

AMENDED GUIDELINES FOR SHARED GOVERNANCE

The University of Arizona

**Memorandum of Understanding Entered into by the Faculty and Administration
April 28, 1997**

I. INTRODUCTION

This memorandum of understanding agreed to by faculty and administration outlines principles of shared governance at The University of Arizona and is entered into freely by a faculty and an administration committed to a common vision of the mission of the University. In an era of significant educational change, the success of the University and the positive morale of the faculty and administration are dependent upon continued use of the collective intelligence of the University community in planning and decision-making. Shared governance involves mutual participation and agreement in the development of policy decisions by both faculty and administration, and requires shared confidence between faculty members and administrators. This confidence extends to short- and long-range financial priorities for the University, the creation and elimination of programs and units, and a shared understanding that faculty representatives and administrators have the support of the faculty in whose name they speak and serve. The following Guidelines are intended to elaborate further details in the way the faculty and administration address certain issues. ~~These Guidelines express a mutual desire to work together. They do not constitute a legal contract.~~ It is intended that these Guidelines be consistent with and not supercede Arizona Board of Regents' Policies 6-910 and 6-201(J); the applicable provisions of the Constitution of the Faculty of The University of Arizona (1), the Revised Statutes of the State of Arizona (2), and other documents as described in Section II.

II. STRUCTURE AND PROCESS FOR SHARED GOVERNANCE

A. Selection and Review of Academic Administrators and Academic Vice Presidents

The faculty and administration will play a collaborative role in the recruitment, selection, ~~five-year retention, and review, and retention decisions as a result of such after-review~~ of heads of departments or academic unit directors, deans, vice provosts, and vice presidents. The expectation is that these personnel decisions will ~~take place only after full consultation of the faculty has occurred.~~ occur with the concurrence of both the administration and the faculty unless compelling institutional interests dictate otherwise and require the administration, under the provisions of paragraph F, to move without faculty concurrence. With respect to the selection or retention of a head or academic unit director, the position of the faculty shall be determined through procedures decided by the faculty of the respective department or unit. With respect to such decisions relating to academic deans, vice provosts, and vice presidents, the faculty shall be represented through faculty chosen by way of an elected faculty committee on committees at the respective college and University levels. Faculty representatives shall comprise half or more of each search committee and each review committee.

Extraordinary reviews shall be conducted by procedures outlined in the *University Handbook for Appointed Personnel*. It is the responsibility of all committees to ensure open faculty input, including the input of the appropriate elected faculty body.

B. Budget and Strategic Planning

With respect to budgetary and financial matters, the projected budget of University funds will be formulated by the administration with faculty participation, publicized to both the faculty and public, and then reviewed by faculty representatives, chosen by way of accepted faculty governance procedures. A committee on the budget and long-range strategic planning, comprised of faculty, administrators, and other sections of the University community as appropriate, shall be the University level forum for mutual agreement- obtaining full consultation of the faculty on the projected budget. At least half of the committee will come from the faculty, chosen by way of accepted faculty governance procedures. The committee will receive full and timely input from the Faculty Senate and regularly report back to the Faculty Senate. University budgets and records of University expenditures will continue to be open to all members of the faculty and the public, as required by law.

C. Position Searches

All tenured, tenure-eligible, continuing, and continuing-eligible faculty, academic administrative and vice-presidential appointments will be made following open competitive searches with selection based on merit and due consideration of intellectual and cultural diversity. This statement is not intended to prohibit target-of-opportunity appointments.

D. Faculty Representation

Representation of the faculty at all levels of University governance will be carried out by members of the faculty who have been elected directly by their faculty peers or selected by a committee on committees or other faculty body which has been elected directly by the faculty at the University, college, or unit level. Faculty members have the responsibility to participate in shared governance. In work assignments and performance reviews, their participation shall be recognized as service and given the weight necessary to ensure the success of shared governance.

E. Academic and Academic Personnel Policies

Academic and curricular policies rest primarily with the faculty. The creation and elimination of programs and units, policies relating to student affairs and admissions, faculty personnel policy, and the Guidelines on faculty and administration salary policy also are among those included within the jurisdiction of shared governance. An initial proposal to change academic or academic personnel policy may come from any source, but the formal consideration and development of such policy changes shall always be undertaken through shared governance arrangements.

If a substantial minority of any shared governance committee disagrees with any action taken by the committee, their position should be stated with the committee's recommendation. These recommendations then will go through the normal procedure of the Faculty Senate, which is the ultimate representative of the faculty in these areas. The Faculty Senate and administration will work

to resolve any differences they may have so as to attain an outcome that is mutually agreeable to both in the end. When mutual agreement on a policy is reached, the administration will suggest the steps it intends to take to implement the policy and provide a time line so as to assure proper implementation of the policy and appropriate faculty review. Except for review and monitoring, shared governance does not extend to management decisions, that is, to the carrying out and implementation of policy that stays clearly within the Guidelines of that policy.

F. Process Monitoring

Until the point that mutual agreement is reached between the administration and the faculty, the status-quo ante prevails. Only on those rare occasions where mutual agreement between the faculty and administration cannot be reached and where the President deems action is clearly necessary in order to protect or advance interests vital to the University shall the President or designees act unilaterally.

~~Faculty members, through the Faculty Senate, have the prerogative to determine whether in the view of the faculty such an action or series of actions has breached the spirit of shared governance at the University level. The Faculty Senate, by two-thirds vote, shall be the vehicle for undertaking such determinations. Procedures to relate this understanding to the college level will be determined within each college.~~

G. Shared Governance Review Committee

With the purpose of enhancing the smooth operation of shared governance, a review committee composed of the Chair of the Faculty, the Presiding Officer of the Senate, three Senators (elected by the Senate), the Provost, and two other members of the administration shall be established. Its purposes are to address issues regarding the implementation and functioning of the procedures contained in this document, to recommend a process to review compliance with this agreement and to make recommendations toward more effective working of shared governance.

H. Involvement of Students, Staff, and Professional Personnel

Students, classified staff, and professional personnel should participate in the shared governance process where appropriate and in a fitting manner. A task force shall be appointed to develop further details of this participation for consideration by the Faculty Senate and the administration. This task force should include one representative selected by each of the following groups: Appointed Personnel Organization Council, Staff Advisory Council, ASUA, GPSC, Faculty Senate, and the Provost's Office. The recommendations of this task force should be submitted to the Senate and the administration for further action by the end of the first year of the start of the implementation of the shared governance process.

I. Consistency With Other Documents

It is intended that these Guidelines be consistent with and not supersede the applicable provisions of the Arizona Revised Statutes, Arizona Board of Regents policies, the Constitution and Bylaws of the Faculty of the University of Arizona, and the *University Handbook for Appointed Personnel*.

However, the Guidelines are built upon principles of shared governance developed after the Constitution and UHAP were instituted. Therefore, these Guidelines are designed to provide a framework for revising those documents, which may be amended to conform with the principles set forth in this document.

¶ Continuing Structure and Process

Shared governance on the above-mentioned policies shall also be implemented within the colleges and units, as appropriate to the circumstances of each college and unit, but consistent with the aims and objectives of shared governance.

The Faculty Senate and the administration shall jointly continue to consider the further development of this memorandum of understanding, and make arrangements to implement the provisions as adopted.

John E. Schwarz
Chair of the Faculty

Manuel T. Pacheco
President

Date

Date

NOTES:

1) From The Constitution of the Faculty of the University of Arizona: The general faculty has fundamental responsibilities in the areas of academic personnel policy, instruction and curriculum policy, research policy, student affairs policy, ethics and commitment, advice on budget and University support, and acts on such matters affecting the welfare of the University as are brought for consideration in accordance with University policy.

2) From Arizona Revised Statute 15-1601B: The Universities shall have colleges, schools and departments and give courses of study and academic degrees as the Board (of regents) approves. Subject to the responsibilities and powers of the Board and the University Presidents, the faculty members of the Universities, through their elected faculty representatives, shall share responsibility for academic and educational activities and matters related to faculty personnel. The faculty members of each University, through their elected faculty representatives, shall participate in the governance of their respective Universities and shall actively participate in the development of University policy.

GUIDELINES FOR SHARED GOVERNANCE
The University of Arizona

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I. INTRODUCTION

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as to attain an outcome that is mutually agreeable to both in the end. When mutual agreement on a policy is reached, the administration will suggest the steps it intends to take to implement the policy and provide a timeline so as to assure proper implementation of the policy and appropriate faculty review. Except for review and monitoring, shared governance does not extend to management decisions, that is, to the carrying out and implementation of policy that stays clearly within the guidelines of that policy.

Until the point that mutual agreement is reached between the administration and the faculty, the status-quo ante prevails. Only on those unusual occasions where mutual agreement between the faculty and administration cannot be reached and where the President deems action is clearly necessary in order to protect or advance interests vital to the University shall the President or designees act unilaterally.

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The Faculty Senate and the administration shall jointly continue to consider the further development of this memorandum of understanding, and make arrangements to implement the provisions as adopted.

Subject to final ratification by the Faculty Senate.

Jerrod E. Hogle

Jerrod E. Hogle
Chair of the Faculty, 1997-99

Manuel T. Pacheco

Manuel T. Pacheco
President

June 26, 1997

Date

6/9/97

Date

John E. Schwarz

John E. Schwarz
Chair of the Faculty, 1995-97

June 26, 1997

Date

NOTES:

1) From The Constitution of the Faculty of the University of Arizona: "The general faculty has fundamental responsibilities in the areas of academic personnel policy, instruction and curriculum policy, research policy, student affairs policy, ethics and commitment, advice on budget and university support, and acts on such matters affecting the welfare of the University as are brought for consideration in accordance with University policy."

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University of Arizona
FACULTY SENATE ROSTER
 1997-98
 August 1997

<u>NAME</u>	<u>FACULTY SENATE STATUS</u>	<u>TITLE AND DEPARTMENT</u>
Aleamoni, Lawrence M.	Senator-at-Large (1999)	Professor, Special Ed. & Rehab.
Atwater, Anne E.	Senator-at-Large (1999)	Professor, Physiology
Caldwell, Roger L.	Senator-at-Large (1999)	Professor, Soil, Water & Envir. Sci.
Carlson, Erik M.	Student Representative (1998)	Graduate Student, BPA
Chen, Chuan F.	College Rep., Engineering (1998)	Professor, Aerospace & Mech. Engr.
Clarke, James W.	Senator-at-Large (1999)	Professor, Political Science
Coons, Stephen J.	College Rep., Pharmacy (1998)	Assoc. Professor, Pharmacy Practice
Dahlgran, Roger	College Rep., Agriculture (1998)	Assoc. Prof., Agric./Res. Economics
Davidson, Gilbert Q.	Student Representative (1998)	President, ASUA
Davis, Donald R.	College Rep., Engineering (1998)	Prof., Hydrology & Water Resources
Davis, Thomas P.	College Rep., Medicine (1998)	Professor, Pharmacology
Dvorak, Robert W.	College Rep., Architecture (1998)	Associate Professor, Architecture
Dyl, Edward A.	College Rep., BPA (1998)	Professor and Head, Finance
Emrich, Frederick E.	Student Representative (1998)	Graduate Student, Fine Arts
Emrick, Roy M.	College Rep., Science (1998)	Professor, Physics
Erickson, Julie R.	Senator-at-Large (1999)	Assistant Professor, Nursing
Erlings, Billie Raye	Senator-at-Large (1999)	Professor, Music
Feltham, Robert D.	College Rep., Science (1998)	Professor Emeritus, Chemistry
Fernicola, Kathleen	Student Representative (1998)	Graduate Student, Agriculture

Garcia, J. D.	College Rep., Science (1998)	Professor, Physics
Gerber, Rose M.	Ex-Officio: Secretary of the Faculty (1998)	Associate Professor, Nursing
Glittenberg, Jody	College Rep., Nursing (1998)	Professor, Nursing
Gore, Robert W.	College Rep., Medicine (1998)	Professor, Physiology
Gruener, Raphael P.	Senator-at-Large (1999)	Professor, Physiology
Heckler, Susan E.	Senator-at-Large (1999)	Associate Professor, Marketing
Hogle, Jerrold E.	Ex-Officio: Chair of the Faculty (1999)	Professor, English
Howell, Wanda H.	Senator-at-Large (1999)	Asst. Professor, Nutritional Sciences
Hurt, Charlie D.	College Rep., SBS (1998)	Prof. and Dir., School of Information Resources and Library Science
Joens, Lynn A.	College Rep., Agriculture (1998)	Professor, Veterinary Science
Larson, Dennis L.	College Rep., Agriculture (1998)	Assoc. Professor, Ag. Engineering
Levy, Eugene H.	Ex-Officio: Elected by Deans	Dean, College of Science
Love, Kaleen	Student Representative (1998)	Undergraduate Student
Maré, C. John	College Rep., Agriculture (1998)	Professor, Veterinary Science
McCaslin, Mary M.	College Rep., Education (1998)	Assoc. Professor, Educ. Psychology
Medine, Peter E.	College Rep., Humanities (1998)	Professor, English
Miller, Glen M.	Senator-at-Large (1999)	Assoc. Professor, Ag. Education
Mishra, Shitala P.	Senator-at-Large (1999)	Professor, Spec. Ed. & Rehabilitation
Mitchell, Robert P.	College Rep., Non-College (1998)	Librarian, University Library
Montanaro, Kimberly	Student Representative (1998)	Undergraduate Student
Myers, Donald E.	College Rep., Science (1998)	Professor, Mathematics
Nelson, Erik K.	Student Representative (1998)	Undergraduate Student
O'Brien, Shirley J.	Senator-at-Large (1999)	Assoc. Dir., Cooperative Extension

Pepper, Ian L.	Senator-at-Large (1999)	Professor, Soil, Water & Envir. Sci.
Pitt, Sheila B.	Senator-at-Large (1999)	Assistant Professor, Art
Poss, Richard L.	College Rep., Non-College (1998)	Senior Lecturer, Humanities Program
Reeves, Richard W.	College Rep., SBS (1998)	Professor, Geog. & Reg'l Dev.
Schiffer, Michael B.	College Rep., SBS (1998)	Professor, Anthropology
Schooley, Larry C.	Senator-at-Large (1999)	Professor, Elec. & Comptr. Engr.
Silverman, Andrew	College Rep., Law (1998)	Clinical Instructor, Law
Spece, Roy G., Jr.	Senator-at-Large (1999)	Professor, Law
Sypherd, Paul S.	Ex-Officio: Provost and Interim President	Sr. Vice Pres., Academic Affairs
Szilagyi, Miklos N.	Senator-at-Large (1999)	Professor, Elec. & Cmptr. Engr.
Taylor, Sandra L.	Ex-Officio: Elected by Vice Presidents	Vice Pres., Student Life & Human Resources
Troy, Timothy	Senator-at-Large (1999)	Libr., Ctr. for Creative Photography
Warburton, Jeffrey L.	College Rep., Fine Arts (1998), and Presiding Officer	Associate Professor, Theatre Arts
Weinand, Martin E.	College Rep., Medicine (1998)	Associate Professor, Surgery
Witte, Marlys H.	Senator-at-Large (1999)	Professor, Surgery
Zwolinski, Malcolm J.	Senator-at-Large (1999)	Professor, Renew. Nat. Res.

PARLIAMENTARIAN

Sankey, Robert W. Director, Office of Academic Projects

STAFF ADVISORY COUNCIL REPRESENTATIVE

Baum, Joyce E. University Animal Care

ACADEMIC PROFESSIONAL ORGANIZATION COUNCIL REPRESENTATIVE

Jull, Timothy Research Scientist, Geosciences

ALUMNI ASSOCIATION REPRESENTATIVE

Rochlin, Jay M. Alumni Association

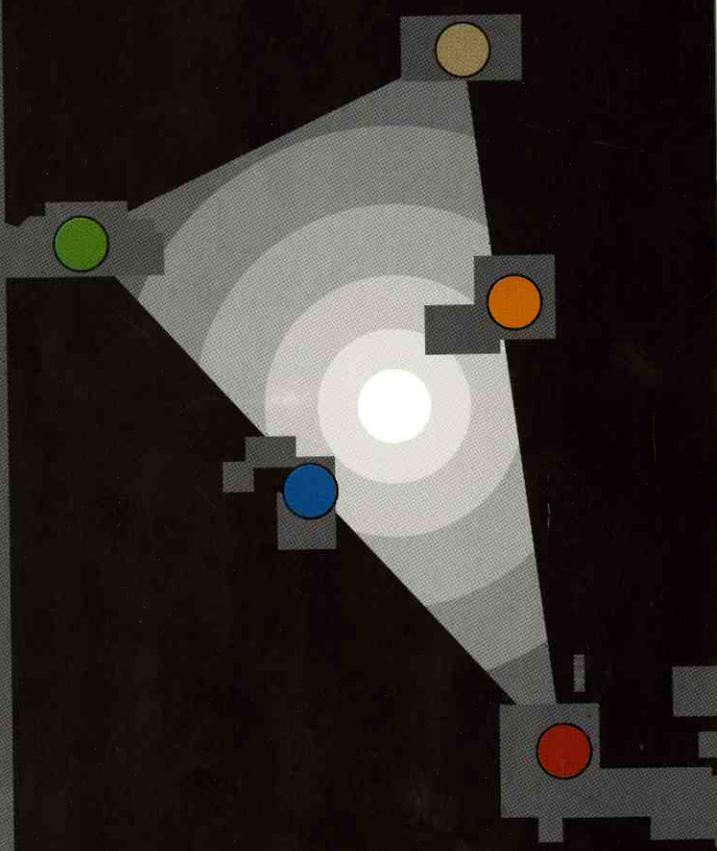
Total: 58 Senators

One Senator (College Representative, Humanities) to be elected to complete a term; President Likins to be added October 1, 1997.

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The Faculty Development Partnership

The University of Arizona



The Center for Computing & Information Technology (CCIT)

The University Library

The University Teaching Center (UTC)

The Peter Treistman Fine Arts Center for New Media

VideoServices (KUAT)

The Faculty Development Partnership

Faculty Development at the University of Arizona provides the climate and support through which faculty can become independent creators of new learning environments. The Partnership provides expert technical support; mentoring and collaboration opportunities; technology for courseware creation, teaching and learning; and approaches for measuring learning outcomes. Participating units in the Partnership include:

- The Center for Computing & Information Technology
- The University Library
- The University Teaching Center
- The Peter Treistman Fine Arts Center for New Media
- VideoServices (KUAT)

These units contribute resources and collaboratively support the Faculty Center for Instructional Innovation at The University of Arizona.

Faculty Development Partnership Programs

The Faculty Center for Instructional Innovation

The Faculty Center for Instructional Innovation provides a dynamic, interdisciplinary environment that supports exploration and development of new pedagogy, instructional technology, sustained collaborative experiences, and distributed educational opportunities. All faculty are welcome to make use of Center resources, including presentation and meeting facilities, high technology development tools and expert consultants.

New Technologies Program

Held in the University Teaching Center, this program provides basic training in instructional technologies, teaching methods, and evaluation procedures for groups of faculty. Groups that complete the program return to their units with computer equipment and instructional tools necessary to stimulate curricular change.

Curriculum Innovations Grants Program

Faculty members submit proposals for projects that will lead to curricular improvement. Grant awards are based on the quality of the projects and their potential for positive effect on the learning environment. Funded projects are supported by a mentoring process that utilizes staff from the Partnership units to assist project development and implementation.

Seminars, Workshops, and Consultation

Throughout the year, Partnership units host seminars, workshops, and teleconferences related to teaching, learning, the application of technologies, and instructional research. Consulting services are available upon request to individuals, project teams, and academic departments.



The Center for Computing and Information Technology supports infrastructure computing and communications resources. Network services include campuswide and dial-up connectivity and access to the Internet. Shared host systems and computer labs support general purpose and specialized instructional, research and administrative computing needs. Consulting services and expert assistance are available to all UA faculty, staff and students.



The Peter Treistman Fine Arts Center for New Media specializes in animation, video and audio editing, and graphic design. Faculty use high technology artistic tools to refine their instructional materials for clear, effective visual communications.

The Faculty Center for Instructional Innovation



VideoServices (KUAT) supports the University of Arizona faculty through production and transmission of local and distributed learning environments. Satellite, microwave, digital video, cable, and wireless cable technologies are used to distribute educational material. VideoServices is an educational broadcast resource of the University of Arizona and a member of the KUAT Communication Group.



The University Teaching Center offers the New Technologies Program for faculty who desire to gain experience with high technology teaching tools. In addition, all faculty can obtain current information on learning theories and teaching strategies through UTC's lending library, workshops, consultations, and seminars.



The University Library serves as a gateway to electronic information sources worldwide. Librarians working with faculty promote information literacy skills among students, help integrate new information technology into courses, and develop new knowledge products.

The Faculty Development Partnership Directory:

<http://www.facpartner.arizona.edu>

The Center for Computing and Information Technology (CCIT)

Barbara Hoffman – hoffman@arizona.edu
Room 305 – 520.621.4986

Dan Roman – dnr@arizona.edu
CCIT Telecommunications
Room 131P – 520.621.2769

Faculty Resources for Instruction
Room 337 – 520.621.2542

Multimedia & Visualization Center
Room 303 – 520.621.9404

CCIT Research Support Staff
Room 112 – 520.621.2300

The University Library

Karen Williams – kwilliam@bird.library.arizona.edu
Room A205 – 520.621.4865

The University Teaching Center (UTC)

James Austin – jaustin@u.arizona.edu
CCIT 337 – 520.626.8067

Peter Treistman Fine Arts Center for New Media

J. Timothy Kolosick, Ph.D. – kolosick@u.arizona.edu
College of Fine Arts, Music Building
Room 137 – 520.621.1272

Video Services (KUAT)

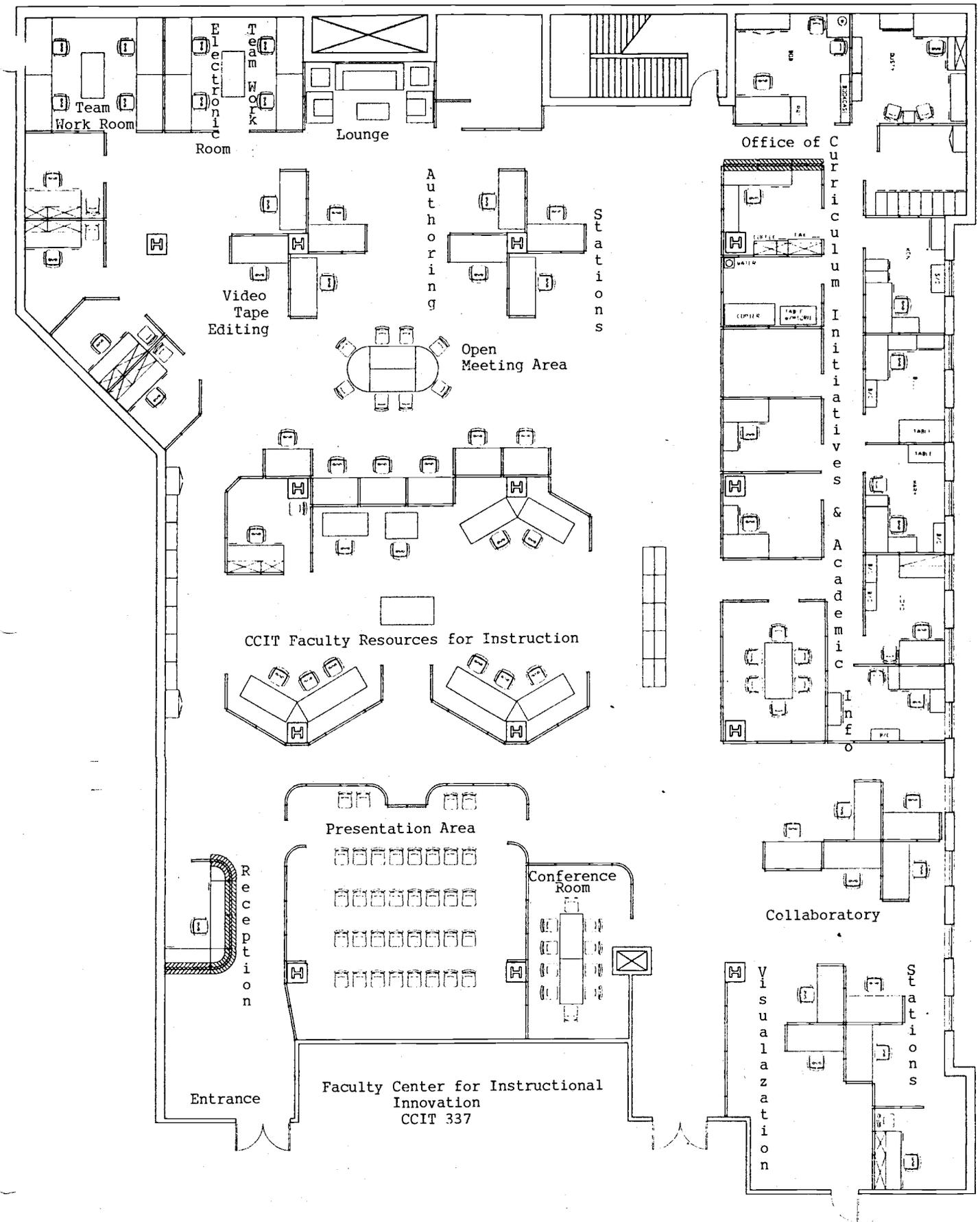
Jack A. Parris – jparris@bigdog.engr.arizona.edu
Harvill Building
Room 241D – 520.621.1500

The Faculty Center for Instructional Innovation

Mary Barleycorn – mtb@u.arizona.edu
CCIT Room 337 – 520.626.2621
FAX 520.626.8220
<http://www.fcii.arizona.edu>

THE UNIVERSITY OF
ARIZONA[®]
TUCSON ARIZONA

*The Faculty
Development
Partnership
provides a flexible
technological
and pedagogical
infrastructure
that promotes
awareness and
supports curriculum
development
and instructional
research.*



Team Work Room

Electronic Room

Lounge

Office of Curriculum Initiatives & Academic Info

Video Tape Editing

Authoring Stations

Open Meeting Area

CCIT Faculty Resources for Instruction

Presentation Area

Conference Room

Collaboratory

Entrance

Faculty Center for Instructional Innovation
CCIT 337

Visualizations Stations

Faculty Center for Instructional Innovation (FCII) Equipment and Space Resource List

FCII resources, including use of presentation and meeting areas, are available to UA faculty, GATs and other teaching staff in support of enrichment and project development activities. Most resources are available for reserved scheduling. Resources not in use or reserved can be used on a walk-in basis. Contact the Center at 626-2621 for additional information or to make a reservation.

Reception

Schedule a resource

FAX service dial direct for local inbound/outbound numbers. (A long distance access code must be supplied by the caller for long distance outbound FAX service.)

Information station for Center, Campus and other programs and activities of interest.

Presentation Area

Flexible furniture arrangements can accommodate up to 50 in auditorium style seating or support round table meetings of up to 20. Presentation equipment-Toshiba document & display projection device with connection capabilities for video, computer, paper and 3D images. Surround sound audio
Access to VideoServices (KUAT) broadband network
Plug and play access to UANet/Internet. (Bring your own computer or use the provided PC.)
Telephone
Tackable surfaces

Faculty Resources for Instruction

Lending library of software and print materials
General purpose PC compatible and Macintosh stations for software evaluation, web browsing, email, project consulting etc.
Information and display of ergonomic furnishings and computer peripheral devices.

Conference Room

Meeting room seats up to 12.
Plug and play network access
Tackable surfaces

Team Work Room

Tables and desks accommodating teams and groups of up to 8.
Tackable surfaces
4 Mac 7100s.

Electronic Team Work Room

Tables and desks accommodating teams and groups of up to 8.
Tackable surfaces
Softboard electronic white board connected to HP Vectra PC and HP Color Printer. (Software available: Windows 95, Netscape, Office 97 Standard)
3 Dell 133 Pentiums with 17" monitors

Video Capture, Edit & Creation Options

Tape to tape analog editing system with two SVHS decks with mixing capabilities and computer for titling.
Digital editing station: 200 MHz dual pentium, mixers, storage, SVHS deck.
Video capture area with 1 Mac 8100 and 1 PC166
(PC in laboratory also equipped with a document camera and video capture capability)

.....Authoring Stations.....

HP Vectra 6/200 MHz PC

21" High Resolution Display
12X CD ROM
HP Color Scanner
2 Gigabyte Hard Drive
Datadock with 4 Gigabyte Hard Drive and 4X CD ROM Recorder
zip and jazz disks
Network Access
Office 97 Professional, WP Suite, Claris HomePage, Netscape, TrueSpace, Authorware, Director, Illustrator, Photoshop, Premiere, Toolbook, Omnipage, FrontPage
160 Megabytes RAM

Macintosh PowerMac 9600 200 Mhz

AppleVition1710 High Resolution Display
12X CD ROM
HP Color Scanner
4 Gigabyte Hard Drive
Datadock with 4 Gigabyte Hard Drive and 4X CD ROM Recorder
jazz disk
Network Access
WebBurst, Director, Authorware, SoundEdit 16, Photoshop, Illustrator, PageMill, Wordperfect, Claris HomePage, mTropolis, Strata Studio Pro
Apple QuickDraw 3D Accelerator Card
128 Megabytes RAM

.....Collaboratory.....

2-Vectra5 166MHz PC

17" Monitor
8X CD ROM
2 Gigabyte Hard Drive
Network Access
MS Office, Netscape
32 Megabytes RAM

2-PowerMac 6500 225 MHz

Apple 1705 Multiple Scan display
12X CD ROM
2 Gigabyte Hard Drive
Network Access
MS Office, Netscape
32 Megabytes RAM
zip drive

.....Visualization Stations.....

SGI 02

3D Development Tools, VRML Web Tools, Softimage, Framemaker, SGI Varsity Pak

SGI Indigo

3D Development Tools, Softimage, Framemaker, SGI Varsity Pak

.....Other Resources.....

Networked HP color laserjet and inkjet printers 1200 DPI
Transparencies (5 free the first time, subsequently customer supplied)

Lounge area with the Chronicle, other magazines and resources
Open meeting area seating approximately 15 at a roundtable

ACCOMPLISHMENTS

- * ADDED OVER 2,000 ONLINE FULL TEXT JOURNALS AND THE COMPLETE BACKFILES OF 40 SOCIAL SCIENCE AND HUMANITIES JOURNALS
- * PROVIDED ACCESS TO OVER 40 DATA BASES IN CD-ROM
- * ADDED NETWORK ACCESS TO THE 27,000,000 BIBLIOGRAPHIC RECORDS OF THE RESEARCH LIBRARY INFORMATION NETWORK
- * INSTALLED A PROTOTYPE INFORMATION COMMONS WITH MULTIMEDIA ACCESS AND CREATION CAPABILITIES
- * ADDED A WEB FRONT-END TO SABIO AND INSTALLED 60 WORKSTATIONS IN THE SCIENCE AND MAIN LIBRARIES TO UTILIZE THE WEB CAPABILITIES

- * DIGITIZED FOR WEB ACCESS THE UDALL PAPERS AND “THROUGH OUR PARENTS’ EYES” EXHIBIT

- * BEGAN DIGITIZING THE JOURNAL OF MOLECULAR BIOLOGY AND EVOLUTION AND THE JOURNAL OF RANGE MANAGEMENT

- * TAUGHT OVER 30,000 CAMPUS AND COMMUNITY USERS HOW TO USE ONLINE RESOURCES

- * PARTNERED WITH 45 FACULTY TO REDESIGN THEIR COURSES (MANY CORE CURRICULUM COURSES)

- * REDUCED INTERLIBRARY LOAN TURN AROUND TIME
 - **80% OF ARTICLES RECEIVED IN 8 DAYS
 - **80% OF BOOKS RECEIVED IN 3 WEEKS

- * REDUCED TIME PLACING ITEMS ON RESERVE FROM 3 WEEKS TO 36 HOURS

- * REDUCED BOOK ORDER TIME FROM 50 DAYS TO 50 HOURS

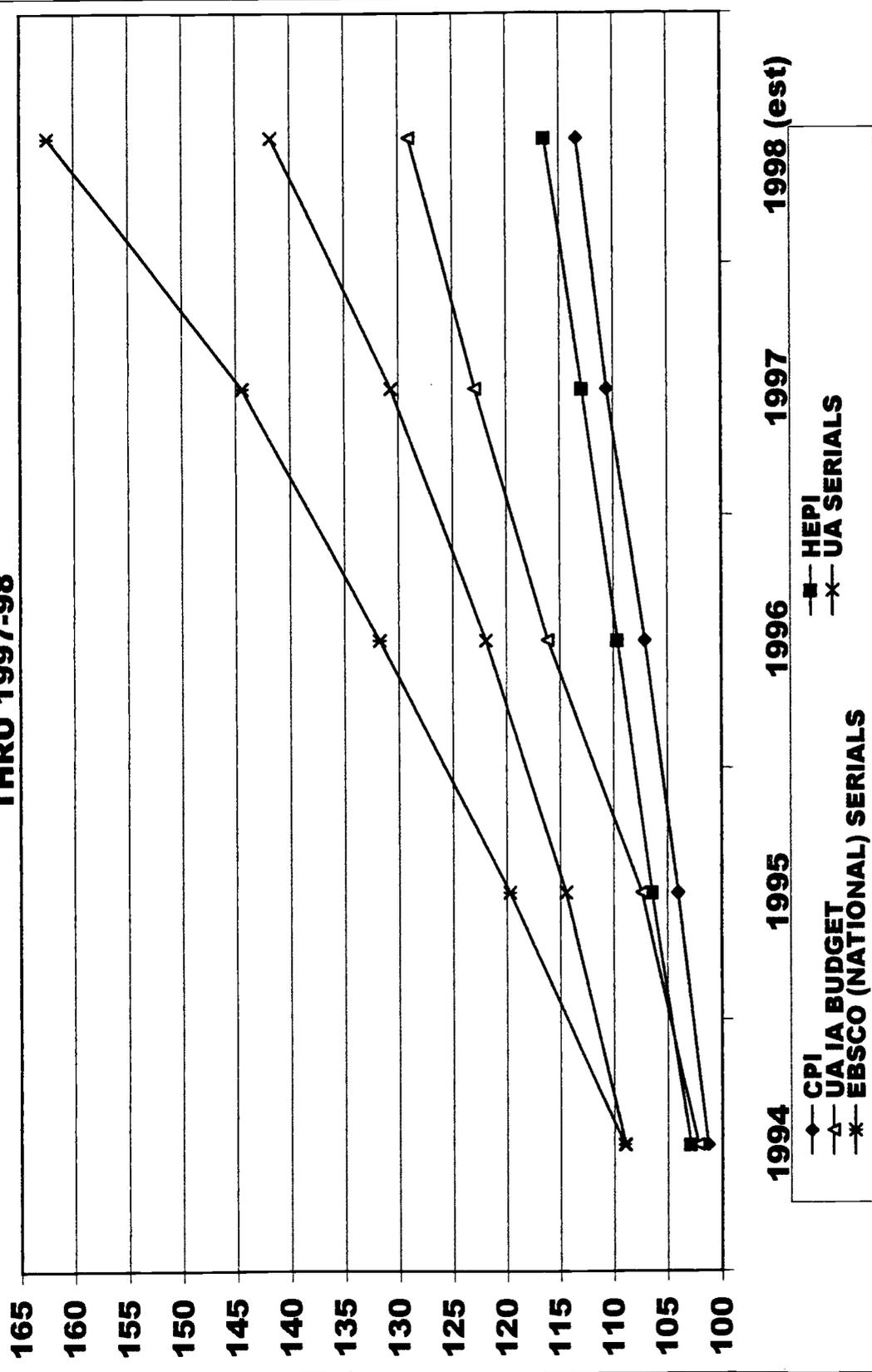
- * REDUCED TIME TO SHELF OF NEW BOOK RECEIPTS FROM SIX WEEKS TO ONE WEEK

- * IMPLEMENTED SENDING LIBRARY NOTICES THROUGH E-MAIL

- * ADDED RECORDS FOR GOVERNMENT DOCUMENTS TO SABIO

- * REDUCED THE BACKLOGS OF UNCATALOGED MATERIALS BY 20,000+

RATES OF INFLATION, CPI, HEPI, EBS CO & UA LIBRARY 1993-94 THRU 1997-98



ANNUAL RATES OF INFLATION	1994	1995	1996	1997	1998 (est)
CPI	1.30%	2.70%	2.90%	3.30%	2.55%
HEPI	2.90%	3.40%	3.00%	3.00%	3.08%
UA IA BUDGET	2.19%	5.05%	8.17%	5.84%	4.98%
UA SERIALS	8.90%	5.10%	6.50%	7.20%	8.50%
EBS CO (NATIONAL) SERIALS	9.00%	9.80%	10.10%	9.60%	12.50%

* UA's also experienced an 11% increase in the average cost of books purchased in 1996-97