

**UNLV Libraries  
Annual Report  
FY03  
(July 1, 2002 – June 30, 2003)**

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## **Overview of Libraries for FY03**

**Kenneth E. Marks**

**Dean of Libraries**

UNLV Libraries continued to be popular locations for students, faculty, and staff to gather to study, conduct research, hold meetings, and meet friends and colleagues. Lied Library remained a destination for librarians, architects, engineers, and university officials from around the world. Lied Library's design, its technology, and quality of service provided mark it as a distinctive academic structure nationally and internationally.

There were a number of broad based library activities in FY03 that deserve mention. Electronic reserves was introduced to the campus with the beginning of fall semester 2002. Testing and evaluation of competing products had occurred during the previous academic year. A decision was made to move all reserve materials that could be scanned and digitized to that status. While the workload for library staff was extraordinary at the beginning of fall semester, the response from students exceeded expectations. Reserve use by students increased by 145% for the entire year.

Several organizational changes within Lied Library were studied and instituted during the year. After a year and a half in Lied Library it was decided that the two Research and Information Departments should be integrated to provide a better utilization of staff in delivering service at two public desks. Similarly, a retirement in the Media Resources Department provided the impetus to explore merging that unit with the Information Commons Department. The merger began toward the end of the 2002. Finally, options involving web-related digital projects and digitization activities were investigated and a decision was made to create a new department, Web and Digitization Services. This department was established July 1, 2003.

Mid-year the Provost introduced a new approach to budget preparation for the coming biennium for the colleges. The result was that library cabinet spent many hours preparing a statement of strengths, weaknesses, opportunities and threats, a listing of strategic priorities that linked to the libraries' strategic plan and a prioritization of personnel, equipment, and collections for funding if new funds became available. While this new approach required a new way of looking at budget requests, it resulted in a much stronger document outlining Libraries needs.

A three-year technology plan completed in 2002 had projected that the public and staff computers would need to be replaced in 2003 and 2004. The cost of replacing the public and staff computers was forecast as more than the Libraries entire operating budget. Discussions were opened with the Associate Vice Provost for Information Technology that led to a determination that student technology fee funds might be used to achieve a three-year lease covering the cost of replacing the public computers. The option of leasing computers made it possible for the Libraries to cover the replacement cost for the staff computers. The target was to have all public computers replaced with upgraded equipment by the beginning of fall semester 2003.

Active involvement in developing consortial alignments continued throughout the year with Chris Sugnet, Director, Collection Development and Management, leading the effort. A potentially valuable consortial effort involved the academic libraries in the twenty-four EPSCoR

states. These states have been recognized as deserving special attention for funding by the National Science Foundation (NSF). The Libraries have been working for two years to create a consortium that would enable them to gain better pricing from journal vendors and publishers and ultimately gain funding from NSF through the EPSCoR community. This effort continues to struggle and prospects for success are uncertain.

Two significant grant proposals were developed during the year. One was a collaborative proposal involving the Nevada State Library and Archives, the Clark County Library District, the University of North Texas School of Library and Information Science and the UNLV Libraries to Institute of Museum and Library Services to prepare individuals for careers in librarianship. If successful, funds will be available in the form of scholarships to assist individuals enrolled in the University of North Texas program. Notification on the funding of this proposal should be received in fall 2003. Work was begun on a second proposal to be submitted for Library Services and Technology Act funds from the Nevada State Library and Archives. The focus of the proposal is on digitizing the early back files of three Nevada newspapers. The newspapers are from Elko, Carson City, and Goldfield. Notification for this proposal is expected in late 2003.

Student supervisors in the Libraries deserve special recognition for the work they did in implementing a shift to utilizing only work study students as student employees in the Libraries. As a result of their efforts the library was able to reallocate upwards of \$250,000 to other libraries operating expenses. Paralleling this effort was the implementation and use of an expense tracker that allowed department heads and division directors to track daily the status of expenditures for their areas. The combined result was better management of scarce operating funds at a time when the full impact of the cost of maintaining Lied Library is beginning to be known.

Following participation in a nationwide Internet based survey, LibQual+, of library patron perceptions, Libraries staff conducted follow-up focus group sessions with small groups of graduate students to gain a better understanding of areas of patron concerns. This initial assessment survey will be repeated in spring 2004 allowing librarians to track longitudinal changes in perceptions of library services, collections, and facilities. Librarians are working on a plan for focus groups for faculty in the next year and staff development activities that can address deficiencies in service to patrons.

UNLV Libraries' goals, which reinforce the UNLV and UCCSN Master Plans, provide all library faculty and staff with clear direction for the future. Expanding the collections of digital and print resources while moving to a predominantly electronic environment will require careful planning and a strategic approach to the use of budgetary resources. The payoff will be access to a greater range of information resources for all UNLV students, faculty and staff.

Expanding electronic and print collections increases the importance of library faculty and staff involvement in instructing students and faculty to be information literate. Libraries faculty and staff have a responsibility to make certain that students understand and respect copyright and intellectual property rights in the digital environment.

UNLV Libraries operate in a continuously changing environment with significant improvements from the past. The constant addition of electronic resources, local digitization projects, expanding print collections, enhanced instructional activities, and new services mean that perceptions of the Libraries can be outdated quickly. It will be increasingly important for UNLV faculty and staff to understand the valuable resource the libraries can be. To facilitate this understanding, library faculty and staff must market the libraries services, collections, and facilities in a manner that underscores the continual changes focused on the benefits to students and faculty.

## **Libraries Administration**

### **Human Resources**

**Suzanne Devlin**

**Libraries Human Resources Manager**

### **Accomplishments, Activities and Highlights**

#### Personnel Actions

##### All Strategic Goals:

- The Libraries secured the reclassification of seven positions to higher job grades. This resulted in a total of more than \$16,000 of increased income for seven Libraries classified employees.
- A vacant External Relations Specialist position was redesigned to create the position of Proposal Development Manager. The Proposal Development Manager will be responsible for identifying external grant funding for the Libraries strategic initiatives.
- To assist future recruitments, the Libraries Human Resources Manager developed search committee guidelines.

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the University of Nevada, Las Vegas (UNLV) Libraries' print and media collections:

- In FY03 UNLV Libraries incurred eight percent turnover (six resignations, three retirements). Of those positions vacated during the fiscal year, three were substantially redesigned to move the Libraries toward this strategic goal (Library Assistant IV in the Curriculum Materials Library, Library Assistant IV in Materials Ordering and Receiving, Library Supervisor II in Media Resources).
- The Libraries hired Reeta Sinha as Head, Collection Development. This position is key to accomplishing the transition from a print-based to an electronic-based collection. In addition, Reeta Sinha brings background and experience in health science libraries.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations:

- Two departmental reorganizations helped to move the Libraries toward this strategic goal. Research and Information I and II merged to form Research and Information in July 2002. Through a more efficient organizational structure, this department achieved uniform leadership and uniform, updated services for patrons. In January 2003 Information Commons and Media Resources merged to capitalize on the similar technical expertise needed from members of both departments and to reduce the multiplicity of service desks delivering similar services.

#### Training

##### All Strategic Goals:

- The Human Resources Manager developed a training policy for the Libraries and with it managed a \$15,000 training budget in FY03. The Libraries spent the full budgeted amount in the following categories of training:

Systems: \$5,661

Supervisory: \$1,000

Leadership: \$1,500

Core (soft skills): \$265

KSAs (technical library skills): \$3,110

Technology: \$3,465

- Overall, Libraries employees spent approximately 1,800 hours in training provided at Lied Library or through campus organizations such as the Computer Resources Center.
- One highlight of these training efforts was that all UNLV Libraries supervisors met as a group to participate in a leadership training event. This event signified an important investment in the Libraries' future, as this select group of individuals is expected to model and lead the way in working together to achieve the Libraries strategic goals.
- Another significant training event was new student employee orientation. Sixty-two new student employees attended one of four orientation events hosted in the fall semester, 2002, or one session hosted in the spring semester, 2003. A faculty/staff orientation was also conducted for five of the eight new employees who joined the Libraries this fiscal year. The three employees who did not attend faculty/staff orientation were previous employees of the Libraries.
- Thirty-seven individuals took advantage of technology training offered through campus resources (Computer Resource Center or Educational Outreach). Twenty-nine participants attended a total of 129 two-hour classes through the Computer Resource Center. Eight Libraries employees attended 16 Educational Outreach Web certificate classes.
- All faculty and professional staff were encouraged to attend a six-hour grant writing class. Eight of 39 (20%) eligible individuals took advantage of this opportunity.

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections:

- Both public services, with Question Point, and technical services, with ContentDM, hosted specialized training programs to advance Strategic Goal 1.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations:

- *Dealing with Disruptive People* was offered to all Libraries personnel, including student employees, to advance this strategic goal.

#### Awards

- 2003 James S. McPhee Librarian of the Year award (\$500) was awarded in June to Jeanne Brown.
- The fall Bookplate award for service between June and November was awarded to Osra O'Neal.
- The 2003 Innovative Solutions Award was awarded to Diane VanderPol.

**Facilities**  
**Daryl Privott**  
**Building Manager**

**Accomplishments, Activities and Highlights**

Facilities

- Made equipment additions and renovations for the Systems Department computer server room to improve the power supply and protect expensive equipment from power loss/surge.
- Planned the installation of additional air conditioning units to reduce the risk of heat damage to equipment and storage media in the Systems Department computer room.
- Successful award of the contract for installing the Music Library audio distribution system.
- In conjunction with the Public Services Division, developed a statement of conduct expectations for library users.
- In conjunction with the Disaster Preparedness, Planning, and Recovery/Safety Committee, began the development of a safety and emergency plan draft.
- Worked with the Nevada Public Works Board to arrange meetings and facility examinations pursuant to arbitration proceedings.
- Updated the furniture inventory and computer-aided drafting drawings for the Lied Library building.
- Submitted a successful request for proposal for the renovation of the Lied Library extended study area.
- Conducted numerous Lied Library tours for area high school students, new and transfer UNLV students, visiting architects, facilities professionals and librarians.

Security

- Upgraded electronic surveillance equipment.
- Hired and trained a student security officer.
- The UNLV Department of Public Safety media log reported the following activities concerning the University Libraries:
  - 24 reports of personal property theft
  - 4 trespasses
  - 3 medical assists
  - 2 trespasses of sexual offenders
  - 2 burglaries
  - 2 peace officer requests for assistance
  - 1 battery
  - 1 narcotics
- The Library Security Officers' logs reported the following activities concerning the University Libraries:
  - 156 incidents with disruptive patrons
  - 46 alarm responses
  - 27 reported thefts of Libraries property
  - 26 reported thefts of personal property
  - 19 requests for assistance from UNLV Department of Public Safety
  - 14 sick/injured patrons and staff assisted

13 patrons trespassed  
 9 incidents of reported vandalism  
 5 incidents requiring fire department/paramedics

## **Development**

**Dani Porter**

**Director of Development**

### **Accomplishments, Activities and Highlights**

Since September 3, 2002, fund-raising development has made progress towards university and community awareness, as well as far-reaching cultivation, solicitation, and essential stewardship of past, current, and emerging donors.

To promote awareness, development publicized library events and programs through local media, produced several direct mailings to donors and community leaders, and promoted the libraries through increased involvement in professional and community organizations.

To enhance cultivation and solicitation activities, development presented the inaugural Libraries Dean's Associates reception, attended by over 90 library supporters; held three Libraries Advisory Board meetings, achieving 100 percent advisory board participation in the Dean's Associates program; hosted receptions for the distinguished speaker program and the International Institute of Modern Letter's visiting authors; and formed active working relationships with UNLV faculty and staff, Foundation development staff, and community leaders.

To support stewardship, we hosted a final meeting and recognition for the University Library Society, officially dissolving the group and notifying all members; held a reception for the Consulate General's San Francisco office of the People's Republic of China; hosted a showing of the Nevada Watercolor Society; and held a luncheon for U.S. Holocaust Museum Director, Steven Feinberg.

For the full spectrum of development activity, development made multiple contacts with all library donors recorded since January 1, 1999. Since September 3, 2002, UNLV Libraries booked 197 gifts for a total of \$581,349.66, with \$44,862 in cash, and \$536,487.66 in in-kind donations.

## **Budget**

**Gail Munde**

**Associate Dean**

During FY03, the Libraries expended a record total of \$11,069,482. The primary reason for this record expenditure is the consistent increase in positions, and thus total salaries, across the prior four fiscal years. Since FY99, the Libraries full-time faculty and staff payroll has increased at a

rate of approximately \$500,000 per year and now totals \$6,061,537, a 33% increase over FY99. Although a small portion of this increase is due to salary increases, the larger balance is due to increases in the number of positions within the Libraries. This growth demonstrates the Libraries development in terms of service expansion and specialization. As the university has grown and diversified, so have its libraries and their personnel.

The operating budget, which consists of student wages, supplies, telephone and postage, facility and property maintenance, library materials processing, equipment, and travel, totaled \$1,134,245, not including \$180,000 in funds cleared as custodian for the EPSCoR Science Information Group cooperative purchase of Kluwer subscriptions. Expenditures from all sources for student wages totaled \$249,607. Expenditures for library materials processing totaled \$283,723. Expenditures for property and maintenance totaled \$241,164. Expenditures for supplies totaled \$141,284. Operating expenditures have decreased across the prior three fiscal years and are now at the lowest point since FY99. This is due to decreases in student wage expenditures having exceeded increases in non-wage operating expenditures.

**Tours/Visitors**  
**Lee Scroggins**  
**Executive Assistant**

University Libraries hosted 44 tours and visits, primarily from academic institutions, architectural firms, libraries, and other education-related organizations and enterprises. Included were representatives from:

3M Korea Library Systems  
 Accreditation Team for UNLV Nursing program  
 Applied Control Concepts  
 Cal State, Long Beach  
 Cal State, San Marcos  
 California State University Monterey (with architects)  
 Chandler Public Library, Arizona  
 Chinese Consulate representatives  
 Colgate University (with architects)  
 Farmington Public Library, New Mexico  
 Hansung University, Seoul Korea  
 HK Systems  
 Indiana University of Pennsylvania  
 International Coalition of Library Consortia conference guests  
 Iowa State University  
 Khon Kaen University, Thailand  
 Korda/Nemeth Engineering, Inc (for Ohio State University project)  
 Korea University  
 Kwantlen University College, British Columbia  
 Loyola Marymount University  
 Maricopa County Libraries

McMaster University  
National and University Library of Iceland  
Paris, Texas Community College  
President of the American Library Association  
Providence College  
San Francisco State University  
San Jose City College  
SK Daifuku  
Speaker of the House, State of Hawaii  
Team of architects from Korea  
UCCSN Regent  
University of British Columbia  
University of Colorado-Boulder  
University of Kentucky, Lexington  
University of Louisville  
University of North Texas  
UNLV Authors  
UNLV Foundation Trustee  
UNLV Libraries donors and board members  
UNLV New Faculty  
Utah State University  
Washington County, Utah, Library  
Weber State, Utah  
Western states State Librarians

**Collection Development and Management Division**  
**Christopher Sugnet**  
**Director, Collection Development and Management**

**I. Accomplishments, Activities and Highlights**

The Collection Development and Management Division focused on selecting and acquiring additions to the physical collections and access to information for the entire UNLV community during FY03. This is in response to the first goal in the Libraries' strategic plan, to "Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections." The division also assumes its primary mission is future-oriented and, therefore, strives to promote and manage the transition to Web-based electronic resources that are available 24 hours a day, 7 days a week to local and remote locations. This is in response to what we have learned from the LibQual+ assessment of the significant gap between information access and UNLV user expectations. It is also in reaction to the explicit imperative to supply sufficient information resources for all members of the UNLV community embodied in recommendation number 7 of the Northwest Association of Schools and Colleges accreditation review. All three departments in the division worked both together and independently to pursue this agenda during FY03. A special emphasis area is supplying information for research and study in medical, bio-med, and health sciences. The Document Delivery Services Department expended great effort to add our journal holdings notes so that we can participate fully in the National Library of Medicine's Docline cooperative sharing system. The Collection Development Department initiated a major planning effort to prepare for anticipated growth in electronic information access for this area and the Materials Ordering and Receiving Department reorganized to better position themselves to maintain electronic serials.

In addition to the accomplishments listed in the individual department reports, the division:

- Supported the nascent EPSCoR Science Information Group. The division office managed the license negotiations and invoicing for the EPSCoR Science Information Group Consortium purchase of access to all Kluwer and Blackwell full-text journals. We maintained persistent communications with 42 EPSCoR Science Information Group participating libraries from 22 states during the entire year, supported efforts to license three other publisher packages coordinated by other EPSCoR Science Information Group libraries, and prepared a prospectus, managed a participant voting process, and negotiated a working agreement for a third party to handle ongoing consortium licensing activities.
- Represented the Nevada Council of Academic Libraries and the EPSCoR Science Information Group at the International Coalition of Library Consortia meetings and acted as host institution, in cooperation with the University of Nevada, Reno and the Bibliographic Center for Research and with volunteers from UNLV Libraries Public Services Division, for the meeting in Las Vegas in March, 2003.
- Worked closely with the Utah Academic Library Consortium and initiated planning for a Nevada/Utah last print copy archive which will assist in the transition from print to electronic journals and the need for storage space at individual campuses.

- Implemented a formal organizational change with the activation of a new Collection Development Department and began evaluation and clarification of decision making and work flow in areas like budget management.
- Initiated projects that have the overall goal of achieving finer resolution in acquiring information to address UNLV programmatic needs. This includes targeted selection of information by discipline illustrated by the prototype initiative to reallocate funds to purchase fewer books and more journals in the sciences and finance/economics. It also includes transition to online selection of monographs using the GOBI 2 system to achieve quicker response and clearer budget information. The serials assessment project was successful in identifying low-priority journals that can be cancelled, in part to deal with inflation, but more significantly to release funds for new journals to support programmatic initiatives.
- Continued to coordinate Task 11 of the Yucca Mountain Cooperative Agreement, which supplied information to the Yucca Mountain Tech Center and concomitantly strengthens Document Delivery staffing and Collection Development purchasing of targeted resources.
- Worked with the Libraries' Director of Development to create new letters and donation forms for memorial donations. Revised the gifts procedures for non-monetary gifts to make them more responsive to Libraries needs and clearer to potential donors.
- Worked with the Knowledge Access Management Division to facilitate vendor presentations and begin the exploration of options for link-resolver applications that, when implemented, will enable UNLV-authorized users of our Web site to move from citations in online indexes, abstracts, etc. directly to the full text of the specific journal article.
- Prepared the Libraries' response to the Northwest Association of Schools and Colleges accreditation report's general recommendation number 7 focusing on provision of sufficient library collections and information resources. Response was included in the Interim Report, Spring 2003.

## II. Statistical Data

Statistics indicate healthy growth in the physical collections and rapid growth in electronic access to information products, especially full-text journals. This fiscal year, approximately 650 new electronic journals were added and 250 current print subscriptions were converted to electronic. Although the continued 10% average inflation rate on journals resulted in the cancellation of approximately 1,000 titles between 1999-2002, the collection is arguably stronger today than it was in 1999 largely due to the transition to electronic Internet access. In 1999, UNLV had approximately 8,000 serials subscriptions, 1,200 of which were electronic; and these included 575 electronic journals. In 2003, UNLV has access to approximately 12,500 serials, including 7,700 electronic-only journals through direct subscriptions and via database aggregation products. Much of this growth is due to alliances with other libraries. Of the current databases available at UNLV, 41% are licensed through consortia.

**Collection Development Department**  
**Reeta Sinha**  
**Head, Collection Development**

**Accomplishments, Activities and Highlights**

The activities and accomplishments of the Collection Development Department demonstrate continued progress towards achieving its departmental goals and those outlined in the 2002-2005 Libraries' Strategic Plan, particularly in the area of increased access to electronic information resources.

**Collections Budget**

- Although the state-appropriated budget for the purchase of library materials was cut by 5% early in the fiscal year, the Libraries' ability to acquire new books and maintain its current serials was minimally impacted. Strategies adopted included:
  - Actively pursuing consortial agreements for the purchase of electronic journals.
  - Informing faculty that subject librarians would be more selective regarding non-essential purchase requests.
  - Postponing new subscriptions for most serial products.
- Collection Development's strategic budget request for the 2003-05 biennium listed its main priorities as 1) to maintain and enhance the Libraries' electronic resources and journal collections and 2) to maintain current purchasing levels for book and other library materials. The request outlined funding required to accommodate inflation, to purchase new materials and to develop a primarily electronic collection supporting UNLV's biomedical research and instruction programs.
- Collection Development successfully led the Libraries' 2003 serials assessment project conducted from April through June 2003. Effective use of the Libraries Web site and communication between subject librarians and departments resulted in about 100 responses in which faculty and students ranked 2,000 serial titles as "Essential", "Useful" or "Minimally Useful-Doc Delivery Sufficient". This feedback permitted Collection Development to identify approximately \$24,000 in print titles to cancel for 2004, freeing up funds to acquire new resources identified by faculty and/or students as critical to their teaching and research.

Transition from print to electronic collections: The Collection Development Department continued to implement strategies to increase user access to more electronic journals, books and databases. Specifically,

- Over 250 subscriptions for scientific-technical-medical journals published by Elsevier & Wiley were converted from print plus electronic to electronic-only subscriptions for 2003.
- Access to the full-text content of approximately 650 new journals was added to the collections with publisher package subscriptions through consortial agreements (Oxford University Press, Marcel Dekker, Berkeley Electronic Press, Elsevier/UNR).
- The purchase of netLibrary's Reference Center collection enhanced the Libraries' electronic book collection.
- Reeta Sinha and Michaelyn Haslam were appointed to the Libraries' Shadow Lane Campus Task Force charged with conceptualizing a virtual library to serve faculty, researchers, and

students located at UNLV's Shadow Lane campus that will house the Dental School, Biotechnology Center, and Cancer Institute.

- The department continued to track and increase its knowledge related to products designed to enhance access to electronic content and assist in the management of electronic information resources (sfx, ArticleLinker, MetaLib, Web Bridge, Gold Rush, for example). Reeta Sinha and Michaelyn Haslam were appointed to a task force charged with evaluating link-resolver software products.
- Collection Development worked with Knowledge Access Management and Materials Ordering and Receiving to adopt practices enabling more staff resources to be directed toward the management of electronic serials while increasing efficiencies in the processing of print resources. Some examples include:
  - Adopting a one-claim procedure for print journals
  - Transferring the updating of Serials Solutions files from Collection Development to Materials Ordering and Receiving.
  - Developing a proposal to test and evaluate online selection by subject librarians using Yankee's GOBI 2 during FY04.

Accomplishments: Collection Development responded effectively and in a timely manner to new developments on campus and within the Libraries.

- Collection Development established the serials review group to more efficiently evaluate and select electronic and print serial resources for the Libraries. Comprised of rotating and standing members representing the major areas of the Libraries, the group accomplished significant work in its first months, most notably, identifying titles to cancel from the 2003 serials assessment project results.
- A database for new programs/courses and a template for subject librarians' library assessment reports were developed to efficiently document Collection Development's activities related to new UNLV academic program reviews.
- Proposals for new interdisciplinary programs and initiatives provided opportunities for Collection Development and subject librarians to work with faculty to develop collections for Asian, Latin American and Chicano studies. The Libraries also hosted a reception in recognition of gift Chinese books by the People's Republic of China.
- Responding to feedback from graduate student focus groups, a liaison group made up of subject librarians was formed to address library-graduate student issues. Collection Development and the liaison group utilized this new communication channel to encourage graduate student participation in the 2003 serials assessment project.
- The Law Library's move back to campus provided numerous opportunities for cooperative collection development. Subscriptions and physical holdings of several law serial titles were transferred from the Lied Library to the Law Library.
- A project to weed the reference collection coordinated by Nancy Master and involving all subject librarians and Bibliographic and Metadata Services staff began late in the fiscal year.
- With the retirement of Joan Rozzi and reorganization in Media Resources, Shelly Heaton was assigned to coordinate the selection of non-book materials and oversee media resources activities, in general. Jennifer Cox was assigned selection responsibility for Psychology.

## **Document Delivery Services Department**

**Vicky Hart**

**Library Technician III**

### **Accomplishments, Activities and Highlights**

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

Implementation Strategy 2.2, Each department will evaluate and respond to identified user needs and expectations. Document Delivery Services Goal, Provide efficient and friendly customer service, maintaining quick turn-around time for requests.

- Began e-mail delivery of articles in pdf format in the late spring of 2003. This also addresses the LibQual+ survey results, increases the speed of delivery and eliminates the need for patrons to come in to pick up non-returnable materials. This project is ongoing, as we continue to increase our database of users.
- Became full members of the Docline Interlibrary Loan system in March 2003 through the National Library of Medicine. This allows us to offer unmediated LonesomeDoc service to our dental and health sciences faculty.
- Maintained a high level of service to the Yucca Mountain Technical Information Center as part of the Yucca Mountain Project. Although the researchers of the Yucca Mountain Project are not our primary clientele, it was important to maintain the service because of the grant funding which also pays for student workers.

## **Materials Ordering and Receiving Department**

**Xiaoyin Zhang**

**Head, Materials Ordering and Receiving**

### **Accomplishments, Activities and Highlights**

Most of Materials Ordering and Receiving Department activity fits into UNLV Libraries Strategic Goal 1, which is to increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections as well as Material Ordering and Receiving's Goal 1, Acquire, receive and process library materials in all formats, and maintain electronic resources connectivity in an effective and efficient way in support of the Libraries and university mission; Goal 2, Continue to implement any new changes deemed as necessary to improve Material Ordering and Receiving operations; and Goal 3, Set up a workflow and establish procedures for the ordering and maintenance of electronic resources.

In the summer of 2002, Materials Ordering and Receiving took over the entire responsibility of initiating and maintaining electronic resource connectivity. To ensure that the workflow moved smoothly, the staff met frequently to discuss issues related to electronic resources processing and to establish new procedures. New workflow charts were developed, and new reports were designed to record electronic resources process activities. In the spring of 2003, Materials Ordering and Receiving took over the maintenance of Serials Solutions. Another project that has been moving forward is the purchase of netLibrary E-books. A procedure was set up in which

the subject librarians make selections from lists of new netLibrary titles. The effort made by Materials Ordering and Receiving in the area of electronic resources acquisitions and connectivity maintenance has helped improve access to the UNLV Libraries' electronic resources collection and will help the Libraries' transition from print to an electronic resources environment (Strategic Goal 1, Materials Ordering and Receiving Goal 3).

The EBSCO subscription annual renewal list for 2003 was reviewed in July and August 2002 (760 pages). Many problem titles were noted and resolved. Numerous changes were made to existing subscriptions that included, but were not limited to subscriptions deletion, addition, re-activation, and format change. A project was undertaken to identify and reconcile subscriptions that come with free access to the electronic version. Over 400 print subscriptions fell into this category. Links to these titles were, therefore, tested and confirmed. Order records were updated. A procedure was established to deal with subscriptions with online access. The project caught up the backlogs and added the ability to also access the UNLV Libraries' print subscriptions electronically (Strategic Goal 1, Materials Ordering and Receiving Goal 3).

Materials Ordering and Receiving reviewed the existing staff resources and serials process workflow after the retirement of the serials library assistant in January 2003. The serials check-in task was integrated into the periodicals workflow and the serials invoices process was incorporated into the acquisitions workflow. The reassignment of responsibilities and rearrangement of workflow has not only ensured the timely processing of serials and uninterrupted access to the serials collection, but has also helped identify responsibilities of the serials library assistant's replacement position in support of electronic resources acquisitions and maintenance activities (Materials Ordering and Receiving Goals 1 and 2).

A joint proposal with Collection Development on the implementation of YBP's GOBI 2 for online selection was submitted. A GOBI 2 profile was set up for all subject librarians that gave them the authority to search and select online. Materials Ordering and Receiving has been working with the GOBI 2 online selection subject librarians pilot study group to implement the process. The implementation of the proposal will speed up the selection and ordering process (Materials Ordering and Receiving Goal 1).

Materials Ordering and Receiving continued to refine the procedures for the YBP shelf-ready approval and firm order shipments. A number of issues regarding processing parameters were resolved which enhance the quality of access (Strategic Goal 1, Materials Ordering and Receiving Goal 1).

The UNLV Libraries binding services request for proposal was reviewed and revised for a new bid. Two Materials Ordering and Receiving staff members participated in the evaluations of the Libraries' binding service proposals. The evaluation resulted in a new contract that was awarded to a new binder that provides better services and control of the Libraries binding operation budget (Materials Ordering and Receiving Goal 1).

To help new library faculty and the head of Collection Development quickly familiarize themselves with Materials Ordering and Receiving services and operations, an informative orientation guide was prepared this past year. Several orientation and training sessions were

presented to new subject librarians. This resulted in a helpful dialog between Materials Ordering and Receiving and the subject librarians present.

**Knowledge Access Management Division**  
**Kenneth Bierman**  
**Director, Knowledge Access Management**

**Accomplishments, Activities and Highlights**

Significant activities toward achieving Strategic Goal 1, to increasingly provide access to digital collections and services to support instruction, research, and outreach while improving access to the UNLV Libraries' print and media collections included:

- The Early Las Vegas digital project was significantly redesigned with new content using current management software (CONTENTdm) and metadata standards (Dublin Core). This publicly available Web site provides digital access to selected unique materials housed in Special Collections.
- Nearly 2,500 uniform resource locators were added to already-existing bibliographic records for print materials, thus providing customers with instant digital access to these information resources.
- In its first full year of operation, shelf-ready books added over 15,000 new print items to the UNLV Libraries collections quickly, thus improving access to the Libraries' print collection. Shelf-ready books allowed existing staff to reduce the working backlog from 4,500 books waiting to be cataloged/processed to 1,500 books, thus further improving access to the print collection.
- A major project was completed to eliminate a backlog of music scores. Over 2,000 titles representing 4,500 volumes of music scores were cataloged for the Music Library, thus improving access to the Libraries' print collection.
- To increasingly provide access to digital collections several print resources were digitized including two Boulder Dam diaries from Special Collections, a monograph about life in an early Nevada mining town for which copyright clearance was obtained (*A Lady in Boomtown*) and materials related to Tonopah, Goldfield and Nevada mining.
- To provide significantly easier remote customer access to licensed digital resources, a new method of providing offsite access called EZProxy was implemented, replacing a system that required users to configure their Web browser.
- To improve access to the Libraries' media collection, the Safari Media Distribution System was extended to each branch library and numerous rooms within the Classroom Building Complex, to enable the classrooms to receive programming from the media resources collection housed in Lied Library.
- Nevada State College library holdings were added to the online catalog database, thus improving customer access to academic library resources located in Southern Nevada.
- The pay-for-print system was modified to accept the campus RebelCard, allowing customers to conveniently pay for copying print materials or print digital materials using a single debit card.
- Several enhancements were made to allow greater customer access to digital resources on-site including installation of additional public personal computers, modifying express stations to allow for greater Web site access, implementing laptop checkouts at the Architecture Studies Library, and setting up several personal computers giving customers the ability to install CD-ROM based programs.

- Significant enhancements were made to the Libraries' telecommunications infrastructure to improve network security and management toward the goal of ensuring reliable access to digital resources for our customers.
- Significant planning occurred in preparation for replacing all public personal computers in early FY04 with cutting edge computing hardware and software to maximize customer productivity and overall educational experience.
- Significant planning occurred to create a new department within the Knowledge Access Management Division in early FY04 that will be devoted to Web and digitization projects. This department will help "jump-start" the Libraries in providing customers with a significantly improved customer-focused Web site as well as an increasing variety of digital resources.

## **Bibliographic and Metadata Services Department**

**Bradford Eden**

**Head, Cataloging Section**

### **I. Accomplishments, Activities, and Highlights**

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- In order to provide better patron access to materials, Bibliographic and Metadata Services significantly reduced the monographic backlog contained in the department this fiscal year, from approximately 4,500 purchased items to 1,500.
- Continuing to explore and experiment in the areas of digitization and digital projects by providing digital access to selected cultural and historical collections contained in the UNLV Libraries, Bibliographic and Metadata Services significantly redesigned and added new content to the Early Las Vegas digital project at [http://www.library.unlv.edu/early\\_las\\_vegas/index.html](http://www.library.unlv.edu/early_las_vegas/index.html). Through a UNLV New Investigator Award, a graduate history student gained experience in the selection and digitization of historical materials. Experimentation with digital audio and video was accomplished as well. Bibliographic and Metadata Services staff were also exposed to cataloging in the Dublin Core metadata standard, and gained experience using the CONTENTdm content management software product.
- Focusing on direct digital access to collections for patrons, and working in collaboration with Research and Information staff, Bibliographic and Metadata Services staff added almost 2,500 uniform record locators to already-existing microform bibliographic records, linking to digitized copies of these items made available by other universities and government agencies. These links provide direct and immediate access to these collections for patrons.
- Experimenting in new ways to provide faster and more efficient access to print materials for patrons, shelf-ready went through its first full year of implementation, adding over 15,000 new items to the UNLV Libraries collections, with minimal involvement by Bibliographic and Metadata Services faculty and staff. As a result, users were able to get faster access to new materials, Bibliographic and Metadata Services faculty and staff time were freed up to

direct towards other initiatives within the Libraries, and attention could be focused by Bibliographic and Metadata Services staff on Web and digital projects.

- Providing better patron service for music faculty and students, over 2,000 new titles and 4,500 new volumes of music scores were cataloged for the Music Library, eliminating the backlog of music purchases in Bibliographic and Metadata Services. This was accomplished without a dedicated Bibliographic and Metadata Services staff member doing music cataloging, but with the assistance and help of the head of the department and the Library Supervisor I staff member in the Music Library.
- Moving towards a more Web-centric and digital library, Bibliographic and Metadata Services staff continued to gain experience in the description and organization of electronic resources.
- In anticipation of more UNLV Libraries materials moving into Lied Automated Storage and Retrieval, training was provided by Bibliographic and Metadata Services faculty to interested library faculty and staff who wished to plan, organize and process their own projects to move materials into Lied Automated Storage and Retrieval storage.

## II. Statistical Data

FY03 was a very productive year for Bibliographic and Metadata Services. To summarize, almost 34,000 new titles were added into the online catalog (15,221 being strictly shelf-ready), resulting in almost 41,400 new volumes being added to the collections. On the other side, almost 5,500 titles and 7,400 volumes were deleted, providing a net gain of around 28,500 new titles and 34,000 new volumes. A more complete record of the cataloging statistics by format for FY03 is available.

**Systems Department**  
**Jason Vaughan**  
**Head, Systems Section**

### Accomplishments, Activities and Highlights

The bulleted items below represent activities closely supporting two of the UNLV Libraries' 2002-2005 strategic goals: Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections; and Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations. In addition, the items below help achieve various LibQual+ goals: "Personal Control: Convenient access to library collections;" "Personal Control: Making electronic resources accessible from my home or office;" "Personal Control: A library Web site enabling me to locate information on my own;" "Personal Control: Modern equipment that lets me easily access the information I need."

- Systems staff thoroughly tested and subsequently implemented the EZProxy proxy server software in January, 2003, which provides an easier mechanism for authorized users to access licensed library resources from off campus. Users no longer need to configure their Web browsers to use a licensed library resource. In the past survey, a negative gap score existed for the LibQual+ goal, "Personal Control: Making electronic resources accessible

from my home or office.” At the time of the LibQual+ survey, the “old” method of providing offsite access (requiring the user to configure their browser) was in use. EZProxy eliminates this requirement and provides for more streamlined access. Offsite access was also mentioned as important by the 2002 graduate student focus groups that met with the Library Assessment Committee.

- Systems staff effected the migration to the RebelCard payment mechanism for the pay-for-print system, allowing patrons to conveniently print digital information hard copies with their standard RebelCard. In addition, Systems staff expanded the Uniprint system to the UNLV Law Library, and installed additional pay stations in Lied Library, offering additional points patrons can use to print information. This accomplishment was a stated FY03 Systems Department goal, “Assist in the transition to the University One-Card in relation to the Uniprint system.”
- The Safari Media Distribution System was expanded to each branch library and numerous rooms within the Classroom Building Complex, to enable UNLV students and staff in those locations to receive programming from the media resources head end and more fully utilize the system’s capability.
- Systems staff regularly helped address technical issues arising in the patron environment. This included resolving retrieval difficulties with the Lied Automated Storage and Retrieval system, fixing electronic reserves printing issues, tweaking the Sentry authentication system, etc. All of these efforts helped to ensure a functional and continually refined computing environment for our patrons.
- Systems staff implemented several enhancements to allow for greater patron access to digital resources on site. This included installation of additional patron personal computers, modifying express station personal computers to allow for greater Web site connectivity, implementing the laptop checkout program at the Architecture Studies Library, and setting up several personal computers giving patrons the ability to install CD-ROM based programs. In addition, Systems staff created “Monitor,” a program which allows Public Services staff to see which personal computers are currently available for use, and monitors how long a user has been on a particular personal computer, allowing for better and more equitable resource management.
- Systems staff increased network security and implemented network management enhancements that foster reliable access to the Libraries’ electronic resources. Examples include the installation of an additional library router and packeteer network management device, refinements to the LINAS laptop checkout system, and installation of basic firewall software on our Windows 2000 servers. In addition, Systems worked with Libraries Administration regarding the renewal of various maintenance contracts to help safeguard many of our important systems. Up time for library systems easily exceeded 99% in FY03. Such an achievement ensures that our patrons can access our important resources whenever they wish. This accomplishment was a stated FY03 Systems Department goal, “Enhance network security/network management.”
- Systems staff installed various software packages that expanded the Innopac integrated online library system to include access to Nevada State College holdings. This allows users to easily see what materials are physically present in any and all of the southern Nevada campuses from a single search on a single system, helping minimize confusion in their search for information. In addition, also related to the Innopac, the Web Catalog Redesign Committee, involving staff from various departments, conducted a staff survey to help with

online catalog redesign efforts. Ultimately, it is envisioned these efforts will lead to a friendlier, more functional catalog for our users, allowing them to retrieve information even more efficiently.

- Detailed assessment of the Libraries public Web site occurred, involving staff from many departments. A Web page was provided to keep library staff aware of the progress. Such assessment included administering a staff survey, a heuristics test, and a usability test. A preliminary schematic was developed and made available to offer library staff a glimpse of the next edition of the public Web site. It is expected these efforts will culminate in an improved, patron-focused Web site fostering easier and more efficient information retrieval. Behind the scenes, various automated routines were tested and installed to help maintain the public Web site. This included an automatic synchronization routine to better manage newly posted Web pages, and a Unix file-sharing service to streamline the process of transferring Web site related files. Such efforts help to maintain a functional, up-to-date Web site for our library patrons.
- Expressed as important by the graduate student focus groups was the desire for an intuitive and convenient library home page. Efforts at redesigning the library Web site will help make this desire a reality.
- Systems staff collaborated in the digital project, “Early Las Vegas”, the first to utilize the Libraries’ CONTENTdm system. Systems staff updated the server software, configured the system’s project and staff parameters, and contributed detailed technical information, which helped ensure a successful launch of the Early Las Vegas project. Technical contributions included research into and application of streaming media, a first for the UNLV Libraries. In addition, the server operating system and CONTENTdm software were updated. All of these efforts culminated in a professionally researched and presented set of digital information for our patrons interested in this important aspect of Nevada history.
- Systems staff spearheaded numerous efforts related to the new patron personal computers to be installed during FY04. This technology will provide our patrons with cutting-edge computing hardware and software, giving them the tools to maximize their productivity and their overall educational experience. The department’s efforts included defining hardware models, specifications, and counts; defining and testing various software packages; learning about Windows XP at the extreme detail level; working with Gateway and OIT on the combined acquisition of over 700 personal computers; myriad staging and deployment scheduling issues; development of a Student Information System/Innopac interface to provide regular updates of patron information; upgrade to Netware 6 and new back-up software; development and streamlining of a student Novell login routine; etc. This work accomplished several stated Systems Department FY03 goals, “work on specifications for next wave of PCs,” “expand knowledge of Windows XP,” and “work with Systems and Applications to develop a connection between our Innopac patron database and the Student Information System.”

**Public Services Division**  
**Wendy Starkweather**  
**Director of Public Services**

**I. Accomplishments, Activities and Highlights**

During FY03 the Public Services Division continued its evolutionary process of adapting to the needs, both implicit and implied, of the users and staff of the Libraries. While each department and branch within the division expressed its evolution in different ways, the framework of the strategic plan served to guide most efforts. Not surprisingly the primary thematic elements for the division was a focus on improving upon the services that enable access to the libraries' diverse and expanding resources and enhancing our front-line delivery of services by better understanding the needs of our users and treating them well. The individual department and branch reports provide more thorough descriptions of their respective activities but the brief listing below will serve to highlight a few of them.

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections. Implementation Strategy 1.1, Develop tools to optimize, promote, and improve access and connectivity to print, media, and electronic collections; and reference services. Implementation Strategy 1.2, Promote and improve access to and retrieval of current collections and services at the UNLV Libraries through the use of traditional information organization and methodologies and current metadata standards.

- Electronic reserves capability was implemented (Lied in fall 2002; Architecture Studies Library and Curriculum Materials Library in spring 2003) and now provides users with access all of the time to most of the readings required for their classes.
- The ongoing organizational evolution of the division continued, marked by merger of the Media Resources and Information Commons into new department, Media and Computer Services; also prepared for the provision of computer help and research assistance from a single desk to improve access to research assistance and minimize the multiplicity of service points that had created user confusion.
- Web development and enhancement occurred division-wide, including enhanced tutorials (Architecture Studies Library and Instruction), expanded Web-based contents notes and subject lists (Music Library) and newly created walking and driving tours of architecture around Las Vegas (Architecture Studies Library).
- Collection inventories were conducted in all libraries and Lied Automated Storage and Retrieval bin audits. This work has become a regular practice to ensure that users know what is truly available within the libraries.
- A virtual reference product (Question Point) was selected, and preparations were made for its inauguration with the Dental School students and faculty in fall semester 2004 (Research and Information)
- Space planning efforts began in the Curriculum Materials Library and the Research and Information Department in an effort to gain and use soon-to-be-available pre-school space

(Curriculum Materials Library) and to use stack and Lied Automated Storage and Retrieval space more effectively (Research and Information).

- Preparations for the use of the Safari media distribution system with the branch libraries and several Classroom Building Complex classrooms in the 2003-2004 academic year was begun in anticipation of the spring completion of the necessary network infrastructure links.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

Implementation Strategy 2.1, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities. Implementation Strategy 2.2, Each department will evaluate and respond to identified user needs and expectations.

- All branch libraries engaged in small-scale assessment efforts involving active outreach to their respective constituencies to get suggestions and comments on services directly from individual students and faculty and to respond to the degree possible.
- Many division staff participated in customer service training to expand and refine their skills in this critical area.
- E-mail renewal reminders to faculty and graduate students were initiated to promote online renewals and/or prompt return of items that were no longer being used. High positive impact (Circulation Department).
- Laptop checkout user survey showed support for the service, and users increased their use of laptops 272% (Media and Computer Services Department).

Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. Implementation Strategy 3.1, Provide opportunities for staff development and training on effective information literacy programming and the role of information literacy in higher education.

- Instruction Department added new workshops emphasizing information literacy skills; designed biological information literacy labs for a large lecture class, presented faculty seminar series designed to emphasize the classroom faculty's role in developing information literacy skills in students and maintained an active program of collaboration with campus offices associated with student and faculty orientation and development.
- Instruction also created a teaching enhancement team to help interested librarians develop new or enhanced teaching techniques.
- The Head, Architecture Studies Library collaborated with specific faculty to incorporate an information literacy emphasis directly into the research assignments and to revise an online tutorial on finding scholarly articles.
- A guide sheet for faculty highlighting common research scenarios for architecture students was developed by the Head, Architecture Studies Library.
- The Head Music Librarian actively incorporated information literacy skills in the research methods and bibliography classes routinely offered to music graduate students.

Strategic Goal 4, Establish a coherent consistent library-wide marketing program that focuses on new and existing services and collections. Implementation Strategy 4.1, Each department will identify new or existing services and user environments that will benefit from a library marketing program. Implementation Strategy 4.2, Identify collaborative opportunities and implement

strategies for promoting library services, capabilities, and resources to raise awareness of the Libraries' role in fostering information literacy.

- The Architecture Studies Library used the personal computer desktop as a marketing “bulletin board” to highlight specific branch services and activities.
- The Architecture Studies Library and the Curriculum Materials Library produced effective branch newsletters for their faculty and students.
- Various brochures and descriptions of division services were developed and provided in faculty and student orientation packets.
- The new electronic reserves system was actively promoted via Lotus Notes, the Rebel Yell and faculty orientation folders.
- The division director enhanced and further developed a repeating Power Point display in Lied lobby that highlights services, resources and instruction opportunities available at UNLV Libraries.

## II. Statistical Data

The division statistics provided on the *Uniform Statistics Data Collection Form for Use* clearly present an indication of steady and sometimes increased activity for a number of services within the division. As predicted in last year's report, laptop checkout and electronic reserves reflected extensive activity. While not identified separately on the uniform statistics form, laptop checkouts are noted in the individual Media and Computer Services report and reflect a 272% increase (3,664, up from 985). As for electronic reserves, these items in Lied Library, the Architecture Studies Library, and the Curriculum Materials Library were accessed nearly 92,000 times. It is difficult to know if each of those hits represented a successful use/download/print-out, but it is clear that students have found and made extensive use of the convenience of electronic reserves. In fact, if Lied numbers for all reserves checkouts from last year (42,519) are compared to this year's checkouts and e-hits (94,302), use increased by 122%. Not surprisingly, reserves check-out activity, i.e., items physically checked out at the Lied circulation desk, is down 73% from last year. What is surprising is that overall use of the libraries' physical resources this year, including renewals and in-house use, but excluding the electronic reserves count, is still 2% above last year's figure when all reserves were in print form (508,951, up from 497,917). If the electronic reserve numbers are included, there was a 21% increase in use. Two other items of note: self checkouts now represent 38% of items checked out in Lied and 54% of those checked out at the Curriculum Materials Library (the Lied figure represents a 20% increase over last year) and online renewals increased 31% over last year.

Other highlights: Libraries visits were up by nearly 176,000, or 12%, above last year's figure (1,590,800, up from 1,414,841) which in turn was a 54% increase over the prior year. Judging from these figures, the university's libraries remain very popular places on the campus. Total patron contacts decreased approximately 7% (283,906, down from 304,343). As noted in the Circulation report the implementation of electronic reserves greatly reduced patron contacts in Circulation (down 24%); but increased laptop checkout boosted Media and Computer Services patron contacts by 13%, and there were increases at all the branches. Instructional activities continued their impressive rise with a 48% increase over last year in the number of individuals receiving instruction (14,054, up from 9,496) which in turn was a 45% increase over the prior year. The number of presentations rose 14% (613, up from 537).

**Circulation Department**  
**Maria White**  
**Library Technician III**

**I. Accomplishments, Activities and Highlights**

Libraries Strategic Plan Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- Continued the pilot project for electronic reserves through summer 2002 and implemented a final version fall 2002. The original goal was to have 50% of the paper reserves available electronically. We actually processed almost 100%.
- Set up parameters and loan rules for Nevada State College faculty, students and staff so that they could borrow materials at UNLV. Also provided Gregory Robinson, Nevada State College Librarian, with some basic training in the Millennium Circulation Module.
- Completed the inventory of the main collection with one follow-up to make sure all materials are accounted for, or withdrawn if necessary.
- Pulled the remaining volumes with no item records in the main collection and sent to Bibliographic and Metadata Services to fix.

Libraries Strategic Plan Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- Circulation staff initiated a "reminder to renew" e-mail notice that was sent to faculty and graduate students to encourage their renewal of books prior to the due date. It prompted significant online renewal activity and minimized the user frustration that has typically been associated with end-of-semester renewals.
- Several Circulation staff members attended customer service related workshops, which provided them with some very useful information they could put to practical application at the Circulation desk.
- Some cross-training took place within the department so that during periods of time when there were staffing shortages, the workflow continued with minimal impact on customer service.
- All delinquent accounts from 1994 or before, were identified. There were approximately 330 "billed" books that were withdrawn from the online catalog and replacement costs of \$18,000 (including a \$35.00 processing fee per item) waived. An additional \$1,100 in old fines was also waived.

Libraries Strategic Plan Goal 4, Establish a coherent consistent library-wide marketing program that focuses on new and existing services and collections.

- Information about electronic reserves was distributed on Lotus Notes, in the *Rebel Yell* and in the orientation packets for new faculty.

- There was a plan to encourage people to use the self-check machines by programming the date due receipts to include “cents off” coupons for the Book ‘N Bean. However, this only lasted three-four weeks; and there was no advertising done for it.

### **I. Statistical Data**

There was a 14% increase in the number of visits to Lied Library. Although in-house use decreased by 7%, the number of books checked out from the main collection increased by 6%. There was also a 20% increase in the number of books that were checked out via our self-check machines.

Renewals increased by 13%, and more people took advantage of renewing their books online (31% system-wide increase). Some of this increase was due to the “reminder to renew” e-mail notice that was sent to faculty and graduate students towards the end of the fall and spring semesters.

Requests for materials housed in the Lied Automated Storage and Retrieval continued their downward trend. They went from 19,142 last year down to 16,698 this year, which is a 13% decrease. After our Innopac upgrade to the Sun platform last year, numerous software errors occurred that affected Lied Automated Storage and Retrieval functions. Patrons had numerous problems submitting Lied Automated Storage and Retrieval requests, and they often had to be put in manually by Circulation staff. Eventually, the problem was identified and fixed by Innovative. This could account for some of the decrease.

Online reserve checkouts decreased by 73%, and reserve patron assistance at the desk was down 60%. Both of these were obviously due to the fact that most of the articles were available electronically. There were 85,766 document hits on electronic reserves, which will serve as a baseline for future analysis.

Circulation patron assistance was down 23%. People using the self-check machines might account for some of that. Also, with most reserve articles available electronically, students no longer had to come to the Circulation desk to check them out.

There was a 12% increase in the number of books that we paged from Community College of Southern Nevada, and a 2% decrease in the number they paged from us.

**Instruction Department**  
**Diane VanderPol**  
**Head Instructional Services Librarian**

### **I. Accomplishments, Activities and Highlights**

Libraries Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. Continue to provide the most appropriate and up to date instruction in research and information literacy skills. Action:

- Offered course-related instruction, scheduled drop-in sessions, tours and more (see also Statistical Data section).
- Added Research Clinics and Successful Searching, two new sessions designed to highlight specific information literacy skills, to our calendar for FY03.
- Worked with the instructor for the fall 2002 BIO189 classes, a required introductory class for the health sciences with enrollments of over 400 students, to create a lab experience focused on developing biological information literacy.
- Offered a faculty seminar series in both the fall and spring semesters designed to encourage faculty to think about the development of their students' information and research skills and also about their own research needs.

Libraries Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the Libraries' print and media collections. Department Goal Objective, The department will continue to re-visit our Web presence with an eye to making more materials available to our users. In particular we will enhance our sections on facilities, policies, handouts, and assignment design. Action:

- Added an entire section on the Collaborative Learning Center's rooms, technology and use policies to our Web site.
- Accomplished much of the initial design and coding work on another set of Web pages on research assignment design tips and suggestions for both teaching and library faculty, which will be completed and launched in the next fiscal year.
- Added a tip sheet on the Chicago Manual of Style formatting for citations to our list of online handouts in response to requests from faculty (we had previously posted tip sheets for the APA and MLA styles).
- Revised the Libraries tutorials on finding books and articles to reflect changes in products and services.
- Created online form for distance education students to request barcode numbers directly from Circulation.

Libraries Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations. Department Goal Objective, In order to promote the development of teaching skills for staff so that they might better serve users in the classroom environment, the department will propose a plan for regular developmental evaluation and will sponsor a retreat to introduce this plan and developmental evaluation issues. Action: The Enhancement Project mentioned below was a precursor to this plan. This is an on-going goal.

Libraries Strategic Goal 4 and 3, Establish a coherent, consistent, library-wide marketing program that focuses on new and existing services and collections; and initiate strategic collaboration efforts and programming to ensure that UNLV graduates information-literate students. Department Goal Objective, The department will generate and aggressively market via campus outlets and TLC collaboration, issues, services and examples pertaining to effective research assignment design. Action:

- Participated as presenters in the Teaching Learning Center workshop series highlighting the role of the Libraries in course design issues such as assignment construction and plagiarism deterrence.

- Marketed the activities of the Libraries at orientations for new students, new faculty, graduate students, MBA students, composition, communications, and sociology graduate teaching assistants.
- Produced and distributed both print and Web versions of the calendar of workshops each semester.
- Developed a syllabus statement for faculty on the services of the department and encouraged faculty to offer extra credit for students who attend library sessions.

Libraries Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. Department Goal Objective, The department will continue to value staff development and will be creative in finding means of improving staff awareness of information literacy issues and performance in the classroom. Action: Two members of the department and two instructors reporting to the Head, Research and Information launched a program designed to encourage experimentation and improvement in classroom teaching skills. The group, called the enhancement team, provided peer brainstorming at the session planning stage. Participating instructors primarily chose to experiment with group work and active learning techniques. All participating instructors reported that they found the peer brainstorming process beneficial.

## **II. Statistical Data**

The department's primary mode of instruction has consistently been sessions tailored to a specific course and delivered during one or two sessions of that course. This course-related instruction made up more than 65% of the department's instructional efforts this year. Each year since 2000 has seen a steady increase in both numbers of course-related sessions done by the department and also in the numbers of students involved. In FY03 the department taught nearly 150 more course-related sessions than in FY01 and reached over 5,500 more students. The department's consistent marketing efforts and word-of-mouth publicity is probably the cause of the steady increase in use of our services. This last year saw a spike in the number of tours due in large part to the many lab sections of the large BIO189 classes participating in information literacy skills development. Participation by the department in a variety of orientation activities was also up this year. The number of students participating in all of the department's offerings rose significantly in the past year (nearly 3,000 more students took advantage of library instruction options in FY03 than did in FY02), perhaps influenced by increased enrollments and larger class sizes at the university.

### **Media and Computer Services Department (formerly Media Resources)**

**Jennifer Church**

**Head, Media and Computer Services**

#### **I. Accomplishments, Activities and Highlights**

During FY03, the Media Resources and Information Commons areas went through substantial changes. Planning began for the merger of these two departments in the summer of 2002. This

planning effort required constant communication between the two department heads (Jennifer Church and Joan Rozzi). Staff members in each area began a series of cross-training efforts designed to instruct them on the basic functions and responsibilities of each area.

This collaboration extended to the Research and Information area as well. Working with Vicki Nozero, the head of Research and Information, planning began for the eventual closure of the computer help desk with merger of services into the Research and Information desk areas. The goal was to centralize services to better accommodate patrons and to provide immediate cross-departmental support.

Because of the increase in technical responsibility, Joan Rozzi and Jennifer Church worked diligently on upgrading several positions. Two Media and Computer Services Library Assistant III positions were slotted for upgrade in summer 2003. However, requests were submitted for early upgrade in February and both position were approved.

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections. Implementation Strategy 1.1, Develop tools to optimize, promote, and improve access and connectivity to print, media, and electronic collections; and reference services.

- The Media Resources department has maintained a series of media subject guides in print format. Both students and faculty frequently use these tools. However, the books are cumbersome and it requires users to come into the library to search. Jennifer Church and Alexis Rajnoor began a process of converting these guides to an online, pdf format. Once posted on the Web site, users can search from home or the office.
- Work continued on efforts to bring Classroom Building Complex classrooms online with the Safari system. There has been difficulty coordinating efforts between the Libraries and the campus in terms of finalizing equipment and software setups in the Classroom Building Complex environment. Working with Mike Pearson, the Libraries End-User Computing Manager, we are attempting to overcome these delays and encourage collaboration. While waiting for the final installation process, work has begun on an online form for faculty to reserve materials for viewing.
- Beginning in Fall 2002, Jennifer Church and Jason Vaughan, head of the Libraries Systems Department, began working with the Office of Information Technology and Gateway on the selection of new workstation for the Libraries. This involved several intensive meetings to determine overall needs and general requirements for workstations and software selection.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations. Implementation Strategy 2.1, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities. Implementation Strategy 2.2, Each department will evaluate and respond to identified user needs and expectations. The laptop checkout user satisfaction survey was conducted at the end of the fall 2002 and Spring 2003 semesters.

- Consistently, patrons express contentment with the service, viewing it as convenient and easy to use. One complaint appeared with some regularity, concern over the length of time

required to check in and check out the units. We explored options for shortening the process, but concluded that each step is necessary to secure the units and prevent theft.

## II. Statistical Data

Computer Help Desk: Total patron contacts for the fiscal year increased approximately 18% at the LCHD. On an individual basis, the months varied widely from year to year. Fall months increased significantly over last year (August was up 67%, September was up 49%), while spring months decreased a bit (March and April were down 1%, May was down 24%). But, the overall for the year was an increase in patron contacts. The decrease in spring might be attributed the cross training of more Research and Information and Media and Computer staff in providing computer assistance. Three Research and Information and three Media and Computer Services classified staff members received training and served on the computer help desk. This knowledge transferred with them when serving at other desks, enabling them to provide assistance to patrons without transferring them. This slight decrease might also be attributed to more stable systems, requiring less troubleshooting and patron familiarity with systems.

Use of personal laptops in the library (as measured by the number of laptops authenticated) continues to expand. From January 2002 to July 2002, there were 165 authentications. From January 2003 to July 2003, there were 373. This represents an increase of approximately 44%. During FY03, approximately 4,440 guest passes were issued.

The Media and Computer Services desk saw a marked increase in activity. The biggest area of growth was in the area of laptop checkout. October 2001 through June 2002, total laptop checkouts were 985. October 2002 through June 2003, total laptop checkouts were 3,664, a 272% increase. This shows an increasing patron awareness of the service and an overall need. Our laptop system allows patrons to work in a group environment with relative privacy in study rooms. This is an option not available in other computer environments across campus, and it is expected that this demand will continue to rise.

In addition to laptops, overall Media and Computer Services Department circulations levels increased from fall 2002 to the spring 2003 semester. This grow may be due in part to the modified student project policy put in place at the beginning of spring 2003. This streamlined policy makes student use of media for classroom presentations easier by eliminating the requirement for faculty sponsorship. There continues to be a difficulty with the number of manual checkouts in the Media and Computer Services area. It appears that the bulk of these are the result of community patrons with computer user cards wishing to view our materials via Safari. While in use on the Safari system, the media materials must be checked out. But it is not possible to do so with a computer user card. So many check-out cards must be used. Whether we can devise an automated way to handle this exception remains is uncertain.

**Research and Information Department**  
**Victoria Nozero**  
**Head, Research and Information**

**I. Accomplishments, Activities and Highlights**

Libraries Strategic Goal 1, Implementation Strategy 1.1.

- Department Objective 1: Develop a plan to provide remote reference services in real time, including a needs study, justification, detailed implementation and training plan, and cost analysis. Department Action: Upon the recommendation of departmental staff, the Libraries purchased access to QuestionPoint virtual reference service. Under the direction of Eva Stowers, a team consisting of her, Cory Tucker and Priscilla Finley has been engaged in developing policies, a training program, and a marketing plan for the new service. Volunteers were solicited from the entire Libraries staff, and 30 people from various departments, branches and divisions are participating. The plan is to begin offering the service to the Dental School faculty and students in August 2003 and schedule full, campus-wide implementation for mid- to late-October, 2003.
- Department Objective 2: Expand connectivity with Information Commons staff to provide user services through cross training and scheduling. Department Action: Due to the merger of the Media Resources and Information Commons departments, our plan to merge the Research and Information and computer help desks was delayed until summer 2003. Our plan includes cross training in catalog and database searching for information commons students, and Internet and software training for Research and Information staff. The proposed merger of the two desks is currently underway, and one training session on catalog and database searching has been given to all computer help desk and Research and Information desk student assistants.
- Department Objective 3: Review federal depository profile and status in light of the federal government's increasing reliance on Web publication of its reports and data, low usage of the collection, and resources required to maintain it. Department Action: Susie Skarl, Federal Depository Librarian, has begun the process for a full review of UNLV Libraries' federal depository profile. She has created an Access database providing subject librarians with details about each title we receive, including formats available, holdings, type of publication, and a recommendation as to whether or not we should continue to receive it. This is a long-term, time-consuming project, but should benefit the department in the long run by allowing a reallocation of staff and student assistants to different tasks. In addition, several proposals have been submitted to the Government Printing Office to highlight electronic access to government publications and regional collaboration in collection development and maintenance.

Libraries Strategic Goal 1, Implementation Strategy 1.2

- Department Objective 4: Create searchable databases linked to catalog records for specialized collections, such as digital orthophoto quads, the Yucca Mountain/Test Site documents, the ongoing retrospective Marcive project relating to federal government publications; perform copy and original cataloging of state and federal government

publications. Department Action: An Access database was created for our collection of Nevada digital orthophoto quads, although it is currently only available on the shared drive. A student assistant has created an Excel file of all the Yucca Mountain/Test Site documents shelved along the back wall of the government publications area. This is the first step in making these documents more accessible to patrons and staff. The Marcive retrospective project continues slowly, but a procedural change is being implemented to speed up the project. We continue to catalog state and federal government publications. Original cataloging was performed on 368 government publications and copy cataloging on 432. In addition, an application for an Library Services and Technology Act grant to digitize several historical Nevada newspapers has been prepared. The application requests approximately \$130,000 to digitize and make searchable 66,000 pages of three Nevada newspapers. A Web site would be created which would be accessible through the Libraries' catalog, and through the catalogs of several partnering institutions around the state.

- Department Objective 5: Explore more extensive utilization of Lied Automated Storage and Retrieval for storage of print collections or portions of print collections with low use rates, such as government publications, microforms, etc. Department Action: The Research and Information staff was trained in February to move government publications into Lied Automated Storage and Retrieval and began creating its own procedures. As of June 30, 2003, we have added 838 items to Lied Automated Storage and Retrieval, both state and federal government publications. It is a fairly time-consuming process as we must go back and add information to each item record in order to identify the items to go into Lied Automated Storage and Retrieval through Innovative Interfaces, Inc. We have also begun two projects to move under-utilized and out-of-date print indexes and reference materials into Lied Automated Storage and Retrieval, withdraw them from the collection completely, or, in limited cases, move them into the stacks. As of June 30, 2003, we have withdrawn 103 volumes.

#### Library Strategic Goal 2, Implementation Strategy 2.1

- Department Objective 6: Begin to formulate and plan a systematic methodology for studying user expectations of departmental public services. Department Action: We recently assigned Penny Whitten to serve as the department's assessment and training librarian. She will also serve on the Libraries' Research and Analysis Committee. It will be her role to establish a regular pattern of user input in the development of departmental services and staffing. This should go beyond the generalities of LibQual+. She will also work with other departmental staff in developing the methodologies for obtaining the needed data from users.
- Department Objective 7: Review all statistics collected by the department for relevance and usefulness. Determine what, if any, additional data is needed for long-term departmental planning. Department Action: This objective is currently underway.

In addition to the above activities, the Research and Information Department has been engaged in long-term planning for the future of the department and the collections and space for which we are responsible. A space-planning document was created in November 2002 which proposed several ideas to combine and/or move several collections and services over the next few years. This was a tool to generate debate and brainstorming of other ideas amongst the departmental staff. A second tool was created in spring 2003. Each staff member was asked to answer several questions about collections or materials that could be moved, services that could be changed,

new services and activities that should be stopped. These survey results have been the focus of two lengthy staff meetings, facilitated by Suzanne Devlin to identify a staff vision for the future of the department and brainstorm actions that would lead us in that direction.

Also, in response to LibQual+ and the graduate student focus groups, an additional staff meeting was devoted to customer service, what is good and what is bad customer service. This meeting was facilitated by Gail Munde and was extremely well received by the staff. Several good ideas were brought up. The results of this meeting will be incorporated into the long-term planning described above.

## **II. Statistical Data**

There were 74,717 patron contacts by the Research and Information department in FY03. This is a decrease of 1.86% from FY02 when there were 76,132.

In-house use statistics indicate a decrease in the use of print government publications, periodicals and microforms in FY03 when compared to FY02. Increased electronic publishing has affected the use of these tangible collections. However, the use of maps and state documents, where there generally is less electronic publishing or it is in a less user-friendly format, increased substantially over the same period. In addition, we now have use statistics for the first floor reference collection beginning with September 2002. With the addition of the reference statistics, in-house use of all of the collections for which the department is responsible increased from 56,324 in FY02 to 60,666 in FY03.

Ten thousand seven hundred fifty-five items were added to the government publications collections in FY03. Five hundred two items were withdrawn from the same collections. In FY02, 8,195 items were added and 323 items were withdrawn. The government publications collection grew from 1,115,431 items FY02 to 1,125,925 in FY03, an increase of .9%. Over the past five years, the collection has grown 3.5%. In FY03, 15,613 microforms were processed and filed, and 23,129 new periodicals and newspapers were shelved, compared to 19,032 microforms and 25,889 periodicals in FY02.

### **Architecture Studies Library (ASL)**

**Jeanne Brown**

**Head, Architecture Studies Library**

### **I. Accomplishments, Activities and Highlights**

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- Enhancing resources and access continues to be a strong focus of the Architecture Studies Library. While true for a variety of areas and formats, it is most notable in the area of Las Vegas resources. We have solicited materials from Las Vegas architects and Las Vegas area planning agencies. We have purchased Las Vegas area topographic maps, and have online

access to orthoquads. We continue, in cooperation with the Las Vegas American Institute of Architects, to conduct an oral history project, this year interviewing George Tate.

- In each case we work to provide access. For the oral history, a transcript has been prepared. For planning materials and maps, items are listed on the Architecture Studies Library Web site. For materials on Las Vegas architects and buildings, a major finding aid has been produced, consisting of over 200 pages listing UNLV Libraries materials on approximately 350 Las Vegas architects and 1800 buildings (<http://www.library.unlv.edu/arch/architectlist.html>).
- We have created ten self-guided driving and walking tours highlighting noteworthy architecture in the Las Vegas valley (<http://www.library.unlv.edu/arch/lasvegas/drivingtours.html>). These have been added to the Architecture Studies Library Las Vegas pages, which are content rich, heavily used, and continually expanding. They will be featured in the upcoming *KNPR Cultural Guide to Las Vegas*.
- Architecture Studies Library collaboration with the Las Vegas American Institute of Architects continues to be strong and productive. It allows us both to expand our Las Vegas collections, and to alert American Institute of Architects members to our resources and services. The Architecture Studies Library is described in the annual *Las Vegas American Institute of Architects Directory*, and the monthly newsletter often features articles on the library. The joint oral history project has been mentioned; in addition the Architecture Studies Library receives complete documentation for the annual American Institute of Architects Nevada Design Awards. Data and images for the 2002 documentation were posted to the Architecture Studies Library Web pages this year.
- Web page expansion and revision is another major focus of the Architecture Studies Library. The Web logs show the Architecture Study Library pages to be the second highest used directory of the UNLV Libraries site [first is the Libraries home page]. The Architecture Studies Library Web pages have national and international visibility. It is one of the eight architecture libraries listed by Yahoo (along with Harvard University School of Design Library, Columbia University Avery Library, and University of Texas-Austin Architecture Library) and has been recently touted in the British *Architectural Review* (June 2002) as “probably the best.” The Architecture Studies Library home page was completely redone this year, incorporating drop-down boxes, lots of white space, a site search engine, and a dramatic revolving gallery of Las Vegas architecture photographs. The site search engine and highlighting major areas of need (such as indexes) substantially improved access. Significant additions to the site include the “Services and Resources for Architecture Faculty” pages, and two new modules in the “Finding Resources” section: “Finding Las Vegas Architecture and Planning Information” and “Architecture Advanced Research Sources.” The “Guide to Internet Resources in Architecture” continues to be a heavily used resource, widely linked to from other architecture sites.
- The inauguration of electronic reserves for Architecture Studies Library materials, only a semester after the service was instituted at Lied, constitutes a major improvement in access.
- The branch environment of the Architecture Studies Library in itself fosters access. New books are prominently displayed. Current periodicals are visually available as well as intellectually available though the online catalog. We enhance these environmental advantages through special projects, such as identifying books with low circulation and adding the table of contents for those books into the Innopac. All this translates into high

usage of library materials. Seventy percent of our new materials had in-house use; 60% of our new materials were checked out. Only 11% of our new materials (1,190 items purchased between January 2001 and June 2003) showed no signs of use, an amazing feat.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- During the summer, Architecture Studies Library staff met with a small group of students to gather suggestions about the library's communication methods. They suggested we use the desktop as a communication mode (see Strategic Goal 4 below for implementation of this idea).
- In an attempt to garner suggestions from our patrons concerning Architecture Studies Library services and environment, we engaged in an "Enlightenment Goes Both Ways" campaign. We offered a reward for each suggestion offered. We got good participation, though many of the suggestions are beyond our financial means to implement. We posted a written response to each suggestion at the Architecture Studies Library circulation desk.
- Patron suggestions, including those in the LibQual+ comments, resulted in requesting and obtaining a CD burner, a second scanner, and a second copy machine over the summer. We also initiated overnight video checkout to students as a result of requests. Of the user needs identified in the fall "Enlightenment Goes Both Ways" campaign, we were able to satisfy the following: expanded hours during study and exam weeks, online reserves, additional clocks, and materials in Japanese/English. Other suggestions we have added to our "wish list."
- In response to a faculty request, we compiled a list of library and Web resources on Glenn Murcutt, an illustrious speaker in the Klai::Juba lecture series, and posted this information in a prominent place on our Web site in time to support his lecture.

Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information-literate students.

- Although instruction was provided for architecture students at many levels, two efforts at collaboration are particularly noteworthy: AAD 100 (Introduction to Architecture/Landscape/Interiors, enrolling approximately 130 students) and AAD 101 (History of the Built Environment, enrolling approximately 150 students). For AAD 100 the librarian was involved in the identification of research assignments, suggested the addition of a course goal on finding and evaluating resources, and provided class research skills instruction. As with many first-time projects, results were mixed: the number of students the library reached was substantially increased; the effectiveness of the attempt was diminished by the large numbers and by unclear course expectations for the application of research skills. For AAD 101, the architecture history faculty member and the librarian successfully collaborated in the revision of the library skills online tutorial on finding scholarly articles required for the course paper.
- To encourage further collaborations, the librarian prepared for fall distribution to faculty a sheet which identifies seven common scenarios in which students need to use the library: how these relate to the criteria of the National Architecture Accrediting Board; what research skills are required; and how the library supports these needs through in-class instruction, online tutorials, and one-on-one instruction.

Strategic Goal 4, Establish a coherent consistent library-wide marketing program that focuses on new and existing services and collections.

- The Architecture Studies Library identified several services to market to students, including video checkout, CD-ROMs, extended hours, online self-renewal, Las Vegas maps, and laptop checkout. Marketing primarily took the form of desktop messages that would be viewed by any student logging on to an Architecture Studies Library computer. Although we cannot make a definitive judgment on the effectiveness of our marketing efforts, we can report that students have mentioned months later an item previously marketed. In one area, promotion of our Las Vegas resources room, the graduate student staffing the area reports an increase in questions. This is partially tied to a promotional campaign that included desktop messages and flyers throughout the school and partially to the active involvement of the graduate student in seeking out studio projects sited in Las Vegas.

## **II. Statistical Data**

FTE enrollment in the School of Architecture is up only 2.75% (as reported Oct. 7, 2002); the number of undergraduate majors is up 11% (from 446 to 500) and the number of graduate majors is down 18% (from 44 to 37). Architecture Studies Library overall statistics show a slightly higher increase than would be expected given enrollment statistics: use of Architecture Studies Library materials is up 19%, and patron assists are up 13%. Number of items checked out (note: this does not include internal use of materials, since those statistics are not available by patron type) by undergraduates is up 2.4%; number of items checked out by graduate students is down 3.2%. There is a gate count decline of 1%, likely due to the fact that American Institute of Architects meetings are no longer held in the library. Use of Web pages, as gauged by number of hits is independent of enrollment, since the resources on the Architecture Studies Library pages are broadly used. Architecture Studies Library Web page hits are up 154%.

### **Curriculum Materials Library**

**Jennifer Fabbi**

**Head, Curriculum Materials Library**

#### **I. Accomplishments, Activities and Highlights**

Libraries Strategic Plan Goal 2, Implementation Strategy 2.1

CML Goal and Objectives: Continue to pursue administrative support and plan for opportunities to improve upon or expand the existing Curriculum Materials Library facility, with the specific objectives of:

- Improving visibility of and physical access to the Curriculum Materials Library through various design elements.
- Expanding individual and group study areas to facilitate optimal use of space and to foster a comfortable, user-friendly atmosphere.
- Providing classroom space to accommodate the Curriculum Material Library's growing instruction program and to provide increased access to technological resources.
- Utilizing additional shelf and storage space to allow for the best arrangement of a highly used, current collection.
- Implementing a plan for more efficient staff and student workspace.

While very few of these objectives could be accomplished within the timeframe of one year, discussion has begun and new ideas and discoveries regarding the Curriculum Materials Library facility continue to shape future plans. In August 2002, Curriculum Materials Library staff began to discuss its facilities and space needs and also revisited a survey given to patrons during the fall 2001 semester, focusing on those responses expressing needs/suggestions related to space and facilities. In February 2003, Dean Marks called the first meeting of a group gathered to discuss a possible Curriculum Materials Library renovation. A thorough outline of elements of an ideal renovation and case statement for potential donors were created. Majid Sooudi, Architectural Drafter IV for UNLV's Planning and Construction Services, produced a visual floor plan and price estimates for an optimal renovation of the Curriculum Materials Library. Options for reconfiguration that will allow Curriculum Materials Library staff to use the additional space left when the preschool vacates (scheduled for January 2004) but before a full renovation occurs, are also being investigated. The goal in this work is to remain flexible and respond quickly to all possible scenarios, from least expansive to best case. Until firm decisions are made regarding the Curriculum Materials Library renovation, much-needed improvements, such as new carpeting, have been put on hold. Slow progress is being made toward goal accomplishment.

#### Libraries Strategic Plan Goal 2. Implementation Strategy 2.2.

Curriculum Materials Library Goal and Objectives: Meet and exceed the expectations of the Curriculum Materials Library community by:

- Participating in the upcoming National Council for Accreditation of Teacher Education accreditation review of the College of Education.
- Responding to information resulting from the use of assessment tools, such as questionnaires and focus groups.
- Basing Curriculum Materials Library staff training on the ideal of meeting user and College of Education program needs.
- Selecting materials best suited to meet the information needs of users (staff, students, and community teachers).
- Developing tools to optimize reference service, whether in-person or virtual.

#### Department Activity

- During March 2003, representatives from the National Council for Accreditation of Teacher Education spent two hours visiting the Curriculum Materials Library and Lied Library. The Curriculum Materials Library supplied input for several reports related to Standard 6: Unit Governance and Resources and was involved in aiding the College of Education dean's office in brainstorming a way to organize the National Council for Accreditation of Teacher Education documents room that would also serve the needs of a concurrent visit from the State Board of Education. This objective has been completed.
- Curriculum Materials Library staff has continued to make use of qualitative assessment tools, such as the "no" book to identify unmet user needs or expectations, a Curriculum Materials Library comments book, and a collection weaknesses log. After improvements to collections or services that are based on user feedback are made, they have been listed and displayed for users to become aware that their input makes a difference. Progress continues to be made on this objective.

- In January 2003, training and implementation of the electronic reserves system began. The goal is to place all new reserves into the electronic reserves system, while targeting courses with large amounts of heavily used print items on reserve. Challenges to transitioning from print to electronic reserves have been copy quality of original documents and deadlines for faculty submissions. As identified in LibQual+ and the graduate student focus groups, this new accessibility responds to the need for more materials to be available electronically. This objective is still in progress.
- Collection development this year was somewhat typical, but special orders focused on the areas of informational books on holidays and a variety of juvenile audio books. The Curriculum Materials Library also purchased five science kits in collaboration with the Department of Curriculum and Instruction science education faculty. The collection budget has continued to be supplemented by publisher review copies from Harcourt Brace and Penguin Putnam. This year, 379 textbook records have been created in Innopac; textbooks acquired this year from the Clark County School District were in the areas of secondary social studies and elementary mathematics. One area of concern affecting the ability to provide access to materials this year was lack of security. Approximately \$900 in materials were taken from the kits and devices collection during April 2003. Plans are being developed to house kits in closed shelving when new space becomes available. An additional security breach occurred in May. Library security has stepped up surveillance of the facility, especially during closures.
- Brainstorming has been done in the area of the Curriculum Materials Library Web page content and presentation. Kate Hahn has become a member of the Web Development Team, has acquired the software and passwords that are needed to participate in Web editing, and has scheduled training sessions through Educational Outreach in order to become more proficient in certain areas of Web development. An example of improvement is the addition of a multicultural/diversity resources section that was developed both to complement an instruction session and in response to faculty requests. Further improvements responding to needs expressed in LibQual+ and the graduate student focus groups are outlined in the goals for FY04. Progress continues to be made on this objective.

#### Other Items of Note

- The retrospective conversion of call numbers for the 4,500 titles in the Juvenile Fiction collection was completed. Call numbers were changed in both the bibliographic record and title label, and items were cleaned, mended or weeded. Several records also required database maintenance. User access to these items is now a much more intuitive process.
- In June 2003, the Curriculum Materials Library completed the first full inventory of its collections using the 3M Digital Library Assistant. Because there are several location codes for different types of materials, database records management and manipulation proved challenging. Other new internal procedures included the creation of a new statistics spreadsheet and a redesigned desk schedule.
- Work with the 3M Digital ID project has continued, resulting in site visits from sales representatives of 3M Library Systems (2 visits), potential international customer groups (1 visit), potential U.S. customer groups (2 visits), and several e-mail and phone discussions and inquiries. Curriculum and Materials Library staff and student employees were also involved in training on new Digital Library Assistant features and rating Digital Library Assistant prototypes in October 2002.

- Much outreach was done this year including representation at the College of Education's new student orientation, the creation of a faculty newsletter, and membership on the Clark County School District's Curriculum and Professional Development Library Formation Committee.

## **II. Statistical Data**

- Circulation Checkouts: The Curriculum Materials Library circulated 47,810 items (does not include 335 electronic reserves uses), as compared to 37,687 items circulated during FY02, a 21% increase. Prior to FY02, circulation had decreased each year over the previous three fiscal years. It is hoped that this statistical growth supports the theory that the quality and quantity of the collection is steadily improving and that general awareness of the Curriculum Materials Library is increasing. Patrons using self-checkout account for 54% of these items over the past year, in comparison with 53% in FY02.
- Circulation Internal Use: Slightly up this year with a total of 6,837 uses in comparison to 6,559 uses during FY02. As reported last fiscal year, student employees have been thoroughly trained on the importance of counting in-house use. A more effective way of counting use of periodicals has been developed for the coming year.
- Facility Visits Gate Count: The number of patron visits has remained almost constant between FY03 (80,693 visits) and FY02 (80,264 visits).
- Patron Contacts: During FY03, the Curriculum Materials Library reports 20,503 patron contacts, as opposed to 20,067 during the previous year, a slight increase. The Curriculum Materials Library fielded 20 electronic reference questions during this fiscal year (previously rolled into patron contacts). These questions are mainly 3M-related and those that have originated from the Web site. It is expected that this number will increase with the implementation of virtual reference services and the further development of the Web site.
- Library Instruction: After an almost unbelievable increase in FY02 (81 presentations/1,650 people), Curriculum Materials Library instruction sessions decreased to 52 presentations (898 people) during FY03. This number is more comparable to the 53 presentations given during FY01. It has been noticed that specific instructors have begun bringing their classes to the Curriculum Materials Library to utilize resources at the point of need, and these unscheduled visits that do not involve formal interaction with library staff have not been included in this count.

**Music Library**  
**Cheryl Taranto**  
**Head Music Librarian**

### **I. Accomplishments, Activities and Highlights**

FY03 Music Library goals and objectives were taken from the UNLV Libraries' Strategic Plan. They are as follows, with activities that fall under these goals.

- Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the University Libraries' print and media collections. Objective 1, Develop tools to optimize, promote, and improve access and connectivity to print, media, and electronic collections; and reference services. Objective 2,

Promote and improve access to and retrieval of current collections and services at the UNLV Libraries through the use of traditional information organization methodologies and current metadata standards.

Several accomplishments in this area during FY03 include adding contents notes to assist in finding music in collections, an otherwise impossible task, and creating specialized lists of compact discs held in the Music Library, posted on the Web site. Music students often want to browse music, whether in print or recorded, in specific areas. This is virtually impossible to do in the catalog in many areas of music, and compact discs are in closed stacks. The specialized lists allow better access to the compact disc collection. Other means of improved access to the music collection are being investigated, such as e-sound reserves.

- Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations. Objective 1, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities. Objective 2, Each department will evaluate and respond to identified user needs and expectations.

Various methods have been used to assess user needs and expectations, including regular meetings with faculty; mechanisms put into place for Music Library patrons to request new materials or services; a questionnaire concerning Web site development, services, and facilities; and going into the classroom on a regular basis to meet with students about their needs.

- Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. Objective 1, Provide opportunities for staff development and training on effective information literacy programming and the role of information literacy in higher education. Objective 2, Identify and implement strategies for marketing and promoting library services, capabilities, and resources to raise awareness of library's role in fostering information literacy and inform and expand patron expectations. Objective 3, Develop a culture of assessment by identifying benchmarks to chart progress toward implementing information literacy programs and working to incorporate results of assessment into decision-making.

Through MUS 790 (Bibliography) and MUS 773 (Research Methodology), both required courses, an information literacy program has been established for graduate music students. These courses provide the opportunity to teach students about library resources with information literacy in mind, and market and promote library services. In preparation is a program to assess not only student learning during the semester they are in one of these courses, but also retention levels in subsequent semesters. Specialized music tutorials are being developed aimed at undergraduate music students. The proposal was submitted to the Web Advisory Team and accepted during May and June of 2003, and the first test modules will be available for the Fall 2003 semester.

## **II. Statistical Data**

FY03 is the first full fiscal year that the Music Library has been open. Historical trends will be analyzed as sufficient data is collected.

**Special Collections Division**  
**Peter Michel**  
**Director of Special Collections**

**I. Accomplishments, Activities and Highlights**

Goal 1, Promote, provide, and improve access to collections

- Collections: This year Special Collections acquired Harrah's corporate archives, and preliminary corporate collections (publicity materials) from MGM-Mirage; discussions have been initiated and initial corporate approval given for acquiring the Trump corporate archives. We received the papers of noted Las Vegas dancer, choreographer and founder of the Nevada Ballet, Vassili Sulich, a collection of architectural plans, real estate appraisals from Jerry Bruner, the corporate records of the Leprachau Mining Company, and additions to the Sierra Club, Las Vegas Gay Archives, Luis Vinas, and Harley Harmon collections.
- Oral History: The UNLV Libraries Oral History Resource Center was formally established. Thirty new interviews have been conducted for the Arnold Shaw Center on a grant project. Joyce Marshall has transcribed 19 of those. Interviews have been conducted on early Las Vegas by Joe Thompson, a history graduate student, and Joyce Marshall; on Rotarians and retired UNLV administrators by Pat Carlton; and in gaming by Dave Schwartz. With money from the Boyer Trust we hired Nancy Hardy, who conducted a series of interviews in dance and theater and we hired Barb Spanjers, who transcribed interviews conducted by Nancy Hardy and Pat Carlton.
- Improving Access: Databases: The manuscripts database has been completed and updated; new databases were created for the Las Vegas News Bureau film collection and Rissman architectural collection, while current databases are being used for accession records, periodicals, theses, photo collections, and the Arnold Shaw Center collections including oral interviews. Arnold Shaw's personal collection is now completely processed and the inventory completed. An Excel database has been completed for the Si Zentner collection. The entire Special Collections Web site was revamped and redesigned. A new guide to information on Las Vegas water resources was added, and the gaming collections pages and the Gaming Studies Research Center site have been updated and enhanced. We now have control of our periodical check-in, which allows us to maintain and produce reports and generate lists of our serial titles. Su Kim Chung is creating an online directory of Nevada historical resources with a Site grant. We are now using CONTENTdm to create metadata for digitized photographs.
- Digital collections: We provided the content and metadata for the revamped Early Las Vegas digital project, which includes new galleries on Hoover Dam (including audio and video) and Las Vegas Night Clubs. In addition to the versions created for those galleries, more content-rich versions were created for the Special Collections Web site. Dave Schwartz created online exhibits for Binion's Horseshoe and the Water Resources pages, and he is creating an exhibit for the Harrah's collection.
- We provided collections for a number of commercial media productions including the BBC, the History, Travel and Learning Channels, and A&E.
- Preservation: About 4,000 items were treated in the preservation/conservation lab, a 20% increase over last year. A quarter of those items were music scores that were pam bound.

### Goal 2, Foster user-focused environments.

- The consistently high level of our reference service was noted in both the LibQual+ survey and in the graduate student focus groups. Other than maintaining that standard we have accommodated our users by providing easier access to heavily used material such as crisscross directories and aerial photographs by placing them in our reading room. Our Web site was also designed to provide more information about and easier access to our collections. Our databases, which we hope to make available on the Web, are designed to provide easier subject access across our collections. Su Kim Chung participated in the chat reference training.
- 2.1, Develop assessment tools; 2.2 Evaluate and respond to user needs. The Web analyses undertaken by the Web Advisory Team have helped us understand somewhat how our pages are being used, although much more needs to be done to identify our users and their needs. In developing collections and designing access tools, we rely on our own knowledge of curricular, research and business trends. Our close working relationship with our users enables us to respond, and in some instances anticipate, the changing needs of our users.

### Goal 3. Information Literacy.

- Whenever we teach academic courses, provide reference service, provide workshops or do presentations, we inevitably address issues of the nature of our information and its creation, organization, management, access and use. As historians we also teach, as an essential skill of our profession and discipline, textual criticism and the evaluation of information. Dave Schwartz taught two courses in the Hotel College. Su Kim Chung, Dave Schwartz and Peter Michel regularly advise students and faculty on the content and use of our collections.

### Goal 4. Marketing/Development.

- Our community outreach activities included presentations to: UNLV Libraries Dean's Associates, the UNLV Libraries Advisory Board, Nevada Women's History Project, the Mesquite Club, the Desert Sands Business and Professional Women, Association of Information Technology Professionals, Las Vegas Elder Hostel, the Las Vegas Bottle Club, Rotary Presidents Club, Casino Chips and Gaming Tokens Collectors Club, UNLV University Forum, Association of Information Technology Professionals, Association for Government Leasing and Financing, Research and Ideas Conference, Leadership Las Vegas Youth, and the Western Conference of Painting and Decorating Contractors of America Councils.
- We gave presentations at the following conferences: Far West Popular Culture Association, Southwest/Texas Popular Culture Association, Popular Culture Association/American Cultural Association, Southern Branch Nevada Library Association, International Conference on Gambling and Risk Taking, Gaming and Casinos Australia Conference, Conference of Intermountain Archivists.
- Dave Schwartz represents UNLV on the city's Centennial Committee.
- Feature stories about Special Collections and its staff appeared in the *Review Journal*, *City Life*, *Call Back*, *Inside UNLV*, *Global Gaming Business*, and *American Libraries*, Peter Michel was interviewed on UNLV's Academic Café and a documentary for Bravo Television, and Dave Schwartz was interviewed for a number of news broadcasts.

- We published *Las Vegas Then and Now*, *Suburban Xanadu*, and the *UNLV Libraries Development Review 2000*.
- We held a Speakers Series and reception for New York, New York executives and hosted receptions for the Southwest Oral History Association, the History Department, a Chinese diplomatic delegation, the International Institute of Modern Letters, and the UNLV Faculty Club. We hosted an exhibit by the Nevada Water Color Society. We gave approximately two to three tours a week.

#### 4.2 Collaborative Opportunities.

We have established a partnership with New York, New York with the ongoing Memorial T-Shirt project. This relationship has led to the preliminary identification of MGM-Mirage corporate archives and their deposit with us. We have a working relationship with Harrah's after the donation of their archives in providing access and service to those archives to Harrah's and its subsidiaries or contractors. We are looking to establish similar relationships with the Trump Corporation, the Venetian, Stations Casinos, and with Steve Winn and the Desert Inn.

Our ongoing academic collaborations include the Gaming Resource Center, Oral History Center, Nevada Test Site Oral History Project, and a statewide preservation program.

## APPENDIX I

### Assessment

**Jeanne Brown**

**Chair, Research and Analysis Committee**

**(formerly known as the Assessment Committee)**

#### Accomplishments, Activities and Highlights

##### LibQual+ Survey -- Follow Up

- The UNLV Libraries participated in the national Libqual+ survey in spring 2002. Several steps were taken in response to the survey during FY03.
- Survey analysis indicated the need for more information from faculty and graduate students on issues such as collections, hours of service, ease and extensiveness of remote access, and the perception of staff as knowledgeable and courteous. To begin this extended dialog, the Libraries conducted focus groups with graduate students (reported below).
- The Libraries immediately addressed specific areas of the survey responses such as staff courtesy issues, need for quiet in the library, and problems in remote access. The Libraries posted a cell phone policy and stepped up enforcement; set customer service as our top staff training priority for the year; and implemented a new system called EZProxy for remote access, which has proved to be much more user friendly than the previous system and has resulted in far fewer calls for help.

##### Graduate Student Focus Groups

- The UNLV Libraries' Assessment Committee conducted a series of focus groups involving graduate students during the fall of 2002. The first series of focus group sessions was held in October, on the topic of collections. Twenty graduate students participated in the three collections sessions. Participants in the collections focus groups were from the following disciplines: Educational Psychology, History, Architectural Sociology, Communications, Biology, Electrical Engineering, Special Education, Experimental Psychology, Sports and Leisure, Dentistry, Environmental Studies, Curriculum and Instruction, Anthropology, Criminal Justice, Social Work, History, Music, Liberal Studies, and Physical Therapy. The second series of focus group sessions on the topic of services was held in November. Nine graduate students participated in two sessions. The following disciplines were represented: Educational Psychology, History, Special Education, Liberal Studies, Biology, Curriculum and Instruction, and Environmental Studies. This group was not as robust as the first, possibly due to the end-of-semester and holiday pressures.
- Despite not being completely satisfied with the quantity and diversity of our groups, analysis of the comments does indicate several widely held perceptions, some of which we had already been alerted to through LibQual+. The difficulties with remote access, the need for quiet areas in the library, and the perception of the Libraries' collections as inadequate, were all major issues in the focus groups, as they were in the LibQual+ survey.

- The focus groups served to enhance our understanding of UNLV graduate students as interested in speed, convenience and ease of use. The graduate students who participated seem to be task-oriented and desirous of whatever would improve their performance, including more library classes and information, communication with the library in a variety of formats, and interaction with subject librarians. Comments often highlighted the power of a single experience, positive or negative, in forming a lasting impression of the Libraries.
- Following the focus groups, the dean met with the Graduate and Professional Student Association Council, reporting on the focus groups and indicating our eagerness to have their ongoing input. This contact was followed by a three-person team of subject and instruction librarians meeting with the council at a later date. They discussed the possibility of initiating a Graduate and Professional Student Association library committee. Establishing lines of communication is a process that will have to be developed over time.

#### Other Assessment Activities

- In addition to the Libraries' major commitment to graduate student focus groups, a variety of assessment has been undertaken throughout the Libraries.
- The Web Administration Team conducted a multifaceted assessment program in preparation for a redesign of the Libraries' Web pages. Projects included a Web usability study to observe patron behavior on the Libraries' pages in response to specified questions, a Web log file analysis to identify patterns evident in Web use statistics, and a card sort exercise in which library users grouped labels representing specific pages into categories. The results of these studies have been cumulated and analyzed, and are being used to inform decisions in the redesign of the Libraries' Web site.
- The Collection Development Department initiated a serials review project. The department first queried faculty as to preferred options for assessing serials. They subsequently solicited feedback from all patrons on whether library serial titles were minimally useful, useful or essential to their studies. Results have been cumulated and a list of possible serial deadwood compiled and posted for further comment.
- Additional assessment projects in the Libraries included a survey of College of Science and Engineering faculty on their views of information literacy, a usability study of the online catalog, and various internal surveys. The Libraries also worked with Barbara Cloud, Associate Provost for Academic Affairs, to have an item on satisfaction with quality of library resources added to the campus senior exit survey.

## APPENDIX II

### Goals and Objectives for FY04

#### Administration

##### **Human Resources**

##### **Suzanne Devlin**

##### **Libraries Human Resources Manager**

##### All Strategic Goals:

- In FY04, UNLV Libraries plans to hire for at least four strategic positions. The Libraries is seeking two faculty members, a Medical Librarian and an Electronic Resources Librarian and two professional staff members, an Application Development Manager and a Proposal Development Manager. In support of these efforts, the Libraries Human Resources Manager will develop standardized guidelines for conducting Libraries professional searches and training for hiring classified employees.
- Soft skills training in FY04 will focus on library leadership skills as well as improving skills in group dynamics, communication and conflict resolution.

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- The Libraries will implement standardized work performance standards for Web team members to foster a greater commitment to the work of this team. Some training in FY04 will focus on Web and digital library skills.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- Training in FY04 will focus on assessment skills.

Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information-literate students.

- Training in FY04 will focus on information literacy skills.

## **Collection Development and Management Division**

**Chris Sugnet**

**Director, Collection Development and Management**

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- Continue to strengthen and expand activities with consortia. Focus on joint licensing of full-text content of information products but broaden initiatives to include exploration of scholarly repository options to share digitized unpublished research-level documents and data among consortium members. Implement last print copy archives with the Utah Academic Library Consortium. Explore alliance between EPSCoR Science Information Group and Alliance for Innovation in Science and Technology Information/Los Alamos National Laboratory Library to ensure archival access to full-text journal content from all major science-technology-medical publishers now being captured by Los Alamos.
- Position the division organizationally to increase the pace of the transition to electronic information. Ensure that the addition to the base information access budget targets needed electronic resources in the university's high priority areas.
- Pursue applications like link-resolution products that increase usability of electronic resources exponentially, and applications like Millennium Serials and Acquisitions and Yankee Book Peddler's GOBI 2 that enable division staff and others to manage growth in all areas of the collections more effectively and efficiently.

### **Collection Development and Management Department**

**Reeta Sinha**

**Head, Collection Development**

In line with the Libraries' Strategic Goal 1, "Increasingly provide access to digital collections and service to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections", Collection Development will continue to lead the Libraries' efforts to

- Increase access to electronic information resources using cost-effective acquisitions methods (consortial agreements, individual subscriptions and shifting from printed material to electronic-only, for example).
- Work effectively with other departments and divisions to implement more efficient processes related to the selection and acquisitions of library resources.
- Assess use and the user-benefit of currently held print and electronic information resources (for example, collection and analysis of use data and devising methods to objectively evaluate information resources).

In line with the Libraries' Strategic Goal 2, "Actively foster user-focused environments committed to identifying and delivering information resources and service that meet or exceed user expectations", Collection Development will continue to

- Incorporate user feedback as it assesses the serials and monographic collections (for example, conducting a modified serials assessment project for FY04).

- Encourage more structured and frequent communication between subject librarians and academic departments/graduate students to promote electronic resources and library services.

### **Document Delivery Services Department**

**Vicky Hart**

**Library Technician III**

Strategic Goal 4, Establish a coherent consistent library-wide marketing program that focuses on new and existing services and collections. Implementation Strategy 4.1, Each department will identify new or existing services and user environments that will benefit from a library marketing program.

- E-mail delivery of articles in pdf format: This would be a service that could be marketed to the entire UNLV community as “easy, quick, and free”. This addresses a couple of the LibQual+ concerns about document delivery.
- LonesomeDoc: This service should be marketed to the dental faculty, but not limited to them. It would also be appropriate for other health sciences faculty.

### **Materials Ordering and Receiving Department**

**Xiaoyin Zhang**

**Head, materials Ordering and Receiving**

Goals taken from UNLV Libraries Strategic Plan 2002-2005 and Implementation Strategies

Goal 1.1, Develop tools to optimize, promote, and improve access and connectivity to print, media, and electronic collections; and reference services. Action Items:

- Implement the III Millennium Serials Module.
- Implement the III Millennium Acquisitions Module.
- Develop an electronic resources process manual.
- Implement and evaluate the YBP GOBI 2 online selection workflow.

Goal 2, Actively foster user-focused environment committed to identifying and delivering information resources and services that meet or exceed user expectations. Action Items:

- Continue to review the Materials Ordering and Receiving operations to ensure Libraries’ and library users’ needs are met.
- Ensure quality service by providing ongoing learning and training opportunities to staff.

### **Knowledge Access Management Division**

**Kenneth Bierman**

**Director, Knowledge Access Management**

The goals below help the Libraries achieve strategic goal 1, increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries’ print and media collections.

- Catalog and process newly purchased materials as quickly as possible in order to provide prompt access and retrieval for customers of the UNLV Libraries.

- Assist and nurture the new Web and Digitization Services Department as it grows to meet the Web and digitization needs of the UNLV Libraries and the customers they serve.
- Experiment with new metadata standards and work with the Web and Digitization Services Department to meet their needs in this area.
- Evaluate and implement workflow and job duty changes for members of the Bibliographic and Metadata Services Department to provide more efficient and cost-effective policies and procedures to provide customers with print and electronic resources in a timely manner.
- Improve off-site customer access to digital materials by migrating the hyperlinks within the online catalog database to utilize the EZProxy system.
- Recruit and hire a new Bibliographic and Metadata Services department head that is committed to improving customer access to digital, print and media collections in a timely and cost-effective fashion.

The goals below help the Libraries achieve strategic goal 2, actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- Maintain a stable and secure telecommunications and technical infrastructure to ensure that customers have uninterrupted access to the increasing array of digital library services and collections.
- Provide customers with an enhanced technology platform by installing cutting-edge customer personal computers and updating customer software, giving them tools to maximize their productivity and their overall educational experience.
- Assist in implementation of the Internet2 Access Grid within Lied Library, providing UNLV faculty and researchers with access to this important next-generation tool to facilitate their research and collaborative endeavors.
- Assist in implementing experimental and cutting-edge digital library services and collections at the new Shadow Lane campus.
- Prepare a prototype of a redesigned public Web site that is customer-focused and responsive to the customer input that we have received from surveys, a heuristics test, usability testing, focus groups, etc.

### **Bibliographic and Metadata Services Department**

**Kenneth Bierman**

**Acting Head, Bibliographic and Metadata Services**

- Continue to process and catalog newly purchased materials as quickly as possible after they arrive in Bibliographic and Metadata Services, in order to provide prompt access and retrieval for users of the UNLV Libraries.
- Assist the new Web and Digitization Services Department as it grows and attempts to meet the Web, digitization, and digital needs of the UNLV Libraries.
- Evaluate and recommend new workflow and job duties for members of Bibliographic and Metadata Services, in order to provide more efficient and cost-effective means to provide users with monographic and electronic resources in a timely manner.
- Experiment with new metadata standards, and work with the Web and Digitization Services Department to meet their needs in this area.

- Prepare for the movement from OCLC Passport to the new OCLC Connexion Windows interface to be released in mid-2004, providing the necessary training and experience to continue uninterrupted and efficient cataloging of all resources for the UNLV Libraries.

**Systems Department**  
**Jason Vaughan**  
**Head, Systems Section**

The Systems Department goals for FY04 listed below support and enhance the achievement of the following library strategic goals:

- Library Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.
- Library Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.
- LibQual+ goal, "Personal Control: Convenient access to library collections."
- LibQual+ goal, "Modern equipment that lets me easily access the information I need."
- LibQual+ goal, "Personal Control," "Q.5 Making electronic resources accessible from my home or office," and also helps accommodate the 2002 graduate student focus groups' desire to have convenient off-site access.
- Provide patrons an enhanced technology platform by installing new patron personal computers and updating patron software. This will provide our patrons with cutting-edge computing hardware and software, giving them the tools to maximize their productivity and their overall educational experience.
- Allow for easier off-site access to library electronic resources from the library's catalog. By migrating the 856 hyperlinks within our online catalog to utilize our EZProxy software, users will more easily be able to connect to these resources from offsite. This will be a cooperative effort of several departments within the Knowledge Access Management Division.
- Maintain close collaboration with the newly created Web and Digitization Services Department. This will maximize existing staff resources and expertise, allowing the Libraries to provide access to a continually expanding and vital set of electronic/digital resources.
- Install new library staff personal computers to ensure consistency of computing resources within the libraries and foster better overall end-user support.
- Assist in the installation of the Internet2 Access Grid within Lied Library, providing UNLV faculty and researchers with access to this important, next generation tool facilitating their research and collaboration endeavors.
- Provide assistance as necessary on future projects such as resource connectivity with the Shadow Lane campus, the testing and installation of virtual reference services, etc. Maintain and update as necessary our existing systems, to help ensure stable, secure computing for our library patrons.

**Web and Digitization Services Department**  
**Bradford Eden**

## **Head, Web and Digitization Services**

- Identify and prioritize UNLV Libraries projects that relate to web, digitization, and digital needs, with the assistance of the Digital Projects Committee.
- Reconstitute the purposes and membership of the Web Administration Team, the Web Development Team, and the Digital Projects Committee, in relation to the work of this new department.
- Assist the UNLV Libraries faculty and staff to identify and procure internal and external grant monies as appropriate for short- and long-term web, digitization, and digital projects.
- Construct and maintain a visible website presence for the WDS department, that lists all current web and digitization projects in the UNLV Libraries, with appropriate links and resources, interspersed with regular status reports.
- Actively work towards producing two major internal web/digitization projects this year, based on the recommendations of the Digital Projects Committee.

**Public Services Division**  
**Wendy Starkweather**  
**Director of Public Services**

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections. Implementation Strategy 1.1, Develop tools to optimize, promote, and improve access and connectivity to print, media, and electronic collections; and reference services. Implementation Strategy 1.2, Promote and improve access to and retrieval of current collections and services at the UNLV Libraries through the use of traditional information organization and methodologies and current metadata standards.

- Extensive activity is planned in this area by six of the division's departments/branches, including efforts at expanding access using Table of Contents information, focusing on continued Web site development to extend access to collections and services, acquiring an e-sound reserves system in the Music Library, implementing the virtual reference service, and providing media distribution to selected classrooms and branches, to name a few.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations. Implementation Strategy 2.1, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities. Implementation Strategy 2.2, Each department will evaluate and respond to identified user needs and expectations.

- All seven departments/branches in the division identified objectives in this goal category. Among those mentioned in the individual reports are the following: responding to concerns expressed in the 2002 LibQual+ survey; preparing department-related surveys to identify specific user and/or staff needs, providing for cross training opportunities among staff; promoting the development and evaluation of instructional skills among library staff serving in the instructional pool. Additional division-wide attention will be given to reviewing policies, guidelines and procedures to ensure that they serve the users in consistent and reasonable ways, establishing effective guidelines and approaches for staff relating to

customer service, developing and managing a systematic complaint/compliment system to expand options for customer feedback, and continuing to optimize service desk locations in Lied.

Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. Implementation Strategy 3.1, Provide opportunities for staff development and training on effective information literacy programming and the role of information literacy in higher education.

- The Architecture Studies Library, Music Library and Instruction Department will continue their respective efforts to engage and collaborate with classroom faculty in an ongoing information literacy effort.

Strategic Goal 4, Establish a coherent consistent library-wide marketing program that focuses on new and existing services and collections. Implementation Strategy 4.1, Each department will identify new or existing services and user environments that will benefit from a library marketing program. Implementation Strategy 4.2, Identify collaborative opportunities and implement strategies for promoting library services, capabilities, and resources to raise awareness of the Libraries' role in fostering information literacy.

- At least two branches intend to expand their marketing efforts with respect to services like reference and media in order to raise faculty awareness of these services and of the importance of collaboration especially associated with information literacy.

## **Circulation Department**

**Maria White**

**Library Technician III**

Libraries Strategic Plan Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- Work with Collection Development, Bibliographic and Metadata Services and the subject librarians to develop a plan and procedures for weeding the main collection so that shifting can be done to make room for new acquisitions.
- Shelf read the main collection at least once every semester.
- Continue on-going bin audits of Lied Automated Storage Retrieval.

Libraries Strategic Plan Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- Improve the Lied Automated Storage and Retrieval retrieval process for both users and staff.
- Work with Systems staff to facilitate the process for registering new students for library privileges.
- Implement automatic hold processing.
- Continue to identify old delinquent patron accounts and delete the long-billed missing books associated with them, out of the database.

**Instruction Department**  
**Diane VanderPol**  
**Head Instructional Services Librarian**

Libraries Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students.

- Continue to provide the most appropriate and up-to-date instruction in research and information literacy skills.

Libraries Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- In order to promote the development of teaching skills for staff so that they might better serve users in the classroom environment, the department will propose a plan for regular developmental evaluation and will provide a series of opportunities for professional development in the area of teaching skills.

Libraries Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- The department will participate in the Association of Research Libraries' sponsored project, Standardized Assessment of Information Literacy Skills, to help determine a baseline information literacy competency level and to subsequently determine appropriate instructional services.

Libraries Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students.

- The department will take advantage of the hardware and software in the new multimedia design studio to create learning tools for library staff and subsequently for students and other members of the UNLV community.

**Media and Computer Services Department**  
**Jennifer Church**  
**Head, Media and Computer Services**

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- Continue to develop the Classroom Building Complex classroom project. Continue developing training materials for faculty who will use the system. Finalize online form for reserving materials.
- Complete the conversion of media subject guides to pdf format. Make these available from the Web site.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

Implementation Strategy 2, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities. Implementation Strategy 2.2,

Each department will evaluate and respond to identified user needs and expectations.

- Conduct an online survey to help gauge overall user satisfaction with computer services and the new workstation environment. This should be designed to pinpoint areas for improvement.
- Continue the implementation of laptop checkout satisfaction surveys at the end of each semester.
- Conduct a survey of service pool staff concerning the merger of computer help and Research and Information services. This survey should be designed to help recognize areas of needed growth and improvement.
- Working with the Research and Information Department, continue to develop cross-training opportunities designed to enhance service pool staff skills. This should include computer skills and well as research skills.

## **Research and Information Department**

**Victoria Nozero**

**Head, Research and Information**

Libraries Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections. Libraries Implementation Strategy 1.1, Develop tools to optimize, promote, and improve access and connectivity to print, media, and electronic collections; and reference services.

- In response to LibQual+ and the graduate student focus groups, the department will identify and implement potential outreach activities to bring reference services to the users' point of need and to improve the customer focus, through a departmental strategic planning process.
- Implement a virtual reference service for UNLV, including marketing the service to the UNLV community.

Libraries Strategic Goal 1, Libraries Implementation Strategy 1.2, Promote and improve access to and retrieval of current collections and services at the UNLV Libraries through the use of traditional information organization and methodologies and current metadata standards.

- Complete current projects to make unique collections more accessible through improved bibliographic control or digitization projects.

Libraries Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

Libraries Implementation Strategy 2.1, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities.

- Develop a long-term methodology for determining changing user needs, evaluating current performance, and planning future services and facilities in light of the identified needs.
- Work with other departments and divisions to evaluate the current use of physical space on the first and second floors of Lied Library in relation to user needs and expectations.

**Architecture Studies Library**  
**Jeanne Brown**  
**Head, Architecture Studies Library**

Strategic Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the UNLV Libraries' print and media collections.

- Continue table of contents project, providing table of contents access in the catalog to titles with distinctive chapter headings that are not currently included in Innopac.
- Add to and provide access for digital collection of Las Vegas architecture materials.
- Add to Las Vegas oral histories and transcribe interviews.
- Explore feasibility of transferring architects and buildings list into database format, in-house.
- Develop Web listing of Architecture Studies Library media by format.
- Create a separate Web page for Architecture Studies Library Las Vegas maps.
- Weed reference collection to highlight most valuable resources and increase their use.

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

- Explore means of communicating with our student clientele, including possible collaborations with School of Architecture student groups, peer advisors, joint mailing list with the School of Architecture, e-mail list, flyers, student library success stories on the Web, faculty highlights (related to library) on Web.
- Solicit and respond to user needs/expectations on focused topics.
- Continue to collaborate with the Las Vegas American Institute of Architects group to bring additional resources into the Architecture Studies Library .
- Assist the Las Vegas American Institute of Architects with materials needed for the 2005 national American Institute of Architects conference in Las Vegas.

Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students.

- Heighten faculty awareness of the role the library can play to support instruction.
- Heighten student awareness of one-on-one library assistance and online tutorials.
- Evaluate online instruction modules and revise or add to as necessary.
- Collaborate with School of Architecture faculty to enhance student acquisition of library search and research skills.

Strategic Goal 4, Establish a coherent consistent library-wide marketing program that focuses on new and existing services and collections.

- Market reference services.
- Market comments form.
- Market videos.
- Promote other resources and services as appropriate.

**Curriculum Materials Library**  
**Jennifer Fabbi**  
**Head, Curriculum Materials Library**

Libraries Strategic Plan Goal 2, Implementation Strategy 2.1, Continue plans to improve upon and/or renovate and expand the existing Curriculum Materials Library facility by taking into account elements of the proposed renovation plan while responding to opportunities in a timely manner. Administer a questionnaire during the fall 2003 semester to identify patrons' prioritizations for additional space options and usage. From LibQual+: aim to provide spaces that are "a haven for quiet and solitude." From graduate student focus groups: aim to provide group and quiet study space.

Strategic Plan Goal 1, Implementation Strategy 1.1, Develop tools to optimize reference service, whether in-person or virtual. Focus on development of the Curriculum Materials Library Web site as the vehicle for these tools, with emphasis on further content development, such as frequently asked questions (FAQs). Use these tools to train new Curriculum Materials Library student workers as well as educate new users of the Web site. From LibQual+, aim for "employees who have the knowledge to answer user questions." From graduate student focus groups, aim to provide discipline-specific resources and a variety of modes of instruction, including online help and FAQs.

Strategic Plan Goal 4, Implementation Strategy 4.2, Collaborate with College of Education faculty to further identify their needs and the needs of their students. For this fiscal year, concentrate on informal focus groups with children's literature instructors and members of the College of Education's Multicultural and Diversity Committee, to raise awareness and create interest in the benefits of information literacy. From LibQual+, aim to raise awareness of collections and services that faculty may not know about, which may contribute to negative gap scores. From graduate student focus groups: aim to promote library instruction, resources and services via faculty groups.

**Music Library**  
**Cheryl Taranto**  
**Head Music Librarian**

FY04 goals and objectives for the Music Library are very much like last year's goals and objectives, as many of these items should be ongoing to continually provide the best service and access possible. They are as follows:

Goal 1, Increasingly provide access to digital collections and services to support instruction, research, and outreach, while improving access to the University Libraries' print and media collections. Objective 1, Develop tools to optimize, promote, and improve access and connectivity to print, media, and electronic collections; and reference services. Objective 2, Promote and improve access to and retrieval of current collections and services at the UNLV Libraries through the use of traditional information organization methodologies and current metadata standards. Music Library Goals:

- Acquisition and possible implementation of e-sound reserves.

- Conversion of LP collection to compact disc or audio file.
- Fully implementing the audio-visual distribution system in the Music Library.

Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations. Objective 1, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities. Objective 2, Each department will evaluate and respond to identified user needs and expectations. Music Library Goals:

- Continued development of library services and collections based on expressed needs of faculty and students through one-on-one contact, surveys, and analysis of use statistics.
- Facilitating fund-raising for Music Library expansion and for additional collection development funds

Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. Objective 1, Provide opportunities for staff development and training on effective information literacy programming and the role of information literacy in higher education. Objective 2, Identify and implement strategies for marketing and promoting library services, capabilities, and resources to raise awareness of library's role in fostering information literacy and inform and expand patron expectations. Objective 3, Develop a culture of assessment by identifying benchmarks to chart progress toward implementing information literacy programs and working to incorporate results of assessment into decision-making. Music Library goals:

- Market Web site, with assessment of effectiveness and student needs through retention studies and surveys.
- Continue collaboration with Music Department faculty in targeting undergraduates for teaching library research methods and assessing retention levels.
- Collaboration with Music Department faculty in development of additional Music Library Web page tools to enhance learning through the use of Music Library services and collections, accessed through the Web site.

**Special Collections Division**  
**Peter Michel**  
**Director of Special Collections**

Goal 1, Provide access to digital and analog collections

- Identify and acquire collections.
- Organize, arrange collections and create access tools.
- Digitize selected items.
- Create appropriate metadata.
- Create Web pages.
- Provide content for digital projects.

Goal 2, Foster user-focused environments

- Work with other groups assessing library users and services to identify issues relevant to Special Collections.

- Continue to provide high level of reference service.
- Improve access tools, create digital collections and enhance Web site.
- Promote collections and their use through teaching, presentations, media and publications.

#### Goal 3, Information Literacy

- Educate students in information literacy and critical thinking as part of reference, access, teaching academic courses and workshops.

#### Goal 4, Marketing and Collaboration

- Explore Las Vegas Centennial and UNLV's 50<sup>th</sup> anniversary as opportunities for promoting the Libraries.
- Continue engaging in outreach and promotional activities as opportunities arise.
- Pursue collaborative opportunities both within the university and in the community in the Gaming Studies Research and Oral History Centers.
- Continue developing relationships and partnerships with community, government and corporate groups through collecting, information management and interpretation.
- Work with the Libraries' Director of Development in development programs, publications, and initiatives.

#### Ongoing goals:

##### Gaming Studies Research Center.

- Develop and improve the Web site.
- Work collaboratively with other UNLV departments, colleges and individual faculty to develop a collaborative research agenda, with the gaming resource collection providing a primary informational resource.
- Identify and acquire collections including oral histories.
- Establish UNLV Libraries as the center for the documentation of the gaming industry worldwide.
- Increase visibility; establish relationships with industry leaders.

##### Preservation/Conservation

- Continue to provide cost-effective preservation services for UNLV Libraries collections.
- Provide training and services to UNLV departments and programs.
- Provide training and services to other area cultural institutions.
- Continue to work with the State Library and Archives in creating a statewide preservation program.

##### Manuscripts

- Continue to identify and acquire new collections.
- Provide Web access to the manuscripts database.
- Create MARC records for manuscript collections.
- Transfer current finding aids and inventories into electronic format.
- Enhance current finding aids and inventories and create encoded archival description finding aids.

- Provide content for digital projects.
- Develop an internship program to work in the department and with outside organizations agencies and corporations.

#### University Archives

- Develop database and make Web accessible.
- Create a Web site with illustrated history of university.
- Avoid records management.

#### Web Development

- Add collection indexes and databases (if feasible).
- Add and link more images
- Digitize and add material from 1998 annual report.

#### Potential Digital Projects

- Maps.
- Title pages and plates from Tax collection and other rare gaming books.
- 19<sup>th</sup> century government surveys of the west.
- History of UNLV.

#### Oral History

- Director establishes parameters of program, develops initial projects.
- Establishes working relationship with other campus programs.
- Develop training program.
- Develop database of all oral histories (audio and video) and make it Web accessible.
- Conduct and transcribe interviews.
- Digitize selected interviews.
- Create Web site.
- Make sure all UNLV oral history tapes are deposited in Special Collections.
- Make sure all local oral history tapes (or copies) are deposited in Special Collections.

### Assessment

**Jeanne Brown**

**Chair, Research and Analysis Committee**

Strategic Goal 2, Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations.

Implementation Strategy 2.1, Library groups will develop assessment tools for determining user needs and expectations as they relate to services and facilities.

- The Libraries will participate for the second time in the national standardized survey LibQual+. This survey specifically aims to compare patron perceptions of service quality with their expectations. The results of the spring 2004 survey will be analyzed and compared with results from the previous administration of the survey in spring 2002.

- The Libraries' Research and Analysis Committee will review options for building our knowledge base and understanding of various segments of the UNLV Libraries customer population. Data available from a variety of campus sources including the PAIR student profiles, the Space Utilization Study, the Freshman Survey, the CSEQ, the Kuh Report, and previous library surveys will be selected and compiled based on application to and implication for library services and marketing.
- Assessment activities will continue to be done at the department level, based on need for patron input. Assessment will address internal processes and/or staff perceptions and expectations as well as the impact of products and services on library users.

Strategic Goal 3, Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students.

- Responding to both Goal 2 and Goal 3, the Libraries will participate in a national information literacy assessment survey, Standardized Assessment of Information Literacy Skills. This tool is intended to measure information literacy and assess its impact on student learning.

**APPENDIX III**

**Statistics**

**1999-2003 USE OF PHYSICAL RESOURCES**

**1999-2003 Check-Outs**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Dickinson/Lied Library	188,124	176,388	169,198	203,682	188,273
Architecture Studies Library	10,173	12,729	15,103	16,911	16,454
Curriculum Materials Library	43,363	37,972	34,420	37,687	47,810
Music Library				11,768	15,437
<b>Total</b>	<b>241,660</b>	<b>227,089</b>	<b>218,721</b>	<b>270,048</b>	<b>267,974</b>

**1999-2003 Renewals**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Dickinson/Lied Library	21,431	29,208	35,284	35,886	41,520
Architecture Studies Library	1,235	1,720	2,557	3,568	4,233
Music Library				804	1,723
<b>Total</b>	<b>22,666</b>	<b>30,928</b>	<b>37,841</b>	<b>40,258</b>	<b>47,476</b>

**1999-2003 Internal Use**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Dickinson/Lied Library	290,526	251,708	235,209	169,299	160,789
Architecture Studies Library	10,746	17,864	12,545	15,866	21,869
Curriculum Materials Library	5,988	10,660	8,437	6,559	6,837
Music Library					5,420
<b>Total</b>	<b>307,260</b>	<b>280,232</b>	<b>256,191</b>	<b>191,724</b>	<b>194,915</b>

**1999-2003 TOTAL USE OF PHYSICAL RESOURCES**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Dickinson/Lied Library	500,081	457,304	439,691	408,867	390,582
Architecture Studies Library	22,154	32,313	30,205	36,345	42,556
Curriculum Materials Library	49,351	48,632	42,857	44,246	54,647
Music Library				12,572	22,580
<b>Total</b>	<b>571,586</b>	<b>538,249</b>	<b>512,753</b>	<b>502,030</b>	<b>510,365</b>

**1999-2003 DOCUMENT DELIVERY**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Loaned to others	6,395	4,527	3,793	4,530	4,658
Borrowed from others	9,265	12,446	13,334	13,901	12,182
Unmediated document delivery		630	595	961	822
<b>Total</b>	<b>15,660</b>	<b>17,603</b>	<b>17,722</b>	<b>19,392</b>	<b>17,662</b>

**1999-2003 USE OF ELECTRONIC RESOURCES**

**1999-2003 Web Activity**

Successful Requests (hits)	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Fall Semester	317,575	461,724	759,126	1,847,014	2,678,978
Spring Semester	438,923	797,123	1,672,047	2,972,052	2,982,002
Summer Terms	297,137	440,311	856,890	1,469,892	2,009,220
<b>Total</b>	<b>1,053,635</b>	<b>1,699,158</b>	<b>3,288,063</b>	<b>6,288,958</b>	<b>7,670,200</b>

**2003 Use of Electronic Reserves**

	2002-2003
Lied Library	85,766
Architecture Studies Library	5,836
Curriculum Materials Library	335
<b>Total</b>	<b>91,937</b>

**1999-2003 LIBRARY VISITS**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Dickinson/Lied Library	670,376	603,089	782,374	1,223,832	1,396,596
Architecture Studies Library	59,551	69,246	64,141	82,816	81,831
Curriculum Materials Center	75,120	68,980	73,812	80,264	80,693
Music Library				27,929	31,680
<b>Total</b>	<b>805,047</b>	<b>741,315</b>	<b>920,327</b>	<b>1,414,841</b>	<b>1,590,800</b>

**1999-2003 PATRON CONTACTS**

**1999-2003 Patron Contacts at Service Points**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Dickinson/Lied Library	127,468	102,569	117,075	266,755	239,766
Architecture Studies Library	2,047	3,244	2,598	16,660	18,758
Curriculum Materials Center	3,668	8,010	12,665	20,650	20,523
Music Library	1,633	1,670	1,690	10,274	14,414
<b>Total</b>	<b>134,816</b>	<b>115,493</b>	<b>134,028</b>	<b>314,339</b>	<b>293,461</b>

**1999-2003 Library Instruction Provided**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Dickinson/Lied Library	3,397	3,130	4,421	6,446	11,070
Architecture Studies Library	662	626	285	622	1,047
Curriculum Materials Center	607	797	1,325	1,650	898
Music Library	696	275	333	846	1,156
<b>Total Participants</b>	<b>5,362</b>	<b>4,828</b>	<b>6,364</b>	<b>9,564</b>	<b>14,171</b>

**1999-2003 Total Patron Contacts**

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Public Service Points	134,816	115,493	134,028	314,339	293,461
Library Instruction	5,362	4,828	6,364	9,564	14,171
<b>Total</b>	<b>140,178</b>	<b>120,321</b>	<b>140,392</b>	<b>323,903</b>	<b>307,632</b>