



University of Arizona Libraries
ANNUAL REPORT 2004

1510 East University Boulevard
Tucson, Arizona 85721



TABLE OF CONTENTS

I. Introduction	3
II. Accomplishments	6
III. Current Profile	32
IV. Goals for 2005	37
V. Conclusion	44

APPENDICES

A. Staff Accomplishments	46
B. Outreach and Development	63
C. Historical Review of Statistics	67
D. Center for Creative Photography	70
E. North Campus Library	73

INTRODUCTION

Despite continuing budget decreases, the Libraries are seeking creative solutions to financial issues that sustain the level of excellence that University of Arizona users have come to expect from the Libraries. During the past two years, grants and fundraising have enabled the Libraries to purchase over two million dollars in materials that would not have been otherwise procurable. Over the same period, consortial purchasing and negotiating efforts have brought the Libraries a savings of over six million dollars. The need to reduce spending led to a \$490,000 cut in serials purchases, which equated to 1,548 titles being removed from the collection.

The Libraries are simultaneously building infrastructure to stimulate an increase in outside funding, through a reorganization of the Friends of the Libraries as well as the establishment of new staff positions for marketing, fundraising, and grant writing. However, the Libraries are still seeking further ways to reduce spending based on University of Arizona strategic goals and maintaining the focused excellence of the Libraries.

During these difficult times, Library staff have been tremendously resourceful in finding new ways to maximize resources and ensure that the campus community receives the utmost benefit of Library funding. Through broad-based planning efforts, the Libraries are working to further the goals of student learning and the creation of new knowledge. Library staff are constantly training to meet the evolving information needs of the community. As described throughout this report, there is continued movement within the Libraries toward increasing digital access to materials, frequently in partnership with other units both on- and off-campus.

The pages that follow describe an array of new and continuing projects that serve to increase student and faculty access to information through the use of technology. For example, the Arizona Electronic Atlas is an interdisciplinary interactive web-based resource that allows users to create maps and download geospatial data for Arizona. The Atlas was created in collaboration with partners at the State Library, Arizona Geographic Information Council, the State Cartographers Office and faculty on the UA campus from units such as the Department of Geography and Regional Development and College of Agriculture and Life Sciences' Advanced Resources Technology Lab. The Tree of Life, created by David Maddison and colleagues worldwide, was enhanced when Maddison approached the Libraries for help in converting the site into a dynamic, database-driven system. The image-based website, now hosted on the Libraries' web server, is a free, unique resource designed

to aid researchers and educators in biology and life sciences that provides access to over two thousand pages authored by biologists around the world.

Library services saw great improvements and enhancements in 2004, including the establishment of courtesy reminders sent by e-mail to those with overdue materials, further digitization and resulting increases in speed of document delivery, heightened use of Express Checkout stations, and added electronic materials. Further, the Architecture Library and Fine Arts Library were merged in Fall of 2004 to cut costs, make more efficient use of staff and resources, and to provide improved service to users. Although some individuals were unhappy with this change, the Libraries took it as an opportunity to increase hours for the Architecture collection, add computers, and upgrade electronic services.

The Libraries work with partners at the UA and nationally to continuously improve the information climate on campus for faculty and students. In addition to those mentioned above, the Libraries have partnered with the College of Engineering, the College of Agriculture and Life Sciences, campus computing, and the teaching center, among others on campus. Off-campus collaborators include the Udall Foundation, Arizona State University, Northern Arizona University, the Greater Western Library Alliance, the Arizona State Library, the Center for Research Libraries, and RAPID, an interlibrary loan program coordinated by Colorado State University.

Responding to the space crisis, which was described in the Libraries 2003 Annual Report, the Libraries have sought aggressive measures to provide needed shelf space for new materials. In addition to removing from the shelves items available digitally, weeding out duplicates, and otherwise making the best use of space, the Libraries have taken the bold step of borrowing approximately \$600,000 to fund the purchase and installation of compact shelving in several locations.

The Center for Creative Photography (CCP) has been actively making new advances and has expanded staff to meet their needs. The CCP researched the costs, infrastructure needs, and staffing requirements to complete its ambitious goal of having 90% of its collection digitized and available to the public online within five years. In keeping with the rededication of the Center to its scholarly and research mission, the exhibitions that have appeared in the galleries have had an increasingly more transparent relation to the institution's collections, and in parallel, the educational programs have prominently featured more photographic historians, scholars, and important practitioners. In the past months, the Center has been energetically engaged in hiring excellent new staff members, to fill both vacant positions and newly created ones.

Furthermore, the Libraries continue background planning for the North Campus Library (see Appendix E), which has been part of the Libraries' master plan since 1988. The North Campus Library, a project which already involves six deans, the Vice Presidents of Information Technology, and the Vice President of Undergraduate Administration, will

provide new space opportunities and will also serve to build opportunity on campus in the same manner that the Information Commons and Integrated Learning Center have built community in the center of campus. The North Campus Library will provide space both indoors and out to enhance learning through technology and student interaction.

The Libraries have continued to focus on diversity and the cultivation of an environment that fosters learning for faculty and students across the lines of race, gender, religion, and culture. The Millennium Report Oversight Committee has conducted a full review of the Libraries' atmosphere and are issuing recommendations to make library facilities an even greater educational haven for all.

Through a combination of good planning, the streamlining of current operations, fostering partnerships and collaboration wherever possible, cultivating a multicultural community, and building an infrastructure to generate new resources, the Libraries are making the best of these challenging times while investing in better times to come.

ACCOMPLISHMENTS

The University of Arizona Libraries have continued to initiate and expand a wide variety of cutting-edge initiatives to expand information access, improve customer service, and strengthen the foundations of the organization. The Libraries' achievements fulfill the goals set for 2004:

- Access/Technology
- Library as Collaborative Place
- Customer Education
- Scholarly Communication
- Internal Organization

The primary accomplishments of the Libraries under each heading are described in detail in the following pages. An index of URLs is included at the end of this section as a resource for more information on many of the projects.



ACCESS/TECHNOLOGY

Goal: Improve the Library's technological systems and processes that enable customers to identify and quickly obtain information in a seamless, anytime/anywhere, unmediated, electronically customized transaction.

The University of Arizona Libraries are responding to customers' requests for greater access to digital information by expanding the quantity and type of information available online through the library website. This goal is being fulfilled through the projects listed below.

I. Digital Library Initiatives

Scholar's Portal

Scholar's Portal is a three-year project launched in May 2002 with six members of the prestigious Association for Research Libraries (ARL) and funded in part by the Arizona Regents University grant of the Tri-University Electronic Library. Scholar's Portal is a powerful, flexible, customizable gateway that provides integrated access to diverse types of information. The goal of the project is to collaboratively develop a suite of productivity tools and services that facilitate an academic user's need to discover, access, integrate, and use academic content. The initial focus of the project has been on developing the infrastructure required for seamless discovery and access of information. In addition to the obvious software and hardware, this infrastructure includes metadata that creates a chain of configuration information to connect the user from a citation (the product of discovery)

directly to the required content (the product of access). Information discovery is done through subject- and discipline-based searches that span multiple indexes and content providers in a single search.

Currently the Libraries have nineteen subject- and discipline-based groupings available that search over fifty different index providers. Also installed and configured is a separate software component that allows the user to move from the citation information, which they have discovered as a result of the search of indexes, directly to the related full-text content. This simple one-step process replaces the previous process that included finding a citation, searching the library catalog for the journal, connecting to the online version of the journal and then finding the volume and issue that contained the article of interest. The full functionality of this feature relies on index and full-text vendors complying with appropriate standards. The collaborative effort of the ARL project is providing a strong force to change the information industry – an example of the new collaborative mentality developing at many libraries. Implementation of the Scholar's Portal by the seven ARL partners has provided broad-based information about the requirement for standards and best practices that will produce efficiency and interoperability among the various information access systems. When fully implemented it will allow users to personalize library access, customize online services, and provide easier remote access.

The Arizona Electronic Atlas

The Arizona Electronic Atlas was officially launched on January 30, 2004, at a ribbon-cutting ceremony at the Integrated Learning Center. The Atlas is a unique combination of geospatial data that allows users to create, manipulate, and download accurate maps and data through an easy-to-use and easily accessible Web-based resource. So far the resource has been very popular, averaging about 175 visits per day. It has been integrated into several classes offered by the Departments of Geography and Regional Planning, the School of Planning, Ecology, and Natural Resources.

While most feedback about the Atlas has been positive, some users have commented that at times the Atlas's response time is slow. Stress tests indicated the Atlas slows down considerably when more than ten people are creating maps online at the same time. To respond to this problem, librarians wrote a grant proposal to the Arizona State Library, Archives and Public Records, for Library Services and Technology Act funds to purchase additional equipment that would enable the program to support more users. The end of 2004 brought notification that the Libraries can expect funding of \$20,000 for enhancements to the Atlas. During 2004, the Libraries accomplished two improvements to the Atlas to make it easier to use. Several pages were redesigned based on recommendations from a UA librarian with usability experience, and several other librarians assigned descriptive names to table columns for data used in the Atlas.

Details about the Atlas have been presented at various conferences including the ESRI Education Users Conference, Arizona State Library Association conference, Arizona

Universities Library Consortium, and UA Friends of the Library. Articles published on the Atlas this past year include "The Geographic Literate Student: the Arizona Electronic Atlas Experiment" in the *Fourth Annual ESRI Education User Conference Proceedings*, and "The Arizona Electronic Atlas: A New Reference and Instructional Tool" published in *Issues in Science and Technology* in Fall 2004.

Arizona Archives Online

We continue to collaborate with Arizona State University and Northern Arizona University to provide online, searchable access to finding aids for archival collections through the Arizona Archives Online (AAO) database. *Arizona Archives Online* provides Web access to these finding aids that describe the physical collections within UA, ASU, and NAU's Special Collections departments. Another repository joining the AAO project this year is The Center for Creative Photography. Currently 194 of Special Collections' finding aids are in AAO, and more will be added as collections are processed.

Arizona-Sonora Documents Online

Arizona-Sonora Documents Online (ASDO) provides web access to digital images of archival collections relating to Sonora, Mexico, that are located at three Arizona repositories: the University of Arizona Library Special Collections; the Arizona Historical Society-Tucson; and the Arizona State Library, Archives, and Public Records. The collections date from the 19th and early 20th centuries. They cover a broad range of topics, including ranching, mining, land grants, anti-Chinese movements, crime on the border, and governmental issues. Currently all materials, with the exception of the "Documents Pertaining to the Apaches in Sonora, Mexico, 1832-1946" are available via the ASDO web interface. These documents will continued to be added, with an expected completion date of mid-2005.

Agriculture Network Information Center – Western Rangelands

In partnership with the College of Agriculture and Life Sciences, the UA Libraries hosted the Third Agricultural Network Information Center (AgNIC) Western Regional Rangelands Workshop in March 2004. More than thirty librarians and extension professionals came together from eighteen states representing the Great Plains and Western regions (including Alaska and Hawaii). The meeting focused on actions for further developing a comprehensive web resource about science, management, and other issues related to Western rangelands. In conjunction with the UA College of Agriculture and Life Sciences, the Libraries have also been active in pursuing a collaborative relationship with the USDA e-Extension initiative.

In August 2004, the Libraries were awarded Cooperative Agreement funding from the National Agricultural Library to support the digitization of the backfiles of the Society for Range Management journal, *Rangelands*. This work is projected to be complete by July 2005.

DLearn/Institutional Object Repository

DLearn is an object repository that has been designed and developed to allow faculty to store and share content that they use in courses. DLearn has been customized from DSpace (open source software developed by MIT and Hewlett-Packard) as a digital repository, built to capture, store, index, preserve, and redistribute the intellectual output from the university in digital format. It includes innovative ideas and features such as creator proxy, flexible reviewing workflow, comprehensive subject classification, and advanced browse and search functions. The Libraries released a beta version of DLearn to fully study its usability and functionality and determined that, although its software is sound and it provides a useful service, the needs of the campus community are much broader than originally anticipated. The Libraries are now working as part of the open source community to expand the features of the repository to employ semantic web technologies that will make it content-neutral and metadata extensible and as such suitable for organizing the knowledge of specific disciplines while simultaneously providing generalized access to content.

The Arizona-Sonora Desert Museum (ASDM) Online

A complete four-phase plan for the Arizona-Sonora Desert Museum was developed in 2004. Phase One of the plan, which includes an extensive site evaluation and needs assessment, along with a conceptual plan for the future system, is now complete and fundraising is underway. The complete digital library will organize and provide access to slides of the terrestrial and aquatic species and habitats that are a part of the Sonoran Desert region. The digital library will be available in Spanish as well as English and have tools for teachers and learners.

Western Waters Digital Library

The two-year project is well underway to establish a solid foundation for the continued development of a comprehensive digital information resource about water in the western United States. Initially, twelve academic libraries in eight western states will develop and host digital collections covering four major river basins: the Platte, Rio Grande, Colorado, and Columbia. Material will be selected by librarians and will include a variety of government reports, legal transcripts, water project records, photographs, and personal papers in a variety of formats. The project is going strong with most members nearing their promised 1500 object submission. The University of Arizona Library is submitting water-related documents from the Udall Collection and materials related to Native American Water Rights.

Tree of Life

The Tree of Life Project is a free, unique, Web-based resource designed to aid researchers and educators in biology and life sciences that provides access to over two thousand pages authored by biologists around the world. Created by David Maddison and colleagues worldwide, the Tree of Life was enhanced when Maddison approached the Libraries for help in converting the site into a dynamic, database-driven system. The Tree of Life contains information about the diversity of organisms on Earth, their history, and characteristics. The

information is organized in the form of the evolutionary tree, shown on the home page, that connects all organisms to each other. Funding for this project comes from the National Science Foundation, and the grant was renewed for another three years.

The Tree of Life offers an example of how libraries and faculty can work together to create free online information sources that can be used in the K-20 educational system. The Libraries' involvement in creating and publishing the Tree of Life improves the quality of education and offers cutting edge resources for university students and researchers.

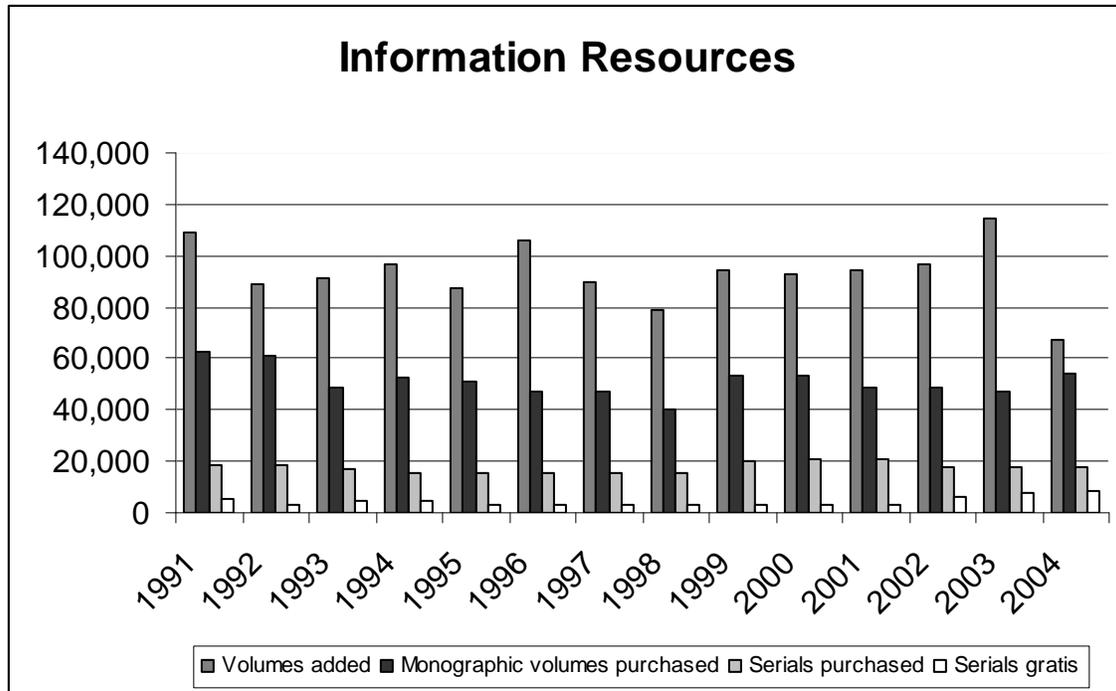
II. Purchasing through Consortial Agreements

Consortial Purchasing of Electronic Journals

The Libraries continue to participate in statewide (Arizona Universities Library Consortium, or AULC) and regional (Greater Western Library Alliance, or GWLA) consortia for negotiating and licensing electronic resources. In 2004, the amount of savings realized from shared consortial deals was nearly a half million dollars. In addition, the Libraries have negotiated licenses with journal publishers such as Elsevier and Wiley that have provided access to over 5,700 more electronic journals than were originally subscribed to, in many cases at a lower price, resulting in “cost avoidance” of over \$3.4 million in resources.

University of Arizona Savings from Consortial Purchases	2003-03	2003-04
Savings through consortial purchases (AULC) – base packages	\$241,765	\$236,767
Savings through consortial purchases (GWLA) – base packages	\$73,250	\$75,286
Other consortial savings (Kluwer, Blackwell, etc.)		\$136,547
Total consortial savings	\$315,015	\$448,600
Costs avoided by consortial purchases	\$2,822,681	\$3,430,446

A new funding model for the allocation of the Information Access Budget was developed and implemented in July 2004. It is designed to better match the University’s directions and focused excellence initiatives with available funds for information resources.



III. Electronic Services

Virtual Reference

The year 2004 was highlighted by a substantial expansion in the hours during which the Libraries provided live chat (or instant messaging) reference service. This, in turn, resulted in a considerable spike in the volume of chat sessions. The service, called “Ask A Librarian,” allows customers to communicate with a trained reference provider in real time, via the Internet. The program is run using chat software from Docutek Information Systems, Inc.

On August 23, 2004 (the first day of the Fall Semester), the Libraries expanded *Ask A Librarian* service from 40 hours per week (mostly daytime hours Monday through Friday) to 142 hours per week. This radical expansion was supported by delivering the service from the Information Commons Desk, which is staffed at all times that the Information Commons is open. As a consequence, chat service in Fall 2004 generated three times as many sessions (732 sessions) as it did during the comparable period in Fall 2003 (244 sessions). An added bonus with this new multi-tasking arrangement at the Information Commons Desk was that additional staffing for chat service was discontinued, saving 40 hours per week of staff time.

In addition to real-time online reference via Docutek chat software, the Libraries also provide asynchronous online reference assistance via e-mail. Customers receive a response within 24 hours of submitting their query, and the typical response time is significantly less. Demand for e-mail reference service continues to expand (1,726 questions in 2004, compared with 1,384 in 2003, or an increase of nearly 25%), although the expansion of chat reference

service slowed the rate of growth somewhat, since some customers prefer the real-time interaction that is now available nearly full-time.

Electronic Reserves

The Libraries implemented the new electronic reserve software (ERES) campus-wide in Spring 2004. The new software allows faculty to manage their own course reserves, giving them the power to upload, delete, and make changes to their documents. The use of a new component called DocuFax allows faculty to process their Electronic Reserves material from their desktop. The material is automatically scanned as it is being faxed, producing material ready for posting and providing quick electronic access to documents for students. New enhancements to the service include linking to full-text articles, linking to faculty syllabi and other word documents, linking to library book reserves on Sabio, and linking to scanned documents.

Audio reserves and color scanning for reserves, which began as a pilot for Fine Arts faculty in Fall 2003, expanded in 2004 to a service offered to the entire campus. Other departments on campus, including the French Department, have incorporated audio reserves into their course assignments for students.

Turnaround time during the peak period for reserves was reduced considerably in 2004. Turnaround time for processing reserves during the peak period dropped from 7-10 days to a 3-day turnaround time in Spring 2004. This improvement is a result of a combination of factors: the new ERES software, the use of Ariel for all scanning, the creation of an integrated production area for scanning, and cross-training of all document delivery staff.

Interlibrary Loan

In 2004 the Libraries completed the final phase of implementing interlibrary loan software, ILLiad, for borrowing, which included full integration of the RAPID consortium process with ILLiad. RAPID is a consortium of eighteen Association of Research Libraries (ARL) member libraries that have committed to delivering requested articles to the desktop of other RAPID members in 48 hours or less. The extremely efficient consortium is managed by Colorado State University.

The University of Arizona library was the test site for integrating ILLiad and RAPID and became the model to be used by other libraries across the nation. Late Spring 2004 document delivery staff provided orientation and an overview of the ILLiad software for Arizona State University, which began implementation in Fall 2004. The University of Arizona Library additionally continues to participate in the Greater Western Library Alliance (GWLA), which consists of 29 academic libraries that provide interlibrary loan services to each other for both books and articles at no cost. Data collected by GWLA and presented at the annual GWLA Interlibrary Loan meeting in April 2004 reported that the UA Libraries are one of the top five performers of all GWLA libraries in filling requests and meeting the GWLA quality standard for turnaround time.



LIBRARY AS COLLABORATIVE PLACE

Goal: Create a virtual and physical environment where customers can collaboratively explore the world of recorded knowledge and creative expression, create new knowledge products, and share their discoveries.

The Libraries are committed to continuously improving and developing their environments, both physical and virtual, to best facilitate learning and collaboration. The Information Commons continues to be the primary focus as a popular and well-used space by the UA community. 2004 saw the opening of a new, second Information Commons in the Science-Engineering Library.

I. Information Commons

Main Library

The Main Library Information Commons completed its third full year of operation in 2004, and it continues to be a destination spot for learning experiences outside the classroom. The Commons offers 254 PCs and Macs loaded with courseware and productivity software available on a nearly 24/7 basis, and trained staff and student help is available during all hours the facility is open.

Customer sampling at various points throughout the year indicates that at any one point in time during peak use hours (between 10:00 a.m. and 10:00 p.m.), the Commons is home to 300-500 students and other users. Given the number of computers and the number of users, students are clearly finding the Commons to be a place that supports their work on group assignments and other collaborative learning opportunities. Groups of three to six students are often seen clustered around a single computer, working as groups. The 25 group break-out rooms continue to be popular and are rarely empty between 10:00 a.m. and 10:00 p.m. These rooms have networked laptop connections and whiteboards to facilitate both traditional and modern study needs.

Along with the rest of the Integrated Learning Center (ILC), the Information Commons continues to provide wireless laptop connections. The wireless range extends to all ILC classrooms, the Commons, the ILC courtyard and north and south staircases, and the Bookend Cafe. CatCard holders who have laptops and wireless cards register with CCIT and can connect to the Internet anywhere within the wireless range.

The network environment in the Commons remains stable and secure, allowing staff to spend more time helping students find and use information and less time on hardware and software issues. The Libraries are not immune to attack by hackers and viruses, but downtime in the Commons as a result of those problems was minimal in 2004. In addition,

two thirds of the computers in the Commons were replaced in 2004 and the operating systems of all of the Windows-based machines were upgraded to XP, thus ensuring students' access to reliable, up-to-date tools.

The Libraries and Office of Student Computing Resources (OSCR) staff continue to collaborate on serving students in the Information Commons through further integration of the MultiMedia Zone, which opened in late 2003, into daily operations. The MultiMedia Zone has eight high-end multimedia computers with software capable of creating digital video, digital audio, 3D, animation, and virtual reality projects. Other available software gives students advanced graphics manipulations and website creation abilities. Staffed by OSCR, this area serves those primarily working in media arts, fine arts, and communication, but is available to all customers.

Science-Engineering Library

In response to the high use and demand for the Main Library Information Commons, the Libraries opened the Science-Engineering Library Information Commons on October 22, 2004. This new Commons, on the second floor of the Science-Engineering Library, boasts 62 Gateway PCs with the same software as the Main Library Commons, 3 Epson Photo Scanners, laser printing, large format printing, as well as research and computer assistance from the Science-Engineering Library Help Desk. As this library houses the Chinese and Japanese collections, the Commons also features Chinese and Japanese workstations that provide unique resources for cultural and language study. The response to the Science-Engineering Library has been positive and it is consistently busy during the hours the Library is open.



CUSTOMER EDUCATION

Goal: Improve the Library's educational processes that enable customers to identify, obtain, evaluate, and integrate needed information into their research and learning.

Customers of the UA Libraries have made it clear that they prefer to find information on their own and appreciate the development of tools that will provide them greater ability to do so. In response, the Libraries are constantly looking for new ways to educate customers and create new resources that will enable them to learn how to find what they need.

I. Information Literacy

Information literacy as defined by the Association of College and Research Libraries is a set of abilities allowing individuals to "recognize when information is needed and have the ability to locate, evaluate, and use effectively the needed information." In 2004 the UA Libraries continued to develop efficient and effective strategies and methods for the design,

delivery, and summative evaluation of the Library's educational efforts. Librarians offered 1,868 instructional sessions in 2004 with 39,326 students attending.

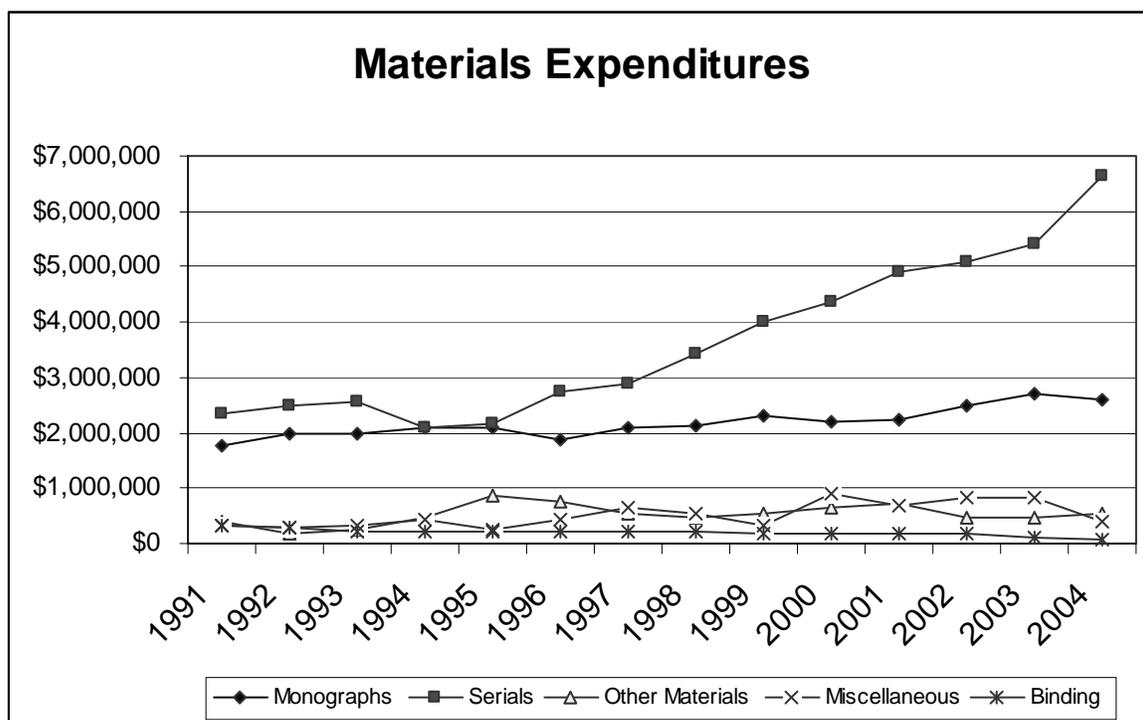
In addition, the Libraries completed a review of Information Literacy and released the report, "Framework for Integration of Information Literacy," that describes the Library's information literacy program's mission, goals, teaching methodology and practices. This report describes new strategies for reaching the greatest number of students at the most appropriate time by recommending that library instructional efforts be focused on English Composition (102/108/104) classes and appropriate core courses in the majors. To identify the courses in the majors, librarians have begun surveying their assigned departments to identify all majors that are offered and the appropriate core courses within those majors. Additionally, the report recommended new education quality standards that are in alignment with the strategies described to increase the effectiveness and efficiency of the information literacy program. The Libraries' strategic planning group is reviewing this report and will make decisions in 2005 regarding the Libraries' response.



SCHOLARLY COMMUNICATION

Goal: Develop the capability to manage the University's intellectual output in partnership with others so that high-quality, peer-reviewed information is freely available.

The scholarly communications crisis has reached the UA campus in a tangible way through the information budget which will be insufficient to cover the cost of current journal and database subscriptions because of acute inflationary trends, as shown in the chart below.



I. Activities

Ameliorating scholarly communications issues and securing open access for library customers is an important goal at the UA Libraries. Among other efforts, the Libraries have joined collaboratives both in Arizona and nationally to leverage buying power for serials purchases. So far this strategy has proved fruitful as the Libraries have gained access to a large number of journals at a savings of \$448,600, and approximately \$3.4 million in “cost avoidance” savings. Meanwhile, the Libraries have been an active part of the Scholarly Publishing and Academic Resources Coalition (SPARC), an alliance of libraries working to counteract the scholarly publishing crisis. When Duke University Press announced their plan to remove all of their scholarly journals from Project Muse, effectively restricting access to content, the UA Libraries signed a letter protesting this plan and encouraging the press to reconsider. The Libraries support nearly all the open access initiatives and have set up

catalog links to the journals and other content that is part of PubMed Central and BioMed Central, as well as open access journals on the Directory of Open Access Journals. In addition, the Libraries pay institutional costs for BioMed Central so that UA faculty have reduced author charges.

The Libraries have also been working to educate the campus on alternative methods of publishing that provide open access while retaining scholarly quality. In 2004, the Libraries held a campus-wide program titled, "Shaping the Future of Scholarly Communication at the University of California," featuring Lawrence Pitts, M.D., Professor of Neurosurgery at the University of California, San Francisco, and Chair of the University-wide Academic Senate. In addition there was a panel discussion featuring Albrecht Classen, Department of German Studies, Wanda Howell, Department of Nutritional Sciences, and Nicholas Strausfeld, Arizona Research Laboratories. The team has also held a number of presentations and meetings for librarians to become increasingly familiar with these issues.

II. Journal of Insect Science

The *Journal of Insect Science* is a free, online journal published by the UA Libraries and edited by Professor Henry Hagedorn, UA Department of Entomology. *JIS* publishes papers on all aspects of the biology of insects and other arthropods from the molecular to the ecological. The guiding principle of the journal is that academic institutions should be involved in publishing scholarly work with as few impediments as possible to free access to information. Individual authors retain copyright in their articles. Articles are presented in HTML and PDF formats.

In 2004, forty papers were published out of 88 submitted. All told, *JIS* has published 116 papers out of 255 submitted in the four years since it was established. The journal received attention during 2004 in several venues, including the Special Libraries Association Virtual Learning Series, "Open Access: Implications and Cost Models," presented on December 1, 2004, and organized by David Stern, Director of Science Libraries and Information Services at Yale University.

Dr. Hagedorn made presentations about the *Journal of Insect Science* for a symposium organized by the Scholarly Publishing and Academic Resources Coalition of the Association of Research Libraries at the American Library Association meeting in San Diego in January, the Amigos Library Services meeting in Dallas in May, and at the Association of Information and Dissemination Centers meeting in Phoenix in September.



INTERNAL ORGANIZATION

Goal: Improve the Library's organizational systems and processes that enable library staff to learn, change, communicate, and be accountable to customers and stakeholders.

I. Assessment

LibQUAL+

In 2004 the Main Library participated in the LibQUAL+ service quality assessment project sponsored by ARL for the fifth consecutive year. Five thousand members of the campus community were invited to take part: 2,000 undergraduates, 1,000 graduate students, 1,000 faculty, and 1,000 staff. From those invited, 396 (7.9%) completed responses were received. This is down from a high of 828 (16.5%) of invited respondents participating in 2003. Even with fewer participants, the respondents were distributed across the various colleges on campus in the same ratio that the campus population is distributed. Further, the demographics of the respondents roughly match the demographics of the campus population. Thus the results reflect a representative sampling of the University community.

The survey questionnaire has evolved over the five years of its development, becoming a stable source for identifying trends in libraries nationwide. The survey now asks 22 questions in three categories:

- The library as a place.
- The quality of the personal interactions with library staff.
- The quality of the access to information and the level of control individuals have over that access.

For each of these questions, respondents were asked to rate their minimum expectations, their desired level of service, and their perception of the library's performance.

Campus ratings for how well the library was performing fell slightly for each of these themes in 2004, reflecting a reaction to the closing of the Center for Creative Photography Library and the merging of the Architecture and Fine Arts Libraries. Further, the gap between the level of service campus customers desired and their rating of the Libraries' current performance grew slightly in each of the three themes. As in previous years, the most important factor for campus library users continues to be their ability to identify and find information on their own. This factor was, however, one of the Libraries' highest rated factors for customer satisfaction at an average of 7.18 on a 9 point scale. There were two questions in which the library's performance was rated lower than respondents' minimum expectations: the print or electronic resources available to help customers do their work and the printed materials needed to do work.

The Libraries are concerned both with the drop in participation and the drop in ratings. Participation is likely affected by the library's lack of reporting back to customers on the

changes made in response to past survey results, an issue that will be addressed through promotional efforts before the survey is distributed again in 2005. In response to the lower ratings, the Libraries have implemented several service improvement projects in 2004 and expect to see the results of these improvements reflected in the 2005 survey. However, the lowest ratings were for questions related to the availability of information resources. Staff are looking closely into this issue in light of scholarly communications challenges, primarily related to inflation and information budgets.

II. Diversity

Diversity and Multicultural Programming

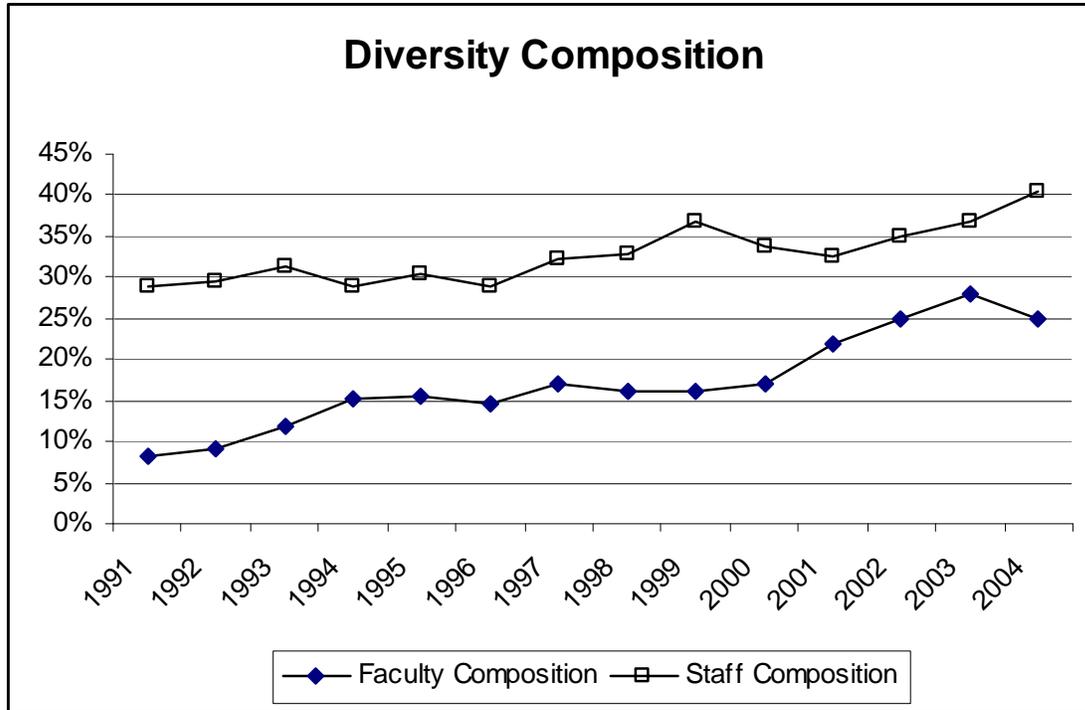
Diversity is one of the Libraries' principles, a guiding force in the way that the Libraries conduct business. This past year, the Libraries made 22 new permanent hires.

New Hires in 2004	Male	Female	Minority	White
Classified Staff - UA Libraries	7 (39%)	11 (61%)	9 (50%)	9 (50%)
Library Faculty & Appointed Personnel - UA Libraries	0 (0%)	4 (100%)	1 (25%)	3 (75%)

Overall demographics of the current staff now show the following (see Appendix C for demographic tables):

December 2004	Male	Female	Minority	White
Classified Staff - UA Libraries	35 (31%)	77 (69%)	47 (42%)	65 (58%)
Library Faculty & Appointed Personnel - UA Libraries	20 (31%)	44 (69%)	17 (27%)	47 (73%)

In each cell of the above table, the first number is the number of staff in the indicated categories; the second number, in parenthesis, is the percentage of total Classified Staff or Library Faculty represented by that number. The graph below shows the percentage of minority faculty and staff at the Libraries.



Through learning opportunities in both the social and the scholarly realms, the Libraries are becoming, on the whole, more knowledgeable about the strengths of multicultural organizations.

Millennium Report Oversight Committee

In 2003, four members of the Library Faculty Assembly (LFA) conducted a survey of library faculty and staff stemming from the charge of the Provost to "assess the current situation and existing climate and identify changes that need to be made to enable all faculty to be productive and unhindered by impediments based on gender, race/ethnicity, rank, or other reason." The Report provided the Libraries with valuable information about faculty and staff perceptions and understandings of the workplace. In many areas, the survey participants responded positively about various aspects of their workplace, but some substantial problems were unearthed, including:

- i. issues across populations regarding salary compression and safety,
- ii. the perception among some library staff of color that their workplace has been at times a hostile environment, and
- iii. concern about the racial makeup of the Promotion and Continuing Status Committee.

The Libraries believe it essential to investigate the causes in areas where responses showed potential illegal discrimination or harassment. Therefore, the Libraries' Cabinet (leadership team) formed a team to investigate the root causes of the situations described above. During 2004, the MROC Response Team undertook the task of soliciting more information from

Library faculty and staff regarding examples and evidence of actions and conditions that may have resulted in the negative responses to questions in the Library Faculty Assembly's MROC Survey. Using the Apollo Root Cause Analysis, the MROC Response Team analyzed actions and conditions that have, or may have contributed to the responses for each of the questions that evoked negative results. Information was sought via email and with the use of a drop off box to ensure anonymity and confidentiality, and focus groups were used to gather additional insight on questions pertaining to racial conflict and harassment. Jeanne Kleespie, Director, Equal Opportunity and Affirmative Action, and the University Harassment Policy were consulted to enhance the MROC Response Team's understanding of what constituted harassment.

The Response Team developed a set of written recommendations in response to each of the questions that evoked negative responses. These recommendations were submitted to the Cabinet for review and discussion. They were also shared with library staff via email and discussed at various meetings of the Library Faculty Assembly and with representatives of the Staff Governance Association. The Library Cabinet and Dean endorsed the recommendations of the MROC Response Team.

Plans are currently underway to implement recommendations from the response team. To date, measures have been taken to make sure that all staff are aware of procedures for reporting threatening behavior; links were created from the Library's homepage to relevant university policies pertaining to safety; additional signage (on how to report security concerns) was added to the Main Library and to each of the branch libraries; and the steps were taken to ensure that lights were replaced in less frequent areas of the Main library. Steps have also been taken to ensure that all staff are aware of the university's policy related to harassment and discrimination. Bea Brown, Office of Equal Opportunity and Affirmative Action, conducted three workshops on Harassment that were attended by members of Cabinet and library staff.

In an effort to increase staff understanding of diversity, library-wide participation in the University's Diversity Day activities was encouraged and well-received. Efforts are also underway to develop a module for new employee orientation that will increase new employees' understanding of issues surrounding diversity. The Libraries will continue to work thorough various issues pertaining to diversity, and plan to hire a consultant to help work through specific issues, realizing that the effective management of diversity will require time and commitment. The UA Libraries remain committed to diversity as an organizational value and to ensure that the library climate is free of harassment and discrimination.

Staff Learning Opportunities

In order to further develop Library staff understanding of being a diverse and multicultural organization, the Libraries have provided opportunities for staff to learn about one another and increase their knowledge of diversity and multiculturalism in both social and intellectual contexts. The following events and activities occurred in 2004.

1. Bea Brown of the University's Affirmative Action Office presented the workshop, "Creating Respectful Work Places: Discrimination and Harassment Prevention," at four sessions between September and December 2004. One session was for team leaders and work team leaders, two sessions were open to all staff, and one session was presented to the Partners Team (Human Resources, Accounting, and Facilities). Approximately fifty people attended the sessions.
2. Members of the Special Collections, Fine Arts, and Humanities Team organized Blind Date Luncheons. This was an effort to promote understanding among people from different backgrounds, bringing them together on a more personal level in a non-library setting. Individuals were placed in groups of up to four individuals, and groups were mixed to represent different ranks (librarians, appointed personnel, and classified staff), as well as different genders, cultural backgrounds, and work experiences.
3. The Center for Creative Photography held a Diversity Print Viewing on March 18, 2004, for members of the library staff. Seventy-four staff attended. The exhibit consisted of images that reflected many facets of diversity in the United States: gender, race, religion, age, sexual orientation, etc. The exhibit consisted of 52 images by minority and Anglo photographers. It also included works by historical and contemporary artists and ranged from documentary photographs to portraits and mixed media pieces.
4. On April 27, 2004, the Technical Services & Archival Processing and Undergraduate Services Teams jointly sponsored a diversity luncheon for the libraries. The purpose of this event was to highlight the cultures of the Middle East. The event was held in the Main Library Staff Lounge and featured Arabic music and brief presentations by Middle Eastern staff on their cultures, fashions, and foods.

Graduate Assistantships

Ten students in the Knowledge River program at the School of Information Resources and Library Science were selected for graduate assistantships in the Library starting in Fall 2004. Knowledge River is a center for the study of information resources and technology issues related to American Indians and Hispanics. This is the second year that the Libraries have engaged graduate assistants from this program and plans are to continue this effort. The assistantships provide tuition waivers or reduced tuition while giving these students the opportunity to work twenty hours a week for two semesters.

The Knowledge River program is important for its emphasis on providing students with valuable experience in academic librarianship. Moreover, the internships are designed as a tool for preparing and recruiting a diverse pool of candidates for librarian positions available in the UA Libraries. Two of last year's Knowledge River scholars were hired to work at the Libraries based on their experience, background, and education.

The Libraries have permanently funded six of the ten positions. In 2004 ten students were placed due to the availability of Udall Center funding and salary savings from a vacant line on the Undergraduate Services Team. Three students were assigned to Special Collections to work with the Udall collection, one was assigned to the Center for Creative Photography, two to the Undergraduate Services Team, one to the Digital Library and Information Systems Team, two to the Social Sciences Team, and one to the Administrative/External Relations Team.

III. Staff

Staff decreases (33.5 FTE in the last 10 years) in the Libraries due to budget cuts have had to be balanced by aggressive process improvement initiatives in order for the Libraries to remain responsive to customers. The Libraries have used salaried lines in the past two years to fund Career Progression, promotions, reclassifications, and counter offers. This will be more of a challenge in the coming year further cuts in positions are made to meet the University's financial mandates.

Work and roles of library employees are changing. Realigning work of the Integrative Services teams to address cuts in staff and directions of the University are underway. Position titles for librarians and appointed personnel grow more diverse, reflecting a change from traditional job duties. Changes in how service sites are staffed have put more responsibilities on Library Specialists, freeing Librarians to focus on other areas of responsibility. The Library Specialist classification is in the process of examination with an eye to job title changes to reflect changing work tasks.

Meanwhile, the university created new guidelines for recruitment and hiring of professionals and the Libraries are conducting a process improvement study of recruitment and hiring processes.

Foundations Program for New Staff

A five-session orientation for new members of the Library was implemented in 2004 and is offered twice a year. In the first round of this program, all staff who have been in the libraries five years or fewer are invited to participate in these interactive sessions. The four-hour session topics include: the systems model of organizations, working in teams, library team structure and organization, facilitating effective meetings, and the Myers-Briggs Type Indicator instrument.

Process Improvement

An internal support group has been trained in a new approach to process improvement: DMAIC (Define, Measure, Analyze, Improve, Control). The group works with project teams to get them started in defining the problems which need to be fixed, through setting up controls to measure the effectiveness of process changes. The push for a new approach to process improvement has been driven by competition for scarce resources, new business models enabled by advances in information technology, customer expectations for higher quality, and the development of library quality leadership principles.

IV. Outreach

The Science and Engineering Library

The Science Engineering Library once again hosted Junior Scientists' Day on Saturday, October 30, 2004, during Homecoming. Junior Scientists was designed not only so young inquiring minds that were attending Homecoming would have activities that interested and educated them, but as a call to the community to join in this wonderful educational experience. Over 600 children, ages 1-16, participated in the hands-on experiments and exploration of science and related disciplines provided by numerous UA science departments. Activities included demonstrations around the Manduca caterpillar, flying remote-controlled airplanes, using a flying simulator, demonstrations concerning light and the development of the camera, construction of a kaleidoscope, sun telescopes on the Mall and a demonstration by a local Girl Scout troop around the size and weight of the solar system using Playdough. As with last year's event the highlight of the day was slime making, provided by Chemistry graduate students. In addition, the Physics Bus was parked next door at the Koffler building and the SAE student club parked one of their race cars out front. Participating departments included Chemistry, Physics, Optical Sciences, Flandrau Science Center, NOAO and Astronomy.

The Science Engineering Library also celebrated the opening of a new Information Commons facility with a ribbon-cutting ceremony on Friday, October 22, 2004. Distinguished guests and speakers included Dean Carla Stoffle, Executive Vice President and Provost George Davis, ASUA President Alistair Chapman and UA Parents' Association Co-chairs Marc and Patty Davis. The Science Engineering Library is experiencing a renaissance in information access and delivery. With the addition of 15 new computers in the Information Commons, the Science Engineering Library is poised to offer science, engineering, agriculture and campus customers increased access to library, campus, community and global information. This is but a first step towards a master plan to offer even more services and resources in the Science Engineering Library.

Special Collections

During 2004, Special Collections held twelve speaker events with a total 896 visitors, for an average of 75 per event. Guest book signatures indicate the visitors include national,

international, and local community members in addition to University of Arizona campus viewers.

2004 saw the launch of the Early Books Lectures, seven of which were held during Spring semester. Additional talks included Dr. Eleni Hasaki speaking on "Pandora's Voices: Women in the Ancient Mediterranean," Dr. Herb Schneidau with the topic "Language is a River," and Laila Halaby Reading's speech, "An American Author West of the Jordan." Other events during 2004 included an American Indian Poetry Reading and The Milton Marathon.

Exhibitions at the Special Collections Gallery brought a total estimated audience of 1,222 individuals across the span of 425 receptions and 797 lobby visits. The exhibits during 2004 were: "A Voice From the Edge: Tom Miller," which was featured on *Arizona Illustrated*, "Gender and Diversity in Ancient Societies: Classics and Feminism," "Winning the 1984 Pulitzer Prize: Latinos in the Media," also featured on *Arizona Illustrated*, and "The Bloomsday Centenary: Featuring Joseph Breitenbach's James Joyce Portraits."

Special Collections hosted a number of small education symposia and workshops, including the East Asian Society Colloquia Series, Feminist Pedagogy Workshop, and The Milton Institute, with an average of forty attendees each. Special Collections additionally hosted a number of other programs for the Friends of the University of Arizona Libraries as well as for campus departments and groups not affiliated with the Libraries.

Center for Creative Photography

The Center for Creative Photography continues to examine better ways to fulfill its Outreach programs. In addition to traditional exhibitions and print viewing (statistics below), the Center has undergone an ambitious program to digitize 95% of its collection by 2007. Also new at the Center is a project to assess whether an exhibitor has reached its goals. Going beyond usual methods, such as comment books and gallery attendance, Center staff are examining ways to more deeply understand the audience's experiences while in the gallery. The literature reveals that this is an important assessment need. Initial reviews of other like institutions reveal that the Center and Library will once again be leaders in this type of assessment.

Statistics for the Centers exhibitions and other outreach activities for 2004 are:

- *Evidence: Revisited*, January 10 – March 24, 2004, had a gallery attendance of 8,228 and 89 tours were conducted for 1,806 participants. Four public programs were presented to 435 people, with 250 attending the artists/curators reception and talk by Mike Mandel and Larry Sultan on March 5.
- *Jo Ann Callis: Cake Hat Pillow* September 4 – November 28, 2004, gallery attendance: 9,306; 131 Class/Group Tours for 2,296. Four public programs were presented, including a reception for and a talk by artist Jo Ann Callis. Five hundred and two members of the community attended these programs.

Over one hundred high school photography students and their instructors attended the Center's annual High School Day on March 15, 2004, where their work was shared and critiqued by Doug Nickel and Ann Simmons-Myers, head of the Photography Program at Pima Community College, West Campus.

The Friends of the Libraries hosted events designed for outreach as well as fundraising purposes in 2004.

Friends of the Libraries

The Friends of the University of Arizona Library held a number of events in 2004. These included:

- Friends of the Library Annual Book Sale
- Annual fundraiser: "An Evening with Father Andrew Greeley"
- Library Day at the TEP Ballpark fundraiser – White Sox vs. Diamondbacks
- Barnes & Noble Book Fair – fundraiser
- Joe D' Ambrosio: Slide Lecture & Exhibit
- "Lewis & Clark and Me – Stephen Cox" – Friends Annual Luncheon fundraiser
- "Adventures on the Border: or, fiction Meets Non-Fiction" by Dr. Jennifer Lee Carrell
- Barnes & Noble Book Fair – fundraiser
- J.A. Jance – *After the Fire* – Presentation and book sale & signing (Re-printing by UA Press)
- "Friends on Campus Day" Celebration and special thanks to Friends contributors.

Collaborative outreach conducted by the Friends include "A Voice from the Edge: Tom Miller," an exhibit of Tom Miller's papers with Special Collections, participation in the Science-Engineering Library's Information Commons Ribbon-Cutting Celebration and Junior Scientists' Day.

V. Facilities

Space

Space continues to be a major issue for the Libraries as efforts continue to explore ways to house growing collections and provide suitable areas to support electronic access and collaborative study. With a current space deficit of 164,500 square feet and a projected space deficit of 337,635 square feet by 2010, the Libraries are spending significant time in planning collections storage requirements and other ways to meet the needs of collection growth with a focus upon the library as a learning environment. At current collection growth rates and without efforts to increase capacity, the Libraries will run out of shelving space in most facilities between 2006 and 2008, and will not be able to provide needed additional study and computer areas.

In many areas of the Libraries, staff spend time shifting collections to facilitate reshelving and addition of new materials. In some areas the Libraries face shelving densities that exceed effective working standards; for example, on the fourth floor of the Main Library where many of the social sciences materials are located, the shelves are 89% full against a working capacity standard of 86%. This situation causes the storage of materials in non-standard ways, even housing some materials on book carts while awaiting shelf space—strategies that may eventually damage the books.

In all the facilities, print materials that are available in electronic format are being removed from the shelves. The increase in electronic resources provides increase availability to customers and provides shelf space where print copies are removed. In addition, the Libraries have begun removing duplicate copies of items from the shelves after careful review of circulation and other data. In the first phase of this project completed in 2003, 4,800 duplicate volumes (or 160 shelves of material) were removed. During 2004, many librarians worked on a project to identify uncirculated (or rarely circulated) duplicate copies of books, which were then withdrawn from the collections. In all, 52,683 journal and book volumes were withdrawn.

During FY 2002, a Libraries team conducted a thorough study of the services and space-related issues with the collections in all the branch libraries. In 2004, some of the recommendations from the study were put into effect. The Libraries installed compact shelving in the Fine Arts Library to increase collections capacity, open more public study space, and expand the number of available computer stations. The installation permitted consolidation of the Architecture collections and service points into the Fine Arts Library. The compact shelving provided an added 3400 linear feet in 2/3 the space of the fixed shelving. The collection density for both the Music and Architecture collections was reduced through the increased capacity provided with compact shelving. The increased collection capacity permitted the relocation of many of the LPs and CDs to opened stacks directly available to customers without staff intervention. The users of the Architecture collection and Library benefited through expanded hours made possible by the consolidated location and the availability of newly constructed group study rooms in the Fine Arts Library. The space vacated in the Architecture building has been returned to the College for other uses by the University Space Committee. The overall impact of these changes has resulted in better service, improved access to the collections, upgraded facilities, more efficient use of space, and more effective use of library staff.

Meanwhile, 3,600 linear feet of new shelving were added in the Science-Engineering Library (SEL) in the space vacated when the Center for Disability Related Resource Testing Accommodation Center moved out of the Library. Twelve new computer stations were added in the Information Commons of the Science Engineering Library for enhanced customer access to electronic resources. This was made possible by a 50% reduction of the reference collection, which does not reduce access as these materials are now available in digital formats.

During 2004, plans were finalized for installing compact shelving in two locations in the Main Library to help alleviate density problems in Science-Engineering and Main Libraries. The plans will permit the Area Studies collections to be relocated from SEL to Main Library. The move aligns those collections with those of related disciplines and provides flexibility in dealing with collection and space requirements in SEL.

Security

Each branch of the Libraries experiences some level of security concern, primarily stemming from the high use of the facilities and the long schedules, including 24 hour weekday service in the Main Library. Because the Libraries provide public access, a broad range of customers visit the facilities. In an effort to lessen anxiety among users and staff, the Libraries are exploring upgrades in security measures for all Libraries and the Center for Creative Photography (CCP). The Libraries' administration is discussing the installation of cameras in central access areas of all Libraries.

The staff continues to monitor user comments and explore other possible security enhancements. The Libraries' staff in conjunction with the UA Police Department (UAPD) have provided an informational brochure to advise customers on reporting incidents or potential incidents in the Libraries. The Libraries Director of Facilities Planning is analyzing the UAPD activity in the Main and Science Library for the past year to determine patterns of incidents. The results will allow staff to target security enhancement efforts. With the upgrades in place and continued study, the Libraries will be able to increase confidence about security among staff and customers.

VI. Purchasing and Budget

Purchasing and Processing

The Libraries have continued to reduce costs from binding printed materials. A \$10,000 savings was realized from binding paperbacks only when necessary, and this amount will be returned to the library for reallocation to other projects. The risks have so far proved small. Only thirteen items have been returned for binding in the last quarter of 2004 for materials that would have been automatically bound a year ago. Monographic binding was reduced from approximately 6,500 in 2003 to 1,300 in 2004.

The Library's Electronic Resources Management Team continues to make great strides in linking purchased content and clarifying holdings for effective access for customers. Since the beginning of the project two years ago, link shave increased from approximately 5-6,000 current subscription links, to over 50,000 links representing 25,500 titles on subscription.

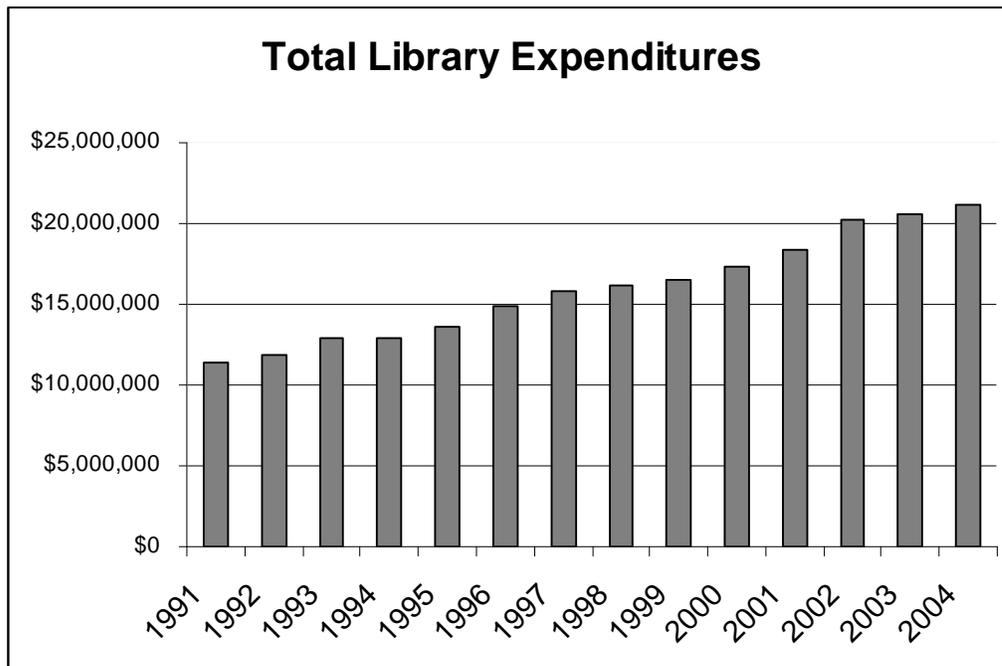
Information Access Budget

The Library received \$750,000 in one-time money in 2002, and this amount was subsequently added to the base budget for information resources in 2003. Since then, there

has been no new money added to the base budget. As a result of this flat base budget and increasing inflation, librarians spent a significant amount of time during 2004 developing and implementing a two-year spending reduction plan, with faculty input. Close examination of ongoing central costs and subsequent reductions of over \$400,000 in these areas resulted in serials cancellations that were less than originally anticipated. Reductions in central costs included:

- Renegotiated contracts reducing inflation projections \$155,500
- Reduced expenses from streamlining work \$ 63,000
- AZHIN Health Sciences Consortium \$ 16,000
- Reduced Binding of Journals \$ 58,000
- Reducing Latin American Purchases \$114,000

Total library spending in 2004 as compared to previous years is shown in the following graph:



Following faculty review of serials lists in Fall 2004, decisions were made to cut 1548 serial titles and several databases, totaling \$490,000, effective January 2005. Distribution of these cuts are as follows:

Subject area of serials	Number of titles cut	Savings
Architecture, Fine Arts, and Humanities	346	\$75,000
Agriculture and Life Sciences, Engineering, and Science (including Optics and many interdisciplinary programs)	770	\$245,000
Education, Management, and Social and Behavioral Sciences	371	\$119,000
General Undergraduates	61	\$50,000

During 2004, the Library received one-time money for information resources from several sources, including the university (\$300,000) and the Friends of the Library. This enabled the purchase of several new databases and electronic backfiles. Due to strong negotiation and end-of-year savings, the Libraries were able to buy resources valued at over \$1.1 million for about \$820,000. In some cases, these purchases will also reduce ongoing base costs significantly.

The Library made a decision to participate in funding an ARL government documents digitization project, and have committed up to \$15,000 for the next five years to this. Ultimately, the document sets that will be made available freely online through this project will result in wider access to these materials, as well as savings of library shelf space currently occupied by the print versions.

The total number of electronic journals to which the library has access through publisher packages and aggregator databases is now 26,580. Expenditures for current e-journal subscriptions are \$2,941,016. The Libraries also have 167,833 e-books, primarily through NetLibrary and large database collections such as Early English Books Online, for which the total paid is \$485,298.

UA Library E-journals and E-books	Number	Cost
Electronic journals	26,580	\$2,941,016
Electronic books	167,833	\$485,298



FOR MORE INFORMATION

Details about the aforementioned projects can be found on the University of Arizona Library website, or by going directly to the URLs below.

Arizona Electronic Atlas	http://atlas.library.arizona.edu
Arizona Archives Online	http://aao.lib.asu.edu/index.html
Arizona-Sonora Documents Online	http://content.library.arizona.edu/collections/asdo
Agriculture Network Information Center – Western Rangelands	http://rangelandswest.org/az
Center for Creative Photography	http://www.library.arizona.edu/branches/ccp/ccphome.html
DLearn	http://www.dlearn.arizona.edu
Electronic Reserves	http://eres.library.arizona.edu
Friends of the Library	http://www.library.arizona.edu/library/teams/fast/uafol/home.html
Information Commons	http://www.library.arizona.edu/library/teams/pic/pic.htm
Information Literacy	http://www.library.arizona.edu/library/teams/InfoLit2000/infolit.shtml
Interlibrary Loan	http://azilliad.library.arizona.edu/illiad/logon.html
<i>Journal of Insect Science</i>	http://www.insectscience.org
Photocopy Services	http://www.library.arizona.edu/library/type1/departments/data/photocopy-products.html
Scholarly Communication	http://www.library.arizona.edu/scholcomm/
Scholar's Portal	http://www.library.arizona.edu/library/teams/spin/
Science-Engineering Library	http://www.library.arizona.edu/library/teams/set/
Special Collections	http://www.library.arizona.edu/branches/spc/homepage/index.html
The Tree of Life	http://tolweb.org/
Virtual Reference	http://www.library.arizona.edu/askalibrarian
Western Waters Digital Library	http://www.westernwater.org/

CURRENT PROFILE

INTRODUCTION

In the last few years there have been some dramatic changes in the world of library and information science, largely due to new developments in technology and increasing budgetary restrictions. In 2004 the University of Arizona Libraries conducted a holistic survey of all the economic and environmental factors that impact the work of the libraries to determine what changes they can anticipate in the near future. The Libraries' Access and Delivery Team performed in-depth research on economic, social, and technological trends, as well as trends in scholarly communication and higher education, to present a detailed situational analysis of the Libraries and make suggestions about planning directions. Their suggestions and the response of the Libraries' strategic planning team will be detailed in the 2005 annual report.

While the Libraries' review of the current environment continues and discussions ensue regarding future planning, the strengths, weaknesses, opportunities, and obstacles faced in 2003 remain relevant and important to current work. This profile is outlined below.

CURRENT PROFILE

I. Mission 2004

To connect customers to information that furthers their education and research goals.

II. Strengths

Economy/Budget

- The Libraries have experience in successfully getting grants, putting us in a better competitive posture.
- The Dean's office and Development Officer are actively seeking and have successfully captured donations and endowments.

Education

- Information and referral services are available 24/5 in the Information Commons.
- English 102 partnerships are utilizing course integrated instruction where the instructors and the Libraries' staff are working collaboratively to incorporate information literacy outcomes.
- Libraries' faculty are participating in campus wide committees related to Information Literacy.
- Information Literacy Guidelines for all General Education and Foundations courses were adopted by the University Wide General Education Committee in 2003.

Human Resources

- The Libraries have been successful in attracting diverse candidates to applicant pools.
- The Libraries have experienced an increase in the number of people in all recent recruitment pools.
- We have a national reputation as an innovative organization. All staff are highly skilled; librarians are active in professional organizations and scholarship. They believe in networking and contributing to the profession through service and academic scholarship. People are sought as consultants and teachers.

Information Access & Information Technology

- We are developing new software systems to support changing customer expectations and access patterns. Scholars Portal allows users to customize their access and simultaneously search multiple electronic resources.
- Virtual Reference provides an additional medium for users to reference information.
- A common desktop platform with a wide range of access and information management tools is available on computers throughout the Information Commons, Main, Science-Engineering, and Prototype Fine Arts Libraries.
- The Arizona Electronic Atlas provides "one-stop" web access to geographically referenced data covering a wide variety of themes for the entire state of Arizona.
- We are providing an increasing amount of electronic content to users.
- The Information Commons is a favorite location with students and is a center for student collaboration. The Multimedia Zone is equipped with state-of-the art multimedia hardware and software.

Scholarly Communication

- The Libraries have been working on scholarly communication issues/activities for 10 years (e.g., local experiences with alternative publishing; developing relationships with other units on campus).

Space

- The Libraries' Space Team planning process is effective.
- Strategic plans are in place for dealing with space issues should funding become available.

III. Weaknesses

Education

- Scalable teaching methods are not totally available.
- The Libraries have not been able to fully integrate information literacy into the curriculum.
- Campuses experience an inability to assess student learning focused on outcomes.
- There is no commonly defined set of skills or staff training program for Information Literacy nationwide.

Human Resources

- Minority retention has been identified as a concern that needs to be addressed.
- Over the next 3-4 years, promotion raises for librarians will tax the current personnel budget if all who are eligible are successful.
- With the potential upcoming promotions from Assistant to Associate Librarians, current numbers of Associate Librarians and eventual retirements of Full Librarians, more education needs to be in place on the process (qualifications, expectations) of becoming a Full Librarian.
- Funding to hire above assistant level librarians is not available, placing additional training and mentoring responsibilities on teams.

Information Access & Information Technology

- Budget to refresh computer hardware is inadequate.
- There is no clearly articulated strategy for the preservation of digital materials.

Scholarly Communication

- We are unsure of how to measure results of library efforts in scholarly communication education and advocacy.

Space

- The policy of zero print collection growth by 2006 may not be fully implemented and may not work for some disciplines.

IV. Opportunities

Education

- A project team is charged with improving reference and information referral in terms of assessment, cost savings, staffing models and developing library wide quality standards.
- The Libraries are in their third year of participation in the testing of SAILS (Standard Assessment for Information Literacy Skills), a national project involving several higher education institutions and the Association for Research Libraries (ARL).

- Scholars Portal may facilitate opportunities to teach information literacy.
- DLearn, the campus repository for instructional objects, will allow librarians to share teaching materials with each other and with faculty.

Information Access & Information Technology

- Both faculty and students use and like electronic resources and most readily adopt them if the sources are perceived as convenient, relevant and time saving to their natural workflow.
- The Libraries have a history of using data to measure success and can now make better data-based decisions using newly developed E-metrics standards along with new ways of gathering customer data electronically.
- Several collaborative metasearch projects are underway (e.g., Scholars Portal, AARLIN) allowing us to gather experience with developing collections of distributed content, or building information communities, that could change the way collection development is managed.
- There is increasing availability of content in full-text and other digital formats.
- A project is underway to determine the most effective software and processes to create a repository for the Libraries' digital content
- The Libraries have increasing opportunities to play a significant role in the delivery of instruction on campus and in distance learning.

Scholarly Communication

- The current economic model of scholarly publishing cannot be maintained with escalation of journal prices and stagnation of library budgets. This forces change.

Space

- Installation of compact shelving in selected areas will increase collection storage capacities.
- We are aggressively moving to buying and accessing materials in electronic form.
- The Libraries digitize materials that take up substantial space and collaborate with other institutions in digitization efforts.
- Initiation of work on preliminary program planning for the North Campus Library has brought in key campus units and established interest and commitments.

V. Threats

Education

- Companies like Google, XanEdu, Qwestia, Ebrary and textbook publishers are designing, pricing and marketing products and services directly to faculty and students.

Information Access & Information Technology

- The systems (i.e., software, metadata and work processes) that the Libraries are using were designed to manage physical items.
- New systems that could replace the automated card-catalogs will require the development of an extensive infrastructure (e.g., standards, metadata, systems, and processes).
- Purchasing and licensing continue to be challenging because of aggregated deals, consortial agreements, and new issues involving intellectual property rights management.
- Decreasing budgets will lead to an increase in competition for grants for digital archival preservation.
- There is not a long-term plan for a University-wide course management system (Desire2Learn, WebCT, Blackboard, POLIS, etc. are used on campus).
- Campus efforts to develop common authorization systems are fragmented.
- There is a lack of standards for preservation, refreshing, emulation, and migration of digital objects to digital archives.
- The Patriot Act and other legislative activities are threatening the Libraries' ability to provide anonymous access to information.

Scholarly Communication

- The complicated nature of scholarly communication causes apathy, disengagement, confusion and/or over-simplification of the issues.
- The faculty system of publishing in high-profile journals will not change easily or quickly.
- Technology makes possible wholesale copyright infringement and enables abuses of access to information.

Space

- At peak times, there is more demand for group-study space than the Libraries can currently provide. The educational trend is toward collaboration among students, so this demand should increase.
- The Libraries have insufficient funds to make physical changes, remodel, or install the ideal amount of compact shelving.

GOALS FOR 2005

The Libraries' goals for 2005 are to enhance and strengthen three areas:

- Customer
- Stakeholder
- Internal Capability

The Libraries make a distinction between customers, who rely on and use library resources, and stakeholders, who are involved in the Libraries' operations and funding. Along with ensuring a strong internal infrastructure, these are the most important priorities for the upcoming year.



CUSTOMER

Goals: Customers can identify, quickly obtain, evaluate, and use information that meets their education and research needs.

I. Digital Library Initiatives

DLearn/Institutional Object Repository

The implementation and beta release of DLearn has provided useful information regarding the requirements of an institutional object repository. A key finding is that each discipline has very specific information needs that must be supported. From the institutional perspective of the library there is significant need to provide search capability across collections and domains. Library staff are now working within the open source community to modify and expand DLearn to provide a format-neutral, metadata extensible storage platform based on semantic web technologies that will support the specific needs of the disciplines while providing cross-discipline searching. In 2005 the Libraries expect to release the next version and demonstrate discipline-specific support.

Scholars Portal

In 2005 the Libraries will complete the development of the first phase of the Association of Research Libraries Scholars Portal Project. This three-year project has successfully developed a single-search/direct access interface to scholarly resources from multiple sources. Library staff will participate in several national and international forums to share information about the need for standards and the implementation of common service-based

architectures. The Libraries will additionally complete a new architecture for the library website to incorporate elements of the Scholars Portal.

Arizona Electronic Atlas

A primary goal for the Arizona Electronic Atlas is for the Libraries to purchase and install equipment to improve the response time for the Atlas when under multi-user stress. This effort will be funded through a \$20,000 grant from Arizona State Library, Archives and Public Records for Library Services and Technology Act (LSTA) funds.

Further goals for 2005 include the development of a three- to five-year business plan for the Atlas. Staff are currently looking into additional enhancements of the Atlas, including:

- The ability to map out multiple layers such as percent African-Americans and Median Household Income by county.
- More complete metadata, obtainable through collaboration with the Arizona State Cartographers Office and state agencies.
- Additional data in requested areas: Health, Education, species-specific animal data, and land ownership.
- A “Gallery of Maps” that would include maps that highlight basic demographic, economic, and physical variables at different scales; aerial photographs and satellite images of selected areas; and maps that provide comparisons with other areas.
- Tutorials that address map concepts such as scale and projection.

Agriculture Network Information Center – Western Rangelands

In 2005 the Libraries will complete digitization and web interface for *Rangelands* vols. 1-20, 1979-1998, and will continue to respond efficiently and accurately to Range Question queries. Additionally, in partnership with College of Agriculture and Life Science colleagues, Library staff will continue development of content for the Arizona Rangelands site.

Virtual Reference

Virtual reference technology continues to evolve, and in 2005 the Libraries will explore alternative means of providing chat reference service. The Libraries will look at the projected University-wide Instant Messaging service as one option; and will also explore Voice-Over-IP technology (which would be a more expensive option). Docutek, the vendor that currently provides the Libraries’ chat reference software, has been bought out by a competitor, with unknown implications for both the product and the pricing structure, so a change may be unavoidable.

II. Customer Education

Information Literacy

By using process improvement techniques, the Libraries plan to develop a measurable and understandable quality standard for creating effectiveness and efficiencies in the Libraries' educational efforts. Library staff will develop and administer a needs assessment for General Education faculty in order to identify areas where the Library can support these faculty to incorporate information literacy competencies into the curriculum. Finally, the Libraries will continue developing, offering, and evaluating training sessions as part of the information literacy training curriculum.

Einstein's Protégés

The Library will continue the collaboration with the Teaching Teams Program and the University Learning Center. A new curriculum has been developed for the course, UNVR 297a, that integrates the two skill sets of the course into a more cohesive whole. A new textbook that was written by the three partnering units will be used in the Spring 2005 classes. The Library instructors for this course will be Leslie Sult, Vicki Mills, and Angela Basurto, a Knowledge River Intern.

Scholarly Communication

The Libraries will continue the development and implementation of a coordinated program of education and advocacy in the Libraries and on campus related to scholarly communication including copyright, publishing, and intellectual property. This will be accomplished through organizational efforts at the Library level and through campus-wide programs. The Scholarly Communications Team has also established quality standards that include 250 interactions per year with the campus community regarding scholarly communication education and advocacy components, partnerships that result in education or advocacy programs and activities on campus, and educational training for 100 percent of new librarians within their first six months of hire.



STAKEHOLDER

Goal: Strategic stakeholders understand the Library's value to the institution and allocate resources accordingly. Strategic stakeholders are defined as those who influence the allocation of resources provided to the library: UA Administration and Deans, Strategic Planning and Budget Advisory Committee members, Chairman of the Faculty, Associated Students of the University of Arizona President, Graduate & Professional Student Council President, Department heads, faculty, and library donors.

I. Information Resources Budget

Currently, if no new base money is received, the library plans to proceed with Year Two of the spending reduction plan in Fall 2005, to take effect in January 2006. Up to \$350,000 in additional reductions will be made, in the form of serials cancellations and reduced book purchases.

2005 will be a transitional year for the new library information budget allocation model. It will require some additional tweaking in certain problematic areas, such as area studies. The library also plans to implement new and revised selection policies with appropriate criteria to assist librarians in selecting information resources more effectively and more in alignment with current library and university directions.

II. LibQUAL+

The Libraries seek to improve the circumstances surrounding the LibQUAL+ survey. As both participation and ratings were down in 2004, the Libraries are making a concerted effort to raise these numbers for 2005. Marketing efforts are planned to raise campus awareness of the survey and describe how the Libraries have responded to survey results in recent years. The Libraries' goal is to see increased participation from selected campus students, faculty, and staff in the sample, to improve ratings of the Libraries, and to see smaller gaps between the level of service campus customers desire and the level of service they believe the library is providing



INTERNAL CAPABILITY

Goal: The library has the capability and flexibility to meet its customer and stakeholder goals in the face of changing environments.

I. North Campus Library

For the past three years, the Libraries have focused on a long-term solution to the space and service issues in the Fine Arts, Architecture, and Music libraries by developing a concept for a new fine arts library, potentially called the North Campus Library. In March of 2004, in conjunction with Campus and Facilities Planning, the Libraries began projects to develop a programming and site plan for a new facility. The project efforts have been guided by a Steering Group comprised of the Deans of Architecture, Libraries, and Fine Arts, and the Directors of CCP, Facilities Design and Construction, Campus and Facilities Planning, and Budget. The program and site planning teams were guided by goals developed by the Steering Group, including:

- To consolidate the Fine Arts, Architecture, Music, and the Center for Creative Photography libraries and special collections with resources for Engineering, Business, and Social and Behavioral Science students and faculty in one location easily accessible by campus and community users.
- To establish a student-friendly learning environment with an emphasis on the intersections between the arts, design, engineering, entrepreneurship, management, social, behavioral, and cultural studies that attracts students through its combination of physical space, technology, collections, and information support and enables students to explore and learn independently.
- To create an information commons that provides for a variety of activities that are supported in group study space, group and individual access to technology, full-service reference help, and opportunities to develop fluency in technology, information, and the arts.
- To foster technologically based creativity as a key concept for the acquisition of knowledge and technology as a way to connect to other institutions across the country and world
- To adhere to the Comprehensive Campus Plan (June 2003) to achieve a balance between program requirements, site capacity, and architectural quality while furnishing the maximum amount of space within the defined total project budget

The programming and site development planning documents will be completed in early 2005. The proposed facility requirements are for a four floor building with 51,760 net assignable square feet and 85,600 gross square feet. The Library will be a high technology facility, housing an Information Commons with a minimum of 152 computer stations, collection and reader areas, Special Collections, CCP collection digitization, and the Visual

Resources and Triestman Center from the College of Fine Arts. The proposed site location for the Library is the south end of the parking lot behind CCP and adjacent to the Speech and Hearing Building.

II. Renovations in the Science Engineering Library

The Science Engineering Library needs refurbishment and renovation to meet the needs of customers and to support new service delivery concepts. The original facility was built in 1965 and the east-side, fifth floor addition was completed in 1969 with little upgrade in the intervening years. The deferred maintenance backlog for the building is at roughly one million dollars.

The Libraries will finalize plans for increasing the effectiveness of the Library at meeting customers' needs. A package of small sequential projects are in development that can be implemented when funding becomes available or can be raised from donors. Some examples include replacing the outdated and dilapidated furniture one area at a time, consolidating the customer service points, and increasing group study space needed by users.

When building renewal funds become available, the Libraries will be prepared to make a request related to this facility. Some major items include replacing ceilings (interlocking tiles not easily accessible) and flooring (asbestos tile) throughout the building, updating restrooms, increasing electrical capacity, and completing deferred maintenance.

III. Shelving

The Comprehensive Campus Plan identifies the Libraries as experiencing the third largest space shortage on campus, and calls for compact shelving to be installed by 2010, providing an additional 75,000 assignable square feet to leave a still gaping 230,000 assignable square feet deficit. Significant efforts are needed to manage these space deficits.

In 2005, the Libraries will install compact shelving in two areas on the third floor of the Main Library. These installations will solve immediate problems of shelving density in both the Science and Main Libraries. The Middle Eastern and East Asian collections from SEL can then be moved to the Main Library, which will align the collections alongside their related disciplines. 3,988 shelves will be moved to the A pod, which will lower the density of those collections from 86 percent to 79 percent density. The space gained in the Science-Engineering Library would provide ten-year growth capacity for collections and permit realigning of shelving to improve the user space within SEL. The other location (C pod) will spread collections to reduce density from 85 percent to 74 percent. This will resolve the congestion problems in the social science collections and provide for five years of growth.

IV. Center for Creative Photography Space Master Plan

The Libraries will begin an intense planning effort for the Center with an emphasis on growth requirements and effective use of existing facilities. Compact shelving systems will be an option for archives and collections to maximize currently available space.

V. Information Commons

Two-thirds of the Main Library Information Commons' computer were updated in 2004, and the remaining third will be updated in 2005 to bring them all to the same level. Other goals for the Commons in 2005 include ensuring that classes held in the Integrated Learning Center have the resources they need. Particularly, the Libraries will work to ensure that students have access to the software, hardware, and other technologies necessary to complete coursework assigned in classes held in the ILC, and to create flexible new learning spaces that integrate with the classes taught in the ILC.

CONCLUSION

2004 was a challenging but productive year for the University of Arizona Libraries. Although continuing to grapple with budget decreases and space issues, Library staff worked to meet and exceed campus expectations while making the most effective use of available resources. The Libraries are taking a creative and aggressive approach to the financial restrictions of recent and upcoming years to both maximize available resources and build a strong foundation for future fundraising efforts. The results of these efforts were impressive. The Libraries were able to launch several unique new projects, expand digital initiatives, and offer greater access to information for the UA community in support of campus excellence goals.

In the future, the Libraries will explore the development of facilities and products that allow students and faculty to engage in greater collaborative projects. Upgrading and updating the Main Library Information Commons, expansion of the Information Commons in the Science-Engineering Library, and the development of a new North Campus Library are key to the Libraries' ability to help the campus build a world-class academic community. These and other interdisciplinary and community-building projects support faculty in assigning the types of assignments that they believe will achieve the greatest results for students.

The Libraries also plan to increasingly focus efforts on improving the educational process in terms of facilitating the process of finding and evaluating information for research and learning. One aspect of this involves looking at scholarly communication and making faculty aware of cost and access issues so that high-quality information will be more readily available free of charge.

Ameliorating space issues is a primary goal for 2005, during which the Libraries plan to install compact shelving in several locations, finalize the plan and begin fundraising for a North Campus Library, remove or deselect duplicate or unnecessary materials to free up current shelf space, and work with libraries across the country to ensure that items which are purchased or licensed electronically will be available in print at partner libraries.

2005 will continue the trend of increasing digital access to library materials with a focus on the future. The Finding Information in a New Landscape Team will recommend strategies for best practices in an increasingly digital information arena. The Libraries will expand the focus on electronic access to materials by partnering to write grants for new digital resources, creating new tools for campus use and outreach at the state and national level (such as the Arizona Electronic Atlas). Staff will provide innovative services in order to provide increasingly seamless access to information.

As the shrinking budget forces the Libraries to make tougher and tougher decisions, the Libraries will increase efforts to secure a financial base. This will be accomplished through partnerships to leverage resources for materials and equipment, grants, collaborative relationships with faculty, identification of alternative sources of new revenues, streamlined operations, and partnerships with other libraries to reduce and avoid costs. In addition to these efforts, Library administration is taking steps to raise independent revenue through the hiring of grants and marketing staff, as well as by restructuring the Friends of the University of Arizona Libraries to align more closely with the Libraries' needs.

Budget cuts in 2004 resulted in cutbacks in the Architecture Library, which was merged with the Fine Arts Library in the Music Building, and in the Center for Creative Photography, where the photography library was closed. The 2.3 percent cut for 2005 will require additional difficult decisions, as the administration seeks to find ways to further streamline operations on a permanent basis.

Additional foci in 2005 will be finding ways to respond to scholarly communication issues on campus and in the academic community at large; and maximizing the capabilities of the Center for Creative Photography and Special Collections. In light of focused excellence and with respect to current budget and space constraints, the Libraries will continue to build on these and other goals in the upcoming year.

APPENDIX A:

STAFF ACCOMPLISHMENTS 2004

SUMMARY

36 publications released in 2004
66 presentations at the national level
107 service commitments at the national level
5 awards/special honors

LIST OF ACCOMPLISHMENTS

WENDY BEGAY

Publications

Begay, Wendy, Daniel R. Lee, Jim Martin, and Michael Ray. "Quantifying Qualitative Data: Using LibQual+™ Comments for Library-Wide Planning Activities at the University of Arizona." *Journal of Library Administration* 40.3/4 (2004): 111-119.

----. "Quantifying Qualitative Data: Using LibQUAL+™ Comments for Library-Wide Planning Activities at the University of Arizona." *Libraries Act on Their LibQual Findings: From Data to Action*. Ed. Fred M. Heath. Binghamton, NY: Haworth Information Press, 2004.

Presentations

Begay, Wendy. Poster Session for LibQUAL+™ Workshop. American Library Association Midwinter Meeting, San Diego, CA, 18 Jan. 2004.

----. Poster Session for LibQUAL+™ Workshop. American Library Association Annual Conference, Orlando, FL, 26 June 2004.

LAURA J. BENDER

Service

Co-chair, Murray Wortzel Award Committee, Social Sciences Division, Special Libraries Association.

Chair of Publications, Arizona Chapter, Special Libraries Association.

STEPHEN BOSCH

Publications

Bosch, Stephen. "Vanderbilt Television News Archive." *The Charleston Advisor* 6.2 (November 2004): 38-42.

----. "Helping Manage The E-Journal Forest: Do You Need an Agent Any More?" *The Serials Librarian*, 46.1/2 (2004): 179-90.

Presentations

Bosch, Stephen. "Serials Publishing for Scholarly Communications, OAI or DOA?" Keynote address. Science and Technology Serials Symposium program, University of Houston, TX, 16 July 2004.

----. "Dealing with 'The Deal': Views and Experiences from the Field." American Library Association Annual Conference, Orlando, FL, 26 June 2004.

----. "Vendors as intermediaries between publishers and libraries in the online environment." American Library Association Annual Conference, Orlando, FL, 26 June 2004.

Service

Chair, Quantitative Measures for Collection Management Committee, Collection Management and Development Section, Association for Library Collections and Technical Services, American Library Association.

Consultant, Library Materials Price Index Committee, Association for Library Collections and Technical Services, American Library Association.

Member, Acquisitions Organization and Management Committee, Association for Library Collections and Technical Services, American Library Association.

Member, Association for Library Collections and Technical Services /American Association of Publishers Committee, American Library Association.

Member, Chief Collection Development Officers of Large Academic Libraries Discussion Group, Association for Collections and Technical Services, American Library Association.

Member, Greater Western Library Alliance Collection Development Committee, American Library Association.

Member, Marcel Dekker Publishers Advisory Board.

Member, Nominating Committee, Collection Management and Development Section, Association for Library Collections and Technical Services, American Library Association.

MARIANNE STOWELL BRACKE

Presentations

Bracke, Marianne Stowell. "Culture of Assessment in the Information Commons: Listening to Customers." USC Symposium Information Commons: Learning Space Beyond the Classroom, Los Angeles, CA, 16 Sept. 2004.

----, Michael Brewer, Robyn Huff-Eibl, Dan Lee, Robert Mitchell and Michael Ray. "Informed Importance: Customers Tell Us What Is Important in Reference."

Living the Future 5: Strategically Striving and Surviving, Tucson, AZ, 15 Apr. 2004.

----, Michael Brewer, and Robert Mitchell. "Accentuate the Positive: Using Process Improvement Techniques to Study Reference Services." Arizona Library Association Annual Conference, Tucson, AZ, 30 Nov. 2004.

----, and Jim Martin. "Strategically Thinking About Journal Collections." Living the Future 5: Strategically Striving and Surviving, Tucson, AZ, 15 Apr. 2004.

Martin, Jim and Marianne Stowell Bracke. "The Point of No Return: Swapping Electronic for Print." Poster Session, American Library Association Annual Conference, Orlando, FL, 26 Jun. 2004.

Neal, Cheryl, Marianne Stowell Bracke, and Jeanne Voyles. "Revolutionizing Electronic Document Delivery: Transforming and Integrating Electronic Reserves, Interlibrary Loan, and Document Delivery." Arizona Library Association Annual Conference, Tucson, AZ, 1 Dec. 2004.

Service

Chair, Education Training & Support Committee, Reference User Services Association, Machine-Accessible Reference Services, American Library Association.

Member, Membership & Recruitment Committee, Science and Technology Section, Association of College and Research Libraries, American Library Association.

MICHAEL BREWER

Presentations

Brewer, Michael. "Preparing an 'Informationally Literate' Generation of New Slavic Scholars: Approaches, Challenges and Possible Solutions." National Convention of the American Association for the Advancement of Slavic Studies, Boston, MA, 4 Dec. 2004.

----, Robert Mitchell, and Marianne Stowell-Bracke. "Accentuate the Positive: Using Process Improvement Techniques to Study Reference Services." Arizona Library Association Annual Conference, 1 Dec. 2004.

Service

Chair, Collection Development Subcommittee, American Association for the Advancement of Slavic Studies.

Member, Subcommittee on Copyright and Licensing, American Association for the Advancement of Slavic Studies.

Member, Digital Resources Subcommittee, American Association for the Advancement of Slavic Studies.

Member, Bibliography & Documentation Committee, American Association for the Advancement of Slavic Studies.

Website developer and Webmaster, Pacific Coast Slavic & East European Library Consortium, and Subcommittee on Copyright & Licensing, American Association for the Advancement of Slavic Studies.

Indexer, *KinoKultura* and *Studies in Slavic Cultures*, American Bibliography of Slavic & East European Studies.

JOSEPH R. DIAZ

Presentations

Diaz, Joseph R. "Climate Assessments." American Library Association Annual Conference, Orlando FL, 27 June 2004.

----. "Musica Latina." Poster session. American Library Association Annual Conference Diversity Fair, 26 June 2004.

Service

Chair, Library Faculty Assembly, 2004.

RUTH DICKSTEIN

Publications

Dickstein, Ruth. "Women's Studies Databases." *Encyclopedia of Library and Information Science*, 2nd Ed. New York, N.Y. : Marcel Dekker, Inc., 2004.

Presentations

Dickstein, Ruth, and Judy Temple. "The Librarian and The Professor: a Partnership." Arizona Library Association Annual Conference, 1 Dec. 2004.

----, and Lisa Bunker. "Web-based tutorials: From Idea to Construction." Arizona Library Association Annual Conference, 2 Dec. 2004.

Service

Chair, Women's Studies Section, Association of College and Research Libraries, American Library Association.

Co-Chair, 2005 Program Planning Committee, Women's Studies Section, Association of College and Research Libraries, American Library Association.

MARY FEENEY

Presentations

Feeney, Mary. "Documenting Success: Using Portfolios to Assess Future Librarians and Information Professionals." Poster session. Arizona Library Association Annual Conference, Tucson, AZ, 1 Dec. 2004.

----, and Jill Newby. "How SPRAT Sprouted: Using Decision-Making Tools to Create Resource Profiles in Scholar's Portal." Living the Future 5: Strategically Striving and Surviving, Tucson, AZ, 15 April 2004.

Service

Committee Member, Task Force on the Environment, Social Responsibilities Round Table, American Library Association.

Honors

2003 article with Jim Martin in *Issues in Science and Technology Librarianship*, "The Business of Science: Cross-Disciplinary Information Literacy in the Applied Sciences and Business," was selected by the Library Instruction Round Table of the American Library Association as one of the "Top 20 Instruction Articles" for 2004.

CASS FEY

Presentations

Fey, Cass. "Informing the Untrained Eye." Slide lecture, Society for Photographic Education Regional Conference, Denver, CO, 8 Oct. 2004.

Service

Elected officer, National Board of Directors, Society for Photographic Education.

Member, Publications Committee, Society for Photographic Education.

Member, Nominations Committee, Society for Photographic Education.

Member, Regional Affairs Committee, Society for Photographic Education.

Portfolio Reviewer, Society for Photographic Education National Conference, Newport, Rhode Island, 26 Mar. 2004.

Member, Program Committee, Viewpoints: Native Americans and Photography Symposium, Arizona State Museum.

BECKY GONZALEZ

Presentations

Patricia Ballesteros, Becky Gonzalez, Robyn Huff-Eibl, Mina Parish, and Travis Teetor. "Tough Times, Tough Decisions: Streamlining, Studying and Experimenting to Save \$ and Better Serve Customers." Living the Future 5, Tucson, AZ, 15 April 2004.

YAN HAN

Publications

Han, Yan. "Library Research Roadmap." *Journal of Library & Information Services in Distance Learning* 1.2 (2004): 64-6.

---. "Review of: Bruce Tate." Rev. of *Bitter Java*, by Bruce Tate. *Technology Electronic Reviews* 11.1 (2004).

<<http://www.ala.org/ala/lita/litapublications/ter/Volume11no1.htm#han>>.

---. "Review of: Dejan Sunderic." Rev. of *SQL Server 2000 Stored Procedure & XML Programming*, by Dejan Sunderic. *Technology Electronic Reviews* 11.4 (2004).

<<http://www.ala.org/ala/lita/litapublications/ter/volume11no4.htm#dejan>>.

---. "Vox Proxy Version 2." *Information Technology & Libraries* 23.3 (2004): 133-5.

---. "Digital Content Management: The Search for a Content Management System." *Library Hi Tech* 22.4 (2004): 355-65.

Presentations

Han, Y., and Maliaca Oxnam. "GROW: A National Civil Engineering Education Resource Library Meeting the Needs of a Diverse Audience of Users." Living the Future 5, Tucson, AZ, 14-17 Apr. 2004.

Service

Chinese Interface Maintainer, Greenstone Digital Library Software, New Zealand Digital Library Project.

Vice Chair, Standards Interests Group, Library and Information Technology Association.

Honors

Han, Y., and Jeanne Pfander. *Digitizing the Back Files of the Rangelands*. Awarded by National Agricultural Library, 2004. \$7765 grant.

SARA C. HEITSHU

Service

Member, Editorial Board, *Library Resources and Technical Services*.
Councilor, Alpha of Arizona Chapter, Phi Beta Kappa.

KAREN HOLLOWAY

Publications

Holloway, Karen. "The Significance of Organizational Development in Academic Research Libraries." *Library Trends* 53.1 (Summer 2004): 5-16.

Service

Member, Leadership Development Committee, Library Administration and Management Association, American Library Association.
Member, University Advisory Committee on Continuing Status & Promotion, University of Arizona.

SAMUEL HUANG

Publications

Huang, Samuel. "Colormute: Race Talk Dilemmas in an American School." Rev. of *Colormute: Race Talk Dilemmas in an American School*, by Mica Pollock. *Library Journal* 129.14 (Sept. 2004): 165-166.

----. "After Brown: the Rise and Retreat of School Desegregation." Rev. of *After Brown: the Rise and Retreat of School Desegregation*, by Charles T Clotfelter. *Library Journal* 129.9 (May 2004): 97.

----. "Tongue-Tied: the Lives of Multilingual Children in Public Education." Rev. of *Tongue-Tied: the Lives of Multilingual Children in Public Education*, by Otto Santa Ana. *Library Journal* 129.9 (May 2004): 97.

Presentations

Huang, Samuel. "Creating and Maintaining Good Relationships." Academic Library Advancement and Development Network Annual Conference, Miami, FL, 27 Mar. 2004.

----. "Becoming A Successful Library Fundraiser Is Not An Easy Task: Passion, Devotion, and Invention." Academic Library Advancement and Development Network Annual Conference, Miami, FL, 29 Mar. 2004.

----. "Exploring New Funding Sources for Libraries." American Library Association Annual Conference, Orlando, FL, 26 June 2004.

----. "Working with Library Faculty for Creating Library Endowments Strengthening Library Collections." American Library Association Annual Conference, Orlando, FL, 27 June 2004.

----. "Fundraising Basics for Beginners." American Library Association Annual Conference, Orlando, FL, 28 June 2004.

Service

Council member, Fund Raising and Financial Development Section, Library Administration and Management Association, American Library Association.
Diana V. Braddon FRFDS Scholarship Committee.
Member, Library Development Discussion Group, Association of College and Research Libraries, American Library Association.

ROBYN HUFF-EIBL

Presentations

Ballesteros, Patricia, Becky Gonzalez, Robyn Huff-Eibl, Mina Parish, and Travis Teetor. "Tough Times, Tough Decisions: Streamlining, Studying and Experimenting to Save \$ and Better Serve Customers." Living the Future 5: Strategically Striving and Surviving Conference, Tucson, AZ, 14-17 Apr. 2004.
Bahavar, Shahla, Russel Bailey, Allison Cowgill, Robyn Huff-Eibl, David Murray, and Barbara Tierney, "Information Commons 101: Nuts and Bolts Planning." American Library Association Annual Conference, Orlando, FL, 25 June 2004.
Albu, Emanuel, Huff-Eibl, Robyn, and Maureen Sullivan. "Coming Full Circle: Enhancing Staff Skills within a Continuous Learning Environment." American Library Association Annual Conference, Orlando, FL, 28 June 2004.

MARDA L. JOHNSON

Presentations

Johnson, Marda L., and Janet Crum. "Next Generation E-Journal Management: New Tools for One-Stop Shopping and Seamless Linking." Innovative Users Group meeting, 2-5 Apr. 2004.

Service

Elected representative to OCLC Members Council, Amigos.

DOUGLAS JONES

Service

Chair, Bioengineering Task Force. Greater Western Library Association.
Member, Library Advisory Committee, Optical Society of America.
Member, Publications Long-Term Planning Group, Optical Society of America.
Member, National Coordinating Committee, Agriculture Network Information Center.
Member, Faculty Senate, University of Arizona.
Member, Faculty Senate Executive Committee, University of Arizona.
Member, University Compensation Advisory Committee, University of Arizona.
Member, University Committee on Corporate Relations, University of Arizona.

MIGUEL JUAREZ

Publications

Juarez, Miguel. "Race Matters." Rev. of *Casta Painting: Images of Race in Eighteenth-Century Mexico*, by Llona Katzew. *Art Documentation: Bulletin of the Art Libraries Society of North America* 23.2 (Fall 2004). <<http://www.arlisna.org/ad23-2.htm>>.

Presentations

Juarez, Miguel. "Donor Relations for Librarians." ARLIS/Mountain West Conference, Denver, CO, 30 Sept–2 Oct. 2004.

----. "Weekend Warriors: Wolfie and ZaZa, Phoenix, AZ, 2003." Photograph. Art Libraries Society of North America: Members' Exhibition, Queens, NY, 15 Apr. –15 July 2004.

Service

Co-chair, Diversity Committee, Art Libraries Society of North America.

Moderator, Gay and Lesbian Interests Roundtable, Art Libraries Society of North America.

Committee member, Mentoring Sub-committee, Art Libraries Society of North America Professional Development Committee.

State membership coordinator, Art Libraries Society of North America/Mountain West Chapter.

Library Representative to Gallagher Art Acquisitions Committee, University Museum of Art.

Project leader, consultant, College of Humanities (COH) Media, Democracy and Policy Initiative for Pulitzer Prize Journalism Winners.

HITOSHI KAMADA

Publications

Kamada, Hitoshi. "Incorporating a Japanese Materials Approval Plan: In Changing Collection Development Environment at the University of Arizona Library." *Collection Management* 29.1 (2004): 3-17.

Presentations

Kamada, Hitoshi. "Information Culture in Japan." Arizona Library Association Conference, Tucson, AZ, Dec. 2004

Service

Member, Committee on Japanese Materials, Council on East Asian Libraries, Association for Asian Studies.

Member, Horner Fellowship Committee, Arizona Library Association.

DAN LEE

Publications

Begay, Wendy, Daniel R. Lee, Jim Martin, and Michael Ray. "Quantifying Qualitative Data: Using LibQual+™ Comments for Library-Wide Planning Activities at the University of Arizona." *Journal of Library Administration* 40.3/4 (2004): 111-119.

----. "Quantifying Qualitative Data: Using LibQUAL+™ Comments for Library-Wide Planning Activities at the University of Arizona." *Libraries Act on Their LibQual Findings: From Data to Action*. Ed. Fred M. Heath. Binghamton, NY: Haworth Information Press, 2004.

Presentations

Lee, Daniel R., "Commons Spaces." Invited panelist. American Library Association Office of Information Policy Workshop on Libraries and Information Commons, Cerritos, CA, 30 Oct. 2004.

Service

Chair, Office for Information Technology Policy Copyright Advisory Committee, American Library Association.
Ex-officio, Office for Information Technology Policy Information Commons Committee, American Library Association.
Member, Budget & Finance Committee, Association of College and Research Libraries, American Library Association.
Chair, Dues Task Force, Association of College and Research Libraries, American Library Association.

KRISSELLEN MALONEY

Publications

Maloney, Krisellen, and Paul Bracke. "Beyond Information Architecture: A Systems Integration Approach to Website Design." *Information Technology and Libraries* 23 (2004).

Maloney, Krisellen. "Portals in Libraries: Library Technology and Planning for Change." *Bulletin of the American Society for Information Science and Technology* 31 (2004).

Presentations

Maloney, Krisellen. "Library Technology." Portals in Libraries Symposium, Preconference Seminar, American Library Association, Orlando Florida, June 25, 2004.

Service

Digital Library Federation Abstract Service Framework Working Group, Expert Consultant.
Network Advisory Council, University of Arizona.
Deans Information Technology Council, University of Arizona.

JIM MARTIN

Publications

Begay, Wendy, Daniel R. Lee, Jim Martin, and Michael Ray. "Quantifying Qualitative Data: Using LibQual+™ Comments for Library-Wide Planning Activities at the University of Arizona." *Journal of Library Administration* 40.3/4 (2004): 111-119.

----. "Quantifying Qualitative Data: Using LibQUAL+™ Comments for Library-Wide Planning Activities at the University of Arizona." *Libraries Act on Their LibQual Findings: From Data to Action*. Ed. Fred M. Heath. Binghamton, NY: Haworth Information Press, 2004.

Presentations

Martin, Jim, and Marianne Bracke. "Strategically Thinking about Journal Collections." *Living the Future 5: Strategically Striving and Surviving*, Tucson, AZ, 14-17 Apr. 2004.

Service

Membership Chair, Chemistry Division, Special Libraries Association.
Member, Marion E. Sparks Award for Professional Development Committee, Chemistry Division, Special Libraries Association.

BETSI MEISSNER

Honors

Atelier 4 Emerging Registrar Scholarship, Western Museums Conference, Tacoma, WA.

ROBERT MITCHELL

Presentations

Mitchell, Robert, Marianne Bracke, Michael Brewer, Robyn Huff-Eibl, Dan Lee, and Michael Ray. "Informed Importance: Customers Telling Us What Is Important In Reference." *Living The Future 5*, Tucson, AZ, 14-17 Apr. 2004.
Mitchell, Robert, Marianne Bracke, and Michael Brewer. "Accentuate The Positive: Using Process Improvement Techniques To Improve Reference Service." *Arizona Library Association Annual Conference*, Tucson, AZ, Dec. 2004.

Service

Chair, Team-Based Organizations Discussion Group, Association of College and Research Libraries, American Library Association.
Secretary of the Faculty, University of Arizona.
Chair, Honorary Degrees Committee, University of Arizona.
Chair, Committee on University Handbook for Appointed Personnel, Constitution & Bylaws, University of Arizona.

ROGER MYERS

Presentation

Myers, Roger. "Making the Hidden Manifest: unprocessed collections in academic libraries." *Conference of Inter-Mountain Archivists*, Salt Lake City, UT, 30 Apr. 2004.

JILL NEWBY

Service

Chair, Science and Technology Section, Association of College and Research Libraries,
American Library Association.

Member, University Wide General Education Committee, University of Arizona.

Member, EBSCO Academic Advisory Board.

DOUGLAS R. NICKEL

Publications

Nickel, Douglas R. "Art, Ideology, and the West." *A Companion to the American West*.
Ed. William Deverell. Oxford: Basil Blackwell, 2004.

----. *Francis Frith in Egypt and Palestine: A Victorian Photographer Abroad*. Princeton, NJ:
Princeton University Press, 2004.

Presentations

Nickel, Douglas R. "Nature's Supernaturalism: Photography and Botanical Illustration
in Victorian Context." Yale Center for British Art, New Haven, CT, June 2004.

----. "What is a Photograph?" Photographic Materials Group Session, 32nd Annual
Meeting of the American Institute for Conservation of Historic and Artistic
Work, Portland, OR, June 2004.

----. Session chair, "History of Photography." College Art Association annual meeting,
Seattle, WA, Feb. 2004.

Service

Member, grants panel for operating support, June 2004 Arizona Commission on the
Arts.

DIANNE NILSEN

Presentations

Nilsen, Dianne. Panelist, "What a SIRLS Intern can do for your Library." Arizona
Library Association Annual Conference, Tucson, AZ, Dec. 2004.

OLIVIA OLIVARES

Publications

Olivares, Olivia. "Helping you buy: Virtual Reference Service (VRS) Software."
Computers in Libraries (May 2004): 25-29.

Presentations

Olivares, Olivia. "Web-based library tutorials at the University of Arizona: uses and
formats." Online Northwest 2004, Corvallis, OR, 24 Feb. 2004.

----. "Ethics and University Research: Plagiarism, Academic Dishonesty and Other
Illegal Shortcuts." Invited lecture. University of Arizona Eller College of
Management
E-Tegrity Program for Undergraduates, Tucson, AZ, 27 Oct. 2004.

----. Lead Curator, "Latinos in the Media – 20 years after the Pulitzer: Promoting diversity and change." Exhibit, University of Arizona Libraries Special Collections Gallery, Tucson, AZ, 7 Oct. – 12 Nov. 2004.

Service

Member, Nominating Committee, Anthropology and Sociology Section, Association of College and Research Libraries, American Library Association.

Member, Information Literacy Committee, Anthropology and Sociology Section, Association of College and Research Libraries, American Library Association.

Bibliographic Instruction Subcommittee, Seminar on the Acquisition of Latin American Library Materials.

MINA PARISH

Presentations

Parish, Mina. "The UA Library Shelving Cost Study." *Living the Future 5*, Tucson, AZ, Apr. 2004.

JEANNE L. PFANDER

Publications

Pfander, Jeanne L., and Danielle Carlock. "The Arizona Electronic Atlas: A New Reference and Instructional Tool." *Issues in Science and Technology Librarianship* 41(Fall 2004): Article 1. <<http://www.istl.org/04-fall/index.html>>

Pfander, Jeanne L., Christine Kollen, and Louise Greenfield. "The Geographic Literate Student: The Arizona Electronic Atlas Experiment." *Proceedings from the 4th Annual ESRI Education User Conference, August 7-10, 2004*. <<http://gis.esri.com/library/userconf/educ04/papers/pap5050.pdf>>

Presentations

Pfander, Jeanne L., Christine Kollen, and Louise Greenfield. The Geographic Literate Student: The Arizona Electronic Atlas Experiment. ESRI 4th Annual Education Users Conference, San Diego, CA, 7-10 Aug. 2004.

SHELLEY PHIPPS

Publications

Lakos, Amos and Shelley Phipps, "Creating a Culture of Assessment: A Catalyst for Organizational Change," *Portal: Libraries and the Academy* 4.3 (July 2004): 345-361.

Phipps, Shelley E. "The System Design Approach to Organizational Development: The University of Arizona Model." *Library Trends* 53.1 (Summer 2004): 68-111.

Service

Consultations:

University of Chicago Library: Development of a 5-Year Strategic Plan.

CalPoly San Luis Obispo: Planning and Accountability Systems--Laying the Foundation for Culture Change.

CalPoly San Luis Obispo: Focus on the Future--How Do We Know We are Successful Service.

PATRICIA PROMÍS

Service

Chair, Professional Development Committee, Association of College and Research Libraries, American Library Association.

External Review Panel Member, Committee on Accreditation, American Library Association.

ATIFA RAWAN

Publications

Rawan, Atifa, Cheryl Knott Malone, Laura Bender. "Assessing the Depository Program: The Arizona Experience." *Journal of Government Information* 30.5/6 (2004): 626-710.

Presentations

Greenfield, Louise, Christine Kollen, and Atifa Rawan. "The Arizona Electronic Atlas." Arizona Library Association Annual Conference, 30 Nov. 2004.

Rawan, Atifa. "Afghanistan's political and economic progress in the last two years." American Association of University Women, Tucson, AZ, 13 Mar. 2004.

----. "Virtual depository." Invited presentation. American Association of Law Librarians Conference, Boston, MA, 13 July 2004.

----. "The Rebuilding of Afghanistan's Academic Libraries." Center for Middle Eastern Studies public lecture series, Tucson, AZ, 2 Sept. 2004.

----. "Afghanistan's Women Education." Teachers' Association of Arizona Conference, Mesa, AZ, 30 Oct. 2004.

----, and Cheryl Knott Malone. "Virtual Federal Depository Outcomes and Implications." Arizona Library Association Annual Conference, 1 Dec. 2004.

----, and Cheryl Malone. "GPO virtual depository." *Living the Future* 5, Tucson, AZ, 15 Apr. 2004.

Service

In collaboration with Barbara Hutchinson and Casler Caster of the Arid Lands Information Center at the University of Arizona and with funding from the International Arid Lands Consortium (IALC), established the first electronic agriculture library at the College of Agriculture at Kabul University in June 2004.

Worked with Dr. Richard Gordon of the University of Manitoba and Kabul Medical University Chancellor and staff in the acquisition and organization of 1,700 current medical library resources for Kabul Medical University library.

MICHAEL S. RAY

Publications

- Ray, Michael S. "Rewarding Strategic Learning and Performance: A Case Study from Arizona." *Library Administration and Management* 18.3 (Summer 2004): 8-17.
- Begay, Wendy, Daniel R. Lee, Jim Martin, and Michael Ray. "Quantifying Qualitative Data: Using LibQual+™ Comments for Library-Wide Planning Activities at the University of Arizona." *Journal of Library Administration* 40.3/4 (2004): 111-119.

Presentations

- Ray, Michael S. "Informed Importance: Customers Telling Us What is Important in Reference." *Living the Future* 5, Tucson, AZ, 15 Apr. 2004.

AMY RULE

Publications

- Rule, Amy. "California Dreamin': Camera Clubs and the Pictorial Photography Tradition." Rev. of *California Dreamin': Camera Clubs and the Pictorial Photography Tradition*, by Stacey McCarroll. *Art Documentation: Bulletin of the Art Libraries Society of North America* 23:2 (Fall 2004): 55-56.

JANICE SIMMONS-WELBURN

Publications

- Simmons-Welburn, J. and B. McNeil, eds. *Human Resources Management in Today's Academic Library: Meeting Challenges and Creating Opportunities*. Connecticut: Greenwood Press, 2004.
- Brewer, Joseph M., Sheril J. Hook, Janice Simmons-Welburn, and Karen Williams. "Libraries Dealing with the Future Now." *ARL Bimonthly Report*, 234 (June 2004): 1-9. <<http://www.arl.org/newsltr/234/dealing.html>>.

Presentations

- Simmons-Welburn, J., Joseph Brewer, Sheril Hook, and Karen Williams. "A Library Response to the Transformed Campus: Transforming Higher Education – A Dynamic New Role for Libraries." American Library Association Midwinter Meeting, San Diego, CA, 9-12 Jan. 2004.

Service

- Chair, Appointments Committee, Association of College and Research Libraries, American Library Association.
- Member, Excellence in Academic Libraries Award Selections Committee, Association of College and Research Libraries, American Library Association.
- Chair, Roundtable Subcommittee, 12th National Conference (Minneapolis, MN), Association of College and Research Libraries, American Library Association.
- Member, National Institute Planning Committee, Library Administration Management Association.
- Chair, Leadership Development Committee, Library Administration Management Association.

Member, Editorial Board, *Portal: Libraries and the Academy*.

PING SITU

Presentations

Situ, Ping. "American Libraries: A glimpse of the University of Arizona Library."
Zhejiang University, Hangzhou, China, 2 Nov. 2004.

Service

Member, International Relations Committee, Association of College and Research
Libraries, American Library Association.

Honors

Attendee, Luce Summer Institute at the University of Pittsburgh (a very competitive
Chinese librarianship and library management training program).

Recipient, \$600 Foreign Travel Grant for trip to China, which included visits with
vendors of Chinese materials and tours of libraries and archives.

CARLA J. STOFFLE

Presentations

Stoffle, Carla J. "Living the Future Keynote." Living the Future 5, Tucson, AZ, April
14-17, 2004.

----. "Transformed Library." OCLC Board Retreat, Dublin, OH, November 14, 2004.

Service

Member, Committee on Accreditation, American Library Association.

Member, Endowment Trustees, American Library Association.

Member, Finance Committee, Association of Research Libraries, American Library
Association.

Member, Government Documents Digitization Project Work Group, Association of
Research Libraries, American Library Association.

Member, Information Policies Committee, Association of Research Libraries,
American Library Association.

Member, Project on the Future of Higher Education, Institute on the Future of
Higher Education, Antioch University.

Member, State Advisory Committee, Arizona State Department of Library Archives
and Public Records.

Chair, Board of Directors, Center for Research Libraries.

Member, Executive Committee, Board of Directors, Center for Research Libraries.

Member, Trejo Foster Foundation Board.

Member, Tucson-Pima Public Library Board.

Member, Editorial Board, Board of Advisors, The University of Arizona Press.

Member, National Advisory Board, University of North Carolina Study on the
Future of Librarians in the Workforce.

LESLIE SULT

Presentations

Sult, Leslie. "Training for the University of Arizona Information Commons." American Library Association Annual Conference 2004, Tucson, AZ, Dec. 2004.

Service

Member, Library Instruction Round Table, Continuing Education Committee, American Library Association.

Chair, Reference, Public Service and Interest Group, Arizona Library Association.

JEN TELLMAN

Service

Chair/editor, Bibliography & Indexes Committee, History Section, Reference and User Services Association.

BONNIE TRAVERS

Presentations

Travers, Bonnie. Moderator, "Improving Online Access to Original Materials: Current Research." American Library Association Annual Conference, Orlando, FL, 26 June 2004.

Service

Co-chair, American Library Association / Society of American Archivists / American Association of Museums Joint Committee.

JEANNE F. VOYLES

Presentations

Voyles, Jeanne, Cheryl Neal, and Marianne Bracke. "Revolutionizing Electronic Document Delivery: Transforming and Integrating Electronic Reserves, Interlibrary Loan, and Document Delivery." Arizona State Library Association Annual Conference, Tucson, AZ, Dec. 2004

Service

Chair, Human Resources, Staff Development Committee, Library Administration and Management Association (ALA Division).

Chair Elect, Human Resources Section, Library Administration and Management Association (ALA Division).

Member, Interlibrary Loan Committee, Greater Western Library Alliance.

BARBARA WILLIAMS

Publications

Williams, Barbara, Paul Blowers, and Jeff Goldberg. "Integrating Information Literacy Skills into Engineering Courses to Produce Lifelong Learners (Electronic)." *Proceedings of the American Society for Engineering Education Annual Conference, June 20-23, 2004*. Salt Lake City: American Society for Engineering Education, 2004.

Presentations

Blowers, Paul, and Barbara Williams. "Have we Changed the Way we do Research in Response to the Availability of Online Information?" American Society for Engineering Education Annual Conference, Salt Lake City, UT, 20-23 June 2004.

PAULA WOLFE

Service

Member, Council of Horticulture and Botanical Libraries.

APPENDIX B:

OUTREACH AND DEVELOPMENT

OUTREACH

I. Center for Creative Photography

The Center for Creative Photography continues to examine better ways to fulfill its Outreach programs. In addition to traditional exhibitions and print viewing (statistics below), the Center has undergone an ambitious program to digitize 95% of its collection by 2007. Also new at the Center, and nationally, is a project to assess whether an exhibitor has reached its goals. Going beyond usual methods, such as comment books and gallery attendance, Center staff are examining ways to reach more deeply to understand the audiences experiences while in the gallery. The literature reveals that this is an important assessment need. Initial reviews of other like institutions reveal that the Center and Library will once again be leaders in this type of assessment.

Statistics for the Centers exhibitions and other outreach activities for 2004 are:

Evidence: Revisited. January 10 – March 24, 2004, gallery attendance of 8,228 and 89 tours were conducted for 1,806 participants. Four public programs were presented to 435 people, with 250 attending the artists/curators reception and talk by Mike Mandel and Larry Sultan on March 5.

Jo Ann Callis: Cake Hat Pillow. September 4 – November 28, 2004, gallery attendance: 9,306; 131 Class/Group Tours for 2,296. Four public programs were presented, including a reception for and a talk by artist Jo Ann Callis. Five hundred and two members of the community attended these programs.

High School Day

Over one hundred high school photography students and their instructors attended the Center's annual High School Day on March 15, 2004, where their work was shared and critiqued by Doug Nickel and Ann Simmons-Myers, head of the Photography Program at Pima Community College, West Campus.

Mentoring

Cass Fey continues to mentor Erin Hesser, the 2003 Ansel Adams intern, who is studying to become a museum educator in a photographic environment. Erin earned a degree in photography from the University of Arizona and is now enrolled in the Art Education graduate program.

II. Friends of the Libraries

The Friends of the Libraries hosted events designed for outreach as well as fundraising purposes in 2004.

Friends of the Libraries Events

Friends of the Library Annual Book Sale

Annual fundraiser: "An Evening with Father Andrew Greeley"

Library Day at the TEP Ballpark fundraiser – White Sox vs. Diamondbacks

Barnes & Noble Book Fair – fundraiser

Joe D'Ambrosio: Slide Lecture & Exhibit

"Lewis & Clark and Me – Stephen Cox" – Friends Annual Luncheon fundraiser

"Adventures on the Border: or, fiction Meets Non-Fiction" by Dr. Jennifer Lee Carrell

Barnes & Noble Book Fair – fundraiser

J.A. Jance – *After the Fire* – Presentation and book sale & signing (Re-printing by UA Press)

"Friends on Campus Day" Celebration and special thanks to Friends contributors.

Friends' Collaborative Efforts

"A Voice from the Edge: Tom Miller" (collaboration with Special Collections exhibit of his papers)

SEL Information Commons Ribbon Cutting Celebration

Jr. Scientist Day

III. Science and Engineering Library

Junior Scientists' Day

The Science Engineering Library once again hosted Junior Scientists on Saturday, October 30, 2004 during Homecoming activities. Junior Scientists was designed not only so young inquiring minds that were attending Homecoming would have activities that interested and educated them, but as a call to the community to join in this wonderful educational experience. Over 600 children, ages 1-16, participated in the hands-on experiments and exploration of science and related disciplines provided by numerous UA science departments. Activities included demonstrations around the Manduca caterpillar, flying remote-controlled airplanes, using a flying simulator, demonstrations concerning light and the development of the camera, construction of a kaleidoscope, sun telescopes on the Mall and a demonstration by a local Girl Scout troop around the size and weight of the solar

system using Playdough. As with last year's event the highlight of the day was slime making, provided by Chemistry graduate students. In addition, the Physics Bus was parked next door at the Koffler building and the SAE student club parked one of their race cars out front. Participating departments included Chemistry, Physics, Optical Sciences, Flandrau Science Center, NOAO and Astronomy.

Science Engineering Library Information Commons Ribbon Cutting

The Science Engineering Library celebrated the opening of a new Information Commons facility with a ribbon-cutting ceremony on Friday, October 22, 2004. Distinguished guests and speakers included Dean Carla Stoffle, Executive Vice President and Provost George Davis, ASUA President Alistair Chapman and UA Parents' Association Co-chairs Marc and Patty Davis. The Science Engineering Library is experience a renaissance in information access and delivery. With the addition of 15 new computers in the Information Commons, the Science Engineering Library is poised to offer science, engineering, agriculture and campus customers increased access to library, campus, community and global information. This is but a first step towards a master plan to offer even more services and resources in the Science Engineering Library.

DEVELOPMENT

During 2004 the Libraries and Center for Creative Photography were beneficiaries of over \$1.8 million dollars in donations. This included cash and non-cash donations. The distribution is as follows:

Cash donations:	\$ 480,748.06 (tax-deductible donations)
Non-cash donations:	<u>\$ 1,415,802.59</u>
TOTAL:	\$ 1,824,550.65

Non-cash gifts received for the UA Libraries totaled \$212,321.81. The Oberman collection, valued at \$100,000, is one of the more notable gifts received during 2004. At the CCP, non-cash gifts totaled \$1,203,480.78. CCP received a major gift valued at \$954,000 donated by the Tucson Museum of Art. The Friends of the Libraries also received over 22,000 books this year for the Friends Annual Book Sale.

A number of new endowments were established during 2004:

- The Bertie Berry Children's Literature Endowment
- Kenneth C. Eich and Holly A. Hart Library Endowment
- The Morris Martin Library Endowment
- Dr. Midhat & Mrs. Leila Abraham Middle East Studies Library Endowment
- Kenneth & Anne Cooper Library Endowment
- Owens, James & Lynn Library Endowment

The Friends of UA Libraries membership for 2004 has increased from 625 to 693. The Friends' Newsletter, *Friends Trends*, is published by the Libraries and distributed to all Friends members, extended faculty, and special groups. Library Faculty continue to contribute articles regarding Library's new programs and initiatives in the newsletter and invite new members to join the Friends' base and increase participation.

At the Center for Creative Photography, donors continue to respond favorably to Doug Nickel's leadership. Membership has increased 34% since 2003. New donations received include the first installment of a \$100,000 commitment from the Goldsmith Foundation, \$10,000 from the Watkins Foundation to support the Gowin exhibition, and a pledge of \$25,000 to establish the Joe Marlin and Barbara Hilliard Publications fund. In addition, a new account has been created to accept annual dues from Board of Fellows members. These moneys will be earmarked for collection building, and the acquisition of major archives.

APPENDIX C: HISTORICAL REVIEW OF STATISTICS

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
	June													
Ranking, ARL Index	23	28	27	27	29	27	29	31	27	29	31	27	27	
Information Resources														
Volumes in Library	3,442,098	3,531,036	3,621,943	3,718,494	3,806,010	3,911,779	4,001,437	4,080,328	4,174,986	4,266,503	4,359,195	4,441,599	4,555,217	4,707,871
Volumes added	108,778	88,938	90,907	96,551	87,516	105,769	89,658	78,891	94,658	92,863	94,738	96,360	114,701	67,664
Monographic volumes purchased	62,317	60,899	48,728	52,332	50,929	47,366	47,112	40,420	53,248	53,546	48,985	48,731	46,849	54,286
Serials purchased	18,875	18,273	17,141	15,357	15,394	15,491	15,558	15,557	19,812	20,788	20,926	17,865	17,686	17,708
Serials received	5,605	2,790	4,591	4,591	3,430	3,454	3,403	3,400	2,802	2,890	2,864	6,343	7,809	8,321
Total serials	24,480	21,063	21,732	19,948	18,824	18,945	18,961	18,957	22,614	23,678	23,790	24,208	25,495	26,029
Microform Units	3,680,495	3,858,538	3,993,402	4,132,553	4,277,503	4,784,833	4,888,868	4,985,858	5,081,030	5,196,499	5,287,401	5,356,418	5,426,211	5,479,817
Computer Files	796	647	978	992	1,664	2,557	3,223	3,816	5,136	6,772	6,967	8,202	9,859	10,562
Archives/ Manuscripts	4,656	5,069	5,027	5,127	6,804	7,231	7,558	7,783	7,962	8,379	8,459	8,546	8,776	9,120
Library Expenditures														
Monographs	\$1,759,503	\$1,972,291	\$1,995,472	\$2,089,285	\$2,109,276	\$1,858,659	\$2,092,546	\$2,122,829	\$2,315,008	\$2,185,973	\$2,244,162	\$2,500,236	\$2,695,243	\$2,580,239
Current Serials	\$2,333,375	\$2,501,820	\$2,576,637	\$2,110,481	\$2,177,032	\$2,759,908	\$2,882,367	\$3,442,681	\$3,999,184	\$4,348,302	\$4,892,964	\$5,102,402	\$5,427,929	\$6,644,650
Other Library Materials	\$402,342	\$197,500	\$254,350	\$451,079	\$856,038	\$750,296	\$553,630	\$471,691	\$530,247	\$645,621	\$722,970	\$469,383	\$481,809	\$525,817
Miscellaneous	\$333,129	\$280,150	\$328,061	\$431,429	\$243,512	\$441,411	\$632,787	\$557,016	\$316,100	\$893,925	\$669,529	\$828,581	\$844,112	\$406,698
Contract Binding	\$310,959	\$295,536	\$201,206	\$230,524	\$230,000	\$230,536	\$230,536	\$203,750	\$186,550	\$186,550	\$166,548	\$166,500	\$116,500	\$88,500
Total	\$4,828,349	\$4,951,761	\$5,154,520	\$5,082,274	\$5,385,858	\$5,810,274	\$6,161,330	\$6,594,217	\$7,264,523	\$8,132,804	\$8,529,624	\$8,900,601	\$9,449,093	\$10,157,404
Professional Staff	\$2,421,368	\$2,546,016	\$2,462,385	\$2,389,993	\$2,764,499	\$2,739,810	\$2,765,946	\$2,866,459	\$2,873,753	\$3,024,606	\$3,012,707	\$3,561,294	\$3,634,536	\$3,881,405
Support Staff	\$2,216,118	\$2,633,355	\$2,521,268	\$2,453,500	\$2,887,803	\$2,800,819	\$2,820,851	\$2,888,868	\$3,161,768	\$3,065,491	\$3,417,828	\$3,734,801	\$3,718,415	\$3,858,882
Student Assistants	\$678,884	\$629,402	\$660,320	\$730,509	\$656,095	\$724,375	\$732,320	\$813,320	\$860,445	\$877,356	\$853,553	\$728,810	\$873,073	\$747,615
Total	\$5,316,370	\$5,808,773	\$5,643,973	\$5,574,002	\$6,308,397	\$6,265,004	\$6,319,117	\$6,568,923	\$6,895,966	\$6,967,452	\$7,284,088	\$8,024,905	\$8,226,024	\$8,487,903

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
	June													
Other operating expenditures	\$952,239	\$794,687	\$1,965,011	\$2,000,491	\$1,695,677	\$2,521,434	\$3,154,823	\$2,739,511	\$2,220,673	\$2,012,682	\$2,407,572	\$3,108,994	\$2,807,238	\$2,511,208
Total library expenditures	\$11,407,917	\$11,850,757	\$12,964,710	\$12,887,280	\$13,619,932	\$14,837,248	\$15,865,806	\$16,157,102	\$16,552,712	\$17,299,489	\$18,387,832	\$20,201,000	\$20,598,855	\$21,210,699
Personnel														
Professional Staff FTE	76	74	72	62	61	70	70	69	69	74.5	75	82	77	76
Support Staff FTE	151	153	138	145	142	148	144	141	136	130	135	134	124	118
Student Assistants FTE	78	75	80	82	71	78	72	83	78	80	78	74	80	67
Total FTE Staff	305	302	290	289	274	296	286	293	283	285	288	290	281	261
Instruction														
Instruction - group presentations	518	474	294	504	688	1,062	2,056	2,013	2,142	2,344	1,914	1,823	1,828	1,868
Instruction - number of participants	14,665	10,397	5,701	10,883	16,241	19,068	35,108	31,357	35,582	37,831	30,778	30,939	36,136	39,326
Reference Transactions	385,215	326,523	296,040	194,183	118,407	92,317	150,555	103,512	104,000	115,240	87,871	43,480	39,250	44,856
Materials Access														
Circulation	842,515	875,490	742,044	856,284	843,350	1,048,334	1,001,273	956,751	957,992	932,573	890,534	731,624	767,742	671,833
Reserve Circulation	153,593	167,217	149,831	142,211	145,779	141,812	118,575	113,582	102,125	64,484	48,366	40,498	42,755	23,389
In-House Use	2,315,279	2,273,362	2,017,363	2,487,291	2,204,241	1,090,731	1,076,048	942,200	1,138,879	1,012,302	909,157	791,113	743,793	645,404
Gate Count	n/a	n/a	n/a	n/a	n/a	1,964,621	1,271,473	1,385,866	1,496,073	1,639,976	1,455,020	1,516,207	1,678,611	2,227,990
Interlibrary Loan														
ILL Loans	22,163	21,928	21,644	19,053	20,002	14,970	15,782	17,786	16,615	17,157	15,186	18,003	18,195	31,474
ILL Borrowed	7,051	8,381	10,009	11,615	13,090	15,603	24,399	24,336	28,633	30,005	23,163	24,135	24,928	23,079

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Library Budget														
Base cuts	\$240,000	\$256,000	\$123,500	\$0	\$0	\$0	\$78,500	\$0	\$0	\$0	\$0	\$0	\$869,699	\$174,566
Base internal reallocations	\$0	\$155,000	\$0	\$170,000	\$253,000	\$180,000	\$107,923	\$308,451	\$159,000	\$140,045	\$172,045	\$220,924	\$106,000	\$46,000
Base additions	\$56,000	\$85,000	\$170,000	\$538,000	\$493,000	\$350,000	\$300,000	\$672,000	\$820,000	\$127,000	\$0	\$378,338	\$0	\$616,000
One time additions	\$0	\$3,374,000	\$0	\$610,000	\$1,183,000	\$1,024,500	\$15,500	\$0	\$0	\$113,000	\$150,000	\$1,263,730	\$518,000	\$0
ILL/Doc Delivery Expenditures	n/a	n/a	\$29,005	\$35,189	\$50,693	\$190,257	\$169,550	\$249,129	\$247,135	\$409,679	\$274,363	\$179,023	\$170,945	\$179,892
Fund Raising	\$124,373	\$381,010	\$515,836	\$742,512	\$918,462	\$567,770	\$573,356	\$557,016	\$420,084	\$713,806	\$1,506,491	\$2,197,254	\$7,362,223	\$6,245,490
Consortia Savings	n/a	\$555,752	\$1,980,790	\$2,236,230	\$2,891,457	\$2,822,681	\$3,430,446							
Grants Awarded	n/a	\$273,028	\$123,671	\$864,937	\$291,006									
Diversity/ Affirmative Action Composition														
Faculty Composition	8.11%	9%	12%	15.10%	15.50%	14.50%	17%	16%	16%	17%	22%	25%	28%	25%
Staff Composition	28.80%	29.60%	31.20%	28.90%	30.30%	29%	32.30%	32.80%	36.80%	33.60%	32.40%	35.00%	36.80%	40.50%
	FY91-92	FY92-93	FY93-94	FY94-95	FY95-96	FY96-97	FY97-98	FY98-99	FY99-00	FY00-01	FY01-02	FY02-03	FY03-04	FY04-05
Librarian Salary Trends														
Low Salary	\$20,000	\$23,273	\$20,080	\$24,350	\$28,840	\$30,000	\$30,800	\$33,198	\$35,460	\$38,789	\$40,300	\$41,750	\$41,750	\$41,750
Beginning Salary	\$23,000	\$25,400	\$28,000	\$28,000	\$30,000	\$30,000	\$33,198	\$34,921	\$35,460	\$38,789	\$40,300	\$42,086	\$42,773	\$43,118
ARL Rank	39	20	19	30	32	29	33	9	11	9	11	4	n/a	
Average Salary	\$33,232	\$36,007	\$40,155	\$40,426	\$42,123	\$42,848	\$44,437	\$47,977	\$49,080	\$50,387	\$51,165	\$52,325	\$58,848	
ARL Rank	97	86	55	62	71	78	68	50	52	55	64	65	43	

APPENDIX D:

CENTER FOR CREATIVE PHOTOGRAPHY

I. Overview

The Center for Creative Photography has continued to refine its strategic plans and has actively begun implementing its major components. Towards this end, the Center has researched the costs, infrastructure needs, and staffing requirements to complete its ambitious goal of having 90% of its collection digitized and available to the public online within five years. A space consultant also is advising on how to best utilize the present facility, and will be making recommendations about modifications that support new initiatives such as a permanent collection gallery.

In keeping with the rededication of the Center to its scholarly and research mission, the exhibitions that have appeared in the galleries have had an increasingly more transparent relation to the institution's collections, and in parallel, the educational programs have prominently featured more photographic historians, scholars, and important practitioners. The Center staff has also engaged in ongoing in-house seminars with several photography scholars—Mike Weaver, Anne Hammond, Sally Stein, and others—which has fostered the creation of an institutional culture embracing scholarship, experimentation, and the creation of new knowledge in the field.

II. Staffing Update

In the past months, the Center has been energetically engaged in hiring excellent new staff members, to fill both vacant positions and newly created ones. Lisa Richmond began as the CCP's first full-time dedicated Development Officer to further fundraising and development efforts. A new curator and public relations/marketing coordinator were also hired in 2004.

III. Archives and Collections

Acquisitions

Through gifts and purchase, the Center acquired an impressive array of works this fiscal year. With the help of Sotheby's specialist Denise Bethel, the CCP also acquired the papers and literary rights of James J. Rochlis (1916-2003), a businessman, photographer, and art collector. Rochlis and his wife Reva (Singer) began collecting prints and photographs in the

1960s. The research value of this collection resides in the way it documents the photography market from the 1960s to the 1990s. As an example, invoices from the Witkin Gallery and Rochlis' provenance notes trace the purchase of Edward Weston's *Two Shells*, 1927, for \$350 in 1969, and its sale in 2003 for \$467,200. Of additional interest is Rochlis' unfinished manuscript recalling the early days of Witkin Gallery.

CCP archive photographer Robert Heineken is at present in the process of relocating to New Mexico. As a result of cleaning out his Chicago studio, he has sent three shipments of archival materials so far to supplement his holdings here. Included are materials for projects he intended to complete in the future; correspondence and scrapbooks compiled by himself and Joyce Neimanas during their early years as a couple; biographical materials from his career as a fighter pilot; and other files that provide a window into his working methods.

In February, photographic historian Mike Weaver (of Linacre College, Oxford) donated to the Center the Paul Strand files that he obtained through the Freedom of Information Act. The Libraries and CCP also resolved the Harry Callahan donation issues in 2004, which resulted in the CCP receiving four hundred vintage prints valued at several million dollars.

Research Center

Archivists Amy Rule and Leslie Calmes answered 225 detailed research questions received via phone and e-mail since last meeting. Between November and May, they assisted 40 on-site researchers who spent a total of 420 hours in the Research Center and used about 350 boxes of archival materials. These numbers show an increase over last year, when researchers required a total of only 302 hours for the same calendar period.

Indeed, the percentage of time the Research Center is in use by visiting scholars has significantly increased over the past few years. In March 2000, researchers were present 44% of the time, while in March 2004, researchers were present 81% of the time. As significant archives are acquired in the future, this amount of research interest will only continue to increase, and will soon demand additional staffing to accommodate.

Helene Perrin and Andrew Hershberger were selected as co-recipients of the 2003-2004 Ansel Adams Research Fellowship. Perrin, a native of France, arrived at the Center in April to conduct research in Frederick Sommer archive. She is currently preparing her doctoral thesis on Sommer's work.

Professor Andrew Hershberger, a graduate of the history of photography doctoral program at Princeton, will arrive in June to conduct research. His topic is the history of negative images in photography. Hershberger teaches art history at Bowling Green State University in Ohio.

Travel Exhibitions and Loans

2004 has proved to be no different from previous years in terms of the demand for loans. The Krannert Art Museum has requested 9 Weston and Dahl-Wolfe images of William Edmonson for their exhibition: *Bill Traylor and William Edmonson: African American Art and the Modernist Impulse*. The works will be on view beginning in 2005 at the Studio Museum in Harlem, New York City and the Birmingham Art Museum in Alabama. Works by Ansel Adams are currently featured in a small exhibition *Another Side of Ansel Adams* at the Museum of Art and History in Santa Cruz, California. The National Academy of Sciences in Washington, DC has requested the loan of two anatomical collage images by Frederick Sommer for an exhibition which explores the convergence of biomedical science and art. The works will be on view in two locations within the National Academy of Science complex from September 2004 through May 2005.

APPENDIX E:

NORTH CAMPUS LIBRARY

I. Overview

The North Campus Library is based upon an interdisciplinary approach to learning, creativity, and research in a student-centered environment designed for collaboration. Conceived as a place where learning, experimentation, and original vision are promoted and technologically enabled, the Library will bring together the collections in Fine Arts, Music, Architecture and Landscape Architecture, and the Center for Creative Photography. The facility will provide a technology-rich information commons and group study spaces to support faculty and students from the Colleges of Fine Arts, Architecture and Landscape Architecture, Engineering and Mines, Management, and Social and Behavioral Science.

Through an emphasis on collaboration, interdisciplinary studies, technology, and library resources and expertise, the facility will let students and faculty work at the top of their disciplines and maximize the strength of these campus centers of excellence.

The Library will feature electronic resources and print collections relevant to the following:

- The College of Architecture, Planning, and Landscape Architecture
- The College of Engineering
- The College of Fine Arts
- The College of Social and Behavioral Sciences
- The Eller College of Management
- The University Libraries and Center for Creative Photography

II. North Campus Library objectives:

1. To consolidate the Fine Arts, Architecture, Music, and Center for Creative Photography libraries with resources for Engineering, Business, and Social and Behavioral Science students and faculty.
2. To establish a learning environment that attracts students through a combination of physical space, technology, collections, and information support.
3. To become a premiere center for creativity, research, collaboration, and integration of disciplines.
4. To create an information commons that provides for a variety of activities and opportunities to develop fluency in technology, information, and the arts.

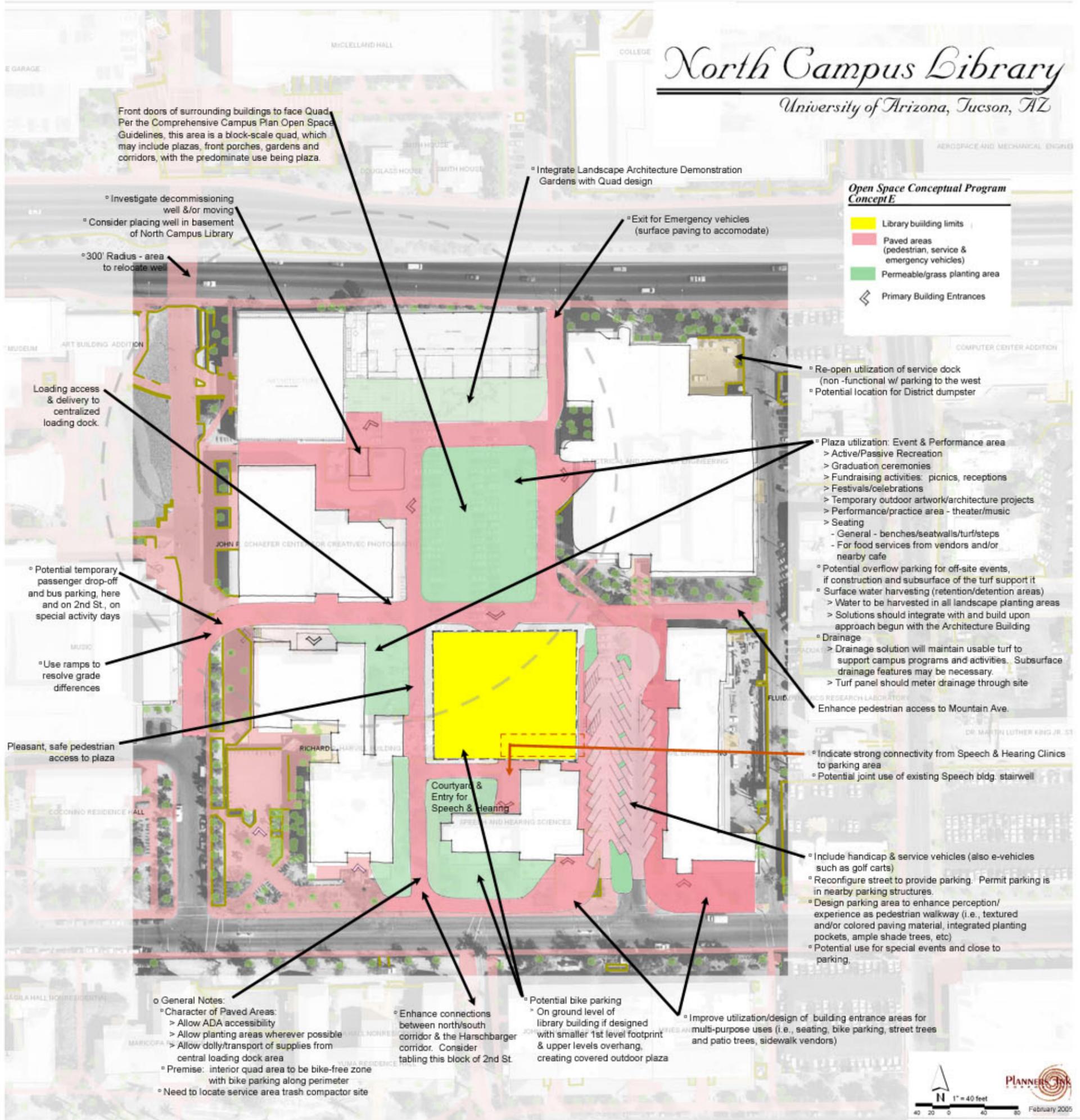
5. To build a flexible facility that can easily adapt to evolving technology and collection management needs and that allows for effective and efficient use of resources.
6. To cultivate interdisciplinary collaborations among students and faculty.
7. To foster technologically based creativity as a key concept for the acquisition of knowledge.
8. To design a place where students can expand their learning beyond the classroom experience.
9. To provide a safe and secure environment for students, faculty, visitors, and staff.
10. To adhere to the Comprehensive Campus Plan and achieve a balance between program requirements, site capacity, and architectural quality.

III. Conceptual Sketch

Included on the next page for reference is the draft conceptual sketch of the North Campus Library.

North Campus Library

University of Arizona, Tucson, AZ



Typically plaza design is the most expensive of the space types, with materials and forms that respond to those used in bordering facilities. Plazas are the more "heroic" open spaces of the campus and are good candidates for public art projects. Guidelines suggest:

- Drinking fountains, bicycle access, and parking nearby.
- Tables and approximately one linear foot of seating with benches, chairs, seat walls, and/or steps, for every 30 square feet of plaza space.
- Approximately 75 percent summer shade in the plaza from trees, walls, and structures. Use evaporation from trees, fountains, misters, or other sources to cool plaza
- Working with the University Public Art Advisory Committee, user groups or others to integrate public art, a ceremonial function, or other unique features into plazas as appropriate.

Corridors are the pedestrian-oriented, multi-modal circulation networks within the University campus. Corridors are linear open spaces, supporting or emphasizing one or more circulation modes, and always welcoming to pedestrians. Routes are shaded most often by trees and also by arcades or other structures. Eddy spaces along corridors provide seating, food service and places to stop or meet friends. As links between destinations, corridors must simply and clearly connect quadrangles, courtyards, plazas, front porches, and other destinations. Similarly, from within a given open space, corridors to other spaces must be clearly identifiable. Routine service and delivery operations are restricted to corridors.

Gardens are spaces with a higher than average density or variety of vegetation. They may include plants of particular botanical, historic, or memorial significance. garden design often includes walks, seating, shade, and interpretive information. Gardens are frequently small spaces in order to limit the size of the area cared for.

Front porches are clearly associated with the front entry to an individual building or facility. They provide transition from out of doors to in, make transitions to malls, quadrangles, courtyards, greens, and corridors and serve as informal social spaces. They are paved, universally accessible, and large enough to receive small groups of 10 to 20 people.

Open Space Conceptual Program