

DELIVERING SUCCESS

University of Washington Libraries All Staff Annual Meeting September 22, 2015

Lizabeth (Betsy) A. Wilson
Vice Provost for Digital Initiatives and Dean of University Libraries

Good morning! Welcome to the University of Washington Libraries 2015 All Staff Meeting. It's great to have you here—either in person or participating through the web.

Turning the Page

We probably all have a favorite book that we read now and again. For me that book is Wallace Stegner's *The Angle of Repose*. This summer I reread it and came across a passage that captures for me this special time of year. Stegner writes:

That old September feeling, left over from school days, of Summer passing, vacation nearly done, obligations gathering, books and football in the air...Another fall, another turned page: there was something of jubilee in that annual autumnal beginning, as if last year's mistakes had been wiped cleaned by summer.

As the summer passes and we turn the page on another year, we gather to reflect on what we've written and what we wish to write on those pages. This time of year also reminds me what a privilege it is to be part of this great university with public at its core. What could be better than working alongside colleagues who are driven to serve and do a world of good?

All Hands

Many people helped with today's event. I am so appreciative of the contributions that each made. I'd like to thank:

- Linda Ambre
- Stephanie Guerrero
- Steve Hiller
- Michael Milligan
- Amy Halligan
- Aimee Hirahara
- Marty Nolan
- Scott Carlson
- Many photographers
- Many report writers
- And each of you!

Cumulative Commitment

My predecessor Betty Bengtson (who is now an avid birder) 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 "Time Flies," the "March of Time," or "Cumulative Commitment." You choose.

As a community, we range from those newly arrived to sages with decades of experience. Some of us used to file catalog cards and others have never seen a card catalog. Regardless of when we arrived, each of us is committed to the mission of the Libraries of connecting people with knowledge. Would you please stand (and remain standing), 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.

New and Retiring Staff

Will you please stand if you have been with the Libraries for less than one year? We welcome a large and exceptionally talented class of new staff. We're so glad that each of you joined the Libraries over the past year. May you one day rise when 50 years is called.

- | | |
|----------------------|--------------------|
| • Lisa Bacis | • Nan Holmes |
| • Jason Cabaniss | • Emily Jantz |
| • Scott Carlson | • Victoria Lewis |
| • Bryan Channell | • Kara McDonald |
| • Frances Chu | • Chelsea Nesvig |
| • Kate Deibel | • Amanda Pirog |
| • Jennifer Dillavou, | • Lauren Pressley |
| • Emily Dominick | • Joseph Schultz |
| • Rebecca Doxford | • Kali Stoehr |
| • Kate Farmer | • Gabrielle Strong |
| • Stacey Fulwiller | • Karen Vargas |
| • Emily Glenn | • Malia Washington |
| • Molly Gullett | • Angie Wiehagen |
| • Brandon Hilby | • Sue Wozniak |

I would like to give a special shout out to perhaps our newest colleague—someone who has been here less than a week. Lauren Pressley is the new director of the UW Tacoma Library and associate dean of university libraries. We are thrilled that Lauren has joined us.

This year, our retiree community grew by twelve. We thank our colleagues for literally centuries of cumulative service and the legacy they leave us. We wish them the best in their new adventures. Join me in thanking:

- Nan Cohen
- Thom Deardorff
- Sherry Dodson
- Richard Dubois
- Mike Frushour
- The late Gloria Jeffcott
- Charles Lord
- Dave Maack
- Sandra Martin
- Siew-Choo Poh
- Leilani St. Anna
- Janet Schnall

We are pleased that Thom Deardorff will be returning for a 40% post retirement reemployment as the Libraries Copyright Officer.

Purpose, Persistence, and Progress

Last fall, we gathered and celebrated *Purpose, Persistence, and Progress*. I outlined the priorities that would demand our collective attention this past year to advance the five pillars of our strategic plan.

- Collections and Access
 - Stabilize and optimize ILS
 - Alliance collaboration
- Research and Scholarship
 - Research Data Repository Pilot
- Teaching and Learning
 - Online teaching, support and collaboration
- Engagement and Community
 - Expand community support
- Organization and Effectiveness
 - HR/Payroll implementation
 - Workforce development and transitions

With a talented staff, expanding support, and a strategy aligned with the university, we “delivered success” on many fronts. There are an array of success stories to share today. But, before I do, let me remind us why we are here.

Mission, Vision, 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 powerful--Collaboration, diversity, excellence, innovation, integrity, and responsiveness.

We launched *Delivering Success: 2014-2017 Strategic Plan* and declared our intentions in five strategic areas. The range and depth of activity is so great, that I can't begin to do justice to your accomplishments. Think of today as a set of representative highlights and know that behind each effort lies the work of many, many people. Let's begin turning the page on last year.

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 success?

Stabilize and Optimize

This was the second year of operating in the Alma/Primo Shared Integrated Library System. There was improvement in many functions but lagging productivity due to the "click heavy" functionality which seems to be part of ALMA's DNA. Productivity grew across the board but still did not achieve pre-ALMA levels.

Significant progress was made on the Primo front, however, thanks to the work of Kate Deibel, Jennifer Ward, Emily Keller, and many others. We chose Primo as the Libraries Search default for the academic year, with some flavor of WorldCat available for more expansive searching.

The implementation of Alma-supported Summit consortial borrowing was a difficult process that required constant troubleshooting and problem reporting for a period of several months. The UW was chosen as one of the six institutions that were provided a premium Alma/Primo sandbox for Summit3 testing. Heidi Nance, Jennifer Rossie, and Chelle Batchelor participated in testing and implementation. In the months following go-live the fill rate for was significantly reduced from that achieved under previous systems. Not yet optimized.

Staff across the Libraries made substantial contributions to the work of the Alliance, to ELUNA, and to the professional development of colleagues. While we may have stabilized some elements of the ILS, we still have “operationalizing and optimizing” ahead. In recognition of the additional capacity needed, I am pleased to announce the recruitment for a Resource Discovery and Library Management System Coordinator (aka ILS Coordinator).

Collection Strategies

We can point to considerable success in collection strategies. The Information Resources Council led by Gordon Aamot established overarching principles for collection development, including common assumptions for strategic decisions affecting future directions. The new Collection Development & Management Strategy Group collaborated with stakeholders to develop strategic approaches and initiatives for collection development and collection management.

Collection Management Services (CMS) and others worked to develop deeper awareness of license negotiation and management. Diane Grover and Heidi Nance created a “Licensing 101” course. An informal Licensing Study Group was formed, resulting in the creation of a cohort familiar with issues in licensing and negotiations

CMS worked with Acquisitions and Rapid Cataloging Services (ARCS), Fund Group Managers, Bothell, and Tacoma to build a combined 3-campus e-preferred autoship approval plan focused on the needs of lower division undergraduate students. The plan represents two significant 'firsts.' It is the first time we will be receiving e-books as part of our autoship approval plans. It is also the first time we will have a coordinated 3-campus approval plan and Bothell and Tacoma will be 'receiving' material based on this plan.

We have experienced a shift in scholarly attention and preference away from print and toward electronic formats. At the same time, competing demands for finite library space favor collaboration, teaching, and learning over shelving for important, but low-use print, collections. The Print Serial De-Duplication Task Force developed an implementation plan for a print serial de-duplication project based on shared print archiving and repository agreements.

Enhancing Access

ARCS eliminated the backlog of standing order volumes (serials and monographic series) that had built up since the ILS migration. Cataloging and Metadata Services (CAMS) loaded over 140,000 records from vendors, OCLC Cataloging Partners and the OCLC Knowledgebase.

We joined RapidILL, a highly automated peer resource sharing system. RapidILL decreased average turnaround time for articles from 3.91 days to 2.44 days, increased ILL lending, and decreased staff processing time.

CAMS made the transition to RDA cataloging, training having been completed in the fall. Exploration of BIBFRAME, including staff training and submission of comments to Library of Congress, began. BIBFRAME is intended as a linked data replacement for MARC and the Libraries' staff contributions to its development (and mapping from RDA Core to BIBFRAME) are groundbreaking.

The East Asia Library (EAL) launched the CLIR grant-funded UBC-UW Chinese special collection cataloging project, "Discovering Modern China," and made significant progress toward the final goals. Generously funded by the Tateuchi Foundation, EAL completed cataloging 5,000 titles of Japanese pre-cat materials.

Central Circulation Services assumed responsibility for the stacks maintenance, shelving, and collection maintenance of Government Publications materials.

The Nikkei Newspapers Digital Archive database went public thanks to the work of Government Publications, Maps, Microforms and Newspapers (GMM). Thousands of pages of *Hokubei Jiji* and *Hokubei Hochi* continue to be added which greatly increases accessibility and adds diversity to our digital news resources.

"National Treasure Day," a "crowd sorting" event organized by Cass Hartnett, attracted over 20 enthusiastic iSchool students and other friends. They sorted, recycled, and flagged as "gold" over 35 boxes of documents gifted by the Seattle Public Library.

Avoiding Disaster

We weathered the bankruptcy of Swets, the Libraries main subscription agent which handled almost 4000 orders annually. Sion Romaine, Patty Carey, and Cynthia Fugate worked with the Attorney General's office and UW Purchasing to manage the transition to a new primary subscription agent, EBSCO, and staff learned new procedures associated with the new vendor.

Library Collections Disaster Team helped us avert water and mold disasters in the Music and EAL. The Conservation Lab design phase was completed and construction began in June, with completion expected by the end of the calendar year. We will soon have a conservation lab that will be the envy of all.

Research & Scholarship

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

Opening Up

This year both a number of UW groups and individuals worked toward the adoption of an Open Access policy like those at Harvard, the University of California and dozens of other institutions. In the spring, the Faculty Senate unanimously approved a resolution “Concerning the UW Open Access Repository and Request for Advice on an Open Access Policy.”

The resolution calls for the Vice Provost for Digital Initiatives and Dean of University Libraries (moi) to work with faculty leaders to develop an open access publication policy for possible adoption, and to conduct a needs assessment to determine what resources are necessary to enhance ResearchWorks’ functionality and usability to the level of a “world class Open Access repository.” Toward this end, two groups were established to guide the work: the Open Access Policy Steering Group and the Digital Repository Working Group. Much of the work will take place over the coming year.

We joined the Open Textbook Network, a consortium of universities interested in promoting the adoption of open educational resources. John Danneker and Chele Batchelor are co-chairing an OER study group for the Libraries. Stay tuned.

Supporting Scholarship

We increased our support for research and scholarship through collaboration and innovation. The East Asia Library worked with the National Central Library in Taiwan to establish the Taiwan Resources Center for Chinese Studies at the UW. The Center promotes quality Taiwan and Chinese Studies academic publications and Taiwan and Chinese Studies digital resources and services. Funds were raised from the Taiwanese community to renovate Gowen 2M, where the center’s plaque and newly donated books are displayed.

The Research Commons offered a one-day intensive Dissertation Boot Camp designed to present Ph.D. candidates with a set of tools, skills, and contacts for dissertation writing success. The event attracted thirty students. The Consultation Studio opened in the Research Commons and includes the Graduate Funding Information Service, Writing Consultations for Graduate Students, and Design Help.

The new institutional data repository (DRUW) received considerable focus. Mahria Lebow, worked with Stephanie Wright, the Data Services Team, and Information Technology Services (ITS) on development and policy aspects of the project.

Preservation Services, Digital Initiatives, and Metadata Services worked together on our first submission to HathiTrust, and also implemented a technical strategy to remediate existing digital scans to meet HathiTrust standards

UWT continued growing the Digital Commons and highlighting student and faculty publications.

Teaching & Learning

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

Integrated Learning

Following negotiations between Robin Chin Roemer and UW-IT, the Libraries' Canvas tab was turned on by default in all Canvas courses. The Education Outreach (EO) team offered training and consultation to librarians. The EO Team negotiated the creation of a new "librarian" role in all Canvas courses to more appropriately highlight active librarian participation in Canvas. The EO team created and offered multiple online courses through Canvas on conducting a literature review. Over ten subject librarians served as tutors for the workshops.

Odegaard staff incorporated programming and outreach in building to connect students with helpful university information. In the area of Health and Wellness, partners included: the RSO Huskies for Suicide Prevention and Awareness/Campus Dogs, The Peer Health Educators, and University Police/Safe Campus. "Study Sessions with a Soundtrack" took place in OUGL's light filled atrium and showcased performers from the UW World Series and the UW Music Department, among others.

We brought our considerable assessment expertise to bear on improving teaching and learning. Amanda Hornby and Louise Richards led the Active Learning Classroom assessment project, which involved staff from OUGL, UW-IT Academic & Collaborative Applications and UW IT Learning Technologies. The ALC research team continued to assess student and instructor experiences in year 2 of the assessment project.

We participated in the Greater Western Library Alliance Student Learning in Libraries Impact Study. The study will measure the impact of librarians' educational interventions on freshman student success to see if different types of instruction have a significant impact on student retention or student GPA.

Partner and Learn

Partnerships were key to our success in teaching and learning.

During this second year of the collaborative service model offered in the Odegaard Writing and Research Center (OWRC), we worked to bring together two different organizations and form more seamless working relationships. John Holmes and Kathleen Collins developed and led two training workshops on the research process as it relates to composition. John and Deborah Pierce worked with OWRC staff to re-envision required training for new tutors to fully integrate concepts of writing and researching.

Health Sciences established a successful research and writing service modeled on OWRC. Health Sciences librarians worked on the educational integration with the new School of Medicine curriculum and engaged faculty in inter-professional education.

With generous support from the Jones Endowment, Linda Whang collaborated with A.C. Petersen to create a glossy info card with helpful information about the libraries for first year students. A companion information card was included in the *Daily's Welcome Edition* and mailed to all incoming students before classes started.

The Teaching and Learning Group (TLG) set goals and planned activities that support student learning, train librarians, and advance partnerships with teaching and learning units outside the Libraries.

We further developed Teaching Communities. The Teaching Communities are discipline-based, each being comprised of librarians with expertise and interest in the arts and humanities, international studies, social sciences, or sciences. Teaching Communities met quarterly and discussed topics of interest to their membership.

The TLG International Students Subcommittee hosted a DevelopU panel of international students. Panel topics included international student experiences with libraries in their home countries and at UW. The group transitioned the International Student Libraries / research guide to the Libraries homepage alongside portals for other user groups.

TLG delivered and assessed three new Libraries workshops for the TA/RA Conference, a two-day training workshop for new graduate students organized by the Center for Teaching and Learning.

OUGL worked to increase participation in the student-directed reserves request program, with new marketing and staff outreach at service desks. This resulted in an almost 40% increase in requests over last year.

We helped create a video segment for the University 101 MOOC, a program of the Office of First Year Programs. This MOOC is sent to all first year students prior to their on-campus orientation and students are required to complete the MOOC before they can register for classes. "Libraries as Resources," gives a basic introduction to academic libraries for first year students. Let's see what it has to say.

<VIDEO>

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 success?

Numbers don't lie. We were a rousing success as we set a record of visitors to the Libraries. Across our 16 libraries, three campuses, and one island, 5.7 million individuals crossed our thresholds. We delivered success through reshaping our spaces, providing expert assistance, and supporting the human need to come together.

Spaces for Engagement

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

The Health Sciences Library created flexible, efficient, and innovative space for education and research programs. 7,200 square feet of library staff space was remodeled into the Pacific Room, a large conference room. Brimming with current technology, the HSL Commons conducted a 3D printing pilot and continued an examination pilot for several health sciences schools. Piloting emerging technology and online curriculum requirements in outdated facilities required complex and detailed planning strategies.

The East Asia Library renovated space on Gowen Floor 2M to create more group study and instruction space. Fifty-six seats for student study were added at UWB as they welcomed their record freshman class. The mediaArcade, funded through Student Technology Fee funds, opened in the fall of 2015, provided students with a digital audio and video maker space. The space formerly housing the Physics and Astronomy Library was transformed into a vibrant and colorful Data Science Studio.

In the coming year, we have the extraordinary opportunity to work with the Office of the University Architect and an external consultant to develop a master facilities plan for the Libraries. This year-long effort will provide us with a framework for addressing the Libraries facility aspirations for the next 20 or so years.

Engaging Exhibits

Our libraries were awash with many tantalizing exhibits, many with companion events and programming.

- The Prints of Watanabe Sadao
- K-Manhwa complete with a replica Manwha Bang in the Allen Lobby
- Muggles and Magic: The World of Harry Potter
- More Feast than Famine: Potatoes in Print

- Boys in the Boat
- From the Lowly Lubok to Soviet Realism: Early Twentieth Century Children's Books from Russia
- Work of Many Hands: Labor in Memoir, Fiction, Book Arts & Photographs
- Author, Poet, and Worker: The World of Carlos Bulosan
- Mary Randlett Portraits: Artists, Writers, and Arts Advocates of the Pacific Northwest

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 over 3,000 donors invested in you and the goals of the Libraries.

Since the beginning of the quiet phase of the campaign, we have raised \$14.4 million, or 67% of our \$22 million goal. We worked together during the past year to raise over \$1.1 million. Three new endowments were established; we now have 90 endowments with a combined market value of nearly \$46 million. The annual endowment distributions of 4% provide over \$1.8 million to give us a margin of excellence in collections, programs, services, and staff.

Private support makes a real difference. It allows us to build collections, offer top-notch programs, support students, preserve and conserve both print and digital materials, enhance our spaces, bestow scholarships and awards, and promote strategic initiatives and innovation. Let me give you a few of the hundreds of ways private support benefits the Libraries and our users.

- The Eichler Endowment allowed Cass Hartnett to purchase the multi-volume *Gay Rights Movement Collection*.
- The Davis Endowment allowed Judy Tsou to acquire a facsimile of the Ferrell-Vogue Machaut Manuscript, one of the most important sources for the works of the 14th century composer Machaut.
- The Heggarty Endowment allowed Suzanne Redalje to consider materials that support women in the field of chemistry.
- The Jones Endowment allowed OUGL to mount rotating exhibits of undergraduate works of art.
- The Lee Dirks Endowment allowed Preservation Services to provide an internship to a second-year iSchool student.
- The Barton PNW Music Endowment enabled John Vallier to preserve and make accessible Light in the Attic records.
- An assortment of endowments and gifts allowed us to award 10 scholarships to our very best student employees.

The list of the impact of private support goes on and on.

Engaging Events

Thanks to those of you who attended Libraries Advancement events, provided information about your passions, shared news stories and worked behind the scenes. Through our events, we engaged the community in our efforts to make this library even greater and thanked them for their support. The diversity and reach of our engagement is reflected in the range of events: University Recognition Gala; Dean's Circle Dinner; William Crawford Collection Event; Maxine Cushing Gray Lecture with poet Heather McHugh; Friends Annual Meeting with geomorphologist David Montgomery; and Literary Voices with Robert Schenkkan.

My favorite event was probably Literary Voices. Robert Schenkkan, Pulitzer Prize playwright of the LBJ plays, exhilarated the attendees at Club Husky and we raised funds for the Senior Conservator Mellon Match. Juan Herrera, US Poet Laureate, will be the keynote speaker for next year's Literary Voices. An evening not to be missed.

Community Engagement

We engaged our multiple communities in ingenious ways. EAL launched an oral history project intended to document the life and experiences of Seattle's Chinese immigrant communities from Taiwan, Hong Kong, Mainland China, and other areas of the world.

The Health Sciences Library received a \$30,000 award from the National Library of Medicine to build an iOS mobile app for Washington State emergency personnel and first responders. The app provides access to NLM resources and situational awareness information. HSL recently received another \$30,000 grant to replicate the app for the Android operating system.

HEALWA expanded to include two new eligible health professions groups: Marriage & Family Therapy Associates and Clinical Social Work Associates. HEALWA conducted an evaluation study of all eligible healthcare professionals in Washington. They engaged Moss Adams to administer the questionnaire and analyze the data.

The Regional Medical Library provided programs and support to a network of libraries and organizations that are dedicated to advancing the progress of medicine and improving the public health through access to health information. A major effort this year was the submission of a 5-year contract proposal to NLM (all 800 pages of it).

History Day continued engaging area teachers and students with primary and research sources, resulting in award-winning student projects. We expanded our presence through social media, and reached an even bigger audience than ever before.

Organization & 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 success?

Organizational Review Initiative

We launched the Organizational Review Initiative (ORI) in April to examine our organizational structure in light of our Strategic Directions. Vacancies in several senior leadership positions also offered a timely opportunity to explore and question our organizational alignment.

The unprecedented technological, demographic, and economic changes in higher education and research libraries demand transformation in the way we align our resources to provide services.

The goals of the ORI are to:

- Ensure that the Libraries continues to have the agility and capacity to meet our mission
- Engage Libraries staff in a broad conversation about our priorities, changing work, and how we can align ourselves and our resources more effectively to meet the needs of current and future researchers and learners
- Use what we learn from the process to help inform our decisions about how to realign the organization to better meet user needs
- Establish an organizational structure that will help us continue to attract, support, and retain top talent

How did we address these goals?

The Organizational Review Initiative Steering Group (ORSIG) was charged with “managing the process to review the Libraries organizational structure, solicit staff feedback, summarize input and ideas that arise, and provide a written report to Cabinet.” The Group used a variety of methods to solicit your feedback and suggestions.

I’d like to thank the ORISG for its amazing work. Nancy Huling chaired the group which included Rachael Bowen, John Danneker, Alyssa Deutschler, Elaine Jennerich, Moon Kim, Mary Mathiason, Heidi Nance, Frank Stieber, Christine Tawatao, Jake Whitefish, Hyokyoung Yi, and Nan Holmes, staff support.

What did we learn from the group’s work?

Their report contained suggestions for reorganizing and changing the ways that we work. It also surfaced several broad themes and concerns, including how priorities are set and communicated, the capacity of staff to manage increasing workloads, how to communicate with staff across units to address common problems, and issues surrounding committees and the roles they play in the Libraries.

The Cabinet used the report to undertake organizational adjustments. A set of Guiding Principles helped shape the changes. We wanted to ensure that:

- Our structure aligned with the strategic directions and priorities of the Libraries and the University, now and into the future.
- We looked at the entire Libraries organization but it will be a phased and ongoing process with our initial focus on areas of greatest opportunity and need, especially those areas requiring recruitment of senior leaders.
- As we realign our services and resources we looked for increased efficiencies, continued high performance, and reduced duplication of effort.

A Phased Approach

The goal of Phase One was to enhance our capacity to achieve our strategic directions by administratively realigning the parts of the Libraries impacted by Cabinet vacancies. We also needed to decide how to phase the recruitment of new Associate Deans and other key positions. Unchanged in the new organizational structure are Health Sciences, UW-Bothell, and UW-Tacoma, and Advancement.

In creating the new portfolios we considered workflow, how the units work together, and tried to combine like with like, as suggested by the ORISG. We also considered the AD's span of responsibility and subsequent layers of leadership. Another consideration was how best to position ourselves for increased collaborative activity with the Alliance and other partners. We also considered changes in publishing trends, the growing number of choices available for acquiring the content that users need, and how collection decisions are made in the context of changing user needs, emerging formats and access models, and the continuing transition from a primarily print toward a primarily electronic environment.

The realignment should help leverage our resources to enable us to engage more effectively with our consortial, campus and local partners. The new structure reflects more than a reshuffling of existing units. Our intention is to position the Libraries for the future, reduce organizational barriers to productivity, and enable us to work more effectively. The following chart enumerates the key organizational changes for Phase One and Phase Two.

PHASE ONE			PHASE TWO
Collections and Content	Research and Learning Services	Distinctive Collections	Administrative Services
Cynthia Fugate, Interim Associate Dean. Will recruit for new Associate Dean Fall '15	Cynthia Fugate, Senior Associate Dean	Paul Constantine, Associate Dean	Will create a new leadership position
<ul style="list-style-type: none"> • Acquisitions & Rapid Cataloging Services • Cataloging & Metadata Services • Collections & Content Strategy • Gifts Program • Preservation / Conservation 	<ul style="list-style-type: none"> • Access Services • Branch Libraries ITS & Digital Strategies • Odegaard Undergraduate Library • Reference and Research Services • Scholarly Publishing 	<ul style="list-style-type: none"> • East Asia Library • International Studies • Special Collections 	<ul style="list-style-type: none"> • Assessment and Planning • Communications • Facilities • Financial Services • Grant Services • Human Resources

Collections & Content

The Collections & Content grouping recognizes the importance of strategic collection choices and aligns the units involved in the selection, acquisition, licensing, description, and preservation of published materials. There will also be a dotted line relationship with Interlibrary Borrowing.

Research and Learning Services

Research & Learning Services is intended to enhance our ability to engage with researchers, teachers, and learners in new more integrated ways. Grouping our more traditional outward-facing public service programs and staff with our increasingly important Scholarly Publishing program support for researchers will help enable us to promote open access and preserve institutional scholarship. The inclusion of ITS recognizes the strategic role that technology and digital strategy plays in the provision of user services.

Distinctive Collections

Distinctive Collections strengthens the distinctive collections within the Libraries and across the UW while better publicizing their local, regional, national, and international Importance. Bringing these units together will help us leverage format, language, and subject expertise to develop unique collections. A curator of digital collections (Ann Lally) will enable an even stronger local collection digitization program. Because these collections rely on donors and external funders for much of their funding, the new grouping will support a collaborative, and strategic external funding plan.

Administrative Services

As part of Phase 2, we will be creating a leadership position for Administrative Services. This grouping will pull together critical support services such as Financial Services, Human Resources, and Facilities that are now dispersed across several administrative areas, thereby increasing our shared capacity.

Functional Directory

As part of the ORISG report, the challenge of communicating across units was identified as a theme. Some staff expressed frustration at not knowing who 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. I’d like to thank the Patrick Osby for agreeing to chair the group. Other members include: Carolyn Aamot, Linda Ambre, Karen Brooks, Erik Dahl, Adam Garrett, Stephanie Guerrero, Nan Holmes, Mary Mathiason, and Anjanette Young.

Building Capacity

The ORSIG report pointed out the need for increased capacity. Changing our organizational structure will help improve capacity but it is not enough. We will also need to make changes in the ways we work. Some of the priorities we will be working on in Phase Two include:

- Consolidating distributed activities to gain efficiencies and save staff time.
- Focusing fewer liaison resources on developing the collection in order to enable more liaisons to spend more time engaging with users on outreach, teaching and research
- Recruiting an “ILS Coordinator” position to work with the Alliance and Libraries staff on ongoing development activities.
- Using a judicious mix of the tools available to us to finance the realignment and achieve our goals. These include one-time matching Bridge Funding from the University for key positions, endowment funding, and vacancies from retirements and resignations.

Building upon our many successful change initiatives and learning from experience, we will examine and reinvent the ways we work - honoring the past but letting go of outmoded practices as we take on new roles. This is a time to be bold. I am excited about the new staff leadership opportunities the realignment will provide.

Opportunity and Support

A library is only as good as its staff. There were myriad offerings that allowed us all to grow and stretch. Here's just a few.

UW Bothell's Equity, Diversity, and Social Justice Team engaged staff in conversations about diversity and social justice issues as they impact user services. ITS led us to the promised land of MS Exchange. Libraries HR implemented a 30 Day Check-in for new employees.

The Peer to Peer Recognition program was expanded to include groups and units.

- 205 staff members were recognized by their peers
- 100 Starbucks Treats have been awarded and
- One group was recognized

The Wellness Program kept us walking, striking yoga poses, bringing our children to work for a day, and enjoying massages. A focus group is reviewing the Library Specialist I&II Specifications, last updated in 1992. Many staff were able to take advantage of leadership development opportunities including the Triangle Library Network Institute in North Carolina.

We made good progress in increasing compensation for all categories of staff. The Association of Research Libraries collects salary data for librarians and their data show that the median UW librarian salary has risen from 79th to 52nd place thanks to a 16% cumulative in our median salaries over the biennium.

Financial Effectiveness and Investment

Talk about financial effectiveness. Library Financial services managed 275 budgets and \$35.5 million in expenditures. They developed numerous online forms to speed tasks and save staff time. The new Education/Travel Requests and Reimbursement Forms revolutionized how we apply for training and travel. The Travel Portal and forms are the work of the Travel Support Task Force, with special thanks to Carolyn Aamot and Nancy Gorbman for making our lives easier.

Since the Great Recession, the Libraries has been a beneficiary of significant investment from the University, and last year was not an exception. In fact, we set a record for collections expenditures at \$17.5 million last year. We continued to receive funding to support world class collections, especially cost increases. We applauded pay increases and central support to cover

the minimum wage increases. We received new funding for staff to support the undergraduate experience, the Washington State Labor Archives, and Workforce Transitions.

Professional Leadership

We are a staff that is highly productive and leads our profession. Just consider the impressive statistics.

- 12 credit courses taught
- 160 presentations at professional meetings
- 85 publications, including Robin Chin Roemer's book *Meaningful Metrics*
- 8 external grants, and
- 17 chairs of professional organizations or committees

No wonder we're considered a bellwether library.

I was thrilled (but not surprised) to learn that Justin Wadland's book *Trying Home* about a Northwest anarchist utopian community is a finalist for the Washington State Book Award for non-fiction. We were featured on KOMO and KING TV, the Seattle Channel and KUOW. Articles appeared in the *Seattle Times* and the *PI*, the *Slovenian Times* and the *Korea Joonseng Daily*. We appeared through university outlets including UW360 / UWTV, UW Daily, UW Tacoma News, and UW Today, and through every flavor of social media. Our media stars included: Conor Casey, Matt Parsons, Hannah Palin, Michael Biggins, Nicolette Bromberg, Suzanne Klinger, John Vallier, and Hyokyoungh Yi.

Awards of Distinction

The Distinguished Staff Award is the highest accolade the University bestows on its staff. To be considered for this award, an individual must provide extraordinary service beyond their basic job description and demonstrate the UW values of integrity, diversity, excellence, collaboration, innovation and respect. Stephen Weber exemplifies all the values and attributes the award seeks to recognize. Above and beyond, indeed. In addition to serving as the Access Services Supervisor, he is also serving on the UW President Search committee (and doing a great job).

The Distinguished Librarian Award recognizes excellence in librarianship, especially as it benefits the academic community through innovative approaches to practice, research, teaching, and learning. Steve Shadle received the 8th annual Distinguished Librarian Award for his extraordinary contribution to serials librarianship.

Michael Biggins received this year's Lavrinova Diploma award, which is conferred by the Slovenian Literary Translators' Association for major contributions in the transfer of Slovenian literature to other nations. Michael received his award at a ceremony in the Cankarjev Dom

Arts Centre in Ljubljana. The ceremony was accompanied by an evening featuring readings by prominent Slovenian translators.

Milestones are meant to be celebrated and we have many 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 rigorous review by the Dean and Provost. We congratulate Jessica Jerrit and Megan Watson who were promoted to Senior Assistant Librarian rank. We congratulate Anne Jenner, Heidi Nance, and Christine Tawatao who were reappointed as Senior Assistant Librarians. We congratulate Nikki Dettmar who was promoted to Associate Librarian, with permanent appointment

Priorities 2015-2016

As Wallace Stegner said, “another fall, another page turned.” It is time to turn the page and begin writing the next chapter of the UW Libraries. In the coming year, our work will take on greater importance as we play an increasingly central role across our three campuses.

Great universities are built on great libraries. According to former U.S. Poet Laureate Billy Collins, universities were founded with the library first. The university was originally a collection of books in one place. People hung around to read these books. They're now called the faculty. Then students came around to talk to the faculty about what they were reading. That's the student body. At some point, administrators showed up. It is unclear when in history that happened (but here they are). If you were to dismantle the university in reverse order the last thing standing would simply be the library.

Today, the UW Libraries is not only the place where the books and distinctive collections are, found, but the place where people connect physically and virtually with knowledge and each other to advance discovery and enrich the quality of life. We will continue delivering success in the coming year as we focus on these cross-cutting priorities:

- 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 25th Anniversaries of the Bothell, Tacoma, and Allen libraries
 - Libraries Facilities Master Plan
- Organization and Effectiveness
 - Organizational Review Initiative
 - HR/Payroll Implementation (Go live is June 16)
 - Libraries Triennial Survey

Closing

This time next year, I am confident that I will be able to report that we have made significant progress in each of these areas because we will have increased our capacity, been innovative, and anticipated user needs. There is much ground-breaking work ahead, here is no library staff in the country better positioned to realize the promise of the 21st century research library.

Let's bring All Staff 2015 to a close with another tradition--the "library movie."

<VIDEO>

Please join me in a round of applause for producer and director Amy Halligan.

Congratulations on delivering success in so many areas this year. It is my privilege to serve as your dean and to thank you for all you do day in and day out. Let the year begin! It's time to "Be boundless"!