

ORIGINAL

The UAF Faculty Senate passed the following at Meeting #189, March 4, 2013:

**MOTION:**

The UAF Faculty Senate moves to approve the Library Science Unit Criteria.

EFFECTIVE: Fall 2013

RATIONALE: The committee assessed the unit criteria submitted for review by Library Science. With some minor revisions, the unit criteria were found to be consistent with UAF guidelines.

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President, UAF Faculty Senate

APPROVAL:   
Chancellor's Office

DATE: 5 March 2013

DISAPPROVED: \_\_\_\_\_  
Chancellor's Office

DATE: \_\_\_\_\_

# UAF REGULATIONS FOR THE APPOINTMENT AND EVALUATION OF FACULTY AND **LIBRARY SCIENCE** UNIT CRITERIA STANDARDS AND INDICES

**JANUARY 2013**

THE FOLLOWING IS AN ADAPTATION OF UAF AND BOARD OF REGENTS' CRITERIA FOR ANNUAL REVIEW, PRE-TENURE REVIEW, POST-TENURE REVIEW, PROMOTION AND TENURE SPECIFICALLY DEVELOPED FOR USE IN EVALUATING **LIBRARY SCIENCE** FACULTY. ITEMS IN BOLDFACE ARE THOSE SPECIFICALLY ADDED OR EMPHASIZED BECAUSE OF THEIR RELEVANCE TO THE DEPARTMENT'S FACULTY, AND BECAUSE THEY ARE ADDITIONS TO UAF REGULATIONS.

## CHAPTER I

### Purview

The University of Alaska Fairbanks document, "Faculty Appointment and Evaluation Policies," supplements the Board of Regents (BOR) policies and describes the purpose, conditions, eligibility, and other specifications relating to the evaluation of faculty at the University of Alaska Fairbanks (UAF). Contained herein are regulations and procedures to guide the evaluation processes and to identify the bodies of review appropriate for the university.

The university, through the UAF Faculty Senate, may change or amend these regulations and procedures from time to time and will provide adequate notice in making changes and amendments.

These regulations shall apply to all of the units within the University of Alaska Fairbanks, except in so far as extant collective bargaining agreements apply otherwise.

The provost is responsible for coordination and implementation of matters relating to procedures stated herein.

## CHAPTER II

### Initial Appointment of Faculty

#### A. Criteria for Initial Appointment

Minimum degree, experience and performance requirements are set forth in "UAF Faculty Appointment and Evaluation Policies," Chapter IV. **A MASTER'S DEGREE IN LIBRARY SCIENCE (MLS) OR EQUIVALENT FROM AN AMERICAN LIBRARY ASSOCIATION (ALA) ACCREDITED PROGRAM IS THE**

**RECOGNIZED QUALIFICATION FOR ACADEMIC LIBRARIANS. IN SOME CIRCUMSTANCES A MASTER'S OR DOCTORAL DEGREE IN A SPECIFIED FIELD MAY SERVE AS AN ALTERNATIVE.** Exceptions to these requirements for initial placement in academic rank or special academic rank positions shall be submitted to the chancellor or chancellor's designee for approval prior to a final selection decision.

**B. Academic Titles**

Academic titles must reflect the discipline in which the faculty are appointed.

**C. Process for Appointment of Faculty with Academic Rank**

Deans of schools and colleges, and directors when appropriate, in conjunction with the faculty in a unit, shall observe procedures for advertisement, review, and selection of candidates to fill any vacant faculty position. These procedures are set by UAF Human Resources and the Campus Diversity and Compliance (AA/EEO) office and shall provide for participation in hiring by faculty and administrators as a unit.

**D. Process for Appointment of Faculty with Special Academic Rank**

Deans and/or directors, in conjunction with the faculty in a unit, shall establish procedures for advertisement, review, and selection of candidates to fill any faculty positions as they become available. Such procedures shall be consistent with the university's stated AA/EEO policies and shall provide for participation in hiring by faculty and administrators in the unit.

**E. Following the Selection Process**

The dean or director shall appoint the new faculty member and advise him/her of the conditions, benefits, and obligations of the position. If the appointment is to be at the professor level, the dean/director must first obtain the concurrence of the chancellor or chancellor's designee.

**F. Letter of Appointment**

The initial letter of appointment shall specify the nature of the assignment, the percentage emphasis that is to be placed on each of the parts of the faculty responsibility, mandatory year of tenure review, and any special conditions relating to the appointment.

This letter of appointment establishes the nature of the position and, while the percentage of emphasis for each part may vary with each workload distribution as specified in the annual workload agreement document, the part(s) defining the position may not.

**LIBRARY SCIENCE FACULTY FREQUENTLY HAVE WORKLOAD DISTRIBUTIONS OF 80 PERCENT SERVICE, 10 PERCENT RESEARCH AND 10 PERCENT TEACHING. SERVICE IS DESCRIBED IN CHAPTER III SECTION D2G.**

## CHAPTER III

### Periodic Evaluation of Faculty

#### A. General Criteria

Criteria as outlined in “UAF Faculty Appointment and Evaluation Policies,” Chapter IV, **AND LIBRARY SCIENCE UNIT CRITERIA AND INDICES**, evaluators may consider, but shall not be limited to, whichever of the following are appropriate to the faculty member’s professional obligation: mastery of subject matter; effectiveness in teaching; achievement in research, scholarly, and creative activity; effectiveness of public service; effectiveness of university service; demonstration of professional development and quality of total contribution to the university.

For purposes of evaluation at UAF, the total contribution to the university and activity in the areas outlined above will be defined by relevant activity and demonstrated competence from the following areas: 1) effectiveness in teaching; 2) achievement in scholarly activity; and 3) effectiveness of service.

#### Bipartite Faculty

Bipartite faculty are regular academic rank faculty who fill positions that are designated as performing two of the three parts of the university’s tripartite responsibility.

The dean or director of the relevant college/school shall determine which of the criteria defined above apply to these faculty.

Bipartite faculty may voluntarily engage in a tripartite function, but they will not be required to do so as a condition for evaluation, promotion, or tenure.

#### B. Criteria for Instruction

A central function of the university is instruction of students in formal courses and supervised study. Teaching includes those activities directly related to the formal and informal transmission of appropriate skills and knowledge to students. The nature of instruction will vary for each faculty member, depending upon workload distribution and the particular teaching mission of the unit. Instruction includes actual contact in classroom, correspondence or electronic delivery methods, laboratory or field and preparatory activities, such as preparing for lectures, setting up demonstrations, and preparing for laboratory experiments, as well as individual/independent study, tutorial sessions, evaluations, correcting papers, and determining grades. Other aspects of teaching and instruction extend to undergraduate and graduate academic advising and counseling, training graduate students and serving on their graduate committees, particularly as their major advisor, curriculum development, and academic recruiting and retention activities.

**TEACHING WORKLOADS FOR LIBRARY SCIENCE FACULTY VARY, USUALLY FROM A BASE OF 1-2 UNITS PER YEAR. INSTRUCTION MAY ALSO INCLUDE CONTACT WITH STUDENTS OR OTHER AUDIENCES THROUGH DISTANCE DELIVERY, WORKSHOPS, SEMINARS, TRAINING AND PUBLIC PRESENTATIONS.**

**1. Effectiveness in Teaching**

Evidence of excellence in teaching may be demonstrated through, but not limited to, evidence of the various characteristics that define effective teachers. Effective teachers:

a. are highly organized, plan carefully, use class time efficiently, have clear objectives, have high expectations for students **AND OTHER AUDIENCES**;

b. express positive regard for students, develop good rapport with students **AND OTHER AUDIENCES AND** show interest/enthusiasm for the subject;

c. emphasize and encourage student participation, ask questions, frequently monitor student **AND OTHER AUDIENCES** participation for student learning and teacher effectiveness, are sensitive to student **AND OTHER AUDIENCES** diversity;

d. emphasize regular feedback to students and reward student learning success;

e. demonstrate content mastery, discuss current information and divergent points of view, relate topics to other disciplines, deliver material at the appropriate level;

f. regularly **REVISE CURRICULUM AND** develop new courses, workshops and seminars and use a variety of methods of instructional delivery and instructional design. **IN ADDITION TO TEACHING CREDIT COURSES, LIBRARY SCIENCE FACULTY MAY ALSO CONDUCT LECTURES, WORKSHOPS, AND SEMINARS FOR DISCIPLINE-BASED COURSES OR NON-CREDIT PROGRAMS AT ANY LEVEL. THEY MAY ALSO ORGANIZE TEACHING WORKSHOPS OR PREPARE COURSE MODULES FOR BROAD DISTRIBUTION.**

g. may receive prizes and awards for excellence in teaching.

**2. Components of Evaluation**

Effectiveness in teaching will be evaluated through information on formal and informal teaching, course and curriculum material, recruiting and advising, training/guiding graduate students, etc., provided by:

- a. systematic student ratings, i.e. student opinion of instruction summary forms, and at least two of the following:
- b. narrative self-evaluation,
- c. peer/department chair classroom observation(s),
- d. peer/department chair evaluation of course materials,

**AND OPTIONALLY:**

- e. **STUDENT OPINION SUMMARY FORMS DESIGNED BY LIBRARY SCIENCE FACULTY FOR THE EVALUATION OF WORKSHOPS, SEMINARS, OR GUEST INSTRUCTION SECTIONS,**
- f. **TESTIMONIALS FROM STUDENTS AND OTHER AUDIENCES.**

**TEACHING CRITERIA FOR PROMOTION TO THE RANK OF FULL PROFESSOR MAY INCLUDE, BUT ARE NOT LIMITED TO:**

- 1. DEVELOPMENT AND/OR ADAPTATION OF NEW METHODS AND APPROACHES IN THE DISCIPLINE;**
- 2. RECEIPT OF UNIVERSITY, STATE OR NATIONAL AWARDS;**
- 3. STUDENT/ OTHER AUDIENCE REVIEWS AND TEACHING EVALUATIONS THAT ARE CONSISTENTLY ABOVE AVERAGE;**
- 4. INVITED TEACHING.**

**C. Criteria for Research, Scholarly, and Creative Activity**

Inquiry and originality are central functions of a land grant/sea grant/space grant university and all faculty with a research component in their assignment must remain active as scholars. Consequently, faculty are expected to conduct research or engage in other scholarly or creative pursuits that are appropriate to the mission of their unit, and equally important, results of their work must be disseminated through media appropriate to their discipline. Furthermore, it is important to emphasize the distinction between routine production and creative excellence as evaluated by an individual's peers at the University of Alaska and elsewhere.

**RESEARCH, SCHOLARLY, AND CREATIVE ACTIVITY ARE A SMALL PORTION OF THE NORMAL LIBRARY SCIENCE FACULTY WORKLOAD, USUALLY FROM A BASE OF ABOUT 1-2 UNITS PER YEAR.**

**LIBRARY SCIENCE RESEARCH MAY INCLUDE SCHOLARSHIP OF DISCOVERY AND INTEGRATION INVOLVING THE DEVELOPMENT, EVALUATION AND INCORPORATION OF NEW IDEAS INTO EXISTING SYSTEMS OF KNOWLEDGE; SCHOLARSHIP OF INSTRUCTIONAL THEORY, METHODOLOGIES AND RESULTS; SCHOLARSHIP OF APPLICATION ESPECIALLY ADDRESSING SPECIFIC LIBRARY, ARCHIVAL OR CURATORIAL PRACTICES AND THEIR RESULTS.**

1. Achievement in Research, Scholarly and Creative Activity

Whatever the contribution, research, scholarly or creative activities must have one or more of the following characteristics:

- a. They must occur in a public forum.
- b. They must be evaluated by appropriate peers.
- c. They must be evaluated by peers external to this institution so as to allow an objective judgment.
- d. They must be judged to make a contribution.

2. Components of Research, Scholarly and Creative Activity

Evidence of excellence in research, scholarly, and creative activity may be demonstrated through, but not limited to:

- a. Books, reviews, monographs, bulletins, articles, proceedings, **CASE STUDIES, TRANSLATIONS, BOOK CHAPTERS, ANNOTATED BIBLIOGRAPHIES, PRESENTATIONS AND POSTERS AT PROFESSIONAL MEETINGS**, and other scholarly works published by reputable journals, scholarly presses, and publishing houses that accept works only after rigorous review and approval by peers in the discipline.
- b. Competitive grants and contracts to finance the development of ideas, these grants and contracts being subject to rigorous peer review and approval.
- c. Presentation of research papers before learned societies that accept papers only after rigorous review and approval by peers.
- d. Exhibitions of art work at galleries, selection for these exhibitions being based on rigorous review and approval by juries, recognized artists, or critics.
- e. Performances in recitals or productions, selection for these performances being based on stringent auditions and approval by appropriate judges.
- f. Scholarly reviews of publications, art works and performance of the candidate.

- g. Citations of research in scholarly publications.
- h. Published abstracts of research papers.
- i. Reprints or quotations of publications, reproductions of art works, and descriptions of interpretations in the performing arts, these materials appearing in reputable works of the discipline.
- j. Prizes and awards for excellence of scholarship.
- k. Awards of special fellowships for research or artistic activities or selection of tours of duty at special institutes for advanced study.
- l. Development of processes or instruments useful in solving problems, such as computer programs and systems for the processing of data, genetic plant and animal material, and where appropriate obtaining patents and/or copyrights for said development. **PEER-REVIEWED ADAPTATIONS OF NEW TECHNOLOGY INCLUDING SOFTWARE DEVELOPMENT RELEVANT TO INFORMATION ACCESS AND/OR DELIVERY OF LIBRARY SERVICES.**
- m. **PEER-REVIEWED EXHIBIT CURATION.**

**RESEARCH CRITERIA FOR PROMOTION TO THE RANK OF FULL PROFESSOR MAY INCLUDE BUT ARE NOT LIMITED TO:**

- 1. DEVELOPMENT AND/OR ADAPTATION OF NEW METHODS AND APPROACHES IN THEIR AREA OF EXPERTISE;**
- 2. RECEIPT OF UNIVERSITY, STATE OR NATIONAL AWARDS;**
- 3. ONGOING CONTRIBUTIONS TO PUBLISHED RESEARCH; SCHOLARLY, CREATIVE, OR PROFESSIONAL ACHIEVEMENT;**
- 4. INVITED PRESENTATIONS AT THE STATE, NATIONAL OR INTERNATIONAL LEVEL.**

**D. Criteria for Public and University Service**

Public service is intrinsic to the land grant/sea grant/space grant tradition, and is a fundamental part of the university's obligation to the people of its state. In this tradition, faculty providing their professional expertise for the benefit of the university's external constituency, free of charge, is identified as "public service." The tradition of the university



itself provides that its faculty assumes a collegial obligation for the internal functioning of the institution; such service is identified as “university service.”

**UNIVERSITY SERVICE IS USUALLY THE LARGEST PORTION OF THE LIBRARY SCIENCE WORKLOAD.**

**1. Public Service**

Public service is the application of teaching, research, and other scholarly and creative activity to constituencies outside the University of Alaska Fairbanks. It includes all activities which extend the faculty member’s professional, academic, or leadership competence to these constituencies. It can be instructional, collaborative, or consultative in nature and is related to the faculty member’s discipline or other publicly recognized expertise. Public service may be systematic activity that involves planning with clientele and delivery of information on a continuing, programmatic basis. It may also be informal, individual, professional contributions to the community or to one’s discipline, or other activities in furtherance of the goals and mission of the university and its units. Such service may occur on a periodic or limited-term basis. Examples include, but are not limited to:

- a. Providing information services to adults or youth.
- b. Service on or to government or public committees.
- c. Service on accrediting bodies.
- d. Active participation in professional organizations.
- e. Active participation in discipline-oriented service organizations.
- f. Consulting **IN THE FACULTY MEMBER'S AREA OF EXPERTISE.**
- g. Prizes and awards for excellence in public service.
- h. Leadership of or presentations at workshops, conferences, or public meetings.
- i. Training and facilitating.
- j. Radio and TV programs, newspaper articles and columns, publications, newsletters, films, computer applications, teleconferences and other educational media.
- k. Judging and similar educational assistance at science fairs, state fairs, and speech, drama, literary, and similar competitions.

## 2. University Service

University service includes those activities involving faculty members in the governance, administration, and other internal affairs of the university, its colleges, schools, and institutes. It includes non-instructional work with students and their organizations. Examples of such activity include, but are not limited to:

- a. Service on university, college, school, institute, or departmental committees or governing bodies.
- b. Consultative work in support of university functions, such as expert assistance or specific projects.
- c. Service as department chair or term-limited and part-time assignment as assistant/associate dean in a college/school.
- d. Participation in accreditation reviews.
- e. Service on collective bargaining unit committees or elected office.
- f. Service in support of student organizations and activities.
- g. Academic support services such as library and museum programs.

**ACTIVITIES RELATING TO THE NORMAL AND NECESSARY FUNCTIONING OF THE UAF LIBRARY AND PERFORMED ON A REGULAR BASIS ARE CONSIDERED TO BE COMPONENTS OF UNIVERSITY SERVICE. FOR MOST LIBRARY FACULTY THIS COMPRISES THE BULK OF THEIR UNIVERSITY SERVICE RESPONSIBILITIES. SPECIFIC ACTIVITIES INCLUDE BUT ARE NOT LIMITED TO:**

### **REFERENCE:**

**REFERENCE SERVICES PROVIDE A LINK BETWEEN LIBRARY PATRONS AND INFORMATION SOURCES. THEY USUALLY INCLUDE PERSONAL ASSISTANCE IN IDENTIFYING, LOCATING, AND USING APPROPRIATE RESOURCE MATERIALS.**

### **COLLECTION DEVELOPMENT:**

**COLLECTION DEVELOPMENT IS THE PROCESS BY WHICH LIBRARIANS DETERMINE THE BOOKS, JOURNALS, NON-PRINT MEDIA, ON-LINE DATABASES AND OTHER ITEMS TO BE INCLUDED IN THE LIBRARY'S HOLDINGS. THIS PROCESS INCLUDES: ASSESSMENT OF USAGE DATA; LIAISON RELATIONSHIPS WITH ACADEMIC DEPARTMENT; CO-INSTITUTIONAL COOPERATIVE PURCHASES, AND ESTABLISHMENT OF LONG-TERM CONSORTIAL AGREEMENTS.**

**MANAGEMENT OR ADMINISTRATIVE ACTIVITIES:  
RESPONSIBILITIES MAY INCLUDE: BUDGETING; SUPERVISING AND  
EVALUATING STAFF; STRATEGIC AND OTHER LONG-TERM  
PLANNING; DEVELOPMENT OF POLICIES AND PROCEDURES; DATA  
ANALYSIS, AND REPORT WRITING RELATED TO THE  
FUNCTIONING OF THE LIBRARY.**

**INFORMATION TECHNOLOGY:  
INFORMATION TECHNOLOGY INVOLVES ASSESSMENT AND  
IMPLEMENTATION OF CURRENT TECHNOLOGIES PERTAINING TO  
THE LIBRARY'S INFRASTRUCTURE AND OPERATIONS. THIS  
INCLUDES THE PLANNING, CREATION, INSTALLATION AND  
MAINTENANCE OF SOFTWARE SYSTEMS; DESIGN OF WEBSITE  
ARCHITECTURE; AND DEVELOPMENT OF OPERATIONAL POLICIES.**

**ARCHIVES:  
ARCHIVAL ACTIVITIES INVOLVE THE PROVISION OF PUBLIC ACCESS  
AND RESEARCH SERVICES TO HISTORICAL COLLECTIONS OF PAPERS,  
PHOTOGRAPHS, MANUSCRIPTS AND OTHER UNIQUE AND  
UNPUBLISHED MATERIALS. INCLUDED ARE THE ESTABLISHMENT OF  
DONOR RELATIONSHIPS; GRANT ADMINISTRATION AND OTHER  
FUNDING OPPORTUNITIES THAT EXTEND NORMAL LIBRARY  
BUDGETING; APPRAISAL OF COLLECTIONS TO DETERMINE  
ADMINISTRATIVE OR HISTORICAL VALUE; ARRANGEMENT AND  
DESCRIPTION OF COLLECTIONS; PRESERVATION OF FRAGILE  
MATERIALS AND/OR OBSOLETE MEDIA; DEVELOPMENT OF  
OUTREACH PROGRAMS, AND THE ORGANIZATION AND  
PRESERVATION OF DIGITAL DATA.**

**CURATION:**

**CURATION AT THE UAF LIBRARY TYPICALLY INVOLVES THE  
MANAGEMENT AND DEVELOPMENT OF A FORMALLY RECOGNIZED  
COLLECTION THAT SERVES STUDENTS AND RESEARCHERS AT  
UNIVERSITY, STATE, NATIONAL AND INTERNATIONAL LEVELS.  
EXAMPLES OF CURATORIAL ACTIVITIES INCLUDE, BUT ARE NOT  
LIMITED  
TO:**

**i. MAINTAINING, ENHANCING AND ENLARGING THE COLLECTION  
(INCLUDES COMPUTERIZATION AND DATABASE DEVELOPMENT;  
ARCHIVAL UPGRADES; CONSERVATION AND  
IDENTIFICATION, AND ADDING OBJECTS TO THE EXISTING  
COLLECTION);**

**ii. INTERACTING WITH STATE AND FEDERAL AGENCIES AND WITH THE PUBLIC ON COLLECTIONS-RELATED ISSUES;**

**iii. PROMOTING USE OF THE COLLECTIONS THROUGH LOANS, EXCHANGES, AND VISITING RESEARCH ACTIVITIES;**

**iv. DIRECTING COLLECTIONS MANAGERS, STUDENT EMPLOYEES, AND VOLUNTEERS;**

**v. CREATING EXHIBITS AND EDUCATIONAL ACTIVITIES AND MATERIALS APPROPRIATE TO THE COLLECTION;**

**vi. PURSUING FUNDING FOR COLLECTIONS GROWTH AND MAINTENANCE;**

**vii. PRODUCING CURATORIAL OR COLLECTIONS-RELATED PUBLICATIONS, REPORTS, AND/OR MANUALS.**

h. Assisting other faculty or units with curriculum planning and delivery of instruction, such as serving as guest lecturer.

i. Mentoring.

j. Prizes and awards for excellence in university service.

### **3. Professional Service**

a. Editing or refereeing articles or proposals for professional journals or organizations.

b. Active participation in professional organizations.

c. Active participation in discipline-oriented service organizations.

d. Committee chair or officer of professional organizations.

e. Organizer, session organizer, or moderator for professional meetings.

f. Service on a national or international review panel or committee.

### **4. Evaluation of Service**

Each individual faculty member's proportionate responsibility in service shall be reflected in annual workload agreements. In formulating criteria, standards and indices for evaluation, promotion, and tenure, individual units should include examples of service activities and measures for evaluation appropriate for that unit. Excellence in public and university service may be demonstrated through, e.g., appropriate letters of commendation, recommendation, and/or appreciation, certificates and awards and other public means of recognition for services rendered.

**EFFECTIVENESS IN SERVICE MAY BE EVALUATED BY ANY OF THE FOLLOWING METHODS:**

- a. LIBRARY ACTIVITIES PERFORMED ON A REGULAR AND CONTINUAL BASIS ARE EVALUATED BY THE ANNUAL REVIEW PROCESS AND MAY BE SUPPLEMENTED BY SUPPORTING DOCUMENTATION FROM PEERS INSIDE OR OUTSIDE THE UNIVERSITY;**
- b. DOCUMENTATION DEMONSTRATING SUCCESSFUL DEVELOPMENT AND IMPLEMENTATION OF PROJECTS, POLICIES, PROCEDURES AND STANDARDS;**
- c. LETTERS SUPPLIED BY COLLEAGUES WITHIN AND OUTSIDE THE UNIVERSITY EVALUATING PERFORMANCE, CONTRIBUTIONS TO THE LIBRARY AND ASSISTANCE TO INDIVIDUALS AND/OR GROUPS;**
- d. TESTIMONIALS DEMONSTRATING OUTCOMES AND/OR EFFECTIVENESS OF SERVICE ACTIVITIES;**
- e. HONORS AND AWARDS FOR PERFORMANCE EXCELLENCE WITHIN AND OUTSIDE THE UNIVERSITY, INCLUDING LIBRARY AND PROFESSIONAL ORGANIZATIONS AND ASSOCIATIONS.**

**SERVICE CRITERIA FOR PROMOTION TO THE RANK OF FULL PROFESSOR MAY INCLUDE BUT ARE NOT LIMITED TO:**

- 1. RECORD OF ACTIVE LEADERSHIP AND MEANINGFUL PARTICIPATION IN INSTITUTIONAL AND PROFESSIONAL ACTIVITIES;**
- 2. RECEIPT OF UNIVERSITY, STATE OR NATIONAL AWARDS;**
- 3. INVITED CONSULTATIONS AT THE STATE, NATIONAL, OR INTERNATIONAL LEVEL;**
- 4. EVIDENCE OF CONTINUING GROWTH AND MAINTAINING CURRENCY IN THE FIELD.**