

## VISTAS AND VISION

University of Washington Libraries  
All Staff Annual Meeting

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Good Morning! Welcome to the Libraries 2006 All Staff Meeting. This is the one time a year we come together to reflect on our collective accomplishments and look to the future. Like most everything we do in the Libraries, today is a team effort. My deepest thanks to the individuals who had a hand in today's event.

- Linda Ambre
- Betty Jo Kane
- Sara Bock and the Facilities Crew
- Michael Milligan
- Amy Halligan
- John Gibbs
- A.C. Petersen
- Strategic Planning Team, and
- All of you who contributed to the over 500 pages of thoughtful and compelling annual reports.

We also thank our patron Paul Allen for establishing the Allen Endowment which funded our breakfast, balloons, and brochures.

Three years ago a new tradition was launched—the Library Movie. And it is back by popular demand. Sit back, relax, and enjoy the show.

<video presentation>

Last year, we gathered to celebrate “lines of distinction.” Today we celebrate *Vistas and Vision*. *Vistas* from 2005-2006. *Vision* as we launch our new strategic plan.

It all begins with a sense of mission. Over the year, we worked to fulfill our mission of “enriching the quality of life and advancing intellectual discovery by connecting people with knowledge.” We furthered our vision of “anticipating and meeting the information needs of our communities in their search for knowledge—any time and any place.” We did this by staying true to our values as we advanced our five key action areas:

- Any Time Any Place Library
- Excellence in Collections/Digital Resources
- Diversity and Organizational Culture
- Information Literacy

- Capacity Building

When I began preparing for today and reading all your annual reports, I was quite frankly overwhelmed. You can not believe how daunting it is to do justice in a mere hour to all you have done. I have always found this exceptionally difficult. But, this year, it was even harder. Your collective accomplishments are even greater. Your impact is more profound. The cumulative power of your contribution is darn right awe inspiring. Please forgive me if I do not mention a particular effort. I encourage you all to peruse the annual reports—beautifully and thoughtfully written. You will find them in “shareddocs.”

Before we begin recounting the vistas of the past year, it is time for audience participation--a tradition started by director emeritus Betty Bengtson. Would you please stand (and remain standing), if you have been with the Libraries:

- Over 40 years
- Over 30
- Over 20
- Over 10
- 5-10 years
- 1-5 years
- Over a month
- Less than a month

### **Organizational Vistas**

Over the year, we made changes in our evolving organization. We consolidated some units and realigned others. We reconfigured positions to better align with Libraries and University priorities. We created several key strategic positions focusing on diversity, assessment, and organization development and special responsibilities were assigned in the areas of undergraduate services, international programs, copyright and scholarly communication.

Bill Jordan was chosen to lead the unit with the longest name—Resource Acquisition and Description/Information Technology Services (RAD/ITS). Bill came up to speed in record time, and is doing a terrific job with guiding this important segment of the library. Tim Jewell agreed to serve as the Director of Information Resources, Collections, and Scholarly Communication and has brought new energy to these arenas with a most able CMS staff.

As part of our organizational efforts, we launched the Communication Enhancement Initiative. Working with Renee Hanson, we identified gaps and looked for ways to improve communications. As a result of the Initiative, I created the position of Director of Organization Development and Training. Elaine is working with me and the Organization Development and Communications Advisory Committee to put the recommendations in place. To date, we have implemented Meeting Maker; expanded staff representation on the Libraries Council, established a Supervisors of Students

Discussion Group; and established communication guidelines and responsibilities for all committees and taskforces.

The InForum Steering Committee did its part to enhance communication. They began pod-casting "What's the Buzz", added more presentations from speakers outside the Libraries, re-designed their web page, and surveyed us on what wanted in future. Who can forget the trip to the Miller Library, the dance of the Suzzallo Circulation students, speed demon Janet Schnall's presentation on finding quality health information, or the field trip to the Seattle Public Library—that Big Rock Candy Mountain of a Library?

We're working the top report recommendation--redesign the staffweb. I am delighted to announce that Angie Rosette-Tavares will be spending 25% of her time on a redesign of the staff web. A Staffweb Content Subcommittee will advise and assist Angie in analysis of the current staffweb and future content.

As part of their futures initiative, Serials completed an internal reorganization, abolishing the Serials Receipts Section and transferring staff and functions to Serials Acquisition and Serials Cataloging. Government Publications worked as a committee of the whole to plan for the future organization of the unit. The Information Resources Council brought renewed focus on supporting selectors and a "Selectors' Portal." IRC reconfigured itself to reflect and support organizational changes.

### **Assessment Vistas**

Over 10 years ago, under the leadership of Betty Bengtson, we started on our path to become a user-centered library. We weren't even quite sure what that meant! But Betty appointed a task force, headed up by Steve Hiller, to help us understand what our users needed, how their use of libraries was changing, and what we should do in response.

Since that time, we have emerged as one of the leading libraries because of our commitment to assessment. We listen to our users and do something with what they tell us. We listen in multiple ways—surveys, usability testing, environmental scanning, LibQual, learning outcomes. You name it, we do it. I am able to provide the University administration with meaningful measures of success that is unprecedented at the institution. We collectively make wiser decisions.

What started with a volunteer taskforce has now matured into a new unit--Assessment and Planning directed by Steve Hiller. Assessment and Planning brings together our assessment program, management information, and planning.

And, we are spreading the assessment word. Steve is Co-Director of "Making Library Assessment Work", an ARL Sponsored Project that involved site visits and evaluation of assessment efforts at 15 ARL libraries. He's racking up those frequent flyer miles and getting a unique perspective on research libraries. With ARL and the University of Virginia, we are co-sponsoring the first US conference dedicated to assessment. Steve is, you guessed it, one of the conference masterminds, and several UW staff are presenting and attending.

We continued the good assessment work on the home front. The Library Assessment Group completed analysis of data from the 2005 In-Library Use Survey. They also launched a management information initiative that aims to inventory, organize and provide access to statistical data important for library management.

The Academic Services User Needs Committee, co-chaired by Amanda Hornby and Julie Planchon Wolf, conducted focus groups of students and faculty from Cascadia Community College and UW Bothell. The Committee obtained a blanket exception through 2011 from Human Subjects (no small feat) for the focus group research, setting the stage for a continuous dialogue with our users.

The Web Steering Committee reviewed user feedback, conducted usability testing, and worked with others within the Libraries to enhance our web presence. We now have a prominent set of links to the Libraries' digital reference services on all web pages.

Neil Rambo and Paul Constantine co-chaired the Task Force on Biosciences Services and Resources Planning which deepened our understanding of the bioscience community, prompting recommendations on how we can best support teaching, learning and research in this burgeoning arena.

### **Diverse Vistas**

Laura Lillard became the Libraries first Diversity Officer, making us only a handful of departments on campus with such a position. She is assisted by the Diversity Advisory Committee in implementing the *Libraries Diversity Plan*.

### **Vistas of Developing The Organization**

We took care of our own development. We established the Organization Development and Training unit with Elaine Jennerich and Lisa Oberg aided by two advisory committees. And they were busy.

Cecile Andrews spoke about simplicity and building community and inspired us all at the January Staff Event. You donated more than 300 lbs of food as part of the event, demonstrating once your amazing generosity. We enjoyed webcasts on subjects from "blogging in academic libraries" to "the role of the librarians in combating student plagiarism".

The Student Employee Scholarship Program granted ten \$1,000 scholarships. Winners ranged from this young South Korean woman working in the Foster Business Library whose job and coworkers helped to reinvigorate her life to an ISchool student working in Special Collections who says she has the privilege of meeting remarkable people everyday who are long deceased through their papers, documents and journals.

An Ergonomic Health Fund was created to improve staff workstations and prevent ergonomic problems. We tripled the number of staff trained to participate in the Campus Emergency Response Teams (CERT).

Upwards of 200 staff members took advantage of funding to attend some sort of continuing education. The Staff Development Advisory Committee sponsored sessions on tuition exemption to identify key concerns employees have with the program. A number of volunteer mentors were identified for staff wanting more personal one-on-one assistance with filling out paperwork registering, etc.

### **Vistas by Degrees**

What a “developed” bunch we are! We got even more educated this year. Many of you received additional degrees.

- Laura Tuck, Thai language study, Chiang Mai, Thailand
- Chery Kinnick, Certificate in Genealogy and Family History
- Esther Benson, BA, Cum laude, History
- Tom Mahon, BA, Interdisciplinary Studies (Global Studies)
- Brian Smith, BA, English and History
- Jennifer Ander, Master of Library and Information Science

Is there a doctor in the house? Yes, two new ones! Judith Henchy defended her dissertation in History on a Vietnamese independence activist and Mary St Germain defended her dissertation in Near Eastern Civilizations on an unattributed major work of classical Arabic literature. Congratulations Drs. Henchy and St. Germain.

### **Vistas of Administrative Service**

We were served well by our administrative services team. The Libraries Budget Office worked hard to improve procedures, further protect our financial assets, provide assistance in monitoring 230 budgets, make \$11.6 million in payments for information resources (that’s a lot of invoices), select vendors offering us the best price, and help staff manage their financial funds. Kudos to the entire budget office, under the leadership of Kathleen Larson.

We began widespread and effective use of My Financial Desktop. We worked with Records Management to develop a comprehensive retention schedule program for the Libraries. We hired hundreds of staff (including students); issued correct paychecks; handled thousands of payments; purchased tons of supplies; staged meetings and events; and moved desks, panels, cabinets on a weekly basis. The list is long and reflects the dedication and quality of our staff in Personnel, Budget, and Facilities.

### **Acquiring Vistas**

We continue improving our mission critical functions of acquiring, describing, delivering, and preserving knowledge. We made great strides in managing electronic resources as well as we have historically managed print.

On the acquiring front, Monographic Services and Interlibrary Borrowing worked to purchase selected new titles that were requested for borrowing. Monographic

Acquisitions revised workflows for receipt and cataloging, with the goal of speeding materials through the division. Like greased lightning!

Monographic Services automated selection and ordering by profiling two new vendor websites for online ordering and export. Our ERM implementation progressed rapidly, and the license recon and "mapping" project was launched.

### **Describe That Vista**

On the description and cataloging front, the East Asia Serials Project Team completed the serials conversion project, part of the Pinyin conversion, begun in 2001. Hats are off to Eddy Harrison and Yanyan Sun!

We began adding Arabic, Hebrew and Cyrillic scripts to newly cataloged titles in OCLC and the local catalog—enhancing access to our signature global collections. The Metadata Implementation Group created six new data dictionaries for CONTENTdm collections and revised several others.

The Cataloging Policy Committee responded to a decision by the Library of Congress to eliminate authority control over series headings. We created an interim workflow to enable us to continue accepting LC records while issues are sorted out at the national level.

Special Collections improved the way they arrange, describe, and preserve materials. Michelle Light led our alignment with nationally accepted theory and practice. Monographic Services completed its effort to create brief bibliographic and electronic resource records for manuscript and archival holdings for the Millennium database and the online catalog.

Jon Blake and Sally Salget continued their work on the B2 project to move low-use and no-use Dewey serials to Allen B2, setting the stage for reclassing the remaining Dewey Serials.

We launched the MARC Holdings Project to move our holdings statements into a standardized format. This will greatly improve the visibility of print journals in WebBridge and in WorldCat and will reduce the number of ILL requests for volumes we cannot supply.

### **Deliver the Vista**

And we delivered a vista full of goods. ILL initiated a number of changes this year. The staff areas were rearranged for more efficient workflow. We launched a purchase ILL workflow program, and the unit worked closely with HSLIC so that they could begin to utilize ILLiad. Summit and Borrowing activity continued to increase while lending activity decreased during the year. By the end of the year ILL Lending had erased its deficit of many years standing. Way to go Pam Mofjeld and crew!

Suzzallo Circulation prepared for movement of materials to Sand Point, including identifying and reclassing materials, identifying unbounds and unbarcoded material and removing low use duplicates from the collection. The Access Services Committee replaced end-of-quarter loans with 12 week loans to provide a more consistent loan period for users and to improve end-of-quarter check-in of materials. We expanded delivery to branch libraries to accommodate significant increase in the movement of books—a tribute to the success of Summit.

### **Vistas Forever**

Our preservation efforts focused on vistas that are forever. Preservation guidelines on temporary labeling and book-drops were developed, and two preservation forums were held.

Mendery mended nearly 11,000 items. They also created a method for storage of panorama photographs. This method piqued national interest, and resulted in Kate Leonard writing the article for the journal *PANORAMA*. We negotiated a new binding contract, ensuring high level services.

Thank goodness, there were no disasters of any proportion this year! No fires, no floods, no earthquakes. Let's all do a collective knock on wood.

### **Virtual Vistas**

Information technology continued to define our virtual vistas and reshape the library environment. The network became the center of the information environment rather than any one physical place.

Wireless, wireless, everywhere! Wireless became available in many library units, with others to follow. We expanded our Access Plus stations. Public scanners were added in units such as Architectures and Foster. We delighted our students!

In the Geographic Information Systems (GIS) realm, the Tacoma Library added GIS capability to its instructional computers. We began providing ESRI Arc license services for campus. The GIS Lab opened, providing 20 hours per week of assisted drop in service —brought to you by Government Publications and Maps.

After 34 years of service, we said goodbye to Telenorm, the Media Center's routing and delivery system. We are making way for digital delivery. Media Staff is to be commended for their planning, execution, and innovation in making this step. Telenorm, you served us well.

Information Technology Services helped used technology to make our lives easier. Here's what's kept them hopping:

- Built a new Linux development server and two new Linux file servers.
- Built out our storage infrastructure, adding over 2 terabytes of disk to the SAN to support ongoing digitization efforts as well as the growth of DSpace.

- Installed the “Urchin” software for improved reporting of web server statistics.
- Deployed the MeetingMaker calendaring application to over 300 staff.
- Completed a major Windows Active Directory domain migration project and left the UW Forest (and I didn’t even know we were in a forest). This improved our security and allows us to take advantage of upcoming campus-wide Windows authentication work.
- Continued our ongoing security work and patch management for servers and desktops and upgraded our local update server for distributing Microsoft patches.
- Worked with Access Services to develop an appeals database.
- Worked with Digital Initiatives to upgrade CONTENTdm.
- Worked with Alan Michelson to port his Architect database to php and wrote a management interface and its first-ever public interface. The world of architecture thanks you.
- Chose Plone for our content management systems after extensive review with Collaborative Software Group. If you haven’t heard of Plone, trust me, you will.
- Made progress on integrating UWNetID’s into III. Before long, we and our patrons will not have to type in barcode numbers and there will be a collective hurrah. And...this work will should make it possible to work with Google Scholar and other similar services.

## Collecting Vistas

On the collections side, we worked to redraw the vista of scholarly communication. Mel DeSart, Tim Jewell, and Faculty Council chair Beth Kerr were selected to participate in the ARL/ACRL Scholarly Communication Institute, and came back armed with the beginnings of a university scholarly communications strategy. Mel, Beth and Tim created an “interview” piece for University Week that addressed scholarly communication issues that included a creative and powerful graphic.

Provost Phyllis Wise joined other GWLA provost in signing a public in support of federal legislation for public access to funded research. Martha Tucker was named to the Board of Directors for Mathematical Sciences, a newly formed alternative publisher. We continued collaborative action through ARL, GWLA, and SPARC as we worked to build an accessible and affordable system of scholarly communication.

Our electronic collections continued to grow in importance. CMS, Serials, and the IRC E-Resources Committee successfully renegotiated a 5 year contract with Elsevier Science Direct/Cell Press. You can rest for a bit! E-resource acquisitions highlights included: Literature Resource Center and ImageBank databases. The “Assistance in Moving to the Digital Library” initiative brought our users such new resources as *Naxos Music Library* and *Global Financial Database*.

Our collection of manuscript and archival materials grew by bounds—or should I say boxes. Important papers included those of Dorothy Bullitt, Citizens for Fair School Funding, Seattle Repertory Theater, Wes Wehr, and Ye Olde Curiosity Shop. We were honored to receive the papers of significant university leaders and thinkers, including Phil Bereano, Daniel Lev, Helen Remick, and Denice Denton.



## Rare Vistas

There were some rare vistas—and acquisitions. We acquired:

- Karl Kernberger photograph and film collection, which documents a trip down the Yukon River in 1963. The filmmakers retraced the route the Klondike gold seekers took almost a century earlier.
- The Don Guyot Decorated Paper Collection and Archive
- 1<sup>st</sup> editions of *Peter Rabbit* and *Winnie the Pooh*
- A nitrate film *Our Woods* about the lumber industry
- Rare Soviet-era documentary and short feature films
- *Anatomia corporum humanorum*, by William Cowper, 1739, in Latin (thanks to nice work by Colleen Weum), and
- Thanks to the fine work of Eddy Harrison, we were able to make arrangements with the Oregon Nikkei Legacy Center and the Oregon Historical Society to film 11 extremely rare, very short-lived Japanese publications.

One rare item was rediscovered and recovered through a series of happy but curious circumstances after it had gone missing in 1984. The item is an 1853 diary by Philip Clayton Van Buskirk. Ask Nicole Bouche if you want to know the details of this tale of intrigue and good detective work.

We helped President and Mrs. Emmert with their collection building at Hillcrest, the presidential residence. Carolyn Aamot rebuilt the Hill-Crest library by selectively replacing items in the Emmerts' personal collection with volumes that are historically appropriate to the house and/or that feature UW authors and the state of Washington from gifts that duplicate titles held by the Libraries.

## Any Time Any Place Vistas

We continued to make significant progress in building the any time any place library and “making quality convenient.” Our web site averaged over 35,000 visitor sessions per day, or 11 million annually. While our users found the site by a variety of means, almost 15% of our web traffic was generated by a Google search. The new Tacoma Library website went live to great acclaim!

The Libraries joined the QuestionPoint 24/7 Reference Cooperative, thereby providing our users with round the clock service. Many units began using Instant Messaging to facilitate communication and referral between libraries.

We expanded our any time any place collections. Amanda Hornby and Suzan Parker collaborated on a web project to add local, community newspapers to the collection, representing diverse ethnic and social populations. Microforms Newspapers evaluated the pitfalls and benefits of newspaper scanning with the Digital Seattle 1919 Project. We completed the Western Waters Digital Library project with the digitization of over 5000 digital objects, which were harvested by GWLA's aggregating server hosted by the University of Utah.

Over 5,000 images were digitized and added to the CONTENTdm databases. New digital collections include: Pamphlet and Textual Ephemera; Lawrence Denny Lindsley Collection; the Historical Book Arts; the Decorated and Decorative Paper Collection; and Civil War Letters. We are one of the first libraries to link scanned images to the item level EAD. Kudos to Mark Carlson for building the bridge to really surface “hidden collections!”

DSpace was used for a multiplicity of unexpected purposes. Fish-Ocean and Digital Initiatives worked with instructors of Oceanography 444 to set up a DSpace community. Students who studied in the Galapagos deposited their research papers in DSpace. Math staff assisted faculty members in depositing content into DSpace. Digital Initiatives began streaming audio and video served through CONTENTdm via the DigitalWell.

### **Physical Vistas**

We continued reshaping our physical vistas—our places. The Tacoma Library's Snoqualmie Falls Power Company Transformer House basement was remodeled as Auxiliary Stacks. Over 20,000 volumes are being relocated into the new stack space. Tacoma was re-carpeted—and does it look great! I know OUGL is envious—but your time will come (soon).

Bothell solidified plans for making more study and collaboration space in the Library's popular promenade level “see and be seen” space. Lounge furniture, newspapers, and browsable periodicals will be added to enhance the casual atmosphere. An espresso service is coming soon!

The Architecture-Urban Planning Library got a new look--attractive carpet, designer furniture, and other improvements. Go check out the zebra-stripped chairs! Math Library has a new coat of paint and their telephone system was upgraded. The Business School Writing Center moved in to former Copy Center space in Foster Library creating new opportunities for collaboration.

OUGL stayed open until 9 p.m. on Friday and Saturday nights. As a direct result of student lobbying, By George started late-night hours until 2:00 am. The Media Center began leaving the media viewing area open all night. All these 24/7 changes have been very popular with students. My question is--do our students ever sleep?

OUGL 320 was transformed into the Odegaard Videoconferencing Studio, to be opened in early fall. We'll use the Studio for videoconference meetings across our three campuses (and hopefully reduce the amount of time our Tacoma and Bothell colleagues spend on I-5).

Years of persistence and negotiation paid off when the Music Library acquired the use of Room 40 in the Music Building. We transformed the Music Listening Center's outdated switcher system to a digital environment, thanks to funding from the Provost and hard work by Jill McKinstry and Judy Tsou.

We received \$4.9 million for the design and construction for the Sand Point Shelving Facility. Construction will begin in later this year, with occupancy expected in the second half of 2007. This will allow off-site collection materials (including those at Oak Tree) to be consolidated at Sand Point.

The Facilities staff were heroes as they responded effectively to a major and extended power outage in Allen Library.

For years, photocopiers have been the bane of our—and our users—existence. The Libraries scores off the charts in user satisfaction, except in one arena—copy services. We have gotten a black eye for poor copy service, even though we don't run the copiers. Our frustration bubbled over and we weren't going to take it anymore. We let campus copying know. And, by Joe, they responded. Thanks to the hard work of Adam Hall and many others, copy services have improved. I can't wait to see the results of the spring surveys. We should get perfect scores all around.

### **Expanding Vistas**

We played an important role in expanding the learning vistas of students. One very significant change was the reinstatement of the Instruction and Information Literacy Working Group (IILWG). The lack of system support and leadership for instruction was a concern last year, and re-formation of this group under Theresa Mudrock's leadership is very welcome.

Tacoma's Library Research Docent Program was a smash hit. This program creates a forum for undergraduate students to broaden their understanding of reference tools and enhance their research skills as they gain experience in the provision of reference service. Several students are now exploring librarianship as a profession.

We were active partners in Fall Orientation/Dawg Daze activities. We re-vamped our self-guided poster tour, increased the number of drop-in workshops (such as "Google Unleashed"), and staffed a "Find Your Classes" booth out on Red Square. Despite extremely windy conditions and the ad hoc nature of our booth, we helped over 400 lost and grateful students.

The Libraries provided placement for many iSchool's Directed Fieldwork students. One student used her experience to adapt the Research 101 tutorial for use with the freshman Research Excursion assignment. Another is creating downloadable audio library tours. Yet another designed a new web page for our ESL collection and performed an assessment of three years of submissions to the Library Research Award for Undergraduates.

E-reserves transformed the educational vista. For a straight second year, we had more than a million e-reserve document hits over all three campuses!

The Odegaard Writing and Research Center opened through a collaboration with the College of Arts and Sciences. The center presents exciting potential to more fully integrate student research and writing. With the goal of creating better learning

environments, the Bothell Media Center replaced all data projectors, DVD players, ePodium computers, and selected projection screens in classrooms at both Cascadia and UWB.

We celebrated excellence through our 3<sup>rd</sup> annual Library Research Award for Undergraduates. 49 students submitted research projects for consideration. With a little help from the Library Friends, we were able to give more awards than in previous years. Thanks to the hard working task force (under the leadership of Debbie Pierce) who made this all happen.

Now for the ultimate in expanding vistas. In two short weeks, Tacoma and Bothell will make history and welcome their first freshman classes. Every staff member at Bothell and Tacoma got involved in preparing for the massive changes and exciting opportunities that freshman bring. Here's to the class of 2010!

### **Global Vistas**

A defining characteristic of a research library is its global vistas. The Libraries is ready to advance the UW's increased international activities. The Provost appointed Susan Jeffords as Vice Provost for Global Affairs. Likewise, I asked Judith Henchy to serve as Special Assistant to the Dean of University Libraries for International Programs. Susan and Judith are making a dynamic duo.

The renewal of the Title VI grants took center. UW made an even stronger bid to establish itself as a leader in international studies, and we were able to support the effort. As a result, the UW was funded for eight National Resource Centers and CIBER, tying the other UW (Wisconsin) for the most centers funded.

The International Studies Cataloging Task Force made recommendations on how best to provide cataloging support for vernacular materials. Their work has been completed, and we are looking at how best to implement the recommendations.

We welcomed visitors from all points around the globe. For instance:

- We hosted the GU 8 Consortium meeting, and the ensuing discussions with faculty, administrators and librarians from international port cities universities focused on global trade and security. We will tease out a possible digital library project at the University of Haifa next spring.
- The Slavic and East European Section participated in an international observance of the 100<sup>th</sup> anniversary of film in Slovenia, organized by the University of Ljubljana. We were able to draw attention to our growing film collection.
- We hosted the Korean Collections Consortium of North America to discuss the terms of a 5-year contract with the Korea Foundation for coordinated collection development. The Consortium also submitted a proposal to the Foundation for a summer institute to train beginning Korean Studies librarians. If the grant is funded, it will be held at the UW next summer.

- We were honored to host the Director of the National Library of China. This visit marked the beginning of closer ties between the UW Libraries and China with immediate benefits.

Nicole Bouche traveled to the national library to talk about the Anna Louise Strong papers. Strong was one of the notable radicals in the history of the United States who spent much of her time in Seattle. In 1958, at age 72, she moved to China, where she was one of few Westerners to gain the admiration of Mao Tse-tung. She remained there until her death in 1970. Some of Ms. Strong's papers are at the UW Libraries and some of them are at the National Library of China. We hope there will be an opportunity to collaborate, creating a combined virtual collection across two countries.

### **Vistas On Exhibit**

We increased the number and impact of our exhibits. Who can forget all these amazingly engaging exhibits across the three campuses? Remember:

- *Quilts, Storytellers, History Keepers*
- *Work of Watanabe Sadao from the collection of Mrs. Ann H. Pyle*
- *Calligraphy by Professor Chung Ho Sheung*
- *Every Picture Tells a Story: The Art of Narrative in Wordless Books*
- *Images of Blackness in American Children's Picture Books*
- *Reading Dangerously: Selected Books Banned or Challenged in the U.S.*
- *The September Project: Focus on Freedom*
- *From the Homefront to the Frontlines: 100 Years of Woman and Warfare*
- *Peace. If Not Now, When?*
- *Questions without Answers*
- *We are not the Enemy*
- *Painting, Prints and Masks by Joanna Giannoulas-Papanicolaou*
- *The Missing Story of Ourselves*
- *The Smallest Witness: The Conflict in Darfur through Children's Eyes*
- *UW Photographers' Group: At Random*
- *Open Space Seattle 2100*
- *Norway 2005*
- *Don Quixote*
- *Stitched With Love: Czech and Slovak Folk Dress From Three Centuries*
- *Becoming a European: James Joyce*
- *Centennial Tribute to Black Pioneers*
- *Works Progress Administration Theater models*
- *South Asia Oral History Project*
- *63rd Annual Western Books Exhibit*
- *Seeing the Big Picture: Panoramic Photograph Preservation*
- *An Exploration of the Literature of Lewis and Clark*
- *Rounce and Coffin 64th Western Books Exhibit*
- *Electrical Engineering Department Centennial*
- *Art and Science of Snow*
- *The People, Customs, and Crafts of Mexico*

And how about that multifaceted imaginative *Focus On* exhibits in the Allen Lobby that highlighted our collections? My personal favorite was the one on tattoos!

One exhibit—*Between Liberation Space and Time of Need*—deserves special mention. Last year, the East Asia Library hosted Dr. Kim, a visiting Korean scholar, who unearthed our collection of rare Korean books from the period called Liberation Space (1945 to 1950). With a 21<sup>st</sup> Century Grant, Dr. Kim and Hyokyoung Yi curated an historic exhibit, authored an exhibition catalog, and arranged for a community reception. The response was overwhelming, and the exhibit generated unexpected benefits. Members of the local Korean community are considering donating their collections. In addition, when the Academy of Korean Studies delegation was here to evaluate the Korean Program's application for a \$1.3 million grant, they were impressed with the exhibit and also by the Libraries' support of Korean Studies in this way. We are told that the exhibit made all the difference in the UW receiving the grant. We will benefit as well from the grant with funds to support collections.

### **Broadening Vistas**

We brought thousands of people into the Libraries for special events, to build community and broaden vistas.

- The inaugural "Strawberries and Champagne" Libraries staff donor event
- Digital Futures Alliance Summit and Forum
- Dean's Circle Dinner
- Artists Images Series featured ceramics artist Patti Warashina
- South Asia Oral History – honoring Irene Joshi's project
- Friends Annual Meeting with KUOW's Marcie Sillman
- The Dan and Ellen Blom Lecture featured author William Dietrich
- Friends inaugural "Literary Voices" event with National Book Awardee Charles Johnson as the keynote speaker
- Theresa Mudrock and Stephanie Lamson gave standing-room-only presentations during Washington Weekend on genealogy research and preservation, respectively
- The Health Sciences Library donor dinner with Sherri Fuller as speaker
- Tacoma Tall Ships Festival with a lecture and accompanying display by tall ships photographer Thad Koza

We welcomed major supporters to the "soul of the university" for the University Gala in the Suzzallo Reading Room. This event would not happen without the amazingly fine contributions from Facilities staff.

### **Discovering New Vistas**

The Libraries is in the unusual position of both discovering new vistas in Library and Information Science and facilitating the research and scholarship of others. And discover we did.

The Research Steering Committee engaged librarians in research, encouraged collaborations, and educated us about the nature of research. The Heart of Research workshop on Valentine's Day (get it?) and the session of poster sessions helped to build our community of researchers.

Last year, you published over 100 books, chapters, and articles, and made over 200 conference presentations around the world. Here is just a sampling of titles and topics.

- *Bloodletting: from Medical Doctrine to Quackery...and Back Again*
- *The Net Generation: Implications for Libraries and Higher Education*
- *Depending on the Kindness of Strangers: The Uncertain Fate of Ephemera in Theatre*
- *Night o' Craft: An Unexpected Librarian Network*
- *Beyond Facebook: Thinking of the Learning Commons as a Social Network*
- *FRBR in the Real World*
- *The Visible Subject Librarian*

### **Vista Leaders**

We invested, both in time and money, in leadership development and succession planning. We occupied the unique position among research libraries of having librarians selected for all four nationally competitive leadership programs--the ACRL/Harvard Leadership Institute (Charles Lord); the Frye Institute (Jennifer Ward); the UCLA Senior Fellows (Gordon Aamot); and the Association of Research Libraries Research Libraries Leadership Fellows Program (Cynthia Fugate and Neil Rambo).

Thanks to Gordon Aamot and others, the Leadership Development Interest Group promoted leadership at all levels of the Libraries. The Group provides us all an opportunity to discuss focused readings on leadership and learn from each other.

The HSL hosted two fellows: Ann Madhavan, Sewell Memorial Fund Learning Partnership Fellow; and Sandy Tao, a National Library of Medicine 2nd Year Associate Fellow. Suzzallo Reference and Odegaard hosted ARL fellow Ben Hunter for a 3-month fellowship. Katie Whitson was elected Vice-Chair/Chair elect of ACRL's Anthropology and Sociology Section. Diane Grover was appointed ARL Visiting Program Officer for License Mapping. Steve Hiller served as ARL Visiting Program Officer for Assessment. Gary Menges continued his regional leadership in cooperative preservation. Many RAD/ITS staff, including Kris Lindlan and Steve Shadle, provided leadership in national standards development.

As in the past, your leadership in regional, national, and international professional organizations was astounding. From your work in organizations such as the American Folklore Society, the Theater Library Association, the Council on East Asia Libraries, the Washington Library Association and over 30 others, you enhanced the reputation of Libraries.

You were the go-to leaders at the University, serving on an increasing number of influential groups. From the Global Affairs Advisory Board to the Leadership, Community

and Values Initiative to the President's Advisory Committee on Women to myriad Faculty Councils to Charting the Future of UWT Group, you made the UW a better place. HSL continued painting WWAMI vistas as a regional leader. We collaborated across Washington, Wyoming, Alaska, Montana, and Idaho to develop the Lariat biomedical research infrastructure.

## **Enabling Vistas**

We built capacity through success in getting grants, enabling us to reach new vistas. Our level of activity was striking. Here's a sampling.

- Four preservation grants totaling over \$200,000
- King County's 4Culture grant for Baltic community photography
- Miller Foundation grant for processing part of the Randlett collection
- I.F. Smith Foundation \$grant for major Slavic-related resources
- A National Endowment for the Humanities grant of \$325,000 to develop the William Brumfield Russian Architecture Collection of 30,000 digitized photographs of notable Russian buildings dating from the middle ages to the present day.
- Three proposals to National Library of Medicine resulted in multi-year contracts worth over \$13 million for the regional medical library and two national centers.
- A Washington State Library planning grant for state-wide health sciences library and information.
- A grant to expand the Biomarkers in Alzheimer's disease Knowledge Base.
- The Korea Foundation funded \$30,000 annually for the next 5 years for collections.
- The Olympic Peninsula On-line Community Museum IMLS grant transformed the way the Libraries interacts with the community at large and has created a model for projects across the country. This online, web-based "museum" will provide access to comprehensive cultural and historic documents, letters, photographs, tribal items, and much more. The website, three years in the making, is scheduled to go live this fall.
- With a grant from the Henry Jackson Foundation, we launched a major project to create a model web portal for the late Senator's political papers.
- We received two Student Technology Fee grants.
  - One for the Fisheries Oceanography Library to purchase workstations, flatbed scanners, and software to upgrade unit's computer lab to the Access+ model.



- A second for Tacoma for a mobile projector for collaborative student projects.

Each year \$30,000 is used for the 21st Century Awards to support innovation in service and programs. This year awards funded the diverse range enumerated below:

- Marketing Walk-In Workshops for Undergraduates
- Thesaurus Creation Tool: Software Pilot.
- Learner-Centered Teaching Event.
- Consultant for Digital Preservation.
- History Day Workshop for Teachers.
- Conversion of computer data on UW theses and dissertations accompanying
- Material to DSpace.
- Exploring University of Washington History through Newspapers.
- Korean Exhibition: Developments of Korean literature in the Emancipation Period
- Moving Image Access Test Project

Nine projects received support from the Friends of the Libraries. The total sum awarded was \$30,000, and follow:

- Frank Nowell AYPE Collection Project
- Washington/Oregon/California Architectural Database
- Pacific Northwest Ethnographic Field Recording Survey
- Pacific Northwest Visual Arts and Artists Web Portal Project
- Enhancing the Reference Collection
- Reference Books for the Children's Collection
- Faces of America: Immigration, Human Nature and The Law
- Oh, the Place We Could Go, Maps and Beyond
- Eighteen Century Collections Online

I would be remiss if I did not note the amazing things we can do because of the Allen and over 40 other endowments. We'd be sunk without them. They do indeed provide the margin of excellence.

The Libraries was a partner on many more grants:

- A Ford Foundation grant, entitled "Engaging Southeast Asian American Pluralism in Seattle," will allow us to archive oral histories and other collaborative projects with local Southeast Asian American community organizations.
- We were a major collaborator on the Northwest Digital Archive grant-funded initiative. Both Michelle Light and Marsha Maguire have been stalwart leaders in this regionally based enterprise.
- We collaborated with the Burke Museum on a Luce Foundation grant to strengthening the teaching and study of East Asian archeology. We will scan rare field reports published by the archeological departments of the countries of

island Southeast Asia. Judith Henchy and Eileen Llona will be boarding a plan to set up digital projects.

- We collaborated with the School of Public and Community Health on a grant to create the Center of Excellence in Public Health Informatics.
- We collaborated with Cornell University on an NEH grant entitled *An Online Japanese Performing Arts Resource Center (JPARC)*. This project will create multimedia resources.
- We participated in a grant for "Preserving the History of United States Agriculture and Rural Life: State and Local Literature, 1820-1945." Coordinated by Cornell, we will microfilm 250,000 pages of Washington State agriculture, fisheries, and forestry titles such as *The Fertile and Beautiful Palouse Country*, *Save the Columbia River Salmon*, and *Logger-talk*.

### **Virtuous Vistas**

The vistas were virtuous. It's been a banner year in fundraising. The Libraries increased its private support by 30% over FY2005 to \$1.3 million. We are on target to meet our Campaign goals ahead of time. Here are the highlights:

- \$421,000 from William Turnbull estate for collections. Mr. Turnbull was a retired Bremerton teacher
- The Friends Literary Voices event netted over \$20,000, twice the stated goal. These funds benefited the Undergraduate Research Award, collections and preservation.
- We signed the first Deed of Gift with Don Easterbrook for the Easterbrook Photography Collection w/significant bequest to come.
- We received 5 new endowments, 4 of which are faculty/staff/retiree matches--and the Professor Belinda Y. Louie Children's and Young Adult Literature Collection Endowment, the first endowment for UWT!!

### **Beyond The Blue Vista**

We moved out beyond the vista by taking risks and experimenting. Let me give you a few examples.

- Ellen Howard definitely got out of the box. Working with a neurosurgical nurse on a research project, she found the literature to support a protocol change, which resulted in a net savings to the medical center of \$168,000/year.
- Both Suzzallo Reference and the Natural Sciences Library experimented with Roving Reference.

- Matt Parsons, Maureen Nolan and Stephanie Wright created the geocache *House of Stories* and located it within the Libraries. The geocache is visited roughly once a week.
- Leslie Bussert, Suzan Parker and Mark Szarko joined an innovative research circle which led to co-authoring a book chapter "Interdisciplinary Inquiry through Collaboration." Julie Planchon Wolf participated in a combined Teaching and Research Circle on Online Teaching and Learning which led to several faculty development programs, as well as articles and conference presentations.
- We launched the Digital Futures Alliance last fall "to address the problems associated with the long-term preservation of digital information." We believe that this is the only consortium of its kind in the world - bringing together corporations, academic research institutions, government agencies, and non-profits to find solutions to the preservation of digitally created information. Our Charter Partners include: Amgen, OCLC, Microsoft, Vulcan, PATH, RealNetworks, DiMeMa, and, most recently, WSU.
- Digital Initiatives began experimenting with linking our digital collections from Wikipedia entries, taking our quality scholarly resources to where users are.
- The always innovative Metadata Implementation Group continued to experiment and apply their metadata knowledge to new tools and metadata schemas through several 21<sup>st</sup> Century Grant projects. These included the METS Pilot Project, Digital 1919: Seattle General Strike Project, and Digital Files Accompanying Theses Project.
- Across the country, research libraries are discussing the future of bibliographic description and access. Numerous reports have been issued and many are asking if we "still need our local catalog" given new options for access. We have initiated a very out of the box conversation with OCLC Research about what it would take to close the local catalog as the primary public search tool. In August, a team comprised of Bill Jordan, Nancy Huling, Steve Shadle, Pam Mofjeld, and Joe Kiegel (and Mark Kibbey in spirit) to OCLC to exchange ideas and specifications. I anticipate that we will be collaborating on designing the next generation search environment.
- With the coming together of OCLC and RLG, we became RLG Partners—a venue for consensus building and rapid prototyping. This new forum will enable us to take compelling risks in tandem with the research library community.

## **Rising Vistas**

There were many well-deserved promotions and rising vistas this year. Join me in congratulating the following staff who received promotions:

- Joseph Shelley
- Ryan McCrory

- Jewel Evenson
- Mark Kelly
- Amanda Gallagher Quinn
- Erin Sharwell
- Phyllis Chan
- Yi-Hui Hendryx
- Chuyong Bae
- Stephen Weber
- Dan Halligan
- Akram Zouroufchi
- Kristen Kinsey
- Sue Burton
- Joyce Agee

We congratulate librarians who were promoted this year:

- Laura Barrett
- Edward Roberts
- Justin Wadland
- Natalie Beach
- Laura Lillard
- Maureen Nolan
- Carole Svensson
- Theresa Mudrock who was promoted to Librarian—the highest rank a librarian can attain

Congratulations are also due to those who were reappointed or received permanent appointments:

- Julie Cook
- Gail Kouame
- Eileen Llona
- Julie Planchon Wolf
- Mark Szarko
- Ann Lally

We acknowledge Jerry Anderson and Nancy Blase as the University honored them with emeritus status.

### **Vista At The Pinnacle**

We had many pinnacle achievements this year.

- Julie Cook and Linda Whang won the inaugural ASEE Engineering Libraries Division (ELD) Best Poster Award.
- Andrea Ryce was selected as the Outstanding Patient Educator by the UWMC Patient and Family Education Committee.

- Marc Studer received the Bothell Staff Appreciation Award. Marc was singled out for his can-do attitude, the excellence of his work, and his consummate professionalism.
- Nancy Huling received the RUSA History Section/Genealogical Publishing Co. Award.
- Kathryn Leonard received the Distinguished Staff Award—the highest award that the UW bestows on its staff. Kate was acknowledged for her role as a consistent, persuasive, and effective advocate for the preservation of the Libraries collections. Kate received the award for superior sustained service in her role as Head of the Mendery and for her dedication in this role.

### **Sunset Vistas**

We honored over 150 years of services with those who retired this year. We thank them and miss them.

- Penny Mauer
- Tully Hammill
- Andrew Johnson
- Nancy Blase
- John Gibbs

We are so pleased that Nancy and John have opted to come back on a 40% basis. Jerry Anderson and Carol Green completed their post-retirement 40% reappointments.

### **Vision 2010**

What a year it has been! Congratulations on all the vistas we reached together! Job well done!

With a firm foundation, we are ready to move onto and into the future. During the past year, your Strategic Planning Team led an inclusive process to develop our new strategic plan. They scanned the environment, gleaned information from the annual reports, and held Town Hall meetings to get our input.

The Team distilled the information into Strategic Directions and shared them with us for our feedback. They crafted a Vision Statement, informed by the UW's Vision Statement and comments from the Libraries' staff. I hear we have a plan. Strategic Planning Team—ready to roll?

<SPT present Vision 2010 on a scroll.>

Join me in thanking the hardest working strategic planning team in library land. Before they head off stage, I have some small tokens of my appreciation for their foresight, long view, and ability to see into the future.

- John Bolcer—a magnifying glass to see the details of the future
- Tim Bostelle—a thinking cap for great futuristic thoughts
- Eleanor Chase—a brain for the wise one
- Noreen Jacky--tarot cards to deal the future
- Maureen Nolan—a compass to help us find the way
- Cheyenne Roduin—binoculars to see the horizon
- Sion Romaine--glasses for seeing a big future
- Gordon Aamot—a hat for our wizard of strategic thinking
- Cynthia Fugate—a halo for our angel of miraculous thinking
- Steve Hiller—a ruler to measure our success
- Elaine Jennerich—"we can do it" tape to strengthen our resolve
- Richard Jost—a telescope to read the stars
- Judy Tsou—Madame Zeldar's crystal ball for our own Madame of predicting the future.

I accept the scroll with great pleasure and present Vision 2010—the compelling vision we built together:

*The University of Washington Libraries is an international leader in imagining, creating, and realizing the promise of the 21st century academic research library. As the intellectual and physical commons of our great University, we advance discovery and encourage the growth of knowledge. We anticipate and meet the information needs of our diverse communities, at any time and in any place. We prepare students for success in life as information smart global citizens.*

As the Libraries transforms itself to achieve our vision, we will retain a commitment to our core values—service, scholarship, respect, resources, and library as place. Our plan focuses our attention on four major strategic directions which layer over our ongoing work.

### **1) We will position the Libraries at the intellectual crossroads of the university community.**

The Libraries is woven into the fabric of learning and discovery at the University of Washington, and contributes to the University's engagement with the local and global community. The Libraries will build on its strengths as a trusted, service-driven, interdisciplinary, and shared resource by engaging in the intellectual life of the university and, in turn, engaging the university community in the evolution of the Libraries. The Libraries will drive forward university involvement in information policy matters such as open access publishing, intellectual freedom, privacy, and access to information.

### **2) We will create a workplace of choice.**

Meeting the needs of a world-class research and teaching institution requires that the Libraries attracts, develops, and retains its most important asset—a highly knowledgeable and capable staff. To accomplish this, the Libraries will create a

workplace that provides competitive compensation, fosters diversity, operates transparently, provides the resources and infrastructure necessary for staff to perform at their best, and which inspires and rewards risk-taking, innovation and self-renewal.

### **3) We will enhance user services.**

Understanding and addressing user needs are central to the work of the Libraries. We support a diverse community with a variety of learning and research styles in an information environment that is highly complex and constantly changing. We use our knowledge of best practices, emerging trends and technologies to design and provide services and infrastructures in a timely and responsive manner. We enable users to function self-sufficiently on their own terms while also providing personalized expert guidance as needed.

### **4) We will build, maintain and support diverse resources.**

Access to resources is central to learning and discovery. The Libraries will pursue its evolution into a digital library, providing seamless and stable access to digital resources and making its own unique resources available to scholars worldwide for research and learning. At the same time, the Libraries recognizes that it is responsible for building and preserving both analog and digital collections – not just for the current generation of scholars, but also for generations of scholars to come.

The Libraries Cabinet has been “building out” the four areas with actionable priorities. You will find the build-outs for three of the four areas on the Vision 2010 web site which goes public today. The “crossroads” segment will be forthcoming. On the website, you will see the priorities for the Vision 2010—from implementing the recommendations of the Biosciences Task Force to the Sand Point construction to a marketing initiative to a new user search environment to a competitive salary and composition strategy to a branch library refurbishment program to launching a fundraising drive for a new Fine Arts Library. Please consult the web site often at [www.lib.washington.edu/vision2010.html](http://www.lib.washington.edu/vision2010.html).

Today is the official launch of Vision 2010, and there is much work needed to turn plan into reality. The Cabinet will consult with groups and individuals who will be accountable for the work identified in the plan. We will develop project and business plans. In addition, I have earmarked an Allen Endowment Vision 2010 fund, and will be allocating funds for high priority strategic endeavors. We will develop measures and benchmarks for each goal, with the assistance of Assessment and Planning.

I am excited and energized by the work before us as we imagine, design, and realize the research library of the 21<sup>st</sup> century. Yes, we need vistas and we need vision. But when it is all said and done, it really comes down to value—the value the Libraries adds in “connecting people with knowledge.” Often we don’t know what happens when we help make that connection. But, thanks to Cass Harnett and conversations she had on a bus commute from Tacoma, we know about one connection of impact.

### **Lisa’s Story**

I'd like to share that story—a story about vistas, vision, and ultimately value. This is a story that led from Afghanistan through the Internet to the University of Washington.

The year is 1990. A young woman named Lisa has just graduated from nursing school at Georgetown University. She worked as a paramedic before joining the Army Nursing Corps. Stationed at Fort Lewis with her husband Peter, Lisa was deployed to Afghanistan in 2002. She left Peter behind to care for their two young sons.

In Afghanistan, she worked fourteen hour shifts, six days a week. Always escorted by military police and an interpreter, she treated countless victims of war. In spite of this demanding schedule, Lisa welcomed the community outreach opportunity to teach basic mathematic skills to 19 Afghan men. She even wore a burka to class.

Aware of the limited access Afghan women had to education, she encouraged the men to bring their spouses to class. They were skeptical at first, but by the final week, 15 of the 19 wives were attending. Class content expanded well beyond math. Many were interested in understanding currency exchange and how to make a living by setting up food concessions outside the Army base. Lisa taught them about food safety, sanitation, and even American dietary preferences.

Her students peppered her with questions on every topic imaginable. She found she couldn't answer them all with the few resources she had on hand. She was, however, entitled to 15 minutes of Internet access each day. While other Army personnel used their time to stay connected with friends, Lisa used hers to look for answers. Since Internet "surfing" took *too* many of her *precious* minutes, she shot off the questions to several "ask a librarian" sites. Some libraries were slow to reply. Others provided only very general information. A few never responded at all.

But there was one library that offered timely and in-depth answers. The University of Washington library. She was amazed to discover that she had access--*from an Army computer in Afghanistan*--to the resources and talented staff of one of the world's great libraries.

In her daily messages, Lisa never disclosed her identity or made reference to her extraordinary circumstances. She just kept asking questions and sharing the answers with her students. Near the end of her duty, she began contemplating life after Afghanistan. The Army was committed to sending her for a master's degree. Her commanding officer gave her a list of universities to consider. It included the University of Washington.

Lisa thought, "Since the UW librarians had helped her students, *why not* slip in a question for herself?" She sent an email asking, "What can you tell me about your nursing program?" The next day, she logged on to find a description of the program, which noted, *of course*, that it was ranked number one. This quick, complete, and professional response brought her to the UW.



In 2003, she returned to Fort Lewis, got reacquainted with her family, and enrolled at the University. The next year, her husband was deployed to Iraq. Lisa finished her degree, nurtured her growing boys, and welcomed her husband home in 2005. Two short weeks later she shipped out for her second tour in Afghanistan.

She is there now, caring for trauma victims and helping to improve the lives of the people of Afghanistan. I imagine Lisa continues to use her 15 minutes a day to connect Afghan men and women to the knowledge contained in the UW Libraries. She can rely on our vast library resources—accessible any time from any place in the world.

Lisa is working with men and women who will probably never walk up the front steps of the Suzzallo Library and be greeted by the images of *Thought, Mastery, and Inspiration*. But these men and women--through the gift of an Army nurse named Lisa and all of you--have benefited profoundly from the knowledge housed in a research library half a world away.

The University has many stories to tell. Stories of enormous global impact. Many of these stories begin, end, *and* continue in one of our 21 libraries. Each of you played a part in Lisa's story. Without your work to build the any time any place library and our user-centered ethos, there would be no story. I am proud of the roles that each of you plays in lives of our students, faculty, staff, and community—here and around the world.

### **Imagine, Design, Realize**

As you leave today, the Strategic Planning Team will be handing out the Vision 2010 brochure. Keep it close at hand to guide your work. We will use this brochure to communicate our aspirations to and invite participation by our community. On the cover, you will see framing of the Suzzallo Library. This was a deliberate decision, as it signifies the important work we are about to commence—to imagine, design and realize the 21<sup>st</sup> century research library.

Early in the last century, Henry Suzzallo was the president of a fledgling institution way out in a rainy wilderness called Seattle. President Suzzallo's vision was to build a "university of a thousand years." He knew that all great universities had great libraries, so his first action was to create a library to rival those in Europe. He called it a "cathedral of books." Up from the empty land, rose a grand gothic structure with the Olympic Mountains and the Pacific Ocean off in the distance. Suzzallo's "university of 1,000 years" had its cathedral.

Since then, the Suzzallo Library has become known as the "the soul of the university" and is a beloved symbol for Huskies around the world. President Suzzallo knew what the 20<sup>th</sup> century library should be—a magnificent building of inspirational architecture filled with the finest books from all around the world. It was all so simple then. Suzzallo had a clear vision. He did not have to look through a glass darkly.

Fast forward to today. One thing remains the same. The future of the university is inseparable from the future of the library. The library of the future may in fact "predict" the future of the university. The networked environment and the accelerated pace of

change have transformed libraries and higher education. The rise of easy-to-use search engines providing access to a vast array of content has changed our lives. Wonderful opportunities now exist to create digital content from own stacks and make widely available what had once been “hidden treasures.” Open paradigms—open access, open source, open community—may indeed allow us to realize the dream of universal access to knowledge.

Throughout this period of transformation, libraries have been agents of change. We have been innovative, creative, and have brought technology into the service of learning and research. In many ways, we have put the 20<sup>th</sup> century library of Henry Suzzallo out of business. But the same time, we don't fully know the shape the 21<sup>st</sup> century library will take.

I am confident that collaboration will be the defining characteristic of the library of the 21<sup>st</sup> century. Libraries will be even more interdependent and intertwined than ever before—not just with each other, but with stakeholders, information providers, information creators, users. It will be my privilege to work with you as we “image, design, and realize the promise of the 21<sup>st</sup> century library.” If the UW Libraries can't do it, nobody can.

Thank you for all you do everyday. Congratulations on a great year, and onward to Vision 2010!