



LIBRARIES

University of Wisconsin-Madison



Annual Report 2018-19



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A Letter from the Vice Provost for Libraries and University Librarian

The 2018-2019 academic year brought several exciting and significant changes for the University of Wisconsin–Madison Libraries. Leadership transitions, staffing changes, numerous impactful partnerships and collaborations, grant opportunities, and continued ways to be an important partner in advancing the Wisconsin Idea were evident throughout the year.

The mission of the UW–Madison Libraries is to advance the University's excellence in teaching, research, and learning by providing services, resources, and spaces that ensure the success of our campus community. We continue to engage in local, state, national, and global collaborations that extend our reach, wisely steward resources, and support the University's mission.

In 2019, the Libraries put a renewed focus on building on our strengths, working across campus to create partnerships that address varying needs within the University, enhancing the experiences of our community, and showcasing the ways our invaluable resources make a difference.

As we prepare for the 2019-2020 academic year, the Libraries will develop and articulate our future through a new set of strategic directions. As we continue to refine our goals, priorities, and vision, we will work to align our efforts with campus initiatives. We will use the momentum from our many accomplishments this past year to enhance our impact, while looking for opportunities and innovative ways to address the challenges we face.

Through this document, I will briefly share the achievements of this past year, our ongoing initiatives, and our ideas for working with campus to develop productive outcomes to challenges. I look forward to working with our campus leadership and partners as we embrace the opportunities in front of us.

A handwritten signature in black ink that reads "Lisa R. Carter". The signature is written in a cursive, flowing style.

Lisa R. Carter

Accomplishments and Priorities

During the 2018-2019 academic and fiscal year, the Libraries underwent a number of transitions and excelled at realizing our mission and strategic direction. As the Libraries move forward, the effort to ensure alignment with Campus initiatives is a constant priority.

Maintain and Further Strengthen Educational Outcomes

- The Libraries Teaching & Learning Program celebrated its 30-year anniversary in 2018. The related programs and information literacy efforts make education more affordable through free access to expertise and materials.
- The Libraries strengthened the policy, planning, development, and delivery of digital library services, data services, digital preservation services, and related technologies that support the research, teaching, and learning needs of the University community and beyond.
- We provided services that support new and emerging ways of learning. Digital and data literacies are important skills that help students think critically, organize and manage their work, and navigate complex digital ecosystems in which they discover, consume, and use technology, data, and information resources.
- We acquired collections that support innovative learning approaches. Our online resources, such as librarian developed micro-courses, support distance learners and online education, while resources like streaming video flipped approaches to instruction.
- The Libraries are a major employer of students on campus with 550 individuals employed last fiscal year. Those students worked almost 168,000 hours for the Libraries, gaining job skills that improve their career-readiness.
- The decision to permanently house [SOAR advising in College Library](#) was the result of a partnership between the Division of Student Life, [Student Orientation, Advising, and Registration \(SOAR\)](#), and the General Library System (GLS). The move provided a solution to a campus space problem and offered new students the chance to become familiar with the Libraries early in their academic career. The renovations included modifications to parts of College Library to address much needed upgrades to furniture, work spaces, and additional outlets. These changes, as well as the current phase of renovations to upgrade College's restrooms, are part of a long term strategy to improve the heavily used library spaces that support our students' success.



Grow Accessibility

- Through our course reserves and scholarly communications programs we provide affordable course content. The Libraries proactively acquire unlimited-user ebook versions of course texts and review course packs to determine if content can be made more economically available using a combination of library-licensed materials and fair use. We have recently joined the Open Textbook Network, which will be an outstanding vehicle for promoting Open Educational Resources (OER) to campus and educating faculty.

- [Libraries micro-courses](#) are free, small, easily digestible online learning objects that teach learners specific research competencies and are available to anyone regardless of enrollment status. This collaboration with the Division of Continuing Studies has been showcased at several national conferences.



- The Libraries are contributing to the development of the pilot online undergraduate degree project, including ensuring online access to resources and appropriate cost modeling for this new program.
- Our services are well integrated into the campus implementation of Canvas. Libraries proactively provided reserve materials and instructional/research support within this LMS environment. Reserve reading lists and research guides were tested, approved, and implemented via collaboration with DoIT, and save students the cost of buying course materials.

Grow Research Strength

- The Libraries increased access to our unique and distinctive collections through retrospective conversion projects and outsourced cataloging, making materials that were only discoverable via card catalogs or not discoverable at all available to scholars via our online catalog. This makes our arts and humanities faculty more productive and improves resources available for their research.



- The Libraries now offer an Undergraduate Research Award to support and celebrate excellence in undergraduate, library-based research. Undergraduate students who intend to make creative and intensive use of library resources as part of a semester or year-long research project during the academic year are considered for an award of \$2,000.
- We spent \$12.5 million to acquire monographs, journals, databases and other resources that are the building blocks of research on this campus. We collaboratively purchased packages with other System and BTAA universities to maximize our spending, and negotiated intensively and diligently to restrain the costs and inflation rates, so that we can acquire more resources with limited funding.
- In June 2018, the Libraries launched a year-long expanded [office delivery pilot project](#) to expedite service to faculty and staff who have a campus mailbox. The service received nearly 52,000 requests over the course of the year and will continue to be assessed to measure the impact of this service on faculty satisfaction and productivity.

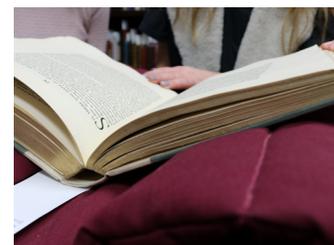
Maintain and Grow Faculty Strength

- The Libraries made great strides toward re-establishing its scholarly communications program. We provided meet-ups on open access and led the campus OER working group in order to advance faculty success in research and teaching.
- Our Digital Library Services unit consults with faculty and other stakeholders to offer expert advice in various aspects of digital libraries, discovery services, long-term digital asset management, and research data curation.
- Digital Library Services staff advised on a number of high-profile faculty research grants, providing expertise and services ranging from the MINDS@UW digital preservation repository to acquisitions licensing support for text and data mining to minting DOIs to facilitate discovery of publications and data sets. Team members also advised digital humanities faculty on multiple successful grants aimed at the long-term curation and preservation of digital assets.
- Research Data Services has emerged as a visible campus interdisciplinary community of practice committed to advancing research data management practices at the University.



Strengthen Financial Stability

- In 2018, the Libraries developed a [long-term facilities master plan](#). The master plan ties together transformational efforts such as [strategic planning](#), [consolidation](#), and innovations in service delivery. The master plan provides a sustainable, long-term plan to guide the future of our large, complex, and distributed library system.
- The GLS was able to accomplish the 2015-17 \$1.1 million budget reduction without any layoffs. In 2018-19, we continued our fiscal prudence by looking for additional efficiencies, considering every vacancy for process improvement and reallocation, and eliminating outdated activities. Additionally, we will end our fiscal year with less than .05 percent in unspent funds.
- The Libraries have increased our grant seeking activity including receiving more than \$1.2 million in grant funding from campus and external sources.
- In partnership with BTAA institutions our Large Scale Acquisitions program saved us \$504,458 in FY17 and \$258,883 in FY18 (per BTAA). Resource sharing allowed us to provide access to 115 million volumes from BTAA institutions through UBorrow, enabling us to offer access to more resources in the context of a limited collections budget.
- The Libraries participated in the BTAA Cooperative Cataloging Partnership, leveraging the collective language and subject expertise of catalogers working across the consortium. This work allows the Libraries to provide greater access to materials in less commonly taught languages without the cost of hiring additional special language catalogers.



- The Digital Library Services team made significant progress migrating the Libraries digital collections to a new platform allowing us to move away from aging and costly infrastructure.
- The Libraries manage a variety of technology-oriented services on behalf of the UW System. This past year, considerable effort was devoted to working with System to plan for and implement changes to identify collection management and patron processing changes created by the merger of the UW Colleges into their new administrative model. Every year, UW–Madison saves System real costs by applying our expertise to collective challenges.
- Through our Rethinking Libraries initiative, the Libraries continue to align collections and spaces to reduce our physical footprint, while re-envisioning our services to advance the research, teaching, and learning needs of campus. The Libraries have successfully moved forward with the transition of the following spaces:
 - Wendt
 - Geography Library
 - Social Science Library
 - Began process to consolidate the Mathematics, Physics, and Astronomy libraries by 2020
- In summer 2019, the Libraries will welcome the UW Press into Memorial Library. This move will address the strain of the Press renting off-campus space at a considerably higher expense to the University. It will also encourage collaboration as the Press is integrated back into the campus community, and will facilitate knowledge creation, scholarship, and opportunities to share physical and digital infrastructure.



Other Markers of Excellence

- The Libraries continue to play an integral role in the Chancellor's [Go Big Read](#) program. Library staff manage the solicitation of suggested books, review titles, guide the decision making process, work with authors' agents, and cultivate key relationships with publishers to ensure the University can distribute books across campus to thousands of students. Over the life of the program books have been provided to 50,000 first year students during convocation; 49,000 students use the book during their courses; 1,500 courses have used the books, and 9 authors have visited campus.
- The Libraries successfully secured \$138,308 in funding for small projects. The support from the various funding organizations and donors shows the strengths of our programs, our meaningful partnerships, and our momentum to achieve even greater support in the future with purposeful strategy. Projects included:
 - **External Funding**
 - Council on Library and Information Resources (CLIR): \$19,664
 - Kohler Foundation: \$2500
 - Meriter Foundation: \$3,000 (total of \$9,000 after additional private donation of \$6,000)



- ***UW-Madison and UW System***

- Mayrent Institute: \$77,285
- UW System: \$14,055
- Kemper Knapp Bequest: \$9,824
- Department of Art History: \$1,500
- LGBTQ Archives Fund: \$1,750
- Funds for the Lands We Share gala: \$2,750



- The [Libraries are leading campus partners](#) in a new initiative to improve access to instructional text materials by students with print disabilities. The Andrew W. Mellon Foundation awarded a \$1,000,000 grant for this partnership project, "[Federating Repositories of Accessible Materials for Higher Education](#)", led by the University of Virginia, George Mason University, Texas A&M University, the University of Illinois, Northern Arizona University, and Vanderbilt University are also in the pilot group. These universities are known for their long-standing dedication and leadership on issues related to web and content accessibility.
- We have a long history of partnering (consortia) and leveraging expertise (like negotiating material packages and delivering services at scale) that allow us to multiply effect. As an interdisciplinary research and teaching engine for every aspect across the University, investment in the Libraries goes further and is compounded more than any other investment.
- The [UW-Madison Archives](#) was one of just 20 institutions across the country recently awarded a Recordings at Risk grant from the Council on Library and Information Resources (CLIR). The Archives will use the grant, \$19,644, to support the project "[Preserving Rural and Women's Programming on Wisconsin Public Radio \(WHA\)](#)," which involves digitizing 250 transcription discs, dating between 1920 and 1950.
- The LGBTQ Archive, a partnership between Archives and a community-based committee, was awarded the Governor's Award for Archival Advocacy on May 14, 2019.
- The Mills Music Library's collection of Yiddish cylinders from the Standard Phonograph Company (c. 1901-1905) was added to the [National Recording Registry](#). These cylinders, originally produced by the Standard Phonograph Company of New York, are believed to be the earliest recordings of Yiddish songs.
- In May 2018, the Libraries received a [Division of Student Life Partnership Award](#). The Libraries were recognized for their collaboration with the Center for the First-Year Experience.



Key Initiatives and Partnerships

- The exhibit [Aldo Leopold: Life, Land, Legacy](#) opened January 22. This first large scale exhibit of Aldo Leopold's papers explored the life and writing of the influential conservationist. In partnership with the Aldo Leopold Foundation, we hosted several outreach events, including a standing room only public lecture by Leopold biographer Curt Meine.
- The Kohler Art Library and the Oral History Program completed an oral history project entitled, History of the Book Arts at UW–Madison. This new collection of oral histories will form the center of an exhibit of artists' books, which will open in the Chazen Museum of Art in 2020.
- In partnership with the Wisconsin Historical Society, we launched two major tools for enhancing access to special collections and archives. Aeon (August 2018) significantly streamlines the researcher experience, while ArchivesSpace standardizes archival description to improve online discovery.
- College Library and the Design Lab hosted the 10th annual [Digital Salon](#) which showcases student artistic and research-based digital media projects.
- [Women's Knowledge Digital Library](#) provides online resources developed by women and girls for women and girls. This initiative is empowered by the Office of the Gender & Women's Studies Librarian in partnership with Foundation Culture de Paz in Madrid, Spain, the 4W Initiative at UW–Madison, the UW System Gender and Women's Studies Consortium and the UNESCO Chair on Gender, Wellbeing and a Culture of Peace at UW–Madison.
- Our Coordinated Discovery Platform now includes five additional resource discovery categories. Coordinated Discovery optimizes the user's search and browse experience while providing a coherent search experience across categories and bridging categories through an innovative suggestions engine. Other elements of our strategy include the Web Services Management Team and its subgroups, charged to manage the web services experience, and our active participation and leadership in BTAA working groups on D2D (Discovery to Delivery).
- The Graduate Room in Memorial Library was used 66,464 times last year. The space is dedicated to supporting graduate students working alone or in small groups, including a presentation room with a whiteboard, a large screen for sharing work wirelessly, as well as a simple-to-use video system to record yourself and your presentation.
- The Libraries are 100 percent compliant with campus mandatory training, ensuring that library staff are up to date with best practices in sexual harassment prevention.



Areas for Opportunity



- **Funding for Research Collections:** While the Libraries are resourceful and diligent in addressing inflation costs related to acquisition of collections, additional funding from the Provost and internal transfers have been essential in avoiding cancellations. Over the course of the previous strategic planning cycle, the collections budget only increased by \$1.7 million. This only addressed inflation, but did not enable us to keep pace with research needs on campus, or allow us to keep up with our peer institutions. New resources and a three year commitment to increases from campus leadership in spring 2019 will stabilize our acquisitions budget creating a position of strength not seen in the last decade.
- **Fundraising:** In addition to continued investment from campus, the Libraries must grow its development base more purposefully. With a new Vice Provost for Libraries, a new Development Officer, and a new Provost, we have an opportunity to develop a strategic, deliberate and long-range approach to working with Advancement to increase gifts to the Libraries. By reimagining our fundraising methodology, we will be better positioned to secure external investment that will enable the Libraries to innovate and lead its peers.
- **Grants:** Along with fundraising goals, the Libraries are developing several grant proposals which will further integrate our digital library Infrastructure with the broader digital curation environment (BTAA GeoPortal, GeoData@Wisconsin), or leverage our infrastructure in direct support of campus partners (Chazen Museum/ Mellon, Digital Maximum Project). We will also be looking to reallocate human resources to guide and enhance grant writing activity in the Libraries as vacancies allow.
- **Digital Collections, Curation, Preservation:** We continue to work with partners to digitize and make available unique and highly sought after content from our collections and the work of affiliated researchers in a variety of disciplines. Our digital preservation policy framework and emerging digital preservation infrastructure supports library, archival, and select campus and System digital preservation needs. With the new investment from campus administrators and a new approach to campus infrastructure in the OCIO, the Libraries will regain much of our innovative leadership locally and nationally in building state-of-art, trustworthy digital repositories.
- **Active Learning Space:** The Libraries and the Wisconsin Collaboratory for Enhanced Learning (WisCEL) are developing a new type of active learning space to be built in Steenbock Library. The facility, as imagined, would serve a variety of needs including faculty and library classes that require active learning space, digitally enhanced testing, programming events, and independent and collaborative study.
- **Aligning Investment in Libraries with Campus Priorities:** The Libraries enable achievement in teaching and research across the University, but its concrete contributions are not quantified. As the campus invests in building federal grants and growing industry partnerships, the Libraries investment in databases, data sets, and other resources also needs to grow to support these efforts. As we increase the strength and diversity of our faculty through TOP and cluster hires, those faculty will need library resources and services to ensure their success. As we target growth in enrollment, improving the library facilities and services that enable our students to succeed will be critical. While university leadership has recently reinvested to strengthen the Libraries' financial base, we will be seeking new ways to articulate and secure investment strategies that keep pace with campus growth and excellence.

Looking Forward – The Libraries Executive Team has been having a series of conversations this spring guided by the Office of Strategic Consulting (OSC). We've shared individually and as a group, our thoughts on the status of the Libraries, ideas about the future, and discussed our need to define our shared values. Our goal this summer is to develop draft documents renewing our mission, clarifying our vision and values, and identifying our strategic path forward. In the fall, we'll engage the University Library Committee (ULC) and our campus community in this work to incorporate their feedback and ideas.

Summary of VPL Duties

The vice provost for libraries and university librarian [oversees campus libraries](#), and provides leadership for strategic planning and policy directions; [advancement and fundraising](#); coordination of campus library collections, services and personnel; and campus partnerships, collaborations and initiatives. The [vice provost for libraries](#) oversees efforts to develop and enhance access to relevant, distinct and compelling content and collections, and cultivates and engages in campus, regional, national and international partnerships that facilitate scholarship and support the mission of the university and the library.