

RECOGNITION AND RENEWAL

University of Washington Libraries
All Staff Annual Meeting
September 19, 2017

Betsy Wilson
Vice Provost for Digital Initiatives and Dean of University Libraries

Good Morning! Welcome to the University of Washington Libraries 2017 All Staff Meeting. It's great to have you here—whether you are sitting in Kane Hall or “zooming” in.

It's that time of year when the students come back, the rain comes back, and we come back together to celebrate what we have done over the past year and to anticipate what we will do in the next.

If it takes a village to raise a child, it takes a library to put on an All Staff meeting. I am so appreciative for the contributions that each made:

- Steve Hiller
- Aimee Hirahara
- A.C. Petersen
- Stephanie Guerrero
- Linda Ambre
- Marty Nolan
- Brad Van Horne
- David Pham
- Theresa Mudrock
- Matthew Allen
- Lauren Pressley
- Stephanie Lamson
- Emily Patridge
- Jackie Belanger
- Jason Sokoloff
- Kian Flynn
- Emily Ruter
- Many photographers
- Many report writers

Join me in thanking them.

March of Time

My predecessor Betty Bengtson taught me many things, including the importance of marking milestones.

Betty started a tradition that is now over two-decades old. I call it the “March of Time”

As a community, we range from those newly arrived to old geezers and geezettes with decades of experience. Regardless of when each of us arrived, we share a commitment to connecting people with knowledge.

And, as luck would have it, Betty is with us today. Betty, would you do us the honor of leading the March of Time?

<Betty to podium>

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.

Will you please stand if you have been with the Libraries for less than a year?

You, too, may now relax and sit.

<Betty sits down; Betsy returns to the podium.>

Thank you Betty. Your transformative leadership of the Libraries from 1990-2000 set in motion much of what we now consider our hallmarks of excellence.

We welcome a large and exceptionally talented class of new staff. Their names are listed on the screen. May you continue to grow and learn and rise up in 10, 30 or even 50 years from now.

This year, our retiree community grew by 13. We thank these colleagues for literally centuries of cumulative service. Their legacy is large and influence lasting. We stand on their shoulders. We hope they know they will always be part of the Libraries. Today, I would like to welcome back several retirees who are joining us.

Boundless Excellence

Last fall, we gathered and celebrated *Boundless Excellence*. 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
 - 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 Café
- Organization and Effectiveness
 - Organizational Review Initiative (Phase 2)
 - HR/Payroll Implementation
 - Equity, Diversity and Inclusion

Recognition and Renewal

Today's theme is Recognition and Renewal. A little R&R! We take time to recognize where we have come from and where we are going.

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

In keeping with the theme of Recognition and Renewal, let me *recognize* the Libraries' first strategic plan crafted in 1991 under Betty Bengtson's leadership. It was forward-thinking. Innovative. Imaginative. Prescient. Ground-breaking.

In the 1991 plan we find the origin of so many of the Libraries hallmarks—the user-centered library, our assessment program, ODT, the one-library three campus model, and the anytime, anyplace mindset.

Delivering Success

2017 was the final year of *Delivering Success: 2014-2017 Strategic Plan*. We made steady progress in all five strategic areas:

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

Each of you played a role in our success. Today, I only can provide merely some highlights of what we have accomplished together. I'll be assisted by a few of our colleagues for a deeper look into some of the most noteworthy efforts.

Ready to start? Good.

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. How did we do this?

First some numbers. Collections and Content provided the engine for world-class collections. This was manifest in the collection development, acquisition, cataloging and preservation of resources with total expenditures of \$19.8M—a record high.

ARCS processed 44,530 serial pieces. International Studies materials continue to represent approximately 50% of the print serial issues processed. Gift receipts for the year included 28,766 gift items from 971 gift transactions.

Provost Jerry Baldasty continued to make significant investments in our materials budget despite very constrained funding. We depended more than ever on private funds and endowment earnings to acquire and process materials. Notably the Allen Endowment provided \$225,000 in Allen Signature Awards and \$125,000 in the Allen Opportunity Awards.

We expanded anytime, anyplace with a growing portfolio of online resources. Nearly 1.3M Alma bibliographic records link our users to 978k e-books, 181k e-journals, 128k media and miscellaneous resource types (streaming media, visual, audio, cartographic non-book text, databases, services, etc.). In Alma, there are 757 electronic collections currently profiled. Of these collections, 59% are journal packages/collections, and the remaining include e-book collections, full-text databases/aggregators, streaming media, images, etc.

Our collections grew larger and deeper, often enabled by the meaningful use of technology. Let me give you a few examples:

The Media Lab completed the digital preservation of the Ryan Phonoarchive as well as the digitization of legendary Professor Giovanni Costigan's audio recordings and the Kearney Barton Collection of Pacific Northwest Music. Funding from the National Film Preservation Foundation (Library of Congress) supported the preservation and digitization of a collection of unique ethnographic films.

The Music Library received and processed the papers of Glyn Ross, the founder of the Seattle Opera who led the company to national prominence. The William Crawford Collection of rare music scores was processed fully, including the creation of a digital catalog in the service of music scholars worldwide.

The East Asia Library expanded its digitally produced research materials, including the *Database of Chinese Classic Ancient Books*, *The Oriental Economist Digital Archives*, and *North Korean Textbooks* on DVD.

We became the first research university in North America to license the Lursoft Latvian news and periodicals database, the sole source for a majority of current news emanating from and dealing with Latvia and the Baltic Region.

What All Staff meeting would be complete without a report on Alma and Primo? We completed year four of using the ExLibris Shared Integrated Library System. Hard to believe. And, we can celebrate progress thanks to your dogged determination and deep expertise. The entire Orbis Cascade Alliance thanks you. For example, cataloging output increased this year by 29%, and monographic cataloging reached the highest level since the Alma migration began in 2013. Increased productivity is likely due to staff attaining a level of confidence with Alma and RDA. The amount of troubleshooting related to serial linking and other metadata problems decreased this year.

Improvements to Primo resulted from our usability testing. ITS conducted a three-quarter usability study of Primo, including testing on the installed system, the beta version launched this last week, and A/B performance testing of both systems. ITS staff participated in meetings with UW-IT accessibility experts and Ex Libris Primo product managers and developers to greatly enhance the accessibility of the new Primo user interface for all users.

The Orbis Cascade Alliance conducted a comprehensive evaluation of the SILS experience (the good, the bad, *and* the ugly). The findings will be used in the negotiation of a new contract. We are fortunate to have our very own Chelle Batchelor on the executive negotiating team.

SPOTLIGHT ON ...CONSERVE AND PRESERVE

When we acquire and make new and old materials accessible, it is our responsibility to preserve them.

Here to shine a spotlight on Preservation and Conservation is Stephanie Lamson.

<Stephanie's presentation>

Strategic Area 2: Research and Scholarship

We advanced scholarly productivity through our services and expertise. How did we do this?

The Scholarly Communication and Publishing Department was created within Research and Learning Services as one of the realignments coming out of the Organizational Review Initiative. Gordon Aamot was appointed the new department's inaugural Director. This move positioned emerging scholarly publishing services such as open access, copyright support, and electronic theses and dissertations closer to our researchers and scholars.

In June 2016 we recommended an open access policy to the Provost and Chair of the Faculty Senate, in accordance with the Senate's April 2015 Class C Resolution. Building on this work, in January 2017 the Faculty Councils on Research and University Libraries submitted Class B legislation to the Faculty Senate to adopt the recommended policy. Despite concerted

outreach efforts, the Chair of the Senate determined that since there was not yet clear support and some unanswered legal protocols, the effort would carry over to this academic year. We're very close.

Late breaking news! The Associated Librarians of the University of Washington (ALUW) just announced passage of an open access policy for librarians. I guess you could say, we're walking the talk (and hope the faculty follow suit).

We launched several pilot programs in response to a 2016 assessment of scholar needs and interests in the digital scholarship realm led by Verletta Kern.

Programs included:

In collaboration with Learning Technologies, we offered office hours in the Research Commons, and data visualization assistance was in high demand.

The *Hacking the Academy Program Series* took a cross-disciplinary look at the new ways scholarship is being produced, evaluated, archived, and reused.

The *Planning for Success: Digital Scholarship Best Practices Workshop* was framed around the digital scholarship lifecycle.

The *Going Public: Sharing Research beyond the Academy* event was conceived out of President Ana Mari Cauce's call to share UW research for the public good. As a partnership with the eScience Institute and the College of the Environment, this program provided ways that participants could use to hone their skills on communicating research with the general public.

UW Bothell continued its collaboration with faculty to build the Northwest Prison Archive and process Ed Mead's papers. This entailed teaching archiving and oral history practice to graduate students conducting interviews for the collection.

UW Tacoma's Digital Commons grew by nearly 43%, from 3,646 to 5,232 items. UWT also archived the teaching materials used in the Lushootseed Language Institute, a language revitalization course sponsored jointly by the campus and the Puyallup Tribe.

In collaboration with the Graduate School, the Research Commons again hosted Scholars' Studio (a quarterly graduate student interdisciplinary lightning talk series). Themes were "Equity," "Advocacy," and "3 Minute Thesis."

The Research Commons and LibID launched Storytelling Fellows, a high-touch online digital storytelling workshop. Two cohorts of ten students each learned how to use the WeVideo software to create digital stories that communicate their research to the public. Over 100

students applied for 20 spots in the program, which will continue in the 2017-2018 academic year. And, we expanded our footprint in research information management.

SPOTLIGHT ON... CLINICAL RESEARCH AND DATA SERVICES

Let's shine a spotlight on HSL's innovative TRAIL initiative and clinical research and data services. Emily Patridge, the podium is all yours.

<Emily'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. How did we do this?

Let me give you some specific examples of how the Libraries contributed to teaching and learning through partnerships.

Nicole Dettmar worked with the School of Medicine in support of medical education curriculum over six locations in five states (Washington, Wyoming, Alaska, Montana and Idaho (WWAMI). This curriculum involved more active learning with utilization of Canvas for pre-class activities such as eReadings. Nikki worked with the School to develop, assess, and revise the approach in response to student feedback, integrated online library resources, and instructional design collaboration with faculty and learning technology staff. The data show high usage of this resource with a 37% increase during the first 6 months of Academic Year 2016 (AY16) compared to all of AY15.

HSL's Writing Center provided online support for distance students, specifically those in the WWAMI region. In-person usage of the service has grown significantly as liaison librarians promoted the service to students, staff and faculty.

At Bothell, Sarah Leadley led the Teaching and Learning Center Redesign team, charged by the Vice Chancellor for Academic Affairs and the Chair of the General Faculty Organization.

At Tacoma, Katie Monks led three in-depth discussions with librarians to explore the six threshold concepts within the new ACRL Information Literacy Framework. These conversations included brainstorming, activity ideas, and creating an elevator pitch for each frame.

OUGL held the second annual "Active Learning Classroom Open House" for faculty. It featured facilitated small group conversations on active learning pedagogy topics, including developing student teamwork and presentation skills, and fostering equitable student participation.

The Teaching and Learning Group (TLG) collaborated with iSchool graduate students to assess Libraries staff training needs related to better support for international students. Survey findings revealed that more than half of the survey participants interact with international students at least once a week and find ways to provide good service to the students, even though 70% have never received any training on best practices for serving international students.

In collaboration with the Center for Teaching & Learning, TLG designed and delivered three workshops for the two-day training conference for new teaching and research assistants. Librarians offered “Research Smarter, Not Harder: Research and Information Management Tips and Tools” and “Manage Your Data!” workshops to hundreds of eager and grateful TAs and RAs.

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. How did we do this?

Let’s start with the beginning of the year.

Odegaard led the Libraries’ participation in Dawg Daze, a purple and gold opportunity to reach new (and returning) students. Let me give you a few highlights.

- Dance Party

First year students were introduced to the Odegaard Library in a unique way. Just imagine OUGL transformed into a late night dance club complete with a DJ, dance floor and professional lighting. (And we are doing it again this year!).

- Harry Potter Triwizard Trivia Tournament

The Triwizard Trivia Tournament, created by Jessica Albano and Theresa Mudrock, filled the Suzzallo Reading Room (known to students as the Harry Potter Room). More than 260 students tested their Potter knowledge and learned about the Libraries while enjoying some Hogwarts sweets.

- Tech Expo

The Technology Exp0 introduced new students to free technology, discounts and services available to them. Students also had a chance to meet Odegaard Library staff and learn about the technology resources, services, and student perks available in the library.

- Transfer Student Social

The Transfer Student Social provided transfer students an opportunity to socialize with fellow students and to meet librarians. It was much appreciated by this sometimes overlooked group.

The Odegaard Community Whiteboard project entailed weekly posts of questions on academic, social and wellness topics. Hundreds of students engaged with questions and each other, and OUGL was able to offer information as follow-up to some issues posted on the boards.

The newly-formulated Undergraduate Student Success team, comprised of the Head of Teaching and Learning, First Year Experience Librarian and Undergraduate Experience Librarian, served key groups of pre-major undergraduate students: first year and first year transfer students, international students, underrepresented minority students, and first generation students. Hats off to Amanda Hornby, Linda Whang, and Emilie Vrbancic for their outreach work.

Distinctive Collections presented the “We Are History Keepers” workshops on preserving local ethnic community history, co-sponsored with the Seattle Ethnic Heritage Council and drawing over 150 community participants.

East Asia Library kept up the pace with extensive community programming. The Korean Booksori brought in reknowned speakers and large audiences on topics from the New Village Movement to Korean literature in translation. Born out of the creativity and energy of Hyokyong Yi, the cumulative number of Booksori’s hit 49.

The oral history of Chinese immigrants in Greater Seattle captured the stories and memories of 40 individuals. We kicked off the yearlong celebration of EAL’s 80th anniversary with student cultural performances at the Lunar New Year event.

The Labor Archives of Washington was all the buzz. Conor Casey was a regular on television, radio and social media, in addition to leading the growth of the Archives and its services.

We engaged with the general public and supporters of the UW Libraries. The 500 donors who attended the University’s Recognition Gala were enthralled with cocktails in OUGL and awestruck by dinner in the Suzzallo Reading Room. The hard work of the Libraries Facilities team made this massive undertaking possible.

At the Dean’s Circle Dinner, Professor Richard Johnson was awarded the Volunteer Service Award for his many years as a reader for the Library Research Award for Undergraduates. Environmental humanist and this year’s Maxine Cushing Gray Writer’s Awardee Barry Lopez presented a dynamic public lecture. David B. Williams, author of *Too High and Too Steep: Reshaping Seattle’s Topography*, enchanted 230 people who attended the annual Libraries Friends event.

The 12th Annual Literary Voices featured Pulitzer Prize winner Annie Proulx. A record 308 attendees surpassed all expectations with donations of \$273,192 for the Libraries Student Employee Endowed Scholarship Fund. I am thrilled that we will be able to increase the number of scholarships this year.

The Advancement team coordinated a series of deep dives that engaged many a library friend. And there was something for everyone.

- Historic Architectural Drawings
- Music Library Deep Dive
- Conservation Center Tour
- Health Sciences Library/TRAIL Open House
- Special Collections and Conservation Center
- Health Sciences Library Open House
- Why Film Preservation Matters

We engaged in many different ways with the UW's Race and Equity Initiative.

OUGL contributed to or led a number of discussions and workshops, including conversations across the libraries and discussions about teaching post-election, a collaboration via the Center for Teaching and Learning.

OUGL hosted monthly book displays focused on race and equity in efforts to connect our collections to students' lived experiences and highlight popular diversity, equity and inclusion topics.

UWB hosted three Community Reads events featuring the books *An American Lyric* by Claudia Rankine; *Nobody: Casualties of America's War on the Vulnerable, from Ferguson to Flint and Beyond* by Marc Lamont Hill; and *Kindred: A Graphic Novel Adaptation of Octavia Butler* (author), Damien Duffy (Adapter), and John Jennings (Illustrator).

HSL created events and displays on the topic of homelessness, especially salient during the period when Tent City 3 was located near the Health Sciences building.

The presidential election spawned a number of programs, displays, and research guides focused on alternative facts and fake news, the role of journalism in a democracy, the importance of public scholarship, and sparked heightened interest in the Constitution.

For example, Jessica and Albano and Theresa Mudrock co-authored the "Savvy Info Consumers: Evaluating Information" research guide to disseminate strategies and tools to use when evaluating information ranging from scholarly articles to infographics.

UWB Librarians authored a post-election LibGuide, which included sections on free speech, civil discourse, fake news, and volunteer opportunities in the community.

We were honored to have Bob Ferguson, Washington State's attorney general, as the featured speaker at a Research Common's event "Why Journalism Matters: News Literacy in a Democracy." He was fresh from filing a case against the "immigration ban" executive order.

Space plays such a powerful role in libraries. We had the once-in-a-lifetime opportunity to step back and imagine what library facilities space will be twenty years from now. Cynthia Fugate led us as we worked with the University Architect, Mahlum Architects, and Dugdale Strategies to complete the Strategic Space Plan for the University Libraries.

The report makes a compelling case for additional remote shelving, improved environmental conditions for collections, and the need for more and different spaces for study, collaboration, and engagement.

Unfortunately, the plan did not come with a check (in fact the state failed to pass the capital budget this year.) But, we have a solid plan and will use it to guide decision making as we identify funding.

We *were* able to make several improvements to our facilities.

- The Built Environment Library added new study space.
- In addition to creation of the TRAIL space, HSL updated the 3rd floor study spaces and 2nd floor study rooms in response to student comments on the Triennial Survey.
- UWB did a bit of rearranging resulting in an additional 50 seats for students—from quiet carrels to mixed use seating.
- And two small copy rooms in the Allen Library were converted into staff offices.

We benefited on all three campuses from the excellent judgement of the Student Tech Fee committees. Significant funding was received for workstations, scanners, laptops, and the Allen Auditorium upgrade.

After a 6-month closure for remodeling (and no coffee in the building), Suzzallo Espresso was transformed into Suzzallo Library Starbucks. I think it will be an inspiring place to gather to meet and study. The Libraries and Housing and Food Services worked with Starbucks to realize a design that honors Suzzallo's architecture and spirit with a café that is warm and inviting, consistent with the historic beauty of the building. Now, the question is—will there be any empty seats.

Our libraries were awash with many tantalizing exhibits, many with companion events and programming. With such a terrific array of exhibits this year, who can forget?

- Washington on the Western Front
- Envisaging South Asia
- Pen & Ink Politics
- Making Sense of the News
- Bollywood and Bolsheviks
- An Injury to One is an Injury to All
- How Do You Odegaard?
- Every Moment of a Book
- National Park Centennial

People invest in institutions and causes in which they feel engaged. They have an affinity or passion for the institution. This year 2,526 individuals invested in you and the public mission of

the Libraries. We worked together to raise \$1.3 million, including the establishment of new endowments. We now have nearly 100 endowments with a combined year-end market value of over \$46M. Our combined annual endowment distributions and annual gifts provided over \$2.8 million for the margin of excellence in collections, programs, services, and staff and promoted our strategic initiatives and innovation. And, we are nearing 74% of our campaign goal of \$25 million. With our hard-working Advancement staff and your support, I am confident we will sail past our goal.

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. How did we do this?

We used our assessment capacity and our commitment to the user-centered library to strengthen our organization. We completed the analysis of the 2016 Triennial Survey and used dashboards to communicate results. These dashboards have been used widely by individual Library staff and units to identify areas for improvement and to demonstrate impact on research, teaching, and learning. Jackie Belanger and Maggie Farber completed 15 targeted topic and unit reports, including for ITS, Health Sciences, Bothell and Tacoma Libraries, TLG, Collections and Content, and Scholarly Communication and Publishing.

How have we used the survey results so far? We have used them for:

- Modifications to the fine policy
- Changes to eBook purchasing
- STF proposals
- Improvements to facilities
- Citation management services for graduate students
- Exploration of research impact support for faculty
- Advancement events (Dean's Circle event and Literary Voices)
- Organization Reviews, and
- The Libraries' successful budget narrative and budget meeting with the Provost

We completed the second phase of the Organization Review Initiative with the formation of the Administrative Services portfolio. Patrick Osby is our first Assistant Dean for Administrative and Laura Lillard is now Director of Libraries Human Resources.

Several portfolios undertook internal reviews (guess we could call it ORI Phase 3).

In anticipation of retirements from as many as 15% of Collection and Content staff, Denise Pan initiated a staffing planning process which was inclusive and strategic. One of the great benefits of the work is a framework for succession planning.

The RLS Organization Review Initiative confirmed the original finding that grouping “like with like” would enable the Libraries to provide more effective services and programs. As a result, Research Data Services and Digital Scholarship joined the new Scholarly Communication and Publishing Department. Bringing these services together, allowed us to focus efforts on providing more integrated service in the related areas of open access publishing, copyright, electronic theses and dissertations, digital scholarship and research data services.

UWB launched an organizational review of its Materials Processing, Circulation, Reserves, Administration, and Digital Scholarship & Collections units. The review culminated with a recommendation to explore ways to formalize a flexible/matrixed staffing system, to support project work that spans units, drawing on common skill sets, while creating opportunities for staff to learn new skills and deepen their understanding of the work of their colleagues.

We worked with the School of Music on the transfer of the Ethnomusicology Archives from the School to the Libraries. John Vallier was named Curator of that archive, and 40% of his position

SPOTLIGHT ON... UWT ORGANIZATION AND EFFECTIVENESS

For a case study in organization and effectiveness, let me invite Lauren Pressley to the dais.

<Lauren’s presentation>

Workday finally arrived! Years of planning for a new Human Resources/Payroll system come to fruition this year. The Libraries HR team spent countless hours, days, and months preparing for the major transition. With their help, we reached 100% compliance with the new two factor authentication. Thanks to their hard work, the Libraries experienced a smooth entry into WorkDay.

The Peer-to-Peer Recognition Program allowed us to show appreciation to our co-workers for their contributions.

- 465 recognitions were submitted
- 187 different staff members were recognized
- 96 Starbucks treats were awarded to those receiving three recognitions. (I know where you can use the gift cards)

The Growth, Opportunity, Learning, and Development (GOLD) Program was conceived and taught by Elaine Jennerich and Laura Lillard. The eleven staff members in the first year enjoyed an in-depth learning experience that will serve them well on many fronts. The feedback from the initial cohort was so positive that a second year of the program is already underway.

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

- 32 recruitments
- 32 permanent hires
- 24 temporary hires

- 16 resignations or conclusion of appointments
- 13 retirements
- 205 student hires

Talk about organizational effectiveness. Library Financial Services managed 295 budgets and \$40.5 million in expenditures, and invoiced nearly \$19M through ALMA for all three campuses. Our grants officer managed nine external grants with significant financial reporting demands.

The Libraries Facilities Team helped us steward our physical plant, execute events, and address life-safety and natural (and unnatural) disasters. They modelled flexibility, ingenuity, and nimbleness. Linda Ambre, Marty Nolan, Brad Van Horne, and Stephanie Guerrero—you worked magic!

We continued to be a leader in our profession. Last year, we collectively:

- Taught 15 credit courses
- Made 119 conference presentations
- Authored 38 publications
- Received 9 external grants, and
- Chaired or led 30 organizations or national committees

In the Transforming Administrative Program (TAP) campus survey of administrative units, the Libraries was the top unit of the University with regards to service quality. Actually we blew everyone else out of the water. Ninety-four percent of respondents said they were very or extremely satisfied with the Libraries and 1% not satisfied. What's up with that 1%?

Yes, we have robust technology, fabulous collections, and inspiring spaces. But what put us on top is the dedication and talent of the amazing Libraries staff. The many accolades received by our award-winning staff attest to our strong contributions.

The Odegaard/Suzzallo GA training program was recognized by ACRL WA-OR with an Excellence Award, for the impact that it had on librarians-in-training.

Anne Graham received the 2016 Innovative Event Award from UW Combined Fund Drive for her work highlighting the impacts of charitable giving. Anne's creation and use of the blog, CFD Corner, effectively communicated and marketed UW's Combined Fund Drive to the UW Libraries.

The 2017 Distinguished Librarian Award went to Mary St. Germaine, Head, Near East Section. Mary was recognized for her many contributions to international studies librarianship, including supporting the curricular and research needs of the Department of Near Eastern Languages and Civilization (NELC) and the Stroum Center for Jewish Studies in the Jackson School. Join me in congratulating Mary.

We have many milestones to celebrate today. Reappointment and promotion for librarians requires high levels of achievement, detailed documentation, rigorous peer review, and an equally rigorous review by the Dean and Provost.

We congratulate Anya Bartelmann, Moriah Caruso, and Caitlan Maxwell who were promoted to the Senior Assistant rank. We congratulate Dave Ellenwood and Dan Mandeville who were reappointed to the Senior Assistant Librarian rank. We congratulate Diane Loudon and Christine Tawatao who were promoted to Associate Librarian. We congratulate Alan Michelson and Justin Wadland who were promoted to Librarian, the highest rank a librarian can attain.

Completion of 2014-2017 Strategic Plan

To paraphrase a ditty from the vintage TV show Laugh-In “That was the year that was. It’s over, let it go. Oh, what a year it was. That was the year it was.”

But before we look ahead, I’d like to do a quick fly-over of the significant accomplishments and impact that we made during the three years of our 2014-2017 strategic plan.

Collections and Access

- \$2.6M in in new University collections funding
- Conservation Center
- Crawford and other unique collections
- Cataloging of specialized/foreign language material
- Labor Archives of Washington
- Implementing SILS

Research and Scholarship

- Scholarly Communications and Publishing
- Strengthened liaison program
- Health Sciences research services
- Data management and visualization
- Tri-Campus digital scholarship programs

Teaching and Learning

- Undergraduate experience
- Teaching communities
- Instructional design
- Educational partnerships
- Learning assessments

UWB, UWT, International students

Engagement and Community

OUGL Renovation post-occupancy
 Dawg Daze
 \$7M in new gifts/endowments from 14,000 donations
 New RML contract (2016-2021)
 Library Assessment Conference (2014)
 Community Outreach from International Studies and EAL

Organization and Effectiveness

ORI and portfolio reorganizations
 Triennial and TAP surveys for users
 University “bridge funding” to support succession transitions
 GOLD program
 120 new staff hired

Whew! It’s time for Strategic Plan 2018-2021!

SPOTLIGHT ON... 2018-2021

I’m delighted to ask Strategic Planning Co-chairs Jackie Belanger and Jason Sokoloff to get us started.

<Jackie and Jason’s presentation>

Conclusion

We started today with the March of Time by standing up. Let’s bring it to a close by sitting back and enjoying another tradition--the “library movie.”

<Movie>

A round of applause for producer and director Matthew Allen aided by Theresa Mudrock, Kian Flynn, and Emily Ruder.

We are in such a special place with so much important work ahead. We enjoy courageous university leadership, amazing students, superlative faculty, and a library staff that is world-class. We have a pivotal role to play in transforming the student experience, driving the public good, improving health outcomes, expanding the UW’s impact, and preserving knowledge for generations to come.

I am inspired by your collective efforts and the positive impact you have had and will continue to have on the lives of faculty, staff, students, and the community.

Congratulations on another great year! And thank you.

Now, let's go open the doors! They are waiting for us.