

BUILDING SUSTAINABLE FUTURES

University of Washington Libraries
All Staff Annual Meeting
September 16, 2010

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Good Morning! Welcome to the Libraries 2010 All Staff Meeting. I'm so glad you are all here—whether in person or through the wonders of the Web.

This is my favorite time of year. The tourists are gone from the Market. We've put away our sunglasses (never to be found again). Hope blooms anew for the Husky football team. Enthusiastic freshmen begin wandering around our three campuses, and graduate students from across the land arrive with serious intentions. New faculty begin settling into their offices. I use to say that the freshmen looked younger every year. Now, I say the same thing about the new faculty. Must be that aging thing.

The Libraries shone gloriously last Friday evening at the University Gala and we instituted a new tradition of Libraries staff and student assistants being the official greeters to the nearly 500 guests, including Governor Gregoire. Our student assistants did us all proud. It takes scores of people to put on the Gala to thank the University's most generous friends, but none are more critical than our Facilities Staff. Without Gala czarina Betty Jo Kane, the magic would not happen.

Most importantly, it is my favorite time of year because we come together to celebrate our past accomplishments and look to a new year. I'd like to recognize those individuals who helped put together this All Staff meeting. You'll see their names on the screen:

- Linda Ambre
- Amy Halligan
- Steve Hiller
- Michael Milligan
- John Vallier
- Melissa Ibarra
- AC Petersen
- Betty Jo Kane
- Mike Frushour
- Marty Nolan
- And You!

Moving Forward

Last year, we gathered together with the theme "Moving Forward" and took stock of our progress in realizing *Vision 2010*. I detailed a number of priorities for 2009-2010, and they are listed on the screen:

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

I am happy to report that we made significant progress in all areas (with the impressive details a bit later). You rolled up your sleeves, took a broad view, and moved ahead. No one stood

looking at their shoes. It was not business as usual. Many of our past practices were challenged and tested. Few of us were untouched personally by the second year of the “Great Recession.” You should take great satisfaction from the role you played in moving the Libraries forward.

Building Sustainable Futures

Today, the theme is “Building Sustainable Futures.” Why sustainability? According to *Wikipedia* (that source of all knowledge and wisdom):

Sustainability is the capacity to endure. In ecology the word describes how biological systems remain diverse and productive over time. For humans it is the potential for long-term maintenance of well being.¹

“Building Sustainable Futures” is what we need to be about.

A Sustainable Community

Before I begin recounting the work of the past year, it is time for that sustainable tradition started by director emeritus Betty Bengtson. As a side note, Betty will be visiting the library on Tuesday, November 16. Look for her as she tours around to see what’s new.

Ours is a community is sustained by work worth doing. 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 rise in 2049 with those with over 40 years of service. Join me in welcoming our newest colleagues.

We have two special guests with us today.

Mike Repass is past president of the Friends of the Libraries and last Saturday was elected to the UW Foundation Board as the Libraries Representative. He’s like all of us—passionate about libraries.

Charles Wilkinson is Research Associate Professor, Psychiatry and Behavioral Sciences and past chair of the Faculty Council on University Libraries. He is an eloquent advocate for open access and the Libraries.

Welcome Mike and Charles!

Dedicated to Our Mission and Vision

As I prepared for this morning, I was inspired once again by your focus on the Libraries’ mission and vision as you went about your work. Mission and vision—always a good place to start.

¹ “Sustainability.” *Wikipedia*. <http://en.wikipedia.org/wiki/Sustainability>. (Accessed September 8, 2010.)

The Libraries mission is clear and unambiguous:

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

We have a compelling vision, and:

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.

The Year in Review

Do you remember the TV show *That Was the Week that Was* (TW3) on the BBC? Those of you too young to know what I am talking about, bear with me. TW3 chronicled the news and follies of the preceding week, and no one was spared. A little jingle opened the show which I paraphrase for our purposes here:

*That was the year that was,
It's over let it go
Oh what a year that was
That was the year that was!*

We made it through the second year of the new economic reality. *Oh, what a year it was!* They say that the best way to survive a recession is to focus on building the future. This is clearly seen in our new models of service.

Social Work Library

After a year of intense planning with the School of Social Work, we closed the Social Work Library as we knew it. The School will use the space for a “commons” that will include the participation of Angela Lee, Social Work Librarian. The collection has been incorporated into the Suzzallo and Allen Libraries.

Since its beginning, the Social Work Library has been led by three librarians. Each has left her own mark in her own unique way.

The first was Guela Gayton Johnson. Guela started her career in the UW Libraries as a student assistant in 1945. In 1956 she became head of the Social Work Library as her first professional job. Thirty-six years later, Guela retired, but she remains committed to the work of the Libraries.

Ellie Marsh led the library from 1993-1995. I remember Ellie as a vibrant and enthusiastic librarian who brought new technology into the Social Work Library.

Since 1995, Angela Lee has integrated library services into the School, and has embedded her expertise into research and learning. In the early days of distance learning, Angela was a trail blazer in providing library services on the Olympic Peninsula. Angela will once again have an opportunity to blaze the trail for new models of service.

The library has been exceptionally well-served by its library technician staff. Grace Block expertly juggled myriad responsibilities and welcomed everyone who came through the door. Grace is continuing that fine tradition at the Bothell Library.

Thank you--Angela, Grace, and all who have come before.

Strategic Directions

We made significant progress in our four strategic directions as we near the completion of *Vision 2010*. We worked to:

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

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?

Communication, Communicate and Communicate

It all starts with communication. Communicate, and then communicate again. From press releases to web banners, From FaceBook to Twitter. From mobile apps to You Tube. Our story reached more people than ever before. In fact, our very own Lady Gaga Emily Keller went viral on You Tube. Let's hear that crystalline voice once more.

<VIDEO CLIP>

Sustainable and high impact publications were the name of the game.

- A.C. Peterson brought a crisp, professional and consistent look to our communications.
- The Print NewsCard and the Libraries E-News highlighted our collections, events, and people while driving users to the Web for more information.
- The *Report to Contributors* took on a leaner format, resulting in a 50% reduction in the use of paper and a 40% cost savings.
- We reduced paper and costs by moving to postcard event invitations.
- An inventory system for print publications allowed for "just in time" ordering, realizing cost and paper savings.
- "Print on demand" for citation style guides ensured up-to-date guides and saved the Libraries \$1,000 annually.

My personal favorite was the ingenious door hanger for freshmen. I hear tell that "Do Not Disturb. I'm Online with the Library" took on its own meaning in the residence halls.

The Impact of the Husky Union Building Renovation

Talk about crossroads. With the Husky Union Building (HUB) renovation, we began weighing the impact of the twenty-seven month closure. We know that students use the HUB for studying and

access to technology. We began to look for ways to expand study space and to accommodate continued access to computers. Adopting some of the services provided in the HUB would also allow us to offer more services and, not inconsequential during this current fiscal climate, to create a source of revenue. To this end:

- We are hosting a branch of the University Bookstore in the Odegaard Undergraduate Library (OUGL)
- We worked with Housing and Food Services (HFS) to expand Suzzallo Espresso and Market
- Two ATMs were relocated to the Suzzallo Espresso and Market.
- The Campus Commuter Services bus/ferry schedules kiosks were relocated to the south lobby of the Allen Library.
- Student access to technology has been expanded through the expanded networking/Wi-Fi access, power outlets, and furniture to support the growth of laptop use among students.

Our collaboration with the University Bookstore, Housing and Food Services, the Real Estate Office, and Capital Resource Planning has been productive indeed.

We were also smack dab in the crossroads of teaching and learning.

Center for Teaching and Learning (CALT)

The Libraries became a founding partner in the new Center for the Advancement of Teaching and Learning (CALT). Championed by the deans of Undergraduate Academic Affairs, the Graduate School, and the Libraries, CALT provides the infrastructure needed to improve teaching in all disciplines, at all levels.

UWT Professor Beth Kalikoff was recruited to lead the Center. You will find her settling into her office in Gerberding Hall when she is not partnering with our Teaching and Learning Group and others on campus-wide teaching and learning initiatives.

Honorable Librarians

Amanda Hornby and Jill McKinstry collaborated with the Honors Program Director Jim Clauss to develop a new core curriculum, including an Honors Librarian Mentor program. The new curriculum emphasizes interdisciplinary and experiential learning and requires students to create electronic learning portfolios. Sixteen librarians will serve as Honors Librarians. Or is that Honorable Librarians?

Common Book

Lisa Oberg and Professor Gene Edgar co-chaired this year's Common Book selection committee. The Common Book--that is, a single book that will be read by all incoming freshmen--is made up of 15 poems, each individually chosen by the committee. *You Are Never Where You Are* is a book for all time, not just this year.

Undergraduate Research Awards

The Library Research Award for Undergraduates program continued the unique collaboration among students, faculty, and librarians. Ten students received \$1000 grand prize awards and four received honorable mention. The winning submissions were deposited in ResearchWorks in perpetuity. We are grateful to the Friends of the Libraries and to the Allen Endowment for funding the awards.

Open Access Week

Our efforts to promote affordable options for scholarly publishing continued put us squarely in the cross roads (or cross hairs?) of research. With invaluable assistance from Professor Charles Wilkinson and PhD student Katherine Thornton, the Scholarly Communication Steering Committee offered four provocative programs in association with Open Access Week in October. Those four programs were:

- Journal Publishing: Economics and Access
- Access to Research and Your Rights as an Author
- Publishing Prognosis: The Future of the Monograph
- The Future of Access to Scholarly Publications

ResearchWorks

Seven years of work and planning culminated in a set of tools to help faculty and students publish their research and scholarship. The ResearchWorks Service is an umbrella over three digital “publishing” tools: CONTENTdm, DSpace, and Open Journal Systems.

Student Open Access Journal

Students in the Jackson School got bit with the open access bug. We worked with the students to create the *Jackson School Journal*, a new online journal using Open Journal Systems software. Check out its inaugural issue, and you’ll be impressed.

Ethnomed Rides Again

We stood in the crossroads of clinical care. The EthnoMed team of Harborview-based clinicians, interpreters, Amy Harbor, and Health Sciences Library systems staff completed a fundamental redesign of the site to international acclaim.

HEAL-WA

HEAL-WA provided evidence-based information to health professionals across Washington State and found more ways to improve service to users. In July we implemented a newly-designed web site, including a federated search feature. We continue to promote HEAL-WA. Over 8,300 health care providers are registered users with over 500 page views a day. I’m trying to do my part. I take the HEAL-WA brochure whenever I go to a new health care provider and encourage them to sign up.

Regional Medical Library

The Regional Medical Library staff and network members conducted over 70 sessions to more than 1,000 people across five states in the Pacific Northwest. We reached a diverse array of libraries, community groups, and health professionals. More than one-third of the classes were conducted remotely via web conference or distance learning software.

The RML collaborated with area leaders to launch an education series on continuity services planning, to help libraries maintain their information services in the event of a disaster.

Open Doors and Open Minds

We also reached out and enticed thousands from our community to join us for special events:

- The Artist Images lecture and bookmark was delivered by Mary Lee Hu, metal artist

- Jim Lynch, author of *The Highest Tide*, delivered the Blom Lecture at the Friends annual program
- Tim Egan was the keynote author at the Literary Voices library fund raiser
- The annual community reading of the US Constitution was a moving experience whether you read, listened, or little of both.

Interestingly, Lynch and Egan just won the Washington State Book Awards. I guess we know how to pick them!

Art in the Libraries

As the number of art pieces in our libraries has grown, we needed a “catalog.” The Libraries Art Advisory Committee, under the direction of Adam Hall and Paula Walker, launched the initiative. With funds from the Nieder Endowment, graduate student, Lauren Summers was hired to inventory and photograph art on display in public spaces of the Suzzallo and Allen Libraries, the Odegaard Library, the East Asia Library, and several other locations. Anne Graham and Angela Rosette-Tavares turned the database into a CONTENTdm collection, and the web page went live in March.

We made significant contributions to expanding knowledge about West crossroads.

Labor Lives in the Libraries

The Libraries and the Harry Bridges Center for Labor Studies signed an agreement through which the Bridges Center will fund a Labor Archivist in Special Collections for three years. Bridges Chair and Professor Jim Gregory led the fund-raising campaign and the labor community responded with significant funding for a position which will preserve and make accessible local labor history and heritage. The national search attracted an outstanding pool. I am pleased to announce that archivist Conor Casey will be joining us in October.

Pacific Coast Architecture

Alan Michelson continued expanding his *Pacific Coast Architecture Database*. The database now provides information and images for over 10,000 west coast buildings and 5,000 west coast architects, including one of my favorites—the Arctic Building with its walrus “gargoyles.”

Distributed Print Repositories

Once a pipe dream, collaborative approaches to managing print collections on a regional basis is becoming a reality. The Western Regional Storage Trust (WEST) initiative will build a distributed system of print archives among academic libraries in the western U.S. The Orbis Cascade Distributed Print Repository proposes to expand to include microfilm. The UW is likely to host one or more collections of record in these initiatives.

We enjoyed a leadership place in the global crossroads of information exchange.

South and South East Asia

Our South Asian Oral History Project interviews were selected to be part of an exhibit at the Ellis Island National Immigration History Museum. The exhibit will open in 2011 and be available for 10 years. This is a much deserved recognition of a phenomenal project. Irene Joshi must be smiling!

The UW Alumni Association of Thailand, in collaboration with the World Dharma Society, presented us with a major edition of the Buddhist Tipitaka. The *Tipitaka* contains Buddhist writings and doctrine. Initially transmitted orally, the *Tipitaka* was written down in the Pali

language during the first century in Sri Lanka. In the late 19th century, the King of Siam ordered that the *Tipitaka* be produced in Thai script. The *World Tipitaka* Edition in the Roman script version given to us, is based on the work of a council of monks in 1954-56. Who can ever forget the elegant procession up the grand staircase and through the Suzzallo Library?

Slide: East Asia

The East Asia Library hosted an Open House in conjunction with the Lunar New Year and to show off its new carpet (new carpet doesn't happen very often). Keiko Yokota Carter coordinated this colorful event during which staff had fun dressed in ethnic costumes.

The East Asia Library collaborated with Seattle Public Library, the China Studies Program, and Seattle Wenxin Literary Salon to co-sponsor the Symposium, "A Generation of Flying Swans: Symposium on Chinese Immigrant Literature" featuring Chinese writers from the U.S., Canada, and China.

In collaboration with China Studies Program and Consulate General of China in San Francisco, the East Asia Library organized a series of highly successful events commemorating the 30th anniversary of normalization of U.S. - China relations.

Yes, I would say we made good progress in positioning the Libraries at the crossroads of the community. But what do our users think? Here's what a graduate student in Communications had to say:

The Libraries are absolutely integral; they shape who I can be as a scholar, which in turn shapes how I teach undergraduates, what research I do, and how I can contribute to the community, both here in Washington and more broadly as an academic. Libraries are the heart that keeps the information pumping; we need you strong, healthy and happy. Glad to support you however we can.

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.

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

Task Force on Processing Efficiencies

They say that James Brown was the hardest working man in show business. I would say that the Task Force on Processing Efficiencies led by Joe Kiegel is the Libraries' James Brown. Many throughout the Libraries participated with Monographic Services doing the heavy lifting.

The Task Force undertook three major activities. First, it conducted twenty site visits in branches and processing units across three campuses, in order to gather detailed information on handling of new books and serials. Second, it convened four working groups to investigate and make recommendations on specific issues: video cataloging, music sound recordings, children's literature, and withdrawals of videos. And third, the Task Force made several proposals on smaller topics that were reviewed throughout the Libraries without convening a working group.

As a result of these efforts which were data-driven, we found efficiencies in a range of areas:

- Unit Processing Best Practices
- Unit Processing Portal
- Music Sound Recordings
- Video Cataloging
- Children's Literature
- Approval Books
- Government Publications
- Superseded Editions
- Marking Practice

No Disasters, for Once

The good--no make that great--news is that there were no floods, fires, or earthquakes this year. But, we're prepared if there are any in the future.

Endangered Recordings, Endangered Languages

What began as a survey of our linguistic field recordings of Pacific Northwest Languages morphed into a sophisticated multi-year preservation project involving members of the Jacobs Research Fund, linguistics faculty, a graduate student, John Gibbs, John Vallier, Bill Jordan, Ann Lally, Anjanette Young, and the Metadata Implementation Group with special kudos to Theo Gerontakos.

Our recordings of indigenous languages made during the 1950's and later are rapidly deteriorating. These languages are at the risk of being permanently lost. With support of the Jacobs Research Fund and the Salish Research Foundation, we embarked on a preservation plan which includes the digitization and creation of new associated metadata. Nearly 100 high-priority tracks have been digitized. The digitized recordings are being stored in ResearchWorks. The recordings (and languages) are no longer endangered.

Marking and Binding

Stephanie Lamson assumed leadership of the Marking and Binding and led staff through a year of constant change. Among their more notable accomplishments:

- Eliminated the Marking backlog (and they said it couldn't be done)
- Updated and documented internal procedures and streamlined where possible
- Began to cross-train staff

Building on Strength

Our collections grew and changed in all their diversity. We received major donations in Special Collections, most notably the National Mountain Rescue Association papers and the papers of Dee Molenaar, a major figure in mountaineering world. These collections complement the Don Estabrook Collection of glacial photographs, making Special Collections a growing resource for environmental research and teaching.

The Korean Film Council selected the UW as a hub library for Korean film studies. As a result, we will receive significant collections of Korean films and related print materials. Hyokyung Yi was instrumental in procuring this special status.

New Digital Collections

As we added to print and film collections, we also built the electronic. Digital Initiatives, Special Collections, the Tacoma Library, and others gave life to many collections you see on the screen:

- UW Student Newspapers Archive
- Historical Children's Literature Collection
- World and Regional Maps, 16th to 19th Centuries
- South Asian Oral History Project
- Tacoma Then and Again
- King County collects
- Libraries Art
- H. Ambrose Kiehl Photograph Collection
- Flickr Commons

The Southeast Asia Section won a 4-year \$528,000 grant from the Department of Education to develop a Digital Archive of Research on Thailand (DART).

Reliance Iron Handpress

Even as our collections are increasingly digital, we are reminded of the beauty and elegance of the hand press. We now have a Reliance Iron Handpress. The press was lovingly restored by Sandra Kroupa and Carl Monford, the donor. It will be invaluable as a teaching device in our Instruction Program.

Information Technology Services: The Great Enabler

I call Information Technology Services (ITS) the great enabler. And this year, they enabled innovation throughout the Libraries. Major accomplishments in the web publishing area included:

- Beginning the migration of other www.lib content into Plone
- Improvements to Plone-based staffweb
- Support of ResearchWorks
- Building a prototype interface for GWLA's TRAIL technical report archive project
- Initial work on enterprise-class GIS server technology as a part of the Libraries' Data Services initiative.

ITS merged metadata from theses and dissertations scanned by ProQuest with existing catalog data for the print versions of these documents, and ingested the data into ResearchWorks. ITS changed Plone authentication to use NetIDs. They also instituted server virtualization. While it does mean fewer physical boxes, it also increases the complexity of our server environment.

Serials RFP

Under Bill Jordan's leadership, and working with UW Purchasing, an RFP for the bulk of the Libraries' subscriptions was sent out for bid, and won by Swets, effective with 2011 renewals. Estimated savings on service charges is \$66,000. We also expect to save significant amounts of staff time by relying more on vendor tools/services that we couldn't use in the past when orders were split among vendors. A major activity for the coming year will be the transfer of orders to SWETS.

Cut to the Bone

The resources budget sustained a 13% permanent cut to its base, requiring the largest and most complicated review ever done. In some cases we had to sacrifice more highly ranked non-package serials because we were prevented from cancelling less core titles in a package.

Negotiations with some package vendors dragged on well into the fall, delaying the setting up of new serial budgets and allocations.

The Libraries participated with Orbis Cascade Alliance libraries in renegotiating the shared Springer "full package" agreement to a much more limited "cross access" plan, but as of June 30 Springer had not yet cut off access to about 1200 unsubscribed titles.

Binding and preservation budgets were cut 10-40%, and a further cut to the book budget of 24% was imposed, with some mitigation for fund groups with significant approval receipts.

Gifts Program

We reshaped our Gifts Program through a more rigorous gift acceptance practices. We realized a 25% decrease in the number of gift items received. We eliminated the Books for Libraries Program for financial reasons and discontinued Facilities pickups for gifts due to reductions in staffing. Procedures for disposition of gift and weeded materials encouraged unit-based recycling of items not in serviceable condition, reducing the impact on the Gifts Program and our Mail Operations. Gifts processed nearly every item received and significantly reduced older inventory. In the end, 18,139 items were added to our collections.

Harmonized ILL

The Health Sciences Library and the Suzzallo interlibrary loan units began the year as a single, merged unit managed by Access Services. The new unit maintains a base at HSL to handle the lending function. The single unit provides users with a single set of policies and no cost service on a continuing pilot basis. ILL Lending and some scanning now operate out of ILL South while Borrowing, Summit, and some satellite scanning now operate out of ILL North. I have never seen so many laudatory comments on the triennial survey for a unit as I did for the harmonized ILL.

Financial Fitness

Our Financial Services provided innovative and responsive service:

- They managed financial assets to over 330 budgets with \$28,324,230 in state funding.
- House Bill 2287 required the purchase of 100% recycled content copier and printer paper and reduced use by at least 30% of current use; beginning no later than July 1st 2010.
- We met the December 31 deadline in purchasing recycled paper but we have some work to do to meet the 30% reduction goal in usage. We saw a 10% reduction in usage and 15% reduction in expenditure for departmental copy paper (that's approximately \$2,000).
- Financial Services staff continued to save paper use by scanning and storing files on-line. Electronic approvals are the way of the future and documents are maintained according to appropriate record retention schedules.
- Financial Services increased staff consulting and training on reconciliation and records retention procedures and created a resource list for retrieving source documents for staff to download or request themselves for reconciliation and retention purposes.

Yes, I would say we made good progress in building, maintaining and supporting diverse resources as we pursued our evolution into a digital library. But what do our users think? Here's what a mathematics grad student had to say:

Overall I'm really happy with library resources at UW. If the material I'm looking for is not at UW (or is not available because you guys only have 1 copy and there's high demand (frequently happens)) I'm usually able to obtain it via Summit or electronic PDF from another library. These two services are invaluable and are what make UW Libraries a resource I can count on.

But there is concern in the land, as this faculty member in public health writes:

I can no longer access a number of journals for my research and think it is critical for the library to maintain its current subscriptions to electronic journals. The libraries cutting still more subscriptions would seriously hamper research activities at the UW and a significant portion of the UW's current dollars come from research grants.

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?

New Models of Service

The Libraries' long-term plan for fewer more consolidated service points was accelerated as a result of the 12% budget reduction experienced by the Libraries.

The Chemistry, Fisheries-Oceanography, and Natural Sciences libraries were consolidated into the Suzzallo and Allen Libraries and the remaining branch libraries were reorganized into a single combined division under the steady hand of Gordon Aamot. As mentioned earlier, the Social Work Library was closed under the new service model.

Suzzallo Reference and Research Services Division expanded by six librarians, all from former science libraries. In addition, the Maps and Cartographic Services Library became a part of RRS.

The Suzzallo Ground Floor Services Task Force recommended that Government Publications, Maps, and Microform-Newspapers service desks be combined. The Allen Endowment provided funding to create a single service point and to consolidate lesser used collections in the former Maps and Cartographic Services Library while moving high use maps materials up to the Ground Floor for easier access. It took a team to make this all happen, but a special shout out goes to Jessica Albano and Tawney Christiansen for their project talents.

Research and Information Services @ Harborview Medical Center.

The new designation of library service at Harborview is called Research and Information Services @ Harborview Medical Center. The K.K. Sherwood Medical Library in Harborview Hall has been closed and Amy Harper moved to new office space in the Ninth & Jefferson Building, amidst clinical education offices and staff. The library is now virtual but the service – in the form of Amy – is on site and embedded in the medical center workflow.

Several facilities were renovated and reshaped to respond to user needs and to upgrade infrastructure.

Foster Business Library

Renovation work began last summer for the planned connection project between the Foster Business Library and PACCAR Hall. The goal is to create a new entrance on the mezzanine level that opens in to the new building.

Phase One library renovation work has included:

- New entrance into PACCAR Hall on mezzanine level
- A new consolidated Information Desk
- Closing off of current entrance, creation of a new emergency exit next to it
- 3 new group study rooms
- Expansion of staff lounge on mezzanine level
- New wall to wall carpeting throughout library
- Building a construction wall necessary for Phase Two

The Research Commons

Provost Wise provided over \$300,000 to create the Research Commons. A small task force (Lauren Ray, Paula Walker, Nancy Huling and Cynthia Fugate) used the recommendations of the Research Commons Committee to begin planning for the renovation of Allen South Ground Floor working with Capital Resources Planning, Capital Projects and DLR architectural design firm. The Research Commons also received significant in-kind contributions from UWIT Planning and Facilities for telecommunications infrastructure improvements. The new color scheme—Paradise Green, Goldenrod and (my personal favorite) Feverish Pink.—signifies that it's not your mother's library (or father's library) anymore.

Laptop Enhancement Project

The Provost also provided \$70,000 for the Laptop Enhancement Project in Suzzallo/Allen. Four areas have been or will be enhanced with additional electrical outlets and upgraded WiFi capacity. Paula Walker closely coordinated with Capital Resource Planning, Facilities Services Electrical Shop, and UW IT to ensure project completion planned in time for Fall Quarter 2010.

OUGL Visioning

Jill McKinstry co-chaired a provostial committee charged with creating a comprehensive and integrated vision for the OUGL building. The Provost and the Regents were so pleased with the work that the University has made the renewal of OUGL a major capital request for the coming biennium. Next year could be very exciting if the first of two \$19.5 million appropriations come through.

HSL Refurbishment

With \$500,000 in Minor Repairs funding from the Provost, we have begun refurbishment of the Health Sciences Library. We'll be able to create better space for collaborative study as well as individual work, as well as replace some of the weary and frayed carpet. Nanette Welton tells me you had better hurry if you want a chance to see duct-tape repaired carpet before it is a thing of the past.

Expansion in the City Of Destiny

UWT Library staff are anticipating construction of the Jefferson Ave Building to begin in December with the demolition of the building adjacent to the Tioga Building (located on the corner). Plans call for the Library to occupy the first two floors providing much needed space for collections and staff. A bridge connecting the Jefferson Ave Building will break into the current Library in June 2011. The new building should be completed in early summer 2012.

Virtual Services

Access to the Libraries' suite of virtual information and reference services was expanded through the addition of the QuestionPoint Qwidget to UW WorldCat (realizing an immediate spike in questions) and through the establishment of a text messaging service. We were the first library in the country to sign up for the Text a Librarian (TAL) product in conjunction with QuestionPoint.

The Media Center streaming reserves doubled from 30,000 hits last year to over 63,000 hits. The 09-10 streaming reserves accounted for 1.7 terabytes worth of streamed video delivered over our networks to students.

Teaching and Learning Week

Thanks to the Nieder Endowment, Megan Oakleaf, national library instruction and assessment expert from Syracuse University, visited the Libraries for "Teaching & Learning Training Week: Collaborate & Strategize with Megan Oakleaf."

The training week was co-developed by Megan and the Teaching and Learning Group and featured a dynamic set of workshops for librarians and instructional staff. Teaching and Learning Training Week provided librarians with the opportunity to work together on key aspects of teaching, outreach and assessment.

LibGuides

This was the year of LibGuides. IT deployed LibGuides, a content management system for subject guides (to the cheers of subject librarians). The Browsable Resources Discovery Working Group (BRDWG) developed guidelines, which liaison librarians used to create online subject and class guides. Libraries Web Services organized usability testing to evaluate how students navigate, search and understand LibGuides. And LibGuides proliferated!

Bothell Innovates (Again)

Bothell demonstrated again that it knows how to innovate in education. Bothell librarians planned library and writing services for Bothell's new Eastside Leadership Center. This off-site location will welcome the first cohort of Bothell undergraduate business majors this fall. Beth Sanderson worked with Cascadia's new Environmental Technology and Sustainable Practices program to implement an instruction session in one of the program's core courses. Bothell ran its first Academic Transition Program (ATP). Jackie Belanger, Leslie Bussert, and Dani Rowland contributed to the planning and implementation of the pre-fall and academic year learning strategies courses. Julie Planchon Wolf has been traveling to Mt. Vernon to teach information literacy sessions in the nursing curriculum. Julie has also been actively involved in planning for the new Nursing cohort to begin in Everett this fall.

On the Move

Access Services completed the consolidation of Suzzallo/Allen, Natural Sciences, Periodicals, Children's Literature, Chemistry, and Fisheries-Oceanography collections moving almost 1.9 million books into final positions in the stacks in just 16 weeks. In all 2.4 million books were moved to accomplish the final result.

They also transferred materials from Seattle campus to Sand Point as a separate part of the consolidation. They shifted materials to accommodate new addition of shelving to Baker Auxiliary Stacks. They had to shift 363,102 items in order to add 42,888 items to Sand Point. But who's counting?

While the Social Work Library book move was coordinated by Suzzallo Circulation, the distribution of the furniture, shelving, and equipment was coordinated by Libraries Facilities. Mike Frushour coordinated the removal of the shelving, with the result that the shelving was successfully auctioned off by Surplus Property and dismantled and removed by the purchasers.

HSL Liaison Librarians

Working with HSL Systems, HSL Liaisons were highly creative and effective. For instance:

- They created blogs to support various clinical departments, including journal clubs.
- Several attended the intensive Dartmouth Institute on Support of Clinical Care to enhance their Evidence Based Medicine searching and critical analysis.
- They created and marketed mobile accessible Care Provider Toolkit web app.
- They participated in a grant-funded project through the School of Public Health to strengthen the University of Namibia Postgraduate Public Health program.
- And, we supported the six Health Sciences Schools, including increasing connections with the Department of Global Health, and strengthened connections to the School of Nursing through integration of informatics class modules into the curriculum at all levels.

Cram Night

The Tacoma Library worked collaboratively with the Teaching and Learning Center and ASUWT to support two nights a quarter for exam cram. TLC staff provided writing support, Library staff volunteered to work the late hours, and ASUWT officers coordinated check-in desk, drinks, and publicity.

ITS Optimizes

ITS provided a sophisticated innovation infrastructure for the rest of us. Here are some of their impressive contributions:

- Stood up a DSpace instance for the Law Library (who will pay us for hosting it) and a test instance for the NEH-funded DART project.
- Stood up an instance of ESRI's ArcGIS Server and Geoportal extension intended to replace the old WAGIC FGDC metadata node. This is a cooperative project with the State's Department of Information Services, who provided the hardware.
- Assumed management for 55 additional public computers.
- Supported online Fines Appeals and credit card payment systems. The work supported Special Collections' desire to accept credit card payments and ILL/HSL now has a merged payment flow.
- Collaborated on two Student Technology Fee grants to fund a replacement of the GIS lab (\$32,519.99) and adding technology to the Research Commons (\$28,820.86).

Triennial Surveys

Triennial Survey time! Five different surveys were developed by the Libraries Assessment and Metrics Team for Faculty (all campuses), Graduate and Professional Students (all campuses), Undergraduates (Bothell), Undergraduates (Seattle) and Undergraduates (Tacoma).

In the interest of time (and as an inducement to come to the November Forum), I will do a very cursory review. This was our seventh triennial survey (began way back in 1992) and we have excellent longitudinal data.

- We had a record number of faculty and graduate student responses
- Library contributions to teaching, learning, research and overall success rated very high

- Online access to and delivery of scholarly information are driving research and scholarship
- Faculty and grad students chose access to digitized local collections (including theses) as top new/expanded service

In the paraphrased words of my cousin by marriage Sally Fields (but that's another story), "They love us. They really love us." And the overall satisfaction continues to climb.

What are the next steps? Survey results are already posted on Public Web site, with comments to be posted shortly. Look for a more extensive report available this fall. The survey was key to identifying the four strategic directions for our new plan (more about that later). A forum is scheduled for early November with a focus on turning results into action

Yes, I would say that we enhanced user services in our anytime, anyplace library. But what do our users think? Here's what a 5th year undergraduate has to say:

I love the librarians, and especially the 24-hour chat service. You are so knowledgeable and willing to bend over backwards to help me answer obscure questions. I appreciate it a lot! You're doing great work in tough times. Thanks!

How about this happy linguistics professor?

You guys are awesome! I've especially appreciated the recent journal article scanning service--that service is invaluable. I've also found the ILL journal delivery service to be quick and efficient.

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 hoped, we made a concerted effort to better support staff work and make the UW Libraries a workplace of choice. We were not able to make any progress on compensation issues as the State put a freeze for the second year on salary increases and adjustments. It is a grave disappointment that your hard work and contributions cannot be recognized with a salary increase.

Over the last two years, budget reductions have resulted in the elimination of nearly 40 positions in the Libraries. While the vast majority of positions eliminated were through vacancies or retirements, we could not avoid layoffs. Having to move to layoffs was done with a great deal of regret, and also with a great deal of care. The lives and livelihood of those who were laid off completely or had their positions reduced to half time have been changed profoundly. I know this. The options we have before us were limited by personnel regulations and university mandates. There were no easy decisions. This has been a difficult period for all of us. With the prospect of continuing cuts on the horizon, keeping morale up will be challenging and communication will be paramount. I'll need your help.

Student Employee Appreciation Week

Thanks to the Staff Training Advisory Committee and others, the 13TH annual Student Employee Appreciation Week with the theme “Our Student Employees Take the Cake” was a smashing success. A highlight of the week is the Scholarship Program and Reception where 10 scholarships of \$1,000 each were awarded to our student assistants. For the first time, we invited academic chairs and the deans of the winners’ academic departments. There was a very positive response and several attended the event. The scholarship program which started in 1997 has now awarded over \$91,000 in scholarships to 116 students.

ARL Career Enhancement Program

We welcomed Heather James (from SUNY Albany) and Jun Qian (from Texas) as part of ARL’s Career Enhancement Program. Laura Lillard coordinated this marvelous mentoring opportunity for students from underrepresented groups who are enrolled in library school to experience research libraries. Angela Weaver served as Heather’s mentor and Mel DeSart guided Jun. The students were impressed with their summer experience at the UW. Following their summer internship with us, both landed their first professional positions— Heather at the University of Minnesota Morris, and Jun at the University of Connecticut. We’ll welcome two more fellows next year.

Web-ifying our Meetings

The Media Center webcast numerous Libraries events. My deepest thanks to John Vallier and Michael Milligan for their efforts to make it as easy as possible for all staff to participate in Budget Town Halls and other meetings, including today’s All Staff. And, they did it all with a smile.

Honoring Colleagues

We made special efforts to recognize excellence of all staff. The Librarian Assistance Program Committee organized the fourth annual reception to honor librarians who receive promotions, reappointments and/or permanent status. Glenda Pearson delivered a classic Glenda talk--poignant, humorous, and eloquent--to the assembled. The Libraries Cabinet hosted the Celebrating Distinction event to recognize those nominated for Distinguished Librarian Award and the Distinguished Staff Award.

We congratulate those staff who received promotions this year:

- Cari Ahlstrom
- Noah Glaude
- Stephen Holmes

We also congratulate the librarians who were promoted this year:

To Associate Librarian

- Deepa Banerjee
- Alan Michelson
- Matt Parson
- John Vallier
- Angela Weaver

To Librarian, the highest rank

- Doreen Harwood

And those who were reappointed:

- Leslie Bussert
- Erica Coe
- Alyssa Deutschler
- Amanda Hornby
- Stephanie Lamson
- Michael Meng
- Lauren Ray

Retirements

We honored Don Anglin, Jon Blake, Maryanne Blake, Eleanor Chase, Mark Kibbey, Linda Milgrom, Carla Rickerson, Ralph Teague, and Colleen Weum on their retirements. We thank them for 268 years of cumulative service! 268--that's over a quarter of a millennium. We miss their daily presence, but we know they are enjoying their retirement, wondering how they ever had time to work. We continue to benefit from Carla, who fortunately chose post-retirement reemployment on a 40% basis to help us out.

Awards rolled in, extending the visibility of the UW Libraries to all corners of the university and the profession.

Distinguished Staff Award

Six distinguished staff were nominated for the Distinguished Staff Award, the highest award the University bestows on its staff.

In the team category:

- International Studies Processing Team: Jake White / Elisa Coghlan / Nadia Dimitrov / Marchette DuBois

In the individual category:

- Mary Jensen, Music Library Supervisor, Music Library
- Kirsten Spillum, Manager, Suzzallo Circulation

Distinguished Librarian Award

Ten librarians drawn from all three campuses were nominated for the Distinguished Librarian Award, and their names appear on the screen.

- Anna Salyer, Tacoma Library
- Angela Lee, Social Work Library
- Jacqueline E. Belanger, Bothell/CCC Library
- Julie Planchon Wolf, Bothell/CCC Library
- Michael Biggins, International Studies
- Judith Henchy, International Studies
- Judy Tsou, Music Library
- John Vallier, Odegaard Undergraduate Library
- Stephanie Wright, Reference and Research Services
- Pam Yorks, Physics and Astronomy

To be nominated for either award is distinction in and of itself.

Judith Henchy

Judith Henchy was the recipient of the Distinguished Librarian Award for excellence in librarianship. You may not know this but Judith didn't start out to be a librarian. She attended London University intending to become a biologist. But protests against the Vietnam War got her attention, enough that she'd eventually write a dissertation on the colonial period in Vietnam.

We know and admire Judith for building our internationally-known Southeast Asian collection virtually from scratch. You may not know that she has worked tirelessly to preserve the voices of Southeast Asia through the Southeast Asia Microform Project at the Center for Research Libraries. She has been the "heart and soul" of this collaboration with institutions in Vietnam, Indonesia and elsewhere to preserve vast quantities of 19th and 20th century publications which would otherwise be lost. For this work and more, Judith received a Distinguished Librarian Award.

Sherri Fuller

Sherrilynne Fuller's remarkable contributions in advancing health sciences librarianship were recognized by being awarded the Medical Library Association's highest honor, the Marcia C. Noyes Award. Her work has opened doors to new avenues of engagement and influenced federal policy and programs.

Janet Schnall

Janet Schnall won the 2010 MLA Nursing and Allied Health Resources Section Award for Professional Excellence in recognition of outstanding leadership and exceptional librarianship in meeting the information needs of nursing and allied health professionals.

Steve Shadle

Steve Shadle was the recipient of 2010 Ulrich's Serials Librarianship Award, and the news was big. KUOW's News Round Up with Ross Reynolds featured Steve in a segment called "Honor in the Stacks." Steve made serials sound like a lot of fun as he talked about his award-winning work and how technology is changing the very idea of libraries.

Marty Nolan

Marty Nolan was awarded a Distinguished Service Award by the HUB Construction Project for his coordination and assistance in the project to connect power and data from the Allen South mechanical room to the HUB construction trailers.

Presidents Abound

While you served professional organizations and associations on hundreds of committees and boards, we had an exceptional number of staff who was elected to presidential posts. I guess you would say we are in the presence of presidents. Following is a list of our colleagues who serve as elected presidents of various regional, national, and international organizations.

Chris Byrne
PNW Chapter of Special Libraries Association

Judy Tsou
International Association of Music Libraries, US Branch

Matt Parsons

Western Association of Map Libraries

Faye Christenberry
ACRL Literatures in English Section

Keiko Yokota-Carter
North America Coordinating Council on Japanese Library Resources

Hyokyoung Yi
Korean Collections Consortium of North America

Zhijia Shen
Chinese American Librarians Association

Steve Shadle
National American Serials Interest Group (NASIG)

Joe Kiegel
ALCTS Technical Services Directors of Large Research Libraries

Erica Coe
ACRL Washington Chapter

Advancement Successes

Our Advancement team has been hard at work on your behalf to make the Libraries a workplace of choice. During the last year, we had the largest number of donors ever—5,462. These individuals contributed \$1,034,271 including cash, pledges, and gifts-in-kind, including two new endowments and 2 realized bequests.

I am excited to tell you that parents of currently enrolled students contributed \$135,000 to the Parents Collections and Programs Endowed Fund for Undergraduate Programs—the most ever in one year. The endowment stands at over \$620,000 and is used to benefit undergraduates.

Tateuchi Gift

Long-time relationships with donors and friends often result in generous gifts like the \$120,000 for the two-year Japan Studies Pre-cat project funded by the Tateuchi Foundation. Ina Tateuchi was a librarian and a cataloger, and has been a friend of the Libraries since 2001. (Incidentally, she was Judy Schroeder's roommate at UW years ago!). Thanks to the Tateuchi gift, we were able to recruit Saeko Suzuki who is making wonderful progress on cataloging backlogs.

Libraries Excellence Fund

More than 700 gifts to the Libraries Excellence Fund made it possible to purchase the Serials Solutions 360 Link to make journal searches quicker. It also helped fund the Windows 7 migration project to upgrade staff work stations, and an iPad for use at Harborview during rounds.

The iPad has already had an impact. Recently, during 'rounds' with the Trauma/Surgical Intensive Care Unit team at the Harborview Medicine Center, the attending physician and the residents voiced concern about a particular drug they were considering prescribing to a very ill patient. Librarian Amy Harper used her new iPad to quickly access the library's databases to get the answer—on the spot. This portable, easy-to-use internet device saved time, increased the efficiency of the doctors, and ensured that the right medicine was used—all for benefit of the patient.

Friends Grants

The Friends of the Libraries funded six projects to the tune of \$35,000. The project titles are on the screen.

- Photo Access Project
- Preserving John Graham's Architectural Drawings
- Encapsulation Project in the Mendery
- Processing the Gairola Slide Collection
- Tacoma History Project
- Patron- Driven Acquisitions

Reaching within for Expertise

As part of our ongoing need to align staffing with priorities, we reached within to find the expertise needed to address existing and emerging needs, instead of recruiting externally. Reaching within will most decidedly continue.

During the past year:

- After an internal recruitment, Lauren Ray was selected as the Research Commons Librarian. Lauren is implementing the recommendations of the Research Commons Planning Committee, which includes the renovation of Allen South ground floor, and the development of a suite of services for researchers.
- Based on recommendations from the Data Services Committee, an internal recruitment was conducted for a Data Services Coordinator. Stephanie Wright was selected for this position.
- Verletta Kern, Music, received a two-year temporary partial reassignment as a half-time Assistant Outreach Services Librarian and now works half-time in Music.
- Upon Connie Okada's retirement last June, Angela Weaver assumed increased responsibility as Acting Head of the Art Library, in addition to her position as Head, Drama Library.

Safe and Cozy

The Libraries seemed and were cozier this year. Thefts and other security problems were uniformly down in 2009-10 from the previous year. Thefts were down 63% and overall the number of incidents was down 38%. Must be the good work of our security committee and our partnership with UW Police.

Yes, I would say that we made progress in creating a workplace of choice. But what do our users think? A Professor of Anthropology writes:

Anymore it's all about 3 things: maintaining the collection, electronic access, and the staff. Can't over-estimate the importance of the staff.

And, a professor of medicine underscores the importance of your expertise in the library of the future:

If you remove librarians who will help structure, handle and sort the enlarging datascape? Higher learning requires access to a quick functional front end of this data and librarians guide us on the journey of discovery. While books may disappear in an electronic world the need for accurate practical information via facile distillation is paramount.

Building the Future

One economist said that in periods of scarcity, innovation flourishes. You proved him right. The collective innovation is astounding. As we near the conclusion of Vision 2010—a five-year plan of transformation—we can't rest for too long before we turn our energy toward our new strategic directions.

Higher education and research libraries are in a period of transition accelerated by the economic environment. There are structural changes in the way higher education is funded and fundamental shifts in the perception of higher education as a public good.

The state of Washington budget situation continues to worsen. Today, the state revenue forecast will be released and it will show a shortfall in the current fiscal year, as well as an increase in the projected deficit for the upcoming 2011-13 biennium. The most immediate concern is the shortfall in the current fiscal year budget. Governor Gregoire has announced across-the-board budget reductions for all state agencies, including the UW. While the actual dollar amount is still unknown, the UW Seattle units have been asked to begin planning for a 3%-4% reduction in our FY11 budgets. Bothell and Tacoma's reduction will be based on the pro rata share of the UW general fund allocation.

While this mid-year reduction will have significant impacts on the Libraries in the current year, it will be important that we will need to make those reductions in accordance with our strategic directions and with respect to the upcoming biennial budget.

It bears repeating—we're in a marathon, not a sprint. 2011-2013 may be even more challenging, but if we focus on a continual reshaping of the Libraries, we will succeed in building the future. The UW has faced severe economic situations before, and it always comes through stronger. The keys will be the ability to change and adapt and create sustainable futures.

Responsibility comes along with being one of the top research libraries. I am convinced that we will be one of a handful of institutions which will define and build the research library of the future

2010-2013 Strategic Plan

How are we doing to do this? Our new three-year plan will align with the University's 2Y/2D initiative, Activities Based Budgeting, and Sustainable Academic Business Plan. Our plan will prioritize work that builds a sustainable future; integrate planning, strategy, and organizational performance; and use the Balanced Scorecard as framework for developing key objectives and measuring performance. You have a copy of what I call "strategy in a pocket." So, follow along.

Our vision and mission remain the same, but we voted to update our values. You helped identify our new values. We took time to contemplate, debate, vote, and re-vote on our core values, ultimately resulting in this set. I find them inclusive and elegant, and in alignment with the University's values:

- Collaboration
- Diversity
- Excellence
- Innovation
- Integrity
- Responsiveness

Singular Strengths

We will focus on four strategic directions that emphasize our singular strengths.

- Research and scholarship
- Teaching and learning
- Engagement
- Sustainability

You will find a full description of each area in the “strategy in your pocket.” Please familiarize yourself with them.

Balanced Scorecard

We will use a balanced scorecard to monitor the plan. The Balanced Scorecard was developed in the early 1990’s to move beyond the financial bottom line as the focus of organizational performance and is now one of the most widely used models in both the commercial and non-profit sectors (including UW Finance and Facilities)

It establishes four perspectives (customer, financial, internal processes, learning and growth) that are interrelated and necessary for a successful and healthy organization. That’s where the word “balanced” comes from. It also provides a structured metrics framework for aligning performance with strategy and evaluating progress. Sounds like a scorecard to me.

Strategy Map

The strategy map identifies the key objectives for each of the four perspectives. You will be key to building out the key objectives by helping to define outcomes, initiatives, actions, and measures of progress.

Targets provide context tying metrics to strategy and articulate level of success in achieving objectives. Our strategy map is:

- Framed by our mission, strategic directions and values
- Identifies the key objectives in the four perspectives necessary for us to be successful
- Shows interrelationships between the perspectives
- Employs metrics and targets for progress
- Subject to periodic review and adjustment

What should you do with your pocket strategy? Everyone will have an opportunity to help build out the key objectives, after which time we will also:

- Make assignments for action
- Define outcomes,
- Develop initiatives and actions
- Set preliminary measures and targets

The plan will be reviewed by the Cabinet and Council. There will be an ongoing roll-out of key objectives as they are developed and approved.

New Stage

As we build out the four pillars of our new plan, a new UW stage is also being built. In two weeks, the leadership of the university will look different on multiple levels.

Phyllis Wise takes on her role as interim president—officially the first woman president, and certainly the first Asian American. I say officially the first woman president, as one could make the case Mary Thayer was the first in 1874 when the university was not operating due to financial issues (learn more about the juicy story in the University Archives).

Mary Lidstrom steps up to serve as interim Provost. Mary is currently the vice provost for research and an award-winning engineer with a brilliant mind who gets the job done.

We will transition into a full-born activity based budgeting model after last year's soft roll-out. We will continue the work of 2Y2D—determining we need to do in the near term to position us for the next two decades. University leaders will be working together to make the investment case for the UW in Olympia.

Priorities for 2010-2011

As the curtain lifts on this new stage and we build out our strategic directions, we will also continue focusing on priority initiatives already underway:

- Continue to realign and reshape physical facilities and services
- Review collection development/management processes and frameworks
- Simplify management processes for print materials and extend support for electronic resources and services
- Continue transition to new service models
- Deepen strategic capacity
- Develop a sustainable academic business

Building Sustainable Futures

Sustainability. The ability to endure and thrive. Change and adapt. Our collective well being. Compelling value. Sustainability.

The upcoming year will require that we are at the top of our game. We will learn. We will change. We will adapt. But, what could be more important than to build a future that lasts?

Before we begin that work, let's watch "the year that was—before we let it go." It's time for the "Library Movie."

<VIDEO>

Amy Halligan—you've done it again. Thank you!

As we come to the end of the 2010 All Staff, I thank you for all you have done and will do in the coming year. I consider it a privilege to serve as your dean.

Congratulations on an excellent year, and onto "building sustainable futures!"