

Gelman Library Annual Report - June 30, 1990**INTRODUCTION**

1989-90 has been a very fruitful year for the Gelman Library. Five years of leadership and dedicated work resulted in the WRLC funding for the NOTIS (now ALADIN) system and a very rapid agenda of implementation. At the same time, the renewed, normalized in-flow of materials, albeit at a slower rate, comforted all who recognize the classic and continuing purpose of the library.

This annual report will review and categorize library activities from several viewpoints: the environmental factors that are shaping strategic choices for the library; Gelman responses to University initiatives; Gelman's initiatives for the University; internal library achievements; and goals for 1990-91. The narrative is accompanied by several appendices that display statistical changes and other summaries.

The annual version of the Gelman Library strategic plan functions in many ways as a form of annual report for the library. However, since it is future oriented and only deals with activities which will mitigate or buffer environmental impact, it does not present the very real accomplishments of what we have come to call "maintenance" activities.

This report focuses more on the achievements that cumulate from the routine day-to-day activities.

Environmental Factors and Strategic Planning

The environmental factors identified at the beginning of our annual strategic planning cycle provide the context for this report. In 1989 we concluded that:

- *Continuing current library operations and developing new programs will depend upon resource support from four areas: new University allocated resources; tight budget management; sharing resources through WRLC; and external funding alternatives.
- *A vision of a library future, shared by library staff, faculty, students and administration, will best serve the University.
- *The Library has only 58% of the space needed to support collections and services.
- *A new work force, aspirations for greater diversity, the tax on graduate benefits and a labor shortage present management challenges.
- *Resource sharing among Consortium institutions is a priority with or without the formal structure of WRLC (Collections, Systems and Storage).

The 1990 assessment is that:

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- *A no-growth University budget will create a shared understanding of Gelman's necessary priority-setting for program support. This will require:
 - *transferring resources to support increased use of collections and services generated in/by an online environment;
 - *emphasizing the creating of management information to deploy resources effectively;
 - *reallocating resources to support an under-graduate emphasis.
- *Space needs to house the collection in Gelman remain critical. University resources are not forthcoming. User space must be sacrificed to house collections.
- *An expanded online environment provides the impetus to:
 - *rethink internal work relationships;
 - *re-vision instructional support provided through Gelman in cooperation with CIRC/us, GWTV and WRLC;
 - *accelerate the timetable for implementing multiple database access to support the Northern Virginia Campus.
- *The labor shortage, new work force, aspirations for greater diversity, combined with the impact of a revised University benefits package, present management challenges.

All of these factors create severe stresses on the Library. Even with careful management of existing and new resources, the outcome is a lag in overall progress which is privately discouraging if not publicly obvious to astute observers. Appendices A through D provide comparative views of the overall budget situation.

Responses to University Initiatives

***Academic Program Review**

Library reports for 16 Academic Programs Reviews were written by teams of Subject Specialists following a one day retreat held in July, 1989, at which general content guidelines and format were agreed upon. As a result of the reviews, several more collection development policies were developed in consultation with the faculty.

The Library acquired the OCLC/AMIGOS CD Collection Analysis software to provide an objective, quantitative means of assessing our collection compared to selected groups of peer libraries. The software offers the capability to provide collection counts, overlap, gaps, and uniqueness statistics of GW's monographic publications published in the years 1977-1987. We will receive an updated version of the

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software in July, 1990, and will continue to use it for collection analysis.

***University Research Priorities**

While ongoing review of serials commitments occurred, resulting in additional cancellations, we also subscribed to 190 new serial titles, with specific amounts designated to support the targeted research areas as identified by the Associate Vice-President for Research.

***Recruiting and managing a diversified workforce**

Analysis of our graded staff distribution for 1988/89 showed that approximately 50% of our staff represented minority groups. However, the overall distribution disguised underrepresentation of both black and hispanic groups. To increase our recruitment of these applicant groups, we planned and implemented the following activities:

- *sponsored a major job fair for pre-screened applicants in July, 1989 to fill 18 vacant positions;
- *used media advertising to target local sources of recruitment for our underrepresented groups;
- *sponsored a training session to help supervisors understand the hiring process and focus on our recruitment objectives;

The results of these activities immediately increased our recruitment of underrepresented minority groups. We have now institutionalized these recruitment techniques. During the past year, we have increased our recruitment of black applicants by 9% and hispanic applicants by 4%. We are using the same techniques to meet the University goal of increasing our recruitment of females. Since January, 1990 we have increased our recruitment of female applicants by 4%.

Our experience convinced us that there must be major changes to support both our effort and extended efforts in the University. Both philosophical and practical changes are required. For instance:

- *Employment needs to actively recruit applicants and match them with University needs.
- *The "Out of School" Work Experience program, operated by the D.C. Department of Education needs to be better coordinated.
- *Support for new employees during probation must be expanded. We lost a high proportion of our minority hires because of the University's rigid policies.
- *The entire Employment paperwork process must be overhauled and automated.

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The Gelman Library Operations Advisory Group (OAG) pioneered its own workshop on cultural diversity in management. OAG later served as a "beta site" for a Training Division seminar on the topic which is now a routine offering.

***Northern Virginia Campus**

We have designed the basic plan of physical facilities, have negotiated a position for the Gelman Library Information Service (GLIS) in the marketing plan, and have an operating budget to support preparation for opening day collections and services.

***Outreach to the D. C. Community**

The Library's primary program for interpreting its collections to the University and D.C. community is the exhibits program. Exhibits for 1989-90 are listed in Appendix H. A new initiative with D.C. schools was piloted with Anacostia High School in May. A full-year program with college-bound students will be initiated in the fall and the May program will be extended to other high schools in 1991. We also plan to provide information support to the Public Service Academy and promote librarianship as a public service profession.

***Library Impact Statements**

The Vice-President for Academic Affairs approved the Library's request to be included in the formal procedure for approval of new course and new programs. All departments are now required to request from the library a library impact statement, prepared by a Subject Specialist. The first one, for the Philosophy Department, was prepared in June, 1990. This activity will assist in allocating library resources to meet University priorities.

Creating Initiatives for the University***Information Options for the 1990's**

The Library, with cooperation of other administrative units on campus, hosted "InfoOptions for the 1990s." This was a tremendous success in many ways. The products and services that were demonstrated were pertinent to GW research and teaching, and we had excellent responses from vendors. Most were very generous in their willingness to lend equipment, productions and staff. InfoOptions was also successful because it represented a major cooperative effort among GW administrative units. While low faculty turnout could be anticipated in such a venture the first time it happened, the lack of leadership and support by faculty leaders and academic deans was particularly disappointing.

Gelman Library Annual Report - June 30, 1990***External Grants**

The University Archives and Records Management program, funded by NHPRC, and extended through June, 1990, resulted in completion of records surveys for the University, the beginning of records transfers from departments, establishment of procedures and systems for description and control of permanently retained materials, and creation of MARC format description of record groups. The economic savings to the University are detailed in a separate report. We must reach agreement on shared funding for the records manager position for 1990-91 and beyond.

Gelman Library submitted a grant proposal for HEA Title II-C funds to organize and make accessible the papers of the Friendship House and a group of records pertaining to the history of Washington transportation. A similar proposal was submitted to NHPRC, and at years end, we were advised NHPRC had agreed to fund the proposal. As the recipient of LSCA funds administered by the D.C. Public Library, we were able to microfilm and preserve the entire eight-decade run to the GW student newspaper, The Hatchet.

Finally, for a second year, Gelman Library was the recipient of a grant from the Banneker Awards Program of the Center for Washington Area Studies. This grant was used to organize and describe the papers of Peter Craig, who was involved in the planning and zoning battles in Washington in the 1960's and 1970's. A third Banneker award has been obtained for 90/91, and will be used to prepare an oral history of Polly Shackleton, who served on the D.C. Council for many years, and whose papers we own.

Gelman Library: The Internal View***ALADIN (formerly NOTIS)**

We have made great strides toward installation of the WRLC's NOTIS system. Beginning June 18th, we are cataloging online; for the first time in history, Gelman has a truly up-to-date library catalog. All previous catalogs were 4 to 6 weeks out of date. The Cataloging staff is fully trained, and the Circulation/Reserves staff is scheduled for training in early July in preparation for activation of the circulation and reserve module on ALADIN in August. We will have a total of 75 operating terminals in the library and 39 ports for ISN users within the library and across campus.

Staff members throughout the library are examining THE NOTIS software features, intending to change internal operations to take advantage of NOTIS capabilities. The willingness of staff to change what they do and how they do it should not be undervalued. It is the most critical factor in successful automation.

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The biggest single effort required for NOTIS preparation is the barcoding of the Library's collections. Beginning in late June, the collections on the 4th and 5th floors, Special Collections, Media Resources, Reference Department, Sino-Soviet Information Center and Lisner Hall storage stacks are being barcoded, primarily by contract workers. The preparation for this began months ago with the use of a special computer program that enabled a vendor to create and input barcode numbers into our existing machine readable records for monographs. Then another program was used to produce barcode labels that contain the call number, author, title, and matching barcode for each monograph. These "smart" barcodes are now being attached by contract workers to the matching volumes. Then, thousands of staff hours will be required to place "dumb" barcodes on individual volumes of sets and duplicate copies of books, input those barcode numbers into NOTIS, attempt to barcode the books the faculty have not returned (faculty returned only about 20% of the materials charged out to them) and remove from the database all records for books we are unable to locate for barcoding. The end result will be a database that accurately lists the current holdings of Gelman Library. We also have an estimate of loss by area of the collection and some suggestions of the cost of destroying collection security in 1986.

***Improvements in circulation practices**

We made several changes in the way we handle overdues and fines in order to encourage more responsible user behavior and to reduce operational costs. First, we tightened restrictions by blocking borrowers (excluding faculty) who owe more than \$15 in fines. As a result, a borrower who fails to return a book within 30 days of its due date is blocked from borrowing. Users who fail to renew or return books until the end of the semester pay higher penalties and the effect of this behavior on other borrowers is now limited. It seems to have worked. In addition, the lower allowable fine forces borrowers to resolve fine disputes within a reasonable time frame, while memories and official records are reasonably accurate and the borrowers owe insignificant sums of money. As a result, negotiations over fine payments have become considerably less acrimonious. In spite of these changes, we experienced a very modest increase in fine revenues. Fine revenues have been crucial in paying for automation and equipment.

We also stopped sending overdue notices, a decision that was prompted by economic concerns. The effect is a savings of approximately \$4000 in materials, hundreds of hours of staff time, and postage expenses. It also helped to change the interactions between Circulation Desk staff and users, because the staff reviews the charge record with any borrower who comes to the desk to check out a book if that user is listed as having overdue books. If the user disagrees with our records, the staff starts the problem resolution process immediately rather than waiting until the borrower is blocked for high fines. The abandoning of overdue notices has caused surprisingly little protest from borrowers.

Gelman Library Annual Report - June 30, 1990***Initiation of identification checks at the Reference Desk**

With only a few complaints from users, the Reference librarians successfully implemented an identification check for services to ensure that GW and Consortium students and faculty receive service in preference to alumni and other non-primary users. While the ID requirement required some mental adjustments among the staff, it was accepted with little fanfare by students and faculty. Complaints have come primarily from alumni, who feel that they should have the same privileges as current students. Service is not denied to anyone; the ID check is a form of triage that allows the librarians to identify higher priority clientele when more than one person is waiting for service.

***Relieving space pressure in the stacks**

Beginning even before the Gelman Library was allocated additional space in the Lisner Hall storage area, the deselection of materials from the crowded stacks on the fifth floor was launched. Once this initial removal is complete and a process for continued deselection begins, we can expect to maintain the stacks in better order. At the present time, we can shelve books in the stacks only at the very low rate of approximately fifty books per hour because it is necessary to shift books on one or more shelves in order to create a space in the appropriate place to shelve a returned book. During the period July 1989 through May 1990, wage hour staff shelved approximately 378,000 books on the fourth and fifth floors, a commitment of 7560 hours (more than \$30,000) to shelve books. That is approximately half of the wage hour time required to maintain stacks, as books must continually be collected and sorted for shelving, stacks must be read and misplaced books removed and reshelved. As the stacks become increasingly overcrowded, the shelving rate diminishes, causing the simple process of reshelving used books to consume increasing staff effort. The crowding of the fourth floor needs to be addressed in the coming year.

***Collections usage**Books

In-house use of materials during the period July 1989 through May 1990 for materials housed on the fourth and fifth floors increased by more than 49% compared to the same period last year. Overall, use of these collections increased by 30%. These assessments are based on shelving statistics, counting "in-house use" as those materials collected within the library for reshelving. The dramatic increase in use, accompanied by a slight drop in circulation for external use, probably can be attributed to two chief factors. One is the long lines typically found at the Circulation Desk, as staff efforts were shifted heavily toward shelving and stacks maintenance. Second,

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the automated circulation system was operational more often this year. As a result, we did not encounter the large backlogs of books awaiting discharge, which in turn had created large backlogs in shelving. It was simply easier to find books in the stacks this year, except during the months of April and May, when returns were extremely heavy.

Periodicals

The use of periodicals collections continued to grow. Increases were insignificant in the use of microfiche and newspapers. The use of current periodicals, however, increased by 13% and newspapers by 19%. Newspaper usage may reflect course assignments, but that is a guess. The continuing growth in use of current periodicals reflects the nature of our curriculum and research interests as well as the high use of our collections by consultants and other visiting researchers, whose presence is very noticeable on the third floor.

Non-Print Media

Demand for non-print media and requests for classroom use of media also rose this year. Use of media by groups increased 10%, in part because of increasing requests by faculty for class viewing and in part because the Media Resources staff organize groups of students who have the same assignment and use all available space to provide group viewing and listening. 15% of the requests by faculty for media equipment and classes could not be accommodated. When faculty could find viewing equipment to use in the classroom, Media loaned productions for use outside the library. The hidden costs of this approach include the wear and tear on productions caused by poorly maintained equipment and the time spent by Media staff in training faculty and teaching assistants to use film projectors.

A process of replacing non-print productions that have become worn through high use began. While the replacement of video and audio is affordable, the replacement cost of films is prohibitive. Subject specialists continue to make an effort to convince faculty that the video production rather than film will suit their needs, but they are not always successful.

Special Collections

The most noticeable new demand in Special Collections this year was the use of University Archives materials by University staff. Particularly in preparation for University events and publications, the archives have proved to be an invaluable source of useful information.

Interlibrary Loan

The demand for both borrowing and lending through interlibrary loan continues to rise. Gelman Library received 18,386 requests for

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books and articles during the period July 1989 through April 1990.

That is an increase of 12% over the comparable period of the previous year. We actually filled 8,078 (44%) of these requests. The volume is so high that we sort the requests according to priority of requesting library and attempt to fill only the highest priority requests. In addition to Consortium libraries, other local academic and governmental libraries that reciprocate in lending readily to us, we give priority to institutions from which we are most likely to attempt to borrow. 10% of the requests we fill go to Consortium libraries.

Requests by GW faculty and students to borrow materials have increased 4%. This increase does not appear to be the result of the cancellations of journals yet. We expect to find that to be a more significant factor in the coming years, as the use of articles from the past year begin to be quoted and indexed.

***Gelman Library Information Service (GLIS)**

GLIS is more than year ahead of its business plan. All evidence suggests that GLIS creates a very positive image for the University among its users. Its revenues now cover its expenses. Consequently, the Library's subsidy for the GLIS Coordinator's salary will be removed, effective July 1. This enables the Library to add a beginning-level reference librarian. We are near agreement with Comptroller Olmo to change the account from C to R and to pay a reasonable overhead rate.

***Sino-Soviet Information Center (SSIC)**

With the removal of a few walls, the safety and usability of the Sino-Soviet Information Center greatly improved. The collection previously occupied four separate rooms, two of which had no direct access to any other. Materials were stored there and retrieved by staff on demand and if time permitted. Now that the space has been opened up, SSIC now has an emergency exit as well as its one entrance/exit.

The staff is in a better position to see what is happening throughout the Center. Most materials are housed in self-service shelving and arranged as logically as such a collection can be.

***Acquisitions**

The University administration added \$150,000 to the base budget for collections, bringing our allocation to \$1,287,048. This amount, coupled with our unrestricted endowment funds, allowed us to reinstate a completely revised and scaled down domestic approval plan for automatic receipts of monographs. As of the end of May, approval receipts were at 5,144 titles, comprising 34% of overall titles added. When compared with the May, 1985 acquisitions statistics, we note that the percentage of titles received on the approval plan five years ago was much higher, 62%. One implication

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arising from these statistics is that we are expending a much higher effort in terms of human resources to select, search, and place orders for individually selected titles rather than relying so heavily on automatic receipts generated by the approval plan. We were also able to increase slightly the amounts available for firm orders. Finally, we allocated special funds to support acquisition of media (primarily video) resources, along neglected area of collection development. NEH grant funds were used to purchase additional video materials and other expensive humanities-related materials.

***Bibliographic Control**

Excellent progress was made in gaining increased bibliographic access to our collections. As an OCLC Enhance Library, we upgraded approximately 300 OCLC records, three times the required number.

Gelman Library agreed to catalog the WRLC jointly purchased Readex collection of 19th Century American Drama. Two beneficial results have occurred from this: Gelman Library applied for and received official OCLC designation as a Major Microforms Cataloger, and we made major revision to our cataloging policy for monographs in microforms (essentially agreeing that there will be full access to all monographs, regardless of format, and they will be classified individually.) In addition to the recognition we receive for our cataloging expertise in enhancing the national database and for performing original cataloging, Gelman Library also realizes significant budgetary savings. For each record that we enhance, we receive a credit of \$1.29; in 1989/90, therefore, we saved \$387.00 on our OCLC cataloging charges. More significantly, perhaps, we receive a credit of \$1.00 per record for contributing an original record to the database. With 6,000 titles in the Readex collection to be originally cataloged, we will receive \$6,000 in credits against our annual OCLC cataloging charges.

Cataloging of technical reports resumed after several years, prompted by Caroline Long's efforts to resume receipt of reports from GW's Institute for Information Science and Technology. The catalogers worked together to revise our procedures for cataloging reports.

Serials processing and cataloging procedures were markedly streamlined, resulting in more efficient handling of records and materials. Procedures for handling non-print materials that are received as part of print materials (software, microform, audiocassette, etc.) were adopted on a trial basis by OAG, and we began to process a backlog of such materials as well as new receipts.

Acquisitions Department staff also gained continuing control over titles received on our GPO Depository Program. Two hundred new titles were selected in 1989, and staff have converted document serials to the Faxon check-in system.

The Serials staff worked hard to complete the dismantling of the manual serials files. By year's end, all currently checked-in titles are checked in on the Faxon system, with the only remaining cards being

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for cross-references and retrospective title holdings that do not require current check-in. Both Serials and Cataloging staff completed serials records holdings changes resulting from the 1988 serials cancellation project.

There are several achievements to report regarding control of Special Collections materials. Mary Faith Pankin cataloged 500 Washingtoniana graphics, a collection of Bibles and religious books from the original Columbian College collection, and additional maps of the Holy Land. Gelman Library reported 63 titles to the Eighteenth Century Short Title Catalog Project, the machine-readable catalog of printed items published in Great Britain and its dependencies from 1701-1800. These 63 titles were from the original Columbian College Library collection. The addition of these titles to ESTC brings our total reported since 1982 to 300 titles.

***Systems**

Marcive, the CD public access catalog, continued to be a reliable and user-friendly system for our patrons. A new release of software, which provided increased searching capabilities, was made available in December, 1989. In cooperation with Vice-president for Academic Affairs, who funded purchase of additional computer stations, and with CIRC staff, who provided programming and systems support, we made MARCIVE available on the ISN campus network 24 hours /day, 7 days/week. Blaine D'Amico, of our systems staff, also figured out a way to partition the hard disk on the Marcive stations to allow loading more records and postpone expensive remastering of the compact disk. We invested a substantial amount of funds in hardware repair and replacement for both Marcive and LS/2 this year. Through careful monitoring and implementing preventative maintenance procedures, we managed to get through the year with a minimum of LS/2 downtime or inconvenience to staff and patrons.

The Preservation and Binding Unit implemented two new automated systems in 1989/90. After review of proposals to provide bindery service, a contract was signed with American Bindery for a period of two years. This company, in addition to providing us with 2-week turnaround time, also provided hardware and software for an automated bindery control system. Implementation of this system has increased efficiency and productivity for the binding activities, and has allowed the staff to increase the volume of binding as additional funds were made available during the year. Another software system was also implemented to provide automatic spine label printing from the OCLC microenhancer SAVE program.

***Professional Development and Professional Contributions**

Librarianship is a field that requires a major investment in professional development. The typical one-year masters degree is supplemented with regular educational investment over the remainder of a career. This investment in professional development is shared by the

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institution and the librarian. Appendices E through G detail Gelman's investment in this activity. To illustrate the shared investment: 12 librarians attended the American Library Association annual meeting at a personal cost for each approaching \$1,000. GW gave them administrative leave and reimbursed 1/3 of their expenses.

Participation in committee work plays an important--and somewhat different--role in librarianship than it does in other academic areas. It functions both as a form of programming for the association and as a major avenue of professional contribution. Pat Kelley's five-year investment in an ad hoc Committee on Performance Measures for the Association of College and Research Libraries is a good example. The committee's charge was to develop and evaluate measures of library performance based on output measures rather than input measures. For the last two years the committee has monitored the development and testing of these measures through an \$80,000 consultant contract. The resulting book on performance measures was a "best seller" at the recent annual meeting. While Pat's investment is displayed in some conventional ways--an article is in press, she was a panelist at a standing-room only meeting at ALA and a panelist at the recent American Association for Higher Education Assessment Forum--the core of the work was in the five-year committee investment. The result is a major change in the way in which libraries will be evaluated.

Goals for 90/91

The Gelman Library Strategic Plan for 1990-93, available in August, will be the most comprehensive statement of the Library's goals for the year.

For the purpose of the annual report, I am highlighting the major goals only. Other tasks to be completed, such as work flow changes from implementing ALADIN or funding for the records manager position, have been mentioned in the text and are not repeated here.

1. Work with faculty and administration to interpret 1990 collection development and management strategies in the context of 1990 economic realities.

a. Develop and deliver an "access budget."

This is the "radical plan" you mentioned to the President. While we are slightly ahead of the curve in this development, other institutions have experience to share with us. We recognize that this will require extensive communication with the faculty combined with strong, visible support from the administration, including the deans.

b. Maintain at least the level of monograph purchasing attained in 1989-90.

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Serials cancellations will be aimed at high-price, low-use titles for which there is adequate document delivery support in either the commercial or not-for-profit sector.

2. Address the most severe space issues.

Two areas will have priority. First, I will try to arrange 3 - 5 year financing for the maximum amount of compact shelving I can install on the lower level while still preserving space for an eventual enhanced media center and protecting as much student seating as possible. (One consequence is that the card catalog will quietly disappear and we need to plan for either temporary storage or permanent disposal.) Second, I will try to use some of the \$50 tuition gift funds to refurbish study spaces on 4 and 5 to enhance the look of the area and also to replace as much lounge type seating with more efficient seating.

3. Work with CIRC/us, GWTV and others to normalize access to audiovisual support across campus.

We plan to make TV monitors, screens and overhead projectors widely available in campus classrooms. Video will originate in Gelman for delivery to the classroom, eliminating much of the pressure on the two Gelman classrooms on the lower level.

4. Expand the infrastructure of WRLC with emphasis on cooperative collection development.

This is a crucial year to really build new forms of collective behavior. It will need strong direction and support from upper levels of administration at each institution.

5. Implement the Gelman administrative local area network.

We are developing a version of a paperless office environment. Our working patterns will change--we hope, dramatically. Our experience will be helpful as office automation is expanded around campus--even in the office of the Vice President for Academic Affairs.

CONCLUSION

As I work to eke out yet another dollar to try to get something done at Gelman I am often reminded of Lord Peter Wimsey's fictional response to an Oxford women's college warden in the Dorothy L. Sayers' novel, Gaudy Night. The warden explained that all he was seeing was built and maintained through "cheeseparating" and Lord Peter responded, "to even admire is a form of impertinence." If this is so, bragging in an annual report is an even greater offense. But I cannot close without reporting that staff morale is high. Many staff members find great satisfaction in the

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implementation of ALADIN and are pleased that Gelman is "out in front" in at least some areas.

If I have a private qualm it is that Gelman Library is positioning itself to support a style of learning that emphasizes student independence and initiative--all that is required to succeed and prosper in an Information Age. The library, in its "wall-less" version, will be a centerpiece for instructional support. I'm not confident that the University is positioning itself in the same way.

**--Sharon J. Rogers
Assistant Vice President
for Academic Affairs
and University Librarian**