

MOVING FORWARD

University of Washington Libraries 2009 All Staff Meeting September 17, 2008

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Good Morning! Welcome to the **Libraries 2009 All Staff Meeting**. I'm so glad you are here or joining us through the wonders of simulcasting.

It's that magical time of the year. The cool marine air has returned. Wide-eyed freshmen are arriving on our three campuses. The Libraries shone gloriously Friday night at the University Gala. And the Huskies won last Saturday (it's been a while since we could say that)!

It is also the time when we come together to celebrate on our collective accomplishments and look forward to a new year. Like most everything we do in the Libraries, today is a team effort. My deepest thanks to everyone who helped with today's event:

Linda Ambre
Amy Halligan
Michael Milligan
John Vallier
Ryan McCrory
Sally Burgdorff
Mara Fletcher
Carolyn Aamot
Judy Schroeder

Melissa Ibarra
Betty Jo Kane
Mike Frushour
Marty Nolan
Louise Richards
Steve Hiller
Cynthia Fugate,
And You!

I guess you could say that it takes a small village to put on the All staff meeting.

Moving Forward

Last year, we gathered to "Explore, Engage, and Extend" as we took stock of our progress in realizing *Vision 2010*. Today we come together to celebrate "Moving Forward." As Albert Einstein once said:

Life is like riding a bicycle. To keep your balance you must keep moving.

As with all parts of the University, the Libraries will keep moving forward with gusto, deepening our innovation, collaboration, and diversified funding to continue delivering exceptional service and distinctive collections within the context of new economic realities. The University and community deserve the best we have to offer as we move forward.

In a period of major paradigm shifts in teaching, learning, and research, it is important to begin with our mission which is clear and unambiguous.

We enrich the quality of life and advancing intellectual discovery by connecting people with knowledge.

We have a compelling vision, and have been making excellent progress in achieving that vision.

We furthered our vision of being 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 advanced discovery and encourage

the growth of knowledge. We worked to anticipate and meet the information needs of our diverse communities, at any time and in any place. We focused on preparing students for success in life as information smart global citizens.

As we have worked to achieve our vision, we retained a commitment to our core values.

- *Service*
- *Scholarship*
- *Respect*
- *Resources*
- *Library as Place*

When I began preparing for today, I was inspired once again by the cumulative power of your individual contributions especially given the challenging year we have experienced. I simply cannot do your work justice in an hour. So, this year, we will start another new tradition (or perhaps it is reviving an old one). We will be preparing a formal annual report. Consider today as a tip of huge highlight iceberg, and look for the details in the forthcoming annual report.

Our Community

Before I begin recounting the back stories of the past year, it is time for the tradition started by director emeritus Betty Bengtson. Ours is a community that strengthens with each year. We welcome new members and care for those who pass through. 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

You may now be seated. Now I ask all who have been with the Libraries for less than a year, to please stand. May you one day rise with those with over 40 years of service (that would be in 2048). Join me in welcoming our newest colleagues.

We have some special guests with us today. Will those of you who have retired from the Libraries please stand so we may thank you for the strong foundation you built on which we all now stand?

This Time Last Year

About this time last year, I was in New York for a late summer vacation, taking in a couple of ball games at the "House that Ruth Built" before it came tumbling down to make way for the new Yankee Stadium. After a wonderful day of hot dogs and some good ball, my husband and I were looking out our hotel window when we saw news crews and squad cars encircle an office building. Distraught employees emerged, hugging boxes of their belongings.

What was this strange occurrence on a Sunday evening in New York? When my husband quickly realized that it was the headquarters for the esteemed Lehman Brothers, and they were going under, he said:

This is not good. It is going to be a really bad year.

Much has transpired since September 15, 2008 when the 158 year-old Lehman Brothers failed. The market crashed, a world-wide economic downturn ensued, and the university experienced unprecedented budget reductions. Few of our families and friends have been untouched by

layoffs and economic loss. However, I do take umbrage with my husband. While it was a really bad year in many respects, it was a very good year in many more.

Budget Year in Review

Let me do a quick review (as if you could ever forget...). As part of the University's 26% reduction of state funding, UW Seattle Libraries received a 12% cut (or \$3.636 million) on top of the 1.5% rescission taken on the FY 2009 budget. While the Libraries functions as one library serving three campuses, each campus has its own budget. The UW Bothell and UW Tacoma campuses conducted separate budget reductions.

The Libraries made its reductions in keeping with budget planning principles which support strategic, user-centered, and future-oriented decisions. We held a series of Town Halls to gather input and share information. I was so heartened that between in person and simulcast participation, we had almost 100% staff involvement. You stayed engaged and submitted ideas and suggestions that were invaluable.

We made our reductions predicated on documented faculty and student priorities; fewer, more consolidated library locations; and consolidation of administrative services and efficiencies in processing and operational workflow. What did we do specifically to meet the mandated reductions?

We are in the middle of a massive serials review focused on a \$1.48 million reduction to the serials and electronic resources subscriptions.

Approximately 30 positions were eliminated through vacancies, retirements, and layoffs, as well as a reduction in the student hourly budget. A library with 30 fewer employees cannot continue to operate as it has in the past.

Leveraging our investment in electronic resources, and after careful analysis of our user assessment data we took the following actions:

- The Fisheries-Oceanography Library and the Chemistry Library were consolidated into the Suzzallo and Allen libraries.
- The Natural Sciences Library was also merged with Reference and Research Services, forming one division serving sciences, humanities and social sciences.
- The Physics Astronomy Library began operating with reduced staffing and services under a 2-year shared financial agreement with the primary departments served.
- The Drama and Art Libraries began operating with a shared staffing model. The Head, Drama Library is also serving as Acting Head, Art Library.
- And, the School of Social Work and the Libraries entered into a one-year shared financial agreement as we work together to re-envision the Social Work Library.

We also found (and will continue finding) efficiencies in workflow; consolidated administrative services; reduced and eliminated less critical or essential services; and began an intense focus on opportunities for cost-savings and revenue generation.

Transition and Transformation

It has been a time of great transition, but that is nothing new for the UW or the Libraries. Consider what UW President Sieg noted in 1936:

..with our growing knowledge we are finding that the old water-tight compartments are becoming a thing of the past...

New Models of Library Service

Nowhere did we see transition more clearly than in our branch libraries. Following recommendations from the New Models Task Force, the Chemistry and Fisheries-Oceanography Libraries were closed and Natural Sciences librarians joined forces with Suzzallo Reference to provide discipline based and interdisciplinary reference and research service.

Staff throughout the Libraries contributed to the work, but the heaviest burden fell on the staff in the branches being consolidated, on Suzzallo Circulation, and on Facilities staff who made it all happen. Collections were weeded, moved and consolidated, material was sent to the archives, mounds of recycling was generated, furniture and equipment was moved and redeployed, web pages were redesigned, records updated, and communications with faculty, staff and students were maintained.

The decision to consolidate branches was driven not only by budget but also by changes in research, teaching and publishing, and the increasing interdisciplinary and “transdisciplinary” nature of the academy. I’d like to take some time today to acknowledge the contributions of these three branch libraries and their staff.

Chemistry Library: July 1947 to June 2009

We bid farewell to the Chemistry Library after 62 years of operation as a branch of the University Libraries, the last 20 in its current location.

In 1947, when the Library was opened in Bagley Hall, Librarian Winnifred Jones reported that they had 7,000 volumes and 52 serial subscriptions, that the stacks were already full and that “the card catalog is in a state of confusion.” Despite these impediments, reserve circulation averaged over 2000 transactions per month!

Some things never change. In 1952, Harry Bauer, the Director of the University Libraries, noted in his annual report to the President that serials inflation was rampant in the sciences, citing the increase in *Chemical Abstracts* from \$15 per year to \$60 per year!

This year when we consolidated the Chemistry Library into the Suzzallo and Allen Libraries, Susanne Redalje and Don Anglin managed a collection of 56,000 cataloged volumes and most serials were available electronically. Appropriately, the major project reported in this year’s annual report is the digitization of *The Puget Sound Chemist*, a local publication which began in 1939 and for which we serve as the archive.

Thank you Suzanne, Don, and all who have come before.

Fisheries-Oceanography Library: May 1950 to June 2009

We bid farewell to the Fisheries-Oceanography Library after 59 years. The incredibly well-organized and energetic Fisheries and Oceanography staff marked the closure of their library at the Cake & Coffee Event held on June 5 “to allow users and staff the opportunity to gather, reminisce and laugh.” After all the work they had done to prepare for closure, they definitely deserved a party!

In 1950 Lawrence P. Murphy, the first Fisheries-Oceanography Librarian lodged a litany of complaints about inadequate cataloging, insufficient resources and uncooperative colleagues in Acquisitions and Cataloging. He also complained that the 1.5 technical and clerical staff (which was reduced to 1.0 due to budget cuts), was too small to do the work needed to manage the 3000 volumes in the collection. In fact, he says, “Our service is still, however, very inadequate, for this library is as yet quite primitive.” Apparently the “primitive conditions” were not addressed, because by the next year, there was a new Fisheries-Oceanography Librarian!

In 2009 Louise Richards, Lynn Cowan, Wayne Gloege provided service and technical support in a library that housed almost 70,000 volumes, 19 access plus workstations, and like Chemistry, a serials collection that was primarily electronic.

In 1950, Lawrence Murphy noted the acquisition of a “shoe box file [containing] Dr. Cobb’s card catalog for what was once his own library. Many of these analytics will be transferred to our own card catalog as soon as we have time...”

I am pleased to report that one of Louise’s goals in this year’s annual report is to explore the feasibility of digitizing this file. So perhaps we will finally close the circle on the Cobb File and make it available to scholars around the world.

Digitization is recurrent theme at Fisheries-Oceanography, and one tremendous contribution to our Digital Collections is the Freshwater and Marine Image Bank, a wonderful resource of over 20,000 digital images, created by Wayne Gloege.

Thank you Louise, Lynn, Wayne, and all who have come before.

Natural Sciences Library: January 1927 to August 2009

We bid farewell to the Natural Sciences Library (formerly the Science Reading Room) after 82 years.

Branch libraries, including a Science Library, were operated as departmental libraries in the early days of the University. In 1927, in response to a pressing need for classroom space, many departmental libraries were relocated to the new General Library (that would be Suzzallo). Two new staff were added to provide service in the “Science Reading Room”—the predecessor of the Natural Sciences Library which became a branch in the late seventies. By 1948 staff were reporting that:

Questions have been numerous and varied. They have concerned such subjects as methods of generating static electricity, drug properties of Washington flora; the immune blood therapy for tuberculosis, coaxial cable transmission; molluscicides baits for sea snails; methods of removing carbon monoxide from the air so as to make army tents safer for soldiers stationed in Alaska and recent advances in the fungicidal treatment of paper in the tropics.

Sounds like a routine day on the reference desk....or on Question Point.

At the same time, we hear that:

The increasingly interdisciplinary nature of subject fields, as well as the present budgetary difficulties has and will continue to compound the problems of maintaining adequate collections in several locations.

By 1971 another familiar theme was sounded. In the Science Reading Room annual report, Librarian Martha Austin declares,

I would strongly recommend that consideration of the possibility of at least some consolidation of the science branches in the *near* future be continued.

At the time of its consolidation, Natural Sciences staff—Maureen Nolan, Kari Anderson, Kathy Carr, Kay Douglas, Teresita Guerrero, Chery Kinnick and Stephanie Wright-- provided services and resources in a library that housed 242,000 volumes, with most serials in electronic form.

Natural Sciences staff created a buzz by offering space to classes for display of coursework, and through fascinating Topic Tables that explored science related issues. They created

wonderful resources to support the 2007 common book, *Field Notes from a Catastrophe: Man, Nature, and Climate Change* by Elizabeth Kolbert.

It seems that the wonderful exhibit curated by Kari Anderson and Kathy Carr "Botanical Illustration: Art Meets Science" is a perfect metaphor for combining the talents, expertise and energy of science, social science and humanities librarians in the Reference and Research Services Division.

Thank you Maureen, Kari, Kathy, Kay, Teresita, Chery, Stephanie, and all who have come before.

Strategic Directions

We have made significant progress this past year in our four strategic directions in *Vision 2010* even as we were overtaken with the economic downturn. It is a tribute to each and every one of you that we kept focused on the future, rather than looking at our feet. We worked to:

- Position the Libraries at the intellectual crossroads of the University community
- Create a workplace of choice
- Enhance user services
- Build, maintain and support diverse resources

POSITION THE LIBRARIES AT THE CROSSROADS

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.

We said we would position the Libraries at the crossroads of the community by engaging in the intellectual life of the university and in turn by engaging the university community in the evolution of the Libraries. How well did we do?

Information Policy and Scholarly Communication

The Libraries and the Scholarly Communication Steering Committee made steady progress on a range of activities with the strong support of the Faculty Senate Council on University Libraries, especially Charles Wilkinson, the Chair and our hero. Tim Jewell and Mel DeSart also served as members of the Faculty Senate Executive Committee's newly constituted Scholarly Communication Committee.

The highlight of the year – actually many years of hard work - was the Faculty Senate passage in April of a Class C Resolution "Concerning Scholarly Publishing Alternatives and Authors' Rights" which addressed a number scholarly communication related topics. This was an immense achievement. But there is still much work to be done. The longer-term goal will be to work toward a Harvard-like resolution and mandate and continued change in scholarly communication behaviors.

Collaboration for the Common Good

We sought collaborations for the common good in scholarly communication:

- Working with the Graduate School on electronic thesis and dissertation program
- Open Journal System software was installed on a Libraries server; backfiles of *Slovene Studies* digitized and are now available
- Conversations continued with University Press on collaborative projects
- Planning a series of activities for Open Access Week in October

- Participation by many librarians in scholarly communication-related events outside the Libraries

ResearchWorks

We rebranded DSpace to ResearchWorks and worked with faculty to clean up the interface and incorporate additional features such as a "Paper of the Week" announcement. Digital Initiatives worked with Libraries staff as well as campus and regional partners to develop more online collections in CONTENTdm, DSpace, and Open Journal Systems.

As part of the rebranding and building the collections in ResearchWorks we worked with the School of Aquatic and Fishery Sciences to digitize their technical report series. These are currently one of our largest collections with over 550 titles. Monographic Services provided links to the Libraries catalog to the items.

The World Comes to Campus

It fitting that in this centenary of the Alaska-Yukon-Pacific Exposition, we welcomed a record number of visitors from around the world with official visitors coming from many different countries in Africa, Asia, Australia, and Europe.

In July 2008, the East Asia Library hosted the Summer Institute on Chinese Studies Librarianship in the Electronic Environment which brought thirty-seven librarians from thirty major East Asian libraries in the United States and Canada to campus. Its three components: the two-week rigorous on-campus classes; a one-and-half-day pre-conference on Chinese e-publishing; and a post-institute field trip to China all received enthusiastic and positive feedback from participants.

The biennial Library Assessment Conferences sponsored by ARL, the University of Virginia Library and the University of Washington Libraries was held in August 2008 on the UW campus and attracted 375 participants from 5 continents making it the largest conference on library assessment ever to take place. Many Libraries staff participated in the conference and assisted with the logistics.

The ACRL 14th National Conference was held in Seattle attracting nearly 3000 participants. Over 120 Libraries staff attended (thanks to the Allen Endowment) and were very active and highly visible in planning and presenting papers, posters and workshops. As the chair of the conference, I will not forget seeing participants sprawled on the floor of the Cyber Zed Shed; the bustle of the poster sessions; the standing ovations for both Sherman Alexis and Ira Glass; the smiling volunteers (Almond Roca anyone?); virtual virtuosity; and green, green everywhere. Perhaps my favorite mental snapshot is looking down on the Sky Church dance floor at EMP and watching the syncopated flow of hundreds "sliding" to the Wo Pop sounds of DJ Darek Mazzone. Sights and sounds to behold!

We hosted our second Carnegie fellow from South Africa. Sara Mitha, subject librarian at the Nelson R. Mandela School of Medicine, University of KwaZulu-Natal in Durban visited for six weeks in March and April 2009.

Afghan Archivists

Let me tell you how some Afghan archivists made their way to the UW. Radio Afghanistan, formerly known as Radio Kabul, was established in 1941. As the official Afghan government radio station administered by the Ministry of Information and Culture, its programming represented the national voice.

By 2001, the tape collection consisted of 35,000 hours of historical, radio broadcast recordings of which 8,500 hours were music recordings. During the Taliban regime, all video and sound recordings were threatened with destruction. In order to protect these original recordings, the archivists stored all the original tapes in one large room and built a false wall to hide the collection, leaving some copies of tapes exposed in a smaller room as a sacrifice to the Taliban.

The Taliban never discovered the hidden tapes, and ironically, demanded that their own religious chants/music be recorded over the used tapes so that they could be used for broadcast. After the ouster of the Taliban, efforts were made to restore the archives with the addition of the Taliban tapes.

Last year, efforts were made to have the Archives collection listed as a national documentary heritage in UNESCO's *Memory of the World Register*. Having survived the threat of destruction from the Taliban, this historical resource of recorded sound is now at risk from physical deterioration.

Enter the University of Washington Libraries. Three archivists from Radio Afghanistan spent three weeks at the UW in a National Endowment for the Arts-funded summer residency workshop. The project is an effort to connect the Radio Afghanistan archives to international archives so they can become a part of a worldwide network of audio archives. The workshop was taught by Laurel Sercombe, ethnomusicology archivist for the School of Music; and our very own John Vallier.

The East Asia Library hosted the six-month visit of Dr. Yeon-Kyoung Chung, professor of Library and Information Science at Ehwa Womans University. Dr. Chung conducted research on the organization and access of information and development of new standards and rules for cataloging multi-media materials and classification.

Connecting with the World

Libraries staff made official visits to Asia – East, Southeast, South and West - and Europe. Among the highlights were working on digitization and preservation projects in Viet-Nam and Indonesia by Judith Henchy and Ann Graham, and a path-breaking trip to Iran by Mary St. Germain.

By providing a seed gift of 4,250 books, project management expertise, and other support, the Gifts Program helped propel a modest project into a major international effort that will provide relief to Myanmar libraries devastated in May 2008 by the Nargis Cyclone. The effort will deliver one million books, build new libraries co-located with community health centers, and provide equipment and training for librarians.

UW Vote!

UW Vote! involved librarians and staff from all over the Libraries in a campaign to engage college youth in the voting and election process. The program included voter registration drives, public viewing of debates and election returns in OUGL 200, creation of voter information pages and links to social network sites, partnerships with campus student groups, and a media blitz of campus. Microforms Newspapers mounted an exhibit entitled "2008 Presidential Election through Political Cartoons."

Outreach

Once again, the Libraries was active during the annual September "Dawg Daze" orientation week, presenting some of our most popular workshops, like "Google Goes to College." We also manned the 3rd annual Directions Booth on the first two days of classes, helping 569 lost students find their way to their classes.

At Tacoma Anna Salyer continued to provide training and community outreach for the Foundation Center's Cooperating Collection. Staff conducted a community-based workshop for grant writing and the Foundation Director Community Outreach staff formed partnerships with Karppeles Manuscript Museum, the Historical Tacoma Society, and the Friends and Families United to Network for Housing.

Tacoma staff worked with the Institute of Technology in hosting origami workshops in the Library. The community folded over one thousand cranes to create one large origami crane. The finished crane will be hung in the library next academic year.

Media Center is a Mover

The Media Center continued to reach out to regional musicians, record companies, and music-related non-profits as part of its Puget Sounds project. They developed a website, established a MySpace page, Facebook page, and made contact with numerous individual and institutions as part the project. A significant collection acquired this year was the Crocodile Collection, a collection containing some seven years worth of live recordings from the Crocodile Café (any of Kurt Cobain?).

HEAL-WA

Heal-WA (Health Evidence Resource for Washington), an evidence-based health sciences information portal developed by the Health Sciences Library, went live in January. HEAL-WA gives practitioners access to timely resources to help them answer patient care questions. The service is funded by an add-on to the license fees of these practitioners.

Regional Medical Library

The Regional Medical Library staff and network members conducted more than 100 trainings or presentations to over 2,000 participants representing a diverse array of libraries, community groups, and health professionals across the region. Their reach and impact is immense!

Communication and Marketing

There were a number of efforts this year to improve communications and marketing of our services and resources. The UW's Reputation Building Initiative has "rebranded" the logo, colors and developed templates (including one for PowerPoint I am using today).

AC Peterson was appointed Libraries Communication Officer and a committee has recently been formed to help support her work in this area. We ended the publication of Library Directions as a cost-cutting and green action and partnered with the UW Alumni Association to send a quarterly e-newsletter and also produced our own semi-annual print news card for the Friends. We produced a one-page fact sheet "University Libraries: Contribution to University Excellence"

Subject librarians/liaisons continue to play a key role in working with our academic programs. The IRC Communications & Training Committee continued to build upon the work done last year to create a Subject Librarians Portal by working on the following new projects:

- Creating a script for liaisons to solicit important information from academic programs
- Creating a Subject Librarians Knowledge Base to track core information on faculty and program needs
- Determining the best strategy for fostering ongoing communication with academic programs
- Determining basic competencies and best practices for communication and outreach

We engaged the community with an amazingly array of exhibits across the three campuses and throughout many libraries. Remember these wonderful exhibits?

- US Mexico Border Photography
- Singgalot: The Ties That Bind (Filipino American History)
- Unembedded: Four Independent Photojournalists on the war in Iraq
- 32 Yarmulkes Signed by Celebrities
- Divinas Mujeres (art by two well-known local Mexican artists)
- Cinq Femmes (photographs)
- Capturing the Universities Orchids
- South Asian Women Contemporary Authors
- Changing the Face of Medicine: Celebrating America's Women Physicians

- Voices from Liberation Space (Korean Literary Works published from 1945-1950)
- Botanical Illustration: Art Meets Science
- Those Who Rescued Jews
- Artists Books Exhibit (works by Lois Morrison)
- Words of the World (International Collections exhibit)
- Capturing the AYP: Frank Nowell, Exhibition Photographer
- Alaska-Yukon-Pacific Exposition: When the World Came to Campus
- Opening Doors: Contemporary African American Academic Surgeons
- JSIS Centennial, 1909-2009: Library in the Making of an Excellent Academic Program
- Many Focus On exhibits

One of our exhibits went around the world. With funding from the Baltic community, we enhanced the Baltic-American Community documentation project. We extended the project with photographs of eleven additional Baltic community members and took the exhibit on tour. The exhibit was a great success in Latvia, Estonia, and Lithuania.

We extended our reach to thousands of people through special events:

- At the Dean's Circle Dinner we honored Pat Braus as the Outstanding Volunteer Service Awardee
- The Artist Images Series with Norie Sato
- The 3rd Maxine Cushing Gray Visiting Writers Fellowship Award and Reception with poet Madeline DeFrees
- Jack Hamann, journalist and author, delivered the Blom Lecture
- *Literary Voices* Fund raiser with mystery writer J.A. Jance
- A Friends annual program with Nobel Laureate Lee Hartwell
- A community reading of the US Constitution—simple and moving.

Yes, I would say we made good progress in positioning the Libraries at the crossroads of the community. But there is more to be done.

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.

We said we would create a workplace of choice that provides competitive compensation, fosters diversity, operates transparently, provides resources and infrastructure to allow us to do our best, and inspires and rewards. How well did we do?

While the budget issues meant we couldn't do some of the actions we planned, we made a concerted effort to better support staff work and make the UW Libraries a workplace of choice.

Organization and Staff Development

Once again, Organizational Development and Training sponsored a number of excellent training and support sessions for staff. Libraries Strategic Leadership Program (LSLP) provided required training for 125 Libraries supervisors and managers and was offered 4 times (4 day segments) from November to February with the theme "YOU Make the Difference".

A *Tuition Exemption Policy and Guidelines* document was adopted by the Libraries. Staff members who are participating in tuition exemption teach a session quarterly for other staff

members to learn about the benefit. Supervisors of Student Employees Discussion Group met three times this past year with an average attendance of 35 staff members.

Thirty "ergonomic health" consultations were completed with staff members who were experiencing difficulties, primarily with hand, wrist, and shoulder pain. Adjustments were made to workstations and, in some cases, furniture or equipment was purchased from a special Allen Endowment ergonomic fund.

Student Scholarships

The Staff Development Advisory Committee spearheaded the 12th annual Student Employee Appreciation Week with the theme, "Our student employees are in a league of their own!" A highlight of the week was the awarding of \$1,000 scholarships to 10 of our most outstanding student assistants. Four scholarships were endowed this year, with several others in various stages of maturation. The Friends of the Libraries underwrote three scholarships and this year, in honor of their one-hundredth anniversary on the UW campus, the Chi Omega Fraternity also donated funds for two scholarships.

Diversity and Inclusion

The Diversity Advisory Committee and the Organizational Development and Communications Advisory Committee followed-up on the results from 2008 Diversity and Organizational Climate Survey. The groups helped identify key action areas and worked with the Libraries Assessment and Metrics Team to identify a series of desirable outcomes that would move us forward. For the coming year, the Diversity Advisory Committee will focus on three areas: disabilities, recruitment, and retention. The Diversity Advisory Committee offered two well-attended workshops to staff - one on white privilege and one on intercultural communication.

McKinstry Fellows

Khuo Duong completed his second year as the McKinstry Fellow. The McKinstry Fellowship is designed to widen the pipeline for academic librarians from underrepresented groups. I am delighted to tell you that all former fellows are now employed in academic libraries. Soon we will welcome Alex Walker, our 7th McKinstry Fellow.

ARL Career Enhancement Program (CEP)

We welcomed Hyeran Kang and George Gottschalk as part of the inaugural class of ARL's Career Enhancement Program. Hyeran and George are currently enrolled in masters of library and information science programs, and participated in this marvelous mentoring opportunity for students from underrepresented groups. They were both thrilled and impressed with their summer experience at the UW. We'll welcome two more fellows next year.

Supporting our Work

We worked hard to support ourselves and our work. Information Technology Services replaced about 100 staff PCs this past year and increased support for Libraries staff computing by growing file service space by 500% and client backup space by 250%, adding client-side backup, and by automating staff workstation re-imaging. ITS also completed a major StaffWeb upgrade to Plone 3.1.2. The newer version of Staffweb added features such as versioning, file locking, portlet management, and forms while still maintaining fine-grained authorization and security.

Refurbishment of the Suzzallo 5th floor conference rooms with new furniture and media equipment made our meetings much more productive (and comfortable).

The Media Center facilitated the live simulcasting of numerous Libraries events. The most significant was the monthly Budget Town Hall meetings. At last count Libraries staff accessed these simulcasts over 800 times. This effort allowed staff from UWB and UWT, as well as Seattle, to participate in the Town Halls without leaving their workstation.

Rewards and Recognition

We made special efforts to recognize contribution and excellence of all staff. The third annual reception to honor librarians who receive promotions, reappointments and/or permanent status was held with Sandra Kroupa as the keynote speaker. We launched the Celebrating Distinction event to recognize those nominated for Distinguished Librarian Award and the Distinguished Staff Award. As we created a workplace of choice, you flourished! We are a community of high achievement.

We congratulate those staff who received promotions this year:

- Jewel Evenson
- Amy Stutesman
- Alicia Watras

We also congratulate the librarians who were promoted this year:

To Associate Librarian

- Julie Cook
- Gail Kouame
- Suzan Parker
- Siôn Romaine
- Anna Salyer

To Librarian, the highest rank a librarian can attain

- Susan Barnes
- Katharine Whitson

And those who were reappointed:

- Deepa Banerjee
- Justin Wadland

We honored Peggy Jenner, Betty-Jo Kane, Louise Lippmann, Pam Mofjeld, and Connie Okada on their retirements. We thank them for 146 years of cumulative service! We miss their daily presence. We continue to benefit from Betty-Jo's talents, who fortunately chose post-retirement reemployment on a 40% basis to help us out. And, we said a fond farewell to Nancy Blase as she completed her post-retirement 40% appointment.

Many of you extended your knowledge and attained new degrees.

- Noreen Jacky, Nonprofit Management Certificate Program
- Emily Ferguson, BA, Interdisciplinary Studies, Culture, Literature and the Arts
- Tom Smith, MFA, Creative Writing
- Terri Saporta, MA, in Psychology
- Shakima Tozay, MS, Social Work

We sure contributed to the Masters of Library and Information Science community with 8 newly minted degrees:

- Heather Schmidt
- Patricia Arnold
- David Johnson
- Michelle Massero
- Sarah Weeks
- Laura Schick
- Scott Dalessandro
- Khue Duong

A record number of awards rolled in, extending the visibility of the UW Libraries to all corners of the university and the profession.

Marty Nolan and **Mike Frushour** were nominated for the Distinguished Staff Award, the highest award the University bestows on its staff. **Tami Garrard** was nominated for the UW Bothell Staff Appreciation Award. **Suzanne Klinger** was nominated for UW Tacoma Distinguished Staff award.

Seventeen librarians from all three campuses were nominated for the Distinguished Librarian Award:

- Gordon Aamot
- Kathy Carr
- Eleanor Chase
- Erica Coe
- Mel DeSart
- Sherry Dodson
- Ellen Howard
- Terry Jankowski
- Emily Keller
- Suzanne Klinger
- Jill McKinstry
- Alan Michelson
- Suzan Parker
- Glenda Pearson
- Mary Whisner
- Julie Planchon Wolf
- Pam Yorks

Mary Whisner was selected as the recipient of the Distinguished Librarian Award for excellence in librarianship. For 21 years, Mary has worked at the Marian Gould Gallagher Law Library, doing what she says is her calling — helping students and faculty find the information they need, and teaching future lawyers how to be effective researchers. Colleagues call her a "genius," a "reference 'goddess,'" and "the ultimate extra-mile person."

Jill McKinstry was awarded the 2009 David B. Thorud Leadership Award. Under her leadership, OUGL has been transformed into a vibrant learning commons — an educational touchstone for the 12,000 students who daily pass through its doors. She has worked tirelessly to nurture effective relationships throughout the UW, and make catalytic connections that improve undergraduate teaching, learning and research.

Judith Henchy was recognized by the Vietnamese Ministry of Culture, Sport and Tourism for her work as Director of the Southeast Asia Microform Project program to preserve early newspapers from the National Library of Viet Nam. Judith was honored at a ceremony at the National Library in Hanoi on January 22nd.

Lisa Oberg was recognized at the 5th annual Celebrating UW Women event, which recognizes the contributions of outstanding women students, faculty and staff.

Pam Yorks received the Special Libraries Association Sci-Tech Division "2009 Longevity Award" for twenty-five years of service.

John Holmes received the ACRL Special Presidential Recognition Award as a member of the Institute for Information Literacy Immersion faculty.

Amanda Hornby was chosen for the 2009 ALA Emerging Leader program and was sponsored by ACRL Education and Behavioral Science Section.

Eleanor Chase received the Bernadine Abbott Hoduski Award, bestowed by ALA's Government Documents Round Table. The award recognizes those who have made significant contributions to the field of state, international, local, or federal documents, benefiting not only the individual's institution but the profession as well. Eleanor's encyclopedic knowledge of government publications, particularly the U.S. Census, is legendary among her University colleagues and around the region.

Nancy Huling received the Isadore Gilbert Mudge Award from the ALA's Reference and User Services Association. The Mudge Award is given to an individual who has made a distinguished contribution to reference librarianship. Nancy's leadership among reference librarians has included serving as president of RUSA, and she was the 2006 recipient of the Genealogical Publishing Co. /History Section Award from the organization.

Theresa Mudrock, Glenda Pearson, and AC Petersen received certificates of honor, "Contributor to the Asian Community," for their contributions to "The Long Journey Home," honoring the University of Washington's Japanese American internment students.

As you were winning awards, we also hustled to extend and expand our financial resources, and we were successful in grant and private support.

Private Support

The 21st Century Fund changed its name to Libraries Excellence and continues to support innovation in service and programs. This year nearly \$25,000 in awards funded a diverse range of efforts.

- Enhancing Customer Service: Husky Card Payments
- Architecture Archives Finding Aid
- Large Format Scanners for Map Collection
- Jackson School & the UW Libraries: Centennial Exhibit
- DVD Browsing Collection
- Washington Historical Quarterly Digital Project
- Lois Morrison Book Arts Exhibition
- Speaker Series: GIScience in the Disciplines

The Friends of the Libraries funded seven projects to the tune of \$31,000:

- Allen Auditorium Screen Purchase
- Music Composition Software Pilot
- Digitization of *Pacific Fisherman*
- Processing Hugh Stratford Photo Collection
- Documenting Discovery- Tse-whit-zen village - notes from Lynda Mapes
- Cataloging & Digitizing Education Media Center Materials
- 30 Years U.S. China Relations Exhibit
- Baltic American Exhibit

You are a generous bunch. A record number of current and former Libraries staff made a contribution to the Libraries. Whether it was a donation of books, establishing an endowment, honoring someone dear through a cash gift, I thank you.

Carolyn Aamot
Gordon Aamot
Joyce A. Agee
Cynthia N. Asmus

Betty G. Bengtson
L. Belzer Berghuis
Joan P. Brigham
Elise L. Chin

Faye Christenberry
Carol M. Cleaves
Mel. DeSart
Linda D. Di Biase

| | | |
|-------------------------|-----------------------|----------------------|
| Alvin E. Fritz | Joan R. Norton | Henry F. Stowell |
| Cynthia S. Fugate | Constance T. Okada | Judy S. Tsou |
| Yasuko T. Fukano | Glenda J. Pearson | Martha A. Tucker |
| Sherrilynn S. Fuller | Carolyn Jean Pedersen | Justin M. Wadland |
| John R. Gibbs | Neil H. Rambo | Betty L. Wagner |
| Kathy A. Gibson | Carla Rickerson | Paula M. Walker |
| Linda J. Gould | Sion Romaine | Nanette J. Welton |
| Carol C. Green | Jennifer L. Rossie | James F. White |
| Dan P. Halligan | Heija B. Ryoo | Katharine A. Whitson |
| Janet P. Heineck | Patrick M. Scheible | Lizabeth A. Wilson |
| Noreen B. Jacky | Adam L. Schiff | David A. Wood |
| Terry A. Jankowski | Judy W. Schroeder | Yeen-Mei Wu |
| Timothy D. Jewell | Kate L. Scully | Keiko Yokota-Carter |
| Andrew F. Johnson | Steven C. Shadle | Pamela F. Yorks |
| Sandra Kroupa | Zhijia Shen | Mark S. Young |
| Ritsuko Kurima | Venta E. Silins | Anne E. Zald |
| Jill Morrison McKinstry | Dorothy D. Smith | |
| Theresa A. Mudrock | Thomas C. Smith | |

Eight new endowments were established last year, bringing our total to 76:

- Kenneth B. and Marguerite B. Coulter Libraries Endowed Fund for Baltic Studies
- Joshua Whatmough Libraries Endowed Fund (preservation of endangered Native American languages)
- Senior Class of 2009 Endowment for Odegaard
- Department of Scandinavian Studies Libraries Endowed Fund for Baltic Studies
- Jane E. Decker Endowed Libraries Student Support Fund for UW Bothell Library
- David R. Davis Music Library Endowed Fund

Two were established by bequests to the Libraries:

- Garrol Floe Endowed Fund UWT Library Endowment
- Jack McLean Snyder HSL Endowed Fund

I would be remiss if I did not note all we were able to do because of the Allen Endowment and 75 other endowments. All of us benefit every year from the Allen Endowment. This fund made possible professional training, international travel, improved work spaces, and career enhancements that would simply not otherwise be available.

We will be challenged with lower payouts on our endowments due to market conditions, but our endowments will continue to provide that margin of excellence that has turned what has always been a good library into an excellent one.

Grants

We worked hard to attract investment from foundations and organizations. The range of support grew and deepened this year. We received funds from the following groups:

- Tateuchi Foundation
- Jacobs Foundation
- Amgen Corporation
- RealNetworks
- Korean Collections Consortium of North America
- Academy of Korean Studies
- Miller Foundation
- Washington State Baltic Community
- National Film Preservation Foundation
- Henry Luce Foundation
- Puget Sound Section of the American Chemical Society

We benefited from federal and state grants from a variety of funding agencies:

- Department of Education, Title VI for International Programs
- Department of Education, Technological Innovation and Cooperation in Foreign Information Access (TICFIA)
- National Endowment for the Humanities
- National Institutes of Health
- National Library of Medicine
- Washington State Library Women's Consortium

We are in the finals of round two for the National Science Foundation for DataNet. I hope that this time next year, I will be able to add that to our growing list.

Yes, I would say that we made progress in creating a workplace of choice that provides competitive compensation, fosters diversity, operates transparently, provides resources and infrastructure to allow us to do our best, and inspires and rewards. But there is much more work to be done.

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 strive to be an "Anytime, Anyplace" library. We aim to enable users to function self-sufficiently on their own terms while also providing personalized expert guidance as needed. We are as nimble as possible in meeting new and emerging public service needs.

We said we would enhance user services as part of an anytime, anyplace library. How well did we do?

Web Services

In the summer of 2008, we completed a major redesign of the Libraries' Web site. The new site more prominently featured UW WorldCat search, included better visuals and new online tutorials, used the UW's new marketing/branding guidelines (even before they were officially unveiled to campus).

After launching the new site we conducted usability testing and additional improvements were made to the site in an attempt to address earlier deficiencies. On the website itself we have made a concerted effort to put the most used/useful resources up top, a move which should reduce the time spent on our site and increase the researcher's efficiency.

Health Sciences converted the PrimeAnswers website from Cold Fusion to the Plone content management system and integrated the site into the HealthLinks Care Provider Toolkit

We now have a stronger and better coordinated presence on social networking sites (e.g., Facebook, Twitter, and Flickr) that pushes content to our users through those platforms. Although it's difficult to determine direct impacts of this presence, our "follower" numbers on all platforms continues to increase.

ITS deployed a new ezproxy instance to handle Worldcat Navigator authentication, and also developed system for handing anonymous patron IDs to OCLC before data sharing agreement was in place.

Information Smart Global Citizens.

We helped our students get even smarter. Librarians and staff from our three campuses taught 858 instructional sessions to thousands of students. The Libraries Teaching and Learning Group under the leadership of Amanda Hornby and Deb Raftus was established with the goals of collaborating with instruction librarians across the UW campus to promote and develop the Libraries instruction and teaching and learning program and to develop instructional professional development opportunities for librarians and Libraries staff. Among the highlights this past year were the following activities:

- Putting Assessment Into Practice: A library instruction workshop
- Project Information Literacy
- Teaching Conversations on such topics as instruction in the chat reference environment
- Instruction and Assessment "Gap analysis"
- Website Revisions and LibGuides Advising
- Teaching & Learning Group Retreat
- Practical Pedagogy Workshop
- New Instruction Reporting Form

The Libraries is a partner in the new UW Center for Teaching and Learning. The Center will be directed jointly by Undergraduate Academic Affairs, the Graduate School, and University Libraries, and has been designed to provide the infrastructure needed to support and improve teaching for faculty, librarians, teaching assistants, and research assistants in all disciplines, at both undergraduate and graduate levels.

Transforming Library Spaces

Facilities staff kept our libraries in great working order despite heavy use. There were 4.7 million library visits last year – a figure that has remained stable for the last 5 years.

A long needed refurbishment of OUGL 220 was undertaken; improvements include carpeting, soundproofing, media systems, modular furniture, paint and new blinds.

We remodeled the Odegaard Instruction Lab (102) and the 101 computer classroom. 101 was converted into an open area for laptops with plenty of power and network outlets. This enhancement had been at the top of student requests over the past few years and the laptop alcove has become one of the most popular spaces in the library.

The Copy Center in Odegaard Library was closed at the end of summer interim, 2008. Plans to turn the space into a coffee shop are on hold pending decisions by Housing and Food Services. The space was turned into a quiet individual study area which has been very popular with our students.

Both the Tacoma and Bothell libraries continued to be very busy places with increases in gate count, initial circulation, electronic reserves, and reference. While the UW Tacoma Library Master Plan was completed last December, the budget situation precluded moving forward with the recommendations. But, I understand there now may be some movement, and there is a glimmer of funding hope!

Construction moved forward on the new Paccar Hall, and the Foster Business Library began to get ready to flip its entrance.

And the Architecture and Urban Planning Library was “transformed” into the Built Environments Library.

Service and Program Assessment

Results from the 2008 In-Library Use survey were shared with Libraries staff, posted on our public site, and covered in the Spring Assessment Forum. Results showed a continuing move

towards use of the physical library as a work (and community) place with undergraduate students accounting for 70% of our users.

The Library Assessment Group was renamed the Libraries Assessment and Metrics Team, given a new charge and two new co-chairs. The Team expects to play a major role in compiling and developing metrics that demonstrate the Libraries contributions to teaching, learning and research as well as conducting

UW was one of four libraries participating in the ARL "Library Scorecard Initiative," a one-year pilot. Using the Balanced Scorecard as an organizational performance model, the pilot provides hands-on experience in developing strategy maps, identifying key objectives, and constructing measures and targets to evaluate success. The Libraries Assessment and Metrics Team worked with appropriate Libraries staff to translate the Libraries priority initiatives into 13 key objectives and to develop relevant measures of success.

Library Research Awards

The Library Research Award for Undergraduates program is a unique collaboration among students, faculty and librarians. Nineteen students received awards or honorable mentions, including one group of nine from the Jackson School. Winning projects are deposited in ResearchWorks for perpetuity.

Yes, I would say that we enhanced user services in our anytime, anyplace library. But, there is more to be done.

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.

Finally, we said we would build, maintain and support diverse resources as we pursue our evolution into a digital library. How well did we do?

Manage Information Resources

The primary focus of activity within the last year was on management of the resources budget – especially in response to budget cuts during the year and a much larger one in 2009-10. Data and methods for assessing information resources continued to be a strong focus (and strength), and during the spring an extensive and comprehensive serial and electronic resources review project was undertaken and extensive data organized and provided for selector and fund manager use.

Sand Point Remote Shelving Facility

The Sand Point Book Move Project was completed in December with a total of 612,000 volumes and more than 20,000 archival boxes transferred. Another 58,000 depository theses were moved from Sand Point to Allen B-2. And, as the year ended, preparations were well underway for a complete shift, integration and reorganization of most of the open stack collections in Suzzallo-Allen. I hear that's about 38 miles of shelving.

Bothell Media Moves

The Bothell Library moved its 6500-item Media Collection from closed to open shelving. They are the first UW library to create an open, browsable Media Collection space and use of the Media Collection increased 33% following the move.

Preservation

And, in preservation, the NEH USAIN microfilming project and other internal preservation grant projects were completed. Active involvement in state and regional preservation initiatives included the Western States and Territories Preservation Service (WESTPAS) and the Connecting to Collections state preservation planning project. Of course, the best news was there were no disaster situations in the Libraries last year. A collective knock on wood!

OUGL Collection Enhancements

After many years of discussion, the Educational Media Collection (EMC) was transferred from Classroom Support Services to OUGL. The EMC is a diverse, historical collection of between 6,000 - 7,000 titles covering a wide range of educational topics in formats such as 16mm, VHS, laserdisc, DVD, and audio tape.

OUGL completed its 6-year Collection Assessment Project in May 2009. As a result, 36,989 books that were duplicates and had not circulated for more than 5 years were discarded, relocated or donated to other libraries.

Film Archives

Film Archives Specialist Hannah Palin enabled us to move forward on a number of activities including the preservation and description of campus related films including a collection of over 1,200 reels of 16mm film dating to the 1940s, documenting the life of the university through telecourses, commercial films, and original productions.

We've found some "lost films" over the summer—early footage of life at the UW. We're working with Intercollegiate Athletics to restore some rare footage unearthed in a storeroom at Husky Stadium. The earliest film is of crew teams from the late 1920's. The earliest football film chronicles the third quarter of the 1936 game with the Minnesota Golden Gophers (which the Huskies unfortunately lost 14-7). I'd say that it's time for a rematch!

Hyperactive Access Services

This was a hyperactive year for Access Services staff. If you think "print is dead", consider this: In the latest ARL stats (latest), out of 113 academic libraries UW ranked 5th in initial circulation (Steve assures me that 2 of those libraries are reporting their data incorrectly so we should be 3rd), 5th in loans to other libraries, and 2nd in items borrowed from other libraries. In fact, we became a net borrower for the first time that year.

While ILL borrowing and lending activity continues to increase this past year in the WorldCat Local world up 30% (but at a slower pace than the previous years), Summit borrowing fell sharply after a change in software last December. In 2008-09 we are back to a net lender.

On March 1st we began a pilot Pull and Scan pilot to provide desktop delivery of journal articles from our print collections. This was the top priority of faculty and graduate students on the 2007 triennial survey. The goal is to develop an infrastructure and workflow for a scanning service, assess user satisfaction, develop baseline data on the number of requests, and to determine the cost of the service.

During March and April, 5665 journal articles were provided to users from our print collections or from our online resources. Average turnaround time from request to availability of the document on the web was one day. The user response to the service was overwhelmingly positive. The pilot continues in 2009-2010 with the intention of integrating the service into the Libraries workflow.

ILL Harmonization

Based on the recommendations of the Interlibrary Loan (ILL) Harmonization Committee, upper campus ILL operations merged with Health Sciences ILL. This merger will provide equitable

access for all UW faculty, staff and students and will remove many institutional barriers while increasing overall efficiency. Harmony led to a marriage, so to speak.

Digital Collections

We launched several new digital collections:

- Jewish Archives Collection
- Early Advertising of the West
- NW Historical Annual Reports
- Moving Image Collection
- Historical Book Arts
- School of Aquatic and Fishery Sciences technical report series

Work was completed, nearly complete or continued on digitizing

- Tyee collection (UW yearbooks)
- J.F. Rock Chinese Rubbings
- Keyes collection (Thailand)
- Landreau Turkish rug and ethnology slide collection

Book Donations

Our collections also grew through the kindness of strangers, friends, and 29 current and former Libraries staff. The Gifts Program managed 1,180 gift transactions including 48,870 books, serials, video and sound recordings, graphics, photographs, electronic files, and other items.

Gifts-in-kind as varied as they are important. For example:

- The People's Republic of China Consulate General in San Francisco gave a gift of 400 titles of Chinese books and DVDs to the East Asia Library.
- A collection of unique Khmer materials from the 1975-1979 period was received from former New York Times journalist Elizabeth Becker
- The archive of the Association for the Advancement of Baltic Studies (AABS)
- Burmese sound recordings from the 1940s

Cataloging and Access

Our technical services units worked hard to describe and provide bibliographic access to our many different collections. Highlights included:

- Cataloged a significant portion of the Southeast Asian and Slavic backlogs
- Limited use of National Library of Medicine call numbers just to the Health Sciences Library
- Completed Dewey to LC reclassification in Suzzallo, Social Work Library, and began in Engineering
- Loaded 85,334 third-party bibliographic records for titles in sets and packages into Innovative
- Began contributing non-Latin script references to national authority records.
- Provided support for the Summit transition by creating item records in Innovative for loans on behalf of ILL for over two months
- Provided metadata for digitized materials in Special Collections and other areas
- 17,000 titles were cataloged in the East Asia Library, including the pre-cat project and a large number of titles from the Palais Korean collection

WorldCat Local and Navigator

WorldCat Local consumed less time this year as it settled into full production, but work on WorldCat Navigator more than compensated for any savings. Mark Kibbey devoted much of his time to the Navigator project this year, forcing other staff in ITS and Serials to assume more of the ILL work – a preview of what we will need to do after Mark retires.

Financial Services

Our Financial Services provided innovative and responsive service for all of us:

- Budget number and signature approval lists created for all budgets.
- Reduced paper/printer/copy use by 50-75% by printing on both sides of the page, using recycled paper, increasing the number of scanned documents vs. printed ones.
- CTI/ISD procedures streamlined for posting revenue to Libraries budgets
- FY2009 budget cuts processed totaling \$458,361.
- Foreign drafts discontinued and encouraged use of wire transfers when payment not transferred using U.S. dollars.
- Grant support to Library Principal Investigators related to budget information that includes cost share and expense reports.
- Journal Vouchers are now processed online whenever possible by using the new "Expense Transfer" action available in MyFD, posting the following day.

And we can all say ARIBA! for the fast processing of travel reimbursement requests.

BUILDING THE FUTURE

Our collective accomplishments over what could have been a (in the words of my husband) "very bad year" is amazing. We are well on our way to realizing Vision 2010, which we will conclude and celebrate over this coming year.

But, we aren't done yet.

Research libraries across the country are going through enormous change with equally enormous opportunities and challenges. The Association of Research Libraries in its recent environmental scan entitled *Transformational Times* calls our collective attention to the work ahead. Let me share a few highlights:

- "Libraries need to change their practices for managing traditional content and develop new capabilities for dealing with digital materials of all types, but especially new forms of scholarship, teaching and learning resources, special collections (particularly hidden collections), and research data.
- Content industries inevitably seek to extend control over the copyright regime and over content, in general, while libraries, authors, and research institutions endeavor to provide more access to and active management of the intellectual assets produced by the academy.
- Accountability and assessment are essential for data-driven decision making within libraries, on campus, and with funders and policy makers.
- Collaborative approaches are being applied to new activities both with regard to traditional operations as well as emerging functions.
- Radical reconfiguration of research library organizations and services is needed coupled with an increasingly diverse and talented staff to provide needed leadership and technical skills to respond to the rapidly changing environment.
- New relationships must be formed with library users to support rapid shifts in research and teaching practices."

We are already leading in many of these arenas nationally and internationally. I have great confidence that we will embrace these opportunities and more.

At the same time, the UW is on a new economic stage. As Provost Phyllis Wise shared at the special Libraries Council meeting, the University will be working hard to create a "sustainable academic business plan." The University will be moving to an activity based budgeting model over the next year as part of this recalibration. We also need to determine what we need to do in the next two years to position us for the next two decades (you'll hear this referred to as 2Y2D—

although I prefer Y2D2). All of us will be working hard to convey the value the UW brings to our state and what a great return on investment we provide.

PRIORITIES FOR 2009-2010

In these transformational times, we will complete priority initiatives already underway and launch a handful of new ones in the coming year. In the coming year, we will focus on:

- Building strategic capacity and a new Strategic Plan
- Transforming library spaces
- Engagement and support of research and scholarship
- Collaboration in teaching and learning
- Integrating our resources and services into the users environment
- Communication and interaction with the community

We will need to be even more strategic than ever.

MOVING FORWARD STRATEGICALLY

I am pleased to announce that we are launching “Moving Forward Strategically,” our next three-year plan. This will follow on the heels of Vision 2010. We must better integrate planning with ongoing operations and our assessment efforts.

This time around, strategic planning will be less of a roadmap and more of a compass that can guide decisions as we are faced with multiple opportunities and the need to make strategic choices in rapidly shifting environments.

Let me outline the roles, steps, and timeframe for “Moving Forward Strategically.” The Strategic Plan will run for three years (September 2010 to September 2013).

- The Office of Assessment and Planning will coordinate and manage the Strategic Plan process. Steve Hiller, Director, Assessment and Planning, will coordinate and support the development of new strategic plan. An initial steering group will be appointed that will be led by the Steve and includes the past chairs of the Strategic Planning Team (Gordon Aamot Judy Tsou and Maureen Nolan), the Cabinet liaison to the Strategic Planning Team (Cynthia Fugate), the Grants and Institutional Research Librarian (Louise Richards), and the Director, Organizational Development and Training (Elaine Jennerich). A stellar group indeed! Additional members may be added to this overall steering group and other groups may be formed as needed.
- The 2010-2013 Strategic Plan will incorporate an organizational performance component that will identify key objectives and measure progress in achieving them.
- The Libraries Cabinet will play an active role in the development of the Strategic Plan, including mission, vision, priorities, and resource allocation. The Libraries Council and Libraries staff will have significant involvement in Strategic Plan development through a series of strategic conversations, virtual communication methods, (blogs, wikis), and targeted sessions dealing with Mission, Vision and Values and other areas of the Plan as they are developed.

This time next year, we will celebrate completion of *Vision 2010* and set our compass for 2010-2013. But enough about the future, let’s reflect one last time on the year that was.

Lights, camera, action. It’s on with the show.

<CLOSING VIDEO>

Join me in thanking Amy Halligan, producer and director extraordinaire.

Thanks and Appreciation

Let me conclude the 2009 All Staff meeting by thanking you for all you have done and continue to do! This has been a demanding year, and you have risen to the challenge with a strong set of values, care for each other and those we serve, and with a pragmatic eye on the future. I thank you for the privilege of serving as your dean.

Congratulations on a great year. Now it is time to **move forward** to 2009-2010.