

## LINES OF DISTINCTION

University of Washington Libraries  
All Staff Annual Meeting  
September 15, 2005

Betsy Wilson  
Dean of University Libraries

Welcome to the Libraries All Staff Annual Meeting. I am so pleased that you are all here.

First some thanks to the many individuals who helped put together today's event:

- Amy Halligan, John Gibbs, and Michael Milligan for creating the wonderful video called "Lines of Distinction."
- Michael Milligan for multiple multimedia talents.
- Linda Ambre, Betty Jo Kane, and Sara Bock for logistics and refreshments.
- Staff Development Advisory Committee for helping out today.
- All of you who contributed to the over 500 pages of thoughtful and compelling annual reports and send tin images for the video.
- And of course, Paul Allen for establishing the Kenneth S. Allen Endowment which funded our refreshments today.

Last year, we gathered to celebrate how our daily moments create success. Today we *line up* our accomplishments that have advanced our mission and vision. Over the past year, we focused on our mission of enriching the quality of life and advancing intellectual discovery by connecting people with knowledge. We furthered our vision of anticipating and meeting the information needs of our communities in their search for knowledge—any time and any place. We are using our extraordinary staff and our world-class portal to resources and services in creating a model information literate community.

We have done this by advancing our five key action areas:

Any Time Any Place Library  
Excellence in Collections/Digital Resources  
Diversity & Organizational Change  
Information Literacy  
Capacity Building

I hope you share my great sense of accomplishment and satisfaction as we near the conclusion of our 2002-2005 Strategic Plan. But, we won't be resting on our laurels for long. In January we will be launching Vision 2010. More about that later.

As you might imagine, it is daunting and almost impossible to do justice to your achievements in a mere hour. Please forgive me if I overlook a particular achievement or effort.

Today is about lines. Lines of distinction. Reading between the lines. Utility lines. Power lines. Front lines. Shipping lines. Lines of credit. Lines of learning. Lines of discovery. Virtual lines. Strengthening lines. Story lines. No border lines. Blueprint lines. Vanishing lines. Lines of

Defense. Lifelines. Line em up. When lines converge. Redrawing lines. Walk the line. Shore up the line. First lines. And Bee lines.

But, before we begin *lining* up our accomplishments, we need a little audience participation, in keeping with a tradition started by director emeritus Betty Bengtson. Let's *draw the line* at how long each of us has been a member of the UW Libraries staff: Would you please stand (and remain standing), if you have been with the Libraries:

Over 40 years  
31-40 years  
21-30 years  
11-20 years  
5-10 years  
1-5 years  
Less than 1 year

That was your physical activity for the morning—but you aren't done yet. Throughout the morning, we'll have a little intellectual activity. Since the theme today is "lines of distinction," I am going to pepper this hour with opening lines from books some of which were written using the collections of the UW Libraries. If you are the first to identify the book, you'll be a lucky prize winner. Your choice—either a Librarian Action Figure or a Library Mug with Suzzallo Espresso coupons. Let's see how it works. Here's the first opening lines. Listen up.

*The accused man, Kubuo Miyamoto, sat proudly upright with a rigid grace, his palms placed softly on the defendant's table—the posture of a man who has detached himself in so far as this is possible at his own trial.*

*Snow Falling on Cedars* David Guterson

During the past year, our "culture of assessment" continued to thrive—as we tried to read *between the lines* of what our users need. As part of our comprehensive program, we conducted the in-library use survey. Thanks to all of you who volunteered to distribute the surveys!

Just a reminder. The in-library use surveys focus on what users are doing in our physical libraries. These surveys don't capture the remote use of the libraries—which we know has skyrocketed. The triennial surveys, which we did in 2004, provide this information.

The early results are in. What did we learn?

Undergraduates are the primary users of our physical library facilities. 64% of all survey respondents and 70% of the UW community were undergrad students (up 5% since 2002). The proportion of UW Grad/Professional students (22%) and faculty staff (5%) declined from 2002 while non-affiliated use at 8% was unchanged. 75% of the respondents came from 3 libraries: Suzzallo-Allen (36%), OUGL (28%) and Health Sciences (10%)

Why do users come to the physical library?

Undergrads come to the library primarily as a workplace. It should come as no surprise, then, that circulation for the OUGL showed a 13% increase over last year. The Media Center circulation rose by 37% this year. Graduate students come to use library computers, work individually, and look for library material. Faculty come primarily to look for library material.

Changes from our last survey in 2002 include a decline in the percentage of users looking for material onsite and a sharp drop in photocopying. On the other hand, those using their own computing devices nearly doubled to 10% with approximately 9% also connecting to wireless. In

Foster Business Library, 35% used their own computing device, and 30% connected to wireless. As wireless becomes more pervasive, these percentages will surely rise. Interestingly, those who visited Suzzallo Espresso were more likely to use more library services than those who didn't. Must be that coffee!

Highest rated services for undergrads were a place to work, customer service quality and collections quality; for grad/professional students satisfaction was highest for the quality of customer service and access to computers, while faculty were most pleased with quality of customer service and collections, and access to computers.

Lowest satisfaction was with hours of opening (especially weekends), the ease of finding collections and services, and an inviting environment in some of our facilities. We have already taken action on the hours, by opening Friday and Saturday nights in OUGL.

These results, coupled with our other information sources, will help us continue to improve library services. We did more reading between the lines in addition to the in-house surveys.

We continued usability testing program. We conducted usability tests on the new website, on the WebBridge product, the "More..." pages, and we administered a web-based survey to gather user feedback. We put what we learned to good use as we improved our web presence significantly.

UWB completed a customized student survey, conducted student focus groups, and conducted faculty interviews. Preliminary data are being used to prioritize services, and identify areas where more promotion of services is needed.

We were beta testers with the Office of Educational Assessment for the Educational Testing Service (ETS) Information & Communications Technology (ICT) Literacy Assessment Initiative. This is a major national initiative well worth tracking.

The Health Sciences Library completed a review of its liaison program and a year-long planning process focusing on understanding the changing information needs of faculty, staff and students and improving outreach to health professionals. The resulting plans will be implemented in the coming year.

Without functioning *utility lines*, we are sunk.

Just a few short months ago, Innovative announced that with release 2005, major portions of the telnet system would be discontinued. We would have to migrate many functions to Millennium on short notice—well, almost no notice. A monumental migration and training effort that spanned several units was beautifully executed.

Monographic Services took the lead in training all staff who input or edit order records. CMS took the lead in sessions on interpreting order information and accessing fund reports in Millennium. We thought Chick Edwards had retired, but fortunately he came back to work with the Accounting and ITS staff to move everything safely to Millennium.

Tim Jewell continued to lead the Digital Library Federation Electronic Resources Management Initiative ("ERMI"), which resulted in publication of the "ERMI Report" that has been adopted as the basis for ILS and Serials vendors' new E-resource Management systems and software. Electronic Resources Management Implementation Team (ERMIT) moved our local implementation forward while maintaining national and international leadership roles. We provided intensive consultation and support for dozens of institutions, from Taiwan Fengjia University to the University of South Carolina. We especially assisted Michigan State University, Cornell University and Stanford University. It seemed like ERM touched about everyone, and the shared work in the implementation was terrific.

Marking staff processed an increased volume of material and avoided any significant backlog because they streamlined operations, received budget supplements allowing sufficient staff, and the expected increase in acquisitions of a second biennial year was more evenly spread.

We moved from Blackwell's Book Services to YBP. Approval plans for three campuses were rewritten, liaisons were trained in the use of GOBI, automated processes were revamped, and new ordering and receipt procedures were put in place. All of this was done during the peak order period of the biennium, yet the flow of orders and books was good, without large backlogs.

We doubled the amount of media cataloging for global materials, including Urdu, Arabic, Hindi, Chinese, Korean, Georgian, Persian, Indonesian, Thai, Slovenian, Latvian, Lithuanian and Estonian films, videos, DVDs and CDs. Catalogers provided leadership for the move from OCLC Passport to the Connexion Client. Over 100,000 new records were loaded.

The Metadata Implementation Group (MIG) began exploring our potential use of METS (Metadata Encoding and Transmission Standard) with the help of Corey Keith from the Library of Congress.

Archives and manuscript materials workflow was reengineered in order to reduce the backlog, promote communication between curators and the accessioning specialist, and present information about new accessions to the public.

Processing in Government Publications increased 17% to 65,738 items. The number of volumes cataloged for the collections increased 37% and the number of microforms processed increased 51%.

We began cleanup of the Microlog major microform bibliographic record load.

Retrospective cataloging of the pre 1976 United States documents collections continued. Materials that appear in the online catalog are used; circulation for the U.S. documents collections has increased 31% over the previous year.

Our utility lines were on overdrive.

We upgraded our *power lines*, too.

We replaced the last 100 aging Dell GX-1 workstations, and deployed Windows XP Service Pack 2 to 500 staff and 300 public workstations. Once SP2 was deployed, we were able to remotely configure its firewall to lessen the chance of attacks on desktop computers.

We began a pilot project to deploy laptop computers in lieu of desktop systems to selected staff in Reference and Research Services. The goals are: 1) to determine whether the laptop is a viable replacement for desktop workstations; 2) to determine whether the use of the laptop improves service and/or productivity; 3) to determine the true costs; and 4) to determine whether laptops should be offered more generally. Stay tuned.

Thanks to the work of ITS, Monographic Services, and Special Collections, we closed Gencat. (Hip hip hooray!)

ITS and the Libraries Cashier worked to move receipts data from Access to MS-SQL so that they could have concurrent access from all their workstations without the need for individual logins. Next project: an online appeals form. Talk about power.

All *lines* are important, but perhaps none more so than the *front—and back—lines*.

Management of print collections continued to occupy a significant amount of time due to space constraints. Engineering identified portions of the collection which could be moved off-site when

storage space becomes available. Physics-Astronomy maxed out on space, and transferred nearly 1,000 items to storage.

The East Asia Library staff continued its massive serials project, the Chiu recon, and shift after shift to make materials much more accessible. Kane Hall now holds over 150,000 volumes from East Asia. The interrelated projects have resulted in major user service improvements. The entire multi-year project is scheduled for completion in early 2006. We will have a great big party!

We successfully implemented the New Loan Code thanks to good publicity, documentation, and training. We began sending courtesy email notices two days before an item is due and automated the email hold pickup and recall notices throughout the day.

Access Services Forums, a new venue for the discussion of circulation policy and procedures, was launched (more good communication).

Ready for another set of first lines? This one was not written using our collections, but we have fifteen copies in six languages in the collection.

*As Gregor Samsa awoke one morning from uneasy dreams he found himself transformed in his bed into a gigantic insect.*

*Metamorphosis* by Franz Kafka

We kept the *shipping lines* open and running like clock work.

Suzzallo Circulation continued meeting the goal of checking in and shelving material within 24 hours of receipt. We shifted shelves and shelves of materials, including at Sand Point to accommodate interior walls being built for the HVAC retrofit.

ILL survived the OCLC Resource Sharing migration with grace under fire. ILL/RSS instituted a number of innovations, including scanning articles received in paper to pdf for electronic deliver; planned for a pilot to purchase materials rather than borrowing; and began direct scanning of articles for lending rather than photocopying and then scanning. We implemented Same Site Request function enabling patrons to request UW materials through Summit for pick up locally and at other Alliance libraries. Branch units began processing Summit requests as well as local paging requests. So, everyone pitched in to keep the shipping lines open with increased traffic.

We have always had great *lines of credit*, but they got even better this year with some ingenious work.

The Library Cashier implemented an online invoicing system for point of sale borrower's cards and key deposits; created online invoices for overdue charges; improved audit procedures; simplified the borrower's application and renewal process.

Fine revenue increased 108.9% due to the changes in the loan policy while billing revenue decreased 17.48%. Overall, fine and fee revenue increased 11.93%. The increase in billing fees and fines resulted in more money to be collected from patrons this year, but even so, overall receivables were, on average, the lowest they have been since 2001. Way to go!

ILL used the University's Invoice/Receivables unit for collection of funds, resulting in staff savings and timely collection.

Library Supplies continued to save us thousands of dollars a year because of experience and savvy with acquiring furniture, supplies and special orders.

In keeping with one of our five key action areas, we worked to ensure that UW graduates are information literate and prepared to succeed in a knowledge-driven world. We offered hundreds of educational experiences for faculty and students—from courses to classes to workshops to web tutorials. We stretched the *lines of learning*.

UWill's Research 101 received a glowing review in *Choice Reviews*. In response to the consequent demand, the UWill Coordinator created a downloadable compressed archive of the tutorial, placed it under an open Creative Commons licensing agreement, and distributed to over 60 institutions agencies world wide—from Pakistan to Norway to Egypt to Tasmania to Botswana to Montana.

The OUGL Research and Writing Center opened as a pilot program. We used Teaching Circles to facilitate discussions about teaching and learning.

An ad hoc committee was established by ICCL (the library directors at the 6 public baccalaureates) to establish sophomore information literacy competencies, a goal shared across two and four year schools. This work should improve transfer student articulation.

We offered a series of programs for university instructors on academic integrity and plagiarism. We welcomed transfer students, offered a series of drop-in workshops for new students, created compelling September Project events, and had fun at Dawg Daze. We partnered, collaborated, innovated and enhanced the library as a learning place on our three campuses.

*Line of discovery.* We did much to support research—for students, researchers, and ourselves.

It was the second year for the Library Research Award for Undergraduates. Sixty-four students submitted projects for consideration. Submissions came from all three campuses from a variety of departments and courses—from American Indian Studies to Forest Resources to Nursing to Scandinavian Studies.

The Award Task Force did a marvelous job of offering informational workshops for students, adding electronic submissions via E-submit, providing access via ERES for evaluators, and expanding librarian and faculty participation. The evaluation committee selected six students to receive \$1,000 awards for exemplary projects and awarded nine honorable mentions to recognize the high level of submissions that were received. How are these for the winning research topics?

*Analysis of Dam Failure in the Saluda River Valley*  
*Chained to the Past: The Roots of Russia's Population Decline*  
*The "Development Paradox": The Gap Between Rhetoric & Reality*  
*Internationalizing the "Negro" and "Oriental": Rethinking Race in the Age of Empire*  
*Transnational and Cross-Border Relations: State Failure and the International Spread of Ethnic Conflict in Zaire in 1996*  
*To Market: China's Changing Market Participation in Remote Rural Areas*

We had our own *lines of discovery*, as we made a significant contribution to research and the knowledge base. Collectively, we published over 100 books and articles, and made over 200 conference presentations all around the world.

Here's just a sampling of titles and topics:

Electronic Resource Management: The Report of the DLF Initiative.  
 Library Services in Non-Library Spaces  
 Seattle's Crystal Palace: Does it Work?  
 A Hundred Million Miracles: The Transformation of Flower Drum Song  
 Science Librarians in the 21<sup>st</sup> Century  
 Guide to Information Sources in Mathematics and Statistics

Library Assessment in North America  
 The e-Gov Boom Years: Big Yields for Patrons and Librarians  
 Tales from the Trenches: Hallmarks and Horrors of Digital Reference  
 Collaborating to Create the Right Space for the Right Time  
 What did your Library do on September 11, 2004?  
 Libraries and the Changing Nature of Scholarship  
 Providing access to foreign language electronic resources  
 Performing Arts Online: Models of Performing Arts Resource Sites  
 Faculty-Library Collaborations in Building Digital Collections  
 Exploring METS: an architectural image collection case study  
 Becoming my better self at the crossroad of information from the world  
 Vietnamese New Women and the Fashioning of Modernity  
 English translation of Vladimir Bartol's book Alamut  
 Searching for Nirvana: Cataloging and the Digital Collection at the Experience Music Project  
 Medical Informatics: Knowledge Management and Data Mining in Biomedicine  
 Hospital Library Strategies for Successful Information Technology Collaboration  
 Non-human Genomes  
 WEB Trends in Consumer Health  
 Comic books and graphic novels: Digital Resources for an Evolving form of Art and Literature  
 Coverage of cultural anthropology in ISI Web of Science: An evaluation

And, my personal favorite: Stitch and Bitch: Neighborhood Knitting Group as an Information Ground. You can ask Cathy Gerhart about this.

We made great strides in the key action area of the any time any place library as we built out our *virtual lines*.

The new Libraries web site was delivered right on schedule in time for the fall quarter. This complete redesign updated the "look and feel" of the site, and included a "spotlight" section to promote Libraries news and events. UWT staff web underwent a complete redesign this year as well. The HealthLinks "family" of web resources and tools continued to be extremely popular with over 500,000 hits/month and is especially heavily used for clinical decision support and bioresearch information.

We strengthened our *virtual infrastructure lines*.

Not surprisingly, management of electronic resources was a major activity in our ATAP Library. Providing timely, accurate access to the electronic journals collection was a source of significant accomplishments. Publishers made numerous and complex changes to packages, e-offerings, and pricing plans. We reconciled lists of packaged titles and resolved complicated billings, often under considerable time pressure. This was a major "behind-the-scenes" achievement.

We improved WebBridge stability and functionality and were able to discontinue the use of Silver Platter's Silver Linker service. This change was welcome for Serials Acquisitions staff since they had been required to create and maintain records for two systems. The change is worth highlighting; for it marks something we stopped doing!

HSL liaisons were equipped with wireless-capable PDAs—any time any place liaisons! Suzzallo and Allen became wireless with all libraries to follow in the near future.

We expanded the Storage Area Network (SAN) to meet the demand for high availability storage for our web publishing, digital repository, and central file sharing environments. We deployed the "portforward" proxy to support remote desktop connections from off-campus. Count me one

happy user. Thanks ITS. We deployed EZProxy with great success, and the old proxy was retired over the summer.

We innovated in *virtual service lines*.

E-Reserves had over a million document hits over all three campuses! The ERes software was upgraded, and the Reserves Operations Group worked on implementation, training and documentation for the new version.

We expanded our offerings in the digital reference arena, and our users loved it. We tested the use of 247 for online office hours. We began a collaboration with the iSchool on digital reference transcript analysis. We concluded our successful collaboration with Cornell after 3.5 years in anticipation of joining the QuestionPoint/247ref cooperative. What a terrific partnership and learning experience it was for us all.

We *lined up* more virtual collections as well.

The Telemakus Knowledgebase System added a second knowledgebase, BioMarkers in Alzheimer Disease. Drama's ProCite play index database now contains over 8,800 entries. The Pacific Northwest Sheet Music collection includes linked digital performances to some of the digitized scores. The Song Translations Database allowed access to songs in translations by various composers. We completed work on the multi-year Mount St. Helens Post-Eruption Image Database. (And, I know Susanne Redalje is pleased!) We became the host for the Washington NSDI metadata node, previously managed by the College of Forest Resources. We added more materials to the DSpace institutional repository.

We expanded the Contentdm collections by nearly 6,000 new images. A significant collection completed this year is the Peoples Protest Collection, a collection of anti-war pamphlet material distributed on the UW campus during the period from 1966-1975. We have already had at least three offers of materials from donors who have seen and used this collection, and are offering additional materials for the collection. Maybe some of you here today have materials to donate?

As part of the Community Museum Project, we scanned over 500 images from the Mountaineers Albums of their outings in the Cascades. The Community Museum will go public this fall.

We made data work harder for us and our users. 2,300 EAD encoded finding aids describing archival materials were completed as part of phase 1 of the Northwest Digital Archive. The Online Regional Index thesaurus was completed, and the Index now contains 100,000 references. We made our digital collections records OAI harvester friendly.

Contest time. Again, this is one written using the UW collections.

*How easy it was to disappear. A thousand trains a day entered or left Chicago. Many of these trains brought single young women who had never even seen a city but now hoped to make one of the biggest and toughest their home.*

*The Devil in the White City* by Eric Larson

This year we increased the number of public programs and exhibits as we *strengthened the line* between the Libraries and its broad constituencies. We had a full program of exhibits in Suzzallo, Special Collections, OUGL, UWB, UWT, Music, and the East Asia libraries, including these tantalizing subjects:

Banned books  
 History of spices  
 History of nursing  
 Tall Ships  
 Why I Love Books: The Artwork of Charles Hobson  
 Ancient Voices Speak; Recording a Northwest Heritage  
 From the Heart: The Recent Book Work of Elsi Vassdal Ellis  
 2003 and 2004 Western Books Exhibit  
 Researching the Road: travel and tourism in the Pacific Northwest  
 A Century of Magic: Technology, Text and Image in 19th Century Britain  
 Pure Poppycock: the paintings of Mr. Otis  
 Modern Marblers  
 Landscapes Imagined and Remembered  
 Early Korean students at the University of Washington (early 20<sup>th</sup> century)  
 Books written by Chinese Studies Program faculty  
 Korean feature film collection  
 Mui-chong Ki artist exhibit, water colors and mixed media  
 Jewish Costumes of the Ottoman Empire  
 Ayesha Khan paintings  
 Jewish Heritage – “Celebrate 350”  
 Silk Needlework of Nallihan, Turkey  
 September Project on Democracy  
 Career Discovery Week  
 Asian heritage  
 Rotating reading recommendation exhibit

We redesigned University of Washington History Wall (you must take a look if you haven't), and created an ingenious, permanent display case for Bhutan: The World's Biggest Book.

And we won't forget Frankenstein: Penetrating the Secrets of Nature for a long time. We worked with many community and university partners to host the exhibit and put on an ambitious series of events. I can't decide what was my favorite—the dramatic impersonation of Mary Shelley in the Reading Room by candlelight or the Franken Food Drive.

## EVENTS GALORE

We brought thousands of people to library events.

Architect George Suyama was this year's artist image bookmark creator. David Horsey reviewed the presidential campaign through political cartoons. Senators Stevens, Inouye, and Cantwell, Representative Dicks and McDermott, Magnuson “Bumblebees”, three former governors, Gov. Gregoire, and President Emmert joined us to honor the legacy of Senator Magnuson on the anniversary of his 100<sup>th</sup> birthday. And what's more, we raised more than \$117,000 for the Magnuson Endowment.

We are indeed a house of stories, with a seemingly infinite number of *story lines*. Our ability to provide top notch service is predicated on the collections we create and steward. I loved looking at the collection highlights submitted this year—their variety reflects the range of UW's research and educational foci.

Here's just a few:

Narrative of the Life of Frederick Douglass, an American Slave. Boston: Published at the Anti-Slavery Office, 1845. The first edition of the book that is considered one of the most important examples of the literature of autobiography

The Anne Gould Hauberg Collection. Several hundreds of books included many rare art monographs and hard-to-obtain art catalogs from the great NW art patron.

American Radicalism Collection – A primary source purchase of 237 microfilm reels containing approximately 17,000 items of ephemera from radical and reactionary social movements.

Soviet Korean historical newspaper on 103 CD-ROMs

Baltic choral music of Latvian, Lithuanian and Estonian composers.

Retrospective monographs and serials from the Lithuanian Research and Studies Center (LRSC) in Chicago

And we created story lines from stories in our collections. For instance, the Headlines Project is a special collection of significant newspaper front pages donated to the library over many decades. The collection is designed to be used and handled in classroom situations and illustrates the changes in newspaper typography and front page presentation over the last two centuries.

Interviews were conducted with six South Asian persons who had migrated to the Pacific Northwest in the 1950's as part of the South Asia Oral History project.

And we even *rediscovered a story lines*—the Temple Rubbings forgotten for several decades. Thanks to a young scholar and good detective work by staff in East Asia and Special Collection, these important rubbings were located and inventoried. The ultimate goal is catalog the rubbings and create a web page for digitized photos of the rubbings for the use of scholars. And, it looks like we have a donor who would like to help fund this initiative.

We connected people to knowledge all around the globe demonstrating that there are *no border lines* that we won't cross.

We used our fluency and familiarity with 70 languages to extend the reach of the UW.

We supported the eight federally-funded National Resource Centers—the most of any University in the country.

We made trips abroad to purchase materials, maintain contacts with colleagues and libraries, and exchange information and initiate exchanges.

We were on the steering committee for the ARL Global Resources Network and collaborated on a myriad of CRL global projects and communities.

We were invited to speak on almost every continent (except Antarctica, maybe).

And we welcomed a growing number of international visitors who came to Seattle to consult with our world renowned staff.

We redistributed 5,500 books to libraries around the globe. Among this year's beneficiaries were Northwest Indian College, Childhaven, the Seattle Housing Authority, and libraries in the Philippines, Zimbabwe, Ghana, Cameroon, Uzbekistan, Estonia, Lithuania, the Middle East, South Korea, Cambodia, and even a library on Yap Island (that would be in Micronesia).

*No border lines.*

Maintaining and enhancing the 500,000 square feet of libraries means we read a lot of *blueprint lines*. Keeping our libraries welcoming, safe, and sound is a top priority—never ending, and oh, so important. I can't underscore the role that the Facilities staff has played in keeping this a top priority.

There were many extensive office moves and relocations, including Forest Resources, Government Publications, ILL/RSS, Circulation, Digital Initiatives, Engineering, and East Asia Library.

With new library heads (with fresh eyes), both Architecture and Drama made a series of physical changes to spiff up those libraries. We completed the Forest Resources Library Merger, which included shifting over 180,000 volumes, reconfiguring NSL, and integrating services and staff. Fisheries-Oceanography celebrated the completion of the compact shelving project.

OUGL began planning for an Access Grid Node (AGN) facility to open January of 2006. OUGL also installed new lighting in study area near copy center; reupholstered, cleaned and braced 175 study chairs, and re-laminated study table frayed from 33 years of constant use.

UWT assumed control of the Snoqualmie Falls Basement area for shelving, which should add 34,000 linear feet. Health Sciences' new 3<sup>rd</sup> floor entrance and renovation was completed, and proved to be extremely popular. A new Reading Area was designed, and a website featuring all the reading area journal titles was created for ease of use by patrons.

UWB reconfigured the Information Commons to provide collaboration and quiet work zones. As part of the branch library renewal program, the East Asia Library significantly enhanced the library, especially staff areas.

The International Studies Processing Area (ISPA) in the Suzzallo basement was upgraded and renovated. A secure and dignified alternative was created out of the ISPA cage, a relict of the locked book stacks that were once located there. The Maps/Special Collections classroom opened autumn quarter and was used for over 115 classes, meetings, lectures, and presentations.

Ready for another first line? This one again uses some of our collections, and the first scene begins at Fisherman's Terminal.

*He was walking the dock; a big lummox, yellow hair tied back in a ponytail with a red bandanna, bedroll strapped to his shoulders.*

*Passage to Juneau* by Jonathan Raban

We focused on making sure the *lines (paper and digital) don't vanish*.

We established Digital Futures Alliance whose purpose is to address the growing problem of archiving and accessing digitally-born materials, across corporations, universities, research institutions, and both public and private entities.

President Mark Emmert launched the DFA yesterday at an invitational summit. Nearly 70 corporate, government, and academic leaders attended, and pledged their support. The next step is to commission disruptive market research to further scope the problem and the specifications for the solution. Everyone is excited to come together again on January 19 to hear the results of the research.

The Accompanying Disk Migration Subcommittee examined current practices of digital material accompanying theses and dissertations, and began converting the discs DSpace.

We sent one library staff and two members of the campus facilities and engineering staff to the Rochester Institute of Technology Image Permanence Institute's Environmental Monitoring Field Trial II Advanced Training at the Newberry Library in Chicago.

We finished our first two year Libraries Microfilming Project with the Western Regional OCLC Preservation Service Center, completing over \$100,000 in original filming and copy negative production.

We transferred most of our microfilm print master collection to OCLC in Bethlehem, PA, for a more secure storage situation and an eventual savings in shipping costs.

We experimented with DSpace to gather and manage born digital photographs. We began investigations for acquiring and preserving UW websites, including options provided by WebArchivist.org, and OCLC's soon-to-be-released Archivists' Workbench. We assessed our rapidly deteriorating ¾" U-matic videotapes, and migrated them to the ½ inch videotape standard.

We put up a great *line of defense* this year on a variety of fronts.

The Libraries Security Committee continued its good work. The single most important enhancement to communication regarding security issues has been the Disruptions Database and the notification email list of security@lib. This has helped the Libraries coordinate information and develop strategies to deal with some of our most difficult problems.

The implications for Libraries under Section 215 of the U.S. Patriot Act prompted a review of what information we retain about library users and our procedures and training for staff when asked for information by law enforcement.

Computer security continued to grow as an unfunded mandate. We were proactive in reviewing system security practices and hardening servers. We undertook a self-audit of internal practices and began implementing best practices. While we were implementing these additional security measures, we had an intrusion that compromised several servers. Outward facing services were restored quickly, but it took several weeks to restore all internal services. Following the intrusion, we implemented some additional security measures. We are all so appreciative of the valiant and quick response of ITS.

And then there was the CIA visit. Was it security? Was it defense? Was it silliness? The Special Collections staff will not likely forget the five federal agents, led by the CIA, who visited to review 400 boxes of material from the Henry M. Jackson papers for classified material. Carla Rickerson became a media darling, as articles appeared in the Seattle Times, Seattle Post-Intelligencer, the Everett Herald, the Chronicle of Higher Education, and two interviews on NPR.

Our donors provided us with generous lifelines. This was a stellar year for our fundraising and friend-raising efforts. More than 70 librarians and staff worked with our development team to:

- Raise \$1,030,000
- Increase the number of individual donors by 14% to 4105
- Gather art work from Artist Images Series artists to exhibit permanently
- Collaborate with Japan Studies to prepare the first "companion endowment" proposal
- Raise more than \$100,000 to establish the Libraries Parents Collections and Programs Endowment for undergraduate libraries resources (this is the first of a three-year initiative with the goal of \$250,000)
- Receive for a charitable remainder trust that will create a Dean's Discretionary Endowment

- Launch new endowments, including:
  - Endowed Western Americana Preservation Library Endowment.
  - HSL endowment to honor Dr. Paul VanArsdel
  - Professor W. Stull Holt Military History Endowed Library Fund.
  - Book Arts Endowment
  - The Maxine Cushing Gray Visiting Writers Fellowship Endowment

How did we benefit from all our fundraising efforts? We were able to award Friends of the Libraries Grants:

Allen Auditorium Upgrade  
 Microforms & Newspapers Display  
 Large Format Scanner, Map Collection & Cartographic Information Services  
 Reference Materials, Japanese Tea Ceremony  
 JPEG 2000 Digital Test Project, Special Collections  
 Video Station for Mathematics Video Materials  
 Special Project Map Cataloging  
 Graphic Novels Collection Purchase  
 Faculty Publications Display

21<sup>st</sup> Century Grants:

Display Panels for Microform & Newspapers  
 Preferred Futures Interview Transcription  
 METS Consultant  
 Pacific Northwest Music Recording Project  
 History Day Workshop  
 Digital 1919: The Seattle General Strike  
 Consumer Health Kiosk

Helen Johns was long-time head of circulation. When she died several years ago in her late 90's, she left her estate to the Libraries. It was only fitting to establish the Helen Johns Endowment for Staff Development. Here's what Helen's generosity funded this year:

Marilyn Grey for New Year all staff event, "Stepping Stones to the Future"  
 Pacific Northwest Chapter/Medical Library Assoc. workshop – 9 staff  
 Introduction to Oral History  
 US-China Economic Summit  
 Archivist workshop  
 Image Permanent Institute Advanced Training  
 American Society of Indexers workshop  
 EQi (Emotional intelligence) certification

Allen Endowment for Collections:

5,213 rare Chinese titles  
 DXArts  
 New York Times digital backfiles  
 Web of Science backfiles  
 Inspec backfiles  
 Serial Set Digital Edition, 1817-1861 with the American State Papers, 1789-1838  
 (Congressional documents of historical interest)  
 Women's suffrage movement in Japan  
 Canadian Federal Non-Depository Documents  
 International Children's Literature

African-American Newspapers of the 19th Century Database  
 Oxford Dictionary of National Biography  
 Human Rights Films  
 Japanese Language materials by Koreans  
 Company/Brand reports  
 SportDISCUS  
 Human Multi-Torso Model  
 Finland's National Filmography  
 Baltic Choral Music  
 Form und Zweck backfiles  
 Yonhanegnok Series  
 Birds of North America online  
 JPEG2000 extensions for ContentDM servers  
 Joint Operations Graphics Maps  
 2000 Turkish Census  
 B.B. Dobbs Photographs documenting the Nome gold rush  
 Ottoman Turkish Salnames (annual government reports on the provinces)  
 Repertoire Bio-Bibliographique  
 Collection Analysis Software  
 Ulrich's Serials Analysis System  
 Compendex back file  
 Latin American Women Writers database  
 Dictionary of 19th C. British Scientists

Allen Endowment for Programs:

Branch library renewal, beginning with the East Asia Library  
 Chiu collection recon  
 Pinyin conversion  
 Digital initiatives staff  
 Matching for federal grants  
 Preservation staff  
 InForum road trips  
 HSL 3<sup>rd</sup> floor remodel  
 PRDLA, SPARC, and DLF membership  
 Strategic Planning  
 Library Research Award  
 Scholarly Communication

This year, the Libraries received 43,669 non-cash donated items which helped stretch budgets and playing a valuable role in enhancing the size, depth, and diversity of our holdings.

We procured more than 50 new manuscript gifts and accessions. A most interesting range of important papers from:

Congregation Beth Shalom  
 Representative Jennifer Dunn  
 Skagit Tribal Elder Vi Hilbert  
 Magnolia Historical Society  
 Monte Cristo Mining Company  
 NAACP. Seattle Branch  
 Seattle Art Museum  
 Seattle Repertory Theatre  
 Sons of Norway. Leif Erikson Lodge No. 1

Sons of Norway. Solvang Lodge No. 40  
Washington Cemetery Association

And another set of first lines. While this was not written here, we have many copies in many languages.

*In an old house in Paris that was covered with vines lived twelve little girls in two straight lines.*

*Madeline* by Ludwig Bemelmans

Capacity Building is a key action area for the Libraries, and this includes increasing our ability to compete successfully for grants and contracts. Many of you contributed to writing, stewarding, and carrying out a wide array of grants.

We had a very successful year—we *lined up* those grants from IMLS, NLM, LSTA, NEH and others.

Here's a listing of the state and national grants awarded or pending:

- Preservation Initiative for deacidification of books (awarded)
- Preservation Initiative for microfilming newspapers (awarded)
- Library/Preservation Initiative for Film Consortium Project (awarded)
- Culture for Baltic Heritage Project (pending)
- IMLS Playscript Media Text Annotator (pending)
- IMLS Rediscovering the Public Good (pending)
- IMLS Olympic Peninsula Community Museum (awarded)
- NEH Brumfield Architecture Collection (pending)
- State Library/Preservation Initiative Collaboration with Burke Museum (funded)
- National Library of Medicine for the Regional Medical Library 5-year renewal (pending)
- Anonymous Foundation Biomarkers in Alzheimer Disease knowledgebase using the Telemakus system (awarded)
- National Network of Libraries of Medicine to study health literacy in recovering alcoholics and addicts (awarded)

We also worked in partnership on many grants for NEH, NSF, and IMLS.

- NEH Northwest Digital Archives/Encoded Archival Description (EAD) project, submitted by Oregon State University on behalf of the Northwest Digital Archives Consortium (awarded)
- NSF Digital Archiving of Astronomical Data, submitted by Johns Hopkins University (pending)
- IMLS Western Region Digital Newspapers, submitted by the University of Utah (pending)
- Subcontract from Montana State University to serve as key component of the WWAMI Lariat project
- IMLS Western Waters Digital Library, submitted by GWLA

Boy, did we line up the Student Technology Fee Grants:

- UWB Computer replacement in the Information Commons. \$13,860.
- UWT GIS lab and new laptops (pending) \$24,000
- UWS HSL public PCs \$88,464
- UWS HSL Learning Commons hardware and software \$141,489

- UWS Access+ expansion (with EPLT) \$121,000

And there is more.....

- UWB Services and Activities Fee Committee provided \$7,500 to continue to provide circulation, maintenance and technical support services for UWB Student Technology Fee purchased laptops.
- UWB Student Activities Fee funded equipping of Student Presentation practice spaces.
- UWB and CCC Student Activities Fee funded PowerPoint Workshops.
- Office of the Provost for \$124,000 for III/UWNetID integration project.
- Office of the Provost Digital Image Bank
- Dell Computers \$13,824 for 10 blade servers to support HSL systems.
- UWB Worthington Grant in support of the Faculty Institute in Online Teaching and Learning. This institute was a 10 week course offered to 12 faculty.

Collaboration is a way of life for the Libraries, and we lead and participated in numerous consortiums—*where lines converge*

We contributed to the Orbis Cascade Alliance through work related to collection development, borrowing, electronic resources, the Data for Local Communities Project, and a myriad of interest groups. This collaboration continues to bring great benefits to our users. Use of Summit continued to grow. Is there no end?

We collaborated with the Cooperative Library Project and the Washington Statewide Database Licensing Project to leverage our purchasing power for electronic resources.

Through the RML, we convened a series of community roundtable discussions with nonprofit social service agencies to help strengthen online health information awareness and to begin to identify and understand the challenges we face in working with community social service agencies.

We worked with our colleagues in the Greater Western Library Alliance to launch collaborative digital reference, a bioengineering portal, and the Western Waters Digital Library.

We hosted a two-day meeting relating to a potential regional film archive with experts from across the country.

We showed off the glorious August Northwest weather and the even more glorious UW when we hosted twenty emerging library leaders for a highly successful ARL Research Libraries Leadership Fellows site visit and symposium. Now they all want jobs here!

*We redrew the lines* both inside and outside the Libraries.

UWB and UWT are truly redrawing the lines, as they move to 4 year baccalaureate institutions. UWB and UWT will begin offering a lower division curriculum in Fall 2006. Staff have been involved in planning for this new phase of evolution of these two campuses.

A major redrawing effort in Serials, called "Defining the Future," involved nearly every Serials division member and individuals from other units. Task forces looked at workflows, organization, communication, training, space, and use of remote shelving. Based on task force recommendations, Serials was redrawn on July 1.

A taskforce reviewed our lines to the Rome Center Library and its recommendations will be implemented this year.

Another taskforce reviewed the *broken lines* of photocopy services; I know we are already seeing the beneficial results of their work.

Another chance to exercise your brain with a book predicated on our manuscript collections.

*The funeral mourners went down from the grand Episcopalian cathedral in Seattle to the northeast side of Capitol Hill where the wake was arranged in a large mansion smelling of May blossoms. They came to this second celebration to tell "Maggie" stories.*

*Warren G. Magnuson and the Shaping of Twentieth-Century America* by Shelby Scates

As leaders, you *walked the line*. Your leadership in local, state, national, and international associations was even more impressive than last year. You led committees, associations, divisions, initiatives around the globe. Here is a smattering of the organizations that benefit from your leadership.

Atmospheric Science Libraries  
 Association of Research Libraries  
 Balboa Art Conservation Center  
 International Federation of Library Associations  
 American Library Association  
 Reference and Adult Services Association  
 Society for American Music  
 International Association of Music Libraries  
 Coalition of Networked Information  
 Reinvention Center  
 Seattle Print Arts Board  
 Association of Moving Image Photographers  
 Society of American Archivists  
 PNW Historians Guild  
 American Institute for the Conservation of Art and Historic Artifacts  
 Guild of Book Workers  
 Association of College and Research Libraries  
 Reference and User Services Association  
 Chinese American Library Association  
 Council of East Asia Libraries  
 North American Coordinating Council on Japanese Library Resources  
 Medical Library Association  
 National Institute of Health  
 OCLC  
 Godort  
 Middle East Libraries Association  
 American Association of Australian Literary Studies  
 Washington Library Association  
 Book Arts Guild  
 American Society for Information Sciences and Technology  
 PCC

Board of Scientific Counselors, Lister Hill Center  
 IDEa Networks of Biomedical Research Excellence  
 Dublin Core  
 Central Eurasia Studies Society  
 Issaquah Public Library Board of Trustees  
 GeoSciences Information Society  
 Special Libraries Association  
 CONSER  
 SACO  
 Digital Library Federation  
 Greater Western Library Association  
 Engineering Libraries Division of the American Society for Engineering Education  
 American Anthropological Association  
 Association of Library Collection and Technical Services  
 Center for Research Libraries  
 American Association for the Advancement of Slavic Studies  
 Innovative Users Group  
 City Club of Tacoma Board  
 American Association of Colleges of Pharmacy

On many occasions, I have heard university administrators say, if you want a committee to be productive, be sure to get someone from the Libraries on it.

Here's just a smattering of ways you have led and contributed:

Leadership, Community and Values Initiative Task Force  
 Cascadia Community College Multicultural Council  
 University Diversity Council  
 Civic Engagement and Community Partnerships Council  
 Public Humanities: New Locales, New Meanings Group  
 Disability Studies Pedagogy Group  
 OnTechNew Board  
 Faculty Councils (all of them!)  
 President's Staff Forum  
 Associate Deans Network  
 Campus Fall Orientation Committee  
 Faculty Human Rights Curriculum Committee  
 Board of Deans  
 Search Committee for Provost  
 Intellectual Property Management Advisory Committee  
 Extension Editing Program Advisory Board  
 Academic Services Assessment Steering Committee  
 Search Committee for the Vice-chancellor for Academic Affairs at UWB  
 Institutional Effectiveness Committee  
 Academic Technology Advisory Committee  
 School of Medicine Curriculum Oversight Committee  
 Center for Health Sciences Interprofessional Education Steering Committee  
 Campaign Communications Committee  
 Human Resources Advisory Committee  
 Art, Technology, and Global Interaction Committee  
 Procard Users Advisory Group  
 Many departmental faculty appointments  
 Annual Giving Council  
 University Communications Committee  
 Information Technology Advisory Committee  
 Committee on Accessibility

Charting the Future of UWT Steering Committee  
 Chancellor's Task Force on Human Diversity  
 President's Advisory Committee on Women, Women of Color Subcommittee

There were several *first lines* this year—and not from books.

Three “first-ever” script records in Cyrillic, Hebrew, and Greek were input into OCLC using the new Connexion Client. Way to go Diana Brooking, Adam Schiff, Janet Heineck, and Mary Kalnin.

The Moving Image Digital Collections was the first moving images supplied through CONTENTdm, and the first to employ qualified Dublin Core terms.

For the first time in 10 years, backlogs of pamphlet and music binding were eliminated, largely due to the amazing efforts of the Mendery Staff, including the student assistants.

The UW was the first library in the world to move to the 247ref chat software through QuestionPoint.

The UW had its first Dean of University Libraries.

While the Huskies may need to *shore up the line*, we have been doing that all along with our outstanding staff development program. Once again we invested in ourselves.

The Staff Development Advisory Committee spearheaded the 7<sup>th</sup> annual Student Employee Appreciation Week with the theme, “UW Libraries Would Be Lost Without Our Student Employees”. Ten scholarships of \$1,000 each were awarded to exemplary student workers. I just wish we could award more scholarships.

The new staff orientation was enhanced, including a morning session with senior library leaders. We began offering such “linked learning” opportunities, which coupled e-learning with discussion groups. Through the good auspices of the Staff Development and Training Office, we enjoyed:

- Book 101, an informal reading group
- Service awards
- Monthly Awareness Service, with an emphasis on ergonomics (have you gotten up from your computer recently?)
- In-house sessions on such topics as
  - The Librarian Personnel Code
  - De-Cluttering Your Life and Work
  - Ranganathan's Five Laws of Library Science
  - Back Protection Program
  - Avoiding Mismanaged Agreement
  - Great Meetings
  - Blogging
  - Professional writing and research

We enjoyed another year of wonderful InForums, including a bus trip to UW Bothell Library, a presentation by the Director of DO-IT, and a question and answer session between students and staff. Who will ever forget the Maps DVD? There was also a wonderful series of Public Service Forums open to all with topics ranging from wiki's and blogs to new models of reference to exhibit policies. Health Sciences held its annual clean/up and internal maintenance day—lots of hard work and good fun.

Following up on the results of the Diversity and Organizational Culture survey, we launched the communication enhancement initiative. Consultant Renee Hanson spearheaded the initial phase

of the effort, and her report of the consultant with recommendations will be completed shortly—then onto implementation.

The Diversity and Organizational Culture Task Force spent the year crafting an elegant and attainable diversity plan based on a libraries-wide survey, best practices, and strategic goals. The Cabinet has approved the plan, and we'll get rolling this fall with the appointment of a Diversity Officer and a standing diversity committee. My personal thanks to the insightful Task Force.

We worked hard to *shore up the line*, especially in the area of communication, group work, and inclusion.

And, your last chance to win. This a book that speaks to the Northwest experience.

*My eyes were closed tight in the reservation November night and the three in the morning highway was the longest in tribal history. It was my father driving the blue van filled with short Spokane Indians, back from the Kamiah All Indian Six-Foot-And-Under Basketball Tournament.*

*The Business of Fancy Dancing* by Sherman Alexie

Yes, there were many *lines of distinction* this year—awards and milestones. The Distinguished Staff Award is the highest honor the UW bestows on its own. This year we were honored to have six people nominated for the award—a huge honor in and of itself:

- The OUGL 24 hour shift team f Deborah Werth-Kapstafer, Kim Murphy and Steve Weber
- Roy Sahali
- Mary Yutani
- And Michael Biggins

And, Michael was chosen as an awardee. Since the Distinguished Staff Award was established, the Libraries has the largest number of awardees. But who's counting?

And there were *more lines of distinction*. Mary Yutani won the UWB Staff Appreciation Award. Carol Green received the Outstanding Member Award from the Environment and Resource Management Division of the Special Libraries Association. Cynthia Fugate and Neal Rambo were selected as ARL Research Libraries Leadership Fellows. Gordon Aamot was chosen for the UCLA Senior Fellows. Jennifer Ward was selected for the Frye Leadership Institute. Tim Jewell was chosen for the Harvard Leadership Institute. Joyce Agee was nominated for a Development Staff "Star Award" for 2004/05. Cyndi Asmus was nominated for the Marilyn Batt Dunn Development Award for 2004/05.

Steve Hiller was appointed an ARL Visiting Program Officer to work on assessment. Glenda Pearson was one of 25 academics, NGO activists, and filmmakers selected for a summer seminar at the European Inter-University Centre for Human Rights and Democratization in Venice, Italy. Nancy Huling was one of 20 individuals from North America to participate in a symposium focusing on legal issues in digital reference sponsored by ALA. Laura Tuck was selected for the Southeast Asia Summer Studies Institute at the University of Wisconsin and the Advanced Summer Thai program in Chiang Mai, Thailand. Recognition of the excellence of our health sciences programs was underscored by our selection in 2004 and in 2005 to serve as the host site for NLM Fellows. Andrea Ryce completed her one-year fellowship, and subsequently was appointed to the position of Resource Sharing/Network Coordinator in RML. This year we welcome Sandy Tao as the 2005 Fellow.

We celebrated many well-deserved promotions this year.

Senior Assistant Librarian

Anne-Marie Davis  
Emily Keller  
Jennifer Sundheim

Associate Librarian

Jessica Albano  
Doreen Harwood  
Venta Silins  
Nanette Welton  
Hyokyoung Yi  
Keiko Yokota-Carter

Librarian, the highest rank a librarian can attain

Diane Grover  
Martha Tucker

Library Technician III

Christine Bordas  
Ryan McCrory  
Jennifer Rossie  
Kate Scully

Library Technician Lead

Teresita Guerrero  
Jacqueline Ray

Library Specialist I-Supervisory

Mary Yutani

Library Supervisor II

Chery Kinnick

Media Technician Lead

Mikal Herman

Program Coordinator

Michael Frushour

Office Assistant III

Clay Horton

Administrative Assistant A

Sally Burgdorff

Senior Computer Specialist

Timothy Bostelle

Computer Support Analyst II

Jason Howard

Fiscal Specialist I  
Thelma Joaquin

Please join me in congratulating everyone who earned a promotion this year!

We honored over two centuries of service to the Libraries with the following retirements this year:

Teresita Bacarro  
Hilary Carkeek  
Shao-Yu Chen  
Chick Edwards  
Diana Johnson  
Shawpei Loh  
Faye Martin  
Hank Stowell  
Karyl Winn

We know they are all enjoying retirement, but we sure miss them.

Our strategic planning team started making a *bee line* for Vision 2010—our upcoming strategic plan. The SPT crafted a “Framework for Strategic Planning” to guide our next Strategic Plan. It differs from the previous plan in the inclusion of outside stakeholders (library users and advocates) in the plan, the periodic assessment of the plan, and the leverage resources to implement the priorities in the plan. The SPT held a series of 12 focus groups with graduate and undergraduate students, users and non-users of libraries, faculty members, student staff employees, and community advocates. SPT guided a broad ranging environmental scan which includes information related to the UW as well as national and global trends and forces. From October 15-November 15, the SPT will hold a series of town hall meetings to share the results of the environmental scanning, and to solicit ideas from all staff on the priorities for our new strategic plan. It is critical that you all get involved because it is our shared future. We need your best thinking and energy. Watch for more details in Weekly Online News. I'll see you at the Town Halls.

Whew! And that's just the tip of your accomplishments. With all the work, with all the change, and all the opportunity, there is continuity—a *continuous line* of connecting people with knowledge. I'd like to end today with a story about that *continuous line*.

This story began half a world away and eventually led to the Libraries.<sup>1</sup>

Let me take you to Africa. Congo. 1996.

Eric Mvukiyeh (mo voo key ye he), a wide-eyed teenager from the town of Goma, travels to the capital city to attend the University of Kinshasha. From the back porch of his childhood home, he had seen refugees fleeing the Rwandan civil war and genocide. He saw how his father helped organize relief efforts. Political activism was already in his heart. In his dorm in Kinshasha, when fellow students blew their whistles that morning in 1996, he scrambled outside, eager to take to the streets and protest the ruthless dictator Mobutu. The energy of the demonstration quickly dissolved into a frenzy of scattering protesters and gunfire. The military was cracking down. In the mad scramble, both of his lower legs were crushed. Friends rushed him to the university hospital where he underwent five months of rehabilitation, nearly dying for the want of a tetanus

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<sup>1</sup> This story is paraphrased, with thanks, from Jack Ellison's "Violence Delays his Studies, not his Education," in the *Seattle Post Intelligencer* (June 11, 2005)

shot. Still hobbled, he returned to his dorm to resume his studies in political science. One day as the sun was just coming up, Eric and his roommates suddenly found themselves overpowered by angry militiamen. Eric was forced to watch as his friends were beaten and tortured. The soldiers spared him because they knew his legs had been broken. They told him they'd break them again if he tried to resist. The following May, Mobutu was forced into exile. Eric returned to college, but not for long. Civil war broke out again, this time involving different factions. Rebels were being hunted down. Eric and the other students went into hiding, fearing that they would be lumped in with the agitators.

He made his way to a refugee camp in Cameroon. In 2000, the Refugee Assistance Program helped him get to New York, and then onto Seattle. He was on his own in a very strange new world, facing a wide-open future, but unable to speak English. However, he was finally in a place where he wouldn't live in fear. His first priorities were earning money and learning his fifth language. He sold cut flowers and took classes at Seattle Central Community College. When he transferred to the UW in 2003, he buried himself in books—trying to understand international conflict. He practically lived in the basement of the Suzzallo Library. His favorite place to study was at one of the four computers circling a pillar among the stacks of government documents. Eric worked hard, read deeply, and gained insights which culminated in his brilliant undergraduate thesis.

His professors rave about his ground-breaking work, which debunks the accepted theory that the Congo civil unrest was caused by armed Hutu refugees fleeing the Rwandan civil war. His theory suggests that the war was caused by a combination of the weak Mobutu government and Rwanda's own designs on Congo's mineral wealth. The refugees were simply political cover for Rwandan raids. At one point in his work, he had 160 books checked out of the library. His outstanding work was recognized with the prestigious Library Research Award funded by the Allen Library Endowment. Eric came to the United States five years ago as a political refugee who couldn't speak English. In June, he graduated from the UW with honors. In the future, he might become a diplomat or a college professor. But for now, he begins his doctorate at Columbia University where he will focus on the roots of war and genocide. One day a copy of his dissertation will sit on the shelves of the Suzzallo Library (and be in our digital repository) waiting for another student in search of knowledge and understanding. Eric summed up his time at the University saying:

I will miss this place. I am a completely different person than I was when I came here.

Each of you played a part in Eric's story--whether through building and making our collections accessible, making our facilities welcoming, teaching him how to find information, answering questions, or keeping computers running. I am proud of the roles that each of you play in lives of our students, faculty, staff, and community—past, present and future. I hope you are, too.

Indeed, the line of distinction is each and every one of you.