

PIONEERS, PARTNERSHIPS AND PANORAMAS

**University of Washington Libraries
All Staff Annual Meeting
September 15, 2011**

**Betsy Wilson
Dean of University Libraries**

Good Morning! Welcome to the Libraries 2011 All Staff Meeting. I'm so glad you are all here—either in person or through the podcast (thanks to Jon Vallier).

This is a time of anticipation. It's a time of renewal. Wide-eyed freshman. Reinvigorated faculty. A football season full of promise. (2-0. Go Dawgs.) And a new president ready to put his mark on the UW.

But this year is special. This year will never happen again. It is the UW's 150th anniversary. I hope you will wear your anniversary pin with pride and reflection.

Pioneer Arthur Denny had the gumption to envision a university in a soggy wilderness called Seattle. Did you know that of the public research universities on the West Coast, only Oregon is older than the UW? .

The UW's founding librarian was Samuel F. Coombs. Mr. Coombs had taught school in Port Madison and also worked at Yesler's mill. At the time of his appointment as librarian in 1861 he was postmaster of Seattle. That same year he won a prize for beer and porter at the King County fair. For several years he ran the Terminus Hotel. He was one of the incorporators of the Seattle and Walla Walla Railroad and Transportation company and he was warden of the penitentiary at McNeil Island from 1884-1888. I guess he was well-suited for running the library!

To remind us of the spirit and audacity of those who came before, I will pepper my talk with some juicy historic tidbits and photos that I hope you will enjoy.

Many individuals helped put together this All Staff meeting. I am so appreciative of the contributions each made:

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|------------------|-------------------|----------------------|
| • Linda Ambre | • Maureen Nolan | • Mike Frushour |
| • Steve Hiller | • Louise Richards | • Marty Nolan |
| • John Vallier | • AC Petersen | • Many photographers |
| • Amy Halligan | • Melissa Ibarra | • And You! |
| • Cynthia Fugate | • Betty Jo Kane | |

March of Time

Betty Bengtson was an important pioneering partner for many of us. She saw panoramas of possibilities. As my predecessor and library director emeritus, she taught me many important things—take vacations, stay the course because the road will get bumpy, and value traditions worth keeping.

Betty started a tradition that is now 20 years old. You could call it the “the march of time tradition.” As a community, we range from those newly arrived to those wizened with decades of experience. 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. I have a wish for you. May you rise in 2050 (at the half century mark) with others who also have over 40 years of service? It makes my brain hurt to imagine what changes will transpire in libraries between now and then. I'd love to see them!

Join me in welcoming our newest colleagues (and some of our library kids and grandkids!)

Building Sustainable Futures

A year ago, we gathered together with the theme "Building Sustainable Futures." Sustainability. The ability to endure and thrive, change and adapt.

I said the year would require that each of us be at the top of our game. Quite frankly, you went over the top. I applaud your creativity, energy, and discipline in light of a sour economy, fewer staff, greater expectations, and challenges to our collective morale.

The UW and much of public higher education reached a tipping point. The implicit compact between public universities and the State dissolved before our eyes. But we did not dissolve into Puget Sound!

Under the amazing leadership of Phyllis Wise and Mary Lidstrom, the UW began a recalibration of historic import using 2Y2D as the framework. Relationships with the legislature improved, private fundraising set records, and sustainable models began to emerge. The Libraries was held up as an exemplar for organizational change.

By year's end, there was a glimmer of light at the end of the tunnel. But, we are still in the tunnel. Today the revenue forecast for the state will be issued. The outlook is gloomy. The only silver lining is that since funding from the state has been cut so drastically, any further percentage cuts to the UW will be smaller dollar amount than in the past. I heard President Mike Young say with great optimism last week, "these are merely bumps in the road. The road is long and the journey is important."

PIONEERS, PARTNERSHIPS, AND PANORAMAS

Today is about Pioneers, Partnerships, and Panoramas. As the UW marks 150 years, let us celebrate pioneering partnerships in the panorama of global opportunities.

Priorities for 2010-2011

Last September, I outlined the priorities that would demand our collective efforts for 2010-2011:

- 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

We made significant progress in several areas and work continues in others. We have much to celebrate.

Mission, Vision and Values

As David Shulenberger, former provost of the University of Kansas, said, “Leadership today demands continuity of response.” We find such continuity in our mission, vision, and values. 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.

Our values are inclusive and elegant, and in alignment with the University:

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

Strategy Map

Our strategy map provided us direction and succinctly conveyed our intent in four strategic arenas:

- Research and Scholarship
- Teaching and Learning
- Engagement
- Sustainability

Today I will shine a spotlight on a particularly significant achievement in each of the four areas in addition to briefly highlighting other accomplishments. Please forgive me if I do not mention something that is dear to your heart. It does not mean I have not taken notice. Rather, it means that the range and depth of activity is so great that we would have to turn this hour or so talk into a day-long symposium to do your work justice. I encourage you to honor your colleagues by perusing the totality of the annual reports on sharedocs. You will be impressed.

RESEARCH AND SCHOLARSHIP

The Libraries saves time and increases productivity by providing fast, authoritative access to and delivery of global information resources. We play a critical role in advancing research, discovery, scholarship and medical care through creation, dissemination, transformation and exchange of new and existing knowledge. We partner with faculty and students to surface and make accessible the exceptional work accomplished at the University of Washington.

We said we would advance research and scholarships through the critical role we play and the partnerships we nurture. How did we do?

Spotlight on Data Services

The spotlight shines on data services.

UW Nobel Laureate Lee Hartwell says that the 21st century will be driven and shaped by data. Those who appreciate its power have the potential to make the world a better place. Well, the Libraries is doing its part with services that educate our users about the full lifecycle of data and its management.

After an internal recruitment, Stephanie Wright was appointed Data Services Coordinator last July. She and the Data Services Team began working on a data management plan, sponsored a number of webinars and education sessions, forged partnerships with other campus entities such as Office of Research and CSSCR, and created a Data Services LibGuide. In addition, the group:

- Developed data management tools
- Started an email list for those interested in data issues and
- And co-hosted a Regional Data Curation Profile Workshop GWLA (24 attendees)

Steph would be the first to tell you that it takes a village to provide data services. Hats off to the Village Data People: Theo Geronatakos, Matt Parsons, Angela Lee, Corey Murata, Cass Hartnett, Will Davis, Heather Johnson, and Stephanie Wright, Chair. In the tradition of the Village People, D-A-T-A

ResearchWorks

ResearchWorks was rebranded to include not only the Repository, but also journal and media publishing. Over 1200 dissertations were transitioned from “UW Only” to “Open Access” thanks to a project by Digital Initiatives to obtain permission from the authors to make their work generally available. The ResearchWorks panorama broadened with the addition of two new services: media hosting and journal hosting.

Examples of Media Hosting included:

- Music Library Digital Scores Collection
- Puget Sound Chemist
- Skinner Map Collection
- Panorama Photographs Collection
- University of Washington Yearbooks and Documents
- Labor Archives of Washington State

The three new hosted journals were:

- *Clio's Purple and Gold: Journal of Undergraduate Studies in History*
- *Evans School Review*
- *Four Peaks Review* [Communication in Digital Media]

Partnership Projects

Many digital projects were predicated on domestic partnerships of all kinds and shapes.

- "Music Library Digital Scores Collection" RISM A/II project (Pierce and Graham)
- The Kearney Barton Collection: Archiving the NW Sound" grant, funded by the American Music Partnership of Seattle (AMPS): (Vallier)
- NEH Digital Humanities Start-Up Grant to address the acquisition and preservation issues associated with collecting music that is only distributed online (Vallier and Lally).
- Community History Project oral histories, Puyallup Tribe (UWT) (Wadland and Dr. Michael Honey)
- UWB Masters of Arts in Policy Studies (MAPS) program capstones (Deutschler)
- NEH National Digital Newspaper grant to digitize Washington State newspapers (Pearson and WSL)

Other partnerships spanned the globe.

- The UWL-NCL Digital Project of Chinese Rare Books began onsite digitizing of our rare Chinese titles in November. Berkeley and Columbia are following suit.
- The DART Project (Digital Archive of Research on Thailand) acquired rights to digitize unique historic and ethnographic photo collections from Peter Kunstadter (UW emeritus) and former New York Times journalist Elizabeth Becker.
- Brumfield Russian architecture collection project, recast as a broad collaboration between Libraries RAD/ITS units and the Dept of Slavic Languages, brought in a new Libraries-based NEH Digital Humanities grant for interface development in 2011-12.
- The Landreau Turkish ethnological image database

Hardest Working Man in Show (Labor) Biz

Last year I compared the Task Force on Processing Efficiencies chaired by Joe Kiegel to James Brown-- the hardest working man in show (library) biz. Conor Casey gave the Task Force a run for the money. We may have to have a dance off!

Conor has been a whirling dervish since his arrival. The substantive partnerships he has forged would take other mere mortals decades. In nurturing the Labor Archives of Washington, he has expanded access and noteworthy collections, he became a media darling...on (you guessed it) Labor Day!

The video is available at: <http://www.king5.com/video/featured-videos/Labor-Archives-tell-story-of-Northwest-workers-129159218.html>

Panoramic Stretch

It is often said that one measure of a good library is the breath of access it provides. We broadened our panorama of access through several significant projects.

- Chinese: 5,800/34,000 titles remaining (all copy cataloging completed)
- Japanese: Tateuchi Foundation support will eliminate 6,500 titles backlog by 2014
- Korean: 5,500/8,090 titles remaining (all copy cataloging completed)
- The Indonesian/Malay backlog cataloging project (20,000+ monograph titles) was completed

Metadata Masters

That wise and wonderful Metadata Implementation Group (MIG) guided a number of decisions to enhance access:

- Digital Archive of Research on Thailand (DART)
- Moving Image digital collection
- Tacoma Community History Projects
- Pacific Northwest Linguistics field recordings digital audio project
- WAGDA for new geoportal

Scholarly Publishing and Open Access

We worked to affect positive outcomes in scholarly publishing and open access by making the UW community conversant with tools, issues and opportunities.

The Scholarly Communication Steering Committee overhauled the scholarly communications Web page. They also sponsored sessions for Open Access Week on critical topics and Beth Sanderson hosted a panel discussion at UW Bothell on current issues and solutions in areas of scholarly publishing.

Four of our colleagues made their own contribution to the scholarly record with widely anticipated publications. Congratulations Cass, Faye, Heidi, and Nicolette.

- *Forte, Eric J, Cassandra J. Hartnett, and Andrea L. Sevetson. Fundamentals of government information: mining, finding, evaluating, and using government resources.* New York: Neal-Schuman Publishers, 2011.
- *Christenberry, H. Faye. Literary Research and the Literatures of Australia and New Zealand: Strategies and Sources.* Lanham, Md.: Scarecrow Press, 2011.
- Bean, Margaret, Linda Fredericksen, and Heidi Nance, *Global Resource Sharing*, Chandos Publishing, autumn, 2011 (in press).
- *Seattle Camera Club Book: Shadows of a Fleeting World*, authored by Nicolette Bromberg and David Martin, published by the U Press, with an exhibit at the Henry Art Gallery.

Nicolette's Seattle Camera Club book received the prestigious 2011 CASE (Council for Advancement and Support of Education) Circle of Excellence Gold Award for Collaborative Programs. A special nod to Joyce Agee who was a tenacious force behind the book and exhibition.

Research Awards

We also celebrated student research and scholarship. The Library Research Award for Undergraduates program continued the unique collaboration among students, faculty and librarians. It is wonderful to be able to award cash prizes to these talented students. 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.

Just the Facts

And the key statistical indicators for research and scholarship this year?

More than 7 million print volumes
 500,000 electronic books
 600,000 locally digitized items in 300+ collections
 9 million sessions on Libraries Web sites

6 million articles downloaded
 2 million log-in sessions to databases
 1.8 million items checked-out

TEACHING AND LEARNING

The Libraries equips students with the skills needed to be successful researchers, scholars and informed citizens in a highly complex and information-rich world through our extensive and varied teaching activities. We are a leader and essential partner with faculty and instructors in the development and delivery of effective instructional services that integrate learning technology and information skills within University curricula, clinical services and other related programs.

We said we would educate students for a future we can't begin to imagine and we would do this through pioneering pedagogical excellence and partnering with others. How did we do?

Spotlight on Educational Partnerships

You were out and about building teaching and learning partnerships on all three campuses that transformed the student experience. The Teaching & Learning Group lead by Amanda Hornby deserves the spotlight for their work to seek out sought out collaborative opportunities to enhance teaching and learning across our campuses.

A particularly important collaboration was with Center for Teaching & Learning (CTL) and its sponsors--the Graduate School, Undergraduate Academic Affairs, and the Libraries.

- Amanda as TLG chair participates in CTL meetings
- Several TLG members hold office hours in the CTL
- TLG members also take part in CTL working groups on faculty learning communities, the CTL website, CTL space redesign and the TA/RA Conference.
- TLG partnered with the Graduate School to develop and present research workshops geared towards graduate students in the Research Commons.

Beth Kalikoff, director of the CTL, told me that without the librarians she would be sunk. You have a collaborative ethos that has driven positive change throughout the institution. Beth also confides that she would love to be able to gesture like Amanda.

Educational Partnerships

The days in which we waited people to come to us are long over. Just consider the panorama of our partnerships

Honors Librarian Program

We launched the first Honors Librarian Mentor Program with 15 librarians: Jessica Albano, Kari Anderson, Anna Bjartmarsdottir, Kathleen Collins, Anne Davis, Mel DeSart, John Holmes, Amanda Hornby, Emily Keller, Jill McKinstry, Theresa Mudrock, Lisa Oberg, Deborah Pierce, Deb Raftus, and Louise Richards.

Freshman Interest Groups

Kathleen Collins and Amanda Hornby collaborated with Freshmen Interest Group (FIG) instructors and undergraduate student leaders to design and develop online instructional tutorials and an accompanying course-integrated research assignment.

Due to the success of the FIG Research and Discovery (RAD) Project, a similar project was developed for incoming transfer students taking the Transfer Interest Group courses. The resulting Research and

Discovery (RAD) project introduced 4,500 incoming freshmen and transfer students to library services, research tools and skills.

Faculty Fellows

TLG sponsored the Libraries' Faculty Fellows luncheon and participated in the Faculty Fellows resource fair. The TLG seated faculty at subject-focused tables with their librarian liaisons, fostering discussions about how librarians partner with faculty to enhance student learning.

Bothell E-Learning

Nia Lam, Rebecca Bliquez, and Alyssa Deutschler participated in Bothell's eLearning Initiative, in which a team of faculty, librarians, and staff engaged in an ongoing seminar and conducted individual and team projects related to eLearning. Participants each used an Apple iPad throughout the pilot, experimenting with different apps that might be helpful in teaching and learning.

Cool Courses

Hip, cool, rad, boom. That would be you. Just consider what you created on top of our platform of extraordinary collections.

- Bothell librarians crafted a Digital Collaboration and Publication course focused on the Crocodile Café collection
- Faye Christenberry and Amanda Hornby created a new English studies portal.
- Sandra Kroupa provided instruction predicated on our renown Book Arts collection to 11 departments

Library Staff Teaching Credit Courses

An unprecedented number of librarians taught credit courses last year. No longer does anyone question the educational role of the Libraries.

- Nicolette Bromberg, MUSEOLOGY 581
- Thom Deardorff, LIS 550
- Cass Hartnett, LIS 526
- Judith Henchy, SISSE 420/590
- Amanda Hornby, HONORS 496
- Nancy Huling, LIS 521
- Sandra Kroupa, LIS 508
- Gary Menges, LIS 507
- Judy Tsou, MUSIC 497

Pioneers in Assessment

Our culture of assessment extended its pioneering work encompass student learning goals and outcomes. The TLG Learning Goals and Outcomes Team developed a draft document, with the goal of establishing a common, core list libraries-wide. TLG will pilot the Learning Goals and Outcomes during 2011-12. They will engage subject librarians to develop adaptations of the core list. The document will map the progression from Libraries-wide goals to academic department learning goals and, ultimately, the broad mission of UW.

The Bothell Library was one of five institutions selected to participate in Megan Oakleaf's Rubric Assessment of Information Literacy Skills (RAILS) project. Funded by the Institute of Museum and Library Studies (IMLS), the three year project is designed to investigate how rubrics can be used by librarians and faculty to assess information literacy skills.

Improving Subject Guides

The group with the most enigmatic name--The Browsable Resource Discovery Group—improved the consistency and usability of subject guides. They:

- Reviewed all revised subject guides for usability and consistency. The review also helped us identify areas for ongoing support and training.
- Trained and consulted guide creators in developing guides to suit their particular needs. Government Publications librarians, Special Collections curators, and Health Sciences Librarians all undertook significant projects to create guides, in consultation with BRD.
- Encouraged staff to identify and promote subject-specific tools such as e-reference sources, e-books, and discipline specific research guidance through LibGuides.

Improving Teaching and Instruction

Health Sciences Library Liaisons created tools to help support patient care and educational needs for various units at Harborview and UWMC, including Psychiatry, Dermatology and morning report for Medicinal Residents. The liaisons conducted several systematic reviews this past year. Systematic reviews require extensive searching, reviewing, consulting and more searching to complete.

Just the Facts

And the key indicators for teaching and learning this year?

“Instruction” here is inclusive of the following: Instruction Session; Individual Consultation; Tour / Orientation; Online Tutorial or Class:

Graduate/Professional Student Instruction

Number Instruction Sessions: 592

Number of Graduate Students: 6,018

Undergraduate Student Instruction

Number Instruction Sessions: 963

Number of Undergraduate Students: 21,055

“How Do I...” Tutorial use

4,938 Total unique user tutorial viewings by students, faculty and staff

ENGAGEMENT

The Libraries plays a unique role in the University and extended communities as a trusted, service-driven organization that transcends disciplinary and administrative boundaries. Our virtual and public spaces serve as a research, learning, and discovery commons designed to encourage inquiry, span subjects and formats, and provide authoritative resources and services when and where they're needed. We engage and transform communities and intellectual life by connecting people with knowledge and with each other. Our collaborations and leadership extend the University community regionally and globally.

Engagement. We said that we would connect people with knowledge and each other through our physical and virtual spaces, and through our collaborations and global leadership. How did we do?

Spotlight on the Research Commons

The spotlight falls on the Research Commons as it exemplifies engagement, innovation and experimentation, and has received local, national, and international attention. As people pass through the arcade, they can't help but notice that something has changed. The paradise green, feverish pink and

marvelous mustard walls beckon. In this collaborative environment, students, faculty, and staff gather to share their research, as well as get support for all steps of the process: searching, writing, publishing, and funding.

Over \$300,000 was provided by the Provost to create the Research Commons. UWIT made significant in-kind contributions for telecommunications infrastructure improvements. Additional funding has been forthcoming and used to purchase furniture and equipment. In June 2011 an additional \$50K in Minor Capitol Project allocation was designated for the Research Commons, to continue furnishing and equipping the space.

On November 9, 2010 the Libraries commemorated the new space with a successful and well attended grand opening celebration which included remarks from Interim University President Phyllis Wise, the fabulous Research Commons Librarian Lauren Ray and UW Bioengineering Professor Albert Folch.

We're able to offer a growing suite of research services because of extensive partnerships. These services include workshops on conducting a literature reviews, dissertation development, copyright, open access publishing, data services, and grants funding. A huge success was a major conference called SEACHange: from Exxon Valdez to Deepwater Horizon: Telling Tales of Environmental Disaster, Justice and Recovery.

Students love the space and have made themselves at home. I overheard two students say as they passed by, "there is nothing else like the Research Commons on campus. I can't believe it's ours."

What does the Research Commons tell us about constructing the library of tomorrow? Is it really about feverish pink rollaway campfires? Yes, and much more. Here's my take-aways:

- Construction will never be finished. Iteration will be a defining characteristic of our facilities.
- Technology choices will be driven from outside the library, and the library will optimize their value for users.
- Partnerships and collaboration will be the operating mode for designing and programming library services.
- Space that users can configure themselves will replace "Don't move the furniture" signs.
- We are living in parallel library universes of a physical and a virtual library, and our users are counting on us to provide them an elegant bridge on which they can gracefully glide.

Tacoma Library—On to Tioga

We all cheered the long-awaited ground-breaking in Tacoma for an addition to the library called the Tioga Library Building. Charles Lord may have cheered the loudest. Library staff spent countless hours working with architects and others planning the Tioga Library Building. They will be busy this year mitigating impact of construction on current services, planning for retrofitting the current library facility to better accommodate the research and learning needs of students, and moving into the Tioga Library Building (spring 2012). All good things come to those who wait, and wait, and wait

A Facelift for the Health Sciences Library

The Health Sciences Library was long overdue for a face lift, and lift it did.

- Minor Capital Project (\$500,000) started on second floor – 3 public areas involved
- Cleared over 5,000 sq. feet of the second floor to accommodate a new collaborative space, a new "den" space and a multi-purpose space. 34,759 linear feet of shelving were removed.
- Used what has been learned from the Research Commons and improved on it

Looks great, Nanette! When is the open house?

Suzzallo and Allen Units Converge

The Suzzallo Ground Floor Service Point (GOV MIC MAPS) was birthed from the merger of Government Publications, Microforms-Newspapers and the Map Collection. Suzzallo Room 101 was renovated to accommodate Suzzallo Espresso expansion and to add the two new ATM machines.

Open for Business: the Foster Business Library

The Foster Library opened for business after an extensive and ongoing renovation library project in the nick of time for fall classes. The work included:

- New entrance into PACCAR Hall on mezzanine level
- Consolidation of Circulation and Reference Desks into a new Information Desk
- Creation of 3 new group study rooms with LCD screens
- New wall to wall carpeting throughout library
- Building a construction wall necessary for Phase Two, the demolition of Balmer and construction of a new replacement building

But Gordon and his crew are not done yet. Phase Two construction continues through March 2012.

Odegaard Undergraduate Library: From Vision to Reality

Some of the best news came at the end of the legislative session with funding for a project entitled Odegaard Undergraduate Learning Center (OULC) Renovation – Phase 1 (I. C). A little over a month ago, the Board of Regents of gave final approval to proceed on Phase I of the renovation of the Odegaard Undergraduate Library.

Phase I will include necessary improvements to existing building mechanical, electrical, and structural systems, in addition to focusing on academic programming changes on the first floor to provide flexible, multipurpose learning spaces which will include other portions of the building as the budget allows.

The Pre-design report presented to the state legislature was built on the work done by the Provost-appointed OUGL Vision Steering Group, co chaired by Robert Stacey, Divisional Dean, Arts and Humanities, College of Arts and Sciences, and Jill McKinstry.

Hold onto your hats and pick up your hammers!

It seems we have always been on the forefront of library facilities. When the library moved into an expanded library in Denny Hall in 1908, librarian W.E. Henry said:

Our scheme of individual desks, chairs and reading lamps is a unique one in library arrangement and has been copied at least once, to my knowledge by another institution. It has been admired and endorsed by every librarian that has visited us. The chief benefit is that we seat more people on a given amount of floor space...and give them better accommodations besides. ...we give them more individual independence; in other colleges, the primitive shoulder-to-shoulder, long-table arrangement is still in vogue.

Electrify and Connect

We received numerous and significant student fee awards across all three campuses as well as minor capital funds to ramp up the voltage (so to speak).

- 2 BookScan scanning stations to be piloted in Suzzallo and Odegaard Libraries in Fall 2011. Also acquired STF funding to replace all the color printers in the public printer fleet.
- 235 PC, monitors (134), and scanners (34) for Seattle libraries

- Student presentation and multimedia studios, student laptops, desktop computers, scanners at Tacoma
- Computers for HSL Learning Commons and LTL classroom new scanners
- Bothell/CCC student computers
- Student laptops for Bothell students
- 334 additional power outlets for students were added to the third floor of OUGL.
- A new open computer lab in Engineering created from machines repurposed from the Mary Gates Lab closure.
- Laptop enhancement projects added power and Wi-Fi to five areas in the Suzzallo and Allen Libraries.

We put parallel energy into our virtual worlds and web presence.

Any Time Any Place

We supported users and staff any time any place. Here's the short version: in the span of a calendar year, Information Technology Services (ITS) touched every single machine under its care as part of new hardware and operating system deployment projects. That included the Research Commons, GIS lab, Music Listening Center/Media Center, Access+, and staff hardware upgrades. Maybe they should be in the James Brown dance off, too. Our two major technology hubs—ITS and Health Sciences Library IT—were humming. ITS:

- Assumed responsibility for Access+ equipment in Foster and Suzzallo/Allen. This change precipitated a new model for Access+ image development and deployment by ITS and Learning and Scholarly Technologies.
- Completed the configuration of Plone and began migrating content
- Rolled out technicalreports.org. The Technical Report Archive & Image Library (TRAIL) is an initiative led by the University of Arizona in collaboration with CRL and other interested agencies to identify, digitize, archive, and provide access to federal technical reports issued prior to 1975.
- Provided significant support and resources to revamp of Special Collections' web presence.
- Went live with the new WAGIC GIS metadata site (joint project with Washington Department of Information Services)

Health Sciences IT:

- Developed new Healthlinks web portal and
- Performed systems role in the development of the Online Clinical Care Algorithms & Messages (OCCAM) tool

Snapshot Day

For the first time, we participated in the national Library Snapshot Day. We joined other libraries across the country to ask our users about their use of the library and what it means to them. The response from our users was amazing – affirming how important the libraries are to them for the resources we provide, the research assistance, and a place to be and do their work.

Health Sciences Outreach

Our outreach had an impact on health and wellness.

- HEAL-WA expanded to include two additional professions as well as a significant increase in registered users.
- HSL participated in national study – Value of Library and Information Services in Patient Care Study.
- Amy Harper redesigned Harborview's Intranet taxonomy

- Began literature search strategies for Cochrane review on community coalitions to reduce health disparities, for systematic review project for UW Department of Epidemiology faculty, funded by CDC.
- Participated in the Tacoma Free Care Clinic and provided health information for attendees as well as volunteer healthcare providers.

Regional Medical Library

We undertook a successful renewal of a five year contract for \$9.9 million with the National Library of Medicine to serve as the Regional Medical Library for the National Network of Libraries of Medicine, Pacific Northwest Region, and to run two national centers for all eight regions in the National Network: the Outreach Evaluation Resource Center; and the Web Services Technology Operations Center.

In addition to spending countless hours on the contract renewal, here are a few more examples of the RML's accomplishments:

- Conducted 68 trainings or presentations to more than 1,000 people across 5 states.
- Gave posters and talks at a variety of national and regional conferences for medical and public librarians, K-12 educators, pharmacists, the public health workforce, physician assistants, and aging services professionals, to name a few of the groups.
- Funded a wide range of awards for community capacity building, technology improvement, or health information outreach
- Susan Barnes and her evaluation colleagues developed and administered a national assessment of health science libraries' emergency preparedness activities.
- Michael Boer and his Web-STOC team hosted a series of monthly web conferences for network staff and
- Cathy Burroughs provided inspired leadership for the whole enterprise.

We co-hosted the blessing of a healing totem by master Lummi carver Jewel James. The totem began its cross country flat bed truck journey at the Seattle Center. It will end its journey in early October at the National Library of Medicine on the opening of a special exhibit called "Native Voices: Native People's Concepts of Health and Illness."

2001 University Recognition Gala

The Libraries shone gloriously Friday night at the University Gala. Last year we instituted a tradition of Libraries staff and student assistants being the official greeters to nearly 500 guests. The tradition continued this year with these smiling faces welcoming the UW's most generous friends to "our house."

It takes hundreds of people to put on the Gala to thank the University's most generous friends, but none are more critical than our Facilities Staff. Last year I christened Betty Jo Kane the Gala Czarina. Well, she took the gala to a new level and deserves a promotion. I anoint her the greatest Queen of all--Queen Elizabeth.

Just the Facts

What were the key metrics for engagement?

5 million physical library visits (Highest ever)
 Visits to Suzzallo up 33% in last two years (45,000 per week during academic year)
 1000 overnight visits to OUGL (2000 per night during finals)
 75% of visits were by UW undergraduates
 1 million log-in sessions to Access+ workstations and at the OUGL Commons
 42 Library exhibits

Now, we think we are busy. In 1902, the library director wrote:

The average number of students using the Library, daily at the present time is 325, in the Fall and Winter terms, the number increases to 350 or 375. The seating capacity is now seventy and during the mornings the entire number changes at the end of each hour.

SUSTAINABILITY

The Libraries' expertise in the selection, management, use and sustainability of information resources plays an essential role in advancing the University of Washington as a great global university, now and in the future. As stewards of the scholarly record we develop and apply a suite of emerging technologies and effective services that contribute to the effective use and preservation of knowledge. We recognize that the unprecedented technological, demographic, and economic challenges we face demand transformational changes in the way library services are provided and institutionally funded. We will continue to establish strategic priorities based on ongoing assessment of user and institutional needs, use resources efficiently to provide excellent services and collections, measure the effectiveness of our efforts, and use those results for continuous improvement.

We said that we would focus on sustainability on many fronts—collections, knowledge, business models, and library services. How did we do?

Spotlight on a Reversal of Fortunes

The spotlight falls on the budget.

We said we needed to halt the erosion of our budget, and with help from Provost Mary Lidstrom, we began to right the ship. We focused on a clear set of budget priorities:

- Halt erosion of quality and maintain competitiveness
- Restore collections funding to support research enterprise
- Maintain hours of opening/access to libraries
- Provide flexibility to meet demand/address changes
- Support core and emerging services
- Upgrade facilities to meet increased student demand
- Invest in key libraries to improve student access/success

And we accomplished many of our budget priorities. After a lengthy budget process, the Libraries and College of Arts and Sciences received highest net investment increases from the University. The Libraries new investment funding included:

- \$250,000 to maintain library hours of opening
- \$250,000 to maintain student hourly jobs
- \$2 million in collections-related funding
- \$16.5 million for undergraduate library renovation

The Provost commended the Libraries for metrics and faculty/student support.

Advancement Highlights

Our Advancement team has been hard at work on your behalf. They made magic happen thanks to your support. During the last year, we had the largest number of donors ever in one year—5,602. These individuals contributed \$2,221,330 including cash, pledges, and gifts-in-kind, including 5 new endowments and 4 realized bequests. We doubled the yearly average and had our best year ever (except the year that our patron saint Paul Allen made his gift).

I am excited to tell you that parents of currently enrolled students contributed \$132,000 to the Parents Collections and Programs Endowed Fund for Undergraduate Programs. The endowment stands at over \$823,000. I predict that next year we'll reach the \$1 million mark.

We also received an unusual gift from Serials Solutions in recognition of our leadership in electronic resource management and our long connection to the company. Starting this year for three years Serials Solutions will fund professional development and travel awards for Libraries staff in electronic resources and related areas. Watch Weekly Online News for details.

Events

We hosted five major advancement events attracting more than 600 donors and friends

- Dean's Circle Dinner at the UW Club
- Maxine Cushing Gray Visiting Writer Award – Dr. Charles Johnson
- Friends of the Libraries Board 20th Anniversary Celebration
 - The Friends of the Libraries celebrated their 20th Anniversary and honored its founding president, Dan Blom. This year's president Astrid Bear had the pleasure of overseeing a record \$59,000 in Friends awards to the Libraries.
- Henry Gallery Opening of the Seattle Camera Club Photo Exhibit/Book project (collaborative project w/the Henry Art Gallery and the UW Press)
- Annual Literary Voices – Erik Larson, keynote speaker

Communications

Our communications guru A.C. Petersen made us all look good through:

- Invitations and marketing for Libraries events
- Donor print and e-communication
- 4 e-newsletters to all donors/friends with email addresses (3000+)
- 2 print news cards to all donors/friends without email addresses
- Design, print new Friends of the Libraries brochure (will be annual)
- Update Advancement events and news websites
- Donor gift acknowledgment, solicitation and stewardship activities

Financial Partnerships

Our partnerships paid off in new resources coming to the Libraries from unexpected places.

- The Faculty Council on University Libraries helped establish the Faculty Fund for Library Excellence which was unanimously approved by the Faculty Senate. Chair Joyce Cooper is a champ!
- A notable investment in the Libraries came from Dean Daniel Friedman, College of the Built Environment, who invested in both the operations of the Library, by funding more hours, and in scholarship by funding the redesign of Alan Michelson's Pacific Coast Architecture Database.
- The Foster School of Business contributed funds to support resources in the Library.
- China Studies provided \$19,300 for us to acquire two important primary sources
- Korean Foundation provided \$25,000 grant for collections

- The Confucius Institute provided \$10,000 to purchase e-books collection and \$2,000 for an outreach activity.
- The Government of Canada Library Matching Grant Award to Tacoma Library for research materials related to Canada, 2010-2011

Fundraising will increase in importance as the state withdraws from its traditional funding level and we diversify our revenue sources. Gifts and endowment earnings now comprises ~4% of the Libraries budget. This must climb, and with Cyndi Asmus leading the way, the prospects look bright.

Financial Services

Our small but mighty Financial Services worked magic during a year of financial fluidity and ambiguity. They adeptly managed financial assets to over 368 budgets with \$59,065,889 in state funding for the biennium, spending \$30,068,561 for FY11. They facilitated our access to necessary data/reports in the Enterprise Data Warehouse. Libraries Purchasing expenses were further reduced by 13% and copy paper use 35% less than previous year.

Collective Collection

The “collective collection” moved from a concept to a working strategy as reflected in the Hathi Trust, PDA/DDA” (Patron- and Demand-Driven Acquisitions) e-book pilots, WEST, and the Orbis Cascade Alliance’s Distributed Print Repository (DPR). That’s a lot of alphabet soup.

We deepened our understanding of how multi-institutional approaches are shaping our world. Print repositories enabled us to begin a managed draw down of the collections. More than 9,000 volumes, representing approximately 200 JSTOR Arts & Sciences I and II titles held by other Alliance libraries for the Distributed Print Repository (DPR), were discarded from the collection, liberating 1,500 linear feet of shelf space.

We participated in two successive patron/demand-driven acquisitions (PDA/DDA) e-book pilots and served on the Alliance Implementation Team for an EBL DDA pilot. Much thanks to Linda DiBiase, Monographs, and all who took the lead.

At the same time, Collection Management Services (CMS) staff invested substantial time and attention in collections budgeting issues, including managing the 2.4% rescission that went into effect in fall 2010 and taking the lead in contingency planning for a major serials review and cancellation project that was averted late in the academic year when supplemental funding was provided.

In October, we will send representatives to the Hathi Trust Constitutional Convention. The agenda includes governance, business models, and orphan works strategies. I suspect an update on the recent legal challenge.

Fish, Mountains, and the Needle: Our Cultural Heritage

Special Collections negotiated gifts and processing for a range of unique materials. Here’s a sampling.

- New England Fish Company (NEFCO) records
- Pacific Northwest Linguistic Field Recordings Preservation and Public Access Project
- Mountaineering Collections Enhancement, including Jim Wickwire, the first American to summit K2, promised his papers.
- Century 21 Exposition (aka Seattle World’s Fair). April 2012 marks the 50th anniversary.

Process Improvement: It’s the Washington (Libraries) Way

Your work in improving processes was astounding. Perhaps we should author a book—Process Improvement: It's the Washington Way. Just consider these exemplary actions of efficiency and effectiveness

- Thrifty ILL: Monographs and ILL collaborated on a pilot to directly acquire selected titles when the cost of purchase is less than the cost of borrowing.
- UWEO Support: Cashier staff worked with UW IT and Educational Outreach to set up automatic downloading of Educational Outreach patron records
- BIBCO Standard Record (BSR) was adapted to textual monographs. By doing so, we will save on the order of 20% in complex copy and original cataloging.
- Serials transferred hundreds of subscriptions worth \$2.7 million to SWETS with much reduced service charges.
- Serials worked with SWETS to start a check-in consolidation pilot.
- Loaded "brief" bibliographic records from Serials Solutions. The use of brief bibs resulted in a 56% decrease (~500 records) in the number of e-serial records that went through Serials Cataloging.
- We led a pilot project to catalog certain foreign language titles for other members of the Orbis Cascade Alliance as a test of shared technical services. We provided copy cataloging of books in Arabic for one other library.
- The Departmental Delivery Pilot project, enabled by a partnership with Mailing Services, saved faculty time and garnered good reviews. During a six week period, approximately 1000 items were delivered to faculty offices.
- Reference Desk Review and action
- IT Services Review and action
- Licensing and Acquisitions Review underway

Mark It and Move It

Marking implemented a number of small changes that, in aggregate, resulted in a dramatic decrease in the time materials spend on the Marking shelves. Marking averaged a one to two week turnaround through most of the year, and even with peak volume near the end of the biennium didn't exceed one month. Last biennium, delays of six to eight weeks were the norm. Way to go!

Amidst all our reviews, piloting, and process improvement, we also took time to learn. The defining characteristic of the Libraries staff is its continuous pursuit of learning.

Student Employees

The Student Employee Appreciation Week and Scholarship Program were coordinated by the committee. The theme of the week was "Our Students Are Superheroes", with posters designed by Emily Ferguson. Since its establishment in 1998, the scholarship program has awarded \$111,500 to 136 students.

We could not run the Libraries without our superb students. It appears that students have always been an important segment of the libraries staff. Why from 1881 to 1882, students were in charge! The library director was a student named Louis Anderson. He was a junior in classics....and the son of UW President Alexander Anderson. Louis appointed another student A. Lincoln Jacobs as the assistant librarian. Lincoln was a sophomore and the son of Regent Orange Jacobs. I can think of many of our students who would make a great dean. Maybe we should give that a try!

Climate Survey Key Results

Thanks to all of you who responded to the Diversity and Organizational Climate Survey. The preliminary results are in and I am pleased to share some early data.

- 187 staff responses (55%)

- Ratings of diversity importance and the Libraries performance increased
- Communication was rated better at all levels (supervisor to library administration)
- Town Halls and Weekly Online News were rated most effective communication methods
- There were lower ratings for travel funding, transfer and promotion opportunities, and recognition
- Detailed results and a preliminary report to be posted soon

Staff Achievements

While I can't do justice to all you do to keep learning and sharing what you have learned, perhaps these compelling statistics can. Collectively, we add up to:

- 167 presentations
- 83 professional committee officers
- 69 articles
- 53 University committees
- 42 exhibits
- 19 book or journal editors
- 13 credit courses taught

Leaders Abound

You are movers and shakers, providing leadership at the highest level in a variety of organizations. There are many presidents among us.

- Gordon Aamot, Chair, C&RL News Editorial Board
- Christina Byrne, Chair, PNW Chapter, Special Libraries Assn.
- Erica Coe, VP/President Elect, ACRL Washington Chapter
- Kate Gerhart, Vice-Chair, Chair-Elect, PNW Chapter, Music Library Association
- Val Lawrence, Chair-Elect, PNC chapter, Medical Library Assn.
- Steve Shadle, VP/President Elect, North American Serials Interest Group
- Zhijia Shen, President, Chinese American Librarians Association
- Angela Weaver, Chair, ARLIS/NA Northwest Chapter

Libraries Assessment and Metrics Team

Talk about achievements. I am indebted to the Steve Hiller, Director, and Assessment & Planning. He brilliantly authored the Libraries' Program Evaluation and Budget Reduction Narrative documentation submission to the Provost in preparation for budget discussions. Without Steve's keen intellect and knack for a compelling story line, I do not believe that we would have fared so well in the budget category.

The Assessment crew, with a little help from their friends, carried out the 2011 In-Library Use Survey. A total of 4,684 surveys were returned across all three campuses. What did we learn? Here's a quick summary.

In-Library Use Survey Highlights

This first slide shows changes in in-library usage by undergraduates between 2008 and 2011. Not the major changes in the first two categories.

This second slide indicates the difference in activities of Research Commons users and non-users. The Commons seems to have hooked students on the library. It may come as a surprise to Steve, but the library has had an assessment program since 1881 when the Regents meet for the first time and asked the library to document growth of the collection in a systematic way.

Congratulations

Reappointment and promotion for librarians is a lengthy and taxing process. It requires high levels of achievement, detailed cumulative documentation, a peer review process, and an ultimate review by the Dean and Provost. We congratulate the librarians who were promoted this year:

To Associate Librarian

Alison Aldrich

Anne-Marie Davis

Ann Gleason

Helice Koffler

Stephanie Lamson

Jennifer Sundheim

Justin Wadland

Anjanette Young

And those who were reappointed at Senior Assistant Librarian

Michelle Batchelor

Anna Bjartmarsdottir

Theodore Gerontakos

Deb Raftus

Retirement Community

We honored Barbara Arrowsmith, Soraya Clemens, Ellen Howard, Carol Johnson, Carol McCready-Cohn, Alice Pitt, Alice Rose, Roy Sahali, Janice Thomas, and Paula Walker. We thank them for 267 years of cumulative service (that's an average over 20 years of service per person).

We miss their daily presence, but we know they are enjoying their retirement, wondering how they ever had time to work. We will continue to benefit from Paula, who fortunately chose post-retirement reemployment on a 40% basis to help us out. She'll return in October.

Award-Winning Staff

The awards keep rolling in, extending the visibility of the UW Libraries to all corners of the university and the profession.

Amy Harper

ARL Leadership and Career Development Fellow

Sarah Leadley

ARL Research Libraries Leadership Fellows

Leslie Bussert

EBSCO Community College Learning Resources Program Achievement Award

Terry Jankowski

Distinguished Member, Academy of Health Information Professionals

Marcia Monroe

UW Tacoma Outstanding Woman Award

Nancy Huling

Distinguished Librarian Award for excellence in librarianship.

Tim Bostelle

UW Tacoma Distinguished Service Award

EthnoMed
2011 Language Access Champions Award from the National Council on Interpreting in Health Care

150 Years in Numbers

Whew! What a year! What has transpired over 150 years since Samuel Coombs led the library? Here's a little statistical comparison.

I would say that we have done quite well in building on the audacity of Arthur Denny and friends.

Each and every one of you has contributed to a year of extraordinary achievement.

Everyone contributed, and every contribution was important. And, it was notice by our ever appreciative students and faculty.

Library Statistics Then and Now

	1866	1911	1961	2011
Volumes	150	50,000	1,100,000	7,500,000 500,000 e-books
Materials Expenditures	\$300	\$13,000	\$450,000	\$15,000,000 \$9 million e-purchases
Staff	(President was librarian too)	6	225	350
Staff Salaries		\$9,000	\$1,000,000	\$19,000,000
Total Expenditures	\$300(?)	\$27,000	\$1,600,000	\$42,000,000

Resting on Your Laurels

You deserve to rest on your laurels—but not for long. Our new president will begin to put his imprint on the university. He has told me on several occasions how important libraries are to excellence of the university.

The freshmen arrive in two short weeks. New graduate students are already poking around. Fresh faculty are finding their way to their office and unpacking boxes. And they all come with high expectations for excellent service, innovative programs, and the best library staff in the country—because that is the buzz on the street.

Priorities 2011-2012

During 2011-2012, our priorities are to:

- Strengthen educational partnerships
- Implement new subject librarian framework
- Employ multi-institutional approaches
- Ensure availability of needed information resources
- Build strategic capacity
- Reshape our physical and virtual spaces
- Develop a sustainable academic business plan
- Identify and implement high impact organizational effectiveness initiatives

Impact and Influence

You may never fully understand the impact you have had on an individual student or a whole class; a solitary scholarly or an entire research lab; a future student not yet born or an emeritus professor writing her last paper.

I suspect few of you know that you have influenced the men's basketball team. Did you know that the team chose to put the Suzzallo Library on the back of their new jerseys?



So... when the Huskies race down the court for the game-winning dunk in the NCAA championship game next March... the library will have their backs.

(Thanks to our lovely model Deb Raftus)

Let' wrap up the year with the Library Movie before we turn our attention to the New Year and the work ahead.

<CLOSING VIDEO>

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

As we come to the end of the 2011 All Staff, I thank you for all you have done and will do in the coming year. It is my privilege to serve as your dean. Congratulations on a pioneering year full of partnerships and wide open panoramas.