Highlights of activities are summarized below for the ALCTS Technical Services Directors of Large Research Libraries. Thanks to my colleagues Samantha Abrams, Alex Thurman, and Mark Wilson for contributing to this document.

This year, Columbia has been deeply involved in grant and university funded digitization projects that have had significant metadata and staffing components.

**Time Based Media**

With new needs funding from the Provost’s Office, Columbia made substantial progress on the digital preservation of unique audio and moving image materials in the Libraries’ collections, including over 4,000 oral history recordings and more than 7,000 other unique AV items. We just learned that the Mellon Foundation will fund a two year continuation. We will preserve and describe 20,667 archival audio and moving image objects.

**Manuscripts of the Muslim World**

Columbia continues to participate in the Manuscripts of the Muslim World project, a CLIR grant-funded initiative between the University of Pennsylvania, Columbia University, and the Free Library of Philadelphia. The libraries share an original cataloger (Dr. Kelly Tuttle) who provides original cataloging and descriptive metadata for manuscripts in Arabic, Persian, and Turkish from the collections of the Free Library of Philadelphia, Columbia University, University of Pennsylvania, Bryn Mawr College, and Haverford College. This year, we have begun to contribute NACO records through Penn’s Arabic Funnel. The partner libraries have also begun to explore teaching and learning opportunities. Our greatest challenge has been the cost of conservation treatment prior to digitization.

**The Columbia-Princeton Electronic Music Center (CPEMC)**

The CPEMC is the oldest center for electroacoustic music in the United States. Columbia received a grant from the Grammy Foundation to digitize, using MediaPreserve, selected content from the archive. Individual MARC records will be created by Russell Merritt, Columbia’s Music Cataloger.

**Carnegie Corporation: Digital Past and Future**

Columbia is finishing up a grant project to digitize selected analog (papers, microfilm, media, etc.) materials from the Carnegie Corporation archive as well as over 200 oral histories relating to the Corporation’s history. The grant has allowed us to explore closed captioning, synchronization and rights management.

**Uncovering Hidden Collections**
The Libraries continue to work on our strategic objective to uncover hidden print collections. Most notably, we made available 700 hidden archival collections available and since then all newly acquired archival collections receive collection-level records that are published upon accession. Our implementation of Archives Space is nearly complete. Perhaps surprisingly, Columbia has not completed retrospective conversion of its distinctive collections. This year saw several projects to remedy the situation. Lena Newman, using Backstage Library Works, successfully completed retrospective conversion of the Avery Classics rare book collection. 2100 records were added to the catalog. We are in the midst of sending 7500 maps to Library Cataloging Solutions for recon and shelf processing. We are in the early stages of scoping an enormous recon project for the Rare Book and Manuscript Library consisting of multiple collections in various formats and languages.

Web Archiving

In the past year the CUL Web Resources Collection Program added about 90 new websites to its Avery Library Historical Preservation & Urban Planning collection, which now includes over 530 websites, as well as continuing to grow the Human Rights, NYC Religions, and Resistance thematic collections and capturing Columbia's institutional web presence. In June of 2019 crawling is underway for a new "Stonewall 50 Commemoration" collection proposed by Columbia Graduate School of Architecture, Planning and Preservation (GSAP) professor Andrew S. Dolkart; this collection will preserve web content created expressly in connection with the 50th anniversary celebration of the Stonewall uprising in New York City, mostly by the partner organizations comprising the Stonewall 50 Consortium.

Columbia University Libraries has been a member of the International Internet Preservation Consortium (IIPC) since 2011, and in 2018 completed the second year of an elected three-year term on the Consortium's Steering Committee, with Alex Thurman serving as Columbia's representative. Thurman additionally served on IIPC working groups and on the Program Committee for the 2019 IIPC web archiving conference in Zagreb, Croatia.

Over the past year, the Ivy Plus Libraries Confederation’s Web Resources Collecting Program has launched seven new collections: the Latin American and Caribbean Contemporary Art Web Archive, the Literary Authors from Europe and Eurasia Web Archive, the National Statistical Offices and Central Banks Web Archive, the State Elections Web Archive, the Eastern Europe and Former Soviet Union Web Archive, the Queer Japan Web Archive, the Brazilian Presidential Transition (2018) Web Archive. Much of the Program’s focus has also been dedicated to expanding its existing collections: the Global Webcomics Web Archive, the Collaborative Architecture, Urbanism, and Sustainability Web Archive, and the Contemporary Composers Web Archive. In all, the Program has archived nearly 4,000 websites (with 602 already no longer available on the live web).

In addition to collection building, the Program has actively been involved in exploring digital preservation options for its materials, and will work to provide more guidance on the use of web archives for researchers and scholars interested in using its collections. In May of this year, the Program was renewed for another three-year term, and now runs until June of 2023.
Faceted Application of Subject Terminology (FAST) Implementation

FAST has been implemented in Central Technical Services as part of the Efficiencies Strategic Initiative. We have greatly expanded the number of staff who can apply subject headings and LC classification for books on receipt. This expansion includes most support staff but will also include curators and archivists who are beginning to do descriptive work in ArchivesSpace. Use of LCSH in archival processing had been a challenge in the past. FAST has long been used to provide subject access to resources in our Institutional Repository.

Collaborative Collection Development

Efforts to expand collaborative collection development continue apace on several fronts. Locally, Columbia continues to engage with its New York City partners, New York University and New York Public Library, in MaRLI (the Manhattan Research Libraries Initiative) whereby researchers at any of the three Institutions may apply for access to the partner collections for materials needed for their research. Stretching our local collaboration into New Jersey and beyond, the Research Collections and Preservation Consortium (ReCAP) and the Ivy Plus Libraries confederation are two collaborations in which Columbia's libraries seek to improve both user experience and service efficiencies. ReCAP (Columbia, New York Public Library, and Princeton) has expanded its mission and membership, from serving as a shared physical repository to becoming a model for shared collection building and management. In January 2019, Harvard University joined the consortium with the aim of implementing strategies for collaboration in building, sharing, and preserving physical and digital collections. Harvard has relocated over one million books to ReCAP. In 2017, with funding from the Andrew W. Mellon Foundation, the ReCAP consortium launched a Shared Collection Service, which currently enables users at Columbia, NYPL, and Princeton to access the partner’s holdings as a single collection. The project added seven million additional volumes to Columbia's CLIO catalog. Harvard’s eventual integration into this service will enable users at Columbia, Princeton, and NYPL to access millions more volumes currently held in the Harvard Depository. Beyond developing an advanced model for resource sharing and seamless cross-institutional borrowing, the members are looking to make significant progress towards establishing operational mechanisms for collaborative collecting between the four partners. Additionally, the Consortium members are working with CRL to identify commonly held Serials at both the title and item level. Columbia has also worked closely with the Ivy Plus Libraries Confederation and is closely following explorations of developing a Shared Index and improve resource sharing. Recent investigations by both The IPLC and ReCAP partners have taken place to analyze collections across institutions. Reliance on Library of Congress Classification for analysis has caused us to begin classing material on receipt and look at ways to improve the quality of our metadata.

Authority Control

Columbia used Library Technologies, Inc. (LTI) for authority control since 2001. With LTI’s demise, we are moving authority control to Backstage Library Works this summer. We have hopes for a cleaner database since BSLW will control subject terms from FAST and other vocabularies, add URIs to access points positioning us for linked data, update 880 fields and make our records more consistent with RDA. BSLW also shared with us work that they did with
the Folger Library to enhance rare book cataloging records. We will be sending our rare material cataloging in a separate stream through a locally modified version of the Folger rare book profile.

**Ongoing Reorganization of Technical Services**

The Collections Group is continuing to fine tune its organizational structure. Though already merged for some time, the cataloging department, Monographs Processing Services, and acquisitions department, Monographs Acquisitions Services, are now jointly referred to as Collections Acquisition & Description. CAD continues to seek greater affinities with cataloging and acquisitions processes to reduce the number of handoffs when processing new receipts. In February, CAD also folded in the print serials workflow by absorbing the Continuing Resources unit (2FTE) from Collection Development & Electronic Resources Management (CDERM). In the coming year, further organizational integrations will be explored through coordinated metadata solutions for CAD, CDERM, Original & Special Materials Cataloging (OSMC) and East Asian Technical Services. This year saw retirements, resignations and new hires. Directors Carole Ann Fabian (Avery) and Jeff Carroll (CDERM) have resigned. Sarah Elman (Head, Starr East Asian Library Technical Services) has retired. Michele Wan is the new rare book cataloger in Original & Special Materials Cataloging.

**Collections Acquisition & Description (CAD) Workflow Changes**

There have been three major areas of workflow changes in CAD. The first is an effort to greatly reduce the need for selector approval book review. Rather than prepare materials for the selector shelves, staff processing the materials will apply funds and locations based on guidelines provided by subject specialists, using the criteria that they themselves use to make such decisions. This has proved very effective where implemented and greatly reduces processing time, staff time and the use of paper & photocopiers. Secondly, in the past year we have increased the number of vendors from whom we receive materials shelf ready. Selectors provided the vendors with similar criteria described above in order to inform what funds and locations vendors should enter into the EOD of the incoming MARC records. Vendors have been preparing some materials for campus and some directly for offsite storage; this has been successful even though different barcodes are used and applied to different parts of the books. This year, shelf ready has expanded to Casalini, Amalivre, Leila and GOBI was expanded to include Fine Arts & Architecture materials. The third important workflow change was to discontinue processing brief records for a circulating front-log. The new workflow is cataloging on receipt using FAST and Library of Congress Classification.

**Diversity and Inclusion**

Commitment to diversity and inclusion is a key component of our strategic plan. The Libraries worked with the University to establish mandatory training for all Libraries staff on recognizing unconscious bias and micro-aggressions. Senior managers were trained in recruiting and hiring practices. The Libraries now require diversity and inclusion training for search committees. Before the end of the year, we will hire an external consultant to train staff in techniques for facilitating more inclusive staff meetings to ensure that diverse ideas and ways of thinking are heard and acted upon.