

Nomination of
Richard James King
for the FEDLINK
2014 Federal Librarian of the Year

By:

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1. Active and innovative leadership during Fiscal Year 2014 in the advancement of library and information services. (20 Points)

James King is a dynamic and innovative leader who has left an indelible mark on the federal library community. At the National Institutes of Health Library (NIHL) and within the U.S. Department of Health and Human Services (DHHS), he cultivates a culture of creativity and critical thinking that challenges traditional library services and roles. What is unique about James is that he does not delegate creativity and innovation- he leads it. From his visionary technology leadership, to his broad, diverse partnerships, and his lean approach to project funding through resource leveraging, James is “in the trenches” working directly with his staff and collaborators. His hands-on leadership approach and agility enables him to create an environment that incubates ideas and projects for testing and further development. James is also a cross-pollinator who builds bridges among colleagues, stakeholders, and the NIHL user base, and uses this collective creativity to advance library and information services and strategic priorities. He is also a knowledge seeker who is unafraid to learn and take risks, and in this way serves a role model by shaping a culture of learning and experimentation, that includes accountability.

A compelling example of his fresh, hands-on, and innovative leadership approach is through his extensive work building custom library solutions. Despite being promoted to branch chief just prior to 2014, he continued to serve in his previous role of Information Architect and lead of the Custom Information Solutions service since they were unable to hire a replacement in 2014. In that role, James has led three major projects which have each had a tremendous impact on NIH. The first project is the National Heart, Lung, and Blood Institute (NHLBI) collaborative project that James started leading in 2014. This effort brought together the NIH Library, NHLBI, and Thomson Reuters to explore portfolio analysis on an institute-wide scale focused on publication output. After inheriting this project, James redefined the scope of the effort and the role of the library, automating much of the previously manual effort and helping them shift into a data warehouse perspective. The customer has been very pleased with the library’s efforts and the entire team was awarded the NHLBI Director’s Award as a result in 2014.

The second project was with the National Institute on Aging (NIA) on their Alzheimer’s research program (IADRP - previously described). James collaborated closely with the NIA researchers to learn their information needs, arranged for presentation to explore commercial options, crafting project proposals, and managing the overall project. As

was mentioned, this effort resulted in a NIH Director's Award in late 2013 and also spun off two additional projects since then.

The final major project is the multi-year Pandemic Influenza Digital Archive (PIDA) project that has been previously described. James has led this project from the beginning, has expanded the vision of the project from a simple cataloging and digitization effort into a virtual collaboration space, and successfully secured funding for 2014 and (before the end of the year) another year of funding for 2015.

2. Promotion and development of library and information services in support of the organization's mission in Fiscal Year 2014. Include brief statements of both agency and library missions, size and budget of library or information center, and size and identity of user population served. (20 Points)

The National Institutes of Health (NIH), a part of the Department of Health and Human Services (HHS), conducts translational bench-to-bedside healthcare research that paves the way for important medical discoveries that improve health and save lives around the world. NIH carries out this mission through 27 different institutes and centers (IC's) employing over 18,000 staff, including intramural researchers, clinical staff, extramural grant managers, and administrative staff. Over 83% of the NIH's \$31B medical research budget is awarded through approximately 50,000 competitive grants to more than 325,000 external researchers in the US and around the world.

The NIH Library's vision is "to be the premier provider of information solutions to enable discovery and improve health". The library meets the needs of this diverse NIH research community through a range of innovative services, resources and knowledge. Unlike the National Library of Medicine (NLM), which has a national mission to collect, preserve, and disseminate biomedical literature, the NIH Library with its \$10M+ annual budget focuses on supporting the research information needs of clinical and basic science researchers and science administrators who work at NIH conducting translational research or administering the grants program.

As a leader in digital library implementation, the NIH Library recognized the growing need for embedding information professionals into the research process, becoming one of the first and largest informationist programs in the country back in 2001. The 15 NIH Informationists are experts in library and information science and also have formal education, training or extensive experience in the biomedical, behavioral, or social sciences. They work in context with research teams within a variety of ICs and HHS agencies, providing a variety of information-related services. Their work provides the library with deeper insight into the changing needs of our customers than can be obtained by normal survey instruments or focus groups.

Recognizing that the library's future is increasingly tied to close collaboration with our customers, the NIH Informationist service has been expanded into several non-traditional areas including bioinformatics, data services, bibliometrics and custom information solutions. James King created the Custom Information Solutions service in

2010 specifically to address the need for technology expertise tied to librarianship through close collaboration with NIH customers. James offers consulting services to determine the best approach to solve the information and technology problems facing the research group. Since the service often involves expenses that are targeted rather than applying to the entire NIH community, this service has been configured to charge back, depending upon the level of effort. At NIH, a small team of technology-savvy librarians come alongside the requesting informationist when a specific technology solution is needed to solve a research problem. The informationist is expected to be the expert in information tools and advanced searching while the “geek squad” is expected to understand web development, database architecture, information architecture, and taxonomy development. By combining skills towards the customer’s common purpose, powerful and customized solutions can be created. Here are three examples of how Custom Information Solutions’ efforts have made a positive difference at NIH.

PANDEMIC INFLUENZA DIGITAL ARCHIVE

In response to a growing need for a historical scholarly collection of influenza data, the National Institute of Allergy and Infectious Diseases’ (NIAID) Office of Communications and Government Relations has been collaborating on the creation of the Pandemic Influenza Digital Archive (PIDA). This multi-year project came to the library after a failed effort with a contractor to organize a large collection of historical scholarly publications focused on pandemic influenza. This collection was hand curated by a senior researcher at the National Institute on Allergy and Infectious Diseases (NIAID) and represented the largest and best collection of original publications on the epidemiology, etiology, diagnosis, and treatment of all influenza pandemics and epidemics, especially the 1918 Pandemic. In 2014, the NIH Library, under James King’s leadership, was awarded funds and two full time employees to move the project from prototype phase to production level. In 2014, James and his team has been richly indexing and digitizing over 5,000 publications in 17 different languages spanning from 800 A.D. through the 1920’s focused on pandemic and epidemic influenza. Indexing includes nearly a dozen custom taxonomy vocabularies to create a virtual research environment tuned to the needs of historic pandemic influenza researchers. The NIH Library also built a site that allows researchers to visualize search results by date timeline, by global map, and to save and share custom sets of records. The initial site with half of the records is expected to be released by March 2015 with the rest of the site ready in time of the centennial remembrance of the great pandemic.

INTERNATIONAL ALZHEIMER’S DISEASE RESEARCH PORTFOLIO

A second project originally came to the team as a request to turn a large spreadsheet into a searchable website. The National Institute on Aging (NIA) needed to respond to a congressional mandate to provide better reporting of Alzheimer's research funding. NIA approached the NIH Library through their informationist for assistance in managing and providing access to this important set of information. Through consultations, the NIH Library persuaded NIA to adopt a portfolio analysis perspective and exposed them to offerings from the major bibliographic tool manufacturers. NIA initially gathered 6,000 funding records and tagged them with a special three-tiered, detailed Alzheimer's research taxonomy (<http://www.nia.nih.gov/research/dn/cadro-outline>), which the NIH Library then converted into a searchable website.

The resultant site, called the International Alzheimer's Disease Research Portfolio (IADRP), was built using the open source Drupal content management system in 2014. The site is available to the public (<http://iadrp.nia.nih.gov/>) and currently contains over 12,000 grant records from 26 funding organizations, including six international funding organizations. The project quickly grew into a major effort receiving direct attention by the NIA director, launched the NIH Library into a new space of portfolio analysis, and earned the entire team the NIH Director's Award in late 2013. The project is now receiving global attention, being highlighted by the NIH Director and other world leaders during a 2014 G8 Summit on dementia and reported on in national media.

NIA also asked us to propose another digital solution based upon our success with IADRP. Before the end of FY14, we were awarded a 5-year contract to build a site and hire a full time curator focused on a preclinical version of ClinicalTrials.gov specifically for Alzheimer's research. This site will help researchers at NIA to track the efficacy of animal trials for drug development never before attempted (at the animal strain and genotype level) which will allow them to reproduce research results and establish a global standard for reporting animal trials.

The success of the IADRP effort also piqued the attention of the Interagency Pain Research Coordinating Committee (IPRCC) at NIH, who wanted the NIH Library to build a similar site focused on Pain Research. A few months later, reusing much of the same Drupal effort, the Interagency Pain Research Portfolio (<http://paindatabase.nih.gov/>) was born in the summer of 2014.

DIGITIZATION

Digitization, although not new to libraries, has become a commodity tool that can be used to serve our customers. The NIH Library has consulted with different groups to identify their digitization requirements, and make recommendations on the best path

forward, assisted with the contracting and evaluation process, and managed the digitization workflow. Since August 2013, the NIH Library has been able to digitize over 3,000 unique publications from the Centers for Medicare and Medicaid Services (CMS) Library collection through a joint partnership between the Library of Congress and the Internet Archive called FedScan.

3. **Demonstration in Fiscal Year 2014 of exceptional professional competency in three of the professional Competencies for Federal Librarians, cited in a document prepared by the FEDLINK Human Resources Working Group (Rev 2011). Clearly state selected competencies and address each on a separate sheet. (60 Points).**

COMPETENCY: Library Leadership & Advocacy -- Administration and Management

- synthesize and adapt general management theories and practices to the library environment.
- anticipate and plan for library policies and procedures aligned with the organization's mission, strategic goals, and objectives.
- create, assess, or modify the library and functional areas policies and procedures.
- evaluate and plan for changes in funding, policies, regulation, and legislation that impact the library.
- develop proposals to justify library projects, products, programs, and services.
- evaluate and modify library programs.
- evaluate existing or propose new FLICC and FEDLINK policies, programs, and services.
- evaluate existing or propose new federal library initiatives and programs.
- evaluate outcomes and adapt change management and organizational development methods
- design and evaluate library facilities and space management plans and justify requirements.
- formulate and employ strategies to advocate, justify, and defend library needs.

NIH Library Subscription Leadership - James King became one of three branch chiefs in September 2013, inheriting a subscription management program in disarray. Everyone directly involved in subscription management had left within the last year, including the previous branch chief, leaving little in-house expertise in subscriptions. One subscription librarian hiring was completed shortly after James assumed leadership but both of them had to quickly learn what could be done before the government shutdown less than a month later. Further complicating efforts was the news of a budget cut that was being absorbed by the library and would exclusively hit the subscription budget. The NIH Library had not received a budget cut to the subscription budget in a generation so none of the typical monitoring tools were in place so James and his small team had to quickly gather usage statistics, validate title lists, and create analysis

reports for over 10,000 scholarly subscriptions (with no text aggregators in the mix) from over 800 different sources. The news of the final amount of the cut would not be revealed until mid-December, making subscription renewals nearly impossible. James' team was able to work with publishers to delay access issues while working closely with their subscription agent to get renewing titles paid for. Our final list of cancellations was for a nearly 10% budget cut but due to diligent efforts, James was able to make the cuts with no significant complaints, reflecting the quality of the usage analysis.

The NIH Library also serves as the virtual library for a number of HHS operative divisions through the HHS Digital Library (HSRL) and in 2014 James' team took on a critical review of all of the subscriptions within that collection. This is the first time it had been done in the 10+ year history of the program and has resulted in the cancellation of hundreds of titles and the addition of several key new resources that are greatly expanding the value of the resource, all with no additional funds.

During the year, James was able to complete the hiring of a second subscription librarian, managing a multi-million dollar competition of a major publisher, and managing the open re-competition of the NIH Library's subscription agent. Since NIH is one of the largest individual subscription budgets out there, NIH had a lot of competition and analysis to work through. As the lead for both of those competitions and the COR for both of those contracts, James was deeply involved in both efforts.

Expectations of another tough budget year resulted in another critical analysis of the subscription budget but learning the lessons of the past year, James and his slightly larger team were able to create a report with much less effort and with greater precision.

CMS Library Leadership - In late 2013, the NIH Library was approached by the Centers for Medicare and Medicaid Services (CMS) Library management about expanding our partnership to include digitization of some of their unique print materials. James King was tapped to lead the project given his digitization experience. By 2014, the CMS Library wanted the NIH Library to assume oversight of all CMS Library operations and shift as many services as possible to the NIH Library. James has been the project manager of the effort and has garnered support from CMS management to triple the on-site staffing in FY14 to accommodate the temporary surge in digitization-related work. In 2014, James and his team managed and migrated over a hundred subscriptions on CMS' behalf and provided usage reporting summaries which has helped NIH to renegotiate licenses and provide better value for their subscription budget. Over the course of 2014, James also extensively used FEDLINK's FedScan service to digitize nearly 5,000 unique CMS publications from the library's print

collection. This digitized collection is being curated and will be unveiled in 2015 as a public collection of material about the history and evolution of key CMS services including Medicare and Medicaid, just in time for the 50th anniversary of Medicare in 2016. CMS management, both immediate and upper level, have rated James' oversight and the library's performance as outstanding, they have asked the NIH Library to assume leadership over more of the library's operations in 2015, and have continued to award increases despite tight budget conditions overall.

COMPETENCY: Content Organization and Structure -- Information Architecture

- formulate and evaluate library or organization goals for delivering information to customers and stakeholders.
- analyze and evaluate competitors or benchmarks for delivering information.
- create, evaluate, or modify library or organization, policies, and practices in response to customer needs in content organization.
- evaluate and prioritize customer needs in content organization.
- create, evaluate, or modify library or organization web design policies and practices.
- evaluate and modify taxonomies, thesauri, and ontologies in search, browse, and navigation applications.
- create, evaluate, or modify library or organization practices to comply with best practices of usability.

NIH Library Custom Solutions Leadership - Despite being promoted to branch chief just prior to 2014, James continued to serve in his previous role of Information Architect and lead of the Custom Information Solutions service since they were unable to hire a replacement in 2014. In that role, James has led three major projects which have each had a tremendous impact on NIH. The first project is the National Heart, Lung, and Blood Institute (NHLBI) collaborative project that James started leading in 2014. This effort brought together the NIH Library, NHLBI, and Thomson Reuters to explore portfolio analysis on an institute-wide scale focused on publication output. After inheriting this project, James redefined the scope of the effort and the role of the library, automating much of the previously manual effort and helping them shift into a data warehouse perspective. The customer has been very pleased with the library's efforts and the entire team was awarded the NHLBI Director's Award as a result in 2014.

The second project was with the National Institute on Aging (NIA) on their Alzheimer's research program. What started as a request to convert a spreadsheet into a web site, quickly evolved under James' leadership into a global portfolio analysis project that gained the interest of NIA management, global attention at the G8 Summit on Dementia, and received the NIH Director's Award in late 2013. This effort has also resulted in a copycat project to build the same type of site for the Interagency Pain Research Coordinating Committee, aggregates research funding tied to three custom taxonomy vocabularies. The site was released in May 2014 on a difficult to get nih.gov domain address - <http://paindatabase.nih.gov/>. The customer has been extremely pleased, has started a large promotion effort to get word out about the site, is working to add additional data to the site, and is working with us to start a phase 2 to expand the

feature set. NIA has also been pleased with the project and just before the end of FY14 has awarded the NIH Library with a 5-year contract to build a site and hire a full time curator to build a preclinical version of ClinicalTrials.gov for Alzheimer's research. This will help researchers at NIA to track the efficacy of animal trials for drug development never before attempted (at the animal strain and genotype level) which will allow them to reproduce research results and establish a global standard for reporting animal trials.

The final major project is a multi-year effort that came to the library after a failed effort with a contractor to organize a large collection of historical scholarly publications focused on pandemic influenza. This collection was hand curated by a senior researcher at the National Institute on Allergy and Infectious Diseases (NIAID) and represented the largest and best collection of original publications on the 1918 pandemic event. In 2014, the NIH Library under James' advocacy and leadership were awarded funds and two full time employees to move the project from prototype phase to production level. James and his team have been richly indexing and digitizing over 5,000 publications in 17 different languages spanning from 800 A.D. through the 1920's focused on pandemic and epidemic influenza. Indexing includes nearly a dozen custom taxonomy vocabularies to create a virtual research environment tuned to the needs of historic pandemic influenza researchers. James' team also built a site that allows researchers to visualize search results by date timeline, by global map, and to save and share custom sets of records. The initial site with half of the records is expected to be released by March with the rest of the site ready in time of the centennial remembrance of the great pandemic.

COMPETENCY: Library Leadership & Advocacy -- Professional Development

- design and evaluate programs and services for library and information science and related professional associations.
- evaluate and assess professional implications of issues and trends in library science and related professions.
- evaluate and assess emerging trends in library and information science.
- evaluate existing or propose new FLICC and FEDLINK educational policies, programs, and services.
- evaluate existing and propose or develop new library educational and professional development initiatives and programs.

NIH Library Instruction Team Leadership - In addition to his core duties, James also volunteered to actively help on the NIH Library's instruction team in 2014. As an active member of the team, the team released and analyzed an updated user needs survey and started a Fellow cohort training series for all Visiting Fellows at NIH. James' role on the team was to help evaluate options and to create a plan for overhauling the library's course management, including a replacement online calendar, replacement registration process, new approaches to marketing, and an improved selection and scheduling process. Through systems and workflow analysis, James created a comprehensive plan which includes a central instruction calendar that is customer-focused and allows for easy filtering to show courses focused on bibliometrics, bioinformatics, data sciences, informationist expert series, and technology topics. The plan also includes reworking the workflow of identification, scheduling, implementation, and evaluation of all classes to ensure that it is as streamlined as possible while also offering the best possible classes for NIH researchers and scientific staff. The plan also includes professional development efforts to raise the competency level of the instructors by introducing them to the latest in virtual technologies and teaching techniques such as gamification. James has also assumed co-leadership of the team in 2015 to implement the plan that has been proposed and accepted by leadership.

Catholic University Library School Advocacy - In 2014, James was invited to join the CUA's Library and Information School's (LIS) Accreditation Curriculum Committee to help them review, revise, and prepare for the school's accreditation in 2016. In addition, James was also invited to join the inaugural CUA LIS Advisory Board as one of the only non-library director members. In both of these roles, James has been providing input into future directions of the profession and technology to help the school to position itself to train the next generation of library leaders and professionals.

Special Libraries Association (SLA) - In 2013, James was elected to the SLA Board of Directors as the Chapter Cabinet Chair Elect. In this role, James has assisted with the leadership and planning of the SLA Leadership Summit in Memphis, TN in Jan. 2014, the Leadership workshop at the SLA Annual Conference in Vancouver, Canada, and has led the planning for the SLA Leadership Summit being held in Baltimore, MD in Jan. 2015. Through all of these events, James has been working to improve leadership training for all professionals by arranging for speakers and by speaking and writing himself.

In addition, James was also appointed to serve on the SLA Technology Advisory Council (TAC). On the TAC, James led efforts to encourage migration of all SLA units to WordPress and helped struggling units to find the webmaster help that they needed to complete the migration. James was also a champion of efforts to bring a virtual collaboration tool to the entire membership of SLA. Deeply connected to the membership records, the proposed system will foster a deeper sense of community across the membership. Due to budget delays, implementation is expected to commence in early 2015.

While on the SLA Board, James was also serving on the Washington DC Chapter Board as the Technology and Innovation Director. In this role, James maintained one of the largest WordPress sites in SLA and created the first-in-SLA social media directory. The DC/SLA Social Media Directory was designed as a supplement and enhancement to the in-person networking events held by the chapter. It does not preclude in-person meetings and can actually encourage those encounters by opening new doorways to building our professional network. The social media directory allows members to introduce themselves to others in the community that may have felt awkward in more traditional ways and exposes members to the existence of others in the profession that we may want to know. Social media can also help an information professional to gain new insights, tap into the expertise and experience of others, and become a resource for others. Of course, this is also a great way to build personal friendships too! In short, the social media directory makes it easier to connect with each other and helps them to gain more value from membership through efficient access to the chapter's most important resource – its members. The Social Media Directory is prominently highlighted on the chapter's home page (<http://dc.sla.org>) and the directory includes links to web sites, blogs, Twitter handles, Facebook profiles, LinkedIn profiles, and Pinterest pages. The DC/SLA Social Media Directory can be found online (<http://dc.sla.org/get-involved/social-media-directory/>)

Drupal advocacy – Recognizing a need and underground growth of the Drupal content management system at NIH and across the government, James has started to build a community of Drupal administrators and developers at NIH. In 2014, James held three user group meetings, each with approximately 100 people in attendance. James also served as host and a core event planner for the 2014 national “Drupal Government Days” conference at NIH, which had over 500 people in attendance. Work started immediately after the July conference for the 2015 DrupalGovCon event to be held at NIH once again. As a sign of the growing significance of this conference as a national forum, James secured the founder and creator of Drupal, Dries Buytaert as the opening keynote speaker.