

## **TRADITION, TEAMWORK AND TRANSFORMATION**

**University of Washington Libraries**

**All Staff Annual Meeting**

**September 19, 2012**

Betsy Wilson

Dean of University Libraries

with

Sarah Leadley, Associate Dean of Libraries

Jill McKinstry, Director, Odegaard Undergraduate Library

Bill Jordan, Associate Dean of Libraries

Cyndi Asmus, Director, Libraries Advancement

### **Welcome and Introduction**

Good Morning! Welcome to the University of Washington Libraries 2012 All Staff Meeting. Thank you for being here today

It's that time of year. A time of anticipation. A time for convocation. Wide-eyed freshman look younger and younger every year. New faculty look younger and younger every year. So, we must be looking younger and younger, too!

Normally the days have cooled by now and the rain has returned. But this year we're enjoying the endless summer with "the bluest eyes skies you've ever seen" (with deference to that crooner Perry Como). It is the time we come together to mark what has been and what will be.

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

- Linda Ambre
- Steve Hiller
- Michael Milligan
- Amy Halligan
- Sarah Leadley
- Jill McKinstry
- Bill Jordan
- Cyndi Asmus
- Louise Richards
- AC Petersen
- Melissa Ibarra
- Betty Jo Kane
- Mike Frushour
- Marty Nolan
- Many photographers
- And You!

My predecessor Betty Bengtson taught me many things, including the importance of traditions, especially during time of continual change. In fact, Betty started a tradition that is now over two-decades old. I call it the “the march of time tradition.” As a community, we range from those newly arrived to those wizened with decades of experience. Regardless of when or how we arrived, we are all committed to the mission of the Libraries and the power of education to transform lives. 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. Will you please stand if you have been with the Libraries for less than a year? Join me in welcoming our newest colleagues.

### **Laurie Sutherland**

As we stand and mark our service to the Libraries, let us remember Laurie Sutherland who is not with here today. Laurie joined the Libraries in 1970, and made many contributions over four decades, most recently as Head, Serials Acquisitions. She was widely respected for her deep expertise and professional work during a transformational period in serials publishing and acquisition. This fall, Laurie would have greeted her 42<sup>nd</sup> class of Husky freshmen. On September 4<sup>th</sup>, we lost a long-time colleague and friend. Our collective sorrow is deep. I hope you will join me and others to honor Laurie at a memorial service on October 4 at 3 pm in the Petersen Room.

### **Tradition, Teamwork, and Transformation**

Last fall, we gathered together and marked the UW’s 150 years with “Pioneers, Partnerships, and Panoramas.” Throughout the year, the local media drew on our special collections to tell the story of how *tradition, teamwork, and transformation* created this special place called the University of Washington.

From its modest beginnings in a soggy backwater, the UW has taken its place among the great public research universities in the world. Today, more than 48,000 students attend our three campuses. We grant 30% of all baccalaureate degrees in the state and nearly 40% of graduate and professional degrees. Tradition, teamwork, and transformation have long been a unifying theme in the history of the UW and the Libraries, and it is the theme I’ve chosen for the 2012 All Staff meeting.

### **Priorities for 2010-2011**

Last September, I outlined the priorities that would demand our collective attention during 2011-2012:

- 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

Building on past traditions, using teamwork, and focusing on meaningful transformation, we made progress on our priorities. We have much to celebrate and, as they say in the other Washington, “the state of the Libraries is strong.”

### **Mission, Vision and Values**

Our mission is clear and unambiguous: We advance intellectual discovery and enrich the quality of life by connecting people with knowledge. Our vision is compelling: We are an international leader in imagining, creating, and realizing the promise of the 21st century academic research library. Our values are inclusive and align powerfully with the university: collaboration, diversity, excellence, innovation, integrity, and responsiveness.

We used our strategy map to announce our intent in four strategic areas: Research and Scholarship; Teaching and Learning; Engagement; and Sustainability. The range and depth of library activity is so great, that I can’t begin to do justice to our accomplishments. But, don’t think our users have not taken notice of what you do day in and day out. Because they have, and they go out of their way to tell me so.

Today I’ll spotlight on a particularly significant highlight of your good work in each of the four strategic areas, mention some companion achievements, and conclude with a few words about the coming year.

### **Telling Our Story**

Impact is much more than a laundry list of accomplishments and set of lifeless statistics. Impact is revealed through accumulated stories in which all of you had a part. Members of the Libraries Assessment and Metrics Team were passing out the new facts sheet as you came in. As you peruse it, please know how impressed I am with your individual and collective contribution:

- To the anytime anyplace library
- To providing excellent resources and services

- To managing and renewing our physical facilities
- To teaching, learning and research
- To contribution to the success of faculty and graduate research
- And to global library leadership

In keeping with the theme of teamwork, I am going to break with tradition and share the podium with a few others who will help celebrate this transformative year.

## **STRATEGIC AREA 1: TEACHING AND LEARNING**

We said we would educate students for a future we couldn't begin to imagine and we would do this through transforming the educational experience of our students and faculty. How'd we do? Sarah Leadley, come on up and tell us how we did.

### **Spotlight on Teaching and Learning Assessment (Sarah Leadley)**

First, I want to recognize the excellent work of Amanda Hornby, Leslie Bussert and Erica Coe, our tri-campus teaching and learning leaders. In keeping with the themes for today, I'll begin with tradition.

I think it's important to acknowledge that we have an established tradition of doing really strong work in assessment, with Steve Hiller's deep expertise, and our Libraries Assessment and Metrics Team, this last year co-chaired by Amanda and Jackie Belanger. The Libraries embraces evidence based decision making - so just as we talk about this with our students, our claims about our impact on student learning also require evidence.

The Libraries also has a long history of doing really creative and innovative work in teaching information literacy, often in collaboration with faculty. We reached about 25,000 undergrads and 7800 grads in our classroom instruction last year. The TLG's Dangerous Liaisons blog and elearning listserv is where a lot of the excellent work on this is being shared.

A wide lens – the Libraries has a long been a major player on the national scene. We're so connected to what's happening around assessment, the ACRL Value of Academic Libraries project, the ACRL Immersion Assessment program, the national Assessment conference. We're in conversations on our campuses with faculty, administrators, and assessment officers. There's a really remarkable convergence of intellectual work happening and we're very much a part of the advancement of knowledge in this field.

### **Teamwork**

We're so lucky to have such a strong and committed group of librarians contributing to teaching and learning as a collective effort through the TLG, you all are doing such smart work. This last year, Amanda and Leslie lead the group in the development of the Libraries student learning goals, and, along with Jackie Belanger, offered workshops for librarians. There's

already deep expertise here in the Libraries, but there's so much to learn about assessment, and so much value in coming together to wrestle with it as a collective.

## **Learning Goals**

I wanted to highlight the Libraries learning goals because they're a real milestone for our teaching and learning program. If you haven't already I would invite you to read them in their entirety on the web via the teaching and learning site:

<http://www.lib.washington.edu/teaching/university-libraries-student-learning-goals-and-outcomes>

One thing that I really appreciate about them are the openings they provide for conversations with faculty about the critical thinking capabilities that matter deeply to them.

## **Transformation**

The focus is on assessment as learning – it's great to see an emphasis on formative assessment for students, which gives them immediate feedback on their work. But it's also about the learning that occurs for the librarian and faculty member as they collaboratively work to improve their teaching of information literacy.

We're developing rubrics, a key component of this transformative process. Rubrics make visible the work of students, they make possible the framing of questions about student learning, they also allow us to position information literacy as developmental, something we begin with our freshmen and continue to build on with seniors and graduate students. WASSAIL is not just a holiday drink anymore, but an assessment management tool! This coming year we'll be piloting some work using WASSAIL to track student learning data.

Overall, we're building a robust infrastructure to support this challenging work. Examples of student learning assessment work in process for 2012-13:

- Bothell – the librarians have identified a 100 level research writing class as a place to do some work with rubric based assessment
- Seattle – in spring librarians did some excellent assessment work in the Expository writing classes, and will be continuing this work and the evaluation of the results.  
Tacoma librarians will be working with first year Core faculty to incorporate student learning goals into the curriculum and rubrics.

## **Research Awards**

(Back to Betsy Wilson)

Thanks so much Sarah for showing us what a lot of teamwork can do. We see the results of our teaching and learning in extraordinary student research, and in students prepared who know

how to think and are prepared to lead. The Library Research Award for Undergraduates program recognized another superlative cohort this year.

Ever wonder what happens to the award winners? I can tell you that they continue to push the boundaries of understanding. Take Gennie Gebhardt, the first and only freshman to ever win the award. Gen is a senior this year and is in line for a Fulbright which will allow her to travel to Pretoria and study open access publishing in South Africa or to be a Henry Luce Scholar and spend a year in Asia.

I often say that the library is the university's largest classroom. In this "classroom" we want students to trip over ideas. You could say we strive to create an environment where "accidental learning" takes place. Our many superb exhibits created lovely "tripping hazards" that exposed students to unique collections, historic events, and contemporary issues.

## **STRATEGIC AREA 2: 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'd we do? Jill McKinstry, come on up and tell us how we did.

### **Spotlight on OUGL Renovation (Jill McKinstry)**

Finally, we're here! Phase I of Renovation after years of planning and dreaming. Odegaard Undergraduate Library received an appropriation of \$16,575,000 from the 2011-13 State Capital Budget. That's the good news. The bad news is that it has to be designed and built in an unprecedented schedule of two years. We have gone from image maps to detailed plans and designs. As the slide suggests, "Get those hammers out, Jill." I think that we're going to need more than that. This is a 2002 photo of my family in Durban South Africa building 100 homes for the Jimmy Carter Work Project. BTW, the hat color does mean something. Red – you know what you're doing, and are in charge of a house. Yellow, you're coordinating... Guess that's my best role.

### **Tradition**

The investment in Odegaard is built on tradition, the tradition of serving undergraduates for past 40 years. In many respects the architects got it right in 1972, as well as in 2012. Students want to be comfortable, they want to learn in whatever mode is best for them, and they want it 24/7.

### **Transformation**

What has made Odegaard the convenient, 24-hour, one-stop library for students is the strength of our partnerships. We could not do this alone. I particularly like the photo on the right at the

Information desk. Students are there to check out a course reserve book, put money on their Husky Card, print or scan an assignment, and there's a little group study set up right under the stairs unbothered by the commotion. The Odegaard Writing and Research Center and the Odegaard Learning Commons are there for the students day in and day out.

## **Teamwork**

With teamwork has come transformation and light. The new skylight is already doing battle with the dark brick and colors of the 70's. On the first floor will be two state-of-the-art active learning classrooms with 10 tables seating 9 students each, a faculty console, and white or glass boards and large screens for each table. Nestled between the brick wings in each room will be "data booths" or "data diners" for student collaboration and the use of large writing surfaces and screens.

Finally, an open atrium will recapture 6,000 square feet on the first floor with the replacement of the large central staircase. First floor will be built out this year with a joint consultation space for writing and research, more group study rooms, and a glass-enclosed quiet third floor. I'm glad to know that according to the Orientation Edition of *the Daily* this week, it's already completed. That was fast.

## **UWT: The Library of Destiny**

(Back to Betsy Wilson)

Thanks Jill. Along with OUGL, we seemed to always be constructing, refurbishing, or remodeling. October 3 is a red letter day. It is when the library of destiny is dedicated in Tacoma, the city of destiny. A short year ago we applauded the long-awaited ground-breaking in Tacoma of the Tioga Library Building. Talk about engagement. The UWT staff, led by the ever patient and persistent Charles Lord, engaged intensely in an accelerated, peripatetic and often challenging construction process. UWT staff worked to mitigate the impact of construction on current services, to retrofit current space to better accommodate the research and learning needs of students, and finally to move into the Tioga Library Building. It's been a wild and wooly year for our colleagues in Tacoma, where students love their library and have high expectations for it.

## **East Asia Library**

The East Asia Library continued its face lift. The mezzanine space was converted into EAL's first-ever instruction and team space. It is amazing what a little fresh paint, new carpet, movable tables, chairs, and white boards can do. The East Asia Library began planning for the creation of a special collections room. UWIT rewired Gowen, and for the first time its occupants, including EAL, could join the wireless world. EAL users enjoyed large screen displays and new scanners in the reading room.

## Foster Business Library

The Foster Business Library has been in a perpetual state of construction for the last decade. Gordon and his staff can now celebrate:

- 2,000 square feet of library space for collections and seating.
- Return of the print collection from Kane Hall
- New compact shelving
- Three new team spaces featuring wall-mounted LCD screens, movable white boards, and configurable furniture.
- New furniture upholstered in the Paccar palette: lime green, orange and blue
- A beautiful round wooden table was installed in Study Room 11 created out of the former entrance foyer.
- About 100 additional seats (mostly soft seating)

But, is it really done? Time will tell.

## Settling into New Spaces

Our students and faculty reaped the benefits of the Research Commons and the refurbished 2<sup>nd</sup> floor of Health Sciences Library. Based on use patterns, the Research Commons created three new areas: a second walled-in space, an additional presentation space, and added tables to a third semi-private space. Students swarmed HSL, drawn in by new lightening, vibrant colors, and a diversity of furnishings. Students from several health sciences schools loved HSL's expanded after-hours access. Now they never have to sleep!

## Virtual Spaces

We supported users any time any place in virtual space.

- UWT moved to Drupal Content Management in alignment with the campus platform and launched its user-centered site in June.
- ITS imaged and deployed 234 new Access+ computers, 134 monitors, and 34 scanners; deployed Deep Freeze on public machines; and reimaged over 80 guest research workstations. But who is counting?
- We created Quick Print stations, and launched the Printopia Project with free networked printers provided as part of the UW Paper Reduction Program
- Health Sciences experimented with tablet computers and clinical algorithms, redesigned Healthlinks, deployed new servers to support both HSL and NN/LM, and consolidated domains and storage networks with ITS.
- We migrated websites to Plone and subject pages to LibGuides. In doing to, we not only enhanced our web content but provided a much more efficient means of updating our anytime anyplace content.
- I am told that we even briefly resurrected *gopher.lib.washington.edu* to the delight of the remaining few who remember the time when Gopher was cutting edge.



### STRATEGIC AREA 3: RESEARCH AND SCHOLARSHIP

We said we would save users time and enhance research and scholarship by providing fast, authoritative access to and delivery of information resources. How'd we do? Bill Jordan, come on down and tell us how we did.

#### Spotlight on Shared ILS (Bill Jordan)

How did we do? I can't tell you that yet. Let's look at *what* we are doing with this project:

- 37 Alliance libraries
- in 3 states
- will spend the next 2 years
- putting 10 million titles
- and 29 million items
- into one system
- to better serve our more than 300,000 students, faculty, and staff

#### Tradition

The traditional approach to library management systems held that every library, like the snowflake, was utterly unique and so needed its own ILS. This view, not surprisingly, was energetically promoted by those who sold library management systems.

What we got were silos. We got systems that were hard to integrate with other systems and expensive to run, both in dollars paid to the vendor AND in staff time to support them. We got systems that didn't support, or didn't support well, the new strategic directions we were setting and the new services that we needed to implement – many of which involved collaboration with partner libraries. We got a lot of duplication of effort, as we loaded the same records into multiple systems and then did authority control and other maintenance on those same records in each of our separate systems.

But with our Alliance colleagues, we were also developing some new traditions, traditions from which we could build success. The Alliance developed a tradition of innovation and successful collaborations; the list should look familiar to you. These collaborations benefitted each of our libraries, and allowed us to better serve our individual constituencies. These collaborations allowed us to do together what we could not do alone. We all contributed, we all benefitted, and we developed mutual trust. That is what laid the foundation for what we are about to do with the shared ILS project.

At conferences, when people are talking about academic library collaborations, you hear two things mentioned again and again: one is the planning that Columbia and Cornell are doing around their 2CUL effort, and the other is what the Alliance is doing. Planning: 2CUL. Doing:

the Alliance. At the Summer Meeting, Jay Starratt pointed out that planning is nice, but results are CUL2.

### **Teamwork**

A project this size takes a lot of smart people to pull it off. One thing the Alliance has in spades is a lot of smart people. 167 of them were nominated to positions on one of 3 teams that will be involved in advancing this next phase of the Alliance's strategic agenda.

The implementation team is modeled on our own IOG, where each ILS functional area is assigned to a working group of domain experts, and the working group chairs form the core group of implementers. The Collaborative Tech Services team will look at how to maximize value from the shared environment, and the

Assessment Team will keep track of how much work everybody else is doing and how effective it is. Locally, IOG will take the lead on the Alma implementation, and the UW WorldCat group with the addition of a couple of public services staff will take the lead on Primo. But migration is going to touch everybody, so get ready! And don't forget, our colleagues in the Law library are coming along too.

### **Transformation**

This is more than a systems migration project. With the merger of systems from 37 libraries into one shared system, it represents a fundamental change in Alliance member's relationships with one another. It enables us to move to the deeper level of collaboration articulated in the strategic agenda: in collaborative tech services, in collection development, and in service delivery. We will give up a little local control for the means to achieve our shared goals. We will deliver new and improved services to our respective campuses, and we will do it more efficiently.

How did we do? Check back next year!

### **Information Resources**

(Back to Betsy Wilson)

For the first time, \$100K was set aside for a strategic expansion of eBook holdings. A portion of this money supported our participation in the Orbis Cascade Alliance Demand Driven Acquisitions (DDA) pilot.

We enjoyed a \$2 million dollar temporary increase to the monograph and serials budgets. The dreaded serials cancellation project never raised its ugly head.

We collaborated with the Office of Research to launch the Husky Sci-Val, an expertise profiling and research networking tool which makes it easier to find experts and enable collaboration within the UW and across research organizations.

### **Data, Data, Everywhere**

We were working on data before “big data” was cool.

- Our traveling team of Cynthia Fugate, Tania Bardyn, and Stephanie Wright (supported locally by Theo Gerontakos and Maureen Nolan) wowed the ARL/DLF eScience Institute with their ideas and innovative spirit.
- The first annual GIS day drew a wide range of participants in the Research Commons.
- Our work on data management plans was tweated this week by the *Economist*. Way to go Steph!

### **Scholarly Publishing and Open Access**

We pushed for positive change in scholarly publishing and open access by making the UW community conversant with tools, issues and opportunities.

- The amazing Open Access Week exhibit developed under Judith Henchy’s leadership was held over by popular demand and went on the road.
- We updated and redesigned open access and publishing websites, and moved OJS journals to Simon Frasers University’s journal hosting service.
- Many hands made the long held dream of electronic theses and dissertations a reality. Finally.

### **Online and Print Services**

We made significant progress in transforming our online and print services.

- The Licensing and Acquisitions Review Group incorporated LEAN process techniques into their work. Recommendations were submitted at the end of 2011 and subsequent implementations have begun.
- RAD reorganized into three divisions: ARCS, CAMS, and Preservation Services (and came up with some new acronyms).
- Countless staff in CMS, ITS, BRD and Cataloging were involved in an unusual number of platform migrations, including more than 30 Proquest resources and Wilson databases and NetLibrary eBooks as a result of Ebsco buying these producers.

We made good progress on our shared management of the print collections.

- We signed agreements for two new repositories in addition to WEST: the GWLA Annual Reviews print repository and the National Library of Medicine MedPrint program.
- We successfully completed year one of WEST archiving. We committed to retain more than 34,000 volumes. In addition, we transferred 56 volumes to Stanford and 130

volumes to Arizona State to complete gaps in their archive. We discarded 4,553 volumes that duplicated our WEST archive holdings, recapturing 710 linear feet. On to year two.

## **STRATEGIC AREA 4: SUSTAINABILITY**

We said that we would focus on sustainability on many fronts—collections, knowledge, business models, and library services. We said we would build a sustainable academic business model. How'd we do? Cyndi Asmus, come on down and tell us how we did.

### **Spotlight on Sustainability (Cyndi Asmus)**

It's great to have a chance to celebrate our 2012 fundraising achievements! We received nearly \$2 million in cash and appraised gifts from 5077 donors. Endowments provide consistent support. Currently, our 80 endowments add about \$1,400,000 for collections, programs, staff, scholarships and much more. A bequest from the estate of Hazel Ryan added \$577,000 to her endowment for Pacific NW history. Parents give generously so their kids have the best Library. UW student callers find this the easy "ask."

### **Proud Tradition of Giving**

The Libraries has a proud tradition of giving. In 2012, the Friends of the Libraries gave more than \$30,000 for your projects, for the Libraries Research Awards and student scholarships. Eleven students received \$1000 Student Employee Scholarships. The past year has afforded opportunities for us to honor our colleagues as many of you have done in memory of Laurie Sutherland.

In July, the James Leland Dirks, Jr. Library Preservation Endowed Fund was established. Tragically, Lee and Judy died in an automobile accident in Peru in August. It's fitting that Lee's legacy will help train students in his beloved field of preservation

### **Teamwork**

It takes a big team to fundraise for the Libraries. Your Advancement staff, Joyce Agee, A. C. Petersen, Melissa Ibarra and I, work every day to secure gifts, host events, stay in touch, and thank our donors for their generosity. We are backed by one of the best Central Advancement teams in the country. Together our donors, our Friends of the Libraries Board, and especially you – make a successful team!!

### **Generosity**

I wish I could name them all the generous gifts received in 2012. Thanks to Martha Tucker, recently retired Math Librarian, the RenewU Scholarship fund helps Libraries staff pursue their

academic degrees. Sandra Kroupa and donor, Pamela Harer, curated the wonderful Merry Company Pop-ups, Movables & Toy Books exhibit and then Pamela gave us even more of her historical children's book collection. A \$250,000 matching gift from Anne and Wayne Gittinger will move the Husky Reels project. Thanks to those of you who attended Libraries Advancement events, provided information about exhibits and shared special news stories.

### **Transformative Gifts**

Just recently, the Paul G. Allen Foundation made a \$3m gift in memory of Faye Allen – wife of Ken and former Libraries employee, renaming the endowment the Kenneth S. Allen and Faye G. Allen Library Endowment Fund.

Another transformative gift is coming soon from the Mellon Foundation – a \$1m matching grant to endow a Sr. Conservator position and a \$250,000 gift to fund the conservator's salary while we raise the \$1m match in 3 years.

Thanks to all of you who help “enhance revenue diversification” by helping to increase support for the Libraries! We have much to celebrate and much exciting work ahead! In the next year you will hear about the upcoming University-wide fundraising campaign. Get ready!!

### **Only Connect**

(Back to Betsy Wilson)

Cyndi, through teamwork you have truly helped transform the Libraries. We connected with our community, writ large, through educational outreach, a significantly expanded Heal-WA, an ambitious Regional Medical Library program, myriad visitors, and local heritage groups.

And we connected most importantly with decision-makers on our budget priorities. We focused on a clear set of requests this year:

- Maintain collections funding
- Invest in key libraries to improve student access and success
- Staffing to address increased enrollments and emerging needs
- Salaries, salaries, salaries
- Multi-institutional approaches to improving services and containing costs

Through the budget process, the Libraries emerged as a top priority across all constituencies and the University administration responded. The \$2 million in temporary collection funding was made permanent, the Libraries was exempted from the 2.9% Seattle campus cut, our hiring plan was approved, and UW Bothell received significant additional funding. But, we are not done yet and challenges remain.

I am convinced that one of the reasons for this reinvestment is that we are responsible and creative managers. In fact, our Financial Services unit managed 330 budgets representing

nearly \$40 million, including \$1.5 million in endowments and gift spending, and 14 million dollars in invoices paid through Millennium. We worked to reuse, reduce, and recycle, and realized an 18% decrease in printer and copier costs. And we built out our grant management capacity with the addition of the amazing Karen Brooks.

### **It's The Washington (Libraries) Way**

Your work in improving processes, services, and spaces was astounding. You could say, "It's the Washington (Libraries) Way." You questioned assumptions. You found creative solutions.

Even some units asked "What's in a name?" with the understanding that names are important and can add clarity.

- Library Cashier became Library Account Services
- Suzzallo Circulation became Central Circulation
- Grants and Funding Information Service (GFIS) became Graduate Funding Information Service (GFIS)

The Reference Desk Services Task Force questioned whether we were optimally deploying our staff given the expanded librarian liaison and teaching and learning roles.

Our culture of assessment informed our answers and decisions. We reorganized the Libraries Assessment and Metrics Team with new leadership, responsibilities and direction. We completed analysis of the 2011 In-Library Use Survey and reported results in various venues. We worked with the findings of the 2011 Diversity and Organizational Climate Survey to make the Libraries a workplace of choice. We collaborated on a draft of library-related standards for the Northwest Commission on Colleges and Universities accreditation of the University of Washington. We'll be ready when the UW is visited in 2013.

### **2y2d Spotlight on The UW Libraries**

People sat up and took notice of all your transformative work. No one sat up higher than our boss Provost Ana Mari Cauce. She was so impressed with your work that the Libraries was featured in a 2Y2D spotlight: *Transforming Libraries Space and Services*.

### **People Come First**

Transformation is an inherently human enterprise. Buildings don't transform themselves. Innovative services don't appear spontaneously. Exemplary service is the result of people coming first. We learned together.

We continued traditions such as Prime Numbers, Student assistant appreciation programs, and gatherings with our iSchool research partners. And we launched new programs such as

DevelopU, the Serial Solutions travel awards, and RenewU (thanks Martha Tucker). The result—the best darn library staff around.

We are a library staff that is highly productive and propels our profession. Just consider these impressive metrics of achievement on the screen. Milestones are meant to be celebrated and we have many to applaud this year.

Reappointment and promotion for librarians is a lengthy process. It requires high levels of achievement, detailed documentation, a peer review process, and a critical review by the Dean and Provost.

We congratulate the librarians who were reappointed this year to Senior Assistant Librarian:

- Jackie Belanger
- Emily Keller
- Verletta Kern

And those who were promoted to Senior Assistant Librarian:

- Nicole Dettmar
- Heidi Nance

Associate Librarian

- Leslie Bussert
- Amanda Hornby

Librarian

- Cass Hartnett

We honored eight colleagues who transitioned into their retirement:

- Jackie Coats
- Wayne Gloege
- Mary Kalnin
- JoAnn Madison
- Gary Menges
- Ju-yen Teng
- Martha Tucker
- Katie Whitson

We thank them for their many years of cumulative service and all they taught us. We miss their daily presence, but we know they are enjoying their retirement, wondering how they ever had time to work.

**Award-Winning Staff**

Staff received many awards this year, spreading the fame of the Libraries to all corners of the university and the profession.

- Janet Schnall (MLA Lucretia W. McClure Excellence in Education)
- Tim Jewell (Distinguished Librarian Award)
- Jennifer Sundheim (UWT Outstanding Women)
- Adam Hall (PSO Distinguished Professional Staff)
- Tania Bardyn, Terry Jankowski, Val Lawrence, Janet (again) Schnall, and Leilani St. Anna (Distinguished Member of MLA Academy of Health Information Professionals), and
- Sherri Dodson (UWMC Outstanding Patient Educator Award)

Whew! What a great year it has been.

## **UW Agenda**

As Emily Keller said in the 2Y2D video, we need to continually survey the landscape and anticipate rather than merely respond.

This time last year, Present Young had barely arrived and his agenda was evolving. But, his presidential focus has emerged—the UW as an economic and innovation center. This is reflected in: such developments as the:

- Incubator tech startup
- Coursera
- Structural changes that will allow the UW to leverage its economic power
- West campus and South Lake Union developments
- University district sustainability partnerships
- Early planning for the next capital campaign, and
- Salaries and compensation

I ask how might the Libraries help advance the President's agenda?

This time last year, Provost Phyllis Wise had just been appointed as Chancellor of the University of Illinois. She traded purple and gold for orange and blue. In January, Ana Mari Cauce moved into the provost's suite and her agenda quickly emerged:

- Leadership development for academic leaders
- Big Data
- Diversity
- Enhancing the student experience
- 2Y2D and a sustainable academic business plan, and
- Salaries and compensation

I ask how might we help the provost advance her agenda?



## The Public Research University

Higher education is in a period of transformation. Economics, technology, public expectations, affordability, and new modes of discovery and learning are creating both disruptions and unprecedented opportunities. James Duderstadt, president emeritus of the University of Michigan, has said, “The library of the future may in fact predict the future of the university.” We are in a position to create a powerful new narrative of what it means to be a public research university with the library at its transformational center.

## Priorities 2012-2013

During the coming year, flawless execution of our top priorities will take on even greater importance *if* we are to fulfill our central role in shaping the public research library. This time next year, I am confident that I will report that we have made significant progress in achieving our top priorities:

- Implementation of the shared ILS
- Completion of OUGL Phase 1
- Salaries and compensation
- Information and instructional services
- Human resources
- Diversification of our revenue base
- Assessment and accreditation gains

There is much work to be done, and there is no library staff in the country better positioned to do it. It is time to bring All Staff 2012 to a close (we have libraries to open after all). We began the morning with the “March of Time” tradition, and we end it with the “library movie” tradition.

<Closing video>

A round of applause for Amy Halligan and another directorial achievement!

It is my privilege to serve as your dean and to call you my colleagues. I thank you for all you have done and will do in the coming year. Congratulations on a spectacular year of *tradition, teamwork, and transformation*.