



*UNLV Faculty Institute on Research-Based Learning for High Impact Classes participants Timothy Jones, Cheryl Taranto and Lynn Comella confer during a session.*

## **LIBRARIANS AND UNLV FACULTY BRING RESEARCH INTO THE CLASSROOM**

*The UNLV Faculty Institute on Research-Based Learning for High Impact Classes*

Librarians are collaborating with UNLV faculty to make quality research an integral part of large-enrollment, lower-division courses. In January, 16 faculty members participated in the UNLV Faculty Institute on Research-Based Learning for High Impact Classes (UFI) in Lied Library.

During the three-day institute, eight liaison librarians partnered with faculty, starting a process of assignment/course revisions that will be implemented during the 2010–2011 academic year. Faculty continued to meet in a series of follow-up sessions to address learning assessment and using technology to support large-enrollment courses and their redesign progress.

For Dr. Timothy Jones, a lecturer in the Department of Music, the UFI hit just the right note. Jones teaches the popular History of Rock Music course taken by many undergraduate students. Each class ranges from 120 to 200 students, and prior to the UFI, he says he “just about killed himself” assigning and grading a five-page research paper for this large number of students each semester.

“For a course like History of Rock Music, I believe the purpose of research-based learning is to engage the students in what they are learning,” says Jones. As a result of the UFI, he developed an assignment with library liaison Dr. Cheryl Taranto for which the students will choose a solo artist or band and create a pithy promotional packet for that artist. Over a period of eight weeks, students will research such topics as the artist’s influences and important works, access published reviews, and integrate a variety of sources to market their artist or band to fellow students. “The students will rate each other’s projects in a peer process, and I, in turn, will issue the students their grades, ranging from A (world tour!) to F (don’t call us; we’ll call you!),” says Jones.

This is exactly the momentum the developers of the UFI hoped for, says Anne Zald, head of the Libraries Instruction Department. “Research-based learning, as defined for the institute, attempts to engage students in their own learning by breaking the research process

grow, focus, innovate, discover, achieve, reach, connect, create, learn, inspire, celebrate, explore, innovate, discover, achieve, reach, focus, achieve, reach, focus, grow, connect, create, explore, innovate, discover, a



*Patricia Iannuzzi*  
*Dean, University Libraries*

**“We care deeply about our students, but we reach many more students by working through the faculty.”**

## CONNECTIONS

**Editor:** *Deborah Millett*

**Design:** *Lee Hill*

**Photography:** *UNLV Photo Services,*

**Archival Photos:** *UNLV  
Special Collections*

*For information, call (702) 895-2286  
or visit us on the web at  
<http://www.library.unlv.edu>.*

*Connections is a publication of the  
University of Nevada, Las Vegas Libraries*

## FROM THE DEAN

I often say that I am an educator, but as I look back over my first five years as dean of University Libraries, I realize I have become a change agent too. Certainly during this biennium, I am leading the Libraries through a time of immense change and uncertainty. Our staff has accelerated partnering efforts with UNLV faculty, looking for new ways to align the Libraries with the UNLV mission, with a special focus on our undergraduate education reform efforts. We care deeply about our students, but we reach many more students by working through the faculty.

Our cover story details one of the ways librarians are working with faculty: the UNLV Faculty Institute on Research-Based Learning for High Impact Classes. The institute in January was funded by the Libraries Advisory Board and designed by a consortium of academic partners, including the University Libraries. Faculty members walked into the institute with one syllabus and one way of teaching and emerged three days later with new ways to enrich their courses and engage their students.

Internally, the Libraries are building a culture of continuous improvement. You’ll read about the updating of our Technical Services Department, a great example of the benefits of the Lean method of improving efficiencies and workflow — the result of which is an annual savings of thousands of dollars.

I address the issues of budget, change, and uncertainty in a question-and-answer session called UNLV Libraries Navigate Through Fiscal Challenges. I put a great deal of thought into my answers, and I want to emphasize the Libraries’ commitment to the university and to the community.

And as a final reference to the Libraries’ commitment to finding creative ways to move ahead during this period of retrenchment, the announcement about a \$95,000 grant to create the digital project The Historic Landscape of Nevada: Development, Water and the Natural Environment reflects the talent of library staff in securing external funding, as this is the third grant in as many years to support our digital initiatives.

Through ongoing efficiencies, creativity, and community support, we will continue to make progress.

A handwritten signature in black ink that reads "Pati Ianni".

*Patricia Iannuzzi*  
*Dean, University Libraries*

## GRADUATE FELLOWSHIPS PAIR STUDENTS WITH LIBRARIES LIAISONS

A summer 2009 project paired graduate students with their subject liaison librarians to develop ways to introduce students to the library resources essential for their research. Working under the direction of humanities librarian Priscilla Finley, two history students, Jonathan Foster (then ABD, now Ph.D.) and Megan Weatherly (an MA candidate), surveyed faculty and students.

They created online learning modules that described a historical event and directed students to learn more by examining newspaper articles, oral histories, and census data from the library's collections. A chemistry student, Priyatham Gorjala, worked with science librarian J.D. Kotula on a similar project focused on investigation tasks related to the chemistry department curriculum.

"The Libraries created a win-win situation," says Patricia Iannuzzi, dean, University Libraries. "As colleges are struggling to pay graduate assistants' competitive fellowships, we were able to provide a summer extension to the fellowships and offer them the opportunity to work on meaningful projects alongside library faculty."

History department chair Dr. David Wrobel says, "The result of



*History students Jonathan Foster and Megan Weatherly developed innovative assignments during graduate fellowships.*

their endeavors has been superb: Hundreds of students each semester, history majors and nonmajors, are doing the innovative assignments they created on the Nevada Test Site Oral History Project and on the deportation of Mexican Americans in the 1950s. This fellowship

serves as a wonderful example of how departments can collaborate with the Libraries to promote undergraduate research."

For more information on graduate fellowships, contact Vicki Nozero, director, research and education, at [victoria.nozero@unlv.edu](mailto:victoria.nozero@unlv.edu).

grow, focus, innovate, discover, achieve, reach, connect, create, learn, inspire, ce  
learn, inspire, celebrate, explore, innovate, discover, achieve, reach, focus,  
achieve, reach, focus, grow, connect, create, explore, innovate, discover, a

## UNLV Libraries Navigate Through Fiscal Challenges

### *A Candid Discussion With Dean Patricia Iannuzzi*

Facing the most difficult time in UNLV's 50-year history, the dean of University Libraries is making some tough decisions to ensure that the Libraries continue to serve as robust academic partners, provide deep scholarly resources, offer quality services, and deliver focused outreach and instruction for faculty and students.

Patricia Iannuzzi has served as dean of Southern Nevada's only research library for five years. Through electronic collections and an improved website, the University Libraries have effectively constructed a library without walls and provided unparalleled access to library resources. With a focus that places the Libraries at the center of student learning, the University Libraries are leading efforts to ensure that UNLV graduates become expert lifelong learners.

Maintaining excellence during a recession comes at a cost. We asked the dean to discuss her strategies for leading the Libraries through this biennium and beyond.

**Q.** Describe the measures you took in response to early budget cuts to the Nevada System of Higher Education (NSHE) and to UNLV.

**A.** *The University Libraries had to change the way it operated; some of these changes are more obvious than others. Units streamlined operations,*

*reduced staff, eliminated services, purchased fewer books, and reduced journal subscriptions. Initially, the severe budget impact provided an opportunity to review operations and find ways to be more efficient. In the first round of cuts, library staff, working with campus partners, eliminated journal subscriptions in duplicate formats and downsized operations through the elimination of seven staff positions.*

**Q.** How are you responding to the current round of budget cuts?

**A.** *As we enter the third round of cuts, the impacts are more obvious and significantly affect our academic mission. To date, the Libraries have permanently cut \$1.3 million in collections, nine staff positions, and an additional \$500,000. Five additional staff positions are frozen. In addition, the Libraries reduced the number of hours that instruction and research assistance is available at service points such as the computer help desk, research and information services, the circulation desk, and the branch libraries. Librarians have made deep cuts in research collections in order to balance a flat budget that is subject to 8 percent to 10 percent annual inflation rates. Processing certain special collections is on hold, and growing collection backlogs will be addressed when funds allow.*



*Dean Iannuzzi*

**Q.** Has library use by faculty and students changed during this period?

**A.** *Our libraries experienced dramatic increases in use during the past two years — in on-site visits, demand for help at service points, number of instruction classes, and use of digital collections. Necessary cuts in service have been informed by reviewing feedback from the 2009 LibQual+ survey and focusing on changes that will have the least impact on our students and faculty.*

**Q.** You cut \$1.3 million in collections. How did you know what to cut and where to start?

**A.** *Collections decisions are informed by data. In 2008, the Libraries initiated an intensive data-analysis project of collections use and rate of inflation. Staff used that information*

to start conversations about possible cuts to electronic journals, databases, and books. Feedback from faculty also informs these decisions. Due to inflation, for every year we do not receive a budget INCREASE of \$390,000, collections must be reduced by that amount. As a result of cuts, our libraries now purchase 50 percent fewer books. Librarians have moved the acquisition model from “just in case” to “just in time.” The Libraries cannot afford to buy books assuming that some day someone will use them. Instead, staff align collections cuts with campus priorities for research and curriculum, and our libraries invest in faster delivery systems to acquire books on demand.

**Q.** How are you handling operations with fewer staff?

**A.** To date, the Libraries used normal attrition and positions vacated through incentive programs to meet our targeted cuts. However, library work is highly specialized and existing staff cannot always be reassigned to fill vacancies. This is especially true for library faculty and professional positions. For example, library faculty who are subject liaisons do not have the expertise to be metadata librarians, and a computer programmer is not trained to be an instructional designer. With the implementation of another Voluntary Separation Incentive Program (VSIP), the Libraries expect to lose more experienced staff. I am proud to note that all library staff are

stepping up and key strategic hires address our most critical needs, but there is no doubt that we are now a different organization from what we were only a few years ago.

**Q.** Describe some of the way the Libraries are aligned with the campus.

**A.** The Libraries Strategic Plan for the biennium started with the campus plan, and every action advances campus priorities. When he was executive vice president and provost, UNLV President Neal Smatresk emphasized the need for all deans to demonstrate efficiencies. Annual reports from library departments include a section on efficiencies achieved, as does the Libraries annual report. These efforts resulted in the elimination of positions as staff retire and in staff reassignments. Several staff were trained in Lean Six Sigma techniques to review processes and streamline operations.

**Q.** What budget concerns keep you awake nights?

**A.** Where to start? I worry about staff morale and the quality-of-life implications faced by those who are hit the hardest — classified staff, professional staff, tenure track faculty, and student employees. Most are struggling to make ends meet, and many have to work multiple jobs to make a living wage. I worry about a library without books. I am concerned about running out of space for important collections that

document the history of this fabulous region. I worry about what it means to live in a state where too few are willing to invest in an education infrastructure for itself, its work force, its citizens, and its children.

**Q.** Are you optimistic about the Libraries' future and the ability to continue to serve our students and our community?

**A.** I am optimistic that the Libraries will continue to find innovative ways to streamline and improve services. We owe that to our community. By acting strategically, the University Libraries can position itself as a leaner and even more effective organization. I am cautiously optimistic that collections funding will be restored so that our scholarly resources can support the teaching and research mission at UNLV. During my five years at UNLV, I have been humbled and overwhelmed by the outpouring of support for the Libraries from so many in the Las Vegas community. I am optimistic that as Las Vegas rebounds, our many friends and supporters will continue to work with us to build the research library that our university, community, and state need to ensure a sustainable and prosperous future.

For more information:  
UNLV Budget: <http://www.unlv.edu/budget/>  
Libraries Strategic Plan: [www.library.unlv.edu/about/strategic\\_plan09-11.pdf](http://www.library.unlv.edu/about/strategic_plan09-11.pdf)



grow, focus, innovate, discover, achieve, reach, connect, create, learn, inspire, ce  
learn, inspire, celebrate, explore, innovate, discover, achieve, reach, focus,  
achieve, reach, focus, grow, connect, create, explore, innovate, discover,

## TECHNICAL SERVICES DIVISION

### *Quality Customer Service and Cost Savings Focus of Restructured Division*

You perform a search ... you find a database ... you locate the full-text journal article you are looking for ... you search the online catalog ... you pull the book from the shelf. It seems like a simple transaction, this seamless linkage of electronic and print resources. Behind the scenes, though, dozens of people are working to make information and materials accessible. This is Technical Services.

A network of library staff handles every book before it reaches the library's book stacks to be checked out by the patrons. Subject liaison librarians work closely with university faculty. The Materials Ordering and Receiving (MOR) Department processes the orders, and when materials are received, Bibliographic and Metadata Services (BMS) staff catalog the book according to author, title, subject, category, etc., so that it can be found. Subscriptions to electronic databases are handled in a similar manner. This is a highly simplified version of the complex operation Tamera Hanken refined when she joined the Libraries as director of Technical Services in 2009.

During Hanken's first six months, she initiated a number of process reviews to streamline workflow, introduced service quality as a core value of the division, and implemented several cross-training activities. The cross training and process reviews have eliminated one senior position and freed up two other positions that were reassigned. The

process encourages staff to focus on efficiency and service effectiveness.

"My goal is to motivate and empower staff to take risks and to question past practices," says Hanken. "I encourage them to reinvent what they are doing, focus on cost reduction, but always remember to ask: 'Who are our customers?' and 'What kind of

service do we provide?'"

Hanken seeks out signs of a broken process, like extended wait times, and encourages staff to do the same. Using a method called Lean (<http://www.lean.org/WhatsLean/>), she analyzes a process's steps and

*Tech Services continues on page 11*

### *Who Makes It Happen: Tamera Hanken, Director of Technical Services*

"The Libraries were interested in streamlining operations when we hired Tamera Hanken last year. Tamera is an expert in efficiencies and is pursuing certification in using the Lean and Six Sigma methods of management," says Patricia Iannuzzi, dean, University Libraries.

"Throughout my library career, I have been involved in workflow analysis in a variety of environments, including academic, public, and vendor," says Hanken. "I appreciate the opportunity to apply what I've learned and to continue to learn in an environment as dynamic as the UNLV Libraries Technical Services Division."

Hanken holds a master's degree in Library Science from Texas Woman's University (1998) and expects to complete in 2010 a graduate certificate

in Supply Chain Management/Logistics with an emphasis in Lean Operations from the University of Alaska and a master's degree in Public Administration (nonprofit management) through Troy University.

Hanken is currently preparing three scholarly articles for publication:

- Reverse Logistics in the Book Industry: The Potential of Printing on Demand to Change How Publishers and Libraries Currently Conduct Business
- Work Force Challenges Within the Public "Library" Sector: Recruitment, Retention, and Diversity
- An Overview of Process Improvement Strategies in Libraries, From Ranganathan and Shewhart to Lean and Six Sigma



## LIBRARIES RESOURCES BENEFIT LOCAL BUSINESSES

During these difficult economic times, it is more important than ever for business owners and operators to make sound financial decisions. One of the best resources for businesses large and small is right here at UNLV.

The University Libraries is the premier research library for Southern Nevada. The Libraries provides access to a wealth of information, full-text articles, and databases not available via Google. More than just links, the Libraries offers commercial, proprietary information to the business community at no charge.

Patricia Iannuzzi, dean of University Libraries, was invited to speak to groups such as the Las Vegas Rotary Club and the Las Vegas CEO-CFO Group last year. Iannuzzi is promoting library services supporting the local business community.

“My family has owned local businesses for more than 50 years,” says Joe Kennedy, JA Kennedy Real

Estate and chair of the Libraries Advisory Board. “Especially in these challenging economic times, the value of having access to the Libraries’ databases and resources is clear. As a business owner, I appreciate Dean Iannuzzi’s commitment to the Southern Nevada business community, and in turn, I

[php?uid=1564](#)) supports UNLV’s College of Business, Center for Business and Economic Research, and the Small Business Information Gateway, a joint effort between the Libraries and the Las Vegas Small Business Development Center (NSBDC). It is specifically designed to assist NSBDC clients with

Libraries’ databases and resources.

Griffis also provides research assistance through a U.S. Commerce Department program called ExporTech, which helps manufacturing and technology companies enter or expand in global markets by bringing national and local export experts together to help develop an export plan for each company.

Griffis is available

to help businesses use Libraries’ resources for research. If your group would like an expert in business resources from the Libraries to speak at a meeting, please contact MJ Miller, external relations director, at [mj.miller@unlv.edu](mailto:mj.miller@unlv.edu).

**Online Databases**

UNLV Libraries license and pay for hundreds of databases in all subjects. A selected list of business resources follows. Complete list at: <http://www.library.unlv.edu/search/databases/index.html>

A guest pass for online database access from library computers is available at the Computer Help Desk on the 1st floor of Lied Library. A valid driver's license or state issued identification card is required to obtain a pass. General Internet access is restricted.

**Investment Information**  
**Value Line Research Center:** Investment publications covering stocks, mutual funds, options and convertible securities. Reports provide evaluations of investments and buy/sell recommendations.

**Business News & Articles**  
**ABI/Inform & Business Source Premier:** Collections of business magazines and journals in the areas of management, marketing, economics, accounting, information technology and finance. Includes both scholarly and professional magazines and journals, covering trade and industry publications.

**Trade & Commercial Organizations**  
**Associations Unlimited:** Information on approximately 460,000 international and U.S. national, regional, state, and local nonprofit membership organizations in all fields. Listings of trade organizations for specific industries can be obtained.

**Company Information**  
**OneSource:** Detailed profiles of public and private companies with financial information including SEC documents. Used for building a list of companies by industry and/or location. It provides information on key employees and enables company financial benchmarking against industry norms.

*UNLV Libraries Business Community Resources Brochure provides information on hundreds of databases in all subjects.*

encourage the business community to utilize and support the Libraries.”

Business librarian Patrick Griffis is a great resource for local businesses. His Business and Economics Guide on the Libraries’ website (<http://guides.library.unlv.edu/profile>).

## UNIVERSITY LIBRARIES

**Lied Library**  
(main library)

[library.unlv.edu](http://library.unlv.edu)  
895-2286

**Architecture Studies Library**

[library.unlv.edu/arch](http://library.unlv.edu/arch)  
895-1959

**Curriculum Materials Library**

[library.unlv.edu/cml](http://library.unlv.edu/cml)  
895-3593

**Music Library**

[library.unlv.edu/music](http://library.unlv.edu/music)  
895-2541

grow, focus, innovate, discover, achieve, reach, connect, create, learn, inspire, ce  
learn, inspire, celebrate, explore, innovate, discover, achieve, reach, focus,  
achieve, reach, focus, grow, connect, create, explore, innovate, discover, a

## LSTA GRANT FUNDS LIBRARIES DIGITAL PROJECT

The Libraries was awarded \$95,000 from the Library Services and Technology Act (LSTA) through the federally funded Institute of Museum and Library Services administered by the Nevada State Library and Archives. The grant will fund a digital project, titled The Historic Landscape of Nevada: Development, Water and the Natural Environment, documenting the history of water resource management in Southern Nevada. This project will complement the Libraries' current digital collection Las Vegas and Water in the West, and it supports the university's Urban Sustainability Initiative.

This is the third LSTA grant the Libraries has received since 2008, bringing the total funding for digital projects to \$240,000. Previous grant projects were *Menus: The Art of Dining* and *Southern Nevada: The Boomtown Years 1900–1925*.



*The Union Pacific Railroad's first well near the original Las Vegas Springs in 1924. On the scaffolding is Walter R. Bracken, Las Vegas agent for the railroad and vice-president of the Las Vegas Land and Water Company, the railroad subsidiary which owned and controlled the water supply in Las Vegas.*

## THIRD ANNUAL RETIREES' LUNCHEON

*Dean Patricia Iannuzzi welcomed Libraries' retirees at the annual retirees' luncheon on Oct. 14, 2009. Front row, left to right: Kathy War, Kathy Rothermel, Marta Sorkin, Billie Polson, and Elmer Curley. Standing, left to right: Mary McCoy, Pete Gratton, Dean Patricia Iannuzzi, Esther Brown, and Alice Brown.*



## NAACP 100th ANNIVERSARY

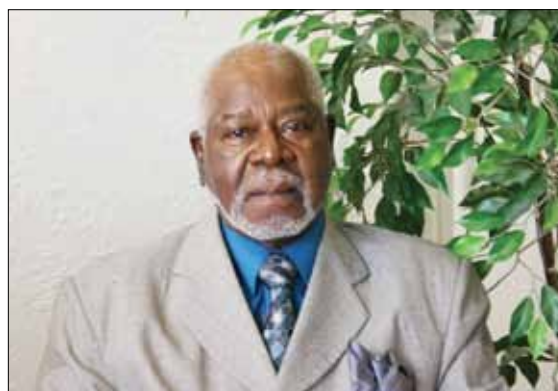
### *Oral History Research Center Collects and Shares Memories of Las Vegas' African-American Population*

The nation's oldest civil rights organization, the National Organization for the Advancement of Colored People (NAACP), was founded in 1909. But in Las Vegas in 1925, the Ku Klux Klan paraded down Fremont Street in full regalia. A year later, the Las Vegas branch of the NAACP, Number 1111, was founded.

The Oral History Research Center (OHRC) at UNLV conducts and collects interviews of people able to provide firsthand observations on a variety of historical topics about Las Vegas and Southern Nevada. The OHRC has collected many oral histories of local African-Americans, including Joe Neal, Lucille Bryant, David Washington, Monroe Williams, Sarann Knight Preddy, Alice Key, and Anna and Dr. William "Bob" Bailey.

Las Vegas would have been a far different place without the experiences, accomplishments, and contributions of blacks. Migratory streams began before the construction of the Hoover Dam and never relented.

For many years, segregation was a way of life: from separate worship services to employment barriers. In 1970, schools and housing were still segregated and African-Americans were relegated to menial jobs. What happened between 1925 and 1970? Blacks formed clubs and organizations, owned businesses,



*Above, an evening at the Moulin Rouge, 1955. Front row, left to right: Norma De La Cerna, drummer Jimmy Cobb, unidentified showgirl, Barbara Witt, and Dee Dee Jasmin. Back row, left to right: Anna Bailey, Maitre d' Pat Patterson, Dinah Washington, and Dr. William "Bob" Bailey. At left is Andrew "Andy" Brewer, a past president of the NAACP.*

built a vibrant spiritual community, joined the political arena, worked as headliners in major Strip hotel-casinos, and helped build Las Vegas. These are the African-Americans' histories being collected by Claytee White, director of the OHRC.

"Along the way, they erased visible racial boundaries and have begun sharing their memories," says

White. "We are working to collect as many oral histories as we can while we can. These firsthand accounts allow black achievements to be written into the town's history between and around narratives and paragraphs penned many years ago."

For more information, visit [http://www.library.unlv.edu/oral\\_histories/index.html](http://www.library.unlv.edu/oral_histories/index.html).

grow, focus, innovate, discover, achieve, reach, connect, create, learn, inspire, celebrate, explore, innovate, discover, achieve, reach, focus, achieve, reach, focus, grow, connect, create, explore, innovate, discover, a

## DONORS HELP UNIVERSITY LIBRARIES INVENT THE FUTURE

Fireworks exploded and streamers flew Nov. 5, 2009, when President Neal Smatresk announced the successful conclusion of UNLV's eight-year Invent the Future campaign — the \$500 million goal had been met! Great news! But what did it mean for the Libraries?

In fact, the Libraries have benefitted greatly from the generosity of many donors throughout the campaign. As a comprehensive campaign, every gift, big or small, designated or unrestricted, was counted. Early on, some long-standing library donors, like Fred Gibson and Flo Mlynarczyk and her family, led the way by establishing endowment funds and supporting collections.

The Tiberti family's noteworthy gift named the Libraries' board room the "JA Tiberti Board Room" in honor of



*Dean Patricia Iannuzzi and Libraries' Advisory Board Chair Joseph A. Kennedy present Renaldo Tiberti (center) with a token of appreciation for hosting the 2010 Dean's Associates event.*

the 86th birthday of family patriarch J.A. Tiberti.

Campaigns often inspire new programs or services. When Dean Patricia Iannuzzi mentioned her desire to initiate an award for undergraduate research using campaign funds, Lance Calvert, then chair of the Libraries Advisory

Board, immediately expressed an interest in making the idea a reality. Calvert and his wife, Elena, generously endowed the Calvert Award for Undergraduate Research, funding it in perpetuity. Flora Mason said she and her husband, Stuart, were interested in making a campaign gift for undergraduate

## FACULTY INSTITUTE

*Continued from page 1*

down into smaller steps to build skills, provide feedback, and get students more actively involved by asking and pursuing questions."

Designed to help faculty find innovative ways to utilize the Libraries' collections in their courses, the institute focused on the importance of the early introduction of substantive research and critical thinking into the curricula. Zald emphasizes that while faculty are central to development and delivery of curricula, they are the nexus of a

large web of resources outside the classroom that must be integrated into the learning process. These resources include librarians and library collections, technology, and academic support services like writing centers. Connecting students to these resources cannot be left to chance when students are multitasking nonstop, managing the competing priorities of school, work, families, and friends. These connections need to be made deliberately.

The UFI was funded by the Libraries Advisory Board. "An

important part of the college experience is learning how to learn — being self-directed in getting what you need to succeed," says Jennifer Lewis, a member of the Libraries Advisory Board. "For new students and those not necessarily as well prepared, we need to build bridges for this kind of learning."

Lewis says that the Advisory Board funded the UFI to enable the Libraries to support faculty faced with three initiatives that will impact their teaching: the movement to large-enrollment

students in a way similar to a scholarship.

Their offer was the catalyst for the Undergraduate Peer Research Coaches pilot program, which is now endowed as the Mason Peer Research Coaches Program. Future gifts, frequently in the form of bequests, represent an important segment of campaign gifts. Three special women made significant commitments to the Libraries: Billie Polson worked in the Libraries for nearly 40 years, Kathy Morlan taught in Clark County schools for 20 years, and Florence Bolatin is a founding member of the Libraries Advisory Board.

While space prevents listing the hundreds of people who have generously supported the Libraries since 2002, each and every donor has played a part in helping the Libraries Invent the Future for UNLV's students.

classes, the redesign of the general education requirements, and the goal of enhancing students' first-year experiences.

The UFI was designed by a consortium of academic partners, including the University Libraries, UNLV's Office of Information Technology, the Teaching and Learning Center, and the Office of Academic Assessment, with the support of the Office of Executive Vice President and Provost. More information can be found at <http://library.unlv.edu/faculty/Institute/>.

## PEER COACHES READ-ALoud EVENT

The Curriculum Materials Library hosted a read-aloud event with the Libraries Peer Research Coaches last November. This event showcased the storytelling and public-speaking skills the coaches

developed and honed during an earlier storytelling workshop. It also gave Libraries staff a chance to see firsthand the skills and talents the Peer Research Coaches are developing.



Peer coaches Ronald Adlaon (left) and Brittany Edwards read to second graders at the Dean Petersen Professional Development School last year.

## TECH SERVICES

*Continued from page 6*

activities to calculate optimum turnaround times and unit costs. Hanken's staff takes an active role in the decision-making process and welcome the opportunity to make a contribution.

Staff members gather data and map the processes they are a part of and make changes as opportunities for streamlining or cost savings are identified — achieving two goals of Lean: improving turnaround time and reducing cost. One of the process review teams has already implemented significant changes to a core cataloging process that reduced the cost by nearly 50 percent and improved the overall efficiency of the workflow.

Two principles of Lean involve identification of all steps in a process — eliminating, when possible,

the steps that don't add value and ensuring the steps occur in a logical sequence so that the product, i.e., the book, flows smoothly toward the customer. By focusing on these principles, the MOR and BMS departments are experiencing seamlessness and more transparency. Processes that previously spanned departments and were managed in pieces now flow more smoothly.

According to Hanken, "Lean is an easy-to-learn and easy-to-implement method to improve efficiencies or to repair damaged or long-ignored processes." What she appreciates most about Lean is that it "reduces the need for a more drastic, often uninformed, top-down reorganization; instead, it involves those closest and most invested in the actual work to establish their own culture of continuous improvement."



Non-Profit Org.  
U.S. Postage  
PAID  
Las Vegas, NV  
Permit No. 200

University Libraries  
Box 457001  
4505 S. Maryland Parkway  
Las Vegas, NV 89154-7001

**UNIVERSITY LIBRARIES  
ADVISORY BOARD**

Joseph A. Kennedy, '94, Chair  
Florence Bolatin  
Judith Bronken Boyer  
Lance Calvert  
Sherry Colquitt, '90  
David Emerson  
Alvin Esbin  
Eileen Horn, '89  
Patricia Iannuzzi  
Melinda Kennedy, '98  
Kristan Lehtinen  
Jennifer Lewis  
Marydean Martin  
Flora Mason, '85, '88, Vice Chair  
Arne Rosencrantz  
Nancy Shepherd

Staff:  
MJ Miller  
Rhiannon Reynolds

**WHAT'S NEW AT THE LIBRARIES**

**TEXTBOOK RESERVE PROGRAM**

CSUN (Consolidated Students of University of Nevada, Las Vegas) student government, in collaboration with the University Libraries, has created a textbook reserve program for undergraduate students. Selected textbooks are on reserve at the Lied Library circulation desk and available for two-hour checkout periods. The program is designed to save students the cost of purchasing some of the higher-priced textbooks in order to help them out during these tough economic times. For a complete list of textbooks offered, visit [http://www.unlvcsun.com/index.php?option=com\\_content&view=article&id=87&Itemid=83](http://www.unlvcsun.com/index.php?option=com_content&view=article&id=87&Itemid=83).

**NEW KIOSK SHOWS AVAILABLE COMPUTERS IN LIED**

It's easier than ever to find available computers at Lied Library. The new touchscreen kiosk on the first floor near the escalator shows floor by floor in real time which computers are ready for use. The information is also available online at <http://library.unlv.edu/computing/kiosk/>.

**LIED LIBRARY AND BRANCHES ARE WIRELESS HOTSPOTS**

Alumni, community users, and visitors can now access the Internet and the Libraries' databases on their personal laptops and Wi-Fi-enabled smartphones at the Libraries. For information on how to find campus hotspots and use the guest wireless network at UNLV, visit <http://wireless.unlv.edu/>.