

PURPOSE, PERSISTENCE, AND PROGRESS

University of Washington Libraries All Staff Annual Meeting September 23, 2014

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

Good Morning! Welcome to the University of Washington Libraries 2014 All Staff Meeting. It's great to have you here—either in person or participating through the web.

I'd like to thank Aimee Hirahara and Michael Milligan in particular who have been putting long hours to ensure that the Adobe Connect feed works for all of you watching from afar.

It's that time of year—once again! We welcome new and returning students. We greet arriving faculty with anticipation. The days start to cool as they get shorter. The rain is returning, as if on cue.

President Young welcomed thousands of new students at Freshman Convocation on Sunday. Dawg Daze activated campus with blasts of information and music. The Huskies' new football coach, Chris Petersen, is the first to begin his UW career 4-0 since Gil Dobie did so in 1908.

We say goodbye to halcyon days of summer, and come we come together to mark our past accomplishments and kick off the New Year.

This year, I invited John Helmer, executive director of the Orbis Cascade Alliance, to join me in reviewing the year and looking to the next. Thank you John for making the trip from Eugene. You'll hear from John a bit later.

It Takes a Team

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

- Linda Ambre
- Steve Hiller
- Michael Milligan
- Amy Halligan
- Louise Richards
- Aimee Hirahara
- Mike Frushour
- Marty Nolan
- Scott Carlson
- Many photographers
- And You!

My predecessor Betty Bengtson taught me many things, including the importance of tradition. Betty started a tradition that is now over two-decades old. I call it the "Time Flies Tradition." Others call it the "March of Time."

As a community, we range from those newly arrived to sages with decades of experience. Regardless of when we arrived, we are all committed to the mission of the Libraries and the important work we do.

Now for the tradition. 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?

After years of little hiring due to the state freeze and other factors, we welcome a large class of new staff. We're so glad that they joined the Libraries over the past year. May you one day rise when "50 years" is called.

Charlene Chou
Justin Johnson
Susie Cumming
Sarita Thayil
Leslie Boba
Jeffrey Middleton
Frank Stieber
Kerry Kirk
Perry Yee
Hannah Wilson
Junghae Lee
Rebecca Baker
Caitlan Maxwell

Julia Paulson
Annie Moorhead
Kara Sullivan
Jordan Ingalls
Rebecca Doxford
Jamie Gray
Katherine Deibel
Kathleen Monks
Jason Cabaniss
Moon Kim
Gabrielle Strong
John Danneker
Carolyn Martin

This year, our retiree community grew by 17. We thank them for centuries of cumulative service and for all they taught us. We are fortunate that several decided to return for post-retirement employment.

Grace Block
Nan Cohen
Richard Dubois
Nguyet Duong
Diane Grover*
Janet Heineck*
Tim Jewell*
Bill Jordan
Susan Kemp

Jill McKinstry
Siew-Choo Poh
Sally Salget
Dottie Smith
Leilani St. Anna
Janet Schnall
Nanette Welton*
Pam Yorks

* Denotes 40% post-retirement appointment

I'd like to welcome any library retirees who are here with us today. Thank you for allowing us to stand on your wide shoulders.

Staff, Support, and Strategy

Last fall, we gathered and celebrated *All Stars: Staff, Support, and Strategy*. I outlined the priorities that would demand our collective attention:

- Complete the integrated library system (ILS) transition and implementation
- Develop stronger ties to research and instructional programs, including collaborative ones
- Revise and finalize Strategic Plan for 2014-2016
- Participate fully in University Capital Campaign
- Continue to shape positions which will further strategic priorities, and
- Continue to invest in our staff

With a superlative staff, expanding support, and a strategy aligned with the university, we made good **progress** on our priorities because of our shared sense of **purpose** and buckets of **persistence**.

The Northwest Commission of Colleges and Universities agreed. NWCCU is the body that accredits the UW. This year a site team made an in-depth evaluation of our university. You and the Libraries were singled out many times by the Committee, but especially for “fostering effective collaborations with academic programs to enhance active learning, research, scholarship, and service.”

Indeed, we have much to celebrate. Before we do, let me remind us why we come to work each day with dedication and focus.

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. Responsiveness. We articulated our intentions in four strategic areas:

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

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. Our users take notice of what you do day in and day out, and go out of their way to tell me so.

Today I will cast the net a little wider and remind us what we have accomplished during this iteration of our strategic plan. I'll conclude with a few words about the coming year and the launch of our new plan

Let's begin.

Strategic Area 1: Teaching and Learning

We said we would educate students for a future we couldn't begin to imagine and we would do this through partnerships and pedagogical excellence. How'd we do?

The NWCCU Evaluation Committee thinks we did very well. They commended our work in the area of learning goals, instructional support, faculty engagement, and use of technology. In particular, they highlighted the transformational work of the Teaching and Learning Group.

Over the past three years of our current strategic plan, institutional partnerships and collaborations flourished. For example, the Honors Librarian Program was established, evaluated, improved, and expanded.

We collaborated on Teaching in Progress Seminars with the UW Bothell Teaching and Learning Center. We enhanced services for the rapidly growing population of international students on our three campuses.

Outcomes assessment rubrics were developed, instituted and assessed. UW Bothell librarians shared their learning assessment expertise generously.

Libraries teaching communities strengthened our culture of teaching and learning. Health Sciences librarians were partners in major curriculum revisions throughout the Health Science schools, especially in the medical school and with interprofessional education.

Our Educational Outreach Services team integrated library information and services into the new learning management system by creating a UW Libraries Canvas tab and by working with our UWIT partners on other initiatives. We developed solid pedagogical, technical, and financial models for online degree programs.

OUGL enjoyed its first full year post-renovation and established itself as UW Seattle's prime teaching and learning space. I could go on and on about OUGL, but it's better left to the students to tell the story. Let's roll the video.

<UW360 VIDEO>

Strategic Area 2: Research and Scholarship

We said we would save users time and enhance research and scholarship by providing fast, authoritative access to and delivery of information resources. How'd we do?

It is inspiring to look back over the last three years and see the significant advances we have made in research and scholarship.

The Research Commons and Data Services were established with visionary leaders and progressive programming. HSL established a translational research and collaboration capacity.

After years of work, students can now submit their theses and dissertations electronically, expanding dissemination of their work.

Our scholarly communication initiatives have raised awareness and motivated action, including work by the Graduate and Professional Students Senate (GPSS) on open access.

Core to research and scholarship is our world-class collections, many made more accessible through digitization efforts.

Questions answered through our 24/7 chat services topped in-person reference inquiries for the first time this year.

And, the subject librarian/liaison framework enhanced our support for research and scholarship in meaningful ways.

The Research Commons kept on innovating with Scholars' Studio, GIS Day, and CoLab (Collaborating with Strangers). In response to student needs, the Research Commons began offering a Citation Management Help service. Bothell and Tacoma built on the Scholar's Studio with Project Flash Talks and Tac Talks.

Data Services staff worked with UW's Reproducibility and Open Science Working Group to co-host the first Reproducibility Workshop with the eScience Institute as part of the Moore/Sloan grant.

The Data Repository Services Planning Group developed a proposal to build university-wide services for data management including the infrastructure for depositing, managing, preserving and providing public access to research data produced by the UW. The three year pilot will be launched this fall.

We received a grant for \$183,500 from the Council on Library and Information Resources for "Discovering Modern China: University of Washington and University of British Columbia Collections." In collaboration with UBC, we are cataloging rare and unique hidden Chinese materials making them discoverable throughout the world.

Beethoven, Brahms, Handel, Tchaikovsky, Wagner, Those greats and many more are represented in a recent gift of 720 rare classical music scores, mostly first editions or first printings. Appraised at about \$1.3 million, the donation comes from the estate of William Crawford III, a New York arts manager and lifelong music. This gift came to us through the stewardship of Judy Tsou.

We increased access to unique and rare media collections through the digital reformatting of the Gary Greaves Collection, the Vintage 16mm Collection, and the Kearney Barton Collection. Over \$250,000 in grants and endowments funding was raised, including a large donation from Barton's heirs, a grant from 4Culture, and an IMLS grant for library access to and preservation of online-only music.

The National Digital Newspaper Project (NDNP) for Washington State completed its final grant cycle, spending over \$900,000 in federal grant funds and adding a number of state newspapers to the *Chronicling America* database. MicNews did its part.

We completed the four-year Tateuchi Cataloging Project in the East Asia Library which allowed us to catalog and make available nearly 5,000 Japanese titles, many rare and some unique. Saeko Suzuki's contributions as the Tateuchi Cataloger made the project a success, and the funding from the Tateuchi Foundation made the project possible.

Tacoma continued to build out its Digital Commons showcasing student and faculty work.

The ongoing acquisition of special collections and international materials coupled with digital work accelerated scholarship and discovery.

Strategic Area 3: Engagement

We said that we would engage and transform communities and intellectual life by connect people with knowledge and each other through our collaborations and global leadership. How'd we do?

The spaces we provide are foundational to community engagement. We worked hard to continue to transform our library spaces to meet the evolving needs of our students and faculty.

Odegaard experienced its first full year post-renovation operation—assessing and refining throughout the year. East Asia Library and Health Sciences both enjoyed upgrades in user and collaboration space. We improved a number of our units throughout ongoing Branch Refurbishment program funded primarily with Allen Endowment funds.

Our nationally known assessment program continued to position us to anticipate user needs and changes in our environment.

The Regional Medical Library was a national model, as was the HEALWA initiative.

Events and exhibits brought the community in and we went out into the community. Exhibits such as Classics and Book Arts, Soviet Children's Books, and Shakespeare and the Four Humors stimulated minds and emotions.

The Libraries was featured on KIRO and KING TV, the Seattle Channel and KUOW. Articles appeared in the *NW Asian Weekly*, *North American Post*, *the Seattle Times* and the *PI, Daily Journal of Commerce*, *Daily World* (Hoquiam / Aberdeen) as well as through campus outlets UW360 / UWTV, the *Daily* and *UW Today*.

The stunning renovation of the OUGL not only received praise from students and faculty, but from the architecture community as well. At last count, the renovation has received five significant awards, including the AIA Institute National Honor Award for Interior Architecture.

The AIA jury noted, "The interior renovation of this library at the University of Washington not only transformed an outmoded 1970s-era building but also reimagined the learning experience for students in the 21st century."

And in all of our refurbished facilities, we continue to engage our expanding community.

Thanks to those of you who attended Libraries Advancement events, provided information about exhibits and shared special news stories. We engaged the community in our efforts to

build a state of the art conservation lab. David James Brown related at this year's Literary Voices how he could not have written *Boys in the Boat* without our archival and photographic collections. Late breaking news. Robert Shenkkan, Pulitzer Prize winning playwright will be the keynote speaker for next year's Literary Voices. An evening not to be missed.

The Regional Medical Library staff continued to have broad impact in health care. They conducted trainings, presentations and site visits to more than 1,300 people across the 5 states of the Pacific Northwest Region. They funded awards to support a wide range of activities across the region. And, we established an MOU with the Idaho Health Sciences Library to represent the National Network of Libraries of Medicine in the state. We are mid-way through the current contract with the National Library of Medicine, and came through the site review with flying colors. The RLM staff is to be commended for "making a difference!"

It was a year of deep engagement with the library community. We hosted Science Boot Camp West with the theme of the science of disasters. Maureen Nolan, along with Kari Anderson, Matt Parsons and others, planned the camp which received high praise from the 100 plus participants.

We co-sponsored with ARL the highly successful Library Assessment Conference, drawing a record 600 attendees from around the world. Jackie Belanger and Steve Hiller and their team made the UW shine.

The TLG invited area librarians to participate in Quarterly Instruction Roundtables.

Chris Byrne acted as a local host for a U.S. Patent & Trademark Office program: Patent Trial and Appeal Board (PTAB) AIA Trial Roundtable, one of a series of programs across the country focused on the America Invents Act.

Judith Henchy led a consortium comprising the UW, Arizona State University, Rutgers and Northern Illinois that invited six librarians from Myanmar to short study tours to the US in May-June 2014.

And, we welcomed many visitors from around the world to see and learn from the Research Commons and OUGL.

Our assessment program received a commendation from the NWCCU Evaluation Committee, as well:

*Assessment has informed decision making in collection development, facilities, instruction, and research support. Significantly, the UW Libraries are planning, assessing, and closing the loop to inform practice and future planning. **This culture of planning and assessment has garnered the Libraries a national reputation** and the Libraries administration is to be complimented on its commitment to developing and maintaining this culture.*

One of the major assessment efforts this year was the in-library use survey. Survey results are being analyzed and will be shared in depth at the Assessment Forum on December 10. In addition, LAMT members are available to meet with units and groups to discuss results and analysis of the surveys.

Strategic Area 4: Sustainability

We said that we would focus on sustainability on many fronts—collections, knowledge, business models, and library services. We said we would build a sustainable academic business model, which includes investing in staff. How'd we do?

Over the last three years, we have made excellent progress in the area of sustainability. We diversified our revenue sources and managed our financial resources well. We made significant investments in the conservation and preservation of our collections and information resources. We continued our work on new models of service. We expanded staff support and learning opportunities. And, we continued to assess and plan so we can create a preferred future.

Advancement and private support is more important than ever as we diversify our funding resources, build community support, and take advantage of the university's capital campaign. During the past year, we worked together to raise over \$3 million of which \$93,000 came from the Friends of the Libraries. We realized bequests of over \$1.5 million. Over 4,000 donors invested in the Libraries, and we now have 87 endowments with a combined market value of \$44M. Our combined endowment distributions provide approximately \$1.75 million for the margin of excellence in collections, programs, services, and staff.

Sheryl Stiefel and her team are busy preparing for the next campaign, and will be counting on your ideas and help.

Our financial services team turned in another great year and kept us in the black. They managed 270 budgets valued over \$33 million in state funds and 6.2 million in gifts and endowment accounts. They processed \$15 million in invoices through Alma (no small feat), and provided support for an increasing number of grants.

In keeping with our New Models of Service, the Physics and Astronomy collection was integrated into other collections following the closure of the Physics Astronomy Reading Room. Physics, Astronomy and Mathematics Librarian Anya Bartelmann managed the closing under taxing circumstances. Circulation staff, led by Kirsten Spillum, successfully moved materials out of the Physics-Astronomy Reading Room and facilitated the record changing and relocation or discard of items in the collection.

The UW eScience Institute, Departments of Physics and Astronomy, the College of Arts and Sciences and the Libraries are partnering in the development of a Data Science Studio to be housed in the space. The transformed space will be a flexible and shared work space to serve the entire campus, but especially faculty, staff, and students in Physics and Astronomy, and by researchers funded by a new Data Science Environment grant.

The UW is part of a \$37.8 million, 5-year partnership with Berkeley and New York University, funded by the Moore Foundation and Sloan Foundation, to advance data-intensive research and practice across all disciplines. Key to this effort is the provision of a physical collaboration workspace to foster interactions among “data scientists” from all disciplines. The Data Science Studio is expected to open in late fall 2014.

We all enjoyed the Develop U offerings over the summer—from Flappers, Flyboys, and the Flu to Citation Managers, and a lot in between.

We were able to increase travel and staff development funding for all staff thanks to endowment funding.

Libraries HR expanded our on-boarding program for new staff which is getting good reviews. The Wellness offerings expanded to a second weekly yoga class and the Wednesday walkers kept on walking. One hundred and sixty-eight staff members were recognized by their peers and 63 received a Starbucks treat. HR launched a successful pilot for online leave requesting and approval, and it is expanding to all units this year.

We are a library staff that is highly productive and leads our profession. Just consider these impressive contributions to the profession:

- 16 credit courses taught
- 172 presentations at professional meetings
- 86 publications
- 8 external grants
- 20 chairs of professional organization committees

No wonder we’re considered a bellwether library.

Talk about impressive contributions. Janet Schnall received the 7th annual Distinguished Librarian Award for her extraordinary work over three decades. Janet’s impact on the university and beyond is evident in her many contributions to health sciences librarianship. She has demonstrated excellence in librarianship through innovative approaches to professional practice, research, and education.

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 those librarians who were promoted to Senior Assistant Librarian rank-- Dave Ellenwood, Mahria Lebow, and Dan Mandeville. We congratulate the librarians who were reappointed as Senior Assistant Librarians--Danielle Rowland and Beth Sanderson. We congratulate the librarians who were promoted to Associate Librarian, with permanent appointment--Jackie Belanger, Theodore Gerontakos, Verletta Kern, and Deborah Raftus. Congratulations to Zhijia Shen who was promoted to Librarian, the highest rank a librarian can attain.

Purpose, Persistence, and Progress

As I was reading through all of the annual reports and reflecting on the year past, the word persistence kept coming to mind.

Our number one priority this year was the implementation of the shared integrated library system. We knew that the work was boundary busting. We knew it would be hard. We knew there were no models for what we were hoping to do. I don't think any of us knew how challenging the work would be and how frustrating it would be at times.

But we persisted, aided by the weekly weather reports delivered in the spirit of shared purpose. You worked incredibly hard to learn the system, to craft solutions, and to get the work done. You helped shape new functionality. You did prep and clean up. Our collective productivity was challenged as all units and every process was impacted.

We are all incredibly grateful to the Primo Working Group chaired by Chele Batchelor, to the Alma Operations Group chaired by Sion Romaine and Jennifer Ward, and to Nancy Huling and Emily Keller who led our communication efforts. And many of you contributed to Alliance level work—Joe Kiegel, Heidi Nance, Diana Brooking, Bill Jordan, and many others.

And while we have made progress in many areas, there is still progress needed in others. This time last year, Emily Keller and Sion Romaine were alerting us to the severe weather reports coming in on Hurricane Alma and her friend Primo! I am confident that there are clearer skies ahead—because of your creativity and persistence, and the quality of the Alliance leadership.

Which brings us to our special guest. Today, we are joined by the gifted executive director of the Orbis Cascade Alliance -- John Helmer.

I know that many of you have had the pleasure of working with John, and I wanted you all to have a chance to hear from him as our future aspirations are so tightly entwined with the strategic agenda of the Alliance.

Please help me welcome John to the podium.

<JOHN HELLMER SPEAKS>

Thank you John. I have often said that it is not a sprint, it's a marathon. It may actually be a long hike up a mountain. Be sure to take your trail mix as we launch our strategic plan for 2014-2017.

2014-2017 Plan

We have much to celebrate as we conclude the 2011-2013 plan. Your accomplishments and contributions have simply been amazing. But, we wouldn't rest on our laurels for too long. We are ready to launch our next three year plan.

Over the past 9 months, the Strategic Planning Team, led by Christine Tawatao and Elaine Jennerich, has helped craft the framework for the new plan. The team has done an environmental scan, meet with many, many groups, conducted interviews, and inventoried ideas and needs. Today I am pleased to share that framework and briefly outline the five strategic directions of the 2014-2017 plan.

Collections and Access

Concerns providing access to outstanding and authoritative collections that are central to the success of the University research, teaching, learning, and health care programs.

Priority Areas

- World-class collections
- Online resource access
- Shared collections
- Collection development strategies

Research and Scholarship

Concerns advancing scholarly productivity and communication through our services and expertise.

Priority Areas

- Data management
- Support research process
- Scholarly publishing & open access
- Digital scholarship

Teaching and Learning

Concerns equipping students and faculty with the appropriate skills to be successful researchers, scholars, and informed global citizens.

Priority Areas

Assessment & student success
 New student support
 Online & active learning
 Partnerships & collaboration

Engagement and Community

Concerns working as a trusted partner with users and stakeholders to continuously improve a library that is an integral part of the UW experience.

Priority Areas

Spaces for learning & collaboration
 Tell our story
 Assess user needs
 Build community support

Organization and Effectiveness

Concerns developing and investing in staff resources and expertise to focus on strategic priorities and new ways of working.

Priority Areas

Workforce transitions
 Opportunity and support
 Diversity
 Internal processes

Now that the framework is completed, what are the next steps?

- Cabinet October Retreat
- Identify groups/units to develop initiatives and actions for priority areas
- Groups/units develop initiatives and actions
- SPT will provide guidance, updates and success metrics

Initial Priorities 2014-2015

During the coming year, our work will take on even greater importance as we play our central role in advancing the University's mission in a time of opportunity and change. The initial priorities in each of the five areas are:

- **Collections and Access**
 - Stabilize and optimize the 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

This time next year, I am confident that I will report that we have made significant progress in each of these areas. There is much work to be done, and there is no library staff in the country better positioned to do it.

Conclusion

It is time to bring All Staff 2014 to a close. We began the morning with the "March of Time" tradition, and we bookend it with another tradition--the "library movie."

<VIDEO: LIBRARY MOVIE>

A round of applause for producer and director Amy Halligan.

Congratulations on a year of purpose, persistence, and progress. It is my privilege to serve as your dean and to call you my colleagues. I thank you for all you have done and will do in the coming year. Fortify yourself for the work ahead, and go enjoy the beginning of a fabulous new school year!