

## BOUNDLESS EXCELLENCE

University of Washington Libraries  
All Staff Annual Meeting  
September 20, 2016

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Vice Provost for Digital Initiatives and Dean of University Libraries

Good Morning! Welcome to the University of Washington Libraries 2016 All Staff Meeting. It's great to have you here—whether in person or online. We come together today to celebrate what we have done over the past year and what we will do in the New Year.

### MAKING DREAMS COME TRUE

Often we do not know the impact we have on those we serve. Let me tell you a story about making dreams come true. You may have heard about the Dream Project. This student-initiated college-access and retention program pairs UW students with first-generation and low-income students in Seattle area high schools and assists them in applying to college.

Student leaders of the Dream Project gathered this summer and talked about when they knew they were going to college. One student shared that his decision was made in 8<sup>th</sup> grade while on a field trip to the UW. His class toured the library and he saw the “world’s largest book.” He was a recent immigrant to the US and did not speak English. Yet, when he saw the book and felt the overwhelming power of knowledge housed in just Suzzallo, he instantly wanted to come to the UW. It was a difficult journey to get here, but he made it. He will start his senior year at the UW next week confident that he belongs.

Opening our doors, even to rowdy middle schoolers, may change a life. What could be better than working alongside colleagues who are driven to serve and do a world of good?

Many people helped with today’s event. I am so appreciative of the contributions that each made:

- Steve Hiller
  - Aimee Hirahara
  - A.C. Petersen
  - Stephanie Guerrero
  - Linda Ambre
  - Marty Nolan
  - Brad Van Horne
  - Matthew Allen
  - Jackie Belanger
  - Amanda Hornby
- Diana Louden
  - Many photographers
  - Many report writers
  - And each of you!

Join me in thanking them.

## RISE UP

My predecessor Betty Bengtson was a good teacher. She taught me many things, including the importance of marking milestones. Betty started a tradition that is now over two-decades old. It could be called the “March of Time,” or, in the words of Lin-Manuel Miranda’s *Hamilton* “Rise Up.”

As a community, we range from those newly arrived to sages with decades of experience. Regardless of when you arrived, we share a commitment to connecting people with knowledge. Would you *Rise Up* and remain risen if you have been with the UW:

- Over 50 years
- Over 40
- Over 30
- Over 20
- Over 10
- 5-10 years
- 1-5 years

You may now be seated. Will you please *Rise Up* if you have been with the Libraries for less than a year? We welcome a large and exceptionally talented class of new staff. We’re so glad that you joined (or rejoined) the Libraries over the past year. May you continue to grow and learn and *Rise Up* 10, 30 or even 50 years from now.

This year, our retiree community grew by 11. And, the boundless Paula Walker completed her post-retirement appointment. We thank our colleagues for literally

centuries of cumulative service. Their legacy is large. We wish them the best in their new adventures, but know they will always be part of the Libraries.

## DELIVERING SUCCESS

Last fall, we gathered and celebrated *Delivering Success*. I outlined the priorities that would demand our collective attention to advance the five pillars of our strategic plan.

- Collections and Access
  - SILS Operations and Tools
  - Alliance Collaboration
  - Collection Strategies
- Research and Scholarship
  - Open Access Policy
  - World Class Repository
- Teaching and Learning
  - Partnerships for Learning
  - Canvas Integration
  - Open Educational Resources.
- Engagement and Community
  - Expand Support, including the Campaign
  - Celebrate the 25<sup>th</sup> Anniversaries of Bothell, Tacoma, and Allen libraries
  - Libraries Facilities Master Plan
- Organization and Effectiveness
  - Organizational Review Initiative
  - HR/Payroll Implementation (Go live June 16)
  - Triennial Survey

With all of the talent here in this room, expanding support from the Provost, a strategy aligned with the university, and growing philanthropic support we went further this year and delivered “boundless excellence.”

As Provost Jerry Baldasty wrote in his university-wide message on budget decisions for the coming year:

*The measure of a university’s academic reputation relies, in large part, on the excellence of its libraries. Continued price increases for UW Libraries’ journals and databases*

*threaten the academic mission of the University. Although UW Libraries has been enormously efficient, we still need to provide additional funds to sustain and advance excellence. We have re-deployed critical funds to provide permanent financial support to the Libraries by limiting other central administration spending.*

Our mission is clear: 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 core to what we do and who we are:

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

## DELIVERING SUCCESS

We entered and completed our second year of *Delivering Success: 2014-2017 Strategic Plan* and declared our intentions in five strategic areas:

- Collections & Access
- Research & Scholarship
- Teaching & Learning
- Engagement & Community
- Organization & Effectiveness

Each of you made important contribution to connecting people with knowledge. Today, I will provide some highlights of what we have accomplished together this year. Three of our colleagues will *rise up* and dive deeper into some of the most noteworthy efforts. I know you will be inspired by the totality of your collective efforts.

### ***Strategic area 1: Collections & Access***

We worked to provide access to outstanding and authoritative collections that are central to the success of the University research, teaching, learning, and clinical care programs. Did we deliver boundless excellence?

This was the third year using the Alma/Primo Shared Integrated Library System. The system continues to present challenges across the Libraries, but it is becoming more functional as enhancements and fixes are implemented. Staff time was taken up with troubleshooting, developing workarounds, and explaining the inexplicable to users. Many staff, including members of the Alma/Primo Operations Group, were relentless in addressing issues and opportunities both within the Orbis Cascade Alliance and with ExLibris.

For example, Kate Deibel and Christine Tawatao, with colleagues in UW-IT's Accessible Technology Services, worked closely with Ex Libris to evaluate the accessibility of the new Primo User interface and offer targeted suggestions for improvement. Their input is being used for the new Primo User Interface set to be released by ExLibris later this year.

We welcomed Annie Pepitone as the inaugural Resource Discovery and Library Management Systems Coordinator. This new position is designed to focus our SLIS efforts and build capacity as identified in the Organizational Review Initiative.

The Alliance also welcomed its new Executive Director Dana Bostrum. Dana has impeccable credentials—she's a Husky. An iSchool graduate and one-time student assistant in the Engineering Library, she understands our scope and scale.

### *Enhancing Access Any Time Any Place*

We enhanced the acquisition, cataloging, processing, activating, profiling and managing of online commercial and open access collections,

ARCS, CAMS and the East Asia Library added over 1.2 million Alma bibliographic records providing online access to 934,000 e-books, 187,000 e-journals, 107,000 media and miscellaneous resource types (streaming media, visual, audio, non-book text, databases, services, etc.). There are now 664 electronic collections currently profiled, including 7,000 Chinese e-journals and thousands of Korean language e-resources.

The East Asia Library completed the CLIR grant-funded UBC-UW cataloging project "Discovering Modern China." Scholars and students world-wide have already

benefitted from these efforts to make hidden collections visible. EAL also finished cataloging its entire manhwa graphic novel collection and launched the Korean pre-cat project.

### *Leaders in Discovery*

We led on the discovery front line.

CAMS staff contributed nationally to the evaluation and testing of linked data in the Bibliographic Framework Initiative (BIBFRAME) and Resource Description & Access (RDA)/ Resource Description Framework (RDF) schemas. Joe Kiegel helped us follow the tracks on the linked data trail.

Preservation and CAMS staff generated standards and workflows for ingesting content and digital files into the likes of ResearchWorks, HathiTrust, and the Digital Preservation Network.

### *Access Fulfillment*

We saw an overall 21% increase in Interlibrary Borrowing, with a 40% increase in article borrowing and a 25% decrease in lending of books and other returnables. Both the increase and decrease can be attributed to the switch to Primo as our primary discovery interface. Primo surfaces a larger amount of article content but almost none of the book/returnable content that was previously readily discovered in Worldcat Local.

ILL and Summit Lending also increased, by 9% and 7% respectively. However, we continue to be a net borrower, particularly in Summit, where our filled borrowing requests increased by 59% this year over last year.

ILL/DDS delivered again and again. Professor Ryan Solinsky, department of Rehabilitation Medicine writes in an email to the library:

*I'm not sure if this goes to an email that anyone reads, but on the off chance that it does, this service is amazing (both in speed and the ability to get virtually any article). Thank you so much for your help. You are a fantastic resource.*

I agree.

### *Conserve and Preserve*

Our conservation and preservation work ventured deeper into the realm of digital preservation.

Working with colleagues in Metadata, ITS, Data Services, Special Collections and others, Preservation staff enlivened our digital preservation efforts, including:

- Generic HathiTrust ingest workflow (and we deposited our first digitized book in HathiTrust)
- A draft Digital Preservation Policy
- Preservation standards for digital files to be deposited locally and in the Digital Preservation Network (DPN).
- Preparation for our first 5 TB DPN deposit in December 2016.

We did not forsake preservation of print. We worked with UW Purchasing to negotiate a new binding contract when our commercial binder Bridgeport closed their library business suddenly in April. We migrated our bindery databases to a new software platform, and revised workflow and procedures to begin working with HF Group in Indiana. We did this seemingly without losing a beat--or a book.

We worked with Capital Projects and Schacht | Aslani Architects to finish the Conservation Center. After three years of planning, Conservation staff bid farewell to the Mendery and moved six floors up into their new digs.

This beautiful light-filled functional space has vastly increased our conservation capacity. This dream would not have come true without the intrepid trio of Stephanie Lamson, Kate Leonard, and Justin Johnson aided and abetted by Cynthia Fugate, Library Facilities staff, the conservation staff, and Advancement.

### ***Strategic Area 2: Research and Scholarship***

We advanced scholarly productivity through our services and expertise. Did we deliver boundless excellence?

#### *Open Access and World Class Repository*

The Faculty Senate's April 23, 2015 Class C "Resolution Concerning the UW Open Access Repository & Request for Advice on an Open Access Policy," requested that the Provost direct the Vice Provost and Dean of University Libraries (*moi*) to:

- Develop an open access publication policy for recommendation to the University.
- Determine what resources are necessary to enhance the University's institutional repository, ResearchWorks Archive, to the level of a world-class repository.

Toward this end, I asked two internal groups to guide the work: the Open Access Policy Steering Group and the Digital Repository Working Group. A stakeholder group of faculty and administrators advised the Libraries as we shaped our recommendations. We surveyed faculty on their repository preferences. Many people contributed to the work, but I would like to thank Gordon Aamot, Tim Jewell, Thom Deardorff, and Jennifer Ward in particular for the preparation of the final report.

In June, we provided the Provost and chair of the Faculty Senate with a set of recommendations. The key items were

- That the UW adopt a "Harvard-style" open access publication policy
- That in order to provide the support needed for faculty authors and enhance ResearchWorks to the level of a world-class open access repository, additional resources for cloud-hosting, software, and staffing will be required.

Provost Baldasty wishes to move forward on implementation of the policy and infrastructure needed. This work will be top priority for the Libraries. Gordon Aamot in his new role of Director of Scholarly Communication and Publishing will be leading this effort for the Libraries and I know he will welcome your support.

### *Digital Scholarship and Data*

We made progress in support for digital scholarship and research data management.

Verletta Kern was appointed to a newly-created half-time position as Digital Scholarship Librarian. Her concierge role is designed to help connect faculty and graduate students working on digital scholarship projects to those in the Libraries who may be able to help. The position provides additional infrastructure to support the Libraries digital scholarship program and is a first step in determining future directions and needs.

Our Research Data Services team led by Jenny Muilenburg implemented a data management plan review, soliciting DMPs from around campus to determine if there were opportunities for better support for researchers in meeting DMP and data sharing requirements. As a result, Liz Bedford began speaking to research groups on campus to acquaint them with our DMP tool and services. .

A new Digital Scholarship Project Help service debuted in the Research Commons. The service joined GFIS, the Writing Center, and the School of Design in offering drop-in consultation services for graduate students.

UW Tacoma held conversations around the Digital Commons and possible new collections, including Doctoral Program in Educational Leadership Capstone collection, the Lushootseed Language Institute, the UW Tacoma Strategic Planning collection, and the Gender Studies Student Work Collection. UWT also offered a Digital Workflows workshop introducing campus colleagues to the expanding role of academic libraries in digital scholarship.

At Bothell Denise Hattwig, Dave Ellenwood, faculty partners, and student researchers continued building the Social Justice & Diversity Archive. The Archive documents and preserves the work and history of social justice organizations in Bothell and the Puget Sound region. Students conduct interviews and oral histories with activists and organizations, collect important documents and media, and record organization events.

## RISE UP FOR RESEARCH AND SCHOLARSHIP

Diana Loudon, would you *rise up* and tell us about boundless excellence in health sciences research support?

<Diana's presentation>

### ***Strategic Area 3: Teaching and Learning***

We worked to equip students and faculty with the appropriate skills to be successful researchers, scholars and informed global citizens. Did we deliver boundless excellence?

Chelle Batchelor and John Danneker led the *Open Educational Resources* Steering Committee. They focused on raising awareness among faculty for adoption of open textbooks all with the goal of reducing costs for students. The Libraries became a

member of the Open Textbook Network, hosted faculty workshops facilitated by OTN, and is sponsoring, with OTN, an open textbook publishing pilot with several faculty.

At Bothell, the Library was active in the redesign of the campus Teaching and Learning Center. Librarians worked with others to help the campus redefine a TLC that can serve current institutional setting and help to shape pedagogy and innovation going forward. Autumn quarter will be dedicated to gathering broad faculty input to support recommendations about “TLC 2.0.”

The UW Tacoma Library instruction program created several foundational guiding documents that serve to communicate the instruction program:

- Best practices for teaching with your librarian
- A program roadmap and
- Library Instruction Services website

## RISE UP FOR TEACHING AND LEARNING

Amanda Hornby, would you rise up and tell us about more boundless excellence in teaching and learning?

<Amanda’s presentation>

### *Strategic Area 4: Engagement & Community*

We worked as a trusted partner with users and stakeholders to continuously improve a library that is an integral part of the UW experience. Did we deliver boundless excellence?

#### *Space for Engagement*

Based our extensive assessment data, we continued reshaping the library as place.

\$40,000 in Minor Capital funding helped us improve the research and study spaces within the Built Environments Library. Existing study tables and carrels have been refinished, and new seating options have been tested.

The Foster Library in collaboration with Jackie Belanger and Maggie Faber, conducted an ethnographic study of the use of Foster spaces. Foster then initiated an

undergraduate student advisory board to solicit feedback about various issues, especially those that would influence library planning.

We completed Phase II of the Health Sciences Library Remodel. HSL staff now enjoy a new kitchen, lounge, and changing rooms.

We continued working with Starbucks, Housing and Food Services, Capital Projects, and UW Marketing to plan the transformation of Suzzallo Espresso into a Starbucks licensed store. If all goes well, construction will take place during spring and summer quarters with the new venue opening in September 2017.

OUGL continued receiving accolades, the most recent award received just last week. *Library Journal* announced the 2016 New Landmark Libraries--academic libraries that are setting the standard for both new construction and renovations. OUGL was one of five winners. In making the award to OUGL, LJ writes:

*Design projects like this one prove that libraries of the 21st century can simultaneously respect historical precedent and reenvision their services, spaces, and resources to serve contemporary and future academic activity. By blending the original functionality and aesthetic with the opportunity to establish a 21st-century library that enables collaboration, research, and the use of a variety of technologies, the Odegaard Library is an outstanding example of creativity within constraints.*

We had the extraordinary opportunity to work with the Office of the University Architect and an external consultant to develop a master facilities plan. Libraries staff, and UW faculty, staff, and students spent countless hours on the Master Plan. The process is intended to yield an overview of our facilities needs for the next 15 years and to make a case for more offsite shelving as a linchpin for our strategic goals both in collection preservation and access and in transforming centrally located Libraries spaces into innovative user places. The Master Plan should provide us with a framework for addressing our needs and aspirations. We expect to receive the consultant's final report shortly.

#### *Boundless Exhibits*

Our libraries on all three campuses were awash with many tantalizing exhibits, many with companion events and programming. The diversity of exhibits included:

- Building the Library

- Everett Massacre
- Harry Potter
- Exploring Travel
- Native Voices
- More Feast than Famine: Potatoes in Print
- Information for All
- Just One Look
- Koreans in Cuba
- Love, Memory, History and Fiction
- Pioneering Medicine
- Swimming Upstream
- Washington on the Western Front
- Envisaging South Asia and
- Editorial Cartoons: Election 2016

### *Engaging to Advance*

People invest in institutions and causes in which they feel vested and engaged. They have an affinity or passion for the institution. This year 2,900 individuals invested in you and the public mission of the Libraries.

We worked together to raise \$1.52 million, including the completion of the Mellon Foundation match for the Senior Conservator for Books and Paper.

Three new endowments were established; we now have 90 endowments with a combined market value of over \$43M.

Our combined annual endowment distributions provide over \$1.8 million for the margin of excellence in collections, programs, services, and staff and promotes our strategic initiatives and innovation.

The UW will be publicly launching its third capital campaign on October 21. You are all invited to *Together* at HecEd—it promises to rival the opening ceremonies of the Olympics.

The Libraries has increased its original goal from \$22 to \$25 million, and we are about 68% toward the new goal. The new goal is a stretch for us, but with our hard-working Advancement staff and your support, I am confident we will blow past the new target.

Thanks to everyone who participated in Advancement events, provided information about your passions, shared news stories and worked behind the scenes. We engaged the community in an effort to raise the profile of the library.

- The University's Recognition Gala
- Dean's Circle Dinner (an opportunity to recognize our most generous donors)
- Artist Image Series Speaker: Richard Kehl
- Friends Annual Meeting Speaker Sandi Doughton, Seattle Times science reporter
- Literary Voice with US Poet Laureate Juan Herrera. Emcee Nancy Guppy and our own Paul Constantine encouraged the guests to "raise the paddle" for a record \$101,000 needed to finish up the Mellon match for Senior Conservator. President Cauce cheered on the effort.

I'm thrilled to tell you that Annie Proulx, author of the *Shipping News*, *Brokeback Mountain*, and her newest *Barkskins*, will be the 2017 Literary Voices keynote. May 3<sup>rd</sup> will be an evening to remember.

### *Community Engagement*

We engaged our multiple communities in ingenious ways.

Judith Henchy led the Myanmar Library Training Consortium, with Arizona State University and Northern Illinois University. She received a Luce Foundation grant of \$112,000 for a 2-year training program involving workshops in Myanmar and internships in the US. We are sharing our expertise with Myanmar librarians who will in turn assist us in efforts to improve our collections. Everybody wins...

HEALWA promoted affordable, anytime, online access to current clinical information and educational resources for Washington healthcare providers. The program undertook an evaluation study; a website redesign; and a review of the collections. In its eight year HEALWA remains the only based, statewide health information portal in the US.

The Health Sciences Library won a multi-million dollar, five-year cooperative agreement grant from the NIH and National Library of Medicine to support health information services and biomedical information and data collaborations designed to improve the region's health in the Pacific Northwest. The grant supports innovation in libraries needed to address fast paced changes in research, big data, and health information access and use. Tania Bardyn serves as the PI and Cathy Burroughs is the

project lead. Both will lead the transition of the Regional Medical Library from a contract to a cooperative agreement. Congratulations to Tania, Cathy, and the RML team!

Thanks to proviso funding from the State, our Labor Archives of Washington is fully staffed. The new funding supports three staff, supplies, travel, training, and a paid internship. This funding also allowed us to expand our services, including outreach. For instance, Conor Casey initiated Labor Archives TV. This 10-episode UW360 series will air on KOMO and UWTV, and be syndicated through various channels including YouTube, Roku and Amazon Fire TV. Conor also has a regular radio segment on KSVR FM's *We Do the Work* Radio Program called "Learn Yourself". On the show, he examines a labor-related event and highlights our relevant collections and source materials hoping to inspire listeners to pursue additional research into the topic on their own.

UW Tacoma started a blog called "Profiles in Research" to promote campus scholarship. Each month, it features departmental research profiles or a Q&A with faculty members about their research.

Korean Studies Librarian Hyokyoungh Yi was an exemplar of community engagement. She hosted a monthly community forum, Booksori, which brought in speakers to talk about selected Korean-language books. Speakers included a North Korean defector and the co-author of *Koreans in Cuba*. She was instrumental in the creation of the Korea Corner in EAL with a \$38,500 gift from the Consul Office of the Republic of Korea in Seattle. This space, newly decorated with a Korean cultural touch, provides group study and media area with a widescreen monitor, iPads, study tables with built-in outlets, comfortable chairs, media presentation package, and Korean e-books.

EAL's engagement extended to a national stage. For the first time ever, the Association for Asian Studies/Council on East Asian Libraries annual conference took place in Seattle. As a local library, EAL worked hard to make CEAL a smashing success. EAL engaged internationally as well through expansion of our visiting librarian programs. We hosted our first visiting librarian as part of the Korea Foundation Global Librarianship program. We welcomed our second visiting librarian from Lanzhou Library of the Chinese Academy of Science. We hosted our first Tateuchi Japanese Visiting Librarian from Keio University.

Thanks to Michael Biggins, the Prime Minister of the Republic of Slovenia and his government delegation made an official visit to the UW during what the Slovenes had

otherwise planned as purely a trade visit to Seattle. The meeting of the Slovene delegation with President Cauce and other university leaders culminated in an endorsement of existing academic ties between UW and Slovenia.

We reached out to First Year students. The #Thrive@UW communications project sent weekly targeted messages to first year UW students, with content from departments across campus. As a part of this messaging, the Libraries sent quarterly communications about services and resources directly to students.

Odegaard Library also hosted a “Meet Your Librarian” coffee break event for first year students in conjunction with the Libraries’ fall 2015 #Thrive@UW message. Approximately 300 students attended the event, met Odegaard librarians and Libraries Graduate Assistants, and received flyers designed specifically for that student population.

We celebrated our 125<sup>th</sup> anniversary as a federal depository in grand fashion. Representatives from the U.S. Government Printing Office, U.S. House delegations, and librarians from eight regional depositories joined in the festivities. To showcase the collections, selections from a range of documents from over 125 years were read aloud.

## RISE UP FOR ENGAGEMENT AND COMMUNITY

Jackie Belanger, please *rise up* and tell us about the triennial surveys and boundless engagement.

### ***Strategic Area 5: Organization and Effectiveness***

We worked to develop and invest in staff resources and expertise to focus on strategic priorities and new ways of working. Did we deliver boundless excellence?

#### *ORI Phase One*

Based on the excellent work of the ORI Steering Group led by Nancy Huling, we completed Phase One of the Organization Review Initiative. Our goal was to enhance our capacity to achieve our strategic directions by administratively realigning the parts of the Libraries. The new structure reflected more than a reshuffling of existing units. We worked to position the Libraries for the future, reduced organizational barriers to productivity, and worked more effectively. We assembled three new “portfolios” — Collections and Content, Research and Learning Services, and Distinctive Collections.

The Collections & Content grouping recognized the importance of strategic collection choices and aligned the units involved in the selection, acquisition, licensing, description, and preservation of published materials.

Research & Learning Services enhanced the ability of liaisons and the Libraries to engage with University researchers, teachers, and learners in new and more integrated ways.

Distinctive Collections allowed us to highlight and strengthen the distinctive collections within the Libraries and across the campus while better publicizing their local, regional, national, and international importance.

We conducted a national search for our first associate dean for Collections & Content, and were thrilled when Denise Pan joined us in June. With her deep expertise, broad experience, and unending curiosity, we know we made a great choice.

I'd like to thank everyone for helping to make such a smooth transition to our new configurations, especially Cynthia Fugate, Paul Constantine, and Denise Pan.

### *Building Capacity and Clarity*

We learned through the ORI that we needed to find ways to increase our capacity and clarify organizational practices. The new organizational structure helped increase capacity but it is not enough. We also created several new assignments and positions, including:

- Resource Discovery and Library Management Systems Coordinator
- Digital Scholarship Librarian
- Libraries Events Coordinator
- Director, Scholarly Communication and Publishing
- First Year Experience Librarian and
- Assistant Labor Archivist

As part of the ORI, we identified a common frustration at not knowing whom to contact about specific problems or needs. The report suggested that a “functional staff directory” might help and a Functional Staff Directory Task Force has begun its work under Patrick Osby’s leadership.

The ORI also identified the need to clarify protocols for naming workgroups (units, sections, departments, etc.) and the use of various titles (director, head, and coordinator). The Cabinet has been working on this “naming” policy and you’ll be hearing more about its implementation shortly.

We will continue Phase Two work related to administrative services over the coming months. The Libraries will continue to evolve and change. Organizational excellence will be key.

### *Organizational Excellence*

Libraries HR supported our development as individuals and the Libraries as a whole.

The Peer-to-Peer Recognition Program: let us show appreciation for our colleagues, and we expanded the program to include groups and units. Last year nearly 500 recognitions were submitted.

Lead by Elaine Jennerich and Laura Lillard, we developed the GOLD--Growth, Opportunity, Learning, and Development--Program: The inaugural GOLD cohort begins at the end of September.

Elaine and Erik Dahl facilitated the new Essential Supervisory Skills Training workshop for incoming supervisors.

Talk about organizational excellence. Library Financial services managed 280 budgets and \$35.6 million in expenditures. Our grants officer managed 8 external grants with significant financial reporting demands.

The Libraries Facilities Team, in some way or another, interacted with all library staff to advance the Libraries, They modelled excellence, responsiveness and collaboration. Linda Ambre, Marty Nolan, Brad Van Horne, and Stephanie Guerrero—you are all rock stars.

HR helped us recruit, orient, and develop our staff. In fact, they handled:

- 40 recruitments
- 34 permanent hires
- 36 temporary hires
- 21 resignations or conclusion of appointments

– 11 retirements

We contributed boundless excellence to our profession. Just consider the impressive statistics.

- 11 credit courses taught
- 134 presentations at professional meetings
- 67 publications
- 8 external grants
- 16 chairs of professional organizations or committees

Case in point. Every five years, the Special Libraries Association identifies the top U.S. universities in terms of the number of papers their subject specialist librarians publish over a five year period in a set of 14 journals. The results are in. The UW Libraries was rated number one overall with 52 articles, far away from the pack. The library ranked second had 39 articles. Excellence, indeed.

Last year, I told you that Justin Wadland was a finalist for the Washington State Book Award for non-fiction for his book *Trying Home* about a Northwest anarchist utopian community. Well, this year, I can tell you that he won! Author! Author!

Talk about distinction. Anna Sayler received the UWT Distinguished Service Award for her contributions to the campus and her inspirational student service. In the award letter, her nominator wrote:

*Anna genuinely cares for her students and colleagues, is unsurpassed in her desire to give her all to the job she has been hired to do, and is a shining example of UW Tacoma's mission and values across the campus and throughout the region.*

The Distinguished Librarian Award recognizes excellence in librarianship, especially as it benefits the academic community through innovative approaches to practice, research, teaching, and learning.

This year the award went to Cass Hartnett. Among many achievements, Cass was recognized for her unwavering focus on users, as well as enthusiasm, leadership, creativity and a collaborative approach to her work both within and beyond the Libraries. Join me in congratulating Cass.

The David Thorud Leadership Award recognizes one faculty member and one staff member who have demonstrated exceptional abilities to lead, serve, inspire, and collaborate with broad impact.

Steve Hiller received the Thorud Award this year for his visionary work in establishing and nurturing our internationally recognized library assessment program .He understood early on that a culture of assessment is integral to the creation of the 21<sup>st</sup> century research library. Join me in congratulating Steve.

Career milestones are meant to be celebrated and we had many this year. Reappointment and promotion for librarians is a lengthy process. It requires high levels of achievement, detailed documentation, rigorous peer review, and an equally rigorous review by the Dean and Provost.

We congratulate Conor Casey, Pat Devine, Diana Louden, and Azusa Tanaka who were reappointed to the Senior Assistant Librarian rank. We congratulate Robin Chin Roemer, Nia Lam, Heidi Nance, Dani Rowland, and Jason Sokoloff who were promoted to Associate Librarian. We congratulate John Vallier and Hyokyoungh Yi who were promoted to Librarian, the highest rank a librarian can attain.

It is time to close the book on 2015-2016 and bound into another year of opportunity and growth.

#### PRIORITIES 2016-2017

Today, the UW Libraries is not only the place where the books and distinctive collections are found, but the place where people connect with knowledge onsite and online to discover, learn, and create. We will continue delivering success in the coming year as we focus our highest priorities:

- Collections and Access
  - SILS Operations and Tools
  - Collection Strategies
- Research and Scholarship
  - Open Access Policy
  - World Class Repository
  - TRAIL
- Teaching and Learning
  - Partnerships for Learning

- Open Educational Resources
- Engagement and Community
  - Capital Campaign
  - Libraries Facilities Master Plan
  - Starbucks Cafe
- Organization and Effectiveness
  - Organizational Review Initiative (Phase 2)
  - HR/Payroll Implementation
  - Equity, Diversity and Inclusion

I am excited by the work ahead because we are in such a special place and time. We are part of a unique university with courageous leadership. The UW is transforming the student experience, driving the public good, expanding its impact, and empowering innovation.

I've said it before, and I'll say it again, there is no library staff anywhere better positioned to realize the promise of the 21<sup>st</sup> century research library for the 21<sup>st</sup> century university.

We started today with the March of Time by rising up. Let's bring today to a close by sitting back and enjoying another tradition--the "library movie." <Movie> A round of applause for this year's producer and director Matthew Allen.

It is my privilege to work with you day in and day out to make the Libraries an exemplar of excellence. I thank each and every one of you. Congratulations on another great year. Now, let's go open the doors!

**Rise up and be boundless!**