

State of the Library

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This week is my tenth anniversary as your University Librarian. Thank you for helping me celebrate and, more importantly, thank you for your good work, your good service, your loyalty to the Library, and your many accomplishments that have kept our library among the very best in the world. We've experienced some good times and some hard times, but the quality of your work has remained outstanding as we have worked to attain our shared vision. Thank you so much.

From a short set of remarks that I made on my first day - really my first three hours - on the job has grown this annual opportunity for us to together to look back over the last year and ahead to the next.

In last year's talk I wove strains of the music I was listening to while I wrote. Although I'm not going to do that this year, probably to the relief of many of you, I do want to use a quote from a new novel I read recently: *The Little Giant of Aberdeen County* (Tiffany Baker, NY: Grand Central Publishing, 2009, p. 281):

We see what we want to see in life, regardless of whether it's really in front of us or not...

Today, I'm going to deviate from my usual pattern in these annual talks by looking back over not over the last year but over the last decade: how have we changed, what have we changed, and what have we learned? What lies ahead and how will we go about tackling all those challenges that we know we will confront as well as those that will surprise us? I'm not arrogant enough to think that I can envision the Library ten years from now, but I do think there are some obvious challenges that we will face and that we must meet successfully. Let's be aware, however, that we each will have seen the last ten years slightly differently and that we each see what we want to see awaiting us in the future.

So much has happened over the last ten years. We celebrated the Millennium without the predicted Y2K meltdown. George W. Bush defeated Al Gore in a highly contested Presidential election, one that went all the way to the Supreme Court. We suffered the unimaginable loss of human life and destruction of signature buildings in the terrorist attacks on September 11, 2001; more terrorist attacks ensued around the world, and continue to this day. The U.S. invaded Iraq and used techniques on detainees and others that we judge to be illegal and abhorrent. We continue our presence in Iraq, although with reduced troop levels, while we fight in Afghanistan and search to bring Osama Bin Laden and his co-conspirators to justice. The PATRIOT Act, which I think can be described fairly as a knee-jerk over-reaction to the events of 9/11, brought unprecedented secret invasions into matters many of us consider to be private. Federal and state responses to the devastation left by Hurricane Katrina made a terrible situation worse beyond all imagination. We elected our first African-American President, something thought to be impossible even a generation ago. The human toll of the decade cannot be overlooked: starvation, earthquakes and tsunamis and raging forest fires, young - and not-so-young - people killed or wounded in conflicts around the world, and fellow citizens made hungry and homeless as a result of the global economic recession in which we find ourselves today. And so much more, too much to recount this morning.

Public higher education did not fare particularly well over the decade. States reduced funding, partly because of insufficient resources needed to support such higher priorities as health care, public safety, and K-12 education and partly as a result of societal questioning of state universities' expenditures and perceptions of a lack of accountability. Here in Illinois - well, it's been quite a decade. A former Governor was sentenced to prison and his successor was impeached. The state's revenues don't match its expenditures and commitments; we seem to be facing a deficit of more than double-digit billions of dollars, while the State legislature has passed a budget that I don't think can be sustained. More cutbacks are in the offing, if not this year then next. Things will not get better for a while. Ten years ago, the State provided materials price increase

funding to its university libraries. Anyone who thinks that these funds will return any time soon...well, I've got a bridge to sell.

The University has undergone many changes, too. We have more students and more staff, and the University's administration has changed, more than once. Let's see....in the last ten years we've had two Presidents, three chancellors, one interim chancellor, two provosts, and two interim provosts. Although that's probably typical of our peer institutions, each change brings new approaches and new directions. The University finally has a real strategic plan and next month we will be visited again by an accreditation team from the Higher Learning Commission of the North Central Association of Colleges and Schools. Ten years ago, the accretor's big issue was the Chief, who ultimately was retired, not without considerable controversy. How much of the team's attention will be diverted by the Admissions situation? Well, we'll know once they're here in October.

Linda Katehi had a profound effect on the University during her tenure as Provost. Within a very short period of time, she focused our attention on using our resources more strategically, arguing that the University had grown too large and that we were trying to accomplish much more than our funding allowed. Growing deficits in the University's energy expenditures and the revelation of considerable deficits in some colleges led to her call for new ways to carry out our mission. During her time here, she used the strategic planning and reporting processes to focus our decision-making and measure our results; consequently, the University identified five major sets of goals, grouped under Leadership for the 21<sup>st</sup> Century; Academic Excellence; Breakthrough Knowledge and Innovation; Transformative Learning Environment; and Access to the Illinois Experience. And she invested in a few carefully selected new initiatives: translational health sciences, now embodied as the Division of Biomedical Sciences; Health and Wellness; the Sustainable Energy and the Environment Initiative; and the Illinois Informatics Institute, of which we are a founding partner.

There have been other significant changes that have affected higher education and that will continue to offer us challenges and opportunities: The enormous growth in digital content of all types: text, image, spatial, numeric, audio and more, with concomitant needs to organize, curate, and preserve this content. The rise of Web 2.0, featuring social networking and some people's seemingly insatiable desire for sharing with others their every waking moment. The growth and acceptance of e-learning, totally online or blended. New international networks that carry enormous amounts of data, enabling unprecedented cross-institutional collaborative work and the increasing need to manage the resulting very large data sets. The blending of scholarship from disciplines once viewed as tightly bounded. Larger and larger computing power - just take a look at the building that is going up right here on campus to house the Blue Waters petascale supercomputer - and the appearance of smaller and smaller mobile devices that enable us to carry powerful discovery and use tools, entertainment, communication, and more in our pockets, purses, or backpacks. The increase in acceptance of and demand for peer-reviewed scholarly communication outlets that are openly available to everyone, including the beginning of a movement to mandate open access to written work that emanates from taxpayer-funded research. The development and application of new data and text mining and visualization tools for the scholarly community; similar tools now emerging from commercial publishers, who aim to add value to their expensive content and who are now making university administrators, not librarians, the focus of their marketing efforts. The rise of Amazon, which has transformed bookselling and popular ebook reading, and the rise of Google, which has created new revenue models to offer powerful search engines at no cost to users and whose modest mission is "to organize the world's information and make it universally accessible and useful."

The Google Book and Open Content Alliance book digitization programs, although different in their underlying principles and approaches, are making enormous progress in transforming the ways in which our students and faculty do their work and ultimately in how and what materials we research libraries store and

make accessible. The HathiTrust is making it possible not only to store, preserve, and access digital content but to use new digital tools to conduct new types of research. At the same time, RIAA, MPAA, and other rights holders have worked vigorously - some might say too vigorously - to protect their intellectual property. IP laws and policies continue, and will continue, to create more barriers to access than any other major factor.

This is just a whirlwind tour of some of the highlights of the last decade that affected what we do and how we do it. Many other things have happened, but although I could spend much more time recounting them, that's not what you've come to listen to today. My main point is that we've seen enormous rapid changes, we've adapted to many of them, and we are still vibrant and relevant, in spite of the doomsayers' predictions that libraries and librarians will no longer be needed.

In my previous State of the Library talks, I've emphasized recurring themes, pointed to areas in which we needed to improve, and celebrated our successes.

Today, I want to remind us of our vision. Here's the essence of what I have articulated repeatedly throughout the last decade:

The UIUC Library is a vital partner in the education, research, and service missions of the University and an indispensable part of the system of scholarly communication. **We envision a future in which our communities of scholars can access and use the information they require when and where they want it and in the format most appropriate to their needs. A future in which the information contents remain available to them in perpetuity, regardless of format. A future in which our communities of scholars will be able to ask for and receive all of the services they need from us any time and any place, delivered efficiently and pleasantly. A future in which our faculty and students will be as information fluent as they are reading and writing literate and computer competent. And a future in which our physical and virtual facilities are pleasant, up-to-date, and meet our patrons' needs. We aim for excellence in providing**

**rich information resources, quality services, and an environment conducive to learning and research.**

I also have said repeatedly that our vision includes recognition of UIUC as the unquestioned library leader in Illinois, in the country, and throughout the world based on our extraordinary research collections, our even more extraordinary employees, the high quality of our services, our effective development and use of digital library technologies, and our tradition of sharing our resources with others. And I've stressed that we will be a library that listens - to our users and to each other - and that we'll be guided by what we hear.

You've heard from me again and again that to be successful we must be flexible and adaptable, a dynamically evolving organism, an integral part of the research and learning enterprise, a library that values service, quality, diversity, collaboration, and academic freedom; that we must be a library noted for risk-taking, innovation, entrepreneurialism, and for holding dear and conserving the values and riches of the present and past. You've heard me say that we must recognize that bigger is not better, not today and not tomorrow and that it is quality that's most important. But most of all, as I have said repeatedly, we must be a library in which we care for each other. **In short, we strive to be a 21<sup>st</sup> century library of which we and the campus community are proud; a library that provides collections, content, services, and expertise to meet the needs of our campus and beyond; a library that is nimble and agile, that uses our resources effectively and that continues to be one of the world's great research libraries.**

I've said repeatedly that **visions without actions are just hallucinations.** Visions without actions are just hallucinations. Well, we have acted. And you have been magnificent in acting together, nimbly and flexibly, adapting to ever-more-rapid changes to ensure that we are a 21<sup>st</sup> century research library of which we and the campus are proud. We're different than we were ten years ago: we're structured differently and we do many things differently. I think we've retained the best of our past while building for the future. I think we're stronger than we were a decade ago, for we're poised not only to take on the financial shortages of

today and tomorrow but to continue to be innovative and creative while holding true to our basic values. It is important that I articulate them again:

- Everything we undertake has to be first class;
- We are a library that cares passionately about its users and its employees;
- We continue to build and preserve strong collections and improve access to materials we do and do not own;
- We continue to offer a panoply of excellent services that keep pace with, indeed inch or leap out in front of, our users' expectations and demands, and we're willing to stop doing some things that have a long tradition but are of declining value to our users;
- We communicate clearly, effectively, and openly both internally and externally, responding promptly to requests and inquiries;
- We embrace the idea that the whole is greater than the sum of its parts and create an environment in which territorialism is not apparent and in which time is taken to respect and understand other points of view; and
- We innovate and take risks; flexibility, agility, and willingness to change are high on the list of our defining characteristics.

Yes, we've experienced significant changes over the last decade and yes, with those changes have come more stress, more uncertainty, more ambiguity - and more stress.

Compared to today, we were fat ten years ago. We had about forty libraries, depending on how one counted, and we operated more as independent entities than as a single library system characterized by different flavors of services and content for different constituencies. Through your efforts over the last ten years we now operate more as Library with a capital L than before, although we still have more progress to make. Throughout much of the decade we had more faculty and staff but no matter our size, we have embraced the reality that we cannot "muddle through." We were a great library in the 20<sup>th</sup> century

because we changed, and we remain and will remain a great library because we will not just hunker down and muddle through. We must continue to change. What really has changed, though, is the pace of those changes. I imagine that you feel as I do much of the time: that we're being bombarded by fast balls instead of slow pitches.

Let's take a look at just some of the things we've accomplished over the last decade. Where to start? We've done so many things that I'm reluctant to list them for fear of omitting something important. I'll try to speak in broad strokes, and I apologize in advance for my omissions.

First, let me recognize the changes in our workforce. We lost many loved ones, good friends, and colleagues over the last decade. Let's remember them with a moment of silence.

Would everyone who worked in the Library ten years ago please stand? Now, will everyone else who works in the Library stand? You are all terrific and together you make a terrific team. Now, will everyone who didn't join us in the last year please sit so we can recognize those of you who are the newest members of the Library family? Welcome. We are so very glad to have you here with us. We remain committed to hiring and keeping the very best people, and although we have neither the financial resources nor the blessing from the Provost's Office to hire as many people as we want, we'll continue to invest in supporting those of you who are here. I understand, but deeply regret, that the University doesn't have a salary program this year and I hope that despite predictions that 2011 will be more challenging than 2010, we'll be able to increase your pay soon. The Library's investments in training and professional development activities will not diminish in these hard times and we'll increase them as we can. Ten years ago, we didn't have a staff training and development function, and although I regret that we can not yet support a full-time person, I am very glad to have been able to extend the coordinator's position from half-time to two-thirds time. My bottom line? There's no more important investment than you.

I've been asked to talk about the details of furloughs and the possibility of layoffs. But, I really can't because I know no more than you do. Anything more would be speculation, and I have no basis on which to speculate.

Over the last decade, we've continued to build our collections, in all formats and in many ways, and we're focusing much more light on our strong special collections. Next month we'll celebrate the accession of our 11 millionth volume, and because ARL now includes e-books in its counts, we should celebrate our next millionth volume with record speed. I don't have to tell you that we have rich, deep, fabulous collections, but it's important to recognize that over the last ten years we've made significant progress in realizing our responsibilities to steward those collections and to make them accessible. Today we have a preservation program, led and staffed by professionals, several of whose positions now are supported by new endowment funds, and we have a state-of-the-art conservation lab underwritten primarily with private funds. Access to what we own has been improved greatly by investments - most of them from non-State funds - that helped us reduce cataloging backlogs, convert records to online formats, apply new metadata standards, develop new tools such as the ORR, Archon and EasySearch, create IDEALS, exploit OAI harvesting methodologies and create Illinois Harvest, and more.

Throughout the decade our users have told us what they need, what they expect from us, and how well we meet their expectations. Annual surveys, including most recently LibQual, form the foundation of our nascent assessment program. The University's increased call for accountability through measurable results is only one influential factor in our focus on this important initiative. New external advisory committees such as ULSAC (Student Advisory Committee) and LRAC (Long-Range Advisory Committee) add to the established advisory voice of the Senate Committee on the Library. The new-found vigor of the Council of Deans has created a strong collaborative environment that adds a collective voice to the individual voices of all the deans with whom I meet formally and informally throughout the year. *Compendium* and the Library's Gateway extend communication channels to our users as does our invigorated public relations and

publications program, which reaches campus and beyond. And our new Strategic Communications and Marketing Committee has added yet another set of communication and input mechanisms to our arsenal. Our New Service Model initiative also has provided venues for input from our user community, as well as from other "interested parties." And new options on our Gateway "Contact Us" page soon will make it easier for our users to send us their suggestions and their complaints. Well, I never said we were perfect!

Ten years ago committees oversaw many important functions, such as Information Literacy, Staff Development and Training, and Preservation; today professionals lead these initiatives and professionals lead such important functions as Facilities and Human Resources. We've gained efficiencies through the recent physical and virtual centralization of technical services, electronic reserves processing, and more, and I look forward to more improvements as we find ways to concentrate our activities to improve our effectiveness, both through the New Service Models program and through our ongoing efforts to do things better.

Speaking of facilities....Let's talk about the bad news first. The Main Library building continues to deteriorate and with a few notable exceptions it remains a place hostile to the collections it houses and the people who use and work in it. The building has some beautiful elements that we ache to restore, but as a building it long outgrew the generations it was designed to serve. Some of our departmental libraries, too, still look like the libraries I used when I was in college more than four decades ago; some look shoddier. But we have made some progress and we continue to make progress in improving our facilities. The conceptual plans for the Main and Undergraduate Library buildings hold exciting promise of significantly improved facilities for the future. The campus administration seems determined to find ways to begin to make this happen.

The Grainger Library was superseded as our newest library when the Funk Family ACES Library opened in 2001. More recently, we moved and renovated the Chemistry Library, which is giving us an advanced look at how we might serve some other disciplines as their core literatures become increasingly accessible digitally. Chemistry holds fewer and fewer printed volumes, accommodates many users who

are looking for a quiet, wireless environment with sufficient electrical outlets as well as users who work in groups, and it offers facilities to provide reference, consultation, and instructional services. Ten years ago, the Main Library Bookstacks and many departmental libraries were awash in books. Today, the Oak Street Facility, built in FY04, provides us with an opportunity to relieve them of grossly over crowded shelving while providing an excellent environment in which to protect the materials from further deterioration. I take heart that we've not been overlooked totally by campus when I see the brand new roof on the Hort Field Lab. Take a look if you haven't been there or driven by lately. And I take heart as I see hundreds of thousands of books being shifted in the stacks to make way for new HVAC equipment for the Rare Book stacks. It took a near-tragedy - an outbreak of mold - and the availability of funds from the Library/IT fee - to effect this long overdue - way long overdue - installation.

Renovated spaces for Acquisitions and for the History, Philosophy, and Newspaper Library and the African American Research Center give us a hint of what's possible in the Main Library. So does the Undergraduate Library's Learning Commons, which is what I hope will be the first of more physical instantiations and the concept behind what I envision to be virtual instantiations of an increasingly important set of services for our undergraduates. Have laptops? Need electricity. The upgrade to Undergrad's electrical capacity was a big improvement for which our users lobbied for years. Thanks to the Library/IT fee, we were able to make this improvement and many others, not the least notable of which is the extension of hours during the academic year to 24/5 in Undergrad and Grainger. The fee has been indispensable to the Library as the sole source of new funding in an environment in which most academic units have seen their budgets reduced. The services we're now offering through social networking sites also hint at one of the visions of the Library I've painted repeatedly for you: the Library as place and the place as Library, by which I mean the Library diffused and infused on campus and in the places in which faculty and students work and live. Today, many of them seem to be living in Facebook, Twitter, and other sites with names we didn't know even months ago - and we're there, too.

Our Library has always done more than “talk the talk” about resource sharing. CARLI, *nee* ILCISO, IDAL, and CCMP, is one of the country's best models for how to do it effectively. Our faculty and students have long had easy access to materials in other libraries in the state, at a very inexpensive per-volume cost. Under the leadership of CARLI and the Illinois State Library, delivery of materials has now been greatly improved. I take as a mark of I-Share's importance to us the fact that we have been a net borrower in the system since its inception. We've been able to leverage our funds to reduce the number of multiple copies we've had to purchase, although we have many too many multiple copies, which cost too many precious resources to house and maintain. We're on the brink of moving to another level of resource sharing as we work with our CODSULI (that's the Council of Directors of State University Libraries in Illinois - what a mouthfull!) colleagues to reduce redundant purchases and coordinate microform holdings, among other innovative approaches. And, our collaboration with UI Chicago is on the brink of taking an unprecedented step forward.

Of even more importance to our future is the CIC's shared digital repository concept. Ten years ago, the CIC was trying to build the VEL, the Virtual Electronic Library, and at that time its vision was, shall we say, a bit hazy. The first attempt was to provide federated access to all members' catalogs, a feat that never materialized successfully. However, delivery among the CIC libraries was improved vastly, making it faster than ever before to receive materials from another member library - once you had identified its location and circulation status. Today, the VEL is being realized in the HathiTrust, which grew out of the CIC Library Directors' vision for a shared repository for digital content.

The HathiTrust has grown quickly beyond the CIC to include the University of California and the University of Virginia; other major libraries currently are in negotiations to join. It now holds more than four million digital items. Although its first millions of items are digital copies of books Google has digitized, you will soon see in Hathi other digital content, such as that we're creating at Illinois with the Open Content Alliance. The HathiTrust presents us with several important opportunities, including a place in which to put, make accessible, and preserve our

library digital copies. The most immediate opportunity will offer our faculty and students capabilities not available to everyone. (I should note that the HathiTrust is open to everyone to use.) This summer, the CIC Library Directors invested modestly to make available to all CIC faculty and students the MONK suite of tools to use on materials held in the HathiTrust and in several commonly-held digital collections of literary texts. MONK is a digital environment designed to help humanities scholars discover and analyze patterns in the texts they study. Similarly, CIC faculty and scholars will be able to download entire texts in ways not available to others.

But, even more importantly, the HathiTrust holds the promise of a different environment for tomorrow. When large numbers of digital texts are available fully to everyone, we have to question the need for so many multiple copies of printed materials held in the country. Work is now underway to determine how many copies of what kinds of materials will need to be held in the U.S., where they geographically will need to be held, and in what kinds of archives - light, dim, dark - they need to be held. These arrangements are not right around the corner and they will not be easy to make, but undoubtedly they're in our long-term future.

Closer to the horizon is more coordination, collaboration, and cooperation - more resource sharing - among those of us libraries that develop, operate, and maintain digital libraries. Late this fall, we'll meet with a small group of libraries also actively engaged in these activities to discuss and agree on a research and development agenda that could result in considerable benefits in terms of products and services. There might be cost savings and more rapid advances if we can achieve real collaboration and coordination in this arena. Those of us coming together hope we can avoid redundant efforts, influence funding, and assist libraries that aren't on the leading edge of digital library technical development efforts.

The Library has always served as an important component of all of the legs of the proverbial stool that represents the mission of great land grant public research universities such as Illinois: teaching, research, public engagement, and the more recently-added economic development. Although we've always been

engaged in what used to be called “public service” or “outreach” by our open doors, our open collections, and our commitment to sharing our resources in the state and beyond, the Public Engagement Working Group has formalized our commitment and is taking it to new heights. Let’s also not overlook the value of our Library as a destination, a place to which people come to use our collections and consult with our experts, and part of the consideration some companies make in their decision to locate in the Champaign-Urbana area. We’re not just any old ordinary library, and we should not ever lose sight of the powerful effect we have on the lives of so many people.

The Mortenson Center for International Library Programs also has had significant impact on the lives of many people. In addition to providing unique innovative professional development programs to more than 700 library professionals from 89 countries here in Urbana and to countless others through programs in which we work with librarian colleagues in countries around the world, the Mortenson Center has played several other important roles for our Library over the last decade. By involving more and more of you who participate in delivering programs here and abroad and who serve as “friends” to each participant in each year’s class of Mortenson Associates, we’ve created and sustained an environment in which we have the opportunity to gain an understanding and substantial respect for our international colleagues and the challenges many of them must overcome to deliver library services and resources to their constituencies: intermittent electrical power, wars, coups, natural disasters, water shortages, lack of internet access or the equipment to access the web, terrible poverty. Many of their challenges make those that we face pale in comparison. And, thanks to the leadership and example of the Mortenson Center, the Library developed an international strategy and we now work in new ways with some libraries outside the U.S. But, we’ve not yet sufficiently explored or exploited those opportunities, which must be on our agenda in the coming years.

There is so much more to be proud of having accomplished over the last decade. We have robust new services and service programs - information literacy, virtual reference, e-reserves, metadata, streamed video, new Circulation

configurations, ILIAD, technology-based tools, more centralized and efficient technical services, emerging visual resource services...the list is way too long for the time we have this morning. Your expertise has set a high bar for the standards of quality and innovation in our services and our service programs. We also have built strong partnerships across campus, we weathered the installation of BANNER, and we'll make it through HIRE TOUCH too. Through ILC SO we ditched DRA and implemented Voyager, and are now struggling along with CARLI through its latest software upgrade. We'll weather that, too and move on, probably to an open source system, sometime within the next few years. We participated in campus events such as the anniversary celebration of Brown v. Board, the Youth literature Festival, and IPRH reading programs. We've offered lectures and exhibits, the No. 44 Society and American Music Month and more to our friends and the public, often in partnership with other campus groups. This list also is too long to enumerate.

Over the last ten years we've stayed at the cutting edge of technological developments. We caught up with other research libraries when we finally converted more than a million brief records, and now we're providing access to all those thousands of previously hidden items in the Rare Book and Manuscript Library and reducing our general cataloging backlogs significantly. We're making progress in digitizing important collections, providing access to digital materials through Illinois Harvest and IDEALS, and we're on the verge of offering new services and new access through the Scholarly Commons and the suite of affiliated programs moving into the third floor of the Main Library. We've been entrepreneurial: IRIS, ABSEES, LibPrint, coffee shops outside of Undergrad and in Grainger, our Buy-a-Book service: all of them generate revenue and most help spread word of the wonderful place and people you are. We've written many articles, books, and reviews, made countless presentations around the world, garnered well-deserved awards and recognition. And, we opened our hearts and our purses to help others in need. We've changed and we continue to change.

The New Service Model program, as anxiety-laden and disruptive to some and disturbing to others as it's been, has allowed us in a deliberate and open

fashion to assess and develop the ways in which we deliver some services. I wish we had done it sooner and faster. Many of our peer libraries are now closing departmental libraries in a knee-jerk reaction to the current economic crisis. I feel proud that we listened to our users and began to act on what we heard well before the global economy started to deteriorate and I am proud that we've acted consistently on the foundation of a set of principles, values, and commitments. Those commitments have echoed throughout my talk this morning: collections, expertise, quality, facilities, and communication.

I can't speak of the last ten years without noting your resiliency when I was called on by the campus to serve as the Interim CIO for about nine months. I learned a lot there and made some good connections for the Library, but I was very glad to return to the library and very appreciative of all you did to keep moving forward during that time. It was during that time that we forged a different but productive relationship with the Law Library.

I'm sure you've noticed that I haven't yet said anything specific about money, although it's been underlying most of my remarks. So, let me talk about money, and let me talk about it in several ways. First, process. Ten years ago the Library's budget was put together in what seemed to be mysterious ways. Today, we have more transparency. Not perfect transparency, but I think we've come a long way from the opacity of the past. The Budget Group extends beyond Library Administration, with representatives from the Executive Committee and the Administrative Council and draft budget allocations are reviewed by the Executive Committee and shared with all of you for comment. I regret that we've not been able to do this vetting over the last few years because of the quick turnaround required by the University. This year we have about two weeks to do everything asked of us, and two weeks is barely enough time for the Business Office to complete its required tasks.

Ten years ago then-Provost Herman committed \$1 million a year to the Library for each of five years. There were a few years when the commitments were not met completely or were not met with recurring funds, but eventually the commitment was honored. All of the Provosts to whom I've reported here have

protected the Library from deep cuts and have found other ways in which to protect or enhance our budget. For the past few years the Library has benefited enormously from the Library/IT student fee. This year, we've received more than \$1 million in new recurring funds, and much more in one-time monies, all from the student fee. Now, we still must pay about \$360,000 in taxes, but we're not taxed in all the ways in which many colleges are taxed and our collections budget is exempted from our tax base. Do I wish we had more money? Of course. But, could we have been in worse financial shape? You bet! I also want to note that although we had an \$800,000 deficit when I arrived ten years ago, we're deficit free today - and we will stay deficit free.

Thanks to the talents, creativity, entrepreneurialism, and hard work of many of you, we've garnered millions of dollars in grants from federal and state agencies and private foundations. These sources of funding enable us to carry out research and development, offer training and services, digitize materials, make our collections more accessible, and establish or complete important projects, such as preservation and retrospective conversion. And, many grants bring indirect cost recovery funds, some portion of which revert to the Library, which enables us to support additional activities of the Principal Investigators and provide seed funding for work that improves services and/or leads to other grant opportunities.

Our Library was a pioneer among public research university libraries in private fund-raising. Today, we have reached new heights and tomorrow we'll climb even higher. As most of you know, we've met our initial Brilliant Futures Campaign goal of \$30 million, the second unit on campus to do so, and we're now more than 82% of the way towards meeting our upwardly-revised goal of \$45 million. I expect that we'll surpass that goal before the end of the campaign and we'll just keep going. These private funds are an important source of funding for current activities and they are critically important for the Library's long-term health. Look what endowment and annual funds have enabled us to do: enhance collections significantly, catalog important collections, convert catalog records, expand and sustain our preservation program, create our state-of-the-art conservation lab, hire graduate assistants, and much more. Of special note are the positions these

funds support: the C. Walter and Gerda B. Mortenson Distinguished Professor, the Stewart S. Howe Professorship for the Archivist for Student Life and Culture, the John "Bud" Velde Preservation Professorship, the Andrew S. G. Turyn Professorship, and the Juanita J. and Robert E. Simpson Dean of Libraries. And in deferred gifts: the John Littlewood and Don Laube Professorship for Gay Literature, the Juanita J. and Robert E. Simpson Rare Book and Special Collections Chair, and two deferred professorships from Don and Marilyn Ainsworth: the Carolyn Smith Ainsworth Professorship for the History, Philosophy, and Newspaper Library and the C. Donald and Marilyn Ainsworth Professorship for an Archivist for Intercollegiate Athletics and Sports Information. My long-term goal is to endow at least five times as many positions, but that will continue to take hard work, help from the University and the Foundation, and more than a little luck.

Not everything we've tried over the past decade has been successful. I regret that we've not been very successful in increasing our diversity, and by that I mean diversity at its fullest; and we haven't been very successful in embracing diversity as an important attribute. This must change if we're to thrive. Our efforts to partner with other libraries in the community to offer an annual Bookfest couldn't be sustained. Attempts to secure funding to renovate the Stock Pavilion for an Arts Library have been unsuccessful. Although I've tried hard, not all of my communications have been effective, and neither have all of the Library's communications. There are many other things that didn't work out so well, either. But, if we don't try, if we don't take risks, we won't succeed, so a few failures among lots of winners is a small price to pay.

So, what's ahead? Much is uncertain. We know there will be changes, changes in technology, in new fields of study, in new approaches to our work, new discoveries, and new possibilities, new heights to climb. We can look forward to changes in some of our facilities, to the hard decisions that will come with renovation of the Main and Undergraduate Library buildings. We can also anticipate more expectations and more demands from our users. We know that our resource base will not grow significantly and that we will continue to feel the pressures we feel today, only greater, but we'll have to be open to all the changes

happening around us or we won't thrive. We can continue to look forward to the satisfaction of providing the materials and the content and the expertise that helps our users discover and get what they need. We can continue to be proud of what we do, knowing that we are farther from irrelevance than we've ever been before.

Over the last decade I've emphasized the importance of doing several things that we still haven't done. Although we've continuously improved workflows and processes in most units, stopped some activities in some units, and closed, consolidated, or reconfigured other units, we're still doing some things because we've always done them, or have always done them the same way. We really must be more diligent and disciplined in examining what we do and how we do it and in acting to stop or change what no longer makes sense to do. Our planned effort to undertake that examination was delayed but will start next week. If anything is clear it is that we're not going to see an influx of new resources, and even if we do, we're not going to be permitted to add to our permanent staff size. So, unless you're prepared to take on all the new things you want to do and continue doing all the current ones, it really is time to stop doing some things or to do them differently. We also have not been as disciplined as we might be in retreating from perfection. Replicating activities in multiple units might prevent an error, but that prevention comes at a high cost that can't be sustained if we are to thrive. And, most importantly and most sadly, we're still not as forgiving of one another as we might be.

But, despite these things in which we have not been so successful, and there are more that I could have mentioned, you have succeeded in so many other ways. As good as it was then, we are not the library we were ten years ago. The ability to create and sustain change, to be flexible, nimble, entrepreneurial, creative, innovative, and caring that you demonstrate as a group is key to this library's current and future success. And it will continue to be essential to the Library's success as we continue to respond to and get out in front of the rapid changes and demands and the relentless pressures and anxieties we will continue to experience as we strive to be a 21<sup>st</sup> century library of which we and the campus community are

proud; a library that provides collections, content, services, and expertise to meet the needs of our campus and beyond; a library that is nimble and agile, that uses our resources effectively; a library that continues to be one of the world's great research libraries.

I want to remind you of the advice I've given you before: take time to smell the proverbial roses. Rewards don't come to those who give back vacation days each year, but untold rewards and renewal come to those who take time to relax, rest, and have fun.

Ten years ago we each had very high expectations of one another. You, for the most part, haven't disappointed me. I hope that I, for the most part, haven't disappointed you. I think it's fair to say that this has been a busy and fulfilling decade. I doubt that I'll still be your University Librarian ten years from now, but for now I think I still have something to offer. I'm so glad to be here with you.

I wish you all a very good year ahead.