knox College
    LIBRAS
    Lincoln Land Community College
    National Louis University
    Northern Illinois University
    Northwestern University
    Oakton Community College
    Richland Community College
    University of Illinois at Urbana-Champaign
    Waubonsee Community College

2 Cooperation and Engagement

ENHANCE COLLABORATION AMONG LIBRARIES BY IDENTIFYING, NURTURING, AND SUPPORTING SERVICES AND PROGRAMS THAT CAN BEST BE PROVIDED AT SCALE

GOAL: Provide mechanisms for group collaboration; identify and leverage model programs, initiatives, and ideas

> **ACTION:** Create and/or facilitate opportunities for regional and topical periodic gatherings of CARLI directors and library staff
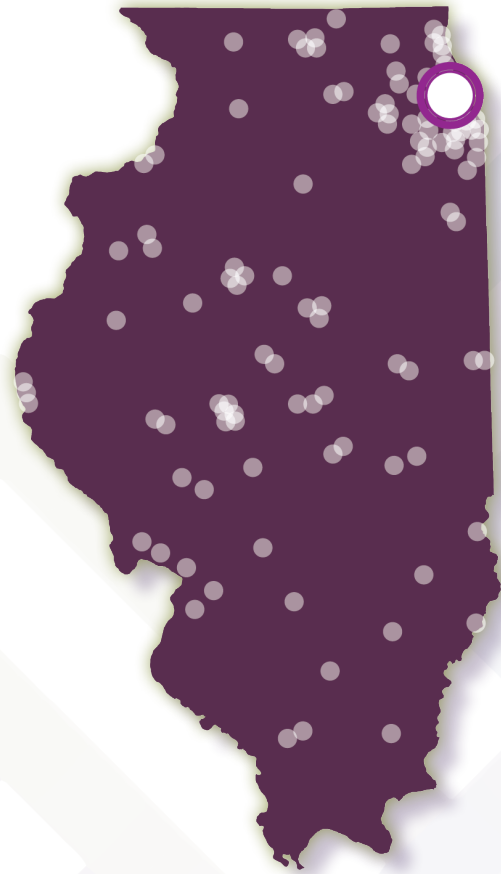
GOAL: Identify new services/programs that are scalable and replicable

> **ACTION:** Work with committee members to monitor emerging trends and the work of other consortia

GOAL: Leverage the CARLI committee structure to assess and evaluate services and programs.

> **ACTIONS:** Establish a Board liaison to each CARLI committee and task force to provide feedback on programs and services, and to ensure committee efforts are informed by the strategic priorities set by the Board
>
> Periodically review the committee structure to ensure alignment with consortial priorities

FY 2018 Accomplishments

- Hosted 40+ workshops, training events, forums, open houses and webinars; 1377 attendees from

  129 member libraries

- Engaged with members and other UI System stakeholders to complete the strategic plan, "CARLI 2020"

- Reconstituted the New Directors' Institute with a mentor network, to develop academic library leadership within the consortium (2018 cohort=12 attendees)

- Instituted a professional development webinar series for CARLI directors

- Digital Collections

    o 281 collections: 42 member libraries

    o 2.6 terabytes of images, printed and manuscript materials, and sound recordings

    o Publishing function for the Digital Public Library of America, the "Illinois Digital Heritage Hub"

      • Harvest of 250,000+ metadata records, including: CARLI Digital Collections including University of Illinois at Urbana-Champaign Content Hub, Illinois State Library's Illinois Digital Archives, Chicago Public Library, Chicago History Museum, DePaul University

- Consortial eBook collection: 3,992 owned titles include 105 coordinated puchases from 38 libraries
   Usage in FY 18: 17,900+ loans, 10,100+ downloads from 109 libraries

- Administered ILDS (Illinois Library Delivery Service)

    o 142 daily stops

    o 1 million items delivered at $0.49 per item

    o 24-hour dock-to-dock delivery

ILDS is supported by a grant from the Illinois Secretary of State/Illinois State Library.

3 Responsiveness and Commitment

PROVIDE RESOURCES/SERVICES/TOOLS FOR DISCOVERING AND OPTIMIZING INFORMATION RESOURCES AND COLLECTIONS

GOAL: Support the needs of member libraries with a focus on the superior functioning of the CARLI portfolio of services and programs

> *ACTION:* Ensure that change and migration, the high availability of services, the resolution of service issues, and the improvement of performance are reflected in the organization's budget and planning processes

GOAL: Facilitate and strengthen connections between member libraries

> *ACTION:* Support opportunities for participation in topical and/or regional projects for CARLI directors and staff

GOAL: Identify service priorities

> *ACTION:* Regularly survey the membership to gauge member priorities

GOAL: Leverage expertise of member libraries

> *ACTION:* Collect and promote best practices and strategies from CARLI member libraries

GOAL: Seek grants that fund innovation and new services

> *ACTION:* Pursue sponsorship and/or grant funding for programs and/or services

FY 2018 Accomplishments

- Received Illinois State Library grants to support adding community colleges to I-Share and to support gathering statistics about e-resources use
- E-resources
  - Brokered databases for 124 member libraries:
    - 2,773 subscriptions
    - $14,281,492 total pass-through spending
  - Offered access to a fully subsidized package to member libraries
  - Offered SFX link resolver to improve access to resources
- I-Share
  - I-Share Next Task Force completed the Request for Proposal, which was posted to the state procurement bulletin board. The task force completed evaluations of RFP responses
  - FY18: provided public access catalog of over 38 million items
    - Over 270,000 items shared among I-Share institutions in FY18
  - Added five libraries to I-Share for a total of 91 libraries
    - Abraham Lincoln Presidential Library, McHenry County College, Moody Bible Institute, Rock Valley College, and Spertus Institute of Jewish Studies
  - Released a new version of the VuFind public interface
    - Improved searching capabilities, integration with campus identity management systems for single sign-on features
    - CARLI-written open source code contributed as enrichment to the international community
- Provided outstanding performance of operational infrastructure with near-zero downtime, quick resolution of service issues, and excellent support for all customer services, including I-Share, SFX, and the E-resources selection system

4 Advocacy

ESTABLISH AND COMMUNICATE THE VALUE PROPOSITION FOR ACADEMIC AND RESEARCH LIBRARIES IN ILLINOIS

GOAL: Connect CARLI and member library programs and services to student outcomes such as retention and completion

> **ACTION:** Establish a continuing education program to help member libraries assess their impact on student outcomes such as retention and completion

GOAL: Document the value that CARLI creates; articulate to policymakers and legislators how CARLI provides value to the State of Illinois and why it is a good investment of taxpayer dollars

> **ACTIONS:** Measure ROI of services/programs to ensure that financial resources and staff efforts are focused on identified priorities
>
> Identify and gather CARLI success stories; furnish information to stakeholders and policymakers

FY 2018 Accomplishments

• Applied for Institute of Museum and Library Services competitive grant to prepare librarians to make effective use of research findings on the impact of academic libraries on student success for the twin purposes of service development and library advocacy

5 Innovation

ENCOURAGE INNOVATION IN SKILLS, SERVICES, PROGRAMS, AND ALL ASPECTS OF CARLI LIBRARIES

GOAL: Encourage member libraries to think innovatively about serving students and faculty

> **ACTIONS:** Highlight and promote member library innovations using CARLI communication channels and CARLI events
>
> Convene CARLI groups on specific in-demand topics identified through periodic surveys and other channels

GOAL: Connect institutions that have similar interests/needs by providing opportunities for interaction and collaboration

> **ACTION:** Identify libraries of disparate types and sizes that are uniquely connected to their students, faculty, and communities

FY 2018 Accomplishments

• Established the Institutional Repositories Investigative Task Force to investigate and evaluate the possibilities of a CARLI administered institutional repository

• Established the "Open Illinois" initiative to promote the consortium's activities around open access learning resources

  o Established Open Educational Resources Task Force

  o Initiated CARLI's membership in the University of Minnesota's Open Textbook Network through a crowd-funded membership

Value

CARLI DELIVERED $43.1 MILLION IN GOODS AND SERVICES TO MEMBERS, WITH A RETURN ON INVESTMENT OF $2.65 FOR EVERY $1 SPENT BY MEMBERS.

- Annual "CARLI Value Letters" are provided to each member library estimating individual member Return on Investment
- Membership fees collected: $415,115 (134 member libraries)
- I-Share assessments collected: $1,529,246 (90 member libraries)

When a member pays	The member will receive
Membership Fee	• Continuing education • EBSCO databases (and other at-no-cost content) • CONTENTdm (CARLI Digital Collections) • E-resources brokering services
I-Share Assessment	• I-Share • VuFind discovery service
Discretionary purchases	• Subscription e-resources and databases • SFX
No member pays	• ILDS (Illinois Library Delivery Service) Paid for by a grant from Illinois Secretary of State/Illinois State Library

Impact

MEMBER LIBRARIES SERVE 90% OF HIGHER EDUCATION STUDENTS, FACULTY, AND STAFF

CARLI's 134 member libraries include

- 128 Governing Members
  - o All Illinois public universities
  - o All Illinois community colleges
  - o Private, research, and special
  - o 91 I-Share Participating Libraries
- 6 Affiliates Members (for-profit institutions)

FY 2018 GOVERNING MEMBERS (I-Share participating libraries)

Abraham Lincoln Presidential Library and Museum
Adler University
American Islamic College
Augustana College
Aurora University
Benedictine University
Black Hawk College
Blackburn College
Blessing-Rieman College of Nursing
Bradley University
Carl Sandburg College
Catholic Theological Union
Chicago State University
Chicago Theological Seminary
City Colleges of Chicago
College of DuPage
College of Lake County
Columbia College Chicago
Concordia University Chicago
Danville Area Community College
DePaul University
Dominican University
East-West University
Eastern Illinois University
Elgin Community College
Elmhurst College
Erikson Institute
Eureka College
Field Museum of Natural History
Garrett-Evangelical Theological Seminary
Governors State University
Greenville University
Harper College
Heartland Community College
Highland Community College
Illinois Central College
Illinois College
Illinois College of Optometry
Illinois Eastern Community Colleges
Illinois Institute of Technology
Illinois Math and Science Academy
Illinois State Library
Illinois State University
Illinois Valley Community College

Illinois Wesleyan University
JKM Library Trust
John A. Logan College
John Marshall Law School
John Wood Community College
Joliet Junior College
Judson University
Kankakee Community College
Kaskaskia College
Kishwaukee College
Knox College
Lake Forest College
Lake Land College
Lakeview College of Nursing
Lewis and Clark Community College
Lewis University
Lincoln Christian University
Lincoln College
Lincoln Land Community College
Loyola University Chicago
MacMurray College
McHenry County College
McKendree University
Meadville Lombard Theological School
Methodist College
Midwestern University
Millikin University
Monmouth College
Moody Bible Institute
Moraine Valley Community College
Morton College
National University of Health Sciences
National Louis University
Newberry Library
North Central College
North Park University
Northeastern Illinois University
Northern Illinois University
Northern Seminary
Northwestern University
Oakton Community College
Olivet Nazarene University
Parkland College
Prairie State College
Principia College

Pritzker Military Museum & Library
Quincy University
Rend Lake College
Resurrection University
Richland Community College
Robert Morris University
Rock Valley College
Rockford University
Roosevelt University
Rosalind Franklin University of Medicine
Rush University
Saint Augustine College
Saint Francis Medical Center College of Nursing
Saint John's College of Nursing
Saint Xavier University
Sauk Valley Community College
School of the Art Institute of Chicago
Shawnee Community College
South Suburban College
Southeastern Illinois College
Southern Illinois University Carbondale
Southern Illinois University Edwardsville
Southern Illinois University School of Medicine
Southwestern Illinois College
Spertus Institute for Jewish Learning and Leadership
Spoon River College
Trinity Christian College
Trinity International University
Triton College
University of Chicago
University of Illinois at Chicago
University of Illinois at Springfield
University of Illinois at Urbana-Champaign
University of Saint Mary of the Lake Mundelein Seminary
University of St. Francis
VanderCook College of Music
Waubonsee Community College
Western Illinois University
Wheaton College

FY 2018 AFFILIATE MEMBERS

Fox College
Knowledge Systems Institute

Rasmussen College Aurora
Rasmussen College Mokena/Tinley Park

Rasmussen College Rockford
Rasmussen College Romeoville

Leadership

CARLI FY 2018 BOARD OF DIRECTORS

Anne Craig	Ex Officio	CARLI
Richard Darga	Chair	Chicago State University
Jeff Douglas	Private Institutions	Knox College
Cindy Fuller	Private Institutions	Millikin University
Cate Kaufman	Community Colleges	Illinois Central College
Dennis Krieb	Community Colleges	Lewis and Clark Community College
Tammy Kuhn-Schnell	Community Colleges	Lincoln Land Community College
Taran Ley	Public Universities	Southern Illinois University School of Medicine
Michael Lorenzen	Public Universities	Western Illinois University
Cathy Mayer	Private Institutions	Trinity Christian College
Greg McCormick	Ex Officio	Illinois State Library
Lydia Morrow Ruetten	Public Universities	Governors State University
David Stern	Private Institutions	Saint Xavier University
Frances Whaley	Community Colleges	Illinois Valley Community College
John Wilkin	Public Universities	University of Illinois at Urbana-Champaign

Support staff

CARLI is a unit of the University of Illinois System, reporting to Barbara J. Wilson, Executive Vice President and Vice President for Academic Affairs.

ADMINISTRATION
Anne Craig, Senior Director

BUSINESS AND FINANCE SERVICES
Connie Walsh, Chief Financial Officer
Diane Day, Delivery Program Administrator/ Accountant
Katrina Little, Account Technician I

COMMUNICATIONS
Margaret Chambers; Associate Director, Membership and Communications
Michelle Haake, Business Administrative Associate
Ed Schell, Web Developer

COLLECTIONS SERVICES
Elizabeth Clarage; Director, Collections Services

E-RESOURCES
Cindy Clennon; Director, Electronic Resources
Jenny Taylor, Senior Electronic Resources Coordinator

SYSTEMS SERVICES
Gordon Fellows; Interim Coordinator, System Services
Chris Delis, Application Support Specialist
Jessica Gibson, Senior Application Support Coordinator
Todd Pavlik, Data Coordinator
Chris Saunders, Database Specialist
Bradley Woodruff, Library Application Support Consultant

USER SERVICES
Kristine Hammerstrand; Director, User Services
Debbie Campbell, Library Services Coordinator
Lorna Engels, Library Systems Coordinator
Denise Green, Library Services Coordinator
Amy Maroso, Senior Digitization Coordinator
Jennifer Masciadrelli, Senior Project Management Coordinator
Ted Schwitzner, Senior Library Services Coordinator
Nicole Swanson, Library Services Coordinator