

## 207 DEAN OF LIBRARIES

### Programmatic & Academic Vitality Narratives

1) Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan.

#### Progress in Key Areas

<https://www.lib.washington.edu/about/strategicplan>

**Advance Research for the Public Good** Key Goals: Develop Open Access (OA) publishing, scholarship, and educational resources by leading the implementation of the UW OA policy and investing in infrastructure & expertise to support current and emerging forms of research, including digital scholarship.

- Successfully negotiated new journal subscription contract with Elsevier, maintaining access to over 2,500 publications with lower annual price increases. Agreement includes provisions for pilots in Green Open Access and International Interlibrary Loan in order to foster research for the public good and develop sustainable subscription/publishing models.
- Advanced implementation of Faculty Open Access Policy to increase public availability of UW faculty research publications, including beginning development of new institutional repository.
- Initiated development of Open Scholarship Commons, a designated library space to foster digital and open scholarship for students and faculty.

**Enrich the Student Experience** Key Goals: Evolve library spaces to address student enrollment growth and changes in scholarship and learning; Enhance the success of diverse student populations.

- Enhanced library facilities for learning and research through improved user spaces and expanded hours at multiple libraries.
- Addressed the student affordability crisis by expanding support for open educational resources and pedagogy.
- Strengthened graduate student support through Graduate Student Research Institute and Research Data Management online courses.
- Contributed to the success of diverse student groups through outreach and programming, including Libraries Dawg Daze activities and East Asia Library karaoke language learning sessions.
- Increased number of student employee scholarships through Advancement efforts.

**Enhance Equitable Environments for Research, Learning and Working** Key Goals: Foster an equitable and inclusive culture for Libraries staff and user communities through increased access to culturally-relevant information resources; Invest in developing, recruiting and retaining a diverse staff.

- Provided UW and wider communities with access to rare archival materials from diverse Pacific Northwest communities, including digitization projects documenting the Lushootseed language and Native American linguistics.
- Launched student and faculty curated “Recommended Reads for Equity” collection and tri-campus student reading programs on equity and social justice.
- Accomplished accessibility improvements in Libraries digital systems and physical spaces.
- Implemented a range of equity-informed hiring practices for Libraries personnel searches.

***Accelerate Scholarship and Learning through Responsive Collections*** *Key Goals: Develop scalable, strategic and sustainable models of collection development, preservation and stewardship that provide information resources for a premier research institution.*

- Expanded support for faculty and student research through investments in large datasets and digital collections.
- Developed multi-institutional partnerships to increase access, share expertise and costs, and expand access to library collections in a range of languages and formats.

**2) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer “no changes”:** *Word Limit: 250*

***No changes.***

***<OPB insert FY 20 response below>***

In previous years, we have received partial funding for serial increases and have had to shift money from monographs to serials to maintain serial subscriptions.

Infrastructure support

- Libraries are the public face of the University and among the most heavily used campus facilities with 5.5 million visits annually, 95% of whom are students. The constant wear and tear on our 11 Seattle campus libraries requires ongoing maintenance and repair to avoid damage to collections and to provide a safe environment for users and staff. Recent changes requiring units to pay a larger cost of repairs without budgetary support leads to deferred maintenance, exacerbates environmental conditions and puts our users, collections, and valuable equipment at risk.
- Our libraries are operationally full. They cannot house new acquisitions, including unique and specialized works, and cannot be renovated to accommodate additional space and programs for students and services without additional funding and off-site shelving.

The 2016 Strategic Space Plan for the University of Washington Libraries made a strong recommendation for additional off-site shelving to:

- Increase available core campus student study and work spaces (currently in high demand) to address current shortcomings and projected enrollment growth
- Build on the Libraries' proven track record of success in creating innovative spaces and services for UW students and the broader community
- Ensure long-term responsible stewardship of the Libraries' distinctive and valuable collections.
- Information technology infrastructure needs to be more open, collaborative, and cost-effective.

Resources to support fixed costs such as annual collections prices and minimum wage increases

- Each year the Libraries must request additional permanent funding to meet annual cost increases for collections (primarily online journals) and the minimum wage for student employees. The projected 5.7% increase in the cost of 2020 journals, if not funded, threatens effective support of University research. Journals and other serial publications are essential for support of research and scholarship in all programs, and especially true in areas heavily supported by external research funding. With seven million article downloads they are heavily used. If funded, we would continue to maintain our purchasing level and also take a proactive approach with strategic assessment and investments in Open Access collections and infrastructure. If not funded, we would implement serial and journal reviews and identify cancellations targets.
- The Libraries employs approximately 400 student employees who are essential to our operations, and if not funded for minimum wage increases, we are challenged to maintain those operations (such as running a 24-hour facility).

Salaries/Recruitment/Retention

- Our salaries are not competitive, both locally and nationally, to recruit for positions that can address changes in scholarly productivity, pedagogy and student learning. These positions often require specialized technical expertise, are in high demand, and

command higher salaries than our resources can support. Salary compression and the high cost of living also play critical roles in recruitment and retention of a diverse workforce. Librarian salaries have traditionally ranked in the lower half of Association of Research Libraries (ARL) libraries and FY2020 Annual Review Narrative Response for: 207 - Libraries Programmatic & Academic Vitality Narrative 3 combined with the local high cost of living place us at a recruiting disadvantage with our peer research libraries. Local libraries such as King County and Seattle Public also pay substantially higher salaries.

**3) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit/campus and/or another unit/campus? *Word Limit: 500***

The University Libraries supports the entire University of Washington community, including UWB and UWT. Our collections and services are critical for furthering research, teaching, learning, clinical care and the student experience. The Libraries has more than nine million books and serials (of which 1.35 million are e-books and 180,000 are e-journals), and millions of other items in other formats that provide direct support to the University's premier research programs. Our interlibrary loan program borrows more than 90,000 items annually (the highest among North American academic research libraries), filling collection gaps and ensuring rapid delivery of items not available online or on-campus to the UW community. These activities reduce faculty research related expenses to acquire their own journals, monographs and other materials and increase faculty research productivity. No cost interlibrary loan and document delivery again reduces their expenditures to purchase individual articles, books and other information sources. Membership and participation in such national efforts as the Hathi Trust further increases access to millions of titles that are collectively owned. The Libraries data repository satisfies funder requirements to provide open access to published research, thus reducing the costs of individual faculty or departments to provide this service. Other open access initiatives related to OA policy implementation will facilitate the transition toward open publishing models that will benefit the greater research and scholarly community and have a long term impact on the economics of scholarly publishing. These include publishing in lower cost journals, enhancing digital scholarship, and systematically identifying UW published scholarly articles to help build the repository as well as provide patterns of collaboration networks. Over the next year, ongoing assessments and improvements to Libraries spaces will improve the ability of students to work individually and collaboratively on a range of coursework and research projects. The Libraries will also enhance the success of diverse student populations through a robust program of outreach and services to support first-generation, transfer, and international students. The Libraries program focusing on Open Educational Resources and Pedagogies will help to address textbook affordability, a significant barrier to success for many students. Information on specific strategic changes that improve the student experience are outlined in Question 5.

**4) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? *Word Limit: 500***

The University Libraries activities and resources directly support the entire University of Washington community. All of our collections, programs, facilities and services directly advance University research, teaching, learning, clinical care, student success and service. Some current examples include:

**One Library Three Campuses**

- While each campus is responsible for funding its library, our One Library Three Campuses operating principle is committed to providing comparable access and sharing costs of Libraries resources for all UW students, faculty and staff across the three campuses. Efficiency from centralized licensing of electronic materials, integrated library system, acquisitions, cataloging, technical processing, interlibrary loan and document delivery, and personnel and administrative services, reduces duplicative costs and enhances services.

**Open Publishing Models**

- Strategically allocating endowment funding to pilot initiatives facilitating the transition toward open publishing models that will benefit the greater research and scholarly community and have a long-term impact on the economics of scholarly publishing. Resources were reallocated to create a .5 librarian position to support faculty efforts to adopt and create open textbooks. A pilot project was funded by a \$5000 Friends of the UW Libraries award in 2017-18 that successfully produced one open textbook. A second pilot project is underway, funded by Allen Transformation funds that aims to convert four additional courses from traditional textbooks to open alternatives.

**24/7 Services**

- Continued investment in online resources means that many collections, including journals, are available to the UW community at any time from anywhere. The Odegaard Undergraduate Library is open 24 hours from noon on Sunday through 9pm on Friday, with more limited hours on Saturday. The Libraries participates in a national 24/7 online information and reference cooperative in which librarians and staff from all three UW campuses provide services on weekdays, with evenings and weekends covered by partner librarians in the U.K. and U.S. This service enables us to provide support for UW faculty and students from home even when the campus is closed due to inclement weather or other incidents.

**Teaching and Learning**

- Our new Learning Services structure allows for curriculum-based instruction and support focused on developing critical information skills; programming and outreach further integrating the Libraries into University student success initiatives; development of multi-modal and online pedagogies and teaching resources; and development of formal and informal learning spaces in Odegaard in collaboration with other UW departments and support units.

## Research Collaboration

- TRAIL (Translational Research and Information Lab) is a collaboration between the Health Sciences Library, Institute of Translational Health Sciences (ITHS), Bioinformatics and Medical Education, UW Medicine Research Information Technology, and the Pacific Northwest Region of the National Network of National Libraries of Medicine. TRAIL is designed to provide consultations and support on research data management tools and data visualization. This lab, located in the Health Sciences Library:
  - Connects librarians and translational medical researchers;
  - Supports ITHS training program;
  - Promotes dissemination of information and awareness of research tools, including VR, available to UW researchers and clinicians to advance innovative research and improve healthcare in the region

**5) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts?** *Word Limit: 500, Leave blank if N/A*

The University Libraries provides a range of services that support student experiences and success. Our facilities provide positive and inclusive learning environments that enable students to work productively, alone or in groups, with information resources, technology, and services. We employ more than 300 students, many of whom work in positions that help develop skills that contribute to their learning. The Libraries' assessment program is an international leader, which has led to changes in library hours, the provision of new and expanded services for graduate and professional students, resource allocation, and the creation of library spaces that support a range of student learning and working needs.

### Undergraduate Students

The Libraries supports the whole student through broad services and targeted programming. Our curriculum-based instruction programs reach more than 10,000 students through nearly 500 sessions. Our facilities serve as a primary work environment for undergraduates.

Examples of our services and programs include:

- Instructional Support for First Year Students: Libraries Research Assignment for First Year Interest Groups (FIGS)
- Instructional support for 100-level research and writing courses through library research workshops and online Canvas modules
- Libraries participation in Dawg Daze events, including Odegaard Library Dance Party, the Triwizard Trivia Tournament, Transfer Student Libraries Orientation, and Welcome events
- Focused support for International Students: Libraries FIUTS Tours, and programming including Lunar New Year events and FIUTS lunches
- Online instructional support for undergraduate researchers: The Undergraduate Student Research Institute (currently under development)

## **Graduate and Professional Students**

The Libraries offer services to graduate and professional students including research consultations, training, and collaborations with the Graduate School and Health Sciences programs. The Libraries help prepare graduate students for work in higher education through familiarizing students with the research life cycle, faculty issues including scholarly communication, the open access movement, data management, and electronic publishing.

Examples include:

- Inclusion of Libraries into the 501 program
- Graduate Student Research Institute
- Research Data Management workshops
- Annual GIS Symposium and workshops
- Scholars Studio
- Digital Scholarship
- Electronic Thesis and Dissertations support
- Research Commons services: citation management, design help, writing consultations, and Graduate Funding Information Service (coordinated by an ASE in collaboration with the Graduate School and the Information School)
- 3-Minute Thesis Competition (3MT)
- Partnership with eScience institute to hire a graduate student employee to work on text and data mining projects and consultations

## **Award and Scholarship Support**

### **Library Research Award for Undergraduates**

- Annually, funded from gifts and endowments.
- More than \$100,000 has been awarded to students since 2004. Awards have a cash value of \$250 to \$1000.

### **Libraries Student Employee Scholarships**

- Annually, funded through gifts and endowments.
- In FY19, 32 student employees were awarded \$1,000 scholarships, 14 were funded from staff and Friends of UW Libraries. The Faculty-Staff-Retiree 50% match boosted the total number of scholarships.