

C. Description of Library Departments and Collections

Asia Collection

The University's Asia Collection began as the Oriental Collection in the early 1930's, when the Library began to collect Asian materials in vernacular languages. The materials gathered to support Japanese and Chinese studies were augmented by substantial gifts from those respective countries. From 1966 to 1970 the Asia Collection was expanded as part of the East-West Center Library, and was returned to the University in 1970 as the Asia Collection. It is widely respected as one of the larger Asian research collections in the nation, with approximately 600,000 catalogued volumes. It contains materials from and about Asia in both Asian and Western languages. There are two series of shelving, one for East Asian books (Chinese, Japanese, and Korean languages intershelved), and the other for all other languages, which are shelved together. Reference services are provided by librarians specializing in Asia materials and Asian languages. The Library is a participant in the PL 480 and NPAC programs for South and Southeast Asia, which add many monographs, journals, newspapers, and microfilm materials to the collection.

In 1981 the processing responsibilities (cataloging and acquisitions) were meshed with Processing Operations and Automation (now, Collection Services); as a result, the Asia vernacular language catalogers were moved to the Cataloging Department. In 1989, responsibility for ordering & receipt of Asia Collection serials was also transferred to Processing Operations and Automation, as part of the Serials Department.

Government Documents and Map Collection

Government Documents became a regional depository of U.S. government publications in 1975. These documents are arranged according to the Superintendent of Documents classification system. U.S. State and foreign agricultural publications, as well as United Nations publications, are also included in the collection. Specialized reference services are provided to assist patrons in utilizing the resources. Materials circulate by special permission.

Map Collection

The Map Collection contains over 227,000 maps and charts, primarily of the Pacific area. Most of the holdings have been acquired by depository arrangements with the Defense Mapping Agency, the U.S. Geological Survey, and the National Oceanic and Atmospheric Administration. It also contains a limited number of aerial photographs. The collection's arrangement is by LC classification, except for nautical and aeronautical charts.

Reference Center

The Reference Center on the first floor of Hamilton Library is the main reference, informational and bibliographic service point in Hamilton Library. This department supports the academic and research programs at both the undergraduate and graduate level in the humanities and social sciences. The Reference Center maintains both electronic and printed indexes and resources and provides an extensive program of reference service and instruction in library research strategies and bibliographic skills. Librarians in the Reference Center are responsible for building not only the reference collection but also for developing the collections in the specific humanities and social science subject areas.

Science Technology Collection

The Science Technology Reference Department provides reference, informational and bibliographic services in all subject areas of science and technology. The collection is presently located on the entire third floor of Hamilton Library. This department supports the University's areas of excellence in ocean, earth and biological sciences. Librarians in this department bring subject and technical expertise to bear in providing services to students and faculty.

Sinclair Library

The Sinclair Library provides Reserve Book Room and circulation services, houses the older bound journal collections in all subject areas, and is home to the Music Collection and the Wong Audiovisual Center. The University Archives, the Industrial Relations Center (IRC) and CLIC, the Computerized Learning and Information Center, are also located in Sinclair Library. IRC and CLIC are not administered by the Library.

Special Collections

The Special Collections Department consists of the Hawaiian, Pacific, Rare Books, Manuscripts and Archives. These are under the direction of the Head of Special Collections.

Hawaiian Collection

The Hawaiian Collection is the most comprehensive collection of Hawaiiana anywhere. Its history as a special collection dates back to 1927. Special features include University of Hawaii dissertations and theses, and Hawaii State documents. Specialized reference service is provided to users. Development of the Hawaiian Collection is under the direction of the Hawaiian Curator. Access to the stacks is controlled and circulation of materials is by special permission.

Pacific Collection

The Pacific Collection is an outstanding collection of Pacifica. It is ranked among the top three in the world. Its development is under the direction of the Pacific Curator. The collection provides research materials for students and faculty in academic programs at the University that focus on the Pacific, such as the Center for Pacific Island Studies, as well as for researchers in many disciplines who focus on the Pacific area. Included in this collection are materials on Polynesia, (excluding Hawaii), Micronesia, and Melanesia. Access to the stack areas is controlled and circulation is by special permission.

Closed stacks policy

The Hawaiian and Pacific collections' closed stack policy serves to protect the collections from theft and mutilation, and helps to keep these research collections in proper shelf order to better serve the needs of students and researchers. Materials may be paged from the stacks and used in the Special Collections Reading Room. Criteria and procedures for obtaining access to the stacks are available from the Special Collections staff.

Rare Books and other Special Collections

These collections include books and manuscripts of interest because of their age, value, format, or association, as well as material illustrating the history of books and printing. The Wist collection of early school books, the collection of social movements pamphlets, the Book Arts collection, and the author collections of Jack London, Samuel Clemens, Herman Melville, Robert L. Stevenson, Charles Stoddard, and A. Grove Day are all housed here. In addition, the Austen collection of first and special editions, primarily of 20th century American authors, and the von Bekesy collection of art and early science books are housed in Special Collections. The Pacific and Asian Languages Archives (PALA) was established in 1977 as a repository in the Library for language data in field form (e.g., tapes, records and written notes). These materials may be copied only under policies established by the PALA Advisory Committee. The Rare Books Collection owns a portion of the Ethelinda S. Castle collection, which contains works in natural history, examples of fine printing from small presses, and D. H. Lawrence materials. Rare Book material does not circulate; however, access to these valuable materials is provided for interested scholars. Of note is the Tsusaki/Reinecke Collection of Pidgin Creole materials. The collection covers linguistic publications in all languages, some in the Creole vernacular.

University Archives

The University Archives is the official depository for material of legal or historical value by or about the University, its offices, departments, affiliated agencies, and its staff. The collection includes administrative, academic, faculty, and student records, in many forms, of historical or legal interest to the University. The University Archives works closely with offices desiring to retire inactive records, and assists in establishing a program and guidelines regarding transferal to the Archives. Published material of archival interest may be duplicated in the Hawaiian and other collections. Located in Sinclair Library, it has specialized finding aids. Archival material does not circulate.

Charlot Collection

The Jean Charlot Collection was donated to the University of Hawaii in 1981. The collection, valued at over \$800,000, includes the artist's personal reference library, mural drawings, sketchbooks, and a nearly complete collection of prints by Charlot. The collection also has numerous works of art by Charlot's friends and other contemporary artists in the U.S. and Mexico. Manuscript material includes Charlot's shorthand diaries, published and unpublished research, and a large collection of letters to and from his fellow artists in France, Mexico, and the U.S. The collection's material does not circulate, but will be made available for graduate students, scholarly research, and for loan exhibition to qualified museums and libraries.

D. History of University of Hawai'i at Mānoa Library Services Program

[Much of the following narrative was originally developed by the late David Kittleson, former University Archivist.]

The University of Hawaii was founded in 1907 as the College of Agriculture and Mechanic Arts of the Territory of Hawaii. Later, in 1911, its name was shortened to College of Hawaii, and in 1920 the University of Hawaii came into being.

The Library began in February, 1908, and occupied the parlor of a frame house--formerly the Chinese Consulate--at a temporary campus near the corner of Young and Victoria Streets behind the present Linekona School. Caroline Green was the first Librarian. By the end of its first year of operation, the Library contained nearly 5,000 volumes and 7,000 pamphlets. Most of these pamphlets were Federal documents. Under the Public Printing Law of March 1, 1907, all land and grand colleges were constituted as Federal documents depositories.

Three years later, in 1912, when the College moved to permanent quarters in Manoa Valley, the Library was assigned two rooms in the first building on campus, Hawaii Hall.

In 1915, when the Library's holdings reached 11,303 books and 12,878 pamphlets, the Librarian was given her first full-time assistant. They year the Library was also officially designated as a depository for all Territorial publications.

By 1920 the collection had grown to 33,435 volumes and 62,475 pamphlets which spilled over into adjacent faculty offices, classrooms, and the basement. Less than half of the collection was shelved in the Library's main room.

On the plus side, another librarian and on-professional assistant were added to the staff, the Librarian was finally relieved of her secondary duties as the College bookstore manager, and the Legislature began paying attention to demands for a new library building. However, it was not until 1925 that a \$166,743 two story library building (now known as George Hall) was finally completed. It had a capacity of 100,000 volumes and 120 readers.

During the late 1920's and early 1930's several events occurred which gradually expanded the University's research activities and in turn helped transfer the Library from a passive relationship with the undergraduate program into a multifaceted graduate research library.

Two pre-existing institutions, the Federal Agricultural Experiment Station and the Territorial Normal and Training School were combined with the University in 1929 and 1931 respectively. The bulk of the libraries of these institutions, numbering about 15,000 volumes, were transferred to the University Library.

The Library also benefited from the University's decision to specialize in Asian and Hawaiian research. University President David Crawford paid special attention to strengthening the Library which soon was receiving 6.1% of the University's budget. The Oriental and Hawaiian collections became special units within the Library, each having its own rooms, staff, books, and catalog. Both Collections were also shaped by numerous specialized gifts from the community.

In 1936 a \$110,000 addition to the Library was built, making it into an "L" shaped structure. By this time, the collection totaled 91,673 books and the staff had jumped to 15.

On December 7, 1941, the University was abruptly thrust into wartime conditions. Although University classes did not resume until February 4, 1942, the Library opened at 8 a.m. as usual on Monday, December 8, and continued to keep regular hours except for early closing at 4 p.m.

The war years generally slowed campus Library development. Although collection growth had been restricted, the library building's capacity of 210,000 volumes was surpassed in 1950 and again portions of the collection were dispersed throughout the campus. A temporary wooden barracks-type building was set up near the Library to house the Reserve Book collection and study desks.

In the decade following the war, University research interest in the Islands of the Pacific perked up after the United States assumed responsibility for the Trust Territory of the Pacific. The Library responded by beginning to develop its Pacific Collection.

In 1956 the long-awaited \$1,400,000 Sinclair Library, named in honor of former University President Gregg M. Sinclair, was completed. It contained 117,000 square feet of floor space, enough for 600,000 volumes and 800 reader stations. At this time the staff numbered 34. Statehood brought about accelerated University growth and Ralph Shaw was named in 1964 to superintend the Library's expansion. This era was marked by the construction of Hamilton Library, honoring another former University President, Thomas Hale Hamilton, in 1968. Its 106,000 square feet of floor space accommodated 1,000 readers and had stack space for 800,000 books.

The establishment of the Federally supported East-West Center on campus in 1961 provided financial support for a strong Asian studies library program. This was augmented by the University Library's Oriental Collection. By 1968, the Library's collection had grown to 650,000 volumes.

Sinclair was renovated in 1969 to expand services and the collection for undergraduates. Audio-Visual Services, including the Listening Center, was established. The Hawaiian, Pacific, and Government Documents Collections, and the University Archives continued to be located in Sinclair.

The University of Hawaii Library joined the Center for Research Libraries (CRL) in Chicago in 1970. By participating in membership the University of Hawaii was able to borrow research material for its faculty. CRL is a cooperative, membership-based research library. It acquires, stores, preserves, provides bib access to a research collection, which complements and supplements the collections of major research libraries of North America. Due to restricted funding and low use of the services provided by CRL, UHM Library membership was canceled in 1994.

In 1970 the East-West Center Library (including the Library's former Oriental collection) of approximately 250,000 volumes moved to Sinclair Library as the Asia Collection. Phase II of Hamilton Library was completed in 1977. The Hawaiian and Pacific Collection, Government Documents, the Asia Collection, and the Graduate School of Library Studies moved from Sinclair to Hamilton in the summer and fall of 1977, establishing Hamilton as the major research library. Phase II added 174,000 square feet, including reader station, closed studies, and several conference rooms. A Periodical Reading Room was included in the renovated Phase I area. Upon completion of Phase II, the Hamilton building provided seating for 1,700 users and had a volume capacity of 1,700,000.

The prestigious Association of Research libraries invited the University of Hawaii Library to become its 100th member in 1976. ARL provides a forum for interaction among the top administrators of large university and research libraries throughout the United States and Canada. Major issues confronting large university and research libraries are addressed. It publishes annual

surveys of statistics of the member libraries. Through its Office of Management Services continuing education of professional librarians and administrators is enhanced through workshops, opportunities for individual studies and a series of publications.

In 1979, the Library joined OCLC Inc., an international on-line library system for academic, public and special libraries. This system provides automated on-line cataloging and is also used for Interlibrary Loan. A COM (Computer Output Microfiche) catalog was established in 1982 and held records back to 1979.

Recent History of the University of Hawaii at Manoa Library

In 1985 the Library became an Associate Member of the Research Libraries Group, a Stanford based non-profit corporation owned and operated by the member research and university libraries. The UHM Library contributes to RLG's on-line database of holdings published in the vernacular languages of Chinese, Japanese and Korean. The database (RLIN- Research Libraries Information Network) provides scholarly access to CJK and other Asian titles held by the member libraries throughout the United States.

Following several years of systematic participatory planning efforts involving all levels of Library staff, the Library "brought up" an on-line public access catalog at Sinclair in January of 1986 (the former ALOHA system). The catalog became accessible to the public at Hamilton in Fall of 1986. The integrated automated system provided on-line cataloging and circulation as well.

By 1986 the Library's collection had grown to 2 million volumes. The acquisition of the two millionth volume Banks' Florilegium was made possible by a significant private donation from the Jessica Rea Memorial Library Fund. This title, consisting of 738 botanical engravings, appropriately symbolized the commitment to the University library as an institution of value, not only for the University, but to the State of Hawaii and the Pacific region.

On the down side, the academic year 1986-1987 marked a reoccurrence of serious roof leak problems in the Hamilton building. Because of the roof leaks, large areas of the ceiling of 2nd Floor, Phase I were damaged and asbestos containing material dislodged. A two-week spot cleanup took place in January of 1987. Systematic removal of the affected ceiling areas on that floor took place in the Summer of 1989 during which time all staff were relocated to Sinclair Library or recently renovated space in Bilger Hall.

Public services within the Library have moved from a reactive orientation to one that is proactive. In the 1970's public service responsibilities consisted primarily of reference desk assignments and book selection. In the past ten years the librarians have initiated on-line database searching, the establishment of a separate Information Desk at Hamilton and an extensive library instruction program. In 1991-1992 over 9,000 students were taught library research skills in over 700 formal sessions conducted by the public service librarians.

Construction and enhancement of the new Wong Audiovisual Center at Sinclair Library was completed during 1986 and opened on the third floor of Sinclair Library in Spring of 1987. With the benefit of a \$50,000 gift and \$25,000 endowment from the Harry C. Wong family, the new Wong Audiovisual Center not only provides an attractive and updated facility for use by students and faculty but also integrates media use with the Music Collection which was also re-located to the third floor.

The architecture collection, which had earlier been moved from Hamilton to Sinclair (1977) was also moved to the third floor as part of the major upgrade of the space on that floor. Both the music and architecture research collections are now housed in an air-conditioned environment.

Re-emphasis of the importance of the University Archives and planned restructuring of the University Archives and manuscripts collections began in 1987. Dr. Nancy Morris was appointed to head Archives and the Charlot Collection. In addition, a proposal was prepared by the University Archives Subcommittee of the Manoa Library Committee, urging a rededication of support to the University Archives and suggesting an organizational restructuring to implement that support. In Fall of 1988 an experienced archivist, James Farmer Cartwright, was appointed as the new University Archivist. Adequate physical facilities and expanded space for the Archives remain problem areas.

Micorform and periodical services at Hamilton library were reorganized in 1987-88 and moved into a physically remodeled and expanded space on the first floor of Hamilton. Modern reader/printer equipment and a fully staffed service desk enhance the services which are available for all hours that the building is open.

The year 1988 saw the University Library embark on two more computer related services to the Manoa community and beyond. In January of 1988 the planned remote (dial-in) access to the Library's on-line catalog became a reality. University students and faculty could dial in from their home or office personal computers (and eventually from classrooms) to consult the Library's catalogs.

Just a month later, Sinclair Library opened its doors to the new Computerized Learning and Information Center (CLIC). CLIC was the joint project of the Library and the University Computing Center. First floor space where the old Audiovisual Center had been was converted and equipped with 80 workstations including IBM and Macintosh personal computers, PLATO terminals, and other equipment. Students, faculty and staff use the Center's equipment to access information via computer workstations and related equipment. CAI (Computer Assisted Instruction) programs, software that aids instruction or skill development, and that enhances learning and teaching is emphasized. Faculty are encouraged to deposit "reserve" copies of their own programs or commercially purchased software (within copyright limitations). Initial staffing is provided by the University Computing Center until Library funding can be established. The project provided tangible evidence of how enhanced service could be provided to the campus community through innovating partnerships.

By 1988 the Library's stature as a resource in the Pacific region was well established. Interlibrary loans of material from this Library to other libraries throughout the state and the world have increased by 32% in just the last five years. Use by patrons other than the students, faculty and staff of UHM has also increased from 7% in 1982/83 to 13% at present.

Also in 1988, the State of Hawaii Legislature passed into law Act 1, SpSLH 1988, Relating to Telecommunications and Information. This act calls for the establishment of the Hawaii Information network Corporation (Hawaii INC) to stimulate the development of information industries in the State of Hawaii and to encourage electronic access to public information. The University of Hawaii Library is contributing to the fulfillment of this act by participating with other departments of the University in building a University of Hawaii information network, providing the infrastructure for an external services program, identifying opportunities for providing library-related external services to universities, government agencies, business and individuals; and by developing institutional relationships, agreements, policies and the technological infrastructure to enable the University of Hawaii to provide library related services on a cost-recovery basis.

In 1989, negotiations were completed to have the Library for the School of Public Health be included as a member of the UH Library Information Network. Holdings of that Library will also be included in the on-line Public Access Catalog.

In the Summer of 1989, asbestos was removed from the 2nd floor ceiling of Phase I of Hamilton Library. For the duration of this project, Hamilton staff were transferred to the Sinclair Building and Bilger Hall. The Hamilton Library was closed from May 15 to August 15.

The Congressional papers of the last Senator Spark M. Matsunaga were accepted by the University in late 1990 and a separate room was set aside to house the Matsunaga papers.

As the Library's collection has grown, so has the percentage of the collection needing repair. Over the years books and journals have been damaged due to age, high use, and adverse environmental conditions (mold, mildew and insect damage). By 1990 the problem was severe enough to warrant the official establishment of a separate Preservation department charged with developing and implementing preservation and conservation programs to treat, restore and preserve library materials.

With over 2.7 million volumes, the Library's collection has exceeded the building's planned capacity. Space originally designed for library users to read or study is being sacrificed to house the ever-growing collection of books and journals. Both construction of a third phase of Hamilton Library and the renovation of the existing building and Sinclair Library are needed in order to provide adequate power and telecommunications and space for student study and research and future collection growth.

Work on planning and preliminary design for the Hamilton Library Phase III addition received continued support from the Hawaii State Legislature in 1991-92. The initial library planning documents: Project Development Report (vol. 3) and the Design Criteria Report were completed in December of 1992. Architects Matsushita, Saito and Association began preliminary design work on Phase III in June of 1994.

Meanwhile a major effort began in 1992 to develop and implement strategies to accommodate growth of the collection in the years before construction of Phase III can be completed. As part of this plan, the undergraduate collection at Sinclair was weeded and the books retained were transferred to Hamilton in December of 1992. Beginning in the Spring of 1993, approximately 300,000 volumes of lesser-used materials were identified for transfer from Hamilton to the second floor of Sinclair Library. Actual move of the volumes continued throughout 1993. It is hoped that this will provide sufficient space for new material added to the Hamilton collection during the interim before Phase III is finished.

The Sinclair Reference Department was officially closed in Fall 1993. Librarians and staff were moved to the Reference Center (the renamed General Reference/Humanities & Social Science Reference Department). Reference and instructional services to undergraduate students continues from the new Hamilton location.

With the signing of a contract between the Colorado Alliance of Research Libraries Systems Inc. (CARL) and the University of Hawaii, in April of 1990 the libraries of the UH System entered a third phase of automation and created UHCARL. The new system allowed UH Manoa Library to provide a host computer for the databases and information resources of multiple institutions. As UHCARL, the library committed its resources to adding systems that inform and deliver. The UH System campus and private libraries that have already joined UHCARL have linked via a single computer and software environment to a true network, which has the potential for enhancing resource and information-sharing activity. UHCARL also provides the UH System libraries and the community with direct access from a single menu to the on-line public catalogs of mainland university, research, public and school libraries who are members of the CARL System via the Internet.

The CARL system enables the UHM library to provide more than simply bibliographic citation on-line. Now, full-text databases can also be developed and mounted on the library's system. An index to Hawaii/Pacific periodical articles published in Pacific Basin journals has been developed and input continues on a regular basis. This on-line index provides a new resource for accessing many pacific region articles, since indexes for many of the journals are not available anywhere else in the world.

The UHM Library's Systems Office now runs a full scale, in-house mainframe computer and facility, as well as a complex communications network. The library computer system consists of 28 gigabytes of mirrored storage and 640 ports, and supports connections to campus, state, national and international networks. The establishment of the UHCARL computing and data communications facilities set the foundation for the Library's service programs for the 1990's. By the end of 1991, the UHM Library public access catalog, circulation, serials receipt, acquisitions, catalog maintenance, and fiscal modules of UHCARL had been implemented.

The UHM Library Systems Office worked closely with Kapiolani Community College librarians in 1991 to establish and test the procedure for adding new databases to UHCARL. The KCC library holdings and technical processing and circulation support for KCC library were fully operational by August 1991. Databases and processing operations for the UH Hilo Library and the Hawaii Medical Library came on-line in the summer of 1992. In 1993, Maui Community College Library and the UHM Law Library came up and in 1994, Kauai Community College library also came up as separate databases. Kauai Community College Library was automated in early 1994. By Fall 1994 implementation of automation for Leeward Community College and Windward Community College was completed.

After several years of planning, the Library External Services Program (ESP) was launched in July of 1993. This program began as a joint project of the University of Hawaii Office of Technology Transfer and Economic Development (OTTED) and the Library. This mission of the program is to advance the acquisition and use of knowledge by providing the highest quality library information services to organizations and individuals in the business, education, government and community sectors. ESP provides document delivery and research services including on-line database searching and preservation services. Because the information services are offered to the non-University community on a for-fee basis, the library staff is freed to devote more time in support of the information needs of the students, faculty and staff of the University.

Librarian Nina Horio passed away in August of 1994 following a long, hard battle with cancer. Nina had served as science technology librarian since 1980, and held the position of Head of the Science Technology Reference Department for several years. She also, during her tenure, served as President of the University of Hawaii Professional Assembly and as a member of the board of the Manoa Faculty Senate. In 1993 she was given the Excellence in Librarianship award. As a tribute, Nina's library colleagues established a fund through the University Foundation that will enable the Library to purchase selected medical books each year, and to continue to fund the excellence award—renamed the Nina Horio Excellence in Librarianship Award.

Providing appropriate levels of library services to the hundreds of students enrolled in UH Manoa courses held on the neighbor island, became a real challenge in the early 1990's. In the Spring of 1994, librarians from UH Manoa, Maui Community College, UH Hilo and Kauai Community College held discussions over HITS (Hawaii Interactive Television System) to chart the direction that concerted action should take to develop more awareness of and support for the needs to provide services to the Distance Education community. Five areas of need were identified, including faculty outreach, instruction, standardizing interlibrary loan procedures and subsidies, reserve reading services and on-line information access. A grant of \$79,000 from the President's office was received in Fall of 1994 to acquire subscriptions to several on-line databases and to

conduct a pilot project of subsidizing the document delivery to students enrolled in Manoa courses on the neighbor islands.

Winds of change began moving through the library organization in 1994 and 1995. Associate University Librarian Gary MacMillan announced his retirement in December of 1994. As AUL in charge of Processing Operations and Automation, MacMillan had been a key player in leading the library's automation efforts and ultimate move toward a networked information environment. His retirement meant that the Library needed to rethink how processing activities and automation should be reorganized and redirected to carry his work to the next steps which would include entering into the Internet environment. In addition, a state-wide Employee Retirement Incentive Program (ERIP) was instituted for fiscal year 1994-95. Over 32 (out of 162 FTE) members of the Library staff were eligible to take advantage of this program. Meanwhile, budget projections for state revenue also began a downturn.

Anticipating these changes, the Library staff went through a re-planning process in the summer of 1994 to discuss issues facing the library as an organization, evaluate and update the Library's mission statement and work with interested library faculty to develop a vision and values statement to guide future actions. This work culminated in a draft transitional reorganization plan that was partially implemented in the 1994-95 academic year. Primary among the changes that were made was the establishment of two coordinator positions, Coordinator of Collections Services (which combines processing operations and collection development coordination) and Coordinator for Library Networks and Systems.

In June of 1995 sixteen librarians and staff took advantage of the ERIP. These retirements, combined with staff vacancies from normal turnover, meant a significant loss in expertise that the Library will have to adjust to in future years. Reorganization planning continued through the 1995-96 academic year as the Library organization reeled from severe short-term book budget cuts (42%) and the loss of 25 FTE.