I. Enhancing Access to the World’s Scholarship

The support for the research endeavor at Cornell that the Library provides is one of the pillars of our mission. It spans collections, services and functions. This year’s highlights include:

a. Building Collections

8-Millionth Volume: This year we celebrated the acquisition of our 8-millionth volume. A Civil War-era photograph album compiled by Prince Louis-Philippe d’Orleans, Comte de Paris, the grandson of the last king of France, was added to the Cornell University Library’s collections:
http://www.cornell.edu/video/inside-look-at-rare-civil-war-photo-album

One Time Purchases: Over the past three years the Library added $800,000 per year from its own reserves as one-time funds to the collection development purchases. As a result we have made some major gains in purchasing expensive databases of electronic content in all subject areas that our peer institutions have and we have not been able to previously afford. One major investment with a particular publisher in the humanities – Adam Matthews - enabled us to obtain free alumni access to all of the material we have purchased.

Joint Purchases and Collecting:

2CUL purchases: The 2CUL partnership has resulted in joint purchasing of electronic resources in all subject areas. As part of Cornell University Library’s enduring collaboration with Columbia, the two libraries combined their purchasing power to bring ebooks, protocols and key data to their researchers. Springer, a major academic publisher, provides online resources in the sciences, technology and medicine. The deal will bring the same resources to both universities that they would have purchased separately, but it will save them more than $100,000 over the course of three years. It will cover reference measurements, published best practices and standard procedures used in scientific laboratory and chemical work, among other fields.

The 2CUL Libraries also secured a deal with Oxford University Press to jointly purchase the Oxford Bibliographies Online (OBO), a major humanities resource, for a combined price resulting in access to all the resources at each institution for a savings of 25% off the list price for each institution.

Also in this vein, we just confirmed a joint purchase of the electronically accessible version of Sage Research Methods from Sage Publications Inc., a major publisher of social science research information, in which each university saved $30,000 on the purchase as a result of the 2CUL partnership.

Joint purchasing power is just one benefit of the 2CUL partnership <http://2cul.org>, which began in 2009 and extends to many areas of the libraries, including building a joint technical infrastructure, sharing expert librarians and collection development and supporting humanities doctoral students.
Other Collaborative Collection Building Efforts
Efforts to expand the collaborative research collection include our participation in the new Borrow Direct Engineering Libraries Purchase on Demand Agreement for e-books, the Borrow Direct Music Librarians’ Contemporary Composers Web Archive, which contains the most complete and current information about many active, living composers; the Fine Arts Library work with our Ivy Art and Architecture Group partners to collectively expand access to all our holdings for all our patrons, as well our work on a BD German language materials, highlighted below.

Library members of Borrow Direct (the Ivies plus Chicago, MIT, and Johns Hopkins) are exploring collaborative approaches to building the collective collection and make more efficient use of limited collection funds. Research libraries struggle with maintaining access to important new scholarship in languages other than English; while this material may be essential for specialized research, it can be expensive and usage is typically lower than for English-language publications. Building on a Borrow Direct summit on European-language collections held in Ithaca last spring (with support from the Cornell Institute for European Studies), CUL is spearheading a joint Borrow Direct project to study historical acquisitions and expenditure trends for German-language materials in all academic disciplines. Member libraries anticipate expanding collective access to this material by reducing duplication among the Borrow Direct institutions. If it is successful, the German-language scholarship project is expected to be the first step in a broader strategic collaboration on the acquisition of scholarship in other non-English European languages.

RMC and Kheel Special Collections Purchases:

Afrika Bambaataa Archive: The Cornell Hip Hop Collection received the archive of Rock and Roll Hall of Fame nominee Afrika Bambaataa, one of Hip Hop’s founding DJs and the person responsible for defining Hip Hop culture and spreading it around the globe. The archive includes more than 40,000 vinyl records comprising Bambaataa’s music collection from the 1970s to the present, along with papers, original sound and video recordings, clothing, books, photographs, and more.

Collection of Rare Books on the Jewish Enlightenment: The Division of Rare and Manuscript Collections has acquired a collection comprising some five hundred works on the Haskalah, the Jewish Enlightenment in Europe that commenced in the second half of the eighteenth century. While most of the Haskalah material is in Hebrew, there are also works in German and a compilation of scarce pamphlets in Hungarian. Places of publication range from Amsterdam to Odessa. The acquisition of this collection was made possible through the generosity of Steven Chernys, Cornell class of 1983.

Witchcraft Movie Posters Join the Cornell Witchcraft Collection: The Division of Rare and Manuscript Collections acquired a collection of more than 400 movie posters and related pieces of film memorabilia focused on feature films about witches, witchcraft and sorcery from 1916 to the present. The new collection builds upon the work of Andrew Dickson White, who built a major collection on European witchcraft which he donated to Cornell Library in 1891. The Cornell Witchcraft Collection is the largest of its kind in North America.

Fela Kuti Collection: Fela Kuti (1938-1997) was a Nigerian musician and composer, human rights activist, and pioneer of Afrobeat music. The collection contains nearly 80 sound recordings, rare posters, flyers and other ephemera, books, magazines and newspapers documenting Kuti’s career as a musician and activist.
New Medieval Manuscripts: In the 19th century, Andrew Dickson White purchased several hundred handwritten medieval manuscripts to enrich student learning at Cornell. The Division of Rare and Manuscript Collections builds upon this tradition by adding select items useful as teaching examples. Newly acquired manuscripts this year include a 1499 inventory of an exceptional collection of sacred relics by three lay curators at St. Thiebaud, Thann (Alsace) and illuminated manuscripts documenting the role of women in the Catholic church (13th-15th centuries).

Gail '56 and Stephen Rudin donate spectacular collection on slavery in America: The Rudin Slavery Collection grew this year with another spectacular addition of important documents, letters, images, newspapers, and other artifacts providing insight into slavery in America from the 18th century through the end of the Civil War. The collection now numbers more than 1,000 pieces and is one of the most distinguished of its kind in the country.

Queers for Economic Justice: In January 2014, Kheel Director B. Cheryl Beredo and Human Sexuality Collection Curator Brenda Marston acted quickly and made a trip to visit the office of Queers for Economic Justice to assist (QEJ) with their archives before they closed. Since 2002, QEJ had provided a unique voice focusing on the issues of queer people in poverty. Cornell will preserve a record of their work and accomplishments. For twenty-five years, the Human Sexuality Collection has been at the forefront of documenting LGBT movements. Moving forward, further collaboration is an exciting prospect for researchers, as the HSC and Kheel Center look to serve as the archives for more organizations at the intersection of queer and working class activism.

Arch Brown: Through collaboration with Performing and Media Arts professor Sara Warner, we acquired the papers of Arch Brown, a pioneering gay playwright and also a producer of gay porn. With our strengths in LGBT rights, porn, and theater, this is a perfect addition. The Arch Brown foundation is contributing $5,000 to cover our work processing it. The collection, about 15 cubic feet, includes personal memorabilia documenting Arch's childhood, adolescence, and young adulthood; typewritten/hard-copy scripts of Arch's plays, as well as other manuscripts for works both published and unpublished, including an unpublished play he co-wrote with gay detective fiction author Joseph Hanson, and an unpublished book manuscript from the 1970s or early 80s titled “The Pornographer”; reviews of Arch’s films and plays; materials related to Arch’s pornographic films, including reel-to-reel audio tapes of music composed for some films as well as advertising posters and erotic photographs; and items related to the LGBT theater in Palm Springs, California, that Arch ran during the last decade of his life.

Jobs With Justice: The Kheel Center acquired the records of Jobs With Justice, an organization whose mission is to advance workers’ rights through broad-based organizing. The archives offer a window to the JWJ’s twenty-five year history and include materials documenting campaigns, trainings, and other activities. http://www.jwj.org/about-us/our-history

New Digital Collections:

In collaboration with several Cornell academic units and Library teams, Digital Consulting and Production Services (DCAPS) was pleased to add several new digital collections. For instance, the Mnemosyne Atlas (http://warburg.library.cornell.edu/) explores the complex work of the 20th century scholar, Aby Warburg. Cornell Collection of Antiquities (http://antiquities.library.cornell.edu/) is emerging as a home to a number of collections revolving around the Ancient Mediterranean, including the Cornell Cast Collection, the Cornell Coin Collection, and the soon-to-be-developed Monumentum Ancyranum.
Squeeze Collection, and AD White Gem and Amulet Collection. Efraim Racker, Scientist and Artist (http://efraimracker.library.cornell.edu) web site includes the Racker Lecture Series and accompanying lectures and historical information about Efraim Racker, and access to his extensive artistic outputs.

Other examples of digitized collections include the Vet College Publications deposited into eCommons (http://ecommons.library.cornell.edu/handle/1813/478), the Vet School Senior Seminars, a collection of senior seminar papers, PowerPoints, and videoclips, (http://ecommons.library.cornell.edu/handle/1813/2099); John Reps "Urban Explorer" collection of some 1300 images of various planned cities and towns, available via Shared Shelf (FAL); and the Archive of Field Recording, a pilot project to digitize a collection of field recordings made in Indonesia (primarily Java) in the 1970s and 80s (Music Library).

b. Publishing

Sustainable Publishing through Euclid and arXiv: We continue our successful publishing programs. Project Euclid, the publishing services initiative co-operated by CUL and Duke University Press, is financially stable and this year returned a modest 'profit' to both partners. Project Euclid launched a new website in early January. Planning, design, and development of the site took place over 18 months, and included discussions with numerous researchers, publishers, and librarians. The new site maintains what people liked about the previous site, its performance and clean appearance, while incorporating many new tools and features. arXiv's membership model is working well with 173 member organizations representing 22 countries. The sustainability model is providing a sample strategy for creating business and governance model for open access publishing.

Signale: Modern German Letters, Cultures, and Thought: Two new Signale books appeared in the 2014 fiscal year, bringing the total list to date to twelve titles. The series is jointly published by CUL and Cornell University Press in electronic and print formats, in partnership with Cornell’s College of Arts and Sciences. At the start of 2014, the Signale partners agreed to make older books in the series fully and freely accessible online; the first open-access book, a title from 2010, will be available in the fall. Aforementioned Mnemosyne Atlas is a component of the series and provides an interactive web resource that allows users to explore the work of German Jewish art historian Aby M. Warburg (1866-1929). The Signale team is exploring a collaboration with the German Literature Archive in Marbach am Neckar, Germany (http://www.dla-marbach.de/), to publish English translations of important German-language scholarship in literary and cultural studies and in social theory in the Signale series.

c. Enhancing Access

New Discovery System: On July 1, 2014, our new discovery system Blacklight went into production. It is a major improvement over our current discovery systems and has benefited tremendously from the new model of sustained collaboration between IT and usability experts, web designers, and public services staff. During the last year, the Discovery and Access project continued to develop and successfully reached several milestones. In the summer of 2013, a new library catalog was released as a beta among librarians to evaluate it as a replacement for the vendor catalog that has been in use for a decade and a half and that is finally at the end of its life. In January 2014, the project went into a wider public beta that included a single search interface to the new library catalog as well as several other major academic search engines used in the library. After July 1, 2014, the project will then continue to be enhanced toward the goal of providing Cornellians with a single search box for all academic research.
**Hydra Pilot:** Hydra is an open source, multi-institutional project that gives institutions a framework to build and deploy robust and durable digital repositories and provide a reusable environment for running multifunction, multipurpose repository-powered solutions. CUL has started assessing the framework with a pilot implementation and successfully migrated one of the Library’s collections into this new environment.

**Repositories Expansion and Assessment:** The Cornell University Library manages an increasingly distributed and complex suite of services and platforms and therefore needs to consider a range of issues including architecture, policy, metadata/interoperability, service provision, communication, usability, resource requirements, and innovation. We formed a new group, Repository Executive Group, in order to develop service frameworks and policies, identify IT development areas, set priorities and goals, and facilitate communication in an integrated manner.

In the meantime, The DigitalCommons@ILR repository was expanded to the School of Hotel Administration to ensure that faculty research is preserved institutionally.

**Alumni Access:** The Library has made it a priority to, whenever possible, secure alumni access to major sources of scholarly material in all subject areas. For a complete list see [http://alumni.library.cornell.edu/resources](http://alumni.library.cornell.edu/resources). This year, one of the initiatives in support of our alumni was the expansion of the Vet Library’s web site to include additional pages to assist alumni and practicing veterinarians in finding out about and utilizing the veterinary literature at [http://www.vet.cornell.edu/library/services/](http://www.vet.cornell.edu/library/services/).

**Web Architecture Assessment:** CUL develops and maintains a broad range of web sites and services, including unit library websites, digital collections, and a variety of special projects and services. As we strive to provide the best value to our users, it is critical that we review the current web architecture and development model to ensure a sustainable and coherent development and maintenance plan. In support of this goal, a white paper was developed to provide an assessment for CUL to create an effective and efficient web development and management strategy, involving technical, aesthetic and functional criteria.

**CUL Homepage Redesign:** The CUL Web presence at [www.library.cornell.edu](http://www.library.cornell.edu) received its first major update in over five years. In addition to a more modern look and feel, the site has been further streamlined based on extensive user testing, and for the first time, the site will be ‘responsive’, automatically adjusting its display to be optimized for tablets and phones. The new site was released as a public beta in January 2014, integrated with the single search system, and replaced the current site on July 1, 2014. It provides a better experience to all users, but especially those using mobile technologies and users with accessibility challenges, a more intuitive search experience, and a more consistent conduit to Library resources while still being customizable for specific audiences. The web architecture whitepaper provides a framework of best practices for allowing the Library’s web presence to evolve in a more organic fashion, while managing and keeping growth sustainable for the long term.

**Automated Enhancement of Catalog Records for E-books:** Working with an interdivisional team that included members from CUL-IT and the Physical Sciences Library, LTS staff helped to conceive, develop, and implement an automated method to add LC-type call numbers, as well as subject headings, to over half of Cornell’s 500,000 ebook catalog records that are currently lacking these access points. Enhancing these records with classification and subject information obviously increases patron access to the electronic items they represent via the Classic Catalog. Moreover, the addition of call number data
permits the inclusion of these titles in CuLLR and their display on a virtual library shelf (both of these discovery methods require the presence of classification data in Voyager). Further, the inclusion of call number and subject data will allow for discovery of these items through the subject and call number indexes in the new Blacklight catalog.

**BD On-site Access Agreement**: A new onsite borrowing partnership between the Borrow Direct partners to be piloted in the fall of 2014 will provide access to the collections for visitors from the BD institutions.

**Movement of Collections**: Large portions of the central campus collections have been moved to the Annex, our remote storage facility—e.g. close to 150,000 from Mann Library to free up the 4th floor, ~70,000 from the Kroch Asia Collections to relieve overcrowding in the stacks, etc.

**d. Preservation**

**Preservation Fund**: Because of the significant ongoing increase to the FY 2014 collections materials budget, this was the first year we have been able to establish an ongoing digital preservation fund. This fund is available to selectors and curators to digitize items from their collections that are unique and at risk (rare, fragile, deteriorating), or frequently requested by faculty, staff and library patrons. Material from the Kheel Center for Labor Management Documentation and Archives was the largest recipient of preservation funds this fiscal year.

**Rich Media Preservation**: Cornell University has vast holdings of unique audio/video assets vital to its mission to discover, preserve, and disseminate knowledge. However, due to hardware and file obsolescence, media failure, and rights issues, Cornell University is now faced with an imminent and growing threat to these high value and unique audio and video assets. Beyond the immediate risk, there is also the issue of preserving ever growing research data collections in perpetuity or for a specified period of time to fulfill grant agency requirements. In addressing this challenge, we established a cost-recovery based service point at the library to provide the necessary expertise and knowledge. Also, we facilitated the establishment of a Cornell-wide group to implement a pilot with the goals of increasing our awareness of multimedia services at Cornell (with information about needs, existing services, and gaps) and also to propose a cost-efficient and scalable service model.

**Strategies for Expanding E-Journal Preservation**: Academic libraries are increasingly dependent on commercially-produced, born-digital content that is purchased or licensed. As libraries consolidate their print collections in order to open up space for new programs or to downsize physical footprints, users increasingly rely on the digitized versions of historical e-journals. With a recent grant from the Andrew W. Mellon Foundation, Cornell and Columbia University Libraries are involved in an 18-month project to increase the number and range of e-journals that will be preserved. The key project goals include: Identify important and vulnerable e-journal content from the perspective of the research library through a quantitative and qualitative methodology; Select a set of representative titles from high-priority categories to develop, test, and promote appropriate archival strategies based on content type and origin; Engage libraries, publishers, societies, and other key stakeholders in analyzing current impediments to securing preservation agreements and test methods of working with appropriate parties.

**Gettysburg Address Watermark Revealed**: The 150th anniversary of the address provided an opportunity for in-depth study of the copy owned by Cornell. For appropriate conservation, it is important to learn more about the paper it was written on. We could not discern the full design of the
manufacturer’s embossment with the naked eye or magnification. By working closely with DCAPS, we reimaged our embossment in high resolution. With this new information we connected with the Manuscript Division of the Library of Congress, and as a result of their research on our behalf they found a matching embossment in their collections: Philp & Solomons, Washington, D.C. This information provides the conservation lab with significant data on the address never before possible in prior research on the document.

e. Services

Liaison Program: This year our liaison program of subject librarians assigned to departments and schools focused on liaison training on issues of scholarly communication and publishing, data management, and public research mandates. The Scholarly Communication Working Group, constituted as part of our efforts to strengthen the library liaison program, continues to provide programming and support across all areas of scholarly communication for CUL colleagues including program areas such as intellectual property rights, data-driven scholarship, digital publishing, and repositories. One major area of focus this year was open access.

As part of our support for the new PhD program at the Africana center, we are piloting a joint graduate student-librarian liaison support model next year. We continue to collaborate internally and nationally on expanding our liaisons’ expertise. This year subject liaisons worked with DSPS on digital scholarship as digital scholarship fellows, and our chemistry liaison was awarded a research leave to work with the Chemical Heritage Foundation and the Royal Society of Chemistry and the University of Southampton in the UK.

Graduate Student Support: Some of the initiatives in support of graduate students include:

- **Graduate Student Immersion Program:** The Humanities Doctoral Student Immersion Program at Olin and Uris Libraries, including an additional day in collaboration with DSPS on digital scholarship, is in its fourth year and student feedback continues to be excellent.

- **Arts and Sciences Digital Scholarship Fellowships:** In collaboration with the Society for the Humanities, CUL piloted a small-scale graduate student digital scholarship internship program during summer 2013. The objectives of this program are to increase the use and visibility of CUL’s digital tools and resources, particularly among younger researchers, encourage a collaborative relationship between the library and the next generation of humanities scholars, and help graduate students expand their digital skills through projects that will make them more competitive in a changing academic landscape. The pilot group reported an excellent and rewarding experience, and has continued to maintain close contact with program instructions. We will repeat the program in 2014.

- **Independent Study in Digital Humanities:** DSPS leads co-sponsored a semester-long independent study with two English MFA graduate students working on complex digital projects. The students brought their projects as case studies to a Library Outside the Library committee investigation of easy-to-use digital content management systems.

- **Mellon Urban Studies Seminar:** DSPS leads organized and co-taught three digital scholarship “lab” sections for the first course in the Mellon Collaborative Studies in Architecture, Urbanism,
and the Humanities. This close collaboration with the Mellon program has set the stage for similar integration of digital scholarship “labs” into future graduate courses in the humanities.

**Undergrad Research Support:** The Library continues to collaborate with the Office for Undergraduate Research on providing opportunities for undergraduate students in the humanities and social sciences to engage in research. This year we offered the credit course WRIT 2100 for a second time (see Cornell Chronicle coverage at [http://www.news.cornell.edu/stories/2014/05/students-delve-deeper-research-topics-methods](http://www.news.cornell.edu/stories/2014/05/students-delve-deeper-research-topics-methods)).

**II. Supporting Teaching and Learning**

**New Courses:** In addition to our class-related library instruction sessions, open workshops, and library research credit courses, this year library staff also offered a few new courses designed to prepare students for changing professional careers or public mandates. Some examples include the new joint faculty-librarian 1-credit course, NTRES 6600 Managing Data to Facilitate Your Research, taught at Mann; LAW 6085 Law Practice Technology on using technology in legal practice taught at Law, and the series of workshops on translational research at Mann.

**MOOCs:** The Library joined Cornell’s pilot efforts in the development of four MOOCs during fall 2014 including participation in the production team and the Cornell-wide Distance Learning Committee. The Library staff provided support for building awareness with faculty about open resources in course content, as well as devised workflows for copyright and permissions. We are pleased to be an integral part of the leadership team for this emerging University initiative.

**Information Literacy:** One of the Library’s strategic priorities is embedding information literacy concepts in the curriculum through focusing on high enrollment classes and outcome assessment. Some of the initiatives in support of this goal include:

- **Information Literacy Assessment Expo:** In June 2014 the Public Services Executive Committee Instruction Team hosted an Information Literacy Expo to discuss the new ACRL Framework for Information Literacy and provide training on outcome-based assessment techniques.

- **Curriculum Mapping:** The Instruction Team worked with the Communication and Assessment Unit to map the curriculum in CALS in order to assess the opportunities for information literacy embedding.

**Information Literacy Sequence Prize for the Knight Institute:** Funded by Olin and Uris Libraries, the "Information Literacy Sequence Prize" is a new initiative that will encourage instructors to partner with librarians in developing information literacy assignments.

**Multimedia Equipment:** Olin and Mann Libraries enhanced their collections of multi-media equipment for patron check out – more and higher-end equipment was added in both libraries with the goal of enabling the successful completion of class projects and assignments.

**Disability Services:** Plans are under way for constructing an independent path of access for Uris Library for patrons with mobility issues and two Access Services staff became certified as HathiTrust proxies...
able to provide full-text access to all in-copyrighted materials within HathiTrust for members of the CU Ithaca campus community with print disabilities.

III. Spaces

A major donor gift will be supplemented by additional University and Library funding to renovate and expand the Fine Arts Library; architect interviews have been held and planning should begin during summer 2014.

We are working on the outfitting of the 5th module of the Annex, projected to be completed by the end of 2015.

Michael Silerman has supplied a generous gift that will name the Rotunda entrance to the Division of Rare and Manuscript Collections, Carl A. Kroch Library. Mr. Silerman’s gift will name the space the Michael T. Silerman Rotunda.

This year we have opened 24/7 or 24/5 spaces and extended hours of operations at several facilities. Catherwood, Management, and Mann joined the Engineering, Law, and Uris Libraries in providing 24/7 access to study space for students and hours at Africana were increased per student request.

Multiple Library spaces have been renovated or rationalized to provide better services and study space for researchers and learners. Examples include the entire Olin stacks remapping, which resulted in coherence of collections between Olin and Uris Libraries; the opening of the Olin graduate reading room (Room 501), which has been received enthusiastically by graduate students, particularly in the humanities and social sciences; and the renovation of the Olin group study and reading rooms. Room 601 was designated the "Maps Room," with framed reproductions of four historic maps, plus a full-wall, banner reproduction. Room 107 was opened to the public in late April 2014, and students found the space even before it was publicized. The Cornell Daily Sun declared Olin the best space to study on campus.

At Mann Library, after the second floor was vacated by Human Ecology, a design for this student space is under review, and new furnishings that support group and individual study and technology use will be purchased in 2014/2015.

New group or individual study spaces have been constructed or are under consideration or design at the Law Library, Catherwood, and Math Library.

There are still many issues with library spaces: for instance, millions of dollars of deferred maintenance for Olin and Uris, or problems with the sprinkler system at the Annex.

IV. Outreach

We continue to expand our partnerships across the University and with research universities nationally and internationally in order to enhance research support for our community.
a. Partnerships across the University

Academic Technologies: The Library partnered with Academic Technologies in spring 2014 to develop pilot four pilot affinity teams. The goal was for staff to develop deeper working relationships between individual librarians and instructional design staff. The affinity teams were asked to develop aspirational projects, where real-world considerations like time, resources, and organizational structure were not a factor. Among the fantastic aspirational projects was a traveling technology circus, where pop-up events around campus encourage users to try new technology in a technology petting zoo. This pilot will seed the efforts for a monthly co-sponsored forum focused on issues at the intersection of access, discovery, and teaching with technology.

Grants Program for Digital Collections: A collaborative program between CUL and A&S, now in its fifth year, this program has funded more than 20 incredible projects. Funded by the College of Arts of Sciences and coordinated by Cornell University Library, the Grants Program for Digital Collections in Arts and Sciences aims to support collaborative and creative use of resources through the creation of digital content of enduring value to the Cornell community and scholarship. The program also helps foster the integration of new media into teaching to enhance learning and creative expression and supports the creation, management, sharing, and archiving of high-quality images, bearing in mind the importance of both pedagogical and sustainability issues. In addition, the FAL worked with DSPS to develop a small grants program for AAP faculty interested in digitizing and making available portions of their work.

CIT: Library Systems has been building on the foundation laid during the campus-wide virtualization initiative (in 2012) to standardize the stack of software tools that support web sites and services developed by CUL-IT. We have been employing automated configuration and deployment tools to ensure that high-profile services like the new Blacklight search perform predictably and reliably. We have been working with developers to standardize and automate deployment processes to streamline the flow from development to production. In collaboration with CIT, we are employing virtualization, load balancing, and other techniques to provide scalability and robustness for our key services.

Cornell VIVO: As part of the Library’s work to improve researcher and scholar profiles in VIVO at Cornell, the Library supported a one year pilot of Symplectic Elements (SE), a research information management tool. We focused on the publications module of SE because maintaining multiple current citation lists is a challenge for individual researchers and the various organizational units. We installed and ran the publications module in the fall of 2013. In the spring we met with the stakeholders from college administrations and faculty. All felt SE was useful, but for some units their ROI was not as high as for others. To date we have four college Activity Insight administrators who will be seeking funding the partner with us with the potential for 1-2 more partners within the next year. The use of Symplectic Elements going forward should dramatically improve the quality of publications information in both Activity Insight and Cornell VIVO.

b. National Partnerships

2CUL: We continue our deep collaboration with Columbia University Libraries. The four drivers, quality, productivity, improvement, and innovation, continued to inspire the project.

Benefits to users: Expanded access to e-resources: 2CUL has signed a joint, multi-year agreement with Springer for the Springer complete ebook front file, Protocols, and Materials.
We jointly purchased the electronically accessible version of Sage Research Methods from Sage Publications Inc. We have favorable terms because of 2CUL.

Broader pool of research materials in world studies: 2CUL reduced Slavic materials duplication from 20% to 2%, which allowed us to buy more Bosnian, Latvian, and Ukrainian. We are able to buy more regional and local history for Latin American Studies. For South Asia Studies, Cornell dropped Urdu from Pakistan and Bengali from India, and took up all languages and all subjects from Nepal and from Sri Lanka. Columbia dropped Nepali and Sinhala (language of Sri Lanka) and keeps up Bengali, Urdu, and other Indian languages that Cornell no longer invests in. By help cataloging Columbia’s Korean language titles, we made more Korean titles available at a timely manner.

A “home library” in New York City: The 2CUL reciprocal on-site borrowing has benefited 341 Cornell faculty, students, and staff. Its impact is expressed well by this comment, “Thank you for establishing Cornell-Columbia library borrowing policy. Without it, I couldn't access to free books this summer in NYC! So excited for the wonderful free books this program could bring me, hope you keep it up. Stay awesome.”

The users will not see but will experience better e-resource access after we complete the implementation of the Sharp Moon Callisto system this summer. This system allows us to jointly monitor and troubleshoot e-resource access across the two libraries. On the discovery experience end, users will encounter less problems thanks to Columbia and Stanford who helped us test and resolve the Blacklight CJK discovery glitch.

Benefits to the Library: The Springer deal will bring the same resources to both universities but save them more than $100,000 over the course of three years. The Sage deal will bring each university $30,000 savings. The Chinese approval/shelf ready arrangement generates 70% of savings from the materials we buy through this method.

The Technical Services Integration (TSI), under the leadership of Jim LeBlanc (Cornell) and Kate Harcourt (Columbia), has successfully completed its Phase 1 work. A middle-out approach was used to engage supervisors, coordinators, and other key staff from both institutions in examining existing policies, practices, and workflows, envision, recommend, and test potentially productive integration strategies. Ten working groups produced a rich array of insightful and thorough reports. In fact, these reports represent one of the most thorough comparative studies of research library technical services ever conducted. The work also revealed some significant obstacles to an ideal operational integration which was unknown to us and has generated invaluable insights that will benefit all research libraries who are interested in deep collaboration.

Collection development models have been formalized, new subject areas are being explored. The public services AULs resumed discussion of opportunities to leverage expertise in the hard sciences by focusing on virtual services for remote patrons. Science library directors are meeting in June to plan next steps. Discussion began around support for digital humanities scholarship. The two institutions purchased (Columbia) or upgraded (Cornell) to the same version of LibGuides, which will facilitate collaboration in research support across the institutions. Another tool, POOF! (Pre-Order Online Form), the automated acquisitions software developed at Cornell, is now in production at Columbia.
**HathiTrust-PubMed**: The goal of this collaboration was to provide article level full-text access to the electronic format of the journal *The Cornell Veterinarian* by leveraging metadata and content from PubMed and the HathiTrust Digital Library. We have created a successful proof of concept for automating the creation of URL’s linking to HathiTrust Digital Library full-text for article citations in PubMed that them. This workflow can be generalized to provide similar metadata for many other similarly affected titles.

**OCLC**: Although it has been twelve years since CUL won the ACRL Excellence in Academic Libraries Award, LTS remains cognizant of its responsibility to play a leadership role in research library evolution and development. During the past year, LTS has worked closely with OCLC Research on vocabulary development and mapping issues for the implementation of Faceted Application of Subject Terminology (FAST), a simplified bibliographic indexing schema that can be assigned and used by non-professional catalogers or indexers. Xin Li is also representing us on a high-level, nine-library group to explore ways to address the lack of national processing capacity to make non-Western language material available to users. The group is currently working with OCLC and CIC libraries to develop a web-based template for inputting metadata that is plain and simple for students, non-catalogers, and vendors to use.

We continue to believe it is best to address seemingly intransigent local problems and issues at the national-level whenever possible.

c. **International Partnerships**

**International VIVO**: The Library has continued to work to transition the primary home of the international VIVO effort to the DuraSpace organization ([http://duraspace.org](http://duraspace.org)). There have been two significant recent developments: First, DuraSpace has hired a full-time VIVO Project Director, Layne Johnson ([http://duraspace.org/layne-johnson-new-vivo-project-director](http://duraspace.org/layne-johnson-new-vivo-project-director)). Dr. Johnson will be leading a new drive to increase memberships in support of VIVO’s ongoing growth and development, and he will also serve as liaison to the many organizations around the world that partner with VIVO. Second, DuraSpace has almost completed work with the VIVO community to formalize the VIVO governance structure, engaging the community in the decision-making process, and making clear the many benefits of VIVO membership. Both of these developments allow Library staff to focus more on VIVO work that specifically benefits the Library and Cornell.

**Preservation Training Program for Chinese Libraries**: With a $180,000 grant from the Henry Luce Foundation, the Library developed an internship program to train representatives from key China research by the experts in the Library’s Department of Preservation and Conservation program. The goal was mitigate the immediate physical risks that threaten some of China’s most significant historical collections and greatly extend the life of their valuable books. These partnerships are deepening the relationships and potential for collaboration with Tsinghua University Library, Peking University Library, Renmin University Library, and the China Agricultural University Library. The training included techniques for preserving books published between 1911-1949, general library disaster planning, and exhibit preparation. Recognizing that many Chinese libraries have collections needing preservation treatment but have no expertise nor the financial ability to send librarians to the U.S., we are creating a web-based, Chinese-language preservation tutorial which we will make freely available on the Internet later in 2014. Two Library staff went to Beijing and trained more than 20 librarians from across China in early 2014.
Work in China: CUL has gained permanent, free access to 1.7 million books digitized by the China-US Million Book Digital Library Project. CUL is the only library among the peers that has free access that is permanent.

CUL’s support goes beyond collection. In 2013, we launched a partnership with the Peking University Library (PKU) in which the PKU subject librarians provide research support that is customized for the CAPS students onsite. In 2014, we are integrating the library session into the CAPS curriculum to improve their learning outcomes.

In 2014, four Cornell partner libraries in Beijing, the Tsinghua University, Peking University, Renmin University, and China Agriculture University Libraries recruited more than 70 students from their respective campuses and provided library space for a Cornell management school’s Global Business Project team to conduct focus groups on cell phone usage among the Chinese college students. This type of partnership is unique among peer institutions. It is welcomed by hosting students. In a feature news piece for the IEEE China online, the Chinese students wrote, “It was an unforgettable experience” (http://cn.ieee.org/show.php?a=403).

Other International Outreach: Mann Library hosted a conference of the International Association of Agricultural Information Specialists (IAALD) which was attended by over 100 information specialists from around the world. Mann Library also hosted seven agricultural librarians from India for a two-week program.

Many of our grants also have an international focus (see the Grants section below). Besides the grants, we are also working on new initiatives to welcome international students to Cornell.

d. Exhibits and Events

Some of the notable RMC exhibits included:

Remembering Lincoln at Gettysburg: In November 2013 Cornell University Library celebrated the 150th anniversary of Abraham Lincoln’s Gettysburg Address with an exhibition featuring Cornell’s manuscript of the Gettysburg Address, one of only five copies in Lincoln’s handwriting, which was displayed along with other Civil War era artifacts. The exhibition drew 2,720 on-site visitors and over 15,000 online visits. Thousands more experienced Cornell’s historical documents via Google Cultural Institute’s version of our digital exhibition. On the sesquicentennial anniversary of Lincoln’s speech, President Skorton read the Address and the Cornell Glee Club sang a musical version of the Address for a packed audience in Milstein Hall.

http://rmc.library.cornell.edu/gettysburg150/
http://www.cornell.edu/video/gettysburg-address-150th-anniversary
https://www.google.com/culturalinstitute/exhibit/remembering-lincoln-at-gettysburg/QRng9wAn

Shakespeare at 450: Cornell University Library marked the 450th anniversary of Shakespeare’s birth by displaying its four 17th century folio editions of Shakespeare’s plays in a special one-day “flash” exhibition that attracted 385 visitors to Kroch Library.

http://www.news.cornell.edu/stories/2014/04/rarity-most-beloved-bards-folios-display
25th Anniversary of Cornell’s Human Sexuality Collection: The Library celebrated this landmark of one of its pioneering collections through a series of a dozen events – lectures, a film screening, book talks, and receptions – plus tours, class engagement, an oral history project, and two exhibitions displaying select highlights:

Hooray for Gay: Pre-Stonewall Images from the Collection of Harry H. Weintraub
March 30 through April 8, 2013
Boo-Hooray Gallery, New York City
Speaking of Sex, an exhibition, February 14 - October 11, 2014 Hirshland Exhibition Gallery, Carl A. Kroch Library

These events generated a lot of publicity and attention, the article getting the biggest coverage being the April 2014 Washington Blade column by Kate Clinton who came to the Speaking of Sex exhibition opening.

Other Exhibits

Book and Paper Conservation Exhibition in Uris Library: The Conservation Lab staff have installed a new exhibition Book and Paper Conservation at Cornell, in Uris Library that celebrates bookbinding techniques and materials, and the development of hand papermaking; two craft traditions that greatly inform and direct conservation treatment practices.

V. Grants

Gates Foundation Grant for the Expansion of TEEAL: A $4.9 million grant from the Gates Foundation was awarded to Mann Library and CUL-IT for expanding TEEAL in six countries in Africa plus Bangladesh, as well as creating an online open repository, AgriKnowledge, which will hold unpublished documents related to agricultural development, including documents from Gates-funded projects. The project extends the Gates Foundation’s support for The Essential Electronic Agriculture Library (TEEAL) by providing funds for a completely new hardware and software delivery platform using standalone small-format computers and open source software. The first version of the new TEEAL has been sent out for beta testing in Africa and Central America and includes over 425,000 peer-reviewed journal articles from over 325 journals; the open-source software has been optimized to support easy installation on a local area network at subscribing institutions and provides access to the full text of articles via a local area network without requiring an external internet connection, an important requirement for a high proportion of target institutions. The grant also funds an online repository of grey literature initially assembled from Gates Foundation grantees that is expected to expand over the three years of the grant to help disseminate important white papers, case studies, presentations, and reports from key agricultural projects in the developing world.

New York State Energy Research and Development Authority (NYSERDA) Grant for Climate Change Clearing House: The second new project for the Mann Library CUL-IT team is the New York Climate Change Science Clearinghouse (NYCCSC), a collaboration with Professor Art DeGaetano and the Northeast Regional Climate Center, a long-term repository of climate data based at Cornell, and with the SUNY Environmental Sciences and Forestry School, the National Oceanic and Atmospheric Administration (NOAA), and the Northeast States for Coordinated Air Use Management (NESCAUM). Funded by the New York State Energy Research and Development Authority (NYSERDA), the
Clearinghouse will bring together documents, data, and digital spatial information to serve the needs of policy makers, scientists, and local officials in New York State through integrated discovery and delivery services. The Library brings repository development and knowledge management skills to the project as well as user experience expertise; early versions of the Clearinghouse are expected to be tested in late 2014 with a public release in late 2015.

**Mellon Grant for Linked Data for Libraries:** In January 2014, the Andrew W. Mellon Foundation awarded a nearly $1 million, two-year grant to the Cornell University Library, in collaboration with the Harvard Library Innovation Lab and Stanford University Libraries, on “Linked Data for Libraries (LD4L)”. This project will investigate using Linked Data and the Semantic Web to improve discovery of and access to scholarly information by the three libraries. Currently, a lot of information about books, articles, and cultural materials that could make them easier to find and understand is hidden in scattered systems across many libraries. This project will use Linked Data as a common format to bring together all that scattered information. Ultimately, the goal of the project is to create a system that pulls information out of its existing silos — like library catalogs, finding aids, reading lists and more — into a common format that people can use to find and understand information. This new system would apply to all scholarly and creative disciplines, including the sciences, the arts and the humanities.

**National Historical Publications and Records Commission Grant for the Kheel Collective Bargaining Agreements:** The Kheel Center was awarded an $83,000 grant from Digitizing Historical Records Program of the National Historical Publications and Records Commission to digitize roughly 1,600 Collective Bargaining Agreements from the education and retail sectors, and make them available online through DigitalCommons@ILR. The addition of these CBAs will provide researchers with a larger set of data for understanding the role of organized labor in the United States in the 20th century.

**NEH Grant for the Preservation and Access Framework for Digital Art Objects:** We began a two-year NEH-funded project to preserve access to the complex born-digital media art objects in CUL’s Rose Goldsen Archive of New Media Art. The project addresses an increasingly urgent demand for institutional preservation and access strategies for interactive, born-digital assets, with the understanding that these materials will be essential for the study, appreciation, and understanding of digital cultural history. This work has achieved a great deal of national attention, and has helped to expand CUL’s staff skills, infrastructure, and reputation in the areas of digital forensics and preserving complex born-digital media.

**IMLS Grant to the Missouri Botanical Garden:** Mann Library is a sub-awardee on an IMLS grant to Missouri Botanical Garden focused on the use of gaming to crowd source the correction of OCR text in the Biodiversity Heritage Library.

**Einaudi Grants:** Olin and Uris Libraries won a $5,000 Luigi Einaudi Chair Innovation Grant from the Institute for European Studies for Foreign Fields exhibit and events. Another Luigi Einaudi Chair Innovation Grant of $2,600 from the Cornell Institute for European Studies was awarded to the Icelandic memorial brochures project.

VI. Staffing

a. Staff Development Opportunities

DSPS Digital Scholarship Fellowship: Hosted by the DSPS unit, the fellowship program aims to provide opportunities for CUL staff to expand their skills and experiences in developing, delivering, and assessing digital scholarship services. It supports the CUL objectives of “empowering staff to explore gaps in their areas of expertise” and “promoting flexible staffing among the units.” This will be the third year of the program.

D&A Collaborative Model: Literally dozens of library staff throughout CUL have collaborated on the Discovery and Access Initiative. This project has also allowed us to work in very innovative ways, from the new more collaborative model (stakeholders and developers working closely together throughout the life of a project) of the implementation team to the new technologies we’ve incorporated into our toolkit – Git, Ruby on Rails, Bootstrap, Sass and more, allowing us to take better advantage of all of the great open source work done by our peer institutions as well as providing us with the opportunity to share our code with the greater Library community.

b. Staff Reorganizations and Collaborations

Consolidation of Mann TS into LTS and LTS divisional reorganization: With the gradual decrease in the overall size of LTS and a request from the College of Agricultural and Life Sciences for additional space in Mann Library, thirteen LTS staff members formerly based at Mann joined their colleagues in 110 Olin Library in September. In addition, the departure, retirement, and voluntary changes of status of certain key LTS staff members prompted an administrative reorganization of the division in April – a strategic shake-up that resulted in modifications of the assignments of nearly 25% of all LTS staff. Fortunately, cross-training of a significant segment of LTS staff over recent years allowed for a smooth transition of many of these individuals into their new roles.

In spite of these disruptions, LTS managed to increase the capacity of its automation and e-resources operations, increase the capacity and scope of the LTS Metadata Services Unit (which now includes a Metadata Librarian for Image Collections and a Web Archivist), and continued to maintain a significant effort in “traditional” technical services – acquiring, cataloging, and physically processing some 80,000 new physical items in 2013/14, and executing over 1M batch record load and maintenance transactions during this same period – all the while generating approximately $40,000 in salary savings as a result of the reorganization.

Access Services Coverage: After several attempts to find a solution for last-minute, emergency staffing issues, the Access Services Committee developed a plan to identify and train staff throughout CUL who were willing to fill in on short notice. CUL emergency/substitute staffing system includes the option for staff to go into an overtime status, thus not penalizing their home units. In addition, staff sharing has been implemented between Music and Africana libraries to allow for greater flexibility in service support.

c. New Staff and Appointments

New RMC Director: Anne Sauer assumed the newly endowed named position in June 2014.
New AUL for Research and Public Services: Kornelia Tancheva assumed the position in January 2014.

d. Planning for the Next Generation of Leaders

A number of staff departures and retirements created vacancies that have prompted us to engage in broad succession planning across public services, especially in the science libraries and the plans for the NYTech Campus. Two reports on the NYTech support and the future of the Math Library have provided valuable data points. A good amount of succession planning has and will be done to evaluate the libraries’ needs in our ever-changing information environment and to prepare potential candidates for future management and leadership positions.

e. Staff Awards (KT)

University Librarian Anne Kenney received the Hugh C. Atkinson Memorial Award for outstanding accomplishments of an academic librarian who has worked in the areas of library automation or library management and has made contributions (including risk taking) toward the improvement of library services or to library development or research.

Keith Jenkins, GIS & Geospatial Applications Librarian, was awarded the 2014 SUNY Chancellor’s Award for Excellence in Librarianship.

VII. Assessment and Communication

Our services and processes are informed by the needs of our users. The Assessment plan for 2013-2015 provides a concrete road map for CUL supporting CUL’s data-driven decision-making. This year we conducted multiple surveys and assessments, for example:

Collections: Library and e-Resource Use by College Affiliation; A Snapshot of Faculty and Staff Current Checkouts by College and Library; Comparative Circulation of University Press Books – Cornell Versus Other Ivy Institutions, 1990 – present.

Facilities and Services: CALS Curriculum mapping; a Math Library User Survey; an Africana Library Users – Space and Activities survey, which resulted in expanding hours; an Olin Library Open Carrels Study, a survey of faculty, students and staff perceptions of library services at HLM, and implemented SUMA, an open-source assessment application, at Mann Library, which will allow us to supplement our gate counts numbers and show us how our spaces are being used and at what capacity.

We are also committed to evaluating our own efforts in terms of staff engagement and work environment improvement. To this end, much investigative work was done this year:

ClimateQual was administered for the second time at CUL. 72% of staff responded. 17 out of the 26 scales received a positive response (4.5 or better out of 7) from at least 80% of the respondents. CQ required a lot of good coordination and teamwork in-house, consulting with campus experts, working with ARL staff, and working with multiple groups and individuals within CUL to interpret and act on the results. The findings inform our improvement decisions at all levels of the Library.
Other staff surveys or trend examinations included the Five-year CUL Trend Report, ARL Members Doing Less With Less survey, and a 2CUL TSI Staff Survey.

Active library communication promotes the collections, programs, services, and expert staff to multiple audiences both on- and off-campus. This year, we had several highly visible promotions. Two, in particular, produced the highest media profile for the Library for many years: Afrika Bambaataa, Master of Records Vinyl Archive coming to Cornell, and the 150th anniversary of the Gettysburg Address.

VIII. Budget

New Budget Model: The new campus-wide business model required a lot of administrative work and adjustment both centrally and in most unit libraries, but was done with a minimum of disruption to front-line library staff and patrons. Tweaking based on that first year’s experience will be done and negotiations with some college units are ongoing, but generally a system is now in place moving forward. CUL will develop a memorandum of understanding (MOU) with each college and school. This MOU is intended to describe the services and responsibilities of Cornell University Library (CUL) and the colleges and schools in the management and operations of library shared resources and services.

Collections Budget: Faculty members representing the Olin/Uris Research Collections Committee (OURCC) met with the Provost in May to discuss options for funding an annual increase to the Library’s collections budget. CUL estimates that a 5% annual increase to the appropriated budget for library collections is needed to maintain the current level of access to new scholarly resources for Cornell research; the figure represents the typical annual inflationary increase in the cost of library materials. The Provost invited the OURCC chair and other faculty supporters to make a case for the Library collections budget at an upcoming meeting of the Deans.