The Smithsonian Libraries promotes new ideas through knowledge sharing. We play a dynamic role in advancing scientific and cultural understanding and in preserving America's heritage. Our expert staff and extensive collections are a crucial resource for research and education communities at the Smithsonian, within the United States, and around the world.

At the center of research across the Smithsonian are the specialized branches and librarians of the Smithsonian Libraries. The collection contents and staff play a key role in helping the Smithsonian's research and curatorial staff make sense of the museums' innumerable, often unique, objects and their cultural and historical contexts. Scientists depend on the Libraries to support investigations into climate change, biodiversity, object conservation, ecology, and many other fields. The Smithsonian Libraries is a hidden national treasure, where experts come to test and expand knowledge and where America and the world can turn for authentic answers.

Although the Smithsonian Libraries recently dropped the word “Institution” from its official title, the Libraries still uses the acronym SIL, just as the Smithsonian uses SI.
Dr. Nancy E. Gwinn (1997-present)

2014 BUDGET

FY14 Federal Budget: $10,243,000
Smithsonian Central Pool Federal Allocations: $281,800
Smithsonian Central Trust Allocations (Source 401): $1,185,996
Unrestricted Trust Allocations (Source 402): $379,945
Restricted Trust Allocations (Source 610-803): $2,128,150
Total: $14,218,891

EMPLOYEES

Full-time Staff: 105
Federal Full-time Staff: 91
Trust Full-time Staff: 14.0
Volunteers: 39
Interns: 30

KEY CHALLENGES AND ISSUES

1. CAMPAIGN. Completing the campaign and raising additional funds to combat the annual rise in costs of journal and database subscriptions, to acquire new digital resources for the use of Smithsonian research staff and to provide access to collections via digitization.

2. STAFFING. Rebuilding the Libraries staff to a level that will allow us to cover our geographical dispersion with less stress and strain and finding the re-sources to enhance their training and professional development. Staff are now forced to rotate among the various library locations to provide service and adequately care for and protect the collections. The Libraries is also opening a new library in the National Museum of African American History and Culture.

3. VISIBILITY. Expanding our visibility in the nation and the world in order to attract supporters and share our resources and expertise.
COLLECTIONS

Total volumes owned by the Libraries exceed 2 million, more than 40,000 of which are rare books, complemented by 10,000 manuscripts. The Libraries houses the nation’s largest collection of commercial catalogs—480,000, representing more than 35,000 companies dating from the 1810s. More than 180,000 microfilm and microfiche also are accessible for research in disciplines of science, history, art and technology. The Libraries also maintains a substantial and fast-growing collection of digital journals and databases to satisfy user expectations and has digitized over 36,000 volumes from the collection, which are openly available through the Internet.

SUBJECT SPECIALTIES

Our collections reflect the scholarly interests and disciplines of the Institution’s research and curatorial community. Holdings are especially strong in the following:

- African art; American art; Asian and Middle Eastern art; design and decorative arts; and modern and contemporary art
- African American history and culture; American history; Latino history and culture; and Native American history and culture
- Postal history; aviation history and space flight; history of science and technology
- Natural history anthropology; botany; tropical biology; environmental management and ecology
- Museology, material culture and conservation
- Trade literature
- Materials research and World’s Fair publications and ephemera
WASHINGTON, D.C.

- Smithsonian’s National Museum of Natural History:
  - Natural History Library (main)
  - Botany and Horticulture Library
  - John Wesley Powell Library of Anthropology
  - Joseph F. Cullman 3rd Library of Natural History
  - Museum Studies Reference Library

National Museum of American History:
- American History Library (main)
  - The Dibner Library of the History of Science and Technology
- Anacostia Community Museum Library
- Freer Gallery of Art and Arthur M. Sackler Gallery Library
- Hirshhorn Museum and Sculpture Garden Library
- National Air and Space Museum Library
- National Postal Museum Library
- National Zoological Park Library
- National Portrait Gallery and Smithsonian American Art Museum Library
- Warren M. Robbins Library in the National Museum of African Art

SUITLAND, MD.
- Museum Support Center Library
- Vine Deloria Jr. Library in the National Museum of the American Indian

EDGEWATER, MD.
- Smithsonian Environmental Research Center Library

NEW YORK, NY.
- Cooper-Hewitt, National Design Library

REPUBLIC OF PANAMA
- The Earl S. Tupper Library, Smithsonian Tropical Research Institute

USE OF NAME

The Smithsonian Libraries is considered a collective noun and is consistently followed by a singular verb, because it is the official name for the entire system, with individual locations operating under a central administration and adhering to a common mission.
Online Catalog
The Libraries’ online catalog is available via the Smithsonian Institution Research Information System at siris.si.edu.

Smithsonian Libraries Website
The Libraries website is filled with content of value to scholars, students, and the casual visitor, including links to databases, a digital library containing digitized versions of SIL collection volumes, online exhibitions, research tools, and opportunities to donate. Under the heading Research Tools can be found a button for "Tools for the Researcher, which provides research staff with a capability of searching all of the Libraries' digital resources with "One Search." The SIL website can be found at library.si.edu.

Galaxy of Images
Available through our website, the Galaxy of Images contains over 16,000 illustrations from digitized books and journals in the SIL collections. They are available for use for educational purposes and can be licensed for use in commercial enterprises.

www.sil.si.edu/imagegalaxy
**Smithsonian Research Online**
A database developed by the Libraries containing a bibliography of all known publications produced by Smithsonian researchers and a digital repository of as many full texts as can be collected. Reports generated from the database are included in the Smithsonian Dashboard and can be prepared on demand to support administrators and scholars.

[research.si.edu](http://research.si.edu)

**Biodiversity Heritage Library**
The Libraries serves as the Secretariat for this large-scale project, whose purpose is to make more efficient the research process in biodiversity through creation of a comprehensive digital library of related publications from libraries throughout the world. The Library currently contains over 138,000 volumes and over 43,000,000 pages of texts and illustrations, which are freely available under public domain or through creative commons licenses.

[www.biodiversitylibrary.org](http://www.biodiversitylibrary.org)

**Cultural Heritage Library**
Although a product of the Libraries alone, the Cultural Heritage Library mirrors the biodiversity one by pulling together digitized volumes from the non-biodiversity collections to share valuable collections in history, art and culture.

[library.si.edu/digital-library](http://library.si.edu/digital-library)

**Libraries Campaign**
The Libraries has been actively fund-raising since 1997, when the SIL Advisory Board was launched. In the current campaign, the Libraries has reached over 70% of its $9 million goal (as of June 2014). The campaign is focused on programmatic needs that include acquisitions, conservation, digitization, fellowships, exhibitions, and a Futures Fund.
In his will, written in 1826, English scientist James Smithson left over $500,000 to the United States of America to establish in Washington an institution "for the increase and diffusion of knowledge." An Act of Congress dated 10 August 1846 established the Smithsonian Institution as a trust instrumentality of the United States, created a Board of Regents, and called for a building to house a museum with geological and mineralogical cabinets, a chemical laboratory, a gallery of art, lecture rooms, and a library. In ten years of debate preceding the act, some of the most vocal congressional members argued for the creation of a national library and saw to it that both the new institution and the Library of Congress were given copyright deposit status. The Board of Regents selected American physicist Joseph Henry as the first Secretary of the fledgling enterprise and directed Henry to hire Charles Coffin Jewett, well-known bookman and librarian at Brown University, as the first Assistant Secretary in charge of the library.

A strong advocate of American science, Henry preferred to use the bequest to support basic scientific research by supplying serious scientists with funding, equipment, training, and books, and publishing of their research results in a new series called "Smithsonian Contributions to Knowledge." He led the Smithsonian into the existing global network of scientific communication by establishing a publications exchange program with the world's leading scientific and learned societies. He supported Jewett's plans for creating a centralized bibliographic service and for surveying the nation's libraries. However, Henry clashed with his librarian over the nature and size of a library, fearing that the costs of housing, binding, and maintenance would consume the income from the Smithson fund. Following an intense public dispute, Henry fired Jewett in 1855. Copyright deposit status ended three years later.
THE SMITHSONIAN DEPOSIT

In 1866 following two damaging fires in the Smithsonian building ("the Castle"), Henry negotiated with Librarian of Congress Ainsworth Rand Spofford to move the Smithsonian's library, by then numbering 40,000 volumes and one of the largest in the nation, to the newly constructed fireproof rooms of the Library of Congress (LC) in the U.S. Capitol. The Smithsonian retained ownership of the collection, however, and it became known as the Smithsonian Deposit. Congress directed LC to keep the scientific portion in separate quarters and to give Smithsonian staff the same borrowing privileges as were enjoyed by Members of Congress. Further, Congress gave LC two new staff positions to support the Deposit. The Smithsonian agreed to continue to build the extraordinary collection of scientific transactions and proceedings through its International Exchange Program. The Institution considered the Smithsonian Deposit to be its Main Library for close to a century and included its holdings in reports of total collection size.

By 1897 when the Library of Congress's first building opened, the Deposit held nearly half a million volumes. Among the Smithsonian's continuing contributions was the 1931 deposit of the Langley Aeronautical Collection, named for Samuel P. Langley, the Institution's third Secretary. An LC Smithsonian Division, formed in 1900, cared for the Deposit until 1944. When the new LC Science Division was created in 1949, the nearly 600,000-volume Deposit became one of its principal holdings. Each time a new Librarian of Congress or new Smithsonian Secretary took office, staff raised questions about the arrangements for the Deposit. As the collection grew, the Library of Congress found it increasingly difficult to maintain. Furthermore, in a 1953 analysis, Jerold Orne reported that other than in society publications, LC's science collections were greatly lacking, particularly in historical works from the 16th to 18th centuries. Because LC depended on the Deposit as its science collection, the Library's priorities for collection expenditure had been in other areas. Now the Library wanted to build a strong national science collection.

In 1953, Smithsonian Secretary Leonard Carmichael agreed to Librarian of Congress Luther Evans's request first to integrate the Deposit volumes into LC's collections and then several years later to discontinue applying Deposit bookplates to new transfers. While the Smithsonian essentially waived control of the Deposit, it never officially relinquished ownership. Today the Smithsonian regularly borrows Deposit volumes and other books from LC and the two institutions maintain a close, collegial relationship.
RECREATING THE SMITHSONIAN LIBRARY

Upon Henry's death in 1878, Assistant Secretary Spencer Fullerton Baird was named Secretary. Long responsible both for managing the publications exchange program and for building the museum side of the Institution, Baird understood the curator's need to have books and journals in close proximity to specimen and artifact collections. Overcrowded conditions in the Library of Congress made retrieval of Deposit volumes extremely difficult. After the Smithsonian's U.S. National Museum (now the Arts & Industries Building) opened in 1881, Baird donated his extensive personal library to establish the U.S. National Museum (USNM) Library and placed zoologist Frederick W. True in charge. He asked exchange program staff to acquire two copies of society publications, one for the Deposit and one for the museum, and to obtain back issues of the most important scientific proceedings. This is the genesis of today's Smithsonian Libraries and Deposit volumes have largely been replaced.

After Jewett's dismissal in 1855, Henry chose not to name a librarian, but assigned Miss Jane Turner, the first female employee at the Institution, to keep the accession records for books. Smithsonian zoologist Theodore M. Gill was named "assistant to the national library" and took charge of the Deposit after it moved to LC. Thus began the custom of LC's support of the salaries of the person regarded as the Smithsonian's chief librarian, and an assistant librarian, who kept the records of receipts for both Deposit transfers and what was to be retained at the Institution. The custom continued for another 50 years. Most often the librarian was drawn from the curatorial ranks. These included a distinguished scholar of Oriental antiquities, Cyrus W. Adler (1892-1908), and zoologist Frederick W. True (1911-1914), both of whom bore the title Assistant Secretary in Charge of Library and Exchanges.

Assistant Librarian Paul Brockett directed operations from 1914 to 1925, after which English professor William L. Corbin was appointed as librarian (1924-1942). Promoted to librarian in 1942, Leila F. Clark served until 1957 and was the first to hold a library degree. Ruth E. Blanchard succeeded (1957-1964), followed by Mary A. Huffer, who served as acting librarian until 1967.

Library collections at the Smithsonian were never housed centrally. In addition to the central reference
section of the USNM Library, Baird created thirteen sectional "working" libraries in curatorial areas (eventually swelling to 35) for volumes directly associated with a curator's research. Apart from the exchange program, individual curators most often decided what to acquire. Books and journals unrelated to museum collections accumulated in a Secretary's Library, Office Library, Employee's Library, and in new units, such as the National Zoological Park and the Astrophysical Observatory, as they moved to new facilities. By 1964, apart from the Smithsonian deposit, a prospective user could find libraries containing over 430,000 volumes in nearly 80 locations in the Smithsonian, spread among seven cities.

It became clear that, as the Smithsonian's research and education programs and staff expanded, and as new facilities continued to evolve from the original museum, the Institution had grown too large to be supported in such an eclectic and idiosyncratic manner. Smithsonian staff demands for resources were far greater than could be supplied by total dependence on external collections, even those of the Library of Congress or other national libraries. Duplication of collections and effort wasted staff and fiscal resources and inhibited efficient services.

RIPEY UNIFIES THE SYSTEM
When Secretary S. Dillon Ripley assumed office in 1964, he quickly determined that the Smithsonian library organization badly needed an overhaul. He hired Russell Shank (1968-1977) to report directly to him in the new high-level position of Director of the Smithsonian Institution Libraries. Shank wrote that "the richness of the libraries' collections far exceeds my expectations, especially in natural history....The depth of the collections in systematic biology in terms of both age and comprehensiveness makes one felt like a bibliothecal Midas when wandering through the stacks." However, library staffing had not kept pace with the dispersion of the collections, which in any case had gone astray too far for effective management. Acquisition policies were needed to control the influx of materials. Well over half the estimated 600,000 holdings were uncataloged and large portions were deteriorated and in disarray.

Although hampered initially by a downturn in federal budget support, Shank forged ahead to reorganize the staff and consolidate, rationalize, and automate operations and collections, thereby creating a unified system with central support services and a union catalog. The Libraries began using OCLC and switched from Dewey to the LC classification system. By 1977 when Shank left for a prestigious university system, the quality and research value of the scientific collections were recognized nationally, and the Association of Research Libraries, whose members comprised the most significant research and national libraries in the United States, invited the Smithsonian Libraries to join. Subsequently, the Libraries won a permanent seat on the executive board of the Federal Libraries and Information Centers Coordinating Committee.
While Smithsonian Libraries’ primary mission has always been to support the research and information needs of Smithsonian and affiliated staff, in the 1990s the Libraries embraced the growing Smithsonian emphasis on education and outreach and worked hard to make its collections more visible and useful to a growing public constituency. At the same time, it shared with other libraries the fiscal constraints fueled by rising serials prices and automation costs, combined with static or reduced budgets. Like its sister institutions, the Libraries incorporated the electronic world into its collections and activities and used the Internet as a vehicle for sharing its collections and services.

In the 1980s, the Smithsonian began to acquire several significant new artifact collections, which prompted new museums covering the fields of African art, philately and postal history, and the American Indian, each requiring a new branch library under the Smithsonian Libraries umbrella.

Shank's successor, Robert Maloy (1979-1987), implemented the Libraries’ first online public access catalog in 1985 and embarked on a decade-long project of retrospective conversion and arrearage cataloging. Staff completed the project in 1999 with records for 97 percent of Smithsonian Libraries holdings available on the Internet through the Smithsonian Institution Research Information System (SIRIS). With a gift of 10,000 scientific rare books and manuscripts from Bern Dibner and the Burndy Library in 1976, the Smithsonian created the Dibner Library of the History of Science and Technology. In 2002, the Joseph F. Cullman 3rd Library of Natural History became the second large rare book repository when it opened in the National Museum of Natural History. The SIL Imaging Center, established in 1998, serves as the digitization hub for printed materials. Since 1991, the Smithsonian Libraries Exhibition Gallery has featured our volumes in thematic exhibitions ranging from the history of ballooning to the works of John James Audubon, world's fairs, science and the artist's book, and paper engineering. In May 2002, the Libraries opened "Odyssey in Print: Adventures in Smithsonian Libraries" to showcase the breadth and depth of its rate, unusual, and attractive holdings. In 2008, two large permanent exhibition cases in the main corridor of the Natural History Museum opened to extend the Libraries exhibition offering.

Director Barbara J. Smith (1989-1997) paved the way for the Libraries' participation in the Smithsonian's first capital campaign. Current Director Nancy E. Gwinn created the Smithsonian Libraries Advisory Board to assist with fund-raising and other vehicles for donor recognition and annual giving. A Book Conservation Laboratory and a growing educational program are other areas of emphasis.
EDUCATION & OUTREACH

EXHIBITIONS

Smithsonian Libraries’ exhibitions are thematic, feature books and special collections from its extensive, multifaceted holdings and are organized by guest curators from around the Institution. They illustrate the synergy between library and object/specimen collections and highlight the artifactual nature of books and printing. The Smithsonian Libraries Exhibition Galleries are located on the first floor of the west wing of the National Museum of American History and the ground floor of the National Museum of Natural History.

(library.si.edu/digital-library/exhibitions)

DIGITAL LIBRARY

Smithsonian Libraries has been actively involved in digital library building since the mid-1990s. Since then over 13.5 million pages of text have been digitized, representing more than 36,000 volumes, including sewing machine and scientific instrument catalogs from our exceptional trade literature collection; the complete historical publications of the Smithsonian Institution, and close to 2,000 rare books from our special collections.

Significant non-book collections have been made available online as well, including the E.F. Caldwell & Co. photo archive from the Cooper-Hewitt National Design Museum Library which contains over 22,000 images of historically significant lighting and other decorative fixtures. Though still a small portion of our total collections, our digital library represents a growing and important addition to the world’s online content.

GALAXY OF IMAGES

The Smithsonian Libraries online Galaxy of Images (sil.si.edu/imagegalaxy) contains thousands of images from books, archival material and special collections; additional images and collections are added regularly. The Libraries website, besides having basic information on using and visiting the Libraries, offers many ways to navigate, use and share the Libraries’ extensive online resources, which include exhibitions, a virtual book shelf of digital editions and other digitized collections.
EDUCATION & OUTREACH

BIODIVERSITY HERITAGE LIBRARY

A key partner in the Biodiversity Heritage Library (biodiversitylibrary.org), an international consortium of natural history, botanical garden, university, and agricultural libraries, The Smithsonian Libraries hosts the BHL Secretariat. To date, the Libraries has contributed to this global initiative over 7 million digitized pages of biodiversity and taxonomic literature containing over 32 million scientific names. The BHL has received several awards, including the 2013 Computerworld Laureate award, the Council on Botanical and Horticulture Charles Robert Long Award of Extraordinary Merit, and the Outstanding Collaboration Award from the American Library Association.

SOCIAL MEDIA

The Smithsonian Libraries actively engages with online visitors through Facebook, Twitter, Instagram, Tumblr, Flickr, YouTube, and a blog. Each month, thousands of people respond to updates, photos, links, videos, and questions on Facebook and Twitter. Social media participation continues to grow each month, expanding the Libraries’ online reach and community. Social media followers total 66,563. Videos on YouTube have been viewed 125,428 times. In support of the Smithsonian’s initiative to use technology to reach new audiences, the Libraries will continue to expand its social media efforts to spread knowledge in art, history, culture and science. Our latest monthly report can be found at the end of this document.

The Libraries can be followed online at:
Website: library.si.edu
Blog: blog.library.si.edu
Facebook: facebook.com/SmithsonianLibraries
Flickr: flickr.com/smithsonianlibraries
Instagram: instagram.com/SILibraries
Tumblr: smithsonianlibraries.tumblr.com
Twitter: twitter.com/SILibraries

library.si.edu
Smithsonian Libraries

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Dr. Nancy E. Gwinn has been Director of the Smithsonian Institution Libraries since 1997. She is a recognized leader in international librarianship, the preservation of library collections, the application of library technologies, and for building collaborations and partnerships.

At the Smithsonian, Gwinn's achievements include launching the Libraries' exhibition program, creating the new Website "Galaxy of Knowledge," expanding the Libraries’ rare book and electronic collections, and creating the first Advisory Board and the Spencer Baird Society to assist with an aggressive fundraising program. During her tenure, the Smithsonian Libraries initiated and became the lead partner in establishing the digital Biodiversity Heritage Library (BHL) and creating the program's secretariat.

She serves as the current Chair of the BHL Member Council and as Secretary of the Global BHL Coordinating Committee. On the international scene, Gwinn is active in the International Federation of Library Associations and Institutions (IFLA) and has served on its Governing Board and as Chair of its Professional Committee, which has oversight of IFLA's professional program. She is currently working with IFLA on its first International Leadership Fellows Program and serving as Secretary of the IFLA Standing Committee on Management and Marketing. She is the Smithsonian's official representative to the Association of Research Libraries and the Digital Public Library of America. Gwinn joined the Smithsonian in 1984 as the Libraries' Assistant Director for Collections Management. Her career includes positions at the Library of Congress, the Council on Library Resources, and the Research Libraries Group.

A former Fulbright scholar at Oxford University, Dr. Gwinn has a Ph.D. from George Washington University in American Civilization, an A.M.L.S. degree from the University of Michigan, and a B.A. from the University of Wyoming. The University of Wyoming honored her as a Distinguished Alumna and, in 2013, awarded her an Honorary Doctor of Letters degree. She has also been selected as a distinguished alumna by the University of Michigan School of Information and Mortar Board, the National Senior College Honor Society. In 2012, the District of Columbia Library Association honored her with the Ainsworth Rand Spofford Award for Distinguished Leadership. A frequent author and speaker, she received the Waldo Gifford Leland prize from the Society of American Archivists and the Blackwell North America, Inc., Scholarship Award for outstanding articles. Gwinn is married to Dr. John Y. Cole, Executive Director of the Library of Congress Center for the Book.
Our Mission

“The Smithsonian Libraries promotes new ideas through knowledge sharing. We play a dynamic role in advancing scientific and cultural understanding and in preserving America’s heritage. Our expert staff and extensive collections are a crucial resource for research and education communities at the Smithsonian, within the United States, and around the world.”

Our Vision

Smithsonian Libraries creates a compelling environment for connecting, collaborating, and exploring across disciplines and information boundaries.

Smithsonian Libraries enhances and eases the discovery of information in our collections for Smithsonian scholars, researchers, scientists, and the larger world of learners.

Smithsonian Libraries understands and meets user needs, serving users where they live and work.

Smithsonian Libraries builds expertise on information discovery, navigation, and management.

Smithsonian Libraries ensures its success through increased financial strength, effective administrative support, and organizational excellence.

Our Values

Excellence in Process, Procedures, and Services

Constant Experimentation, Innovation, Creativity, and Flexibility

Responsibility in our Personal Actions

Responsible Stewardship of Resources and Collections

Leadership in Collaboration

Continuous Improvement through Ongoing Learning for Individual and Organizational Growth
**GOAL 1: RESEARCH**

Become the foremost provider of authoritative research information services to establish the Smithsonian as a national leader in each grand challenge.

<table>
<thead>
<tr>
<th>1.1</th>
<th>Integrate the Libraries’ services more fully into the research lifecycle – from proposal to publication - of Smithsonian scholars and curators.</th>
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</thead>
<tbody>
<tr>
<td><strong>Milestone</strong></td>
<td></td>
</tr>
<tr>
<td>1.1.1</td>
<td>Add supplemental information such as grants, awards, author status, ORCID ids, etc, into Smithsonian Research Online data.</td>
</tr>
<tr>
<td>1.1.2</td>
<td>VERB Branch Staff monitor publication alerts and improve existing data in Research Online.</td>
</tr>
<tr>
<td>1.1.3</td>
<td>Continue the Open Access lecture series, expanding it to facilitated discussions and brown bags in an effort to increase awareness of changes in the world of scholarly communication.</td>
</tr>
<tr>
<td>1.1.4</td>
<td>Evaluate recommendations of the Data Management Group for feasibility of implementation</td>
</tr>
<tr>
<td>1.1.5</td>
<td>Raise awareness of the increasing importance of data curation through brown bags, webinars, article sharing, etc.</td>
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<tr>
<th>1.2</th>
<th>Take the lead in creating a web-based network of SI researcher profiles for facilitating discovery of skills and scholarship.</th>
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<tbody>
<tr>
<td><strong>Milestone</strong></td>
<td></td>
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<tr>
<td>1.2.1</td>
<td>Install pilot version of SI Profiles software for testing feasibility.</td>
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<tr>
<td>1.2.2</td>
<td>Develop comprehensive ontology addressing pan-institutional concerns.</td>
</tr>
<tr>
<td>1.2.3</td>
<td>Create implementation plan for SI Profiles.</td>
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</table>

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<tr>
<th>1.4</th>
<th>Prioritize the experience of our users in decisions regarding staffing, resources, and innovative feedback mechanisms.</th>
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<tr>
<td><strong>Milestone</strong></td>
<td></td>
</tr>
<tr>
<td>1.4.1</td>
<td>Provide a minimum set of services for researchers throughout the Libraries.</td>
</tr>
<tr>
<td>1.4.2</td>
<td>Improve Knowledge Management capabilities of Ask a Librarian by using issue tracking system for online reference.</td>
</tr>
<tr>
<td>1.4.3</td>
<td>Survey users (LIBQUAL) to understand and determine their research/information needs on a regular and systematic basis.</td>
</tr>
<tr>
<td>1.4.4</td>
<td>Develop key performance indicators for meeting user expectations.</td>
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</table>
GOAL 2: EDUCATION

Grow into the leading source of training on research resources for Smithsonian staff and contribute to SI’s leadership role in education for learners of all ages.

2.1 Reach out to Smithsonian staff via orientations, open houses, and meetings to introduce library services and resources and to provide updates to library users as needed.

Milestone

2.1.1 Represent SIL at SI new employee orientations, individual museums’ employee orientations, and departmental meetings to give an overview of resources, answer questions, provide library related materials (library card application, brochures, etc.), and give updates on library resources and services.

2.1.2 Develop outreach efforts to staff in potentially underserved internal departments, such as Exhibits and Education, and locations, such as Capital Gallery, to explore ways SIL can support their work.

2.1.3 Offer open houses and orientations to introduce the Libraries’ resources to interns.

2.2 Provide innovative training and information tools to build the research skills and knowledge of library users.

Milestone

2.2.1 Develop the training portal on the Libraries website to serve as a central repository for library related tutorials, recorded workshops, and educational materials to enhance discovery and use by both internal and external audiences.

2.2.2 Expand the hardware and software available for training, such as buying laptops to use for hands-on training sessions, mobile devices for “petting zoos,” tutorial/webinar software, etc.

2.2.3 Hold meetings of “learning circles” at library locations on new and trending topics in the library/archives/museum field. (Example: Wikipedia editing support for SI staff at department-based editathons.)

2.2.4 Assess how library user needs and expectations are changing and how Libraries training efforts are addressing those changes through an annual library user survey and evaluations during training sessions.

2.3 Establish both internal and external partnerships and projects to develop materials and package our content for K-12 educators.

Milestone

2.3.1 Bring together all outward-facing education initiatives and unite them in a cohesive program.
2.3.2 Working with the Board Education Committee, identify target audiences for Libraries material in educational realm. (2015)

2.3.3 Identify ways to bring education skills and pedagogical expertise to the Libraries, through consultants, contractors or interns with strong educational backgrounds, to help package content and target audiences. (2015)

2.3.4 Identify small pilot projects that could help align our material with K-12 education, such as applying Common Core Learning Standards to existing online exhibits and resources. (2016)

2.3.5 Reach out to SI education departments to build strong working relationships, seek feedback on our education materials, and get help connecting with educators. Regularly attend and participate in SI-wide education groups, such as CAMEO in Natural History, Educators Exchange and the Evaluation group.

2.3.6 Explore education events, like National History Day, that provide opportunities to connect with students and educators in specific subject areas. (2015)

2.4 Offer outstanding internship and fellowship programs to support the development of professionals in library/information sciences and other academic fields.

2.4.1 Prepare staff to be excellent mentors and supervisors to students and interns by documenting intern procedures/guidance and hosting regular information sessions or brown bags about internships.

2.4.2 Continue to improve intern experience by providing numerous opportunities for interns to learn and network with other students and SI staff. Cohost opportunities with similar SI units.

2.4.3 Ensure a portion of internships each year are accessible to a diverse geographic and socio-economic candidate pool by providing adequately funded local opportunities as well as paid or unpaid virtual internships.

2.4.5 Expand promotion of the Resident Scholar fellowship programs to both national and international academic institutions.

2.4.5 Provide opportunities for mid-career educators to become more familiar with Library collections and resources and their applications in the classroom.
GOAL 3: ACCESS

Broaden access to and promote use of collections for new and diverse audiences using a variety of methods and tools.

3.1 Develop and engage new audiences through social media, exhibitions, and communications that focus on our unique role.

Milestone

3.1.1 Develop and provide services for an audience not traditionally served by the Libraries, e.g., genealogical researchers through the new NMAAHC library.

3.1.2 Expand outreach to affinity groups interested in subjects related to the Libraries collections to increase awareness and use of materials.

3.1.3 Create at least one exhibition per year, either online or physical, to introduce visitors to our collections and connect those exhibitions to online content and other collections data.

3.1.4 Expand outreach to both subject enthusiasts (affinity groups) and general audiences through social media, continuously evaluating effectiveness (reach, clicks, etc.) and appropriateness of various platforms, adjusting efforts as necessary.

3.1.5 Create standard narratives for explaining Libraries role for reuse on various platforms.

3.1.6 Rebrand Libraries’ communications channels (online, social media, print) to better convey Libraries’ mission and role, improve user experience, and increase engagement with our collections and services.

3.2 Enhance discovery of collections by improving collections data and extending availability both inside and outside the Institution.

Milestone

3.2.1 Prioritize integration of non-SIRIS collections data into the OneSearch service, e.g., Art and Artists Files, Trade Literature Collection, Collections Search Center, etc.

3.2.2 Identify and test a platform (ArchiveSpace, Islandora, etc.) and description standard(s) for managing and serving metadata outside of SIRIS, such as for ephemera or Trade Literature.

3.2.3 Digitize two hidden collections, such as Aerospace Legacy Materials, either as metadata only or metadata and digital surrogates, based on UDP priorities.

3.2.4 Create, correct, and enhance bibliographic metadata on all platforms to enhance discovery and improve user experience. Regularly evaluate usage of collections and metadata to identify areas of improvement.

3.2.5 Make digital library metadata available for harvesting, downloading or for other machine consumption, e.g., through RDFa or downloadable files.

3.2.6 Expand collaboration with at least 3 metadata aggregation projects such as SI Collections Search, Getty Portal, or Biodiversity Heritage Library by improving existing contributions or contributing data from new hidden collections.
3.2.7 Reduce barriers to accessing licensed collections for the SI community working off campus or in the field by implementing a proxy server.

3.2.8 Create a plan and methodology for moving our data to a new Collections Information System.
# GOAL 4: COLLECTIONS

Strengthen stewardship of Smithsonian Libraries’ vast and diverse collections.

## 4.1 Become better stewards of The National Collections through improved management of physical collections.

**Milestone**

- **4.1.1** Increase preservation efforts for at-risk collections.
- **4.1.2** Standardize procedures for delivery of content to patrons. Increase efficiency and effectiveness in shipping and delivery.
- **4.1.3** Standardize methods for describing ephemera and hidden collections for reporting and management of collections.

## 4.2 Integrate approach to collection development and management for physical and digital collections, whether owned or licensed.

**Milestone**

- **4.2.1** Integrate digitization and acquisition of born digital content into collections development policies, developing collections strategically taking into account rising publishing costs, space constraints, and changing research needs and methods.
- **4.2.2** Provide more opportunities for input from branch librarians about collections decisions related to future museum initiatives, exhibitions, and programs.
- **4.2.3** Ensure all collections are described at the most appropriate level to provide user access and that they are stored in the appropriate system, e.g., article level or research output in SRO. Continue and strengthen Libraries’ involvement in the Program for Cooperative Cataloging (PCC) and the Bibliographic Framework Initiative (BIBFRAME).
- **4.2.4** Establish a Collections Management Working Group (CMWG) whose mission is to prioritize and shepherd collections work throughout the Smithsonian Libraries and update collections management policies.
- **4.2.5** Evaluate the feasibility of establishing PennSIL/SLRA as a future branch library by developing a plan for services and collections.
- **4.2.6** Hire full-time e-resources librarian and a full-time collections management librarian.
- **4.2.7** Relocate legacy print collections to offsite storage.

## 4.3 Increase number of collections available online and improve stewardship of digital assets.

**Milestone**

- **4.3.1** Increase content available through the Digital Library
4.3.2 Develop strategies to sustain growth of the Cultural Heritage Library collection (CHL), e.g., through internal or other grants.

4.3.3 Develop comprehensive BHL & CHL digital storage, management, and delivery plan working with OCIO and other pan-Institutional units.

4.3.4 Ensure all Libraries and BHL digital assets are in redundant, SI-controlled storage such as DAMS or DSpace.
### GOAL 5-7: MISSION ENABLING

**Goal 5: Build financial strength and ensure accountability.**

**5.1 Increase income from private sources by strengthening fundraising capability and raising our profile.**

**Milestone**

- **5.1.1** Continue to engage current donors to encourage annual and increased giving.
- **5.1.2** Increase number of new donors by cultivating satisfied users and enthusiasts.
- **5.1.3** Build major gifts program to increase and sustain overall fundraising goals.
- **5.1.4** Create program so staff can act as “ambassadors” for the Libraries, providing materials and training on how to build relationships with library users that encourage them to become donors.
- **5.1.5** Launch and operate National Campaign and meet annual goals.
- **5.1.6** Explore, enhance, and evaluate branding and communications strategy with donor community.

**5.2 Grow earned income through increased business ventures.**

**Milestone**

- **5.2.1** Advertise Libraries’ licensed products on all Libraries online and printed communications and publications.
- **5.2.2** Work with Smithsonian Enterprises to provide access to library branches and collections for potential product licensees.
- **5.2.3** Continue to play a role in Smithsonian-Gale Cengage project and develop more products based on Smithsonian Libraries collections.

**5.3 Ensure accountability by strengthening internal controls.**

**Milestone**

- **5.3.1** Ensure staff has the tools and training for financial and internal control systems, and internal processes are efficient.
- **5.3.2** Pass all Institution audits.
- **5.3.3** Conduct internal audits.
- **5.3.4** Participate in SI Risk Management Assessment.

**6 Goal 6: Develop and sustain our staff, physical infrastructure, information technology, and capabilities.**

**6.1 Retain and develop a creative, diverse, future-thinking workforce.**
<table>
<thead>
<tr>
<th>Milestone</th>
<th>6.1.1</th>
<th>Conduct Library-wide future workforce analysis periodically to gain input on staffing needs and succession planning to support current and future direction of the Libraries.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.1.2</td>
<td>Work with OHR and professional associations to extend the reach of Libraries job announcements to as many pools of diverse candidates as possible.</td>
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<td></td>
<td>6.1.3</td>
<td>Reach out to students at hiring fairs and early-career professionals at development events.</td>
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<td></td>
<td>6.1.4</td>
<td>Actively explore ways to engage more volunteers – especially those with library training or other appropriate skills.</td>
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<td></td>
<td>6.1.5</td>
<td>Use “exit interviews” and surveys of departing staff, interns, and fellows to gather suggestions, learn direction of library coursework, and gain insight into next generation’s vision of librarianship and future of libraries in general. (Incorporate with feedback mechanism in Goal 7.)</td>
</tr>
<tr>
<td>Milestone</td>
<td>6.2</td>
<td><strong>Foster an environment which encourages experimentation, continual education, and staff development.</strong></td>
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<tr>
<td></td>
<td>6.2.1</td>
<td>Conduct Training Need Analysis to establish benchmarks for skills needed in various Library positions.</td>
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<td></td>
<td>6.2.2</td>
<td>Develop comprehensive training plan and encourage connection to individual development plan (IDP) for staff in each area.</td>
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<td></td>
<td>6.2.3</td>
<td>Develop and maintain professional competency of staff through a variety of means including mentoring, cross-training, and formal coursework.</td>
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<td>Milestone</td>
<td>6.3</td>
<td><strong>Ensure spaces meet Library objectives and provide a safe, healthy, and secure environment for the Libraries workforce.</strong></td>
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<td></td>
<td>6.3.1</td>
<td>Represent our interests in library design planning.</td>
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<td></td>
<td>6.3.2</td>
<td>Support needs for collection shifts and library upgrade projects.</td>
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<td>6.3.3</td>
<td>Ensure any safety exceptions found in annual safety inspection (METR) are addressed quickly.</td>
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<td></td>
<td>6.3.4</td>
<td>Encourage staff to participate more fully in Smithsonian health, safety, and security programs.</td>
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<tr>
<td>Milestone</td>
<td>6.4</td>
<td><strong>Align information technology distribution with the Smithsonian’s research priorities and directions.</strong></td>
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<tr>
<td></td>
<td>6.4.1</td>
<td>Survey branches for existing resources (such as IT infrastructure, copiers, material, etc.) to determine if any gaps exist.</td>
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<td></td>
<td>6.4.2</td>
<td>Include evidence from users in each decision for technology purchases.</td>
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<td></td>
<td>6.4.3</td>
<td>Establish a cycle for updating technology in conference and training rooms.</td>
</tr>
</tbody>
</table>
7 Goal 7: Cultivate the Libraries as a learning organization committed to openness, inclusion, innovation, continuous improvement and efficiency.

7.1 Build a culture that encourages and rewards creative and innovative strategies to problem solving.

Milestone

7.1.1 Reduce costs through efficiency efforts.

7.1.2 Identify areas in which we could improve our time management. (Email handling, meeting management, changing priorities, etc.)

7.1.3 Maximize use of staff innovation funds.

7.1.4 Get staff input on ways to reward creative and innovative thinking and build community.

7.1.5 Refine methods for collecting metrics, and create a working group for periodic review of what we collect and why it is important

7.1.6 Analyze locations with highest need based on circulation data and staff levels.

About this Document

The Strategic Planning Committee members are:

Bill Baxter, Trina Brown, Kristen Bullard, Alex Edezhath, Nancy Gwinn, Kathy Hill, Martin Kalfatovic, Polly Khater, Doug Litts, Tina Muracco, Richard Naples, Joel Richard, Vanessa Haight Smith, Gil Taylor, Mary Augusta Thomas, Keri Thompson, Lilla Vekerdy


Focus on Service | 11
The International Librarians Network featured our blog as the kick off of their month-long campaign featuring great library blogs. Wonderful job, bloggers!

Speaking of being featured, I should point out how common it is for our own content to be shared “out there.” For instance, if you have a Pinterest account, you can see content shared from our website by going to pinterest.com/source/sil.si.edu. Other blogs, twitterers, and tumblrs share our content, too. Even Wikipedia has hundreds of links to our content!

May flowers must have been on our followers’ minds, since the Instagram post featuring nasturtiums, shown here, is now our most liked image ever on Instagram. We continue to build an audience, with a steady growth rate of 10% a month.

Our Tumblr is much more variable in its growth rate, but at over 35,000 followers has our largest number of followers. May’s newest meteor shower, the Camelopardalids, offered an opportunity to showcase our Heralds of Science, with this Galileo GIF of shooting stars. A simple but obviously effective GIF that really shone.

Facebook continues to limit what users see of our page. In May, our posts reached an average of 4% of our followers. Without paying, this trend doesn’t seem to be changing anytime soon. Still, when our content does reach our fans, we do get likes and comments, such as this one about the ARLIS conference.

Preservation continues to be popular on our blog, with this piece by Vanessa on the bits of other books that end up in new books during the binding process. The frugality of binders past is today’s bookish archaeological find.

Finally, Twitter was a bit of a surprise with this top tweet about a book on the Japanese Tea Ceremony from Sweden illustrating how diverse our collection is garnering lots of retweets and favorites.

Up this month: Once There Were Billions. Stay tuned!