



Biology major Takako Yokogi studies in UAF's Rasmuson Library on a bright morning.
UAF photo by Yumiko Uchiro

STANDARD FIVE

Library and
Information Resources

5.A. Purpose and Scope

The Libraries

Elmer E. Rasmuson Library, the largest library in Alaska, consists of the main library on the Fairbanks Lower Campus and the BioSciences Library in the Arctic Health Research Building on the West Ridge. Rasmuson Library serves the Fairbanks campus and the Tanana Valley Campus of UAF. The BioSciences Library is responsible to branch libraries at the Seward Marine Center and the Fishery Industrial Technology Center in Kodiak and to the School of Fisheries and Ocean Sciences research center in Juneau. While Rasmuson Library's primary clientele (including that of the BioSciences Library) is physically located on the Fairbanks campus, services are increasingly being offered to community campus students and faculty through a variety of services and online products. The recent rapid development of Internet-based information resources such as online indexes, links to full-text periodical articles, and web-based services such as submission of interlibrary loan requests through Rasmuson's home page, enables the libraries to serve users in many locations. Faculty and students on the Fairbanks campus can access many library services from their offices and homes. For rural residents at community campus sites around the state, online library services and databases provide access to materials that were once difficult or impossible to obtain.

Kuskokwim Consortium Library (Kuskokwim Campus, Bethel), Northwest Campus Learning Resource Center (Nome), and Chukchi Consortium Library (Chukchi Campus, Kotzebue) are administered by the College of Rural Alaska. They have no direct administrative or budgetary connections with Rasmuson Library, but they have access to a variety of library services offered through Rasmuson. The UAF Interior-Aleutians Campus is headquartered in Fairbanks and has six rural learning centers. Interior-Aleutians students and faculty who are in the Fairbanks vicinity use the library facilities of the Fairbanks campus while those at rural sites use a variety of Internet and telecommunications library services. Students enrolled at Bristol Bay Campus in Dillingham are served through an Off-Campus Library Services office at the Rasmuson Library. The Keith B. Mather Library reports to the Geophysical Institute and the International Arctic Research Center on the Fairbanks campus. A chart in the Appendix [A5.1] illustrates the decentralized organization of libraries at UAF.

Networking and Academic Computing at UAF

In 1986 responsibility for academic computing was moved from University of Alaska statewide administration to the individual campuses. This gave rise to almost a decade of controversy over whether the appropriate resources had been transferred from the statewide administration. Departmental responsibility for system support changed every few years with personnel turnover. Organizationally, UAF took several years to respond to the changes.

During this period, personal computers became ubiquitous. From 1985 to 1994, UAF essentially had no budget to support personal computing. Responsibility rested with the schools and colleges, which led to severe inequities between programs. The research institutes and professional schools set up local area networks and made their own arrangements with the statewide administration for connection to the Internet. Student computer labs were set up with money taken from other budgets; there was no provision for maintenance or replacement. In fall 1994, the UAF provost in conjunction with the statewide executive director for information

technology brought in external consultants from the University of Washington and the Western Interstate Commission for Higher Education (WICHE) to advise both UAF and the statewide system on appropriate structures to support academic computing. As a result of this study, the campuses were made responsible for campus networking. At UAF, this was accompanied by a reorganization that put responsibility for academic computing and for networking for the Fairbanks campus under the director of libraries and information technology.

The Division of Computing and Communications, a division of the Rasmuson Library, is responsible for Fairbanks campus computing. This includes library computing needs, including the library catalog (Gnosis), circulation, reserve material checkout, and the library's local area network. Networking for community campuses (with the exception of Tanana Valley Campus) is handled by the UA statewide administration with help from the Division of Computing and Communications and local support staff and faculty.

The Arctic Region Supercomputing Center (ARSC), a separate entity, supports high-performance computational research in science and engineering with an emphasis on high latitudes and the Arctic. Consistent with UAF's goal of being a leader in Arctic research, ARSC facilities are used for research in atmospheric sciences, engineering and environmental sciences, geophysics, medical and health research, oceanography and marine sciences, and space physics (see Standard 4.B).

Evidence-Based Description

Rasmuson Library

Rasmuson Library's information resources and services include sufficient holdings, equipment, and personnel to accomplish UAF's mission (5.A.1). Current library holdings for Rasmuson Library and the BioSciences Library are described in detail in the exhibits [E5.7; E5.11]. Rasmuson's current holdings include more than one million monographs, 16,500 periodicals, one million microforms, 23,000 maps, 8,000 videotapes, 12,000 linear feet of archives and manuscripts, 2,700 computer files, and approximately 11,500 audio items. These figures include holdings for several special collections. In keeping with UAF's mission and goals, the Alaska and Polar Regions Department (APR) has an extensive collection of books and periodicals on the history and development of Alaska as well as the Arctic and Antarctic polar regions. Geographically the Arctic includes northern Canada, Greenland, northern Scandinavia, Iceland, and northern Russia (Siberia and the Russian Far East). APR materials include archives, manuscripts, historic photographs, rare books and maps, oral histories, and archival films on subjects including Russian-America, expeditions, politics, commerce, and anthropology. The Government Documents and Maps collection, a federal depository library, houses the largest collection of government documents in Alaska. This area receives approximately 51 percent of all the government material available through the depository program. An increasing number of these holdings are becoming available electronically. The library catalog Gnosis and the Alaska Periodical Index, resources compiled and maintained by APR, are available online [W5.1].

The collection development faculty's task is to manage the book collections so that they reflect as far as possible the requirements of users and university programs and degree offerings and statewide needs (5.A.2, 5.A.3). An annual computer-based quantitative collection analysis

performed since 1991 by the Western Library Network for Rasmuson's Collection Development Office has largely replaced the physical examination of materials on the shelves. This automated collection analysis is now the library's primary technique for tracking collecting activity by subject area. It identifies changes occurring in the composition of the book collections by numbers of records and by calculating percentages of the collection by subject area and by imprint date. These reports show patterns, enabling the library's collection development faculty to be certain that book collections are fulfilling their purpose in support of the university's teaching, research, and service goals. This analysis is also used in evaluating the sufficiency of the collections in support of the core curriculum. In response to faculty concerns, Rasmuson has concentrated on building the book collections in geography and earth sciences over the past ten years or so. Analysis of the collections is also useful in determining the success of the library in fulfilling its statewide mission in coordinating collection building with university and other partner libraries (5.A.2, 5.A.3).

The BioSciences Library's physical holdings consist of approximately 50,000 books and other monographic publications, 2,800 serial titles including journals, and 477 current journal subscriptions. Its collection covers the life sciences, primarily in the fields of biochemistry and molecular and cell biology; microbial physiology and ecology; marine fish biology and fisheries; other aspects of marine biology and ocean sciences except physical oceanography; freshwater biology, ecology and fisheries; and wildlife biology and management (5.A.3).

Chukchi Consortium Library, Kotzebue

Chukchi Consortium Library in Kotzebue is supported by the University of Alaska and the Northwest Arctic Borough, making it accessible to university students and all local residents. The collection consists of 14,350 volumes, 1,757 audiovisuals, and 113 periodical subscriptions. A lack of space has prevented the addition of many items, and the staff has been engaged in a weeding project to convert the collection from an academic focus to one of a more popular nature. About 12-15 linear feet of shelf space is available for new items. There are ten reader seats, and two personal computer workstations, both of which have Internet access. If these terminals are in use, the college's computer lab is also available. Other resources include classrooms, typewriters, copy and fax machines, and computers available for word processing. The library has 1,100 patrons, most of whom are located in Kotzebue. Thirty-six percent of Kotzebue residents are registered borrowers of Chukchi Library and 28 percent of the Northwest Arctic Borough residents are registered borrowers.

Kuskokwim Consortium Library, Bethel

The Kuskokwim Consortium Library is a key learning resource at Kuskokwim Campus and a major contributor to achieving the stated mission of the campus. The library serves a dual role. As an academic resource, it provides services available to students and faculty, and as a community resource, it offers information services appropriate for a small community library. Operated by the Kuskokwim Campus, the library is also funded by the City of Bethel to support the community component of the library mission to Bethel and surrounding communities. Over the past ten years the city has contributed from \$50,000 to \$65,000 annually for personnel, materials acquisition, and computer purchases.

The library is located in the Yupiit Piciryarait Cultural Center built in 1994 and operated by Kuskokwim Campus. The Cultural Center is also home to the Association of Village Council Presidents Yup'ik Museum and Gift Shop, and it offers community event facilities for up to 300 people. The library collection consists of more than 35,000 volumes, 3,500 audiovisuals, and ninety-one periodical subscriptions. There are fifty reader seats and five personal computer workstations, two of which have Internet access.

Northwest Campus Library Learning Resource Center, Nome

Holdings of the Northwest Campus Library's Learning Resource Center include 12,500 monographs, 100 serials, 250 audiovisual items, 100 microforms, and 500 items in the vertical files collection. There are eighteen reader seats. The center has three Internet connections, and a campus computer lab houses fourteen computers with Internet connections. The Northwest Campus serves the residents of Nome and the fifteen Native villages in the Bering Strait Region.

Keith B. Mather Library, Geophysical Institute

The Keith B. Mather Library of the Geophysical Institute has recently moved to the International Arctic Research Center to allow for expansion. This library supports the research activities of the Geophysical Institute and the IARC. Access is 24 hours a day for the GI and IARC faculty, using a magnetic card. University faculty, staff, and students (graduate and undergraduate) may use the library weekdays from 8 to 5 and are permitted to check out library materials. The library is supported 90 percent by the Geophysical Institute and 10 percent by IARC and its agencies.

The Mather Library offers scientists 325 refereed professional journals from around the world. Although the library is currently working on obtaining electronic journals that are free with print copies, print copies will remain the archival form for Mather Library's journal subscriptions for the near future. The library holds approximately 52,000 bound volumes and acquires an average of 500 new book titles annually. For many of these, this library is one of only a few holders in the world. This past year, a large number of gifts were received from retiring staff and others in the local scientific community, resulting in more than 3,500 acquisitions. The library has a number of bibliographies: Alaska Climate, Alaska Earthquakes, Alaska Volcanoes, Alaska Field Trip Guides, Geophysical Institute Publications, and Alaska Well-Logs. The library has an extensive report and data collection. Approximately 60 percent of the collection is now cataloged with analytics. The Alaska Department of Transportation library is also housed in this facility on contract for cataloging, reference, and maintenance.

The Mather Library provides interlibrary loan to faculty, staff, and students with information available from international sources within 24 hours. Approximately 425 requests were filled in 2000. As more international scientists use these services, the challenging job of finding obscure reports is increasing. Library staff members provide reference service, compile bibliographies, check references for publications, make copies of journal articles for faculty and staff, retrieve information from other libraries in the area, and provide courier service to the Rasmuson and the BioSciences libraries. The major effort during the last five years has been to plan and move into new library facilities while maintaining quality reference service. The move into the IARC building was accomplished in the spring of 1999. Now the major efforts are to advertise the collection to the scientific community and to acquire appropriate Japanese materials for the

Japanese agencies in the building. Also part of the Mather Library is the GeoData Center of the Geophysical Institute, a repository of aerial photographs and satellite imagery.

Appraisal

Technology has enabled Rasmuson Library to continue to deliver many services in new formats while retaining the core print collections. However, 7-day, 24-hour access to the library, now possible because of technology, has placed significant additional demands on staff.

Rasmuson Library General Collections

A strength of Rasmuson Library is the recognition that collection development must be based on qualitative and quantitative data. In the mid-1980s, library staff began a formal effort to gather information on the nature of the monograph and monographic serials collections. This work was based on the Conspectus, an inventory of research libraries' existing collection strengths and current collecting intensity, based on the Library of Congress's classification scheme and originally developed by the Research Libraries Group. This system was adopted and modified by the Alaska Cooperative Collection Development Steering Committee. The Conspectus is now accepted nationally and to an increasing degree internationally for understanding and managing collections and for developing cooperative collecting programs that are based on each partner library's strengths. The Conspectus approach was initially applied at UAF through intensive hands-on analysis of the book collections. Materials on the shelves were examined according to standardized Conspectus criteria to determine the level of study and research particular areas of the collection would support, from lower-division undergraduate through doctoral study.

Often when concentrating funds on building specific collections, acquisitions in other subject areas decline because of budget limitations. This has resulted in weaknesses in some parts of the book collection. The library's effort has been to confine these weaknesses to subject areas less central to the university's teaching and research program. This has been only partially successful because the university's trend has been not to drop programs, but rather to add them with no matching increase in the library budget. Only with great difficulty is the library able to provide materials for new courses and programs. Overall, the monograph and monographic serials collections have generally reflected the university budget history. That history shows an uneven book collection over time, with not all subject areas treated adequately during all years.

Automated collection analysis reports from 1994 to mid-1999 show that the Conspectus divisions for Biological Sciences, Library and Information Science, Language/Literature/Linguistics, Medicine, Philosophy and Religion, and Sociology declined in the percentage of the overall collection by 0.1 percent or more. Divisions that have increased in percentage of the overall collection by 0.1 percent or more include Agriculture, Computer Science, Economics and Management, Education, Geography and Earth Sciences, History, Law, and Technology/Engineering. Conspectus subject divisions that changed 0.1 percent or less include Anthropology, Art, Chemistry, Mathematics, Music, Performing Arts, Physical Education and Recreation, Physical Sciences, Political Science, and Psychology.

Serials

The serials collections at UAF libraries, as at most other publicly supported institutions, have reflected the vicissitudes of budget resources and rising serials prices. Serials were cancelled at times, notably 1991, when the library struggled to maintain its subscription list while faced with budgets that did not accommodate rising journal prices. Cancellations were undertaken after consultation with academic faculty through department heads. The goal was to involve all faculty who had a stake in the journal collection. This routine review of the journal list through department heads now occurs every one to three years. All library faculty were heavily involved in this process. This collegial working relationship, a significant strength of the library's collection development work, would be further bolstered if the library had a large enough staff to provide liaisons to all academic departments. This is not possible with current staffing and workload assignments.

The library has, individually and in partnership with other libraries, invested heavily in developing alternate access to journal information. This has included augmenting interlibrary loan staffing and improving interlibrary loan turnaround times, providing free journal tables of contents to faculty and graduate students, and most significantly reallocating funds to electronic journal databases, both full-text and citation-based.

Joint arrangements between Rasmuson Library, other University of Alaska libraries, other Alaska libraries, and a regional library consortium (academic and public libraries in West Texas and New Mexico) have enabled the library to obtain online resources (including full-text products) more economically.

There has been much progress in providing social sciences, humanities, health and business indexes with full-text articles, but the cost of full-text science and technology databases has usually been beyond funding limits. For the past two years, the library has proposed initiatives that would provide added legislative funding for several science and technology online products. These initiatives were reviewed by a system-wide committee, but they did not become part of the University of Alaska's budget proposal. As an institution that emphasizes science and research, UAF has a serious weakness in this area.

UAF Computing and Networking

Overall lack of information technology planning at the Fairbanks and community campus level has hampered the delivery of computing services. Current problems include how to provide adequate replacement computers in student labs, adequate personnel support, and adequate instructional technology (both hardware and personnel). The lack of planning and central support for information technology has encouraged a decentralized approach to information technology on the Fairbanks campus. Yet computing services have been extended in several ways. Ethernet access is now available to students, faculty, and staff on the Fairbanks campus. All on-campus student residences, as well as most offices on the Fairbanks campus have Ethernet access. In addition, wireless Ethernet and walk-up ports are available in various locations on the Fairbanks campus. The open lab in the newly renovated Bunnell Building offers sixty-five workstations. Other labs administered by the Division of Computing and Communications are the Node in Rasmuson Library with twenty workstations and the Noyes Lab in the Natural Sciences Facility with fifteen. The Fairbanks campus Help Desk provides support for e-mail and Aurora (the main

server for the campus) problems, dial-up connection problems, problems with computers on the Fairbanks campus, questions on supported software, the current computer services training schedule, information on computer labs, employment information in the division, and other campus computing questions. (For a full list of labs operated by the Division of Computing and Communications and those operated by individual colleges, schools, and departments on the Fairbanks campus, see the division's web site [W5.2].)

Technology Refreshment Program

Technology refreshment at the desktop level is one area that suffered severely as budgets were reduced over the past several years. In an effort to address this situation the provost announced in December 2000 that UAF would implement a three-year Technology Refreshment Program that would replace outmoded and obsolete desktop computers by subsidizing departmental computer purchases. The target is to replace 450 desktop computers for each of three years [W5.5].

Technology Advisory Board

The Technology Advisory Board (TAB) provides recommendations to the UAF chancellor on the best use of the funds generated by the technology fee, a \$5 per credit hour charge to students. The Board of Regents approved this fee in 1996 based on a request by students. Individual campuses have the option of not charging the fee. The fee helps to enhance student access to technology considered in its broadest sense. Funds collected at a particular campus remain at that campus. Within UAF, only Fairbanks campus and Tanana Valley Campus students pay the technology fee. TAB allocates only those funds collected by the Fairbanks campus. TVC administers its own technology fee funds. Proposals are submitted to the board and reviewed using guidelines available on TAB's web page [W5.6]. The voting members are two faculty members (one from the Faculty Senate and one appointed by the provost), two staff members (from Staff Council), one graduate student, and four undergraduate students (three from ASUAF and one from Student Services). The ex officio members include the dean of Student Services, the director of the Division of Computing and Communications, and the director of the Business Office. TAB regularly funds information technology in excess of \$500,000 each year through its grant program.

Projections

New demands require a major re-thinking of library programs and retraining of staff. Staff are now directing their efforts toward providing access to collections and intellectual resources through the Internet in a manner not possible five years ago.

The decline of some areas of the overall collection is cause for concern and will be reviewed as part of Rasmuson's collection development plan in the future.

The challenges to the library faculty and staff are significant as library services and opportunities evolve rapidly in the Internet environment. The library faculty and staff need to confront a number of fundamental issues:

- The balance between physical collections and electronic collections.
- The need to acquire more science-oriented subscriptions at a time when funds for additional journals are difficult to obtain.

- The demands of maintaining a physical facility while rapidly expanding access and delivery of information to the student and faculty desktop.
- The demands of recruiting, retaining and retraining a professional workforce at a time when information specialists are increasingly drawn away from library careers and attracted to areas of industry that both complement and compete with traditional library missions.
- The need to assess the value and demand for information-seeking instruction from a diverse student body, both the Internet-sophisticated and the less sophisticated.

As a result of a recent appointment of an individual to head Rasmuson Library's Division of Computing and Communications, that division will provide a strong leadership role on campus. The division has taken the lead in the Technology Refreshment Program, and it has attracted financial support to improve the network infrastructure of the Fairbanks campus. However, the information technology needs of the campus should be planned, supported, and funded on long-term basis.

5.B. Information Resources and Services

Evidence-Based Description

The collections at Rasmuson and BioSciences libraries are managed and developed by librarians and area specialists with collection development responsibilities, coordinated by the collection development officer. Faculty liaison is one of the collection development officer's primary activities, and every effort is made to develop collections that relate to the teaching, research, and service missions of UAF. The library participates in cooperative collection development programs locally and statewide [W5.3; E5.4; E5.5]. It maintains and provides audio-visual, recording, and computer equipment in support of academic programs. It has primary collecting commitments in areas central to UAF interests, including mathematics, mining, and engineering [W5.3; E5.2; E5.3; E5.8] (5.B.1).

The library's collection development mission is to develop and manage effective library and information resources appropriate for teaching, research, and service at UAF. Some librarians are able to act as individual liaisons to academic departments. Faculty, students, and staff are actively encouraged to suggest materials for acquisition. Contact information for collection development specialists (including the BioSciences Library) and an online form for acquisition suggestions appear on the library's web site. Each fall, librarians participate in new faculty orientation presentations to publicize services such as collection development and purchase suggestions (5.B.4).

Rasmuson and BioSciences libraries have moved toward providing electronic full-text periodicals, particularly since the statewide purchase three years ago of a suite of electronic journal databases. These include more than 5,000 titles covered in EbscoHost, 620 titles in Electric Library, and 180 in the InfoTrac Health Reference Center. Funds for continuing these databases through spring 2001 were appropriated by the Alaska Legislature, and access is free to any Alaska resident. After spring 2001 a regular source of funding will be required. About

14,000 electronic current and non-current periodical titles are accessible to the UAF community through a number of commercial services under the management of Rasmuson Library. Links to online periodical indexes and associated full-text articles are available through Rasmuson's web site [W5.1]. Rasmuson Library now subscribes to more than one hundred online indexes, many of which offer full text of some or all of the indexed articles. These are usually accessible through IP address authentication to UAF faculty, students, and staff, including those affiliated with UAF's community campuses and can be accessed directly through links from the library's web site.

The library is making use of joint arrangements to obtain online resources (including full-text products) more economically. UAF, UAA, and UAS have cooperated in joint subscriptions whenever possible, and Rasmuson Library routinely includes its community campuses when negotiating license agreements with online product vendors. Rasmuson Library was also a key participant in the Databases for Alaskans project, a joint effort of the University of Alaska libraries and the Alaska State Library to provide free Internet access for state residents to a variety of online databases, many of them full-text. This project has been funded by the Alaska Legislature and is in its second year of operation. The Fairbanks campus also acts as a mirror site for Databases for Alaskans. During the early 1990s Rasmuson Library with the Alaska State Library developed SLED (Statewide Library Electronic Doorway), a gateway to Internet resources with an emphasis on Alaska and northern regions sites. Rasmuson's Division of Computing and Communications maintains SLED, and a librarian from Rasmuson has served on the SLED advisory group since its inception. The Alaska and Polar Regions Department has a number of digitization projects underway or complete [W5.7] (5.B.5).

The printed and microform subscriptions of the Rasmuson and the BioSciences libraries have been pruned in order to provide the funds for full-text access to journal literature. The print/microform list now represents a minimum core. The total decline in current, paid print subscriptions and standing orders from FY96 through FY00 is approximately 14 percent. To achieve this reduction, review projects were undertaken, the latest in spring 1999. Faculty members were invited to participate through a web-based form that solicited prioritization of print and microform titles. Library faculty made the final cancellations of titles on the print/microform subscription list, with the goal of making the overall availability of journal literature in all formats match the teaching, research, and service requirements of UAF within budget requirements. However, the spectrum of journal literature available to UAF users has been expanded through the provision of electronic full-text journal databases.

The collection development policy and collection agreements are available in the Alaska Statewide Cooperative Collection Development Agreement and the North Star Libraries Agreement [E5.5; E5.4]. The Government Documents and Maps Department of Rasmuson library, one of nearly 1,400 federal depository libraries in the United States and its territories, follows federally mandated management policies for depository collections [W5.8]. The web pages for the BioSciences Library list areas of collection emphasis (5.B.3).

Computing Services

The Division of Computing and Communications is responsible for Fairbanks campus computing. This includes maintaining network and technical support, training in information

technology, web site support and maintenance, facilitating administrative computing, supporting e-mail services, maintaining and staffing three open computer labs, operating a toll-free help desk, and hosting and maintaining the Statewide Library Electronic Doorway (SLED). The division maintains the online catalog for the UAF libraries, for the UAS Sitka Campus, and for the Sheldon Jackson College Library in Sitka. The division also maintains the Alaska Periodical Index, an online index to articles on Alaska and polar regions produced by the Alaska and Polar Regions Department of Rasmuson Library [W5.1; W5.2] (5.B.2). The Division of Computing and Communications provides the same range of services to the community campuses as is offered to Fairbanks campus users.

The community campuses' policies for computer lab use are available in print and on their web sites [E5.14]. The Division of Computing and Communications publishes online its policies for open lab and software use; the University Computer Policy is also online [W5.2; W5.9].

Teaching

The library offers formal and informal support and training for students, faculty, and staff. The Library Science 101 course, Library and Information Research, is part of the Core Curriculum required for an undergraduate degree. The 1990 UAF document Core Curriculum Requirements: Library and Information Literacy states that "communication literacy includes the ability to use libraries and databases. Students should be aware of the information sources and tools that affect them both directly and indirectly, and should have enough orientation to conduct the library research necessary to complete successfully the undergraduate experience."

With this goal in mind the course teaches research concepts, strategies, and skills necessary to become independent and effective library users, successful university students, professionals, and lifelong learners (5.B.2) [Library Science notebook]. A version of LS 101 is offered through the Center for Distance Education and Independent Learning and currently taught by the Off-Campus Services librarian. This course gives students at the community campuses an opportunity to meet their core library literacy requirement. The librarian at Chukchi Consortium Library also teaches LS101.

Library faculty members have also taught in other departments such as Anthropology, Northern Studies, and Journalism, and they have provided training to upper division classes at faculty request. Rasmuson faculty and professional staff also regularly present seminars as part of the Division of Computing and Communications training calendar or give presentations at the request of faculty [Library Science notebook]. The division also gives training sessions on the use of division-supported software and presentations on other computing or online information services. Rasmuson and BioSciences librarians also participate in some of these sessions.

Appraisal

Over the years, library staff members have made efforts to communicate effectively with faculty, students, and staff on collection needs and improvements in access to materials. During the past decade, the library responded positively to the introduction of new instructional programs (Women's Studies, Northern Studies) and will continue to do so as the University of Alaska system reassesses its program offerings. Budget cuts and the rise in serial prices have contributed

to cuts in subscriptions but this situation has been offset by cooperative arrangements with other UA campuses to subscribe to full-text online products. Online products also extend the range of library services to off-campus faculty, students, and researchers and make access to materials more convenient on the Fairbanks campus. Delivery of some interlibrary loan materials via the Internet has vastly improved delivery time for users.

Even though the Division of Computing and Communications offers the same services to the community campuses as it does to the Fairbanks campus, there has never been consistent funding to allow the community campuses to take full advantage of these services. Because of distance and because of this lack of funding, the division has not always been able to deliver its full range of services to the community campuses.

Projections

Although print materials will continue as the core of Rasmuson's and BioSciences' collections, the libraries will continue to extend services through consortial subscriptions to online services, especially full text. Alaska libraries rely heavily on cooperative arrangements, and consortial activities are a reflection of this. Online delivery of interlibrary loan materials will be extended.

Rasmuson Library will use JSTOR (Journal Storage) as an archival backup for a number of its serial publications, a development that can solve a portion of the library's storage problems. A goal is to provide 24-hour, 7-day access to the collections through the web with the capability of delivering electronic information to the scholar's desktop. This will serve the needs of resident students as well as those more distant from the Fairbanks campus. The critical issue of balancing physical collections convenient to the onsite user and those more accessible in electronic form to distant users is an ongoing concern.

The Library Science teaching program on the Fairbanks campus will continue to offer LS 101 through a variety of formats to accommodate students in a variety of situations. Faculty members are developing a web-based version of LS 101 in addition to more familiar offerings in the physical classroom. There are also plans to develop short tutorials on using library resources that can be offered through the library web site. These tutorials could cover topics that may not have been covered in the basic LS 101 course or could act as a refresher for students who have already taken the course.

5.C. Facilities and Access

Evidence-Based Description

Fairbanks Campus Libraries

Rasmuson Library provides access to library resources through four departments:

- Director of Libraries and Information Technology.
- Bibliographic Access Management, which includes technical services, acquisitions, a periodicals public service desk, Government Documents and Maps, and the BioSciences Library.
- Information Services, which oversees the reference desk, circulation, and Interlibrary Loan.
- Alaska and Polar Regions, which houses a book and periodicals collection, archives and manuscript collections, historic photographs, rare books and maps, oral history, archival films, and a photo lab.

Rasmuson Library is a six-story building constructed in two parts. The original building was completed in 1970 and expanded in 1984. The planned renovations and additions to the original building included a full six-story addition and expansion of floors 4 through 6, but due to budget constraints only a four-story addition and renovation of the 4th floor took place. The current space configuration is an interim one made in anticipation of Phase II, which would complete the expansion. Phase II was never undertaken and is not expected to ever occur particularly because the foundation and footings do not meet new seismic codes. Since 1984, growth of the collections, modifications to library programs, and lack of funds for some maintenance have resulted in inefficiencies and deficiencies in staff work areas and service levels. More than 40 percent of the library has had no renovation in more than thirty years. An extensive building renovation project began in June, 2001.

Rasmuson Library houses the 40-seat Media Classroom; the Assistive Technology Lab operated by Disability Services of the Center for Health and Counseling; a computer lab used for training; one of three public computer labs operated by the Division of Computing and Communications; and the newly formed Faculty Technology Resource Center (operating under the Office of the Provost).

Online information resources such as the library catalog Gnosis, the Alaska Periodical Index, and the approximately one hundred indexes (many of which offer full text of some or all of the indexed articles) are used by UAF faculty, students, and staff including those affiliated with UAF's community campuses. These resources are usually accessible through IP address authentication via links from the library's web site. Library patrons can also use a web-based form for submitting reference requests to the general reference desk, Alaska and Polar Regions Department, Government Documents and Maps Department, and the BioSciences Library. Patrons can use an interlibrary loan request form on the library web site. The Interlibrary Loan Office receives about 75 percent of articles electronically and now uses the web to deliver document copy requests in Adobe PDF format [E5.1 "Interlibrary Loan Web Delivery" brochure]. REVEAL UAF, a current awareness service from the UnCover database, delivers tables of contents via email from journals chosen by the user. ERes, the Electronic Course

Reserve System, allows instructors to post course readings and other materials including web links on a web site for student access (5.C.1).

Circulation of library and reserve materials, gate counts, and the number of questions at the library's main reference desk have all dropped steadily since 1995 [E5.11; E5.7]. The national trend toward lower enrollments during the past few years and the growing availability of online materials are contributing factors. The use of the library's electronic resources has increased dramatically as additional full-text materials are made available.

UAF provides Ethernet access to students, faculty, and staff in residence halls and the majority of offices on the Fairbanks campus. In addition, wireless Ethernet and walk-up port access is available for students, faculty, and staff with laptops. UAF's network is an IEEE 802.11b compliant, 11Mb/s (Megabit per second) wireless Ethernet with 64-bit encryption available upon request.

Use statistics, which are compiled for each public service area in the libraries, are used to determine the hours of library operation and staffing [E5.1; E5.11].

UAF participates in the Alaska Statewide Cooperative Collection Development Agreement and the North Star Libraries Agreement [E5.5; E5.4]. Each participating institution focuses on areas of individual interest. UAF has primary collecting responsibilities for academic and reference materials in selected areas in which it offers graduate programs. Some of these include mathematics, fisheries, biological sciences, Arctic engineering, and mining engineering. Purchase suggestions may be referred to partner libraries when appropriate. The Interlibrary Loan Office participates in a number of agreements with other libraries and vendors such as the Online Computer Library Catalog (OCLC) [E5.6].

Consortial licensing of online resources with other UA campuses is formalized through license agreements. Rasmuson and BioSciences participate in the Alaska Libraries Reciprocal Borrowing Program, which allows any walk-in patron with a valid library card from a participating library to check out materials from any other participating library in the state (5.C.2) [E5.8].

Community Campus Libraries

The Rasmuson 2001 Strategic Plan states that "The new [service] model will assure that patrons, physically present or not, can identify, locate and access information in Rasmuson's or other libraries' collections and can get help in understanding and using the information they retrieve." Online services—whether delivery of materials through interlibrary loan, online indexes, or full-text resources or digitization of archival materials—extend the libraries' services to UAF's research centers in Seward, Kodiak, and Juneau, and to the UAF community campuses and rural sites. Online full-text resources are not considered a substitute for all print material but are obtained when appropriate.

Library facilities at some community campuses are supplemented by Off-Campus Library Services (OCS) operating from Rasmuson Library [W5.11]. OCS was established in 1989 to provide information resources to UAF-affiliated faculty, students, staff, and researchers who do

not have access to appropriate information resources in their village or town including those affiliated with UAF campuses and those in UAF's distance education courses. OCS is staffed by a librarian at Rasmuson Library, funded by the College of Rural Alaska, and assisted by the document delivery services of the Interlibrary Loan Office. Services are specifically extended to the campuses in the College of Rural Alaska and to five additional units administered by CRA: the Alaska Center for Rural Health, the Cooperative Extension Service, the Department of Rural Development, the Center for Distance Education and Independent Learning, and the Rural Alaska Science and Mathematics Network.

The Off-Campus Library Services librarian reaches faculty and students through teleconferences and in person. A brochure describing services and policies, contact information, and basic information resources is mailed periodically to community campus directors and students and is distributed to faculty members via the College of Rural Alaska Forum. E-mail messages describing services and reminders of service availability are periodically sent to faculty members. A toll-free telephone number to OCS is available for UAF rural students and faculty use. The OCS librarian also teaches a course, LS 100, Library and Information Strategies, which covers information retrieval and evaluation for students who do not have physical access to the campus libraries (5.C.1).

Students enrolled at the community campuses are encouraged to use the Rasmuson Library web site through which students can search the catalog, search online resources to which Rasmuson Library subscribes, make interlibrary loan requests, and submit reference questions. Document delivery through interlibrary loan has improved during the past few years. Using Prospero, a web-based document delivery system, documents can now be posted to the World Wide Web for access by authorized users. Whenever Rasmuson Library negotiates a license agreement for a subscription-based online resource such as a full-text periodical index, the extended campuses are included in the license agreement for access.

The Rasmuson Library will implement reverse proxy authentication during summer 2001. This will allow all UAF students and faculty to access and download full-text materials from home, a process that has been possible only on the Fairbanks campus or one of the community campuses.

Physical library facilities are available at three community campuses: Kotzebue, Bethel, and Nome [A5.1] (see Standard 5.A). Computer labs are provided at Dillingham, Kotzebue, Bethel, and Nome for student and faculty use [W5.12].

Community campus libraries borrow items through interlibrary loan, and patrons can also use most online databases available through Rasmuson Library and the Databases for Alaskans project. Other resources available to community campus libraries include OCLC, the Alaska Project in which fees are waived for interlibrary loans to other Alaska libraries, and the statewide Reciprocal Borrowing Program which allows patrons to borrow from all other participating libraries in Alaska (5.C.2).

The Interior-Aleutians Campus headquartered on the Fairbanks campus serves six rural centers—Aleutian Pribilof Center, McGrath Center, Nenana Center, Tok Center, Yukon Flats Center, and Yukon-Koyukuk Center—and has no physical library. Those students, faculty, and

staff of Interior-Aleutians who are in the vicinity of Fairbanks use the facilities of the Fairbanks campus while those in outlying areas use the Off-Campus Library Services.

Students enrolled at the Bristol Bay Campus are served by OCLC, and students at the Tanana Valley Campus use the Fairbanks campus libraries.

Appraisal

Fairbanks Campus Libraries

Improvements in ventilation, lighting and floor coverings are needed to make Rasmuson Library an attractive facility in which to study and work. Deficiencies are evident in several areas:

- Many service areas are inappropriately located and lack work space.
- With the collection continuing to grow significantly, space now used for collections has been taken from space available to patrons. Inefficient furniture design and limited spaces have discouraged patron use of some areas.
- The BioSciences Library faces a shortage of space for its collections with no prospects for an expansion and no current plans for a general science library. Physical facilities are a serious limitation to the effectiveness of that library.
- Several non-library functions such as a music-listening lab and UAF Museum office space have been assigned to the building.
- Technology upgrades are needed to support changing library services and user needs.

Rasmuson Library's catalog, reserve, and circulation system is more than sixteen years old. Even though the software has been updated, the capabilities of the system are severely limited by the age of its technology. The library is planning to test a new system, Taos, in late 2001.

Computing services have been extended throughout the Fairbanks campus, but the allocation of resources has not been well planned. There is no planned and sustained program funded to expand the university's information technology capabilities. However, the Division of Computing and Communications is developing a campus technology plan in consort with other appropriate parties. No funding is yet identified or assured. Previous improvements to the infrastructure have been implemented at the request of specific users who can fund the improvements or with year-end funding as available and as the information technology needs seem critical. Current problems include how to provide adequate replacement computers in student labs, adequate personnel support, and adequate instructional technology (both hardware and personnel). This will be addressed in part by the Technology Refreshment Program and in part by funds to be reallocated for FY02 [W5.2].

Community Campus Libraries

Rasmuson Library has increased the number and range of online information resources in the past five years, making online indexes and full text of many or all articles more readily available to students and faculty in rural areas. For those items not available online, material can be gathered by the Off-Campus Library Services librarian or Rasmuson's Interlibrary Loan Office and sent to the requestor via fax, e-mail, the Prospero Web document delivery service, or mail. The Off-Campus Library Services librarian and the staff of the Interlibrary Loan Office make

direct contact with community campus users by phone and e-mail to ensure personal attention to requests.

However, because of poor or no online connectivity, it is difficult if not impossible for residents in some small rural villages removed from community campuses to take advantage of online services. Fax services may be available at only one location in a village or town; often users must pay for commercial fax delivery of material sent from the library. Postal service is reliable but slow, taking ten days or more for some items borrowed through interlibrary loan to be delivered.

Space at Chukchi Consortium Library in Kotzebue is extremely tight; the collection of about 16,000 items is housed in a space of about 1,700 square feet. No renovations have been done since the building was established in 1991 as a consortium between the University of Alaska and the Northwest Arctic Borough and collections from the George Francis Memorial Library and Chukchi College Library were merged. The lack of space for collection development, computer terminals, reader seats and study carrels is an ongoing problem. Space in the library office has been used for the archives and videos and other materials that do not fit in the main collection area. Lighting, ventilation, and heating systems need to be upgraded.

At the Northwest Campus library in Nome, the collection is aging and needs upgrading. The building needs maintenance to correct problems with the sewer and the plumbing system.

Projections

An \$18 million deferred maintenance project at Rasmuson Library began in June 2001 and will be completed in 2003. The project will provide new ventilation, floor and ceiling coverings, new lighting, needed ADA and code improvements, and some improvements to electrical and plumbing systems. The limits of funding will allow only the replacement of facilities on the 4th level (the main entry level) to better meet user needs. Stack capacity in the Archives of the Alaska and Polar Regions collection will be increased as the result of the installation of compact shelving. The project will demand the time and efforts of library employees to provide services under adverse physical conditions. Users will be affected as collections and service points shift during construction, and it will be a challenge to provide services at the current level. Deferred maintenance will improve Rasmuson's environment for users and employees, but it will resolve only the most pressing needs. It will not resolve the problem of diminishing space as the physical collection continues to grow and intrude on space available to library users.

During the deferred maintenance project, the library will relocate about one-third of its volumes to an off-site storage area. Items that will be relocated are those that have not been linked to records in the online catalog and have not circulated in fifteen years. Significant collections at Rasmuson such as the Juvenile Collection, law reporters, and state geological survey publications from states other than Alaska and the Pacific Northwest have been moved to other libraries. As a result, the library will be able to compress its remaining general book collection to one floor. This will accommodate the scheduled relocation of each library department during the renovation process. Meanwhile, the library will continue to add to its collection, further aggravating the problem of inadequate space. No easy solutions are available. Enlarging the current building no longer appears to be practical. While footings for the 1983-85 expansion

project were designed to accommodate further expansion of the building they do not meet the current seismic code, and bringing them up to code would be prohibitively expensive even if possible. A West Ridge science library could provide additional space for materials and readers, but there are no current plans for a facility of this type. Maintaining a separate off-site storage area and the routine culling of the collection are the only near-term options.

Other developments aimed at making resources more readily available to faculty and students are also planned:

- UAF computing will use a proxy server to authenticate UAF users, making library resources more readily accessible to users at off-campus sites.
- The library will continue to expand its abstracting and indexing services and access to full-text journals by licensing online commercial databases. The library now offers five journals online to each hard copy journal. The greatest need for expansion is in the sciences because of UAF's science orientation.
- The UAF library will continue to cooperate with UAA and UAS in joint licensing of databases and full-text journals of statewide interest. Each new periodical acquisition will be an opportunity to enlarge this joint approach.

Title III money available to the Chukchi Community Campus will be used for upgrading lighting and installing new ventilation and heating systems in the Chukchi Consortium Library. At the Northwest Campus Library in Nome, facility upgrades in the next year will include installation of carpet that has already been purchased, and corrections to the sewer and water pipes.

5.D. Personnel and Management

Evidence-Based Description

Rasmuson Library has sufficient faculty and staff to provide services to students and other library patrons (5.D.1). The library comprises four departments and the Division of Computing and Communications.

Department	#of employees
Director's Office	7
Alaska and Polar Regions	21
Bibliographic Access Management	23
Information Services	13
Division of Computing and Communications	20

Position	#of employees
Director	1
Faculty	12
Temporary faculty	1
Exempt status staff	13
Non-exempt status staff	37

The Mather Library staff consists of one professional science librarian, 1.5 professional library catalogers (one with Japanese expertise), one interlibrary loan assistant, and three students.

The Division of Computing and Communications has 16 exempt and 4 non-exempt employees. Overall, Rasmuson Library and the BioSciences Library are able to provide a full range of services and stay open daily with hours varying by time of year and demand (5.D.1) [E5.7].

The community campus libraries have sufficient personnel to provide services to students, faculty, and other users. In addition, the Off-Campus Library Services librarian located at Rasmuson is available for rural patrons. The Chukchi Library has two staff positions: one full-time library clerk and a three-quarter-time library assistant. The library clerk acts as director and is not a faculty position. The library assistant is an employee of the Northwest Arctic Borough, according to the consortium agreement between the two entities. The Northwest Campus Library in Nome has one librarian and two staff members. The Kuskokwim Consortium Library in Bethel has three full-time librarians (one of whom has an M.L.S.) and a one-quarter-time staff member.

The vitae of Rasmuson Library faculty and department heads (both library and computing) demonstrate that they are qualified for the positions they hold [E5.13]. Library faculty at the Fairbanks campus must have, at a minimum, a master's degree in library and/or information science from a program accredited by the American Library Association (or its foreign equivalent). Faculty responsibilities are defined in their annual workload reports. Non-faculty librarians, term-funded employees, and classified staff are reviewed annually, and their responsibilities are specified in those reviews. Library staff at the community campus libraries are recruited, hired, and evaluated by the campus directors (5.D.2).

Library faculty members are encouraged to attend or participate in conferences, become involved in professional organizations, or continue their formal education (5.D.3). Professional development is one of the criteria by which library faculty are evaluated. Other employees are encouraged to attend workshops or enroll for courses that are related to their jobs (leave time is provided, if necessary, and tuition waivers are available for UAF courses). These may be UAF-sponsored [W5.13] or commercial workshops. Notices of training opportunities are provided by e-mail, posting print notices, or notification by department heads. Funding for conference attendance is sometimes provided to staff in the Division of Computing and Communications or specialized areas in the library. Community campus library staff meet in Anchorage periodically to facilitate cooperation among their libraries. Rasmuson Library faculty and staff have not been involved in these meetings.

At UAF, responsibility for academic computing and networking is under the director of libraries who reports to the provost. This ensures close planning and reporting responsibility for libraries and information resources activities to support UAF's academic mission. Instructional media, once the responsibility of the former Academic Media Services department of the library, is now handled by the Faculty Technology Resource Center reporting to the Office of the Provost, which provides a close link to university instructional needs (5.D.4) [A5.1].

A library faculty member serves on the College of Liberal Arts Academic Council, a committee that reviews course and program proposals and changes for that college. Faculty Senate policy requires proposed new courses and programs to be evaluated with respect to their impact on library collections. Since changes in courses and programs can directly impact library collections, membership on the Academic Council facilitates communication about library support of teaching. Librarians also are elected to serve in the Faculty Senate and serve on its committees (5.D.5).

Generally there is adequate funding for Rasmuson Library and for the Division of Computing and Communications to accomplish their basic service functions. Additional funding would increase university library users' access to the Internet, campus intranets, and information resources accessible through networking (5.D.6) [E5.12].

Appraisal

Employees are a major strength of the library and computing. The many specialized tasks required to operate these large service areas call on employees' professional training, experience, and dedication. Faculty and staff have maintained high levels of service during years of turnover in management and the shift in emphasis when computing and networking operations were joined with library operations.

The Rasmuson Library staff has been decreased by five positions and faculty by two positions within the past three years due to retirements and the Retirement Incentive Program. The Bibliographic Access Management Department, for example, lost three staff positions and one faculty position but has coped with the loss by reorganization, receipt of preprocessed approval books, and greater reliance on software. The Information Services Department lost one staff

position but has reorganized and is using student assistants for higher-level responsibilities. Electronic course reserves have recently been implemented, saving staff labor in handling, storing and checking out print reserve materials.

The Information Services Department was created in 1998 in an effort to emphasize the importance of direct services to library users. This was originally a merger of some functions (circulation, reserve and interlibrary loan) of the former IMPACT department of the library and general reference services. This department manages the general reference desk, the public computer workstations and printers, the print and electronic general reference collection, the circulation and reserve desks, interlibrary loan, the video collection, and many of the media functions once managed by the former Academic Media Services Department. Combining general public services in one department has enabled the library to more efficiently coordinate general public service activity.

The Alaska and Polar Regions Department, one of the most labor-intensive units in the library, has suffered cuts severe enough to threaten its reputation as a leading repository for Alaska and Polar regions. Gift collections can be processed only with grant and gift funds. Potential donors increasingly ask how and when their materials might be available to the research public. Currently the department is unable to provide firm timelines unless grant funds are available. Much of the program, including a cutting-edge oral history project, depends to a dangerous degree on grant and gift funds. In addition to implementing a sustained and timely program for arranging and describing collections, Rasmuson must make an effort to provide web-based content of its original sources (manuscripts, photographs, etc.) in a well-designed format if it is to maintain its reputation. This requires staff as well as technology.

The community campus libraries have maintained a high level of service for patrons in remote locations. Access to materials through interlibrary loan and via online databases is excellent at the three community campus libraries.

At the Chukchi Campus in Kotzebue, however, there are no personnel responsible for maintenance and troubleshooting of the computer network, workstations, computer labs, or library accessible terminals. The absence of on-site technical assistance or planned periodic visits has left some community campus labs with equipment that is outdated, not maintained, poorly configured, and not connected to a printer.

Projections

The library will review the skills required of employees in a modern research library. Through training of present staff and the addition of carefully selected new personnel, the library will acquire the expertise it needs in web development, instructional development, and other specialized areas. In a tight labor market, the employees in hand already, who are acquainted with the library and committed to its mission, are an invaluable resource.

Title III money provides for on-site computer technical staff and equipment at the community campuses. Computer staff should be hired by the 2001-02 school year.

5.E. Planning and Evaluation

Evidence-Based Description

Rasmuson Library's director of libraries and information technology participates in the Provost's Council of deans and directors and the biennial meeting of deans and directors. Strategic initiatives involving library and information services are discussed during these meetings. The director serves on the University of Alaska Information Technology Planning Budget Advisory Council, which is charged with reviewing initiative proposals to enhance the capacity of information technology to serve the university's research, teaching, and service missions [W5.4]. On the Fairbanks campus, the Rasmuson Library department heads and the Division of Computing and Communications department head meet weekly with the director to discuss issues affecting the two divisions. Department heads also meet individually with the director to discuss departmental issues. The department heads and director review goals quarterly and report on progress made in achieving those goals (5.E.1).

The library and the Division of Computing and Communications have developed Goals and Objectives for FY01 and submitted them to the provost for review and comment. In addition, the Division of Computing and Communications has engaged in a review of its program, established a level of core services, and then established a set of services that should be implemented as funds permit. Progress toward FY01 Goals and Objectives are evaluated on a quarterly basis.

The library has several methods for evaluating its services. Library personnel regularly serve on a number of staff and faculty committees. A library representative serves on Staff Council and a librarian serves on the Faculty Senate. Membership in these organizations facilitates communication about library support of teaching. In addition, instructors in the Library Science program receive comments from students on library collections and services. The library receives informal feedback and suggestions from user comment cards, from a form on the library web site for comments about the site, and through library collection representatives to academic departments.

In 1995, the library, with the assistance of marketing students from the School of Management, administered a survey on library services to faculty on the Fairbanks campus. In response to the survey, the library has implemented online interlibrary loan services and article delivery and has increased online resources such as tables of contents for journals and full-text articles. In conjunction with Fairbanks computing staff and in response to faculty requests, the library has also offered occasional training sessions for online resources. A wider user survey soliciting comments from students, staff, and faculty was administered in Fall 2000. Responses to that survey are used to evaluate library and computing facilities and services (5.E.3) [E5.10].

Each information service point in the library keeps daily tabulation of user questions broken down by type of question [E5.11, Service point statistics]. These statistics are used to determine staffing needs, times when staff is most in demand, and service areas in need of attention. The computing Help Desk also tracks telephone and e-mail requests for service and use of computer labs (5.E.1, 5.E.3).

Each of the three MAUs—UAF, UAA, and UAS—is responsible for its own core networking. At UAF, this was accompanied by a reorganization that put responsibility for academic computing and networking under the director of libraries (5.E.2). This organization ensures coordination of efforts and direction. Both the library and the campus computing resources program report to the same administrator, the director of libraries and information technology. In addition, the Technology Advisory Board is chaired by the same individual.

In late 2000, the Faculty Technology Resource Center was created. Media services for the campus had been provided by Academic Media Services, a department of Rasmuson Library. However, part of that department's functions along with the functions of the Faculty Technology Resource Center, also formerly a part of Rasmuson Library, were reorganized to form the Faculty Technology Resource Center and moved to the Office of the Provost. This move allows these units to continue their support of curriculum development. Other functions of Academic Media Services, such as equipment loans and maintenance, graphic production, video and film loans, and equipment for the preparation of audiovisual displays, remain at the library (5.E.2).

Appraisal

Planning in the most recent years was a casualty of high turnover in the management structure. Although the library and the Division of Computing and Communication had begun a planning process, there was limited crossover between the two efforts. However, in FY01 the two units resumed and renewed their planning efforts.

The library and the Division of Computing and Communications must now design a structure and schedule that allows each to maintain an effective planning effort on a year-around basis. The skill and interest in developing a planning process is there; the units must insist that planning is a priority that demands attention especially during periods in the year when demands on services seem overwhelming. The planning process will be less than optimal unless both units are linked to a detailed and integrated planning effort at the academic program level, the campus level, and the university level.

The libraries and the Division of Computing and Communications participate in academic planning through the budget process. These units have submitted initiatives to upgrade access to the campus network from every classroom, lab, and office, and to provide library services to student and faculty desktops on a 24-hour, 7-day basis. These initiatives support almost all existing programs to support instruction, research, public service, and administration of the university.

Projections

The library and the Division of Computing and Communications have re-initiated a detailed planning process. As the two units gain in understanding of their own strengths and weaknesses and identify their own needs and directions, they should begin to meld their planning efforts together in the several areas that impact one another.

A more detailed library planning process began in spring 2001 and will continue in the future. This process began informally March 4, when Martin Dillon, the retired director of the OCLC Institute, the research arm of OCLC, discussed the challenges facing libraries, particularly in the area of Knowledge Management. On May 4, key staff representing each library department met in an all-day session to focus on developing a more systematic, integrated, and engaged process for planning than previously used. A follow-up session was scheduled for early July.

Library use patterns are steadily changing, and computing technology is advancing at an incredible rate. Computer prices are dropping so rapidly that students, even in a state institution, may soon be expected to be equipped with their own computers. This expectation will have significant influence on the way the university will plan for student labs and services.

A user satisfaction survey given to students, faculty, and staff in late 2000 will be used to evaluate current computing and library services. The ease of making surveys available online through the library's web site will enable the library and computing staffs to solicit user comments on a more formal and frequent basis.

The library must focus its attention on at least five key areas in the future:

- Delivery of library services to users whose behavior has changed in an information-rich, technology-driven world.
- Assessment of the future directions of an Internet world and strategies to provide information resources in such a world.
- Balancing the library's roles as collector/custodian of intellectual materials, broker of electronic information, creator of content from its unique collections, and teacher of information literacy.
- The need for improved and flexible physical library facilities on the West Ridge.
- Alternate storage facilities for lesser-used library materials.

In analyzing its future, the Division of Computing and Communications has a complex situation to deal with. It is responsible for the administration of networking on campus, a function that is highly centralized. At the same time it must manage the university server technology and user support services, two functions that are largely decentralized. The challenges facing the division encompass issues dealing with its range of responsibilities and its ability to generate financial support especially given the mix of centralized and decentralized roles. These challenges include the following:

- How can the division help drive a technology plan for UAF in a mixed centralized/decentralized environment?
- What are basic service levels and how well is the division funded to cover these services?
- How can the division provide services beyond the basic levels and attract the required funding?
- How can the division attract qualified staff and retain them in the competitive computing market?
- Lacking continuing capital funding, how can the division develop the financial support to replace technology on a regular basis and keep abreast of ever-changing computing technology?

The new help desk software Peregrine implemented at the end of 2000 by the Division of Computing and Communications will improve the division's responses to user problems and help the division to prioritize and track computing needs.

Two technology developments on the horizon will have significant implications for both the library and the Division of Computing and Communications. First, the university is cooperating with Starband on a test project to place satellite dishes at a number of small and remote libraries. This technology will provide two-way Internet service to these libraries at a modest cost. Second, the Alaska State Library and the Gates Foundation are anticipating a project in 2003 that should improve rural libraries' access to the Internet and to many of Rasmuson Library's online resources.

Standard 5 Documents List

Appendices

A5.1 UAF Libraries Organizational Chart

Exhibits

G2 Regents' Policy (<http://www.alaska.edu/bor/>)

G3 University Regulation (<http://www.alaska.edu/bor/>)

- E5.1 Library and Computing brochures and pamphlets
- E5.2 Collection development policies for rural campuses
- E5.3 Rasmuson 2001 (Library Strategic Plan)
- E5.4 North Star Libraries Cooperative Collection Development Agreement
- E5.5 Alaska Statewide Cooperative Collection Development Agreement
- E5.6 Interlibrary Loan partner agreements
- E5.7 Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Survey
- E5.8 Consortial agreements with other Alaska libraries
- E5.9 Statewide borrowing agreement
- E5.10 Library and Information Assessment instruments and surveys
- E5.11 Statistics on the use of library and other learning resources
- E5.12 Library and information resources budget
- E5.13 Library staff vitae
- E5.14 Chukchi and Kuskokwim campus computing policies
<http://www.kuskokwim.bethel.alaska.edu/Computing%20Services/Use%20Policies.html>
- E5.15 Automated collection analysis reports 1994 - mid 1999
- E5.16 The WLN Conspectus in Alaska by June Pinnell-Stephens (Nov/Dec 1991)
- E5.17 Numbers at Last: a conspectus-based group collection analysis of nine Alaska libraries
- E5.18 OCLC/WLN Collections Assessment and Analysis Services report
- E5.19 Off-Campus Library Services Report

Additional Web sites

- W5.1 Libraries <http://www.uaf.edu/UAF/libraries.html>
- W5.2 Division of Computing and Communications (DCC) <http://www.uaf.edu/DCC/>
- W5.3 Collection Development Office http://www.uaf.edu/library/collections/cd_office/index.html
- W5.4 University of Alaska Information Technology Planning Budget Advisory Council <http://itc.alaska.edu/>
- W5.5 TechRefresh Program <http://www.uaf.edu/DCC/services/techrefresh.html>
- W5.6 Technology Advisory Board <http://www.uaf.edu/tab/>
- W5.7 Alaska and Polar Regions Digitization projects http://itdc.elmer.uaf.edu/active/apr_exhibit/
- W 5.8 Federal policies for depository collections http://www.access.gpo.gov/su_docs/fdlp/pubs/instructions/

W 5.9	UAF Draft Computer Policy	http://www.uaf.edu/policy/responsible_computing.html
W 5.10	Alaska Libraries Reciprocal Borrowing Program	http://www.library.state.ak.us/RecipBorrow/
W 5.11	Off-Campus Library Services	http://www.uaf.edu/library/services/off-campus_services.html
W 5.12	Non-DCC Computing labs	http://www.uaf.edu/DCC/labs/other.html
W 5.13	UAF Human Resources training and development	http://www.uaf.edu/uafhr/training.html

Notebooks of Interest

Library Science notebook