Good morning. And so we meet again for our annual look at where we’ve been and where we’re going together. I thank you sincerely for joining me to celebrate my fourth anniversary here at UIUC and, more importantly, for your help and support throughout the year.

I continue to think it’s important for us to take the time to step away from the stresses of our daily work – of which there are many - if only for a few hours, to take a look at what’s happened in the last year and to focus on what’s ahead.

The world continues to produce tragedies and deaths - rebellion in Liberia, our involvement in Iraq, and terrorism wrought by individuals, small groups and countries. Here at home we suffered together the tragedy of the deaths of three of our cherished colleagues: Bob Chapel, Elsa Miller, and Leslie Troutman. Please join me in taking a moment to remember them silently.

If the Library can raise sufficient funds, which I’m sure we can, we’ll be planting new trees on the north side of the Main Library Building in memory of these and other people who have died while working for the Library. If you want to help us with a modest gift, I’ve got some forms here.

Last year I said, foolishly as it turned out, that it was probably safe to promise that there would be visible evidence of our Oak Street facility by now. Well, it wasn’t. And, I’ve learned my lesson. No more promises, especially for things over which I have no personal control.

Oak Street aside, and despite the considerable stresses and challenges of operating with fewer resources, we accomplished an extraordinary amount this year. Let’s take a few minutes to look back at what happened.

The year was marked by uncertainty and stress. We coped with declining budgets by reducing our operating costs, by not filling vacancies, by reassigning some staff, by canceling serials, by buying fewer monographs,
and by tightening our belts everywhere we could. We closed one library and
developed alternatives to address our microfilming needs in light of the
closure of the Noyes Laboratory facility. Throughout it all, however, we
remained focused on high quality services, collections, and facilities for all
our users; we continued to exert leadership in the state, the region, the
country, and the world; and we tried to make our work environment one of
quality and caring. Our decisions were influenced by the work the Divisions
produced last fall, in which they prepared scenarios for budget increases
and decreases, and by the suggestions many of you sent me. We'll continue
to rely on the Divisions and on each one of you for this very important input
and the Budget Group will continue to include the chair of the Strategic
Planning Committee and the vice-chair of the Executive Committee to ensure
that budget proposals and decisions are not purely administrative.

Although we closed the Illini Union Browsing Room, we preserved our
department library structure. I think it’s important to acknowledge that
although there are additional costs associated with running so many
department libraries, the benefits of specialized services and collections
designed to be used by the faculty and students who work in those
specialties or who wander into those fields through a variety of portals, far
outweigh their costs. At a time when our peer libraries are searching for
ways to diffuse their library services throughout their universities, we're
already there-- often literally -- and have been for decades. Although the
costs may be high, and the challenges of serving the needs of faculty and
students who work in interdisciplinary areas are significant, we should
celebrate our current structure and our ability to keep it intact.

I know it seems ironic to talk about celebration in this challenging year that
follows a challenging year, but I think we have much to celebrate:

- Although we've lost about two dozen positions, no permanent staff
  were laid off; and
- We welcomed several new people (please stand if you've joined the
  Library in the last year).
- Although it was challenging for so many of you, you made the Voyager
  implementation go far more smoothly than anyone could have
  expected, especially our users.
• A drum roll for this next item please: We replaced more than 1.1 million Marcettes in the online catalog with full records, thanks to the grant we received from the Mellon Foundation. We’re still working out some kinks, but those records will make a significant difference in how users find what they’re seeking.

• We acquired the software for the Oak Street facility’s collection and we began processing materials on a regular basis while selection activities continued.

• We celebrated the Newspaper Library’s beautiful new space with an event that attracted more than 100 people.

• We also celebrated IBM’s gift of two high resolution monitors and their application to the German Emblem Book Digitization project.

• We met an important goal of our strategic plan when we welcomed our first-ever Coordinator for Information Literacy Services and Instruction and kicked our program up several notches (as Emeril would say).

• We continued to meet another important goal by expanding our new preservation program to include a program for brittle books and by completing a project to re-box all of the microfilm in the Rare Book and Special Collections Library.

• Our services to students also expanded with the continued expansion of our popular e-reserve program.

• The Library was very fortunate to have had Geoff Bant assigned to work with us for a full year (that’s not quite over). Geoff began an active program of gathering information on collection, preservation, and digitization projects within the Library that will serve as the foundation for future work. He also identified possible funding sources, which hopefully will make this work possible.

• The quiet but effective work of a small group of faculty made it possible for the Library to bid for new serials and monograph vendors at more favorable terms.

• Thanks to the foundation established by Paula Watson, we’ve begun to integrate e-resources into routine workflows and we’ve developed an e-resource management team.

• I know that in the past it sometimes seemed as if committee reports existed to sit on shelves. But the Access Task Force’s report certainly hasn’t; it’s had significant influence as an impetus for the Library to improve access to its holdings in all formats. Its
recommended plans to implement a serials management system and to develop a link resolver locally are well underway.

- Cataloging also improved access through several projects: we became a NACO participant, completed cataloging of all 2002 UIUC theses before the end of AY03; completed an OCLC TechPro project that eliminated all EBO backlogs; eliminated the LABO backlog; finished our probationary period of CONSER’s publication pattern project; and converted more than 2000 URLs in the OPAC to point directly into the E-Registry.

- We also submitted more than 75,000 serial holdings records for a core group of our serial titles so all OCLC WorldCat users will see details of what we own.

- And, we worked out a process with ILCSO to add bulk loads of cataloging records for large sets.

- Our OAI developments continued apace, with new grants from IMLS and NDSL and a new program for and with CIC members.

- During the year we forged closer working relationships with the libraries at UI Chicago and UI Springfield, focusing on ways in which to leverage our collection funds. Our new contract with Elsevier, which treats the three campuses as one university, will likely be an important model with other vendors. Under this newly negotiated agreement the three University Libraries can hold one print copy among us with universal electronic access. I'm not entirely sure that this new approach to print ownership is something to celebrate, for it marks a significant change for us, but it signifies the realities of scholarly publishing, the inability of our collection budgets to keep pace with rising prices, and the avidity with which many of our users embrace electronic resources, and it still ensures reasonably fast access to the print archives. We plan to explore this model with other publishers.

- This year we three UI libraries also responded to a request from University Administration (UA) to report on how we've saved money and to recommend additional potential savings. As to the latter, we've recommended a number of changes in the ways the University operates its purchasing and licensing procedures as well as in the distribution of more indirect cost recovery funds to support its Libraries. I think you'll be interested in the savings we documented for FY03:
We avoided $371,174 in costs for resources that are paid for by IDAL (Illinois Digital Academic Library) and the Illinois State Library.

We saved $229,361 in costs for resources we acquired through consortial licenses overseen by the CIC, ILCSO, ICCMP, and the Illinois State Library.

That's a total of $600,535.

And ILCSO estimated that for the period FY03-06 we will save $1,261,340 over what we would have paid if we purchased Voyager as a stand-alone system. That figure doesn't include the costs of personnel or the cost of interlibrary loan for materials our patrons get through ILLINET (which is actually very inexpensive on a per-item basis); it also doesn't include the service improvements we might have made if we ran a system ourselves.

- Library Administration has tried hard to listen to your suggestions to improve communications. We hope you agree that we can celebrate Sine Nomine, which keeps us up to date on things happening in Services; SpotLITE, which keeps us up to date on things happening in Library Information Technology; the Preservation and Conservation Services Newsletter, Mortenson Center updates, and the newly reformatted LON, whose new sections and links have kept us from distributing many messages through LibNews and LibFac.

- We finalized our International Strategy and positioned the Mortenson Center to work more closely and more centrally with the rest of the Library. A new system of “Mortenson Friends” pairs Library faculty and others with visiting Mortenson Associates. The Center extended its partnership program to the Chicago Public Library and strengthened its partnership with the Illinois State Library; it also welcomed its first intern, who was supported by funding from CLIR.

- We celebrated several awards this year, including the Uni High Web Page, which was the winner in the small high school category of the netConnect/Web Feet Best of the Web award sponsored by LJ and SLJ and our FY01 Annual Report, which won the LAMA “best of show” award.

- We also received several grants this year, including those from NEH/USAIN for preservation of agricultural literature, IBM, IMLS, LSTA, NDSL, Mellon, the American Council for International
Education, the World Bank, and the Carnegie Corporation. And, we also won a $20,000 grant from the campus (part of which is financed by Bank One) to support our participation in this year's campus commemoration of the Brown v. Board of Education decision's jubilee year.

- Our work with other organizations both brings value to the Library and demonstrates our leadership. Last year, we hosted the US Agriculture Information Network (USAIRN) conference here in April; enhanced the Illinois AgNIC (Agriculture Network Information Center) sites on corn, soybeans, and agricultural communications; are represented on the National Digital Science Library's policy board, important IMLS committees, many ARL committees, a Digital Library Federation committee that's planning a project to create a distributed online digital library, and many more. Thanks to the leadership of several Library faculty, ARL's German Resources Project has become a model for the Global Resources Program. Through CAL, the Council of Academic Libraries - our federation of academic library consortia in Illinois - we're making progress in coordinating offers of e-resources so that only one consortium will offer a title; we're also making progress in developing a multi-type preservation plan for the libraries, museums, and historical societies in the state. And, we continued to be involved with all those acronymically-named organizations: ILCSO, ICCMP, CIC, and more.

Although it's always tempting to start with huzzahs about money, you'll note that I chose instead to focus on what we did with the money we had, because it's what money allows us to do that's important. That said, I want to talk with you bluntly about some money issues. I think it's important to acknowledge that the University protected the Library's budget both last year and this. Protection, though, doesn't mean exemption from reductions, but rather cuts that are not as deep as others on campus. As long as the State's economy is less than robust, and as long as higher education remains a lesser priority for Illinois and nearly all other states, there will be no significant increases - and more likely decreases - to the University's budget. Coupled with the enhanced perspective of keeping tuition low and the new 'guaranteed' tuition bill, which likely won't be front-loaded sufficiently to cover the full increase in costs of a UIUC undergraduate
education, we can't expect that the University will have funds to enhance the Library's budget for quite some time.

This means that our development efforts will become more and more important. As the State and University are less able to provide the resources we require, we must rely increasingly on monies and gifts-in-kind from individuals, foundations, and corporations. For example, we would not have been able to undertake our retrospective conversion activities without the generous $1 million grant from the Mellon Foundation. But, development activities don't just happen. It takes a lot of hard work to run an effective development program.

We did a number of things this year to improve our already-impressive fund-raising activities and to prepare for the campus campaign for the Library. Conventional wisdom dictates that one should have about 1/3 of a campaign's goal in hand when a campaign goes public. We hope to have about $10 million - 1/3 of our goal - in hand when we launch the campaign this fall. We've raised more than $620,000 in matching funds for the Mellon preservation grant. And, for the first time, we participated in Chicago's Printer's Row Book Fair, which was a rousing success. We'll be back there again next year.

The Library Friends Board was recast to be a proactive working body; it has made great strides under the leadership of its current chair, Guy Fraker, an attorney from Bloomington, and with its many new members from across the country. Two campaign steering committees - an internal committee comprised of campus development officers and an external committee comprised of major donors and University and UI Foundation officials - have been formed; they're hard at work planning ways to assist us in meeting - and exceeding - our $30 million campaign goal. As you know, the campaign's priorities are for books and preservation, for endowed positions, and for renovations and new facilities. The UI Foundation, and especially its regional gift officers, continues to be helpful in identifying potential donors for the Library. Many deans and collegiate development officers - all of whom were required to provide an estimate of the amount they intend to raise for the Library this year - are also being helpful. More development activity means that Lyn and Roxanne and I will be away from the Library even more to call on potential donors and to spread the word about the opportunity to invest in this Library. To make some time available I have not put my name forward.
to chair the ILCSO Board again this year, although I will remain on the Board and committed to ILCSO’s future, and my ARL board term ends next month. This campaign is really important. Without more funds, the future of this venerable Library is in danger, and I’ll be doing everything in my power to ensure that its future is secured.

Wow, what a busy and productive year we’ve had! We have so much to celebrate despite the stresses of the challenges we faced. I’m so proud of all of you for what we’ve accomplished. (Let’s give each other a round of applause.) Although I’ve been saying we can’t do more with less, I think one of our colleagues said it better: we’re doing things differently with less, not less with less.

And so, we start the new year with fewer resources than we started last year but with ambitious but prudent and selective plans and new activities designed to continue to strengthen our services and collections for users. Regrettably, not all of our changes will do that. You already know that one of the most visible changes in our services is the change in hours; many units have reduced their schedules to cope with decreased student wages. Some libraries have been able to retain their full schedules and the Undergraduate Library, with special funding from the Provost, will extend its late night hours to mirror those of Grainger’s.

There will also be changes in access to scholarly resources; our flat collections budget simply can’t keep up with the rising prices of scholarly materials, especially in the sciences, or with the weakening U.S. dollar, which makes materials published outside of the country more expensive. To date, we’ve cancelled about $800,000 of serials - some of them associated with the new Elsevier contract - and I expect we’ll continue to trim our holdings. As all of you, I wish this weren’t so.

Even more critical than the loss in our collection buying power are the fewer employees we have available at all levels. I know that this loss places many more stresses and strains on all of you. Again, I remind you that we can’t do more with less, but we can certainly do things differently, and I know we’re all thinking critically about how we can do what we do most effectively.

So, let’s take a look at what else we know is ahead this year:
Work is scheduled to begin on the Oak Street facility on September 15, and if all goes well we should actually see a structure rise on the site this year; it’s scheduled to take about a year to complete. So, with good weather and good luck we should be talking about moving into the facility when we gather for next year’s state of the Library talk. But, I make no promises.

October 10, 2003 is a very important date in our Library’s long history, for it is then that the campus will announce the capital campaign for the Library and we’ll celebrate our 10 millionth and 10,000,001st volumes. The 10 millionth volume will be purchased with a gift from Alan and Phyllis Hallene, long-time supporters of the University. But the significance of the volume extends well beyond the volume itself. Only two other academic libraries in the world, both of them in private institutions, have reached this milestone. Our collection is rich and deep and extraordinary, and it’s important that we and the campus take the time to celebrate its significance to this University.

The 10,000,001st volume is equally significant. It marks the first volume in our next million, and in our next ten million, volumes. Appropriately, it’s a one-of-a-kind, a volume written and created by Library faculty, staff, and friends. Its physical format is a wonderful work of original art, and its electronic format is symbolic of the transition in which we find ourselves.

I also want to emphasize again the importance of the upcoming campus campaign for the Library, which will also be announced on October 10. If we don’t meet our goal, if we don’t receive gifts and deferred commitments, this Library will not thrive in the twenty-first century. So, even if we can’t yet use the gifts that are pledged to us, they will represent a continuation of our predecessors’ good stewardship that has made this Library the remarkable library it is today, and they will ensure that the Library flourishes in the future.

Although I’ve noted the confluence of tens, the date really is coincidental. It’s the date of the University of Illinois Foundation’s annual meeting for significant donors here in Urbana. The morning business meeting will feature a video about the University’s three campus libraries and I’ll have the privilege of speaking to the group at lunch. These events will be preceded by the dedication of NASA scientist and alumnus John C. Houbolt’s
papers in the Grainger Engineering Library. Dr. Houbolt is best known for developing and promoting the lunar-orbit rendezvous concept that facilitated Apollo II, the nation's first lunar landing mission. His papers, manuscripts, models, designs, and books will be part of the University Archives' collection. Their organization and processing was made possible by a grant from NASA's Langley Research Center.

As I noted earlier, a grant from the Mellon foundation made it possible for us to convert so many Marcette records! What an improvement for our users - and for us. But, the project isn't yet over. Some records for which there were no matches are being sent out to be converted; the rest, along with records that had ambiguous matches (that is, more than one record seemed to match them) will have to be converted locally as time allows. Conversion of the book catalogs that contain records from the Rare Book and Special Collections Library is also underway and expected to be completed soon. Personally, I just can't wait until all of our catalog records are available fully in the online catalog and space on the second and third floors is freed by the relocation of all those card catalog cases. But, that won't happen this year.

Providing better access to our electronic resources remains a high priority. I expect that TD Net, an electronic serials management system, will be implemented soon and that the staff who are working on a local link resolver will complete their work this year. At the same time, a group in ILCSO (which includes good UIUC representation) is working hard to identify which digital library management products can be made available through the consortium. It can't happen fast enough for us!

Even though there was a hiatus in the reconfiguration funds available to us from campus, we'll be doing some important renovations this year. We're taking advantage of a Noyes Lab renovation project that requires the Library to be relocated in the building to rethink how we offer services in the Chemistry Library. When it's finished (which won't be this year), the Library will be on one floor, and it will be configured quite differently than the current space to reflect the need for a different mix of services. A large portion of the print collection will be stored in the Oak Street facility and there will be sufficient space for students to study in groups and receive library instruction. The Asian Library is being refurbished and the
Women and Gender Resources Library has been relocated temporarily in the space the Newspaper Library vacated while its space is expanded and renovated. The Undergraduate Library has opened the academic year by changing its entry floor arrangement to make it easier for users and more efficient for Library staff. And the Music Library closed one of its entrances and did some major rearranging. And watch for changes in the Main Library’s Marshall Gallery - especially the removal of the Mueller case that now sits in the center of the space. We’ll continue to take advantage of opportunities to renovate library spaces as we can. It can’t happen fast enough for me - or, more importantly, for our users.

It’s also important that we continue to reconceptualize the Main Library Stacks to make them - to use a hackneyed phrase - more user friendly. The Administrative Council will soon be considering the working group’s report and recommendations, all of which will be discussed in your Division’s meetings. We’ll continue to rethink just how we use our spaces throughout the library and to identify opportunities for new buildings, and Lyn Jones and I will be working with others on campus to try to raise funds with which to do it.

This Library is deservedly well-known for its activities related to digital library developments. IT’s plans for change will continue to be implemented steadily. We’ll be overseeing the new CIC OAI project and continuing to work with faculty on campus and with colleagues around the world to apply our expertise to their work and to continue to build on our strengths. New opportunities from the Library of Congress’ digital preservation program, from NSF, and other funding agencies could provide additional impetus for our work. As we clarify the structure of our internal digital library activities, new opportunities to work with campus faculty will undoubtedly be so numerous that we won’t be able to participate in all of them.

Those collaborative opportunities abound; there are way too many for us to pursue, and we’ll have to be deliberative and strategic in our choices. This is a propitious time to develop the Library’s research agenda to help us determine our priorities for such new initiatives. The University’s focus on cross-campus initiatives and burgeoning new interdisciplinary programs and projects will increase in importance to us. We’ll have to monitor them carefully and think and rethink how to support them and how to participate
in the ones that will help us meet our goals. Under its new dean, GSLIS will continue to build its strength and reputation and will look to us for even more collaborative activity. We have perhaps the strongest relationship between any library school and library, but that’s no reason for us not to continue to strengthen it. In fact, we have every reason to do so.

In keeping with our international strategies plan, we’ll continue to have many activities with an international focus underway this year. Jesus Lau will be here on September 22-23 to give the annual Mortenson Lecture and to work with librarians who work with user education. The Mortenson Center will continue to integrate its activities into the Library, with Mortenson Associates coming from more countries and with opportunities for you to be more involved with them. We continue to participate in ARL’s Global Resources Program, which will be transformed this year into the Global Resources Network, with the Center for Research Libraries supporting its operational activities. We also plan to strengthen our collaboration with the University of Toronto and are busy planning joint activities for the spring.

Newly funded international centers on campus present us with unprecedented opportunities to strengthen collaborations with other campus faculty and programs and to strengthen our commitment to the goals of our international strategic plan. The new Global Resources Center is especially promising; it’s so interdisciplinary as to provide many good chances for collaboration – and there’s money for a librarian to be at the table.

Other campus initiatives will also bring good prospects for more involvement for the Library. We received the largest grant awarded for our Brown v. Board of Education activities and I know that many of you are involved in many programs in the departments and/or colleges you serve. A new feature of our faculty meetings will give Divisions the opportunity to share information about what’s going on around campus so we can avoid duplicative efforts and take the fullest advantage of these activities as possible.

There will also be many important information technology developments on campus this year. The implementation of a campus-wide learning management system gives us the chance to develop new ways of providing access to our instruction and electronic reserves services. Similarly, the prospect of implementation of a campus portal provides us the opportunity
to offer a variety of services from easy access to "My Account" information from the online catalog to...well let your imaginations soar. We will continue to talk about institutional and disciplinary repositories with campus faculty as we work with CITES to determine what's needed and how we might provide it. Introduction of acceptance of electronic theses and dissertations by the Graduate School will also continue to involve the Library. Implementation of more of UI Integrate's modules - including payroll - will continue to take the time of staff in HR, the Business Office, and Library Administration.

Repositories of digital materials are on many people's minds these days. Equally important to us, though, is the growing development of a national network of print repositories. Our huge print collection will make us an important component of that network, but we must be involved with its planning and development if it's to become the resource we envision.

You've heard me talk about the Public Goods Group. This collective of campus cultural organizations has now evolved into the Chancellor's Cultural Engagement Council. As we work together to make sure first that the campus, and then the local public, is aware of the extraordinary cultural assets available here; the group is also working with a fairly new national group called "Imagining America" to host its annual conference here on campus in early November. More relevantly, the CEC is planning a short on-campus event that will feature innovative uses faculty make of our campus's cultural resources in their teaching.

The crisis in scholarly communications continues, and it continues to impact our ability to provide access to the content our faculty and students want today and years from now. The Public Library of Science's efforts to promote open access, particularly to the results of federally-funded research, is a pivotal factor in overcoming some of the worst features of the current system of scholarly communication. It's critically important that we step up our efforts to engage the campus community in understanding the nature of the crisis and its roles in helping alleviate it. Paula Watson will be leading our effort, which will follow from the Conference on the Library of the Future that will be held at the end of October. More about that in a moment.
It also continues to be very important for the Library to be involved in state, regional, national, and international organizations. Most of you are familiar with the work of ILCSO, ICCMP, the CIC, OCLC, the Center for Research Libraries, the Coalition for Networked Information, and ARL, among others. I want to focus for a few moments on three other undertakings that hold particular promise for our future. First, the public libraries in Champaign and Urbana, the Library at Parkland, Lincoln Trails Library System and we are planning a book-related community event, probably for Spring 2004. Second, CAL - the Council of Academic Libraries - which was founded a little more than a year ago to bring some order among the state's various academic library consortia and to eliminate overlapping activities and to fill gaps. To that end, the people who manage the negotiations for the products each consortia offers meet monthly to make sure there is no overlap in offerings, and of course to ensure that what's offered is at the most favorable terms. And another group is working hard to develop a multi-type preservation program for the state, and a nascent group is investigating developing a last-copy book repository in the state. Third is the now-badly named DODL - the Digital Library Federation's Distributed Online Digital Library. The DODL will depart from the status quo sharing of access to digital objects to allow a common interface for distributed collections, rather than the widely divergent looks of today's linked collections, and it will allow both librarians and end users to download digital master files as malleable objects for local recombinations. First there was recombinant DNA, now recombinant digital objects. This means they could be enriched with content, specially crafted for particular audiences, and unified in appearance and function. So, a user could download, combine, search, annotate, and wrap the results in a seamless digital library mix for others to experience.

All of these activities would seem to fill our horizons. However, horizons keep expanding, and we have to plan how to keep our sights high enough to make a difference while at the same time keeping them reasonable enough to be attainable. We have two important planning activities coming up this year to help us do that. We’re currently in the last year of our five-year strategic plan, and it’s time to develop the next one. Under Diane Schmidt’s leadership, the strategic planning committee will be undertaking this effort, which will involve input from all of you. Simultaneously, a committee of senior campus faculty is charged to develop long-range strategies for the
library (10 years and more in the future). To do this the committee is holding the Conference on the Library of the Future on October 30-31 here on campus. Sponsored by the Provost, the Conference will provide a venue for all of the Library’s various advisory groups, including the Senate Committee on the Library, the University Librarian’s Student Advisory Committee, college and department library advisory committees, and more, to hear on the first day from 10 outstanding speakers and to discuss on the second day the implications of what they heard. It should be a very exciting and useful time for us. I hope you’ll be able to participate, if only for part of the two days.

It may be trite to say this, but it’s true. We continue to experience extraordinary changes. Changes in our finances, staff size, and ambitions. Changes in how we and other research libraries carry out our roles and responsibilities. Changes in our faculty’s and students expectations - and in our own expectations as well. Changes in society that raise expectations of instant responses anywhere, any time. Changes that lead to attacks on our basic freedoms of access to information and to increased stress, more uncertainty, and ambiguity.

These profound changes continue to influence both where we’re going and how we’ll get there. Our fundamental values become increasingly important as we try to create the Library we and this University wants and needs with fewer resources at hand. What I said is critically important for the Library’s continued success bears repeating. That

- everything we do continues to be first class;
- we continue to care passionately about our users and our employees, not just from the top down but throughout all levels;
- we continue to build and preserve strong collections and improve access to materials we do and don’t own;
- we continue to offer a panoply of excellent services that inch out in front of our users’ expectations and demands, and that 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, inquiries, and complaints;
• we remain a diffused organization, actively engaged with the campus and in local, state, regional, national, and international activities and organizations; while

• we embrace the concept that the whole is greater than the sum of its parts and continue to create an environment in which territorialism isn’t apparent and in which time is taken to respect and understand other points of view;

• we are a library that innovates and takes risks, because “visions without actions are just hallucinations,” and that flexibility, agility, and willingness to change remain high on the list of our defining characteristics; and

• that we are a library that leads by example and engagement.

Our collective vision remains a compelling one. But we can’t achieve it if we don’t take the time to appreciate each other. And we can’t achieve it if we don’t take the time to step back and look at the Library from different perspectives. And we can’t achieve it if we don’t each take some time to just plain ‘veg out.’

I have supreme confidence in this Library’s ability to realize its vision because I have supreme confidence in all of you. You are what makes this great library great.

It continues to be an honor and a privilege to work with you. I know we’ll get through these trying times well because we’ll get through them together. I look forward to a challenging and exciting year ahead.

Thank you.