Lisa R. Carter | Vice Provost for Libraries and University Librarian

The UW–Madison Libraries advance the strategic priorities of our world-class research university by curating, preserving, and sharing knowledge. We deliver exemplary information services and provide environments that inspire engagement, research, and learning. We are essential partners in advancing discovery and scholarship. By continuously transforming our services, we empower endeavors that enhance the quality of life in our state, the nation, and the world.

As we move toward implementation of our new strategic directions, we celebrate the work accomplished with the previous strategic plan, reflect on the strengths of our organization, highlight our alignment with campus efforts, and address opportunities for continued improvement.

Between July 1, 2019 and June 30, 2020, the Libraries accomplished the following initiatives in support of the seven goals of the GLS Strategic Planning Goals and Priorities (2015–2020).

**Establish assessment as a continual and integral program**

The Equity and Diversity Committee’s Planning and Assessment subcommittee released our Diversity Strategic Plan and worked with units to measure progress. The Climate and Staff Engagement subcommittee held listening sessions to track staff concerns and communicate those to Libraries Administration. These are examples of how committees and units across the Libraries employ assessment methodologies to track progress and continuously improve programs.

**Strengthen collections program to address strategic campus and consortial goals**

Greater flexibility in the collections budget has allowed the Libraries to support campus goals in teaching and research. Librarians and archivists used collection funds to acquire collections specifically for faculty instructional use. The Department of Special Collections, for example, used new collection funding to support the teaching of medievalists and early modernists in literature by acquiring a 15th century manuscript (a Christian Book of Hours from Flanders) and a rare 1561 edition of the works of Geoffrey Chaucer. These acquisitions were made in close collaboration with several faculty members in English. Kohler Art Library
took on support for the Design Studies department and has begun building collections in all formats to support them, including important databases like WGSN Lifestyles & Interiors. Where appropriate, the Libraries also provide essential technologies for teaching and learning. For instance, the Mills Music Library received funding from the UW–Madison Libraries Innovation Fund to create a music software workstation with specialized hardware and software (similar to the limited services offered in the Electro-Acoustic Research Space) to support Mead Witter School of Music classes.

The Libraries provided materials to facilitate the fearless sifting and winnowing of UW–Madison’s world-class enterprise. Some highlights include:

- With CHTC, provided access to the Clarivate Web of Science data set, developing a codebase, guide, and tutorial to facilitate researcher access and use of 5TB of data on millions of articles and billions of references to facilitate data mining and citation analysis in the sciences.
- Added access to SpringerProtocols, the largest database of reproducible laboratory protocols in the life sciences, including “Methods in Molecular Biology,” which saw over 21,000 uses in the first three months. We also added modules of Sage “Research Methods” as a complimentary resource.
- Acquired tools such as “Access World News,” an essential current national and international news aggregator, and “Policy Map,” a data and mapping tool for information about U.S. communities, to enhance research in the social sciences.
- Diversified the depth and breadth of distinctive resources available. We added essential research collections, including JSTOR’s “Hebrew Journals,” and “Security Studies,” Gale’s “Slavery and Anti-Slavery,” “Women’s Studies,” and “Early Arabic Printed Books,” as well as “Disability in a Modern World,” “Revolution and Protest Online,” “Environmental Studies Online,” and “Latin America in Video.”
- Six OVCERGE Library Collection Enhancement Initiative grants ($115,815) enabled acquisition partnerships between librarians and faculty, while a Luce Foundation award allowed us to digitize paper transcripts of our unique Radio UNTAC Archive.


The Libraries invest heavily in acquiring scholarly resources that provide a diversity of perspectives and foster a welcoming, empowered, and inclusive community. For example, the LGBTQ+Archive is a collaboration between the University Archives and a Madison community committee, which received the Governor’s Archives Award for Archival Advocacy on October 30, 2019. Archives staff gathered a number of new oral histories and promoted the Archives at events such as the WAA Badger Pride Open House. With Evjue Foundation funding, we are digitizing hundreds of hours of at-risk video from the Madison public access television program “Nothing to Hide,” which focused on LGBTQ+ issues from 1981 to 2001.

The Libraries pursue partnerships and external funding to secure additional investment in our collections to advance research. This year’s philanthropic commitments included $20,000 donated to enhance the African Studies collections and two $100,000 endowments for art collections. Funding support from the National Endowment for the Humanities made six new digital collections of Midwestern music available to Wisconsin and the world, including collections of Swiss and Polish folk...
songs. A grant of $19,664 from CLIR is preserving “Rural and Women’s Programming on Wisconsin Public Radio (WHA), 1920–1950.” Our effort to digitize the entire printed output of The Daily Cardinal continued with $20,000 from the Evjue Foundation, making a full decade (1920–29) freely available online.

We also digitize to support disciplines across subject areas and content types to make more resources widely available. The Libraries’ UW Digital Collections Center made more than 15,559 minutes of reformatted audio, 2,396 images, and 59,451 pages of newly digitized material accessible to scholars on campus, across Wisconsin, and around the world. Our partners included the Max Kade Institute, the American Institute for the History of Pharmacy, the Geography Department, UW System Area Research Centers, and the Wisconsin State Cartographer’s Office, among others. Key content digitized includes the Cartonera Collection, The Daily Cardinal (10 years added), The Octopus, Badger Yearbooks, and Global Sounds Collections. In FY20, the digital collections were freely accessed through 8,612,011 search sessions. Another essential online resource, the Gender and Women Studies Library’s Wisconsin Women Making History, added 12 new biographical profiles to mark the centennial of the 19th Amendment, which included suffragists like Jessie Jack Hooper, who was also president of the Wisconsin League of Women Voters.

Develop comprehensive scholarly communications program

The Libraries scholarly communication program continues to develop. Specifically this year, we advanced conversations on campus about open access and open educational resources (OER). The resident librarian who joined our scholarly communications program secured a $5,000 Innovation Grant from DDEEA to create an OER anthology focused on the BIPOC student experience at UW–Madison. Librarians offer guidance for faculty who want to include open educational resources in their courses, especially as they redesign courses for online or hybrid environments.

Identify and invest in the expertise needed to advance and sustain a modern research library

As we enhance our organizational and administrative structure to engender cross-department work, creating a welcoming and supportive community is critical. The Libraries’ Equity and Diversity Committee (EDC) subcommittees have provided leadership in this space.
Onboarding created an initiative to provide a welcome packet to new Libraries employees, managed an email list to answer new colleagues’ questions, and coordinated several networking and community building events. Training and Education hosted and promoted numerous professional development opportunities throughout the year, and we invested over $11,000 in sending staff to diversity training and sponsoring DEI related events. The Diversity Resident Program group formed to support the Libraries’ three resident librarians and ensure their three-year placements are successful. In their initial year, a handbook and process were developed for identifying future placement areas.

Additionally, the Libraries’ Student Supervisor Forum met monthly to talk about topics related to hiring, training and supervising students, which has led to improved support for the supervisors and a better working environment for students.

As we build skills to develop an inclusive environment, we value diverse perspectives. The Libraries hosted the Our Shared Future marker in December and a related professional development opportunity for our staff. Our presenters, Kyla Beard, Brian McInnes, Adrienne Thunder, and Omar Poler reflected on the work required to create a shared understanding of our state’s difficult history and its impact on Wisconsin’s Native Nations. This well attended event served as a touchstone for enabling difficult conversations, respecting different perspectives, and creating an inclusive environment in the Libraries.

To develop talent and competencies to meet goals, the Libraries have hired strategically, with a focus on investing in the expertise needed to advance a modern research library. While replacing and addressing gaps in our staffing is important, we ensure that our recruitments benefit the Libraries’ long-term objectives. In the last year, we filled 23 new positions, including librarian and other expertise that will advance the Libraries’ mission. For example, our diversity resident librarian positions allowed us to add resources to educational innovation, as well as data and digital scholarship, while marketing and graphics expertise enhanced our storytelling and donor outreach. Positions as wide ranging as East Asian Studies Librarian, Financial Specialist, and Help Desk Support Coordinator address the diverse needs of our complex organization and our future goals.

In order to continuously improve our research services, we engaged with Ithaka S&R studies to better understand faculty needs. Our librarians received the American Society of Engineering Education Engineering Libraries’ Division 2020 Best Publication Award for their 2019 study on “Supporting the Changing Research Practices of Civil and Environmental Engineering Scholars.” In 2020, Libraries staff will collaborate with DoIT’s Research Cyberinfrastructure team to explore UW–Madison researchers’ challenges and needs in big data research. We will use the resulting reports, best practices, and areas for further exploration to enhance our services and inform professional practice in the library field.

**The University of Wisconsin–Madison Libraries had the honor of participating in several learning opportunities through the campus “Our Shared Future” initiative, including hosting the “Our Shared Future” marker.**

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### Capitalize on efficiencies to provide high quality services and spaces

Consolidation activities continued, allowing us to pursue transforming our library spaces to support learning, teaching and research in a vibrant campus community.

We welcomed the [UW Press into Memorial Library](#). The project...
A renovation and significant upgrades to the third- and fourth- floor staff spaces took place during spring of 2019. That summer, the Libraries welcomed the University Press into the fourth floor of Memorial library.

renovated over 20,000 square feet of office space for over 100 Libraries and UW Press staff, improved the functionality of library staff spaces, and added much-needed conference rooms. Campus achieved a cost savings of approximately $150,000 per year by eliminating rent payments for the substandard Monroe St. location.

Looking forward, we completed advanced planning studies for the Astronomy, Mathematics, Physics Library (AMP), College Library, and an Active Learning Classroom in Steenbock Library. We have a design study in process for the Verona Libraries Collections Preservation Facility project which will enable the transformation of these and other library and campus spaces. Other improvements included gender inclusive restrooms in College Library and assistive technology workstations in the Social Work Library.

We practiced continuous improvement by re-envisioning workflows, leveraging cooperative agreements, and outsourcing. In FY20, we implemented our first GÖBI eBooks Approval Plan which brought in 1,675 titles, saving selector time, and improving time to patron discovery. Our library technology experts pursued a major migration of discovery and preservation systems, refreshing the infrastructure that protects our digital resources and drives discovery for faculty, staff, and students.

We partnered to enhance efficiencies on campus. Due to restructuring in DoIT, the Libraries added the Memorial Library InfoLab to its portfolio and now co-manages the campus InfoLab program. Libraries InfoLabs provide technology, software, and computing services, training and support for advanced multimedia software and hardware, equipment checkout, and technology support for related services including WisCEL, DesignLab, Media Studios, and SOAR. There were 28,342 logins from September 1, 2019, to March 31, 2020, averaging 1,388 users per month.

**Expand capacity for providing library services in a networked environment**

The Libraries partnered across the state to extend our technology infrastructure and access to our distinctive resources to foster learning, scholarship, and knowledge building. UW System Administration contracted the Libraries to provide support for statewide library enterprise applications and licensing/e-resource management activities on which UW System researchers, students, and their communities rely. We shared more than 5,000 physical items to public libraries throughout Wisconsin. The library staff provided ongoing leadership and technical support for Recollection Wisconsin, a statewide digital library initiative serving as a hub of the Digital Public Library of America.

We partnered with others to explore innovations that will ultimately benefit scholars. We launched a pilot project with Northwestern University to enable patron-initiated borrowing through our library services platform, increasing efficiency without disrupting the user experience. We are a development partner with ExLibris to inform the development of their next-generation resource discovery, access, and sharing application, which will advance a coherent and interoperable discovery-to-delivery experience for UW–Madison researchers. As the lead partner with UW Press and the McBurney Center, UW–Madison is among six universities contributing to UVA’s Mellon funded “Federating Repositories of Accessible Materials for Higher Education” initiative. In this project, we are developing repositories, metadata models, and workflows to
describe, store, discover, and share content remediated for students with accessibility challenges.

This year, the Libraries achieved a significant advance in discovery by fully implementing a platform for coordinated search across all resource types and disparate information products. The culmination of years of development, this platform optimizes the user’s search experience and dramatically improves the ability to find content across formats, tools, and bundled products. This advance provides an infrastructure that underlies our contribution to a partnership with the Chazen Museum of Art. We received a $500,000 grant from the Andrew W. Mellon Foundation to extend the Libraries’ robust discovery platform to make the Chazen collections more accessible. The framework to be developed will serve as a model that can be replicated in support of other campus museums and cultural/institutional heritage entities on campus and beyond.

Our partnerships advanced cost-savings and efficiencies for UW–Madison and broadened access to knowledge for the greater academic community. Library staff contributed expertise to a wide range of other campus, UW System, BTAA, and ARL initiatives to pool and share resources. As examples, our staff hold leadership roles within the Research Data Access and Preservation Association, the Lyrasis Fedora initiative, and the BTAA Cooperative Cataloging Partnership.

Increase Budget Flexibilities to meet Library Priorities

In 2019, we worked with the campus budget office to reallocate funding from other sources to cover the costs of the AMP, College and Verona Libraries Collection Preservation Facility. We received base increases to enhance our technology infrastructure, for facilities maintenance and improvement, and to stabilize and offset the impact of inflation on our collections budget. We also received an additional funding commitment for the next 3 fiscal years to assist with repurposing and remodeling of library spaces, and one time funds for remodeling AMP. In these ways, strong partnership with the campus budget office and advocacy for investment that meets campus goals resulted in increased funding to address structural gaps and fiscal flexibility.

We pursued our priorities for fundraising and development, raising over $11,000 specifically to support our Information Specialist Internship Program (ISIP).

Vice Provost Lisa Carter celebrates with students who are part of the Information Specialist Internship Program (ISIP).

Program (ISIP). ISIP provides second- and third-year undergraduates at the UW–Madison an experiential learning opportunity to obtain knowledge and hands-on experience in the field of information and library services. The internship is designed to increase diversity in information specialist professions in the United States.

Turning Toward the Future

As the Libraries wrapped up its work on its previous strategic goals, our work in 2019–20 also advanced the five strategic directions outlined in the newly developed Campus Strategic Framework. Some examples are detailed here.

Excellence in Research and Scholarship

We provided workshops and tools that grow research excellence. Library staff taught software and data carpentry workshops and offered
sessions on data management and curation, resource description, web development and accessibility, digital preservation, repository services, and data privacy. Librarians provided one-on-one student consultations in areas ranging from computational humanities to data mining to virtual reality to data management. Across these domains, the staff was engaged in an additional 110 research skills-building sessions. Social Work Library staff provided classes using qualitative data analysis software (NVivo QDA), which is heavily used and increases efficiency in social work, sociology, and medical and psychological research. Library staff also create timely and resonate research guides. This spring, our International and Area Studies librarians provided an International research guide to COVID-19 to complement Ebling Library’s more U.S.-oriented guide.

The Libraries support students at all stages as emerging researchers, from teaching information literacy sessions that inculcate research proficiencies needed for academic success, to providing one-on-one consultations, to helping students access our vast and deep collections. Subject specialists and liaisons are embedded within Canvas to integrate library resources into scholarship and facilitate seamless research. Our Undergraduate Research Award provided $2,000 to support excellence in library-based research. We also supported two doctoral students with $5,000 to purchase data for their research.

The Libraries provide modern research services that enhance productivity, promote interdisciplinary collaboration, and drive discovery across the disciplines. For example, our Office Delivery Service delivered 2,369 library items to campus offices between July 2019 and March 15, 2020, a 294% increase from the previous year.

**Excellence in Teaching and Educational Achievement**

The Libraries are critical partners in providing access to a world-class, affordable educational experience. Library staff taught over 1,473 class sessions for more than 27,039 learners, 25% of which were graduate classes. We collaborated with the Graduate School to offer 31 workshops for 284 graduate students, including a lunch and learn on “Intellectual Property and Invention Disclosure” with 70 attendees. Libraries are integral to the Comm A and Comm B information literacy requirements, offering nearly 600 sessions reaching over 10,000 students. The DesignLab provided instruction in 160 class sessions, created 19 instructional videos, supported a total of 45 courses, over 400 sections, and offered five workshops in partnership with the Graduate School for 193 attendees.

Librarians support faculty teaching excellence as they design and enhance courses. Some examples from this year include: MERIT staff collaborated with Education faculty to develop “Education Policy & Practice 150: Evaluating Information, Research, and Bias.” Engineering librarians expanded support for design courses, developing skills for using standards and patents. Science librarians developed a hybrid delivery of the library lab experience for the service class BIO 152 (pre-COVID).

Thanks to the Libraries e-learning strategic plan for 2019–2021, we were well-suited to support the campus in pivoting to remote teaching. Both the Head of Teaching and Learning Programs and the E-Learning Librarian were added to several campus teams that worked one-on-one with faculty to redesign course content for online. Teaching and Learning Programs worked with subject specialists and liaisons to convert library instruction sessions from face-to-face to online, including the creation of tutorials and other learning objects to support curricula needs. In two months, an additional 27 tutorials and other LibGuides were created to help campus pivot to remote teaching.
Living the Wisconsin Idea

The Libraries facilitate entrepreneurship, innovation, and economic development in Madison, Wisconsin, and beyond. For example, the Business Learning Commons provided consultations, presentations, and handled referrals from Wisconsin Women’s Business Initiative Corporation, the Black Chamber of Commerce, Forward Fest, and Madison Public Library (MPL). Business librarians also provided research services that supported the creation of the Wisconsin Connect Covid-19 app. Our patent team provided over 40 consultations to Wisconsin entrepreneurs and hosted the “Researching Patent & Trademark Information” program at the public library as part of D2P’s UW–Madison Start-Up Week.

We provide grant writing services for the community and instruction sessions for K-12 school groups and educators, genealogical societies, alumni programs, legal professionals, and health care staff. We offered research skills sessions at Oakhill Correctional Institution for Odyssey Beyond Bars, a part of UW–Madison’s Odyssey Project. In support of the Center for Humanities’ Great World Texts Program, we ordered 1,570 copies of “Kiss of the Spider Woman” for students across the state (contributing roughly $5,000) and held a workshop for Wisconsin high school teachers on using the text to increase information literacy.

The Libraries provide cultural engagement for the broader community. Kohler Art Library offered zine-making workshops with themes such as Afro-futurism and refuge or safe harbor, in conjunction with Communication (a local non-profit arts center), First Wave, and the UW Comics Club. Librarians from Mills Music Library founded a weekly hour-long radio show on WSUM, “Circulating Sounds,” to showcase materials from Mills. Special Collections received a Baldwin seed grant to connect our collections and expertise to area non-profits who provide learning and workshop experiences for youth, teens, and other community members.

To celebrate the 50th anniversary of the Kohler Art Library in partnership with the Chazen Museum of Art, we curated “Speaking of the Book Arts: Oral Histories from UW–Madison,” a partnership between the Kohler Art Library and Chazen Museum of Art.

Nate Gibson, Ethnic American music Curator, holds of examples of music used in the weekly radio show he and Public Services librarian Tom Caw host on WSUM called “Circulating Sounds.”
Book Arts: Oral Histories from UW–Madison (February 1–September 10, 2020). This exhibit presented oral history interviews with 21 students and professors alongside their artist books. Another exhibit featured undergraduate-designed posters which used the 50th anniversary as inspiration.

The Friends enabled the Libraries to provide positive engagement with the broader local community through other events like Dr. Eugenia Cheng, author of The Art of Logic in partnership with Math; Holding History’s “The World of Alexander Hamilton,” timed to coincide with the Hamilton performance at the Overture Center; and “Remember Me: An Evening of Poetry & Piano in Celebration of Jazz Pianist Mary Lou Williams,” which highlighted recordings from Mills Music Library. The biannual Friends of the Libraries book sale reached the milestone of raising a million dollars to support the Libraries.

To share our world-class resources beyond Wisconsin, the Friends of the UW–Madison Libraries funded fourteen scholars, including five international researchers, who visited campus to access the Libraries’ unique collections. Friends hosted presentations on this scholarship such as Dr. David Milne’s talk on WWII American journalist Sigrid Schultz and his use of WHS primary sources.

A Vibrant Campus Community

The Libraries offer programs and services that foster engagement, inclusion, diversity, and equity. For example, the Business Learning Commons (BLC) worked with the Business Emerging Leaders (BEL) Program at the Wisconsin School of Business to support the school’s first pre-college pipeline program for diverse and historically underrepresented students. The BLC partnered with Eliot Finkelstein of College Library for a two-hour seminar to familiarize students with both general library and business specific offerings. We made sure these students connected personally with a librarian on LinkedIn and found that this personal connection seemed to lead to a great deal of interaction throughout the year.

Libraries’ exhibits highlighted diversity and inclusivity topics ranging from the Our Shared Future Initiative, Black History Month, Pride Month, disability resources, and food sovereignty. For example, Kohler Art Library hosted an MFA exhibition by student Chelsea Thompto, Productive Bodies, about transgender identity and conceptions of bodily boundaries. Special Collections curated the exhibit “Plants Plantations Labor Trade,” which illustrated the global reach of plantations, including crops and land use and racialized labor to accent the Center for the Humanities’ “Interrogating the Plantationocene.”

Archives staff facilitated campus’ Public History Project to surface topics such as integrated student housing, the creation of Chicano/Latinx Studies Program, and the establishment of the original Afro-American and Race Relations Center. Graduate and undergraduate student researchers spent 263 hours working in the archive and used over 48 cubic feet of archival material. These student researchers were trained by Archives staff to conduct oral histories and have recorded 39 new interviews to date (an allied project with the class “Sports, Recreation, and
As a critical program that builds community and offers co-curricular learning experiences for students, the Chancellor’s Go Big Read common book program stands out. *The Poison Squad* by Deborah Blum seeded learning in and out of the classroom, and the text was utilized in curriculum for 204 courses. The Libraries are a campus partner in the Go Big Read event every year and a large share of the successful communication and the strategies employed fall to the GLS Communications Team.

### COVID-19

The Libraries’ commitment to its mission, values, and strategic goals continued even during the unprecedented pandemic crisis. As the COVID-19 pandemic halted regular campus activities, libraries found themselves in a unique situation. Library staff worked quickly to continue and expand services. We enhanced the Ask a Librarian chat service, prepared and distributed laptops, fulfilled increased requests for scanned materials, supported instructional continuity, and more. In just the first two months of remote instruction, the Libraries filled 12,719 requests through Interlibrary Loan, provided assistance through 24,828 visits to the our COVID Libraries’ page, and loaned 300 laptops from Memorial Library service points. Through our HathiTrust participation, we provided users with access to more than 400,000 publications otherwise unavailable due to wide-spread shutdowns of physical libraries. As the campus reopened, the Libraries provided solutions for researchers by expanding access to physical materials, followed by on-site access to facilities, both through appointment services.

UW–Madison Libraries are a place to find knowledge, community, and information. We support education, research, and engagement opportunities in all modalities, in times of crisis, and across the academic and research enterprise.

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**A look at the impact of the Libraries providing resources throughout COVID-19. All data is from March–October, with exception of emails and virtual consultations, which are March–August.**

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<thead>
<tr>
<th>VISITS TO LIBRARIES' COVID-19 PAGES</th>
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<tr>
<td>Virtual instructional lessons taught</td>
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<tr>
<td>Visits to Library by Appointment pages</td>
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<td>Laptops loaned from library locations</td>
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<td>Holdings accessible via HathiTrust Emergency Temporary Access</td>
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<td>13,689 STUDY SPACE APPOINTMENTS</td>
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