

UNIVERSITY LIBRARIES ANNUAL REPORT



The Dawn
of a New Era

HOWE WILLIAMS



Cover of *Arizona, The New State Magazine*, Vol. 1 No. 4, December 1910, illustration by Howe Williams, courtesy of The University of Arizona Libraries, Special Collections

ACADEMIC YEAR 2011/12



UNIVERSITY LIBRARIES



University Libraries

**ANNUAL REPORT
2011 – 2012 ACADEMIC YEAR**

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The University Libraries are committed to the University of Arizona's strategic plan, anchored by the Arizona Board of Regents' (ABOR) 2020 Vision Goals, and are active partners in the research, instruction, and land-grant missions of its parent institution. The following report describes the new services, initiatives, and activities accomplished in support of these goals in FY 2011-12.

In the latest (2010-11) Association of Research Libraries rankings, the libraries of the University of Arizona (the University Libraries, Arizona Health Sciences Library, and Law Library) ranked 23rd and 20th among 68 public U.S. research institutions on the two primary national indices.

In 2011-12, the University Libraries (alone):

- Held **6 million** volumes (20% electronic)
- Subscribed to **67,532** serials (94% electronic)
- Held **218** digital collections representing **285,265** objects
- Purchased **183,000** monographs and exposed another **62,000** titles for campus use
- Borrowed **33,725** items for campus users through Interlibrary Loan
- Had **1.9 million** physical visits and nearly **20 million** virtual visits¹

Educational Excellence and Access

In FY 2011-12, our goals in this area were to enable the seamless integration of library resources, services, and information literacy instruction into students' point of study, and also to provide physical learning spaces that are adaptable, technology-rich environments.

Progress

This year marked the formal roll-out of the Libraries' SuperWidget technology, which embeds access to course-specific library resources where and when students are most likely to need them – in the campus course management system (Desire2Learn). This access appears as a "Library Tools" tab on the D2L course site. A preliminary study has shown that students used library-provisioned databases three times more often through their course's D2L Library Tools tab than they did through the Libraries' main website, and were also more likely to use those resources throughout the semester.

Librarians on the Instructional Services Team developed and taught a new 1-credit online graduate course, *Information Research Strategies for Graduate Students and Researchers*, in FY 2011-12. Multiple sections were offered in Fall 2011, Spring 2012, and Summer 2012. Pre-and post-course assessments for Spring 2012 showed more than a 20% improvement, and feedback from graduate students and graduate advisors has been very positive. We continue to offer this course as well as the 1-credit Online Research Lab course for undergraduates.

"Guide on the Side" tutorials, developed by the Libraries, are interactive, online tutorials that guide users through search strategies for specific library databases. These tutorials are accessible through the Library Tools tab on D2L or the Libraries' own website, and saw 47,000 unique uses in 2011-12. "Guide on the Side" was recognized in an article published in *American Libraries* and highlighted at an ALA session as an excellent example of "truly embedded library instruction."

¹ Virtual visits include uses of items in our digital collections, unique visits to our website, and searches in our commercial databases.

In Spring 2012, the Libraries began pursuing a new campus-wide, coordinated model for acquiring required course materials and making them digitally available to students. We are working with faculty shared governance leadership and others to find ways to improve the workflow for faculty course material requests, so that costs to students can be reduced and access to required materials expanded. In cooperation with the UA Bookstore, we've identified books requested by faculty that we already own or could acquire in electronic format under a "multiple simultaneous user" license.

The Libraries also designed a semester-long pilot project, for a Fall 2012 Accounting class, to examine the effectiveness of using a customizable e-textbook (rather than print) as required course text.

The inaugural Katheryne B. Willock Library Research Awards were announced in Fall 2011. These awards recognize University of Arizona students who have made extensive and innovative use of the Libraries' information resources and services in support of their research projects. Up to three undergraduate and three graduate prizes of \$1,000 each are awarded every year.

Thanks to student fee funding, we've been able to cover inflation in the Information Access budget from 2010-2013, as well as keep the Fine Arts Library open; maintain our Express Delivery, Express Retrieval, and video streaming services; purchase licenses for resume and interview preparation software; and catalog other collections on campus. In addition to support for these ongoing services, student fees provided funds for a variety of new initiatives in FY2012. See Appendix V for more detail.

We also completed a Space Assessment project this year, based on participant observation, which analyzed how students use the library to study. We added additional quiet study rooms based on this project. We'll be implementing another space assessment project this year.

Research Excellence

University Libraries have made it a priority to support digital access to scholarly research materials. By adding to our large collection of electronic journals and monographs, digitizing items for our repository collections, and offering cutting-edge, cost-effective document delivery and on-demand services, we continue to provide researchers with the resources necessary to meet campus goals.

Progress

Our on-demand information delivery service was fully initiated this year, allowing our customers to access more titles than we've ever been able to make available. In addition to providing customers access to 60,000 additional titles, it saved the Libraries \$600,000 that has been reallocated to cover inflation for FY2014. We have also begun to partner with ASU and NAU to buy titles and make them available to all three campuses.

Consortial agreements continue to be central in expanding the amount of resources available to our users. This year, the Libraries joined the HathiTrust Digital Library, which provides access to the digitized collections of more than 50 major research institutions and libraries (over 10 million volumes).

The Libraries also joined the Digital Preservation Network, a collaborative effort among research universities to ensure the preservation of the digital scholarly record, and agreed to contribute to

arXiv, an initiative originated by Cornell University that provides open access to 782,767 e-prints in physics, mathematics, computer science, quantitative biology, quantitative finance and statistics.

The Libraries' campus repository service continues to offer faculty a convenient and secure site for maintaining and sharing their research results and supporting data. Campus repository software was upgraded in March 2012, allowing for greater functionality for both users and systems specialists. Current customers include the College of Agriculture and Life Sciences, College of Medicine, and the School of Music. Among the materials that were digitized are Joesler architectural plans, Cooperative Extension publications, Historic Mexican/Mexican American Newspapers, UA Yearbooks, and Tree-Ring Lab research materials.

The Libraries have taken the lead in working with the Office of the Vice President for Research to develop an institutional strategy for the support of data management and data management plans. These efforts resulted in the formation of the Campus Data Management Committee. Librarians also developed the Data Management Resources website (<http://data.library.arizona.edu>), a website that provides information on how to design data management plans as part of NSF and other agencies' grant proposals. The website functions as a portal to the Data Management Plan Tool, developed collaboratively by several research libraries (there are now about 70 contributing institutions), that guides researchers through the development process.

The Center for Creative Photography adopted The Museum System (TMS) – inventory management software that expands access to the Center's photographic and archival materials. The Libraries are working on expanding the use of this system to the UA Museum of Art.

New acquisitions enhanced the already-robust collections maintained by the Libraries. Special Collections acquired the congressional collection of Gabrielle Giffords as well as a notable collection from the UA Lunar and Planetary Science Department. The Center for Creative Photography received the first installment of the Lynn Stern archive, as well as the remaining installment of the Joe Deal archive. Details about these and other acquisitions can be found in Appendix V. Notable database and e-book acquisitions include Oxford Scholarship Online, Ethnographic Video Online, China Maxx e-book collection, and America's Historical Newspapers Select-Arizona.

As a result of collaboration between the Libraries and Kabul University, the Afghanistan Center at Kabul University (ACKU) collection is now openly accessible worldwide, and contains 3,000 titles (and 490,000 pages), making it the largest digital collection of materials of its kind.

In Summer 2012, the Libraries embarked on a collaboration with the Provost's Office and the Graduate College to acquire and implement software which will further the University's goal of creating a central, queryable database with information on its faculty's scholarship, while also providing faculty with the infrastructure for greatly improved research networking, collaboration, and dissemination of scholarship.

Also, as part of our Needs Assessment Project, we met with faculty in small groups, in order to better understand how we can serve their research and instruction needs.

Community Engagement and Workforce Impact

The Libraries actively support the University's mission as a land-grant institution. Continuing efforts to engage the workforce and the community include developing local and unique digital collections, collecting archival materials related to the state and Borderlands, and staging a variety of educational programs, exhibits, and events.

Progress

Our digital collections, accessible to both scholarly and public communities, represent the unique holdings of the Center for Creative Photography, Special Collections, and other units on campus. Increased efforts to digitize these materials have resulted in nearly double the number of digital collections maintained by the Libraries. This increase in content has brought usage statistics up by 66%.

The Libraries' continue to host and help publish 11 University peer-reviewed journals, including 3 student-published journals. We added a new student-run journal this year – the *Arizona Journal of Interdisciplinary Studies*. By hosting these e-journals, the Libraries not only support the scholarly communication efforts of UA faculty and students, but also make openly available research in areas (such as agriculture and range management) of international as well as local importance.

The Center for Creative Photography's redesigned website debuted in Summer 2012. The new website offers an improved user experience, including responsive design that allows visitors to view the website from mobile devices. In the coming year, Special Collections' website will also be overhauled to better reach users where they are and to improve exposure of our unique collections.

In 2011-12, Center for Creative Photography staff curated 4 exhibits and 13 public programs, including 6 exhibits at the Phoenix Art Museum, drawing 21,972 people and expanding the Center's impact on community. The Center also shipped more than 500 items on loan to international exhibits, thereby expanding the University's reach and impact on the art world.

In honor of Arizona's Centennial, Special Collections staged yearlong programming on topics related to the State's history. The main exhibition and lecture series, "Becoming Arizona: The Valentine State," was sanctioned by the AZ Centennial 2012 Foundation Sanctioned Events Committee and formally received an "Official Centennial Event" designation. In FY2012, 4,701 people attended 20 exhibits and public programs organized by Special Collections.

In March 2012, the Libraries, in cooperation with the Friends of the Libraries, organized and hosted a fundraising dinner to support expansion of the Up with People archive in Special Collections. The event raised more than \$100,000, which will enable the Libraries to organize and make available on the web information about this important 1960s social movement.

Improving Productivity and Increasing Efficiency

The University Libraries are highly committed to providing high-quality, cost-effective services to our users. As an organization, we operate under the continual assessment of our processes and services to ensure optimal productivity and efficiency. This year, we restructured the organization, eliminating some administrative overhead.

Progress

In our 2012 LibQUAL survey, we met 4/5 of our goals for improving library performance as assessed by our users.

Our collective purchasing agreements with regional and national consortia increase access to and reduce the costs of the information resources available to our users. Thanks to interlibrary loan and consortial purchasing, we were able to borrow more than 34,000 items, save \$1.9 million on purchases, and avoid \$8.9 million in costs.

The Libraries' implementation of on-demand, patron-driven access to both print and electronic books increases materials exposed to users, reduces the cost/use ratio, and reduces staffing costs. This system saved the Libraries \$600,000 that has been re-allocated to cover inflation for FY2014. In addition, we saved \$78,000 in processing staffing.

The Libraries budget expenditures from non-state funds totaled nearly \$7.5 million (33% of our total expenditures). In FY2012, the non-state portion of our expenditures rose by 13%. The Libraries brought in gifts and endowments worth more than \$2.3 million in FY2012. The total value of our endowments is \$9.4 million.

In Spring 2012, the Libraries completed the ClimateQUAL survey – an assessment tool distributed by ARL that identifies issues or successes in the library work environment. ClimateQUAL is an important measurement, as there is a direct relationship between work climate in the Libraries and the quality of service to our customers.

Looking Ahead

Priorities for 2012–2013 will be to select a new discovery system and new library management system; continue to work with campus on faculty scholarship benchmarking, streamlined course materials access, and data management; integrate library resources already in D2L into Blackboard (the course management system used by Eller College); digitize additional unique materials; improve our video streaming service; share TMS with the UA Museum of art; and support electronic publishing of UA Press books.

Appendix I: Salary Equity Analysis for FY2012

In FY2012, the salaries for Full Librarians continue to lag below the peer average. The lack of market and merit raises continues to be a problem.

FY2011 Salary Comparison to Peers¹	UA Average	Peer Average²	Difference
Assistant Librarian	\$52,697	\$53,364	(1.3%)
Associate Librarian	\$64,532	\$63,996	0
Full Librarian	\$84,315	\$88,753	(5.3%)

¹Note: These averages do not include assistant/associate deans or team leaders.

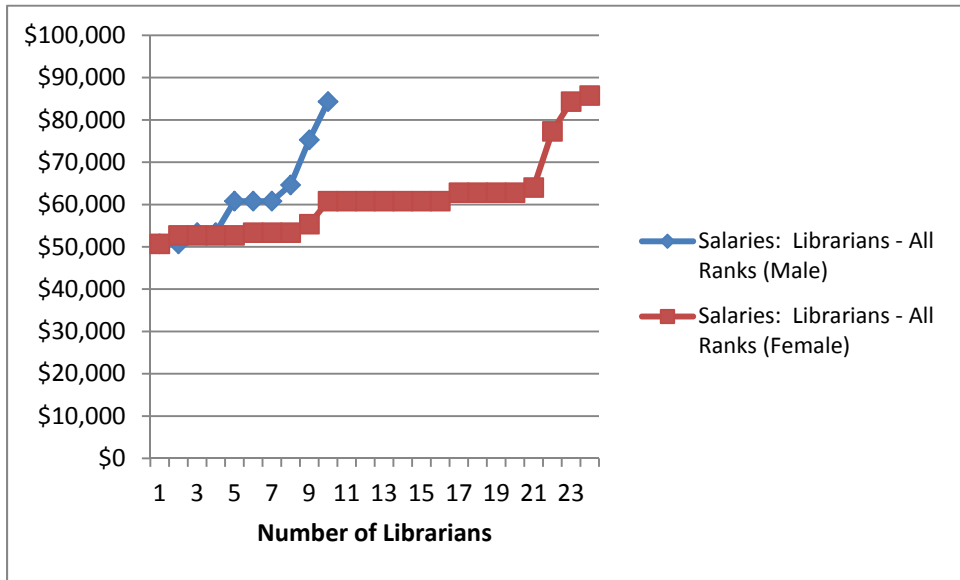
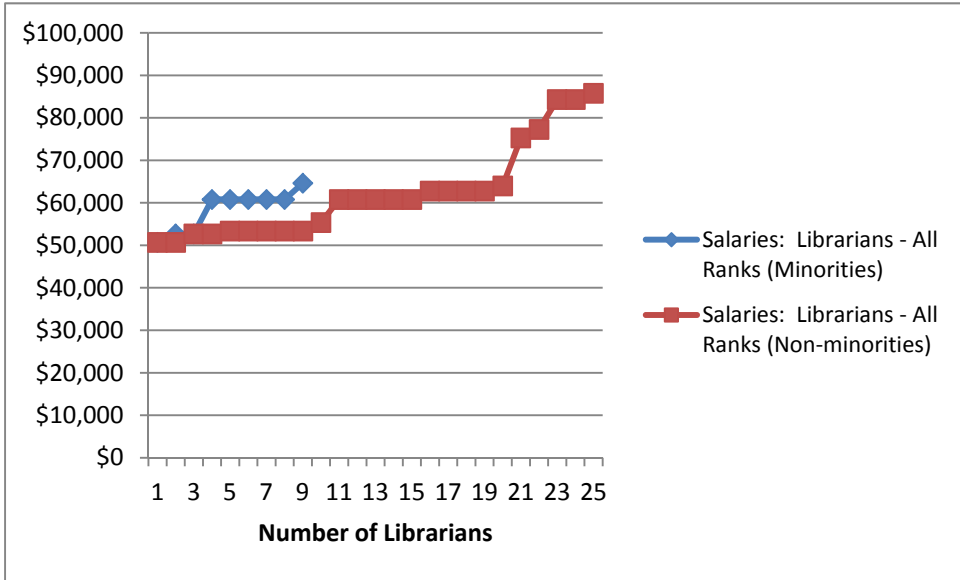
²Source: Association of Research Libraries Annual Salary Survey 2010–11.

When library faculty salaries at the University Libraries are broken down in terms of gender, all Full Librarians are paid exactly the same. Among Associates, women made very slightly more, and among Assistant Librarians, females earn more (on average) than males, due to the fact that our most recent hires have been women who have been hired in at the market salary.

Librarians' Average Salaries by Rank in FY2012³	By Gender		By Ethnicity					
	Male	Female	African American	Asian American	Hispanic	Native American	White	Total Minority
Asst. Librarian	\$52,030	\$52,993	N/A	N/A	\$52,029	N/A	\$52,897	\$52,029
Assoc. Librarian	\$64,461	\$64,558	N/A	\$62,716	\$60,796	N/A	\$65,961	\$61,436
Full Librarian	\$84,315	\$84,315	N/A	N/A	N/A	N/A	\$84,315	N/A

³ Note: These averages do not include assistant/associate deans or team leaders.

The charts on the following page show individual salaries at the University Libraries (by minority status and gender) rather than averages. They do not include librarians who are also assistant/associate deans or team leaders. The large number of female and minority librarians who are long-time Associates explains the lower salaries at this rank. We are encouraging long-time Associates to consider how they might prepare for promotion to Full Librarian.



Appendix II: Report on Faculty Recruitments and Diversity for FY2012

The University Libraries have a strong commitment to diversity. At the end of FY2012, 24% of our academic professionals (faculty and year-to-year) belonged to underrepresented groups and 67% were female. The percentage of underrepresented minorities was considerably higher than at other U.S. university libraries in the Association of Research Libraries, which averaged 14.2%.

Diversity Statistics for University Libraries - Academic Professionals (Faculty and Year-to-Year)¹								
Year	Male	Female	African Amer.	Asian Amer.	Hispanic	Native Amer.	White	Total Minority
2000 Aug	20 (34%)	38 (66%)	2 (3.4%)	3 (5.2%)	5 (8.6%)	0 (0%)	48 (83%)	10 (17%)
2001 Aug	20 (31%)	44 (69%)	3 (4.7%)	3 (4.7%)	8 (12.5%)	0 (0%)	50 (78%)	14 (22%)
2002 Aug	20 (31%)	45 (69%)	3 (4.6%)	2 (3.1%)	8 (12.3%)	0 (0%)	52 (80%)	13 (20%)
2003 Sept	22 (31%)	49 (69%)	4 (5.6%)	6 (8.5%)	10 (14.1%)	1 (1%)	50 (70%)	21 (30%)
2004 July	20 (31%)	44 (69%)	3 (4.7%)	6 (9.4%)	7 (10.9%)	0 (0%)	48 (75%)	16 (25%)
2005 July	19 (30%)	45 (70%)	3 (4.7%)	6 (9.4%)	9 (14.1%)	0 (0%)	46 (72%)	18 (28%)
2006 July	20 (30%)	47 (70%)	2 (2.9%)	6 (8.9%)	9 (13.4%)	0 (0%)	50 (75%)	17 (25%)
2007 July	19 (32%)	41 (68%)	2 (3.3%)	5 (8.3%)	10 (16.7%)	0 (0%)	43 (72%)	17 (28%)
2007 Dec	18 (30%)	42 (70%)	2 (3.3%)	4 (6.6%)	10 (16.6%)	0 (0%)	44 (73%)	16 (27%)
2008 July	17 (29%)	42 (71%)	1 (1.7%)	3 (5.0%)	10 (16.9%)	0 (0%)	45 (76%)	14 (24%)
2009 July	17 (28%)	43 (72%)	1 (1.6%)	3 (5.0%)	10 (16.6%)	0 (0%)	46 (77%)	14 (23%)
2010 July	18 (33%)	37 (67%)	1 (1.8%)	3 (5.4%)	10 (18.1%)	0 (0%)	41 (75%)	14 (25%)
2011 July	18 (39%)	28 (61%)	0 (0%)	3 (6.5%)	9 (19.5%)	0 (0%)	34 (74%)	12 (26%)
2012 July	18 (33%)	36 (67%)	1 (1.8%)	3 (5.5%)	9 (16.7%)	0 (0%)	41 (76%)	13 (24%)
Other ARL Libraries	38%	62%	4.4%	6.6%	2.8%	0.4%	85.8%	14.2%

¹Note: These totals include team leaders and administrators.

²Source: Association of Research Libraries Annual Salary Survey, 2010-11.

Among our Full Librarians, 50% are female and 12.5% are underrepresented minorities. The Associate Librarians are 71% female and 29% underrepresented minorities. The composition of Assistant Librarians is 69% female and 23% underrepresented minorities.

Composition of Faculty FY2012	By Gender		By Race					
	Male	Female	Afr. Amer.	Asian Amer.	Hispanic	Native Amer.	White	Total Minority
Asst. Librarian	4 (31%)	9 (69%)	0 (0%)	0 (0%)	3 (23%)	0 (0%)	10 (77%)	3 (23%)
Assoc. Librarian	6 (29%)	15 (71%)	0 (0%)	2 (10%)	4 (19%)	0 (0%)	15 (71%)	6 (29%)
Full Librarian	4 (50%)	4 (50%)	0 (0%)	0 (0%)	1 (12.5%)	0 (0%)	7 (87.5%)	1 (12.5%)
OUR TOTALS	14 (33%)	28 (67%)	0 (0%)	2 (4.8%)	8 (19%)	0 (0%)	32 (76.2%)	10 (23.8%)
Other University Libraries¹	38%	62%	4.4%	6.6%	2.8%	0.4%	85.8%	14.2%

¹Source: Association of Research Libraries Annual Salary Survey, 2010-11.

Faculty Promotions

There were no faculty promotions in 2011-12.

Recruitments

We conducted ten national searches for faculty and appointed personnel in FY2012. We hired 3 year-to-year positions, including Assistant Director of Development, Assistant Archivist, and Special Assistant to the Dean. We hired 7 faculty positions: 5 Assistant Librarians, 1 Associate Librarian, and Director of Special Collections.

Faculty and Appointed Personnel Hires in FY2012	By Gender		By Ethnicity				
	Male	Female	African Amer.	Asian Amer.	Hispanic	Native Amer.	White
3 Year-to-Year							
Asst. Dir. of Develop.		1	1				
Assistant Archivist	1						1
Special Assistant to the Dean		1					1
7 Faculty							
Assistant Librarian	1	4					5
Associate Librarian		1					1
Director of Special Collections		1					1
OUR TOTALS	2	8	1	0	0	0	9
OUR PERCENTAGES	20%	80%	10%	0%	0%	0%	90%

Retentions and Losses

One retention package was offered in FY2012. One of our library faculty members retired.

Appointed Personnel Retention in FY2012	By Gender		By Ethnicity				
	Male	Female	African Amer.	Asian Amer.	Hispanic	Native Amer.	White
1 Year-to-Year							
Curator		1					1
OUR TOTALS	0	1	0	0	0	0	1
OUR PERCENTAGES	0%	100%	0%	0%	0%	0%	100%

Faculty and Appointed Personnel Losses in FY2012	By Gender		By Ethnicity				
	Male	Female	African Amer.	Asian Amer.	Hispanic	Native Amer.	White
1 Faculty							
Associate Librarian	1						1
OUR TOTALS	1	0	0	0	0	0	1
OUR PERCENTAGES	100%	0%	0%	0%	0%	0%	100%

Diversity Initiatives

- The Libraries’ Millennium Report Oversight Committee (MROC) administered the ClimateQUAL survey to identify issues or successes in the library work environment, including perceptions of commitment to diversity.
- The Libraries included a session on Diversity as part of our New Employee Orientation series.
- In Spring 2012, the Libraries hosted a South African librarian for an eight-week fellowship. In 2011-12, the Dean hosted another mentee from ARL’s Leadership and Career Development Program (LCDP) for minority librarians.
- The Libraries partnered with the School of Information Resources and Library Science to continue to provide funding and work experience for Knowledge River graduate students who are training to serve Hispanic and Native American communities.
- In 2011–11, the Dean encouraged two female library staff members to apply for the 2012 UCLA Senior Fellows. The Dean wrote letters of support for both; one was selected to participate.

Classified Staff

Our classified staff is even more diverse than our academic professionals. At the end of FY2012, our classified staff was 70% female and 34% underrepresented minorities. Minorities in the Libraries are employed in all classifications, including a number of senior-level positions.

Diversity Statistics for University Libraries - Classified Staff								
Year	Male	Female	African Amer.	Asian Amer.	Hispanic	Native Amer.	White	Total Minority
2000 Aug	24 (21%)	89 (79%)	6 (5.3%)	7 (6.2%)	23 (20.4%)	3 (2.7%)	74 (65.5%)	39 (34.5%)
2001 Aug	27 (25%)	82 (75%)	5 (4.6%)	6 (5.5%)	22 (20.2%)	1 (0.9%)	75 (68.8%)	34 (31.2%)
2002 Aug	29 (28%)	74 (72%)	4 (3.9%)	6 (5.8%)	23 (22.3%)	3 (2.9%)	67 (65%)	36 (35%)
2003 Sep	32 (30%)	74 (70%)	3 (2.8%)	7 (6.6%)	29 (27.4%)	2 (1.9%)	65 (61.3%)	41 (38.7%)
2004 July	34 (31%)	77 (69%)	3 (3.7%)	7 (6.3%)	32 (28.8%)	3 (2.7%)	66 (59.5%)	45 (40.5%)
2005 July	35 (31%)	77 (69%)	4 (3.6%)	7 (6.3%)	33 (29.5%)	3 (2.7%)	65 (58%)	47 (42%)
2006 July	35 (30%)	81 (70%)	5 (4.3%)	7 (6.1%)	29 (25%)	2 (1.7%)	73 (62.9%)	43 (37.1%)
2007 July	29 (27%)	78 (73%)	6 (5.6%)	6 (5.6%)	27 (25.2%)	2 (1.9%)	66 (61.7%)	41 (38.3%)
2007 Dec	32 (30%)	75 (70%)	6 (5.6%)	6 (5.6%)	24 (22.4%)	2 (1.9%)	69 (64.5%)	38 (35.5%)
2008 July	33 (30%)	76 (70%)	7 (6.4%)	6 (5.5%)	25 (22.9%)	2 (1.8%)	69 (63.3%)	40 (36.7%)
2009 July	30 (30%)	71 (70%)	7 (6.9%)	6 (5.9%)	22 (21.8%)	2 (2.0%)	64 (63.4%)	37 (36.6%)
2010 July	30 (31%)	67 (69%)	8 (8.2%)	5 (5.1%)	22 (22.7%)	2 (2.1%)	60 (61.9%)	37 (38.1%)
2011 July	27 (30%)	63 (70%)	6 (6.7%)	4 (4.4%)	21 (23.3%)	1 (1.1%)	58 (64.4%)	32 (35.6%)
2012 July	28 (30%)	66 (70%)	5 (5.3%)	3 (3.2%)	21 (22.3%)	3 (3.2%)	62 (66%)	32 (34%)

Hiring Process

To advance institutional diversity goals, diversity is an important consideration during the University Libraries’ recruitment process. We advertise broadly for positions—locally, nationally, and to organizations for minorities. Every job description includes being able to work effectively in a diverse organization and to serve diverse populations. We have developed interview questions with a sensitivity to diversity and created competency statements.

Appendix III. Peer Comparison
National Rankings

Among our 16 peer libraries, we rank in the lowest quarter on major variables (total salaries, staff, and volumes added). The chart below shows how we stack up against peers in total expenditures.

UA Peer Libraries' Expenditures			
Peer Universities	2008-09 Total Expenditures	2009-10 Total Expenditures	2010-11 Total Expenditures
University of California-Davis	\$19,932,904	\$17,923,706	\$18,469,580
University of Maryland, College Park	\$25,783,433	\$24,953,475	\$27,557,302
Michigan State University	\$26,411,564	\$27,591,184	\$29,342,713
University of Iowa	\$29,517,181	\$29,668,041	\$30,239,494
University of Florida	\$28,147,202	\$27,242,279	\$33,503,188
Texas A&M	\$36,374,551	\$40,192,993	\$38,300,133
Ohio State University	\$38,818,365	\$40,373,445	\$44,781,264
University of Illinois at Urbana-Champaign	\$41,600,882	\$40,577,401	\$43,476,914
University of Minnesota	\$41,225,580	\$40,734,130	\$40,435,696
University of Washington	\$43,956,131	\$40,322,337	\$40,109,685
University of North Carolina-Chapel Hill	\$40,769,990	\$41,802,228	\$40,661,363
University of Wisconsin-Madison	\$43,732,756	\$39,840,839	\$41,892,634
University of Texas at Austin	\$46,205,263	\$45,469,795	\$39,646,788
Pennsylvania State University	\$49,451,130	\$50,451,411	\$48,633,920
University of California-Los Angeles	\$50,205,645	\$46,006,514	\$55,148,007
PEER AVERAGE	\$37,475,505	\$36,876,652	\$38,146,579
MEDIAN	\$40,769,990	\$40,322,337	\$40,109,685
University of Arizona ¹	\$30,645,753	\$30,719,703	\$28,017,643
Gap between UA and highest peer	\$19,559,892	\$19,731,708	\$27,130,364
Gap between UA and peer average	\$6,829,752	\$6,156,949	\$10,128,936
Gap between UA and peer median	\$10,124,237	\$9,602,634	\$12,092,042

Source: Association of Research Libraries

¹Includes University Libraries, Law Library, & Arizona Health Sciences Library

Appendix IV. FY2012 Library Measures/Statistics Year-End Report Summary

Chestalene Pintozzi, Director of Project Management & Assessment, September 7, 2012

Assessment/Quality Standards

LibQUAL-based Performance Measures and Quality Standards: Spring 2012 results were used to calculate progress toward quality standards. Below is a summary. Three quality standards were met or exceeded this year, one was almost met and one still needs improvement.

Education 3-5 Year Measure: Decrease in the mean difference between desired and perceived service for all UA respondents to the LibQUAL "Teaching me how to access, evaluate, and use information" question.	-0.42	April-12	April 2012- Very close to meeting; Q.S.: Reduce superiority gap* by 25% from baseline measured in 2009 -11 by 2014 to -0.41. Very close to meeting
Information Resources & Services and Digital Libraries 3-5 Year Measure: Percentage change in LibQUAL Information Control Dimension (gap between Desired and Perceived)	-0.87	April-12	April 2012-Q.S. met; Q.S.: Reduce superiority gap* from -1.09 (average 2005-07) to -0.87 measured in 2012
Information Resources & Services- Percentage change in LibQUAL Affect of Service Dimension (gap between Desired and Perceived)	-0.48	April-12	April 2012-Q.S. exceeded; Q.S.: Reduce superiority gap* from -0.87 (average 2005-07) to -0.70 measured in 2012;
Information Resources & Services- Percentage change in LibQUAL Personalization Features in the Electronic Library local question (gap between Desired and Perceived)	-0.59	April-12	April 2012-Q.S. exceeded; Q.S.: Reduce superiority gap* from -0.81 measured in 2007 to -0.65 measured in 2012
Operational Effectiveness-Percentage change in LibQUAL Library as Place Dimension (gap between Desired and Perceived)	-0.82	April-12	April 2012-gap reduced, but Q.S. not yet met; Q.S.: Reduce superiority gap* from -0.93 (average 2005-07) to -0.75 measured in 2012.

Digital Library and Operational Effectiveness Quality Standards:

Operational Effectiveness: Percentage increase in dollar value of non-state funds expended (may include student fees, credit courses, indirect cost recovery, auxiliary revenues, unrestricted gifts and endowments). Total FY12 expenditures of non-state funds increased 12.87% from FY11. Q.S. is 4% annual increase through 2012. **Significantly exceeded quality standard.**

Digital Library: Ratio of acquisition of electronic to print information resources: In FY12 81% were electronic; Q.S. is 80% by 2012. **Quality Standard met and slightly exceeded in FY12.**

Operational Effectiveness: Quality Standard: Increase 5% annually through 2013. Total annual value of grants which include indirect costs (Libraries & CCP). For FY12 value was \$34,936 (17% increase) over \$29,907 in FY11. **Quality Standard met for FY12.**

Additional Education Measures: Development and implementation of the new SuperWidget tool improved access to, but changed use patterns of online instructional tools and made several of the FY12 library-wide quality standards less useful. For example, embedding the SuperWidget in all D2L course pages increased students' ability to link directly to resources needed for their coursework, but resulted

in decreased use of separate library-hosted course pages. The Libraries will need to revise or develop different performance measures to more accurately assess our effectiveness in this area.

Efficiency of Instructional Services: Increase in number of uses of library-created instructional resources per librarian FTE dedicated to supporting online education. Calculated for FY12 using all filled 2.76 librarian lines, uses per FTE was 66,571. This is a different approach from that taken in FY11 when the calculation based on all librarian FTE resulted in 24,295 uses per FTE. If this performance measure and quality standard are retained the calculation must be standardized.

Impact of Library IL Education on Student Learning Outcomes: Percentage improvement between students' mean pre- and post-test scores on our standardized Information Literacy test. **30% improvement exceeded the 20% improvement Q.S.**

Student Information Literacy Learning Outcomes: Percentage of undergraduate students who score 70% or better on our standardized Information Literacy post-test. The **97% of students who scored more than 70% greatly exceeded the Q.S.**

The four quality standards listed below are not accurately measurable or directly relevant given the changed approach represented by the SuperWidget. The library needs to develop new performance measures and quality standards around use of instructional tools and resources as implemented through the SuperWidget.

- Usage and Access of Online Tools & Resources (Total Visits): Quality Standard: 100% increase in the use of UA Library general learning objects, subject pages, and "how do I?" pages by 2014.
- Usage and Access of Online Tools & Resources (Course Guides): *Q.S. is 500% increase by 2014.*
- Usage and Access of Online Tools & Resources (D2L referrals): *Q.S. is 300% increase by 2014.*
- Usage and Access of Online Tools & Resources (other Learning Objects): *Q.S. is 100% increase by 2014.*

Information Resources Quality Standards: The implementation of On-Demand Information Delivery (O-DID) and the accompanying revision of the library's English language approval plan resulted in a need to revise the performance measures and quality standards for monographic acquisition. The Metrics – Phase II O-DID project will identify of some new measures that should inform library-wide quality standards.

Monographic Materials Quality Standard: Q.S. is 60% of monographs acquired during the previous 4 years, based on catalog date of the items, will indicate at least one use. In FY 12 analysis, 43% of all monographs acquired had at least one use; 55% of English language monographs acquired had at least one use. **Not meeting Quality Standard.**

Electronic Journal Packages: 94% met the following Q.S.: Cost per use of electronic journal publisher packages will not exceed twice the cost needed to provide ILL at the level of use. **Did not meet 100% quality standard.**

Single Journal Titles: Calculated every two years; not calculated in FY12. In FY11 analysis, 48% showed evidence of use (40% of print titles and 88% of electronic titles) Q.S. - 95% of individual journal titles will show evidence of use based on articles published in those journal titles within the last 3 years. **Not meeting Q.S.**

Online Indexing & Abstracting Services: In FY12 49% of those analyzed meet or exceed the QS of 60% unique. Q.S.: not more than 40% of content needed by customers is duplicated in other packages or individual subscriptions. **Not meeting Quality Standard.**

Aggregators' Products: **Not assessed in FY12.** RST reports that because of the number and complexity of associated quality standards and wide variety of information required, this performance measures has not yet been assessed. Quality Standards: If more than 3 of the following 5 criteria are not met, the aggregator being evaluated should be considered for cancellation: 1) Less than 40% duplication of other owned or subscribed resources; 2) less than 10% of materials are embargoed; 3) 90% of articles from journals included are provided; 4) less than 30% of non-duplicated items included are assessed as being of low or no value.

Other Measurements of Interest

Budget/Financial

- The UA Main Libraries own 6,029,841 volumes – an increase of 242,691 (4%) over last year
- The library provides access to 67,532 current journals (paid and free)
- 61% of the monographs purchased last year were in digital format
- Uses/downloads of electronic resources increased to 11,254,104, an increase of 5% from the 10,703,618 uses in FY11
- The UA Main Libraries make 218 local digital collections (CCP, Special Collections & Main Library) available to our customers – an increase of 103 (90%) over last year
- The number of items in our digital collections increased by 90,027 (46%) over last year
- ILL: The number of books borrowed for our customers decreased by 5,272 (23%) last year; the number of articles obtained for our customers decreased by 3,322 (17%); these decreases were expected as a result of implementation of O-DID and changes in ILL policies
- Circulation continues to decline, down to 332,770 from 369,991 in FY11; and from 395,631 in FY10
- Laptop checkouts increased by 3,907 (12%) over last year
- The number of visits (gate count) to library buildings decreased by 59,772 (3%) from last year
- The number of unique visitors to the Libraries' web pages stayed virtually the same, increasing by only 2,668
- Virtual visits referred from D2L to the Libraries' digital learning objects increased from 9,443 to 35,069 (271%)
- There was a 30% increase between students' mean pre- and post-test scores for the FY12 Research Lab courses
- 97.5% of the students who completed the Research Lab course the FY12 successfully demonstrated a baseline of information literacy competence
- Virtual (chat & e-mail) questions increased from 7,631 in FY11 to 8,245 in FY12 – an 8% increase
- The total number of reference questions decreased by 24% – 25,000 in FY11 to 18,877 in FY12
- The total number of directional questions decreased by 12,432 (16%) from 76,699 in FY11 to 64,267 in FY12
- Consortial savings were \$1,894,471; an increase of 72% over FY11
- Consortial cost avoidance was \$8,870,004; an increase of 25% over FY11
- The number of filled faculty lines increased from 36.4 to 42 (15%) last year
- The number of filled classified staff lines was virtually unchanged at 94.5
- The total number of filled lines (FTE) in the UA Main Libraries increased by almost 6% to 149.5

Appendix V. FY 2012 Student Fee Report

STUDENT LIBRARY FEE: FINAL REPORT FOR FY2011-12

University Libraries at the University of Arizona
August 2012

The “Forecast Amount” column shows the student library fee revenue that the University of Arizona projected for FY2011-12. The “Actual Reported” column shows the final numbers reported by the UA and the Libraries.

Student Library Fee Revenue for FY2011-12	Forecast Amount	Actual Amount
17% taken off top for financial aid	\$780,000	\$789,200
Total fee revenue for all libraries	\$3,806,000	\$3,853,154
Law Library’s share	\$48,340	\$50,075
Arizona Health Sciences Library’s share	\$235,980	\$250,154
University Libraries’ share	\$3,521,680	\$3,552,925

After subtracting 17% for financial aid, the total student library fee revenue in FY2011-12 was \$47,154 more than the University initially projected. The University Libraries’ share was \$31,245 more than forecast.

The University Libraries used their share of the student fee in the following ways in FY2011-12:

Category	FY2011-12 Amount Allocated	FY2011-12 Amount Encumbered	FY2011-12 Amount Spent
Salaries and wages	\$687,950		\$435,697
ERE ¹	\$15,365		\$21,161
Information Resources	\$1,300,000		\$1,299,748
Equipment	\$895,000	\$48,724	\$860,328
Digital projects	\$547,196	\$12,694	\$332,863
Unallocated ²	\$76,169		
TOTAL	\$3,521,680		
ACTUAL	\$3,552,925	\$61,418	\$2,949,797
Total Amount Spent and Encumbered			\$3,011,215
Difference³			\$541,710

¹Staff/faculty ERE is calculated at 44.9%; student ERE is calculated at 3.4%. ERE = federal and state withholding requirements, and employee benefit deductions.

²We left this amount unallocated because of our concerns over enrollment projections. It will now be used as part of the carry forward.

³This amount will be used to cover inflation in the Information Resources budget in FY 2012-13, as we projected earlier.

Here are details on specific projects and services funded by the University Libraries' student fee money in FY2011-12:

Equipment

Following the Libraries' regular maintenance schedule, servers and a third of our public computers were upgraded or refreshed. Our servers store the growing number of digital materials that we make available online.

The Libraries also added the following equipment and service enhancements:

- **Group study room reservations:** To make it easier for students to find an available group study room, we implemented a new online reservation system. The Main Library now has a total of 32 rooms for students, which can be reserved for up to 2 hours on your mobile device. Link to the reservation system here: <http://rooms.library.arizona.edu>.
- **Additional 6-hour rooms:** We are in the process of adding 30 additional 6-hour quiet study rooms, based on a space assessment project that determined which areas are most ideal for quiet study. New keypads were also purchased. These rooms can be checked out at the information desk.
- **Computer login restrictions and security:** On computers at all library locations, we purchased and installed software that requires Net ID login for campus users.
- **Laptop/tablet purchases:** We purchased 159 netbooks, 8 MacBooks, and cases for each. We also purchased 12 ipads, 5 wireless keyboards for ipad use, 40 additional Android tablets, and 10 wireless keyboards for Android tablet use.
- **Enhancement/maintenance of video streaming equipment:** To make it easier for students to watch videos online for class assignments and for instructors to show video clips in classes, the Libraries purchased equipment to speed up video streaming. We are working to upgrade its capability further.
- **Kirtas digital scanner:** We purchased a new Kirtas book scanner with a digitization arm that allows for quicker scanning of library materials.
- **Infrastructure (e.g., wiring, data jacks):** The Libraries purchased Mobile Go device chargers for student use (2 in Main, 1 in Science and Engineering), allowing students to charge their smartphones and tablets while in the Libraries.
- **Specialized software licensing:** Specialized software programs are installed on computers in the Science-Engineering Library and the Fine Arts Library. These software programs enable students to do music composition, architectural design, chemical modeling, screenplay formatting, 3D computer-aided design, and more. Since some classes require students to use certain software programs, their availability on library computers saves students from having to buy their own copies.
- **Improved digital access to collections:** For the Center for Creative Photography, we purchased a new discovery software system (TMS) that will accelerate the process of making the Center's collections available online. We are working on expanding the use of this system to the UA Museum of Art.

- **Emergency security monitors:** Security and safety in the Libraries are top priorities. We installed two additional emergency monitors in the Information Commons, which will bring the total throughout the Main Library, Science-Engineering Library, Bookend Café, Fine Arts Library, and Center for Creative Photography to 19. The monitors relay messages from the campus to alert students during an emergency. When there is no emergency, the signs will provide information on services, programs, and campus events.
- **SMS text notification software:** Based on customer demand, the Libraries began offering a circulation text alert service to patrons. This means students can receive notification about checked-out items when they are due, without having to login to their email accounts.
- **Movable whiteboards:** The Libraries purchased 51 movable whiteboards for use in short-term study rooms and additional open spaces.
- **Technology rooms:** Two reservable study rooms in the Main Library now have practice presentation equipment, Skype interview software, and Mediascape. Mediascape is a collaborative technology that allows multiple users to connect laptops to one projector.
- **Scholar's corner:** This year, we created a designated collaborative study and research space for faculty and graduates students in the Main Library. The room, which accommodates both group work and individual study, features Mediascape technology and an iPad terminal with access to the Libraries' website and catalog.
- **Library access embedded in D2L:** Seamless access to course-specific library resources and services is now available in more than 6,000 D2L courses, thanks to a tool developed by the Libraries and implemented this year.
- **E-textbooks:** We are working with the UA Bookstore to proactively identify course texts requested by faculty that the Libraries already own or could purchase as e-books under a "multiple simultaneous user" license. We've also undertaken a semester-long pilot project that will study the outcomes of using a customizable, interactive e-textbook as primary course text.

Information Resources

We allocated \$1.3 million to cover 2010-11 and 2011-12 price increases (due to inflation) in our Information Access Budget for resources such as books, journals, e-books, and electronic databases.

Digital Projects

Thanks to student fee funding, we've been able to greatly increase the amount of content in our digital collections: FY 2011-12 saw an additional 90,000 items digitized. Over 10,000 UA theses and dissertations are now online and available in the campus repository. We are currently digitizing all of the University of Arizona Press' books ever published: about 1,300. Also, in FY 2011-12, more than 28,000 images from the Center for Creative Photography's collections were digitized. The Libraries also host a new student-run, online journal, the *Arizona Journal of Interdisciplinary Studies* (AJIS), sponsored by the Office of Student Affairs and the Confluencecenter for Creative Inquiry.

Staffing for Services

Student wages and certain staff/faculty salaries went toward keeping the Fine Arts Library open; extended-hours staffing in the Main Library; Information Technology expertise; and services such as Document Delivery, Express Retrieval, and Interlibrary Loan. We moved some of these expenses to the state budget to save the 44.9% ERE and substituted fee money for operations money, which we cut instead of salary funds.

FY2011-12 Stats at a Glance

- **Dollars spent on information resources:** \$10.4 million
- **Savings through consortial purchases:** \$1.9 million saved + \$8.9 million in cost avoidance
- **Laptop/netbook checkouts:** 37,690
- **Tablet checkouts:** 1,844
- **Public book scanners:** used 107,650 times
- **Interlibrary loan:** 33,725 book and article requests filled for UA customers
- **Document Delivery:** 13,584 articles and book chapters delivered to UA customers
- **Express Retrieval:** 31,331 items paged for users from our collections
- **Video streaming:** 2,832 video streaming requests filled
- **6-hour carrel checkouts:** 8,776
- **Presentation practice rooms:** used 1,289 times
- **Reservable study rooms:** used 4,309 times
- **Visits to Libraries:** 1.9 million people through our doors
- **Number of unique virtual visits to Libraries' web pages:** 1.5 million
- **Use of electronic resources:** 11.3 million searches in our commercial databases (this includes all of our electronic resources, not just those that are student-fee funded)
- **Use of Libraries' digital collections:** 6.3 million uses of digital items in our campus repository collections
- **Circulation of print books, equipment, and facilities:** 332,770
- **E-book "circulation":** 938,172

Appendix VI. Gifts to the University Libraries

Notable materials donated to Special Collections:

- The Gabrielle Giffords’ congressional collection includes 130 boxes and numerous electronic files containing materials relating to her congressional career as well as the January 8 shooting. Among these materials are outreach files, speeches, media coverage, research files, and constituent mail.
- The UA Lunar and Planetary Science Department collections include the papers of Tom Gehrels, Charles Sonnet, and a small collection from Michael Drake. All individuals are notable to the department’s founding or leadership. These materials will enhance the Gerard Kuiper collection already housed in Special Collections.
- Special Collections travelled to Denver in June 2012 to acquire another portion of the Up with People (UWP) collection. An UWP webpage has been created on the Special Collections website and provides information on the collection and donation opportunities.
- The Ken Wolfgang collection contains correspondence, photographs, scrapbooks, news clippings, and reel to reel film and audio, as well as digital versions of the documentarian’s complete films. Wolfgang was a filmmaker who produced full-length travelogue films from the 1950s-1980s that document a wide array of cultures, from nations including Mexico, Thailand, Japan, India, Singapore and Austria.
- The Byrant Bannister collection is 10 linear feet and includes grant proposals, research files, professional papers given at conferences, and lecture and course files. Bannister was a prominent scholar in the field of tree-ring research, and heavily shaped the direction of the UA Tree Ring Lab. The building that will house the new Tree Ring Lab will be named after him.
- The Poisoned Pen Press collection includes various generations of books, edited manuscripts, and correspondence and press sheets. Poisoned Press is an independent publisher of mystery books, and was founded in Scottsdale, Arizona, in 1997. This gift is part of our Women of Mystery collection.
- The El Tucsonense collection includes the entire run print issues, from 1915–1959. El Tucsonense was published in Tucson as a Spanish-language newspaper and was the longest running periodical of its kind. This collection was donated by the Elías family.

Donations to the Center for Creative Photography:

- The first installment of the Lynn Stern Archive (approximately 40 prints) arrived at the Center this year, and includes a complete set of fine prints from all of Stern’s editioned series, as well as her early works, work prints, negatives, correspondence, and annotated library. Stern is a New York City–based photographer known for her use of light.
- The Center received the remainder of the Joe Deal Archive, which includes project files, lecture notes, library files, posters, electronic files, correspondence, negatives, portfolios by his students, and prints by others. Joe Deal (1947–2010) was an American photographer known for his black-and-white landscape images.

Appendix VII. Collaborations

The University Libraries hold membership in the following national and regional consortia and partnerships: Agriculture Network Information Center (AgNic), AMIGOS Library Consortium, arXiv, Association of Research Libraries (ARL), Arizona Universities Library Consortium (AULC), Center for Research Libraries (CRL), Coalition for Networked Information (CNI), CLOCKSS, Digital Preservation Network (DPN), Greater Western Library Alliance (GWLA), Hathitrust, LOCKSS, OCLC Research Library Partnership, RAPID Interlibrary Loan, Portico, Technical Report Archive and Image Library (TRAIL), Western Regional Storage Trust.

The table below lists the Libraries' partnerships with other units on campus.

Partner	Project
Arizona Health Sciences Library	Coordinated purchasing and integrated systems.
Associate Provost for Faculty Affairs, Graduate College	Faculty scholarship tracking system.
College of Agriculture and Life Sciences	Digitizing Arid Lands, Rangelands, and other Cooperative Extension materials for campus repository collection. Hosting <i>Rangelands</i> and the <i>Journal of Range Management</i> .
College of Education	Integrated records for the International Collection of Children's & Adolescent Literature in the Libraries' catalog.
Confluence Center for Creative Inquiry	Student-run <i>Arizona Journal of Interdisciplinary Studies</i> , sponsored by the Confluence Center, is hosted by the Libraries.
Department of Geosciences	Hosting two journals, <i>Radiocarbon</i> and <i>Meteoritics and Planetary Sciences (MAPS) Archive</i> .
Department of Linguistics	Digitizing materials for campus repository collection, and hosting the journal <i>Coyote Papers</i> .
Department of Psychology	Hosting <i>Journal of Methods and Measurement in the Social Sciences</i> .
GPSC Student Showcase	Partnering to provide to 6 research awards offered to students participating in the GPSC showcase.
Graduate College	1-credit, online graduate course in information research strategies.
Law Library	Coordinated purchasing and integrated systems.
Laboratory of Tree-Ring Research	Digitizing <i>Tree-Ring Bulletin / Tree-Ring Research</i> for campus repository collection.
Museum of Art	Working to share use of The Museum System (TMS), inventory management software currently used by the Center for Creative Photography.
Office of Instruction and Assessment	Library Tools tab in D2L course sites.

Office of the Vice President for Research	Data Management Committee
Poetry Center	Cataloged their collection and integrated item records in the Libraries' catalog.
School of Anthropology	Hosting two journals, <i>Arizona Anthropologist Archive</i> and <i>Journal of Ancient Egyptian Interconnections</i> .
School of Information Resources & Library Science	Funding and work experience for Knowledge River graduate students.
School of Theatre, Film and Television	Digitized and cataloged Media Arts materials for classroom use.
UA Bookstores, Office of Instruction and Assessment, Faculty Senate	Collaborating on new workflow for faculty course materials requests.
University Information Technology Services (UITS)	Sharing costs of Safari technical books online.

Appendix VIII. Scholarship & Service.

by Librarians, Appointed Personnel, & Classified Staff

Ricardo Andrade

Service

University

Member, Knowledge River Steering Committee, School of Information Resources and Library Science, 2008–present

National

Member, Organization & Planning Committee, Science & Technology Section, Association of College and Research Libraries, 2010–2012

David Benjamin

Publications

Benjamin, D. (2011). The architectural drawings of John Randal McDonald. *Wisconsin Magazine of History*, (95)2, 26-31.

Service

National

Chair, Visual Materials Section, Society of American Archivists, 2011–2012

Rebecca Blakiston

Presentations

Blakiston, R. "Is your web content useful, usable, and findable? Developing a content strategy for your library website." Poster session at the American Library Association Annual Conference, Anaheim, CA, June 24, 2012.

Blakiston, R., & Mery, Y. "Innovative models for integrating information literacy across campus." Presentation at the EDUCAUSE West/Southwest Regional Conference, Portland, OR, February, 22, 2012.

Blakiston, R., & Lee, D. "Website woes? How and why user input should guide your website decisions." Presentation at the Arizona Library Association Annual Conference, Tucson, AZ, November 30, 2011.

Service

University

Member, Student Affairs Policy Committee, 2011–2012

Mentor, Arizona Assurance Scholars Program, 2008–2012

National

Chair, Committee on Ethics, Association of College and Research Libraries (ACRL), 2011–2012

Member, Local Arrangements Committee, Instruction Section, ACRL, 2011–2012

Member, Technology Committee, University Libraries Section, ACRL, 2010–2012

Steve Bosch

Publications

Bosch, S. (2012). North American academic books: Average price and price indexes. In *The Library and Book Trade Almanac 2012*, 487–495, 508–511.

Bosch, S., & Henderson, K. (2012). Coping with the terrible twins: Periodicals price survey 2012. *Library Journal*, 137(8), 28–32.

Service

Regional and National

Chair, Acquisitions Section, Association for Collections and Technical Services (ALCTS), American Library Association (ALA), 2010–present

Member, Library Materials Price Index Editorial Board, ALCTS, ALA, 2010–present

Member, Coutts Oasis Library Advisory Board, 2010–present

Member, Springer Library Advisory Board, 2011–present

Member, Editorial Board, *Journal of Collaborative Librarianship*, 2011–present

Member, WEST Operations and Collections Council, 2011–present

Project Manager, GWLA Distributed Print Repository, 2011–present

Member, NISO Recommended Practices for Demand-Driven Acquisition (DDA) of Monographs Working Group, 2011–present

Michael Brewer

Publications

Brewer, M. "Copyright Genie." Online Copyright Duration Tool. Available at <http://librarycopyright.net/resources/genie/>

Huff-Eibl, R., Voyles, J., & Brewer, M. (2011). Competency-based hiring, job description, and performance goals: the value of an integrated system. *Journal of Library Administration*, 51(7/8), 673–691.

Presentations

Brewer, M. "The embedded library: how the University of Arizona Libraries are taking it to their users." Invited presentation at the California Conference on Library Instruction, Sacramento, California, April 27, 2012.

Service

University

Interim Chair, Academic Affairs Policy Committee, January–June 2012

Faculty Senator, Non-College, Faculty Senate, 2010–2012

Member, Academic Personnel Policy Committee, 2010–2012

Member, Academic Affairs Policy Committee, 2010–2012

Mentor, Arizona Assurance Scholars Program, 2009–2012

National

Chair, ASEEEES Panel, “Access to research and educational materials in our institutions: the role of governments and citizens.” ASEEEES National Convention, November, 2011.

Member, Copyright Subcommittee, Committee on Libraries and Information Resources (CLIR) of the Association for Slavic, East European, & Eurasian Studies (ASEEEES), 2005–2012

Member, Copyright Subcommittee, Office for Information Technology Policy (OITP), American Library Association, 2007–2012

Chrystal Carpenter

Publications

Carpenter, C. (Spring 2011). Archiving a tragedy: The Rep. Gabrielle Giffords memorial archive. *Congressional Papers Roundtable Newsletter*, p. 1, 4–5.

Service

University

Faculty Advisor, University of Arizona Society of American Archivists Student Chapter, 2010–present

Regional and National

Member, Collection Committee, Arizona Archives Summit website group, 2009–present

Member, Steering Committee, Congressional Papers Roundtable, Society of American Archivists (SAA), 2010–present

Member, Electronic Records Taskforce, Congressional Papers Roundtable, SAA, 2009–present

Mentor, Career Enhancement Program, Association of Research Libraries, 2010–2011

Erika Castaño

Presentations

Castaño, E. “Truly, madison-ly, deeply: Experience at the Archives Leadership Institute.” Presentation at the Society of Southwest Archivists/Conference of Inter-Mountain Archivists Joint Conference, Phoenix, AZ, May 26, 2012.

Castaño, E. “Quantitative value in archives: Stories from government, private non-profit, and academic repositories.” Presentation at the Arizona Archives Summit IV, Phoenix, AZ, January 27, 2012.

Service

National

Chair, Society of American Archivists, Nominating Committee, 2012–2013

Member, Society of American Archivists, Committee on Diversity, 2010–2012

Kimberly Chapman

Presentations

Carscaddon, L. & Chapman, K. "You tweetin' @ me? Social media in ARL libraries—hype or reality?" Poster session at the American Library Association Annual Conference, Anaheim, CA, June 23, 2012.

National

Co-Chair, Continuing Education Committee, Science & Technology Section, Association of College & Research Libraries (ACRL), 2010–2012

Member, Nominating Committee for 2013, Science & Technology Section, ACRL, 2011–2013

Honors/Awards

\$2,070 from University Libraries' Library Faculty Assembly SOAR Grant, 2011. For "Analysis of Social Media Use for Promotion and Communication in ARL Libraries." Joint research project with Laura Carscaddon (Georgia State University).

Cheryl Cuillier

Publications

Cuillier, C., & Stoffle, C. J. (2011). Finding alternative sources of revenue. *Journal of Library Administration*, 51(7/8), 777–809.

Stoffle, C. J., & Cuillier, C. (2011). Living the Future: Introduction. *Journal of Library Administration*, 51(7/8), 595–598.

Presentations

Cuillier, C., & Stoffle, C. J. "Choosing our futures... still!" Presentation at University of Oklahoma Libraries Conference, Oklahoma City, OK, March 2, 2012.

Service

Chair, American Library Association / Allied Professional Association Publishing Committee, 2011–2013

Jason Dewland

Presentations

Dewland, J., & Minihan, J. "The relative value scale: How relevant is a journal to your institution's research & instruction?" Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Service

National

Member, Business Reference and Services Section (BRASS) Program Planning Committee, Reference and User Services Association (RUSA), American Library Association (ALA), 2011–2012

Chair, BRASS Discussion Group, RUSA, ALA, 2012–2013

Joseph R. Diaz

Presentations

Diaz, J., Montiel-Overall, P., & Sadongei, A. "Languages in the State of Arizona: Legacy of Native Americans and Pioneers." Presentation at the Arizona Centennial Conference, Phoenix, Arizona, April 19, 2012.

Diaz, J. "The Life and Legacy of Cipriano Ortega: Ferocious Mexican Outlaw or Entrepreneurial Genius?" Presentation at the Arizona Centennial Conference Phoenix, Arizona, April 21, 2012.

Service

National

Member, Council, American Library Association, 2012–2015

Member, Board, National Organization for the Promotion of Library and Information Services to the Spanish Speaking (REFORMA), 2012–2013

Regional

President, Tucson Chapter of REFORMA, 2012–2013

Linda Dols

Presentations

Dols, L., Leon, L., & Voyles, J. "GWLA trends in resource sharing: What does the data tell us?" Presentation at the Greater Western Library Alliance (GWLA) Resource Sharing and Document Delivery Meeting, Houston, TX, May 7, 2012.

Dols, L., Lee, K., Quintana, D., & Voyles, J. "Forming a new team: Delivery, Description & Acquisitions Team (DDAT)." Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Mary Feeney

Publications

Feeney, M., Kollen, C., & Reyes, V. (2011). A Century of Mexican and Mexican American Press: Preserving the Past Online. *Microform and Digitization Review*, 40(4), 158–167.

Feeney, M., & Sult, L. (2011). Project management in practice: Implementing a process to ensure accountability and success. *Journal of Library Administration*, 51(7-8), 744–763.

Presentations

Feeney, M., Kollen, C., & Reyes, V. "Historical Mexican and Mexican-American Press: Imagining the Future by Preserving the Past Online." Presentation at the Arizona Library Association Annual Conference, Tucson, AZ, November 30, 2011.

Feeney, M., & Martin, J. "A 5-year Plan for Managing Physical Collections at the University of Arizona Libraries." Poster session at the Arizona Library Association Annual Conference, Tucson, AZ, November 29, 2011.

Service

University

Faculty Advisor, Library Student Organization (student chapter of the American Library Association), 2010–present

Vice-President, Alumni and Friends Council, School of Information Resources and Library Science, 2009–present

National

Co-chair, Electronic Resources in Communication Studies Committee, Education & Behavioral Sciences Section, Association of College & Research Libraries, 2010–present

Member, Advisory Council, Education & Behavioral Sciences Section, Association of College & Research Libraries, 2010–present

Website Manager, Task Force on the Environment, Social Responsibilities Round Table, American Library Association, 2003–present

Cass Fey

Service

National

Member, National Board, Society for Photographic Education, 2003–2012

Chair, Organizational Advancement Committee, National Board, Society for Photographic Education, 2011–2012

Jeremy Frumkin

Publications

Frumkin, J., & Reese, T. (2011). Provision recognition: Increasing awareness of the library's value in delivering electronic information resources. *Journal of Library Administration*, 51 (7-8), 810–819.

Frumkin, J. "Costs of Open Source Software Tool", Free and Open Source Software for Libraries (LYRASIS), <http://foss4lib.org/decision-support/costs-of-open-source-software>

Service

University

Chair, Campus Data Management Committee, 2012–present

Co-Chair, Campus Committee on Data Management and Cyberinfrastructure, 2011–present

Member, Dean's Information Technology Council, 2009–present

Member, Faculty Senate IT Committee, 2011–present

Member, Information Security Advisory Committee, 2009–present

Member, Information Technology Special Projects Committee, 2009–present

Member, Research Computing Steering Committee, 2012–present

National & International

Chair, Gender and Cultural Diversity Scholarships Committee, Code4lib, 2006–present

Member, Program Planning Committee, Joint Conference on Digital Libraries, 2009–present

Member, Digital Collections and Content Advisory Board, Institute of Museum and Library Services, 2008–present

Member, Program Committee, Open Repositories Conference, 2011–2012

Yan Han

Publications

Han, Y. (2011). Cloud computing: Case studies and total costs of ownership. *Information Technology and Libraries*, 30(4), 198–206.

Presentations

Han, Y., & Rawan, A. "International library partnerships: Logistical and technical issues relating to international digitization projects." Panelist at the American Library Association Annual Conference, Anaheim, CA, June 24, 2012.

Han, Y. "Trends in cloud computing." Panelist at the American Library Association Annual Conference, Anaheim, CA, June 24, 2012.

Han, Y. "Getting started with cloud computing using Amazon web services." Workshop at the American Library Association Annual Conference, Anaheim, CA, June 23, 2012.

Service

National

Chair, Standards Task Force, Library and Information Technology Association (LITA), American Library Association (ALA), 2010–2011

Member, U.S. PDF/A Working Group, 2009–present

Reviewer, *Management Research Review*, 2012

Reviewer, *Occasional Paper Series (OPS)*, 2012

Reviewer, *International Information and Library Review*

Robyn Huff-Eibl

Service

Secretary, LAMA SASS Circulation/ Access Services Discussion Group, Library Leadership and Management Association Division (LLAMA), American Library Association, 2011–2012

Co-Chair, Conference Program Planning Committee, 2012 Living the Future Conference at University of Arizona in Tucson, 2012

Doug Jones

Presentations

Jones, D. “Managing the digital library in the 21st century.” Presentation at the 4th Quantitative and Qualitative Methods in Libraries International Conference, Limerick, Ireland, May 22–25, 2012.

Service

University

Vice Chair, Committee of 11

At-Large Representative, Faculty Senate

Member, Faculty Senate Executive Committee

Member, Constitution and Bylaws Committee

Chair, University Committee on Corporate Relations

Ex officio member, Corporate Relations Council

National

Member, Library Advisory Committee, Optical Society of America

Member, Publications Long Term Planning Committee, Optical Society of America

Elizabeth Kline

Presentations

Sult, L., & Kline, E. "Supporting students where they are when they need it: Scaling instruction at the University of Arizona Libraries." Poster session at the Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Christine Kollen

Publications

Andrade, R. & Kollen, C. (2012). Using needs assessment to develop research and grant support services. *Advances in Librarianship* 35, 83–111.

Feeney, M., Kollen, C., & Reyes, V. (2011). A century of Mexican and Mexican American press: Preserving the past online. *Microform and Digitization Review*, 40(4), 158–167.

Presentations

Feeney, M., Kollen, C., & Reyes, V. "Historical Mexican and Mexican-American press: Imagining the future by preserving the past online." Presentation at the Arizona Library Association Annual Conference, Tucson, AZ, November 30, 2011.

Service

University

Exhibitor, University of Arizona Libraries, GIS Career Day, 2012

Regional and National

Chair, Spatial Data Catalogs Subcommittee, Geographic Technologies Committee, Map and Geospatial Information Round Table (MAGIRT), American Libraries Association (ALA), 2011–2012

Exhibitor, Arizona Geospatial Data and Maps, Pima County Department of Transportation's Annual GIS Fair, 2005–2011

Member, Geographic Technologies Committee, MAGIRT, ALA, 2008–present

Member, Publications Committee, MAGIRT, ALA, 2008–present

Webmaster, Map Scanning Registry, MAGIRT, ALA, 2005–present

Dan Lee

Presentations

Blakiston, R., & Lee, D. "Website woes? How and why user input should guide your website decisions." Presentation at the Arizona Library Association Annual Conference, Tucson, AZ, November 30, 2011.

Service

University

Senator-at-Large, Faculty Senate, 2011–2013

Jim Martin

Presentations

Andrade, R., Martin, J., & Situ, P. "The evolution of the information resources management: UA Libraries' experiences with doing more with less." Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Feeney, M., & Martin, J. "A 5-year plan for managing physical collections at the University of Arizona Libraries." Poster session at the Arizona Library Association Annual Conference, Tucson, AZ, November 29, 2011.

Martin, J., & Situ, P. "On-demand information delivery: An efficient strategy to satisfy users' needs with limited resources." Presentation at the Arizona Library Association Annual Conference, Tucson, AZ, November 29, 2011.

Betsi Meissner

Service

Regional and National

Member, Awards and Fellowships Committee, Registrar's Committee of the American Association of Museums, 2008–present

Yvonne Mery

Publications

Mery, Y., Newby, J., and Peng, K. (2012). Performance-based assessment in an online course: Comparing different types of information literacy instruction. *portal: Libraries and the Academy*, 12 (3), 283–298.

Mery, Y., Newby J., and Peng, K. (2012). Why one-shot information literacy sessions are not the future of instruction: A case for online credit courses. *College & Research Libraries* (73)4, 366–377.

Presentations

Mery, Y., Newby, J., & Pfander, J. "Online credit courses: providing effective learning environments for students." Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Blakiston, R., & Mery, Y. "Innovative models for integrating information literacy across campus." Presentation at the EDUCAUSE West/Southwest Regional Conference, Portland, OR, February, 22, 2012.

Mery, Y. "Engaging students with interactive tutorials." Presentation at the Arizona Library Association, Tucson, AZ, November 30, 2011.

Service

University

Member, University-Wide General Education Committee, 2010–present

Regional

Member, Student Learning Task Force, Greater Western Library Alliance, 2011–present

National

Chair, Conference Planning Committee, University Libraries Section, Association of College and Research Libraries (ACRL), 2011–2012

Intern, Instruction of Diverse Populations Committee, Instruction Section, ACRL, 2012–present

Member, Conference Planning Committee, Distance Learning Services, ACRL, 2010–2012

Member, Library Instruction Roundtable (LIRT) Top 20 Committee, 2011–present

Robert Mitchell

Service

University

Vice Chair of the Faculty and Presiding Officer of the Faculty Senate, Faculty Senate, 2005–2012

Roger Myers

Publications

Dinges, Bruce, ed. (2012). Arizona 100: A centennial gathering of essential books on the Grand Canyon State. *Journal of Arizona History*, 53(2), 111–220.

Presentations

Myers, R. “Teresistas to goat walkers: religious turmoil on the Borderlands” Presentation at the Society of American Archivists Annual Meeting, San Diego, CA, August 9, 2012.

Myers, R. “Book collectors to benefactors: Early Arizona collections and their gifting to public institutions.” Presentation at the Arizona Centennial Conference, Phoenix, AZ, April 21, 2012.

Service

University

Member, Search Committee, Archivist, University of Arizona Museum of Art, 2011–2012

Regional and National

Member, Arizona Newspaper Project Advisory Board

Member, Connection to Collections Grant Task Force

Member, Ethics Committee, Society of American Archivists

Cheryl Neal

Service

Member and Emerging Conference Leader, Planning Committee, 8th National Conference of African American Librarians, 2012

Jill Newby

Publications

Mery, Y., Newby, J., and Peng, K. (2012). Performance-based assessment in an online course: Comparing different types of information literacy instruction. *portal: Libraries and the Academy*, 12 (3), 283–298.

Mery, Y., Newby J., and Peng, K. (2012). Why one-shot information literacy sessions are not the future of instruction: A case for online credit courses. *College & Research Libraries* (73)4, 366–377.

Presentations

Mery, Y., Newby J., & Pfander, J. “Online credit courses: Providing effective learning environments for students.” Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Pfander, J., & Newby, J. “3-2-1 blast off! Launching the iPad into the academic librarian’s orbit.” Poster session at the Arizona Library Association Annual Conference, Tucson, AZ, November 29, 2011.

Service

University

Executive Board Member, Association of Women Faculty, 2009–present

Mentor, Arizona Assurance Scholars Program, 2010–present

National

Member, Virtual Institute Planning Committee, Association of College and Research Libraries (ACRL), 2011–2012

Member, Information Literacy Best Practices Committee, Instruction Section, ACRL, 2009–present

Nicole Pagowsky

Publications

Hoenke, J. & Pagowsky, N. (2012). Leading on all levels. *Library Leadership & Management*, 26(1), 1–3.

Bobilin, E., & Pagowsky, N. (2011). Serving players through selection. *American Libraries*, 42(11/12), 43.

Service

Chair, Instructional Technologies Interest Group, Library Information Technology Association, American Library Association (ALA), 2012–present

Chair, Student Retention Discussion Group, Association of College and Research Libraries (ACRL), 2012–present

Chair, Young Professionals Subcommittee, ALA, 2012–2013

Mentor, Emerging Leaders, ALA, January–June 2012

Member, Local Arrangements Committee, Instruction Section, ACRL, 2011–2012

Member, Student and Student Chapter Outreach Committee, New Members Round Table, ALA, 2011–2012

Jeanne Pfander

Publications

Hutchinson, B., Pfander, J., Tanaka, J., & Clark, J. (2011). Rangelands West/Global rangelands, eXtension rangelands, and the range science information system: A suite of new web resources. *Rangelands*, 33(4), 55–63.

Presentations

Mery, Y., Newby J. & Pfander, J. “Online credit courses: Providing effective learning environments for students.” Poster session at the Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Pfander, J., & Newby, J. “3-2-1 blast off! Launching the iPad into the academic librarian’s orbit.” Poster session at the Arizona Library Association Annual Conference, Tucson, AZ, November 29, 2011.

Service

University

Member, UA Reads Book Selection Committee, 2010–present

Mentor, Arizona Assurance Program, 2009–present

Program Proposal Reviewer, Online Education Project, 2011

Regional and National

Member, Horner Fellowship Committee, Arizona Library Association, 2009–present

Executive Committee, Western Rangelands Partnership

Vice-Chair, June 2011–February 2012

Chair, March 2012–present

Chestalene Pintozzi

Presentations

Pintozzi, C. "Implementing assessment in a large U. S. academic research library." Presentation at the 4th Quantitative and Qualitative Methods in Libraries International Conference, Limerick, Ireland, May 23, 2012.

Service

University

Member, Strategic Planning and Budget Advisory Committee (SPBAC), 2004–2013

Member, Core Coordinating Group and Executive Advisory Committee for "The Next 125" SPBAC scenario planning initiative, SPBAC, 2011–2012

Ex officio member, Faculty Senate Committee on Budget and Strategic Planning, 2004–2013

Member, Shared Governance Review Committee, 2007–13

Member, Intellectual Property Committee, 2009–2012

National

Member, *Academic Library Trends and Statistics Survey* Editorial Board, ACRL, 2010–present
Vice Chair, 2011–2012

Member, Assessment Committee, ACRL, 2010–present

Atifa Rawan

Presentations

Han, Y., & Rawan, A. "International library partnerships: Logistical and technical issues relating to international digitization projects." Panelist at the American Library Association Annual Conference, Anaheim, CA, June 24, 2012.

Rawan, A. "The status of women and higher education institutions in Afghanistan." Keynote speaker at the Meeting of the American Association of University Women of Tucson, Tucson, AZ, February 4, 2012.

Rawan, A. "The building of Afghanistan digital libraries and digitization activities in Afghanistan." Keynote speaker at Yale Club Meeting, Tucson, AZ, November 4, 2011.

Verónica Reyes-Escudero

Publications

Feeney, M., Kollen, C., & Reyes, V. (2011). A Century of Mexican and Mexican American Press: Preserving the Past Online. *Microform and Digitization Review*, 40(4), 158–167.

Presentations

Reyes-Escudero, V. "Vying for Place in Our Historical Record." Keynote presentation at LSO Symposium titled "Diversity and Cultural Representation." Tucson, AZ, March 24, 2012.

Feeney, M., Kollen, C., & Reyes, V. "Historical Mexican and Mexican-American Press: Imagining the Future by Preserving the Past Online." Presentation at the Arizona Library Association, Tucson, AZ, November 30, 2011.

Service

University

Mentor, Arizona Assurance Scholars Program

National

Mentor, Career Enhancement Program, Association of Research Libraries

Honors

Selected to participate in the 2011–2012 UA Academic Leadership Institute
Lois Olsrud Faculty Excellence Award, 2012

Andrew See

Presentations

See, A. "Patron-driven acquisitions: bridging the boundaries of need and access to information resources." Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Ping Situ

Presentations

Situ, P., Andrade, R., & Martin, J. "The evolution of the information resources management: UA Libraries' experiences with doing more with less." Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Situ, P., & Martin, J. "On-demand information delivery: An efficient strategy to satisfy users' needs with limited resources." Presentation at the Arizona Library Association Annual Conference, Tucson, AZ, November 29, 2011.

Situ, P., Wang, L., & Zheng, M. "Historical development and prospect of the East Asian libraries in North America." Presentation at the 1st Forum on Collaboration on Area Studies Collection Development between China and US Academic Libraries, Xiamen University, China, October 12, 2011.

Situ, P. "A glimpse of ILL and document delivery services at the UA Libraries." Presentation at the Shanghai Library, China, October 9, 2011.

Service

University

Member, Committee on Committees, 2010–2013

National

Chair; Nominating Committee; Asian, African, and Middle Eastern Section; Association of College and Research Libraries; 2010–2012

Member, Committee on Chinese Materials, Council on East Asian Libraries, 2011–2014

Leslie Squyres

Service

Regional

Member, Distinguished Service Award Committee, Society of Southwest Archivists, 2011

Member, 40th Anniversary Celebration Planning Committee, Society of Southwest Archivists, 2011–2012

Carla Stoffle

Publications

Cuillier, C., & Stoffle, C. J. (2011). Finding alternative sources of revenue. *Journal of Library Administration*, 51(7/8), 777–809.

Stoffle, C. J., & Cuillier, C. (2011). Living the Future: Introduction. *Journal of Library Administration*, 51(7/8), 595–598.

Presentations

“Libraries and Intellectual Freedom.” Presented at the Ethnic Studies, Academic Freedom, and the Value of Scholarship Forum, University of Arizona, Tucson, April 10, 2012.

Service

University

Member, Budget Redesign Committee, 2009–present

Regional

Member, Board of Trustees, Amigos Library Services, 2009–present

Chair, Nominating Committee, Amigos Library Services, 2011–present

Treasurer, Trejo Foster Foundation Board, 2000–present

National

Councilor at Large, American Library Association, 2008–2011

Transforming Research Libraries Steering Committee, Association of Research Libraries, 2011–2014

Mentor, Leadership & Career Development Program, Association of Research Libraries, 1997–present

Honors

2012 Joseph W. Lippincott Award, American Library Association
2012 Rangelands West Trailblazer Award, Rangelands West Partnership

Kerrie Stramler

Service

Treasurer, Library Support Staff Interest Round Table, American Library Association, 2008–2014

Leslie Sult

Publications

Feeney, M., & Sult, L. (2011). Project management in practice: Implementing a process to ensure accountability and success. *Journal of Library Administration*, 51(7-8), 744–763.

Presentations

Sult, L., & Kline, E. "Supporting students where they are when they need it: Scaling instruction at the University of Arizona Libraries." Poster session at the Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Service

University

Undergraduate Council, 2010–present

Quality Matters Course Reviewer, 2010–present

National

Member, Membership Committee, University Libraries Section, Association of College and Research Libraries, 2010–present

Teetor, Travis

Publications

Buzzard, P., & Teetor, T. (2011). Best practices for a university laptop lending program. *Code4lib Journal*, 15.

Presentations

Miller-Wells, J., & Teetor, T. "Data driven strategic planning for access services." Poster session at the Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Brite, A., Miller-Wells, J., & Teetor, T. "Quick and (mostly) painless space usage assessment using iPads and netbooks." Poster session at the Arizona Library Association Annual Conference, Tucson, AZ, November 29, 2011.

Service

University

Staff Dispute Resolution Committee

Dana Von Berg

Service

Member, Publications Committee, International Relations Round Table, American Library Association, 2011–2013

Jeanne Voyles

Publications

Huff-Eibl, R., Voyles, J., & Brewer, M. (2011). Competency-based hiring, job description, and performance goals: the value of an integrated system. *Journal of Library Administration*, 51(7/8), 673–691.

Presentations

Dols, L., Leon, L., & Voyles, J. “GWLA trends in resource sharing: What does the data tell us?” Presentation at the Greater Western Library Alliance (GWLA) Resource Sharing and Document Delivery Meeting, Houston, TX, May 7, 2012.

Dols, L., Lee, K., Quintana, D., & Voyles, J. “Forming a new team: Delivery, Description & Acquisitions Team (DDAT).” Poster session at Living the Future 8 Conference, Tucson, AZ, April 24, 2012.

Service

Regional and National

Committee Chair, RUSA STARS Interlibrary Loan Committee, ALA, 2010–2012

Committee Member, RUSA STARS Executive Committee, ALA, 2010–2012

Committee Member, STARS Rethinking Resource Sharing Committee, ALA, 2010–2012

Committee Member, Resource Sharing Document Delivery Committee (RS/DD), Greater Western Library Alliance (GWLA), 2010–present