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NORTH CAROLINA LIBRARY ASSOCIATION

From the President

For eighteen months the NCLA 1987 Conference Planning Committee met to plan the events of October 28-30, 1987, in Winston-Salem. Though technically responsible for this conference, I was actually responsible in the same way that many politicians are responsible for things; that is, *I did not do it.* Until about a week before the conference, however, it had not occurred to me how little I had done and how much so very many other people had done. I've liked and respected a lot of librarians in my time, but by October 29, I was in love with several hundred of them, starting with the entire staff of the Forsyth County Public Library. Everybody on that staff worked on the conference, either directly or by covering a desk while somebody else did.

FCPL people also formed the core of the conference committee itself, beginning with Director Bill Roberts, whose support of the NCLA led him to close his libraries Wednesday evening for the President's Reception and all day Thursday so that his staff could attend and host the conference. Associate Director Sylvia Sprinkle-Hamlin was in charge of hospitality, which meant everything from the party at the library to the Haunted House to signs to flowers. Assistant Director for Headquarters David Fergusson was Conference Manager. He was taking care of details for several months leading up to the conference and he was everywhere at the conference doing the same. On his way to the first session, David foiled an attempted mugging. He seemed to accept it as all in a day's work; after all, he had a conference to run.

FCPL Assistant Director for Extension Art Weeks was public relations director for the conference. Art designed the printed program, which for the first time included paid advertising. The program was printed by Brodart, thanks to vendor representative Michael Wilder. We thank Mike and Brodart not only for their financial support of the conference, but also for Mike's helpful ideas and unwavering support in those early days

when the committee was making some decisions that seemed risky at the time. One of those decisions was to carpet the entire exhibit hall, and that meant raising prices for exhibit booths, and that could have meant losing exhibitors. The reverse occurred. Our stellar exhibits committee led by Mary Louise Cobb, chair (Wake Forest University Law Library), Susan Taylor (Salem College) and John Via (Wake Forest University) sold 137 booths, a 33% increase over the 1985 conference. The exhibits committee had the most to do over the longest period of time, starting many months ago with updating the exhibitor mailing list. They accomplished the most successful NCLA exhibits ever, from both the conference-goers' and the vendors' point of view. Some vendors said it was the best regional or state conference that they had attended in years, and who are we to argue with that. Michael Markwith, Faxon, was the other vendor representative on the conference committee. He came to the committee late, but offered invaluable support, especially regarding exhibit logistics.

Kieth Wright (UNC-G) was in charge of NCLA's first conference placement center. He did not fret when Mary Louise sold his original space out from under him to exhibitors, but coordinated a fine placement center and has plans for even better ones in the future.

Ann Gehlen, again from Forsyth County Public Library and again with help from numerous FCPL staffers, handled thousands of pieces of paper to ensure that over 1700 (a record) librarians and exhibitors were registered. Her group organized the pre-conference mailing and pre-registration, as well as preparation of registration packets for distribution during the conference. President Pauline Myrick's organizational skills and quiet encouragement provided support for everyone throughout the planning and the conference itself. Treasurer Nancy Fogarty's astute financial guidance helped ensure what will probably turn out to be a record conference for NCLA financially.

The bulk of the conference activities were programs planned by the sections and round tables and committees. All of the ones that I attended and heard about were excellent. With the implementation of the new dues structure, we hope that more of the conference proceeds can be used to underwrite conference expenditures by units of NCLA. Special thanks go to the Division of State Library for continuing support of NCLA unit activities through LSCA grants.

It's pretty frightening for somebody like me to realize suddenly, midway through a production as large and complicated as the conference has become, that the whole thing is being managed by a bunch of amateurs with me as their titular leader. Never before have I so completely understood what people mean when they say other people make them look good. Together these "other people"—conference organizers, committee members, section and round table program planners, packet stuffers, punch pourers—made this whole organization look good. Please thank them when you see them. And tell them how much you are going to enjoy working with them to ensure that this organization continues to look good and to be good for library service in North Carolina.

Patsy J. Hansel, President
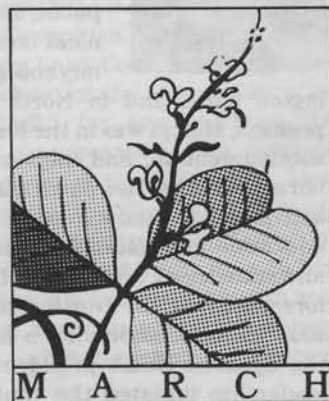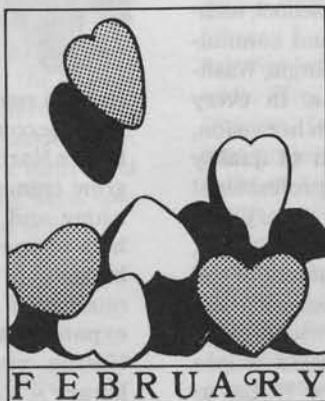
Over to You

Letters to the Editor

Dear Editor:

Congratulations on the fall issue of North Carolina Libraries! It is an outstanding one.

Best wishes,
Patricia D. Pearl
1106 Mulberry Road
Martinsville, Virginia 24112

NCLA Conference
Awards and Resolutions

Mertys W. Bell, Life Membership

Mertys W. Bell retired from Guilford Technical Community College June 30, 1984. Her professional career spanned forty-five years and included library positions in public, university, school, technical institutes and community colleges in Georgia, Washington state, and in North Carolina. In every position, Mertys was in the forefront in her vision, commitment to, and implementation of quality library services. Her participation in professional activities has been extensive in both library and education associations on the national, regional, and state levels. She was the first president of the forerunner of the North Carolina Learning Resources Association. She is best known to us as the dynamic NCLA president, 1981-1983, whose leadership initiated the challenge for NCLA to identify its role in leading North Carolina libraries into the twenty-first century. Mertys Bell earned national recognition as a leader in the evaluation-of-the-learning-resources-center concept in the technical institute and community college. Her vision, energy, and know-how over a period of eighteen years at GTCC resulted in the GTCC Learning Resources Center becoming a model. As a result, she became a sought-after consultant in the planning, implementation, and evaluation of the learning resources center. Upon her retirement the Guilford Technical Community College Board of Trustees named the library component of the Learning Resources Center the Mertys W. Bell Library.

Martha Davis, Life Membership

When Martha Davis retired as director of Rockingham County Public Library, trustee chairman Dr. Toby Hance told her, "The Library has never done so well in all areas as during your tenure." Her North Carolina colleagues second Dr. Hance's remarks because of their respect for Martha's accomplishments and professional ability. Under Martha's direction, the Rockingham system grew tremendously, becoming strong and flourishing and a model for other systems. With the help of one of the highest per capita operational budgets in the state, programs, holdings, and number of staff increased greatly, as well as an expanded building program. A native of Macon, Martha attended Greensboro College and the library school at UNC-Chapel Hill. She began her professional career at Olivia Raney Public Library in Raleigh, and after a stint in Portsmouth, Virginia, returned to North Carolina to continue her service in school and public libraries. Active in professional associations, Martha served as chair of the Public Library Section of NCLA for the 1979-81 biennium. The Public Library Directors Association accorded her its highest professional honor when it selected her as Library Director of the year for 1984 in recognition of the contributions she has made to library service.

Patric G. Dorsey, Honorary Membership

Active in the cultural, political and civic affairs of North Carolina for over twenty years, Mrs. Patric G. Dorsey is one of the most prominent women of our state. In 1985 Governor James G. Martin appointed her to his Cabinet post of Secretary of the Department of Cultural Resources. The State Library, one of the major divisions of this department, is a very visible one with

programs reaching into every county in the state. Mrs. Dorsey's knowledge and active commitment to the state's varied cultural and artistic heritage and to education, literacy and libraries, have brought her great respect. She travels throughout the state, as well as nationally and internationally, to represent all the constituencies brought together in this department. Mrs. Dorsey is well acquainted with the staff, operations, and services of the State Library, but her interest and support do not stop there. She attends and speaks at many library meetings, including the North Carolina Library Association's conferences and board meetings, trustee conferences, the Public Library Directors Association's meetings, and sessions of the Friends of North Carolina Public Libraries and the North Carolina chapter of the Special Libraries Association. Last August she gave the keynote address at the "Women in Library Management" workshop and also attended the annual meeting of the White House Conference on Library and Information Services Taskforce in Williamsburg. Mrs. Dorsey also visits individual libraries. She keeps in touch with many librarians and citizen supporters throughout the state.

William C. Friday, Honorary Membership

Throughout his thirty-year career as President of the University of North Carolina system, William Clyde Friday has been a consistent and dedicated supporter of the state's cultural and educational institutions. Among the many institutions which have received his support are North Carolina's libraries. An avid reader himself, he knows the importance of all kinds of libraries for the betterment of our people. During his presidency of the University system, especially since the consolidation in 1973, President Friday has sought funds to build new libraries or additions to libraries at twelve of the sixteen campuses. Even now construction is under way at Asheville, Raleigh, Wilmington, and Winston-Salem, with the new library at Fayetteville State scheduled for dedication this fall. The North Carolina Library Association expresses the gratitude of all librarians for his strong support of our common cause and is pleased to acknowledge his many contributions.

Ila Taylor Justice, Life Membership

Ila Taylor Justice went to Appalachian State University in 1949 to chair the fledgling Department of Library Science, a position she held until 1965, and then again on an interim basis in 1973. She immediately identified herself as a strong supporter of and participant in NCLA. Twice she served as chair of the Education for Librarianship Committee, during which time two statewide and productive workshops were held under her direction—one in Boone at Appalachian State and one in Winston-Salem. She also edited the quarterly *Library Education Bulletin*. During the time she served on the Library Resources Committee, she helped establish the Inter-Library Loan Code, adopted statewide. She was co-chair of the School Libraries Division (now NCASL) for one biennium. In recognition of her contribution to the development of school libraries in North Carolina, Mrs. Justice was a recipient of the Mary Peacock Douglas Award. Perhaps the greatest contribution of all has been her example and inspiration to her students and colleagues in keeping faith with and working toward the improvement of the library profession and in supporting her professional organization.

Marjorie Wilkins Lindsey, Life Membership

Marjorie Wilkins Lindsey, better known to North Carolina librarians as Marge Lindsey, began her professional career as Reader's Adviser in the Washington, D.C., Public Library and from there she held library positions at the University of Nebraska and at the Lincoln School in Nepal. She was employed for over twenty years with the North Carolina State Library. Throughout her career she has been an active member of ALA, SLA, NCLA and other library and education associations; however, her major participation has been in NCLA. As editor of *Tar Heel Libraries*, she promoted communication among all North Carolina libraries. Marge Lindsey's various positions at the State Library led from technical services to reference service to Library Consultant to State Agencies, and finally to Consultant for Multitype Library Cooperation. It was in this latter role that

she had the major responsibility for carrying out the State Library's statutory obligation to promote and coordinate cooperation among academic, public, school, and special libraries in the state. Her vision of libraries sharing resources through networking and her initial efforts in laying the foundation for implementing a statewide program paved the way for North Carolina to be actively involved today in developing statewide networking that is a model studied by other states. Marge Lindsey has always been constant in her support of libraries and has been on the cutting edge of library development in North Carolina.

Craig Phillips, Honorary Membership

During the past forty-one years Dr. Craig Phillips has served North Carolina schools—as a teacher, assistant principal, principal, superintendent of two large school systems, and as the State Superintendent—and in all he has been a consistent and dedicated supporter of school library media programs and has made a definite difference in each program. At the state level he has elevated the library media program from a divisional status to one of the six major areas of the Department of Public Instruction. Some of the other major accomplishments under his leadership, support, and guidance include:

- the addition of eight regional media and technology coordinators
- an increase in allocation of state funds for materials from $7.25 per student to more than $26 per student
- an increase in the number of library media professionals at a ratio of one for each four hundred students, which will require an additional one thousand media positions by 1993.
- the implementation of a computer education program in the schools.

It is a privilege to welcome Dr. Craig Phillips to the North Carolina Library Association as an honorary member.

Mae Suellen Tucker, Life Membership

Mae Suellen Tucker, born in Mount Holly, educated at Appalachian State University and the University of North Carolina at Chapel Hill, has worked tirelessly for her fellow citizen—truly service above self. She retired from the Public Library of Charlotte and Mecklenburg County as Assistant Director for Main Library Services. Mae's unobtrusive presense was felt in Mecklenburg County library circles, in NCLA, SELA, and the American Library Association. As a librarian's librarian, she has been a contributing member of countless library committees. Her contributions and services to NCLA are too numerous to mention in this limited time, but include serving on the Executive Board as Recording Secretary (1963-65), serving as SELA Representative, as chair of both the Public Library Section (1957-59) and Junior Members Round Table (1948-49) and of the Development Committee (1972-73), serving several times on the Editorial Board of *North Carolina Libraries*, and participating actively in Library Education Conferences and workshops. She has been active in civic, education, and religious organizations as well. Without exception, she has served well, been respected for her integrity and knowledge, and loved for being a kind and loving person.

Allegra Marie Westbrooks, Life Membership

Allegra Marie Westbrooks is a true North Carolina librarian. Born in Fayetteville, she worked most of her adult life in the Public Library of Charlotte and Mecklenburg County, first as librarian of the Brevard Street Branch and then as Acquisitions Librarian for the system. She retired as Assistant Director for Branch Library Services. Known for her professional knowledge, her calm manner, and wise assessment of any situation, she was frequently called upon for advice by employees, co-workers, associates, and supervisors. Over the years she was called to serve every library organization of which she was a member, from her local staff organization to the American Library Association, and many organizations and worthy causes outside the library world. As Acquisitions Librarian, she coordinated and supplemented the collection development of Charlotte Public into one of depth and breadth, recognized as one of the best public collections in the South. As Assistant Director of Branch Services, she welded the branch staff into a cohesive

unit of outstanding library service. As an association member, she was a tireless worker and acknowledged leader during her thirty some years of service.

Leonard Johnson
1931-1987

In his relatively brief career, Leonard Johnson made an impressive impact on both his chosen field of school librarianship and on his professional association. It has always seemed that NCLA was an extension of the man himself and of his career. When I thought of NCLA, I thought of Leonard and when I thought of Leonard, I thought of NCLA. He was devoted to the association; it was close to his heart and one of his major enterprises. He served on many committees of NCLA as well as in NCASL. He was Chairman of the Development Committee in 1974-75 and was SELA Representative in 1972-73. He held the "big" offices with distinction—for several terms as treasurer (1965-1969) and was president for one term (1978-1979). He was equally committed to the ALA and various education associations.

Ila Justice and I probably knew Leonard better than most of the people present here today. We did not have the privilege of knowing him as a child and a teenager, but he was one of "our boys", earning both the bachelor's and the master's degrees from ASU. He pursued further graduate studies at Illinois. He was pleasant, quiet, unassuming, reliable, steady—not our most brilliant student but one who pursued his goals diligently. He worked for us as an undergraduate and was Mrs. Justice's graduate assistant. The personal and professional characteristics he exhibited with us were carried over into his work.

His first job was as coordinator of school libraries in High Point. While there he exchanged jobs with Norris McClellan of LSU, teching there while she directed the High Point system. Valuable insights for both were the result. After a brief tour of duty with the U.S. Army (54th Infantry, 4th Armored Division), he became a school library consultant in the North Carolina Department of Public Instruction. In 1961 he and his wife, the late Mary Frances Kinnon Johnson, moved to Greensboro, where she became affiliated with the Department of Library Services at the University and he became Director of Library Media Services for the Greensboro City Schools, a position he held until his retirement in 1985. He also served as an adjunct faculty member of the Department of Library Services at UNC-G.

In addition to library and media activities, he served on Southern Association evaluation teams and did consultant and editorial work for the World Book Encyclopedia and University Press Books.

We miss Leonard sorely, but are fully aware of his forward looking leadership that helped bring school libraries into the mainstream of library development and helped them chart their course through the explosion of new activities and responsibilities. If it is true that a man himself and his works live after him, we shall enjoy Leonard's presence among us for a long time to come. And so, Leonard, "Farewell".

Eunice Query

Hansel and McGinn Win Ray Moore Award

The Ray Moore Award was established by NCLA in memory of Ray Nichols Moore, 1914-1975. Mrs. Moore was a public librarian in Durham, N.C., serving as director of the Stanford L. Warren Library for 22 years. She was also active in statewide library affairs, first as a member of the North Carolina Negro Library Association, then after 1954 as a member of NCLA. At the time of her death, she was assistant director of the Durham County Public Library; public library editor of *North Carolina Libraries*; and chairman of the Intellectual Freedom Committee of both NCLA and the Southeastern Library Association.

The Ray Moore Award is presented at the conference for the best article about public libraries published in *North Carolina Libraries* during the preceding biennium. The winner of the award is determined by the editorial board of *North Carolina Libraries*.

This year's winners are: Patsy Hansel for her article "Unobtrusive Evaluation for Improvement: The Cumberland Co. Public Library and Information Center Experience," in the Summer 1986 issue; and Howard McGinn for his article, "The North Carolina Information Network—A Vital Cog in Economic Development," in the Fall 1986 issue. █

RTSS "Best Article" award named for Doralyn Hickey

At its August 1987 meeting in Wilmington the Executive Board of NCLA's Resources and Technical Services Section voted to name the section's "Best *North Carolina Libraries* Article" award in honor of the late Doralyn Joanne Hickey in recognition of her many contributions to librarianship. The honor was felt to be especially appropriate in view of Dr. Hickey's strong ties to North Carolina.

These ties date from early work as an assistant in Duke University's Divinity School Library previous to her attainment of an MLS at Rutgers University in 1957. After work as a serials cataloger at Rice University, she returned to Duke to pursue a Ph.D. in religion which she received in 1962, the same year she entered the UNC School of Library Science as assistant professor.

Dr. Hickey served on the faculty at UNC-Chapel Hill from 1962 to 1974. From 1965 to 1967 she was chair of the RTSS Section of NCLA. Her commitment to technical services showed in numerous other ways, notably in her service as

president of the Resources and Technical Services Division of ALA in 1974/75 and her work as managing editor of *Library Resources and Technical Services*. She was a member of the Catalog Code Revision Committee 1975/76-1977/78 and chair of the AACR2 Introductory Program Committee. That her interests were even more than national in scope is witnessed by her activities in IFLA (International Federation of Library Associations and Institutions) in which she chaired the Division of Bibliographic Control. In 1973 she received the ALA Margaret Mann Citation in Cataloging and Classification for "outstanding professional achievement" in librarianship.

In 1974 Dr. Hickey became director and later dean of the School of Library and Information Sciences at the University of Wisconsin-Milwaukee. During her tenure, the school's program won ALA accreditation. In 1977 she accepted a position as professor at the North Texas State University School of Library and Information Science, where she remained until her death on March 18, 1987. Her exemplary career in librarianship has left a legacy that will be long remembered.

The first recipient of the RTSS Doralyn Joanne Hickey "Best Article" Award is Don Beagle, director of the Lee County Public Library for his article "Decision points in small scale automation" in the Fall 1986 *North Carolina Libraries*, pp. 159-169. He is the fourth to receive the award since it was established in 1981. █

Gene Leonardi, RTSS Section Editor of *North Carolina Libraries* presents the Doralyn J. Hickey Best Article Award to Don Beagle, director of the Lee County Public Library.

The 1987 North Carolina Library Association and SIRS Intellectual Freedom Awards were presented on October 29 in Winston-Salem at the biennial conference of the state association. Dr. Gene D. Lanier of East Carolina University and Chairman of the Intellectual Freedom Committee of NCLA made the presentations along with Mark Bearwald representing Social Issues Resources Series, Inc. of Boca Raton, Florida.

Receiving the 1987 awards which included a plaque and $500 to the recipients as well as $500 to the library designated by the recipients, Durham County Public Library, were Dale E. Gaddis and Betty S. Clark, director and associate director. They were chosen by the Committee because of their dedication to intellectual freedom and their courage during the controversy concerning their library displays during Gay Pride Week, 1986. With the support of their Board of Trustees they defended the exhibits through intense community debates, letters to the editor in newspapers, telephone calls, and a campaign to recall the mayor of Durham. Dr. Lanier cited their professionalism and dedication in defending the right to read, view, and listen at the presentation ceremonies. A luncheon was also provided in their honor.

1985-87 NCLA Executive Board Members from left to right are: seated Rebecca Taylor, Stephanie Issette, Rose Simon, Frances Bradburn, Pauline Myrick, Nancy Fogarty, Elizabeth Smith, Jean Amelang, Dorothy Campbell. Standing: Patsy Hansel, Arial Stephens, Leland Park, Jake Killian, Nancy Massey, Mary McAfee, Helen Tugwell, Sylvia Sprinkle-Hamlin, Mary Avery, Kieth Wright, Ben Speller, and Jerry Thrasher.

Resolutions of the
North Carolina Library Association
Biennial Conference, 1987

WHEREAS, the North Carolina Library Association has been assembled in its biennial conference in Winston-Salem, North Carolina, October 28-30, 1987; and

WHEREAS, the members of the Association have experienced successful and highly beneficial meetings;

BE IT RESOLVED, that the members of the Association express their gratitude especially to Pauline Myrick, who has graciously served with distinction as the President during the 1985-1987 biennium, and to the Executive Board, officers of sections and committee members, all of whom have given many hours of dedicated service in furthering the aims and goals of the Association;

BE IT FURTHER RESOLVED, that the Association express its appreciation to the City of Winston-Salem and the County of Forsyth for their hospitality and the welcome brought by Donna Lambeth on behalf of Mayor Wayne Corpening and the greetings from the Commissioners brought by Wayne Willard;

BE IT FURTHER RESOLVED, that the Association formally extend its appreciation to the staff, trustees and Friends of the Forsyth County Public Library, William H. Roberts, III, Director, for the entertaining open house at the Library; to the Lieutenant Governor, Robert B. Jordan, III, and the Honorable Patric Dorsey, Secretary of Cultural Resources, as well as to Dr. William Summers, President-Elect of the American Library Association, and to Charles Beard, President of Southeastern Library Association, for their participation in the conference;

BE IT FURTHER RESOLVED, that the Association extend thanks to all of the Conference Planning Committee who worked diligently to make the conference a success: to David Fergusson, Conference Manager; to William Roberts, Local Arrangements Chairman, and his administrative assistant, Sharon Watts, for their efforts; to Ann Gehlen, who chaired the Registration Committee, and to all who staffed the registration table; to Exhibits Chairman Mary Louise Cobb and Vice Chairman Susan Taylor; to the managers and staffs of the Benton Convention Center and the Hyatt and Stouffer Hotels, as well as to Ben Dalby and the staff of Convention Caterers for the food and banquet arrangements; to Art Weeks, Brodart and their representative Michael Wilder for designing and printing the conference program; and to all the exhibitors for their excellent displays and helpfulness;

BE IT FURTHER RESOLVED, that special thanks be given to all speakers and program participants, and for the support provided by LSCA funding of several programs, and to all who by their efforts and presence contributed to the success of the conference;

BE IT FURTHER RESOLVED, that the Association express its appreciation to President-Elect Patsy Hansel for her part in the conference and extend best wishes to her and the new Executive Board for the coming biennium; and

BE IT FURTHER RESOLVED, that a copy of these resolutions be included in the official Minutes of the Association and be printed in the conference issue of *North Carolina Libraries*.

Resolutions Committee

Leland M. Park
Helen Tugwell
Arial Stephens
Mertys Bell, Chairman
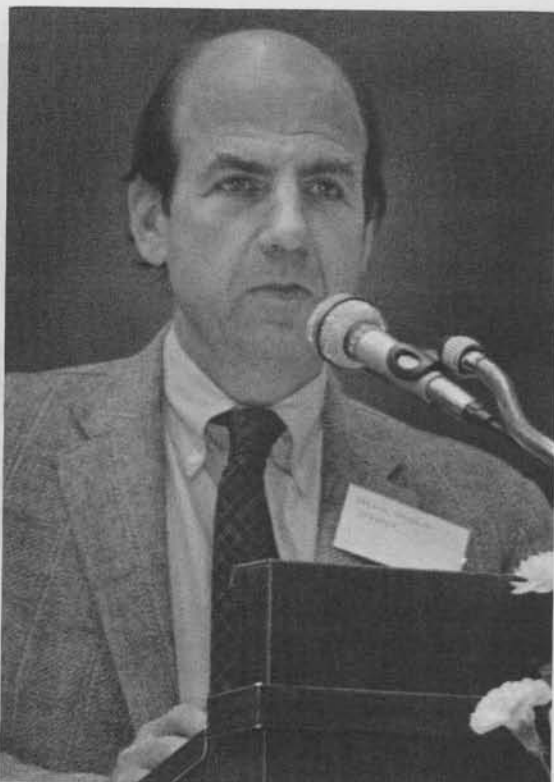
Calvin Trillin is pictured above as he addresses the NCLA Biennial Conference General Session.

The opening address of the 1987 North Carolina Library Association's Biennial Conference in Winston-Salem on October 28-30 was delivered by Maya Angelou, writer, actress, and Reynolds Professor of American Studies at Wake Forest University.

Pauline F. Myrick, 1985-87 NCLA President, and Patsy J. Hansel, 1987-89 NCLA President, shared the spotlight at the 1987 NCLA Biennial Conference in Winston-Salem, October 28-30.

NCLA Conference Committee opens the exhibits. From left to right are Dave Fergusson, Bill Roberts, Michael Wilder, Pauline Myrick, Patsy Hansel, Mary Louise Cobb, Art Weeks, Michael Markwith.

Libraries and the Constitution

F. William Summers

One searches in vain for any specific reference to or provision for libraries in the Constitution of the United States. This omission may, upon first glance, seem ironic since today we regard our libraries as one of the first lines of defense in protecting and defending the rights of people. We in the United States are not alone in this belief, for it has often been observed that one of the first concerns of totalitarian governments is to control the press and along with it the rights of access to and the contents of libraries.

Why then did our founding fathers, so farseeing in many ways, fail to make specific provision for the libraries as sources of information for the people. First, it must be noted that these people did not themselves come from a strong tradition of libraries. While one of them, Benjamin Franklin, had been responsible for founding a library in Philadelphia, it was not truly a public library. While some of them were college educated, they had probably encountered only the most limited of libraries in the schools in which they had studied. The one who might most likely have seen the need for some provision for libraries was not present. Thomas Jefferson was in Paris arranging for credit and representing the interests of the still frail and fledgling nation.

F. William Summers, President-Elect of the American Library Association, delivered this address, the Phillip S. Ogilvie Memorial Lecture, at the NCLA Biennial Conference.

Nevertheless, the principles which motivated these men, their view of their fellow men, and their desires for free government are akin to the principles we hold forth for libraries today. They would have well understood the principles which librarians support; the rights of free inquiry and citizen access would have not sounded strange to their ears.

The coming together of the fifty-five men who wrote our constitution was in itself a strange event. In the first place, they had no authorization to write a new constitution. The convention had been called for the specific and strictly limited purpose of revising the Articles of Confederation. These Articles, which had been quickly assembled following the revolution, had produced a structureless and ineffective government which could not pay its own bills except by subscriptions to the states which they were free to ignore, and many did. There was no national currency, and money from one state was not necessarily recognized in another. States were in dispute about their boundaries and were even levying tariffs on one another's goods. Some states were considering negotiating their own treaties with foreign nations. Prisoners and criminals fleeing from one state to another were or were not extradited depending upon the whims and honesty of local officials. Who were these men then who dared to exceed their authority and to lay before their countrymen a plan for a new nation, a plan unique in the world at that time, a document which has endured for two hundred years with only twenty-six amendments (ten of which had been planned for in the beginning and one of which fortunately, repealed an earlier one banning the sale of alcohol)?

Catherine Drinker Bowen, in the opening of her wonderful book *Miracle at Philadelphia*, sets the flavor and tone of the meeting with these words, which I quote in part, "Over Philadelphia the air lay hot and humid; old people said it was the worst summer since 1750. French visitors wrote home they could not breathe. At each inhaling of air, one worries about the next one. It was May when the convention met, it would be September before they rose." Among the fifty-five delegates from twelve states (Rhode Island

refused to attend) were some of the most lumi-
nous names in American history: Washington,
Madison, Hamilton, Franklin, South Carolina's
John Rutledge, and the two Pinckneys, Charles
Cotesworth and Charles. Again quoting Bowen,
"The roster reads like a Fourth of July oration, a
patriotic hymn. It was a young gathering, Charles
Pinckney was twenty-nine, Alexander Hamilton
thirty. Rufus King was thirty-two, Johnathan Day-
ton of New Jersey twenty-six. Gouvenor Morris—
he of the suave manners and the wooden leg was
thirty-five. Even that staid and careful legal schol-
ar, James Madison of Virginia, known today as
'father of the Constitution,' was only thirty-six.
Benjamin Franklin's eighty-one years raised the
average considerably but it never went beyond
forty-three. Men aged sooner and died earlier in
those days. John Adams at thirty-seven invited to
give a speech in Boston, had said he was 'too old
to make declamations'."

It is perhaps ironic, given the traditions of
free and open government which it has produced,
that all deliberations of the convention were in
secret. Many of the delegates, Madison among
them, believed that to open the debates to public
scrutiny and publicity would have doomed the
Constitution from the beginning. It is to Madison's
indefatigable note-taking that we owe most of the
present-day knowledge of what actually trans-
pired in the debates. Madison, it should be
remembered, took these notes not for the benefit
of posterity but to fashion arguments for others
to make in refutation of points with which he dis-
agreed, for he himself was a weak public speaker.

Anyone who studies the history of the Consti-
tution will inevitably identify among those fifty-
five men their favorites, people who stood for
principles they hold dear. Madison is probably
most everyone's hero. Madison, the shy, bookish
person in constant real and presumed ill-health,
arrived at the convention with a forty-one page
notebook in which he had inscribed the lessons of
history which should be reflected in the Constitu-
tion. He also brought an outline of a plan of
government that the convention eventually
adopted, an outline based upon the principle that
the more people who are brought into the system
on a free and equal basis, the safer are the liber-
ties and lives of all.

Others may find themselves drawn to the
more enigmatic Alexander Hamilton, who sup-
ported a strong central government for the
nation, not because of concerns about liberty or
the rights of citizens, but because he saw it as the
only way to guarantee an economic system which
could function for the benefit of all.

Many, including your speaker, are drawn to
the crusty old Virginian, George Mason, who had
written a Bill of Rights for Virginia which became
the Bill of Rights in the new government and,
indeed, is the basis of the bills of rights of most
modern governments. Mason had a strong dislike
and distrust for politicians, and his efforts were to
empower the people with rights to protect them-
selves against politicians.

Despite the fact that this document makes no
mention of libraries, it is the foundation upon
which rests the structure of most of our social
institutions. The Constitution makes no provision
for public schools either; yet the necessity for an
informed citizenry which it demands made the
development of a public school system a manda-
tory condition for our society to function. So it is
with libraries. We all like the implications in the
title of Sidney Ditzion's study of censorship efforts
in public libraries, *Arsenals of a Democratic Cul-
ture*. It is this view of the library as the place to
which the citizen can go for unbiased, diverse, and
current information which is our most funda-
mental claim to public support.

Despite this fundamental support which the
Constitution gives to libraries, there are many
places in which the document impacts directly
upon our work. Despite the lack of specific lan-
guage, a great deal of our library tradition and
practice and some of our current issues are
grounded in the language of the Constitution. We
must remember that our Constitution, though
written, is organic and changes over time. The
recent hearings on the confirmation of Robert
Bork demonstrated clearly the conflict between
those who regard the Constitution as fixed and
limited and those who look upon it as organic and
flexible, changing over time in response to the
beliefs, attitudes, and values of the people. That
difference of opinion was present in Philadelphia,
and it is with us today. Those who wish to see the
Constitution as a fixed contract between the
government and the people set in 1787 have great
difficulty with the fact that our society and our
government have changed enormously in the
intervening two hundred years. There are many
factors present in our world today that the fra-
mers could not have foreseen.

Let us examine that principle as we look at
some of the ways in which the Constitution does
impact today upon libraries and library services.

Copyright

One matter directly affecting libraries is spe-
cifically enumerated among the powers of the

Congress, "to promote the Progress of Science and useful arts, by securing for limited Times to Authors and Inventors the exclusive Right to their respective writings and discoveries." A strict reading of that provision could suggest that only materials in the areas of science and the useful arts should have such protection. But in enacting the various copyright laws, Congress has used its power to extend copyright to works of fiction, religion, and history. It has also extended that right to television and radio programs, to motion pictures and now to such things as computer software programs. Libraries find themselves in the difficult position of having readily available technology in the form of copy machines, VCR's and microcomputers which can very easily permit them or users to violate the terms of copyright. We have wisely refused to be the policemen in the battles between technology and copyright. The real battleground for libraries has shifted, at least for the moment, from photocopying of books and journals to video-cassettes and computer software. There is a clear antagonism between the goals of libraries and those of copyright holders. Libraries exist to make materials as widely available to users as possible; copyright holders prefer that every use of a copyright item result from a purchase. Meanwhile, technology continues to provide the processes for duplicating copyrighted materials far in excess of the law.

The so-called "shrink-wrap" issue, which involves the rights of use of computer soft-ware, is a very thorny one. The copyright holder's contention that what is conveyed to the purchaser is not a piece of property but a license to use, is a new extension of the copyright principle. In all other instances, when a purchaser buys a piece of copyrighted material, it is theirs, and they may do with it what they please. They can lend it to others, they can destroy it, they can make an additional copy for their own use, but in the case of computer software, it is claimed that only the purchaser has the right to use. We will certainly see this issue tested in the courts in the future, but it is not the last such issue we will face. We can anticipate that copyright holders will continue to seek technological methods to control and measure the access of users to their copyright protected works. Now the library which buys the *World Almanac*, for example, is free to make it available to any users who want it, the only limit being that the format makes it difficult to serve more than one user at a time. It is likely that we will see this type of information soon put into an interactive format, CD-ROM for example, which has the capacity to monitor each use. The copyright holder may then

wish to seek payment on a per use basis rather than simply for the cost of acquiring the information collection. As technology provides more and more ways to store, acquire, and manipulate information, we will see many future issues dealing with the constitutional powers given to Congress and the rights of "authors and inventors" as opposed to the rights of the people and their social institutions.

It would have been very helpful in today's world if the founding fathers had been as precise about setting out society's rights of access to information as they were in protecting those of author's and inventors. We librarians believe and argue that the purpose of copyright is for the benefit of society as well as for the benefit of the creators, but the language of the Constitution addresses only the rights of those who create and invent.

... today we regard our libraries as one of the first lines of defense in protecting and defending the rights of people.

The Bill of Rights

The constitutional issues which have most concerned librarians have been those relating to the Bill of Rights, that series of amendments to the Constitution, promised by the drafters and adopted by the Congress at its first session in 1789. These amendments were quickly ratified by the states and became part of the Constitution on December 15, 1791, when ratified by the last necessary state, Virginia. (Ironically Massachusetts, Georgia, and Connecticut did not get around to ratification until 1939 when it was a symbolic act to have the last of the thirteen original colonies ratify the Bill of Rights.) It is also interesting to note that the questions of specifically what action by a state constitutes ratification and whether a state can rescind its ratification came up in the consideration of these amendments as it did in the recent considerations of the Equal Rights Amendment. The Constitution itself is silent upon both of these matters.

George Mason, who had drafted the Bill of Rights, did not originally support the Constitution and, in fact, refused to sign it because the Bill of Rights was not part of the document. Those who had supported the Constitution had committed themselves to the prompt submission of the Bill of

Rights for approval. In fact, a number of the states made their approval of the Constitution contingent upon submission of a bill of rights, and many of them in their ratification resolutions contained provisions which should be included in such a statement.

The First Amendment

When as either citizens or librarians we think of the Constitution, it is most often the First Amendment which comes to our minds. These forty-five clear and direct and, to many, unambiguous words have probably provoked more debate, legislation, and court deliberations than all the rest of the Constitution combined. The amendment says things rather simply:

> *"Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances."*

The First Amendment is a paradox in that it can force people to change political colors in the face of its power. The late Justice William O. Douglas is generally considered to have been a far left liberal; yet when it came to the First Amendment, he was a conservative, strict constructionist who argued that when the Constitution said "Congress shall make no law," it meant precisely that. The Reverend Jerry Falwell, on the other hand, is generally a conservative strict constructionist, but when it comes to the First Amendment, Rev. Falwell wants a more liberal position and favors many restrictions on the right of free speech and a free press.

The First Amendment also produces paradox in that some, who stoutly defend one right it grants, may be willing to permit tampering with another. Thus, people who would die at the barricades defending their right to go to the church of their choice are less sure that they want other people to come to their community to write or speak about matters of which they disapprove. The First Amendment hoists us on our own petard, and as a nation we have frequently been uncomfortable with the cognitive dissonance which it generates within us. We rejoice in the freedom it gives us, but we are sometimes uncomfortable when we see others using those same rights in ways of which we do not approve.

The First Amendment is under assault and public scrutiny today as it has never been before. The government assaults it when it attempts to stifle citizen access to government information. The press assaults it when it intrudes on the privacy of citizens. We are not comfortable with the First Amendment, but none of us would be comfortable living in a country without it.

It is this amendment which comes into consideration whenever library materials are criticized and when some citizens seek to have them removed from our libraries. Because it receives the most publicity, we tend to think that these efforts have most often been based upon issues of alleged obscenity, which the Supreme Court has ruled does not have constitutional protection. It is well to remember that the efforts at cleaning up library collections are also directed against the alleged political affiliations of authors and toward offenses which writings have given to various groups. A recent issue of the ALA *Intellectual Freedom Newsletter* indicated that objections had been raised to materials alleged to address the following themes: the occult, eviction of tenants, abortion, sex education, AIDS information, and secular humanism. Along with many books which had been challenged on grounds of obscenity, there also appeared *Rumplestiltskin*, *MacBeth*, and *The Diary of Anne Frank*. We must also remember that sometimes objections are raised in the name of obscenity when, in reality, some other less emotional principle is at stake. A clear example occurred when ministers who really felt that Sinclair Lewis's book *Elmer Gantry* was unflattering sought to have it banned on the ground of obscenity.

Librarians sometimes tell me that in censorship conflicts they feel ALA and, occasionally, they themselves are defending books, films, and people such as magazine publishers, dealers, and adult book store operators which really aren't very savory and with which they would rather not be associated. Let me reassure you that what is being defended in these cases is the First Amendment and, by so doing, we stand solidly with the founding fathers. The First Amendment is first because it is the foundation of our liberty.

The Right of Association

We seldom think about the right of association granted by the First Amendment. It is one of those rights which we use everyday. You are using it today to assemble here as a group of librarians representing the needs and interests of your state. You did not require any approval from state or local authorities for this meeting. You are free to take any positions you wish on matters of concern to you, and you may not be prohibited from

participating or be punished for so doing. Your association is free under the Constitution to propose any changes you may wish other than the violent overthrow of the government. You may even advocate violent action in the future so long as you don't actively plan for it.

The right of association also protects you from being subjected to any kind of loyalty oath. If the American Library Association falls out of favor with the state, you may not be required to swear that you are not a member of it. That may seem far-fetched, but some of us can recall times when the NEA was out of favor at the local level, and people were pressured not to join.

The First Amendment also severely restricts the degree to which the government can interfere in the internal affairs of an association. You may set any membership requirements for this organization that you wish so long as you do not discriminate on the basis of age, race, national origin, religion, or physical handicap. You may notice that I did not include sex in that list because, due to the failure of the Equal Rights Amendment, discrimination on the basis of sex is not prohibited by the Constitution.

There is a clear antagonism between the goals of libraries and those of copyright holders.

You may within reasonable limits have marches, demonstrations, and similar meetings for the purpose of presenting your views to government and to the public at large. Reasonable limits set by the government must relate to such matters as protecting the public safety and the rights of other people. You may, for example, picket a movie theater showing a movie of which you disapprove; but you may not picket in such a way as to prevent others from entering nor may you go inside and disrupt the showing. It is also important to note that, in the case of libraries, others have these same rights with respect to our activities. People may and have demonstrated against the library and picketed it.

The government may not deprive you of other rights solely because you have used your right of association. If Mr. Reagan gets mad at the ALA because we do not support his nominee to be Librarian of Congress, he may not deny you a passport to travel or deny you employment in a federal library.

The government may not require you to disclose the names of your members, and it may not require you to identify yourself as a member of an organization. That may not sound like much of a right, but it has been crucial to organizations which have not gained or which fall out of public favor. It was very significant in the early days of the labor movement and to groups like the NAACP, because disclosure of their members might well have resulted in substantial pressure against those individuals.

Government Information

As you all know, we are engaged today in a major struggle about information by and about the United States government. I am proud, as I hope you are, that the American Library Association is playing a major role in that struggle. The question of government information also bothered the Constitutional Convention, and they thus required that each house of Congress keep and publish a journal, but gave them the right in their judgement to keep parts of it secret. Patrick Henry, who opposed the Constitution, said of this provision—and it certainly pertains to all government information—"The liberties of a people never were or never will be, secure when the transactions of their rulers may be concealed from them. The most iniquitous plots may be carried on against their liberty and happiness." Those who watched and read the Iran/Contra hearings would today find it hard to disagree with Henry.

The issue of access to government information has, today, a number of manifestations, all of which are very serious. Perhaps the most far reaching is the government effort in the name of economy and efficiency to contract out to private contractors as many of its information functions as possible. At first glance, we librarians may be seen to be self-serving when we oppose such efforts; but who better than we can understand the implications of placing increasing control over the information activities of the executive branch of government in private hands which are outside the constitutional system of checks and balances. Again the Iran/Contra hearings give clear evidence of the perils of conducting the public's business under the cloak of "private operations." Fortunately, the Congress is growing increasingly aware of the possible perils in this area. In this year's hearings on the Appropriations Bill, the Senate Appropriations Committee, commenting on the administration's proposal to privatize the National Technical Information Service, a service which operates at no cost to the taxpayers, mentioned "turning over government scientific and technical information to private contractors which may be controlled by foreign interests or

can be bought by foreign firms." It is encouraging that the committee concluded its report with these comments, "Given the dynamics of public policy development, the Committee believes that certain positions in nonrecreational library positions are presumptively governmental in nature ... Therefore, the Committee fully expects the head of each Federal agency to notify the applicable appropriations subcommittee and other appropriate authorizing committees, using the proper reprogramming procedures, before initiating the contracting out of any Federal library. " The struggle on this issue is far from over; but ALA's positions on the issue were early, they were clear, and they have been consistent. Isn't it ironic that those who have for decades called for government to be businesslike now seek to take out of government those activities which have succeeded in being businesslike?

We also face a major struggle to preserve the role of libraries as a principal component of the system for providing public access to the information which government itself produces and develops. From very early in our history the role of the public printer to ensure citizen access to government information was clearly established. Now, again in the name of efficiency, we are seeing increasing efforts to privatize, or place in private hands for public access, a wide variety of information collected, compiled, and paid for by the public. The public will have access only if it pays for access to value-added vendors or if libraries are able to pay the costs for them. The coalition of federal agencies seeking to lower their costs or transfer them to information users and private sector vendors anxious to increase their markets will be very difficult to resist. Patrick Henry's worst fears would be realized in some of the proposals we seek to resist today. We stand in the tradition of Francis Lieber, the great University of South Carolina faculty member and President who said, "Liberty is coupled with the public word and however frequently the public word may be abused it is nevertheless true that out of it rises oratory—the aesthetics of liberty. All governments hostile to liberty are hostile to publicity."

Again, I hope that you are as proud as I am of the great and energetic leadership which your professional association is providing in this issue. It is we who stand in the tradition of the framers of the Constitution and who believe that government information, like government activity, ought to be open and apparent to its citizens, not hidden in secrecy or made unavailable in the name of cost cutting. We may truly need to cut the federal budget, but curtailing citizen access to public

information, information by and about the United States government, is far too high a price to pay. George Mason's argument against slavery in which he said, "as nations cannot be rewarded or punished in the next world they must be in this ... [and] providence punishes national sins by national calamities" fits equally well a government which would control or limit the access of its citizens to information about its activities.

The Due Process Clause

The Fifth Amendment provides that no person may "be deprived of life, liberty or property without due process of law." For much of our history this provision was seen as relating to criminal matters and civil matters relating to the taking of real property for public purposes. In more recent years, however, statutes and court decisions have resulted in a broadening of the definition of "property" to include things other than real property. A tenured professor may now be seen as having a "property" interest in the position. A library staff member past a probationary period of employment may also have a property interest in his position and if those property rights are taken away or denied, then that individual must be given the rights of "due process." Due process, like

beauty or privacy, is an elusive matter and is highly circumstantial in nature. It is clear that at least in the employment area, due process means that the person must be informed of the charges against him, i.e., what he has done wrong. He must be given the opportunity to inquire into those charges and to examine those who bring them, and he must be able to present testimony in his own behalf. Usually it means that, if requested, he must also have the opportunity for legal counsel in these processes.

The rights of due process have also entered into the education of students who are seen as having a property right in their education. School administrators, teachers, and media specialists now deal with the necessity of imposing discipline in the schools while insuring at the same time that students receive their due process rights.

Many library administrators, particularly those of the old school, chaff at the seeming rigidity of due process provisions in employment, but would we really want to have it otherwise? We know that not all decisions to terminate employees are fairly reached. There are administrators who are capricious, discriminatory, authoritarian, and in some instances downright mean. Should not employees have at least the minimal protection which the Constitution can afford them in the face of such actions?

It is certainly true that due process provisions make employee terminations and other kinds of actions much more cumbersome than they once were. But the United States Constitution is not about convenience and expediency. It is fundamentally about fairness and how government and its agencies may treat and interact with citizens.

Conclusion

The richness of the Constitution provides material for a much longer presentation than circumstances of today permit. We could talk, for example, about the librarian's concern for the privacy of circulation records and the Fifth Amendment's right to be protected against self-incrimination. It is an important topic now that we again have federal law enforcement officials going into libraries and asking librarians to spy on their fellow citizen's use of libraries.

It is clear that the Constitution is as fundamentally a part of our libraries as it is our lives. Our libraries play the role in our lives that they do because of our Constitution, just as we are the kind of people that we are because of our Constitution. I have lived long enough to see that Constitution sustain us in economic disaster, in several wars, in presidential succession, in the dismissal of a president, and in periods of great national embarrassment. It is a remarkable document and because we live under it, we are a remarkable people.

Vendor exhibits were a huge drawing card at the conference.

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Libraries in the New Information Age

Ching-chih Chen

I am truly delighted to have the opportunity to speak at the North Carolina Library Association's Biennial Meeting. When I was asked to give this talk some months ago, it was hinted that I should address a number of information issues, and I was told that the central theme of this year's conference is "Libraries—Spread the News," and the sessional theme of RTSD is "The Impact of Automation and High Tech on Libraries and Their Users." This reminded me of early in the spring of 1980 when we entered a new decade, I was fortunate to be asked to receive the Distinguished Alumnus Award at the University of Michigan's Library School and delivered a convocation

Dr. Ching-chih Chen, Professor and Associate Dean of the Graduate School of Library and Information Science at Simmons College, Boston, delivered this address at the NCLA biennial conference. It was sponsored by the Resources and Technical Services Section.

speech for that occasion, entitled "Golden Opportunities in the 80's for Information Professions" (Chen, 1980). The title of that speech clearly suggests that I viewed then and continue to view now the future of the library professions with considerable optimism. In preparing for this talk, I read that speech again the other day, and realized that I did not make too bad a prediction. With your indulgence, I am going to quote a few paragraphs from that speech about the 1980's and new information technologies.

"The 1980's represent a frontier of further development and rapid expansion in electronic and telecommunication technologies. In the area of information sciences, the intelligent terminals, fiber optics technology, direct broadcast satellite transmission, computer-based message systems, large-scale data base storage, video disc technology, high speed printing, and photography offer us all outstanding, ever-expanding opportunities in the coming decade ... " "Thus, in the 1980's we can expect a dramatic change in the mode of information production, transfer, and delivery. Due to the advent of a low-cost distance-insensitive, wideband satellite network, both local television stations and cable systems may be partially supplemented by direct home-to-satellite broadcasts; home televisions can be used to display text from central online data bases; small, inexpensive-but-powerful computers will provide a means of access to machine-readable data bases at home and at small businesses. Real-time online conversations with consultants, colleagues of the invisible college, and information specialists are well within our technological capabilities.

"There can be a sharp increase of remote library browsing, remote literature searching, and remote interlibrary loans. Real-time hard copy reference and document delivery will also be possible. The 'electronic library' and/or 'tele-library' awaits in the not-too-distant future; sooner than many of us would like to imagine. The rate of technological change created by television and mass media in the past two decades was so stunning that many librarians have been unable to clearly assess the far-reaching effect it has had on the world of their services and opera-

tions. *The pace of change brought on by the tele-communication technology of the 1980's will surely be far greater in the years ahead. Each of us must ponder deeply the role of new technology as a powerful change agent in the information field. We must understand fully the profound and permanent implications of technology in the future role of libraries and information professionals. Our continued relevance and usefulness depend upon it.*"

These were my predictions in March 1980 and seemed to be rather mind-boggling at that time. Yet only seven years later, in the fall of 1987, not only has everything which I mentioned then become reality, but also we have come of age in such a high-tech world that many of the 1986's and 1987's "firsts" would have been labeled science fiction a mere decade ago. In fact, in all areas of new technology, we fall very short of all predictions. Given what has happened since last week, I wish I could do one-tenth as well in predicting the stock market.

Looking at something more tangible and practical as I traveled internationally many many times in the last few years, I have progressively noticed how the general public's attitude toward the use of high technologies has changed worldwide. Computers were being viewed not as a menace anymore, but as a positive extension of human ingenuity. The general public has become much more computer literate, and, therefore, can use and/or understand computers. "User-friendly" has become less an advertising slogan and more a reality as hardware and software developers and producers rushed to compete with credible products, and more and more professionals and organizations in every field have relied on new technologies to increase productivity, efficiency and effectiveness.

Given the above as a background, I shall try to elaborate on the roles of the library in new information age. As requested by the Conference organizers, I shall deliver it more from the perspective of academic and special libraries and their library users who are deeply involved in knowledge and information technologies development.

Historical Perspective on New Information Technology and Early Library Responses

Looking back, in the 1950's two major revolutions erupted—television and the electronic computer—which have fundamentally altered the communication systems in every part of the world. Furthermore, in the last three decades

high technology has had an irrevocable impact on our libraries and information services. As a result, an information age culminating in the quick disappearance of the traditional "gatekeepers" role of libraries was witnessed. In other words, the information world has begun to shift from print only to multimedia, including imagery.

Since the mid and late 1970's, the dynamic growth and development of the microprocessing and telecommunications industries has had even greater ramifications on library work and services. Developments in these new technological areas have led to major changes in our information society. It seems appropriate to point out that "new technology" is a term which has been used loosely to refer to a wide range of technological innovations mainly in the computing and/or communication areas, each of which is at a different stage of development, implementation, and widespread use. Many of these technological advances reach widespread use in a remarkably short time span. Furthermore, they dynamically adapt to various hybrid technologies which dramatically compound the computing and information processing power for information management applications.

Clearly, in this new information age, synonymously called the "electronic age," we are inundated with an enormously and ever-increasingly vast amount of information. In order to find more efficient and effective ways of using this information, information technology has played an increasingly important and popular role in transforming our information society. Therefore, if we trace the literature on the new information age in recent years, we will find that the developments in electronic and telecommunication technologies are central to all of them, although different definitions may be offered of information age—some scholarly and some empirical. Also dominant is the notion that new information technologies not only permit individual information seekers and users far more "power" than ever before, they have also had fundamental and dramatic impact on all organizations, institutions, and individuals now primarily concerned with the delivery of information services. These clearly include libraries as part of the information universe.

Where are these taking us? What are the effects of these technological developments on library and information professionals? What were library's earlier responses to new information technology? In order to begin to respond to some of these questions, it is helpful to assume an historical perspective and examine what libraries

have done in response to these technological advances. From a very quick and macro review of these developments, three have been commonly identified by librarians as having the greatest impact on the overall effects of automation in libraries:

1. *The Growth of Bibliographic Utilities and Resource Sharing/Networking*

From the early twentieth century to late 1960, growth in resources was one of the major trends in libraries. The watch word was "more"—more money, more books, more staff, more space, and more technology. Yet,"although libraries got more of everything during those years, they still could not keep pace with the growth of new fields of research, new doctoral programs, and increased production of books and journals" (De Gennaro, 1975). Realizing that no library could possibly have everything, with the help of those burgeoning new technologies, librarians quickly had a change in philosophy toward shared resources. Thus, resource sharing and networking have since become popular buzzwords.

Prior to 1970, each library did its own cataloging and there was little possibility of finding out which libraries possessed similar book titles except through the manually prepared union catalogs. With the introduction of machine-readable bibliographic utilities—the first being OCLC in 1968—shared cataloging was born and has since grown rapidly. For example, at this moment, a great majority of American academic and public libraries use at least one of the many available bibliographic utilities to perform their cataloging functions. Take OCLC as an example. It is a five thousand-library network with over twelve million catalogued bibliographic records. Similar growth has occurred in all other utilities, such as RLN, WLN, etc. However, these utilities operate on large scale computers, technically more representative of the 1970's, which are quickly becoming "dinosaurs." Thus, we have seen in recent years the enormous efforts which all these profit-making and nonprofit organizations have made in developing new micro-based products and/or alternatives to keep up with these quickly changing times. Many bibliographic utilities are actively marketing specifically designed micro-based hardware and software that permit libraries to "integrate" automated cataloging, acquisitions, reference, online public catalogs, circulation, interlibrary loan, serial control and other functions. In addition, we have begun to see considerable development in the use of CD-ROM technology by these utilities. This is also an area where libraries

may explore their own exciting cooperative CD publishing projects.

2. *The Dynamic Growth of Online Databases*

Online information retrieval systems have been available for quite some time, but their format and content have been changing constantly. We all remember that in the early and mid-1970's, online searching was a big deal. The ability to search online evolved from specialized services with an initially very small number of elite researchers to widespread services available to a large number of end-users (in the case of academic libraries, to a large number of students and faculty.) This was made possible primarily by quickly multiplying online databases, with an estimated growth rate of twenty to thirty per cent per year. In 1979, about four hundred online databases of all kinds, offered via fifty nine online services were identified, yet we have a record total of about thirty two hundred databases available via five hundred online services worldwide. This great proliferation of machine-readable databases and the greater trend in treating information itself as a commodity has had a tremendous effect on library information services. It is anticipated that end-users will do many more searches than their trained intermediaries. The reason for this is the great price reduction, offered by vendors in hopes of cornering the market of those with micros and modems available at home and/or at work. Since 1985, we have seen a great proliferation of CD-ROM products of these online databases (Chen, December 1985). While unquestionably the recent CD-technology has offered exciting potentials for libraries, yet we have seen mainly products of electronic publishing for libraries at this time. When CD-ROMs are mainly used as publishing and storage media, one really doesn't need to make too much out of it. Think about what they can do for us beyond that? For example, how about the possibilities and potentials of libraries' own cooperative CD-publishing?

3. *Online Public Access Catalogs* (OPAC)

The purpose of a library's catalog is to organize its collection in such a way as to permit easy access to the materials the library owns. Yet, maintaining a library catalog is very labor-intensive. Libraries have turned to the more recent developments in OPAC for partial solutions. While OPAC has enabled users to gain quick access to the library's holdings and has given librarians a great deal of operational expediency, it has its problems as well. The OPAC on larger systems has problems such as the initial capital investment, the ongoing cost of maintaining the computer, the

need for backup when the machine is malfunctioning, the cost of retrospective conversion, and the need for and expense of an integrated system. The recent introduction of OPAC on CD-ROM and the micro-based system such as Le Pac introduced by Brodart and the product of the Library Corporation using expert system are only some of the examples.

Recent Technological Developments and Their Effect on Libraries

Given the above-mentioned developments as background, what are the more recent advances and trends? Time does not permit me to elaborate on these by giving a full catalog or directory of new information technology. I shall mention them only briefly and in broad categories:

● As electronic breakthroughs have continued their whirlwind pace in all related areas, the ease of use and increased reliability of system software has been witnessed; application software packages have greater function with more flexibility; end-users have many more alternatives; and hardware improvements have brought more processing power to the users.

● As end-users become more sophisticated and technology more complex, the market demand has prompted the design of fifth generation computers—machines that incorporate artificial intelligence which will allow them to understand natural language, make deductions, draw inferences and solve problems. This is where the shift from information processing to knowledge processing will be seen. There will be an increasing demand for "intelligent" information services by our users in education, research, businesses and industry.

● As the number and variety of electronic databases has increased sharply, so has the speed and mode of the flow of information increased greatly. Communication via text, voice, and image now provides effective solutions to the problems of information flow. Many of these databases can be accessed via networks of remote systems such as Ethernet, Easynet, etc. Obviously the options available for information seekers have increased greatly.

● As the technology progresses dynamically, so does the format of electronic information delivery and distribution change greatly. While traditional printed information entails a fixed format, electronic information can be delivered and distributed via many options, such as videotex, audiotex, digital voice mail, interactive video-audiotex and many, many others.

● There is considerable evidence that the technologies used in telecommunications will continue to provide multiple alternatives.

● Micro-mainframe and micro-mini-mainframe links have been buzzwords since 1984. Microcomputers are no longer used as single workstations, yet are clearly integrated into the whole system in a workable, cohesive configuration. In the academic setting, for example, we shall see more and more universities experimenting with instructional and operational purposes. For example, Project Athena of MIT involves the use of computer technology in the curriculum. Both IBM and DEC have invested in this project a combined fifty million dollars for the period 1985-88. It is expected that by 1988 a multiple local area network with hundreds of Athena workstations will exist in the educational computational environment at MIT for curriculum development in a very broad sense, which certainly has an important role for libraries. Brown University is another example. Known as a "star wars" university, it is expected within the next ten years that the University will spend over fifty million dollars on wiring together over ten thousand "scholar" workstations. While these workstations will perform all basic "secretarial functions" and "research operations" it will also certainly be easy for faculty and students to access library OPAC and available online data bases via these computer links. This type of development should dramatically change the role of libraries in academic environments. Similarily, in the business and industry settings, the full integration of microcomputers in the common work place is self-evident.

● Storage media technologies have continued their rapid development. Recent strides in storage technology portend lower cost and greater capacity systems for all computers. This has encouraged users to keep more and more data online concurrently for data analysis and other purposes. It has also encouraged new applications such as electronic mail, electronic filing, and other applications. Many library applications requiring large storage capacity are portable now at manageable cost.

● Laser optical storage and retrieval technology, including CD-ROM, hold great promise for libraries for information preservation, management, and electronic publishing. Currently many popular databases, such as COMPENDEX, NTIS, ERIC, *Chemical Abstracts*, MEDLINE, EMBASE (*Excerpta Medicus*), *Dissertation Abstracts*, etc., are available on CD-ROM. Instead of paying for online searches via vendor services, libraries or other database end-users, can actually own a

good portion of the databases now. Obviously, this should have an effect on the library's operations and services related to information retrieval. Furthermore, many key reference tools are also being made available in an electronic format. Here I am not only referring to various reference tools for librarians, such as *Books in Print* and *Ulrich's Periodical Directory*, but also the major subject references to end users, such as Beilstein, *McGraw-Hill Encyclopedia of Science & Technology* etc. Surely, this should undoubtedly have great effects on the mode and operations of reference services in libraries. My recent CD-ROM use survey in American academic and college libraries has revealed some very interesting results in this area (Chen, December 1987).

• The recent development in WORM (Write Once and Read Many) technology provides more opportunities for information processing and management. For less than $3,000, it is possible to acquire a 5 1/4″ optical WORM drive permitting a system user to write about 240-MB data on a WORM disc. Recently, Kodak has announced the availability of its fourteen inch WORM disc with 6-GB storage capacity. When compared with floppy disks, the 10-MB, or even 40-MB hard disks, this technology indeed offers visible and exciting potential for library information management in areas such as archival management, document preservation, etc.

• As we are just getting used to CD-ROM, the messy optical and computer technology market is throwing out all types of acronyms of products, such as erasable discs, CD-V, CD-IV, CD-I (Compact Disc Interactive), DVI (Digital Video Interactive), hypertext, hypermedia, hypercard, etc. While some of these such as CD-I and DVI are still at the prototype development stage, it is too early to foresee the possible effect these will have on information management and service delivery. It is unquestionably substantial when the product is available on the market for meaningful applications.

• In the meantime, optical videodisc technology, by no means passé, has offered great potential for multi-media and multi-formatted information processing and delivery. For example, a double-sided analog videodisc can contain 108,000 frames of visual images (from slides, videostrips and/or films), as well as one-hour dual sound tracks. This opens up great possibilities for librarians for dynamic information provision (Chen, 1985 & July 1987).

• When videodisc technology is interactively used with microcomputers, we can begin to experience the incredible potential of this hybrid

technology for information retrieval in education and training. In this area one can definitely create a demand for a technology capable of reshaping the field of learning and information retrieval for society. I have had the privilege of directing a major interactive videodisc project, called PROJECT EMPEROR-I, supported by the Humanities Project in Libraries of the United States National Endowment for the Humanities. PROJECT EMPEROR-I is ideal for demonstrating the great potential of interactive videodisc technology for multi-media, multi-formatted, and multi-dimensional information provision and delivery, which epitomizes how new technology has promoted and enhanced information access in a way not possible before. In the recent two or three short years, we have witnessed the development of many exciting interactive videodisc technology—related projects in almost every subject field—art history, archaeology, ecology, geography, science, technology, and medicine. Exciting things are happening in every part of the globe. For example, British BBC's DOMESDAY project has involved over three thousand schools in Great Britain; and in 1986 the Italian government launched a vast multi-year plan for the recovery, classification, and diffusion of the artistic and cultural heritage of Italy, under the slogan "recovering the Italian

gold mine." This program has been funded with five million dollars for only the first three-year phase, which includes the development of various interactive videodisc programs of their museums.

• Murr and Williams in their very recent article, "The Roles of the Future Library" (1987), listed four enabling technologies which will significantly affect the libraries of the future. They are: Artificial intelligence, graphic imaging technologies, optical digital mass storage systems, and digital transmission systems. While some of these have been touched briefly by me, some others, such as electronic imaging technologies and digital transmission systems, have not been. It is important to recognize that technologies are being developed to enable us to capture, enhance, manipulate, and repackage all types of images—pictures, illustrations, charts, paintings, graphics, textual pages, etc.—with high graphic resolution, easy access, and concurrent fast retrieval in a way unattainable before. Take my own PROJECT EMPEROR-I as an example. Through the use of Sun MicroSystems' 3-family and the powerful software from the Image Understanding Systems, we have captured several of our "star" images at the resolution of 4K x 4K with 24-bit true color display. Once the image is digitized, the potential for using and manipulating the vast amount of digitized data is indeed unbound.

New and Future Directions for Library and Information Services

Therefore, it is clear that today's libraries and their staff are in the midst of a period of unprecedented change and adjustment. Substantial changes have occurred in every part of library work as automated systems are introduced. Practically every function performed in a library has been altered by advances in electronics, computerization, and telecommunication. Changes have occurred in library management, organization and staffing patterns; job design, classification descriptions and contents; service programs and activities; and the work environment in general.

> **Practically every function performed in a library has been altered by advances in electronics, computerization, and telecommunications.**

What do all these developments mean to us as information professionals, and how is the profession itself changing as a result of the new tech-

nology in the information age? In the last few years, there has been a dramatic change in the mode of information production, transfer and delivery. Clearly, we do not have much control over these technological developments. In order for us to cope with them, we need a fundamental change in library philosophy, education, and practice. Throughout my research and activities, I have stressed the fact that the library is only one of many viable information providers and, most frequently, it has been the most important one. In order to increase the library's relevancy and its role in the present information environment, it must shift focus to include the following directions in addition to its basic functions:

• From library-centered to information centered;

• From collection-centered to access-service oriented;

• From the library as an institution to the library as an information provider, and the librarian as a skilled information specialist functioning in an integrated information environment;

• From using technology for the automation of library functions to utilizing technology for the enhancement of information access not physically contained within the four walls of the library; and to up-grade the general citizen's quality of life. In this way, when serving the business and industry in the emerging information society, a library becomes a vital economic resource, and when serving the academic and public library users, a library becomes a true education resource center;

• From library networking for information provision to area networking for all types of information sources providers. Thus, the library is only one of the many nodes of total information network.

While realizing that librarian's responsibilities lay in preserving records of knowledge, in providing access to information and in knowing that information is intrinsically important; it is their duty as well to broaden their horizons, to expand their working domain, and to experiment with new technological tools which enable them to carry out their responsibilities more effectively and efficiently; and thus add a powerful new electronic dimension to the library's traditional collections and services.

To follow up on the earlier discussions regarding new information technology developments, it is safe to say that in the very near foreseeable future, in fact almost now, many information sources will not be only in their traditional and currently more familiar formats; instead they

will also be in some type of electronic form as witnessed in some of the dual formats of publishing of same major reference tools. In areas of information seeking, the development of a new generation of software, based on artificial intelligence, will allow the assimilation of information in an unstructured way with inference-making capabilities. We will no longer speak of data bases, but of a new type of information source, the knowledge base. Knowledge bases will totally revolutionize our information services. In other words, instead of performing a computer search of a data base by using keywords, the computer will review the information contained and make inferences based on our requests. It will provide a synthesized answer not explicitly visible in any text.

No matter where new technologies have taken us, surely the future of printed sources such as "books" is firmly intact. New technologies have not introduced to us a convenient and flexible product like the "book" as of yet. Thus, new electronic products will coexist with those useful traditional ones and will provide us with additional information which is not obtainable from the one-dimensional printed sources. While it is oversimplification to think that all paper products will disappear totally—to tell the truth, my own home office has never had more paper in it in my life than during the last couple of years. However, it is conceivable that sheer economics will force some types of printed sources out of business.

Knowledge bases will totally revolutionize our information services.

In preparing for this talk, I was pleased to note Murr and Williams' discussion on the roles of the future library (1987). Although they were expressing it "from the perspective of library users, especially researchers and those involved in knowledge and information technologies development—the knowledge workers of the future," I find agreement between their summary and that of mine which has been expressed for sometime. " 'Library,' as a place, will give way to 'library' as a transparent knowledge network providing 'intelligent' services to business and education through both specialized librarians and emerging information technologies. Libraries will rely heavily on computers and peripherals to facilitate electronic document imaging, publishing, telecommunications, and information delivery in addition to networked collection management and reference services."

Major Issues

As I ran over all the powerful technological tools available to us as information consumers of the vast volume of information, I have made several sweeping remarks which must also have raised many questions and doubts in your minds. The transformation of our society by information technology, for more effective flow and use of information, has brought us problems as well as opportunities. It is our responsibility to recognize the many complex issues involved.

• The need for national and international policies on information and information technology;

• The widening gap between information poor and information rich (for those who can afford the use of new information technologies and those who cannot);

• The value of information;

• The neutrality of information technology;

• Educating and training of information professionals;

• Etc. . . .

While we are on the topics of new information age and new information technology, it is important to note that these technologies, while extremely useful to us, do frustrate us to no end as well. They are like fast moving targets, very difficult to aim at. Some people are so wrapped up in forever chasing the rainbow, they forget that new technology is only a tool. It is not an end. We see too many "jazzy" technological products come and go with little success and impact because they are not problem-oriented. They are "dream" products with little relevance to reality.

Libraries are service organizations. Their primary goal is to increase information access. Thus, whatever the fancy, "mod" technological adaptations—whether they are related to computers, optical technologies, such as videodisc, CD-ROM, CD-I, and DVI, or graphic imaging technologies—if they are the answers, ask "what are the questions?"

Conclusion

So I have illustrated how information technologies have had, and will continue to have, a fundamental impact on the manner in which information can and will be used. While it is easy to witness a realization of these new technologies as time progresses, it is important to keep in mind that the whirlwind pace of new technological

developments has generally greatly outpaced our effort and ability to conceptualize and develop new applications. Similarly, so have appropriate educational programs and curricula for preparing our information professionals for the efficient, full and productive use of these new technologies. Thus, the challenge to educators in restructuring our educational conceptual model, in continuously updating our curriculum, in offering continuing education opportunities and in conducting research, is indeed great. Similarly, it is important to keep in mind as well that the changes in individual responsibilities brought about by the most recent technological innovations are occurring more rapidly than in the past, in fact, often more rapidly than they can readily be absorbed into normal information service programs and routines. Thus, looking back over these thirty to forty years, new technology applications in libraries have indeed been a fast moving target. In fact, they are traveling so swiftly that it has been very frustrating for most of us to take aim, the exceptions being those few who possess vision and understanding.

... the future of printed sources such as "books" is firmly intact.

It is an understatement to say that we live in an interesting time! For the first time ever, lack of proper technology is no longer an obstacle. The computer power, software, storage capacity, and alternative technologies are all available to provide desired information services. What libraries must do is to make sure they do fit into this period of unprecedented, continuous change and adjustment. While the next decade of librarianship will undoubtedly be a period of great anxiety and flux, it will surely be a decade of great promise for information professionals. In order for us to play a central role in this information-intensive and knowledge-centered society, we have to position ourselves to develop appropriate strategies which allow acceptance of the challenges before us. Caught in the middle of the information revolution, between traditional academic conservatism and the tantalizing possibilities of the high-tech world, libraries must determine how they cannot only survive but also thrive on the threshold of a new world; how they can develop a vision for a library's future; and finally, how they can define their role in facing a new frontier before others force their definition upon them. This is a tall order!

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W I N T E R

The Impact of Library Automation—
A Public Librarian's Perspective

Elizabeth Dickinson Nichols

I am speaking today on library automation's impact on library organizational structure, staff, and the public from the perspective of a librarian with experience in technical services management and supervision in medium and large public libraries. Certainly my background colors my perspective somewhat.

While I am introducing myself to you I should add a couple of caveats. Although I am enormously proud of my particular library and will use some "how we did it good" examples, for the most part I have discovered through the literature and discussions with other librarians that our good ideas have worked elsewhere too. This just goes to show that no idea is really new.

In addition, when I conceptualize successful library automation and discuss its impact, I tend to think in terms of integrated systems, a series of functions that appear to the user (preferably both public and staff) as if they are in one system

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available from the same device.[1] This ideal is rarely achieved by staff who must transfer records from a bibliographic utility to a local system and may have separate acquisitions and serials control or other functions to interface. At least one would hope, however, that these transformations appear transparent to the public and are done without rekeying of data from system to system. To have the greatest beneficial impact on staff, organizational structure, and the public, an integrated system must be the goal of any library automation plan.

The Management Team Approach

I have always worked in an environment where staff at all levels make contributions to the decision-making process and where a management team approach is applied not just at the top, but throughout. A real working team takes time to build, but will flourish where the following factors are present:

1. An administrator who is willing to listen to staff, willing to respond, and sometimes even change course when a better idea percolates from the ranks, and who gives credit where credit is due.
2. Middle management and first line supervisors have been involved from the start in the planning process and are themselves skilled communicators so that the two-way communication link is boosted rather than broken (as is too often the case) at this middle level.[2]
3. At least some staff members in each unit are identifiable as informal group leaders who are willing to share ideas, lend information and enthusiasm to others in the work unit, and act as spokespeople for their compatriots.[3]
4. All staff elements, in short, operate in an atmosphere of open, two-way communication. They *trust* each other to let that process work.
5. All levels trust enough to know that, at some point, a decision must be made, and all (or at least most) agree to abide by that decision and work to its successful conclusion; and,

6. The communication cycle remains open to feedback so that corrections can be made as necessary.

The reason I've made what may seem like a diversion to talk about the management team process and open communication is because I believe these are the most important factors in making a successful automation project.

I could talk all day, extolling the beneficial impact of automation and entertaining you with some of its pitfalls; however, the results are so inexorably linked to the process of getting there that one cannot be discussed without the other. Discounting some measure of good or bad luck, you plan for what you get.

The Change Process

An integrated computer-based library system impacts and changes every aspect of a library's organization and service. Charles Lowry says it very well:

Libraries are fundamentally nineteenth century institutions. They have, for over a century, been labor-intensive craft workshops. They are organized around specialized skills and knowledge applied to complex manual filing systems. Today the library is being transformed into a capital-intensive, high technology light industry.[4]

One irony is that once the change has taken place—that is, once the process has thawed original skepticism, change has transpired and a new way of doing things has refrozen into place—people become resistant to further change.[5]

Unfortunately, in the age of automation, change is a continual process where whole systems transform every five to seven years and, in my experience, "enhancements" throw monkeywrenches into people's set way of doing things every few months. A recent example comes to mind. In Stockton we have just begun to use a collection agency to take care of delinquent patrons with forty dollars or more in long overdue materials or fines. For the first two years after automating circulation, the public was very good about returning materials and paying fines because they thought the system would get them if they didn't. Gradually that changed as the "hard core" two or three per cent of registered borrowers discovered that nothing ever happened to them if they tossed our computerized forms in the circular file. We decided to jolt them out of complacency through an outside service. While the public has responded suprisingly well, the imposition of a new procedure on top of the automated billing process caused considerable consternation among front-line circulation staff.

This is an example of a procedure imposed from above that had to be retrofitted into an existing automated procedure in a way that is not ideally integrated. Although we provided what we thought was clear documentation on the procedure, annoyed and frustrated staff left the circulation desk on the first day with a whole raft of questions that, while included in the fine print, needed to be underscored. In particular, we had used a signal for a "manually delinquent" patron in the computer system (a pre-automation record) also to mean one sent to collection. Staff members, used to seeing this online signal for only one reason, got confused when it suddenly meant something else, too.

In retrospect, implementation of this new procedure would have been much smoother if we had started to involve front-line people earlier and, once manuals were prepared and read by all, used examples from the documentation in staff meetings to role-play how to handle patrons in various situations before staff were confronted with them.

In a happier example of how change can be best accomplished, our cataloging and acquisitions staff have formed a strong cooperative bond that allows new ideas to bubble to the surface from any staff level and provides cooperative support so that when one section is besieged with work or wants to try a new procedure, the other chips in to fill the void.

While this kind of synergistic, open atmosphere can take place in a non-automated environment, it is certainly aided and abetted by the automation process. These sections share common goals: to make information about materials on order, in process, or in the collection accessible as soon and as accurately as possible; and to get materials ordered, received, and processed as efficiently and effectively as possible. As we automate it becomes clearer that the acquisitions and cataloging workflow is one continuum and needs to be handled as such. Procedural changes in one area very often impact on the other.

Recently acquisitions and cataloging collaborated to enter adult order list materials online prior to the order meeting and to create the paper list for branch and reference selection use by downloading from our newly installed Bowker BIP+ on CD-ROM. This is just one step along the lengthy path toward a fully integrated acquisitions system. The project was conceived at the staff level and carried out entirely as a joint effort of the cataloging and acquisitions sections. Plan-

ning took place in cataloging and acquisitions staff meetings which are jointly attended by their section heads. Well in advance, the idea was presented to public service staff. I also took the concept to a coordinators' team management meeting. After the fact, feedback was received at an adult order meeting and minor adjustments made to the process. Despite all the groups to whom we presented the idea, the process worked quickly, and within a couple months the project was accomplished.

This example illustrates a number of points about the effective change process in automating library procedures:

1. Let ideas surface from the ranks;
2. Let the idea-generators do the planning, with appropriate managerial overview;
3. Make sure administration and all impacted staff are well informed prior to implementation and at various points in the implementation process;
4. Work incrementally; don't bite off more than can be chewed at one time.
5. Work cooperatively to share the planning and implementation. This will increase the likelihood of streamlined, integrated procedures.

Automation Impact: Organization and Staff

Automation has brought about a number of substantial organizational changes. Research shows that some libraries that automate do no more than change job descriptions to add the fact that computers are now used as work tools. Others have combined public and technical services units, as is the case at the University of Illinois. Still others have expanded the centralized role of Technical Services to encompass data base and automated system management wherever it comes into play.[6]

Stockton has steered the latter course. As planning commenced for circulation control and acquisitions, the units primarily responsible for these functions joined the Technical Services fold. Automation at the operational level is linked to the Circulation Section. The Technical Services Management Group, including the heads of Acquisitions, Cataloging, Circulation/Systems and myself, share expertise—and among us we have over eighty years of library experience—to problem-solve and share ideas for future developments.

To accommodate automation there were some reclassifications upward—from Library Page to Computer Operator and Circulation-Page Supervisor, a high level clerical position, to Circu-

lation/Page Supervisor-Systems Manager, a professional position. We have made some mistakes, mostly by loading extra-heavy workloads on people now responsible for automation. (My reading tells me that is not uncommon.) However, the structure is basically sound and has served quite well over the past several years. We are open to further organizational changes as the need arises. It has certainly facilitated automation planning and implementation to date and, as in the earlier example of acquisitions and cataloging cooperation, has allowed some streamlining in operations.

Staff Changes

What about changes at the staffing level? I'll start with what I know best, my own job description as Technical Services Coordinator. I am expected at the same time to be "the staff expert" in all things automated, and the chief trainer, documentation specialist, publicity release writer, and yes, even radio and TV personality at times when the latest library innovation is being touted. This is a schizophrenic, and sometimes humbling role because I must think computerese at one moment and basic English the next.

My boss, Ursula Meyer, Director of Library Services at Stockton-San Joaquin County Public Library, is an excellent weathervane of what the impact will be of an automated system on the typical non-technical staff member or the average library user. She particularly keeps me humble in my role as chief automation communicator. She says I sometimes have a pained expression on my face when I try to explain technology to her in lay terms. As I said, bridging the communication gap is often hard to do.

"CD-Who?"

Ms. Meyer recently looked very puzzled as I described the Acquisitions Section's desire to purchase Bowker's BIP$^+$ in CD-ROM and all the wonderful things they could do with it. "Now wait a minute," Ms. Meyer said, "Who is CD-Rom—some famous Indian author?" Well, it sort of keeps one humble and teaches patience in the face of the non-technical majority.

In order to plan and implement technology successfully, the Technical Services Coordinator must be in constant communication/negotiation with staff at all levels, the library management team, vendors, and other integrated library system users. Electronic mail helps in all of these communications.

In addition, I spend substantial portions of time as a futurist planning the next phases of automation five or more years in advance. While I

do not possess a crystal ball, I am greatly aided in this pursuit by a microcomputer. Automation has also meant delving into the field of high finance and capital budgeting in order to find the means to fund system growth. Negotiation skills are required to deal with a raft of vendors and suppliers.

"They don't let you off the Farm"

Not all of the changes in my job description have been rewarding or without stress. I am one of five people on the library staff trained to be a computer operator. I know just enough to be dangerous! This makes me subject to the tyranny of the machine and the telephone as we frequently need to respond to telephoned requests to fix a "stuck" terminal or some more substantial system problem. Sometimes I feel like a mother hen as I take my turn watching the system over lunch hours or during a particularly difficult bout of system illness.

A couple years ago I ran into John Berry, *Library Journal* Editor, at a California Library Association Conference. He commented that he hadn't seen me around lately. My response was "Well, you know, once you automate they keep you down on the farm." (It is indeed a pleasure to be let out long enough to come to North Carolina!)

"The State-of-the Art-Blues"

In addition, my reading habits have changed of necessity. I used to be able to snuggle up in an evening with a good novel (as well as a good *Library Journal* or *Wilson Library Bulletin*). Now everything must be skimmed because so much must be digested to keep current with the state-of-the-art. The reading regimen now includes such fascinating titles as *Computer World*, *Digital News*, *Digital Review*, and a couple of my personal favorites, the *Systems Librarian* and Hennepin County Library's abstracting service *Online Catalog News*.[7,8] Alas, novels are mostly being saved for my retirement.

The Section Heads in Technical Services and their professional staff members also have expanded roles in the age of automation. In the past, procedures changed slowly. Supervisors could maintain pristine procedure manuals. Training was concentrated primarily in the first six months of employment. Acquisitions librarians and catalogers actually had time to select books and catalog them.

Now, in addition to the usual supervisory activities, section heads are faced with constant staff retraining on increasingly sophisticated and technical bibliographic formats, input standards,

and local integrated system features. Workflow must be re-analyzed and staff brought into the implementation process with each system enhancement. Supervisors and other professional staff in Technical Services share liaison relationships with other library divisions and sections in order to inform and to share decision responsibilities concerning procedural changes emanating from Technical Services that now—more than ever—impact staff in all parts of the library.

As professional staff have had to increasingly take on the roles of managers, data base developers, trainers, and communicators, many of the acquisitions and cataloging responsibilities once in the domain of the professional are now handled by paraprofessional library assistants.[9] Library assistants not only play a significant role in the procedure planning process, but are often the pioneers who dig in to see how these plans work—and to offer revisions when they don't.

In acquisitions, library assistants, under general supervision, are responsible for making selection suggestions, preparing selection and order lists (now partly via BIP[+]), negotiating best rates with book jobbers, corresponding with jobbers when there are problems, and maintaining fund accounting information. As acquisitions automates, more of this work will be done online at both paraprofessional and clerical levels. Acquisitions librarians will use the systems increasingly to analyze collection usage patterns, vendor performance, and fund balance information.

To have the greatest beneficial impact ..., an integrated system must be the goal of any library automation plan.

In cataloging, library assistants provide a large share of the cataloging production, thanks in part to the increased availability of copy on the OCLC system. They are maintainers of bibliographic and name authority accuracy in both national and local data bases as they perform bibliographic verification and OCLC "production" activities.

The roles of typist clerks, on the other hand, have become more circumscribed as a result of automation. Terminal time spent in searching for cataloging copy, inputting data, and labelmaking are scheduled; and there are many fewer off-desk tasks with the elimination of card files. The potential for terminal fatigue and increased job dis-

satisfaction have been partly assuaged by finding new off-terminal assignments for typist clerks. They substitute at the circulation desks on a regular basis, a job which now requires behind-the-scenes typist clerks to have increased public contact skills. They assist in acquisitions, where the implementation of automated procedures is showing increased need for merged workflow between the two sections. They have also taken on some tasks previously handled at the library assistant level such as added copy routines and statistical recordkeeping.

Of course, the rest of the library staff, and the library organization as a whole, have been unalterably impacted as well. Here's a sampling:

—Every policy and procedure, from confidentiality of records, to circulation, to collection development, to communications and delivery have been rewritten. It's most fortunate most are maintained in word processing because they now change so often.

—Procedures that used to be a "branch option" are now consistent library-wide.

—All staff, with the possible exception of a few pages and the library director, correspond with each other via electronic mail. Next to the circulation system, the electronic mail component has done more to revolutionize the library's way of doing business than anything else. It is a key communication tool.

—Microcomputers have sprung up in most branches and sections for word processing, specialized database management programs, and spreadsheet statistical reports, as well as for circulation system backup.

Costs and Productivity

A couple of commonly asked questions are: Does library automation increase productivity? Does it cut costs? To the first question I would respond, yes, and to the second, not really.

While some libraries have been able to trim staff and cut operational costs, it is inadvisable to use this as a selling point for automation. Some positions may be eliminated as a result of attrition, but the more realistic goal is to make more positions available for direct public service. In general, this has been possible as cataloging and branch clerks have been freed from filing, circulation staff have eliminated manual overdues typing, and reference assistants have stopped doing as much reserves recordkeeping.

I did a budget comparison of our last preonline system year, 1982/83, versus FY 87/88 and found that technical services sustained a slightly ahead of inflation 7.7% increase per year. The personnel component of this total was up a more modest 4.8% per year, and supply costs actually went down. The budget area that caused the overall 7.7% increase, however, was the services category, an item that rose 141% between 82/83 and the current year. This budget category includes OCLC and COM catalog costs, system software and some hardware maintenance, and a replacement fund for equipment.

"But You Just Got Half a Million Three Years Ago ... "

The real budget jolt is in the initial and subsequent capital investment. A library may be able to cost justify over several years the first computer phase. Often this is a circulation component, the easiest to cost justify. The problem is, even in the best planned circumstance, it doesn't stop there. Every five to seven years you'll be back to the funding source for a new or expanded system which will be absolutely essential in order to handle expanded transaction levels or additional software packages. A new generation of computers comes out every three or four years, and you will want to migrate to it at some point. This replacement request will be particularly hard to cost justify. Start early; it may take two or three years. Remember that you face certain disaster if you push the old system over certain murkily defined limits.

Despite the captial funding blues, it is some comfort that the biggest part of the operating budget, staffing, can, and in our case, has been, kept in check through automation. Automation has made staff *tremendously* more productive. Over a five year period the circulation services from our Central Library Adult Circulation Section has jumped fifty per cent. Cataloging now handles sixty three per cent more titles per year than five years ago and processing has increased productivity by eighty one per cent. We take in three times as much in fines and replacement money for lost materials than in pre-automation days. I have estimated that since I got a microcomputer and electronic mail link-up at my desk, my productivity has increased by twenty five per cent or better. It is really on the basis of these productivity and services gains that one justifies new and expanded automation.

Our experiences correspond with those noted in the literature. I would particularly recommend to you Kenneth Dowlin's *The Electronic Library* and Joseph Matthew's *A Reader on Choosing an Automated Library System* for further examples of automation's benefits for the library, its staff,

and public.[10], [11]

Automation's Impact: The Public

Now, finally to some observations on automations' impact on the library's clientele. Not all of these experiences have been so pleasant.

"This is the police; let me have your records ..."

Since automating our circulation procedures the library has been subjected to some attempts by law enforcement officials to get the records of various individuals. While this problem is not unique to computerized libraries, it has been heightened by the expectation that records are now online and available.

Anticipating this problem, Stockton established a confidentiality of patron records policy prior to automating, but found to its dismay that, when the boys in blue first arrived, the California code backing up our policy had loopholes. Specifically, the courts interpreted that it only prohibited the public from access to other people's library records, not such government officials as police. In 1986 the California Government Code relating to confidentiality of library records was tightened to close some of the loopholes.[12] North Carolina appears to have a 1985 bill, Chapt. 486, House Bill 724 on Confidentiality of Library User Records which some of you may want to compare to the California Law.

Jonathan Pratter, a law librarian, points out that in matters of confidentiality, you're damned if you do and you're damned if you don't. The librarian may be fired by an irate city manager for refusing to reveal records to the police, or, get sued for a breach of privacy if s/he does cave in. In some states s/he may even face a fine for a misdemeanor if patron records are revealed.[13]

"Tail Wagging the Dog"

In addition, even under the best planned circumstances, automation is such a costly and time-consuming process that it may be seen at times to public service staff and the people they serve as if it is a case of "the tail wagging the dog."

In Stockton, automation has not been free from patron complaint. A few people have accused us of devil worship for using barcodes on library cards. The single biggest complaint to date has revolved around our change from a date due card, which fit conveniently into a book pocket, to date due book marks. With no pocket to hold them, the book marks do tend to slip out and get lost. However, at the risk of turning a deaf ear to the public, it is one change we have not taken

back because of the cost savings in supplies and staff time once put in to pockets and book cards (part of the eighty one per cent productivity gain in processing.)

Incidentally, our library director has not missed the opportunity to point out the irony that with a $600,000 computer system we have gone back to the days of hand date due stamping. I have maintained that the more automated options are too expensive.

On a Happier Note ...

Automation that is well planned has a positive effect on the public. I've already mentioned some of the productivity benefits that in most automated libraries will mean increased availability and circulation of materials, and much more prompt patron notification. Stockton has also experienced a reduction in the length of time it takes to fill reserves, although we have not documented the exact impact.

The Online Catalog

In Stockton, information about materials that used to be available only from a central card catalog is now equally available to branch library
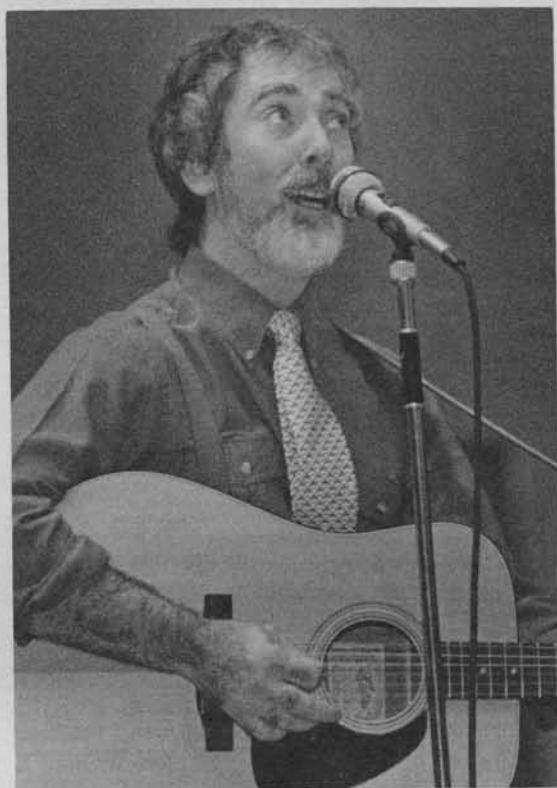
Jack Prelutsky entertained several hundred librarians at the NCLA Children's Services Section Breakfast.

users through a computer-output-microfiche catalog. When we add online public access (OPAC), component users will also instantly get status information, perhaps the single most important OPAC feature.[14]

As we develop our online catalog component, however, we are mindful, particularly, of the following findings of the 1982 Council on Library Resources (CLR) Survey and subsequent analyses of online catalog user needs:[15]

1. Users want more and more terminals. We have revised our estimates of OPAC terminal requirements upwards to where we anticipate at least one and one half times the number of terminals compared to COM catalogs now available to our users. We recognize, however, that the users' appetite for terminals, like the desire for best sellers and videos, is probably insatiable.

2. Users want terminals outside the library. Stockton already has a successful online link to several social service agencies and chambers of commerce for an information and referral subsystem of an online system. There is interest from other agencies for hook-up. We should also be placing terminals in various government agencies.

   When it comes to public home access, our planning is proceeding cautiously, however. There are security issues to consider, as well as estimates to calculate of numbers of lines necessary for dial-in users. Can we afford the extra transaction load and cost for more lines? We must prepare rules for home computer use, determine whether there will be a charge of any kind, prepare guides and publicity. There's a concern about what kinds of questions, and how many are asked, from users wishing system access. What kind of training can we offer the home user, if any? Who will be assigned to respond to the "invisible" users' questions? I have more questions than answers about home users of the online catalog. The mind boggles at Dowlin's estimate of six thousand external users for the Pikes' Peak system.[16] I shudder at descriptions of the kinds of questions remote site users expect library staff to answer—questions such as "My screen shows garbage, what did I do wrong?"[17] Is a reference librarian supposed to know how to answer this?

3. Subject access to library materials must be provided and access point improved. I believe that no online catalog is complete without a cross-referencing structure and an online authority control maintenance process for names, subjects, and series entries. This process must include linkage to bibliographic records so that authority file changes will, at the same time, correct bibliographic records. This process must be melded into ongoing staff workflow, even if the library initially buys an authority and cross-referencing structure for its catalog from a commercial service. It is an expensive process, but necessary.

4. Users also want to find information using their own terms. This means providing boolean and keyword access, and indexing more fields than are currently accessible in most online systems. The impact on computer capacity in terms of storage and random access memory must be carefully assessed.

5. Finally, users want command charts, manuals, training sessions, and online helps. All of these need to be carefully planned. Documentation must be worded simply. Online user training must be melded into ongoing assignments and will particularly impact on reference staff.

Summary

Stockton has not yet reached its goal of a fully integrated library system; we're working on it, and the impacts have already been substantial. With good planning and a little bit of luck, we hope to achieve what Dowlin expresses as the real goal of the electronic library: an efficient and effective full service community information center.[18] Making the library indispensable to people is the key to a library's continued and improved success.

Automation can assist library staff to make this happen. We must always keep in mind, however, that the machine is a tool. It takes good *people* to make an efficient, effective full service community information center!

References

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2. Charles Martell, "Automation, Quality of Work Life and Middle Managers," *Library Administration & Management* 1 (September 1987): 135-136. Martell observes that middle managers are often resistant to automation because they have not been involved in the planning process and thus become unwilling conduits for change.

3. Jane Burke, "Automation Planning and Implementation: Library and Vendor Responsibilities," *Human Aspects of Library Automation*, ed. Debora Shaw (Urbana-Champaign: University of Illinois, 1986):48. Burke advises, "Do not necessarily pick the person who is easiest for the management team to get along with. Pick the ringleader. Pick the person who has the most

influence among the paraprofessionals and clerical staff. Pick the people who are the most respected by their peers and who, as they become convinced, can help convince others."

4. Charles B. Lowry, "Technology in Libraries: Six Rules for Management," *Library HiTech* 3:3 (1985): 27.

5. Burke, p. 57.

6. See Margaret Myers, "Personnel Consideratons in Library Automation," *Human Aspects of Library Automation*, pp. 33-34. Finds no predominant pattern in organizational change brought about through automation in an informal survey of technical services administrators.

See also Association of Research Libraries, Office of Management Studies, *Automation and Reorganization of Technical and Public Services* (SPEC Kit 112). Washington, D.C.: ARL, 1985, pp. i-ii. Finds that 46 of 82 ARL library respondents are still organized around traditional lines after automating and sees little significant experimentation in organizational structure.

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13. Jonathan Pratter, "Library Privacy in Context," *Human Aspects of Library Automation*, pp. 117-125.

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16. Kenneth E. Dowlin, "I Am Not Willing to Destroy My Library in Order to Change It," *Library Association Record* 85 (December, 1983): 450.

17. Sally Wayman Kalin, "The Invisible Users of Online Catalogs: A Public Services Perspective," *Library Trends* 35 (Spring 1987): 589.

18. Dowlin, "I'm Not Willing ...," pp. 449-450.
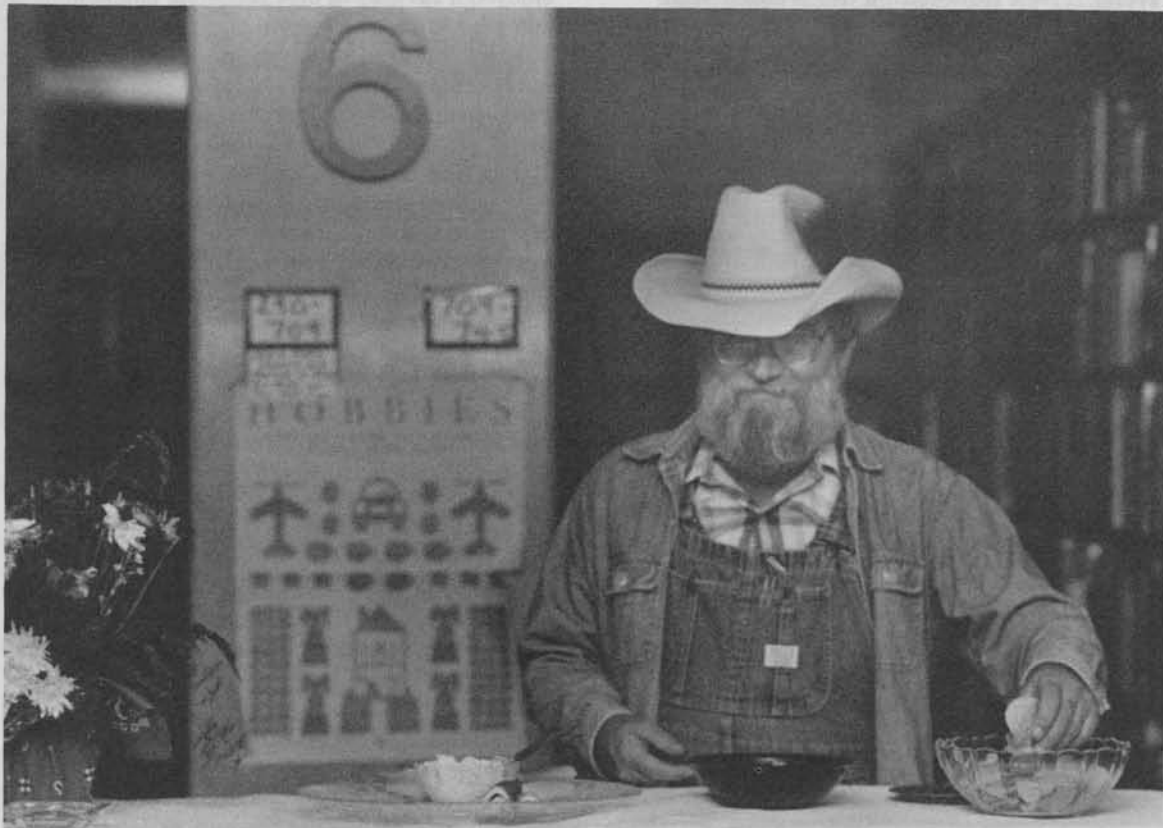
Bill Sugg was only one of the many who enjoyed Forsyth County Public Library's hospitality Wednesday night.

New Frontiers for Information Sources and Information Gathering

Matthew Lesko

As I set out to predict dramatic changes in information and data collection, please remember that if I could foretell the future I would not have to earn my living getting information for people. So with this disclaimer, here are some thoughts about how the Information Age will change, and I intend not to focus on CD-ROM at all.

The new frontiers I envision are both macro and micro in nature. This is to say that they will impact both on industry and the individual. So if you are connected with the information business as either a scout or a supplier, these trends will affect you.

Trend 1: New Information Generators: State and Local Sources

I place state and local government first because it is the biggest and most significant new frontier. In the past, the federal government has had virtually no competition as the largest information supplier worldwide. Now governments at

Matthew Lesko granted a radio interview during the Wednesday night party at the Forsyth County Library before he delivered this speech sponsored by the Reference and Adult Services Section on Thursday morning.
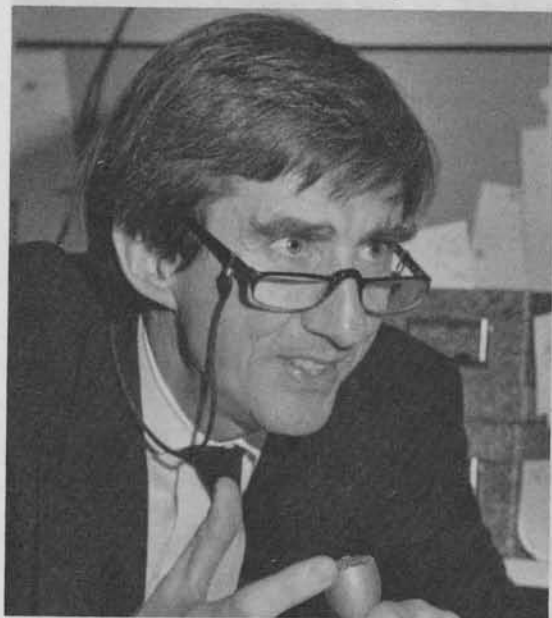
both the state and local level are going to compete for this title. What is accelerating this phenomenon are two additional national trends:

- the shift in leadership from the federal government to the state and local levels;
- the slowdown in domestic market growth for most companies causing executives to seek out new and more targeted market segments to sell their products.

These national trends are evident everywhere. Consider the financial situation. The latest figures from the Bureau of Economic Analysis show state and local governments as a whole enjoyed a *surplus* of over sixty-one billion dollars last year, while the federal government drowned in a two hundred billion dollar deficit. Many governors, notably in Virginia, Massachusetts, and Pennsylvania are trying to solve economic and social problems with new ideas and are able to attract top notch people to government. As a result, these states and others are in the forefront of collecting data in diverse new areas. As more of these sophisticated information systems develop, the data will become available to the information industry for next to nothing.

The majority of the states are making money in large measure because they are attempting to solve stubborn social and economic problems. In contrast, the federal government is getting deeper in the red and continues to retreat from domestic dilemmas. Even with the political hoopla over conquering the nation's drug epidemic, most policymakers in Washington believe that the heart of the solution lies at the local level with parents educating their kids on how to "say no." No federal money has yet been earmarked for more information and analysis into the real causes and potential remedies.

The bullishness of state and local government is clearly evident in the availability of demographic information. Population data are more current and often cheaper and easier to obtain locally than from the federal government. Some State Data Centers actually give away the same information for which the U.S. Bureau of the Cen-

sus charges several hundred dollars. Directors of several state labor divisions tell me that they give marketing executives *free customized industry data* for as many as two hundred zip codes in three surrounding states on IBM PC compatible floppy diskettes. This sort of cooperation is reminiscent of how the federal government used to operate. Furthermore, much of the data are collected by the states and eventually distributed by the feds. Given the bureaucratic lead time, this means you can actually get your hands on data from a state a year or two before it is available from Washington.

As the market for anything matures, it produces more segments. How things have changed from the days when Henry Ford said his automobile came in any color as long as it was black. Now every company from bathroom towel manufacturers to ice cream makers are keenly aware that different regions of the country are attracted to different colors and flavors. As products and markets mature, marketers will demand more sophisticated clues for identifying new segments. And this will require more detailed data, which often can be found at the state and local level. State data bases are on the rise; already they can generate such specific localized information as county cancer incidence rates and the names and addresses of all men over six feet tall who wear glasses.

Trend 2: Intelligence on Company Executives

By the end of the decade it will no longer be adequate to piece together a marketing and financial profile on one's competitors. Although it can be difficult to uncover pertinent company information, the task has become easier as more firms specialize in corporate snooping. As executives devote more time to analyzing competitive information, they will begin to realize that it represents only a part of the intricate puzzle and that often this type of intelligence is hopelessly outdated. To compete effectively, executives will have to begin to *anticipate* what their competitors' plans are, and this requires understanding the backgrounds of key corporate managers. If financial information on a competitor is all that's necessary, then the Russian KGB would only have to go to the Government Printing Office once a year to buy a copy of *The Budget of the United States*. The Soviet Union would not need an army of agents stationed in Washington to monitor policymakers in order to anticipate their future moves.

Another interesting national pastime that complements this trend is the country's fascina-

tion with the lives of prominent individuals and celebrities. Radio talk shows, NBC's Entertainment Tonight and *People* magazine are all indicators of this. Also, the depersonalization of our society has increased our desire to know more about the people around us. If you were going for a job interview, you could probably find out the interviewer's salary, or another hypothetical case, discover to whom your neighbor owes money.

Growth in the computerization of data will actually lead to an increased reliance on individual experts for information.

Trend 3: Reliance on Experts

Growth in the computerization of data will actually lead to an increased reliance on individual experts for information. This may sound elementary but it seems unavoidable. No doubt computers have solved many information problems. This powerful technology has been a godsend in terms of handling vast amounts of data. However, computers are ill-equipped to discern what stored information is useful.

Several decades ago only a select few were able to get their material into print. Now, anyone with a copier machine can be a publisher. People from all corners of the country are now copyrighting material which hungry computers are eager to store and index. Now when unsuspecting researchers tap into data bases for help on a given subject, out spews fifteen hundred citations. The researcher now has a bigger problem than at the outset; he does not have the time to read all the citations, let alone dig up all the articles. My contention is that it takes approximately seven telephone calls to track down an expert in the field who reads all the journals and reports and can steer you to the more relevant information. Furthermore, if an expert is approached in the right manner, more often than not he will delight in sharing his knowledge for free.

Another disadvantage of many data bases is that much of the information is simply copied from outdated printed material usually derived from traditional sources. Conventional sources represent only a small fraction of available information, and primary reliance on them can leave a decision maker out in the cold. Each year major publishers produce approximately fifty thousand books and one publisher in the U.S. Government, the National Technical Information Service

(NTIS), generates over eighty thousand annually. Even if you are aware of NTIS resources, you are still missing the boat. A report by the U.S. General Accounting Office claims that NTIS only gets twenty per cent of what it should have. Experts will play a greater role in helping us find pertinent information that never finds its way into a computerized index.

Experts are also better prepared to help us deal with the future. The faster the world changes around us, the faster traditional published sources and those in bibliographical data bases lose their value. Most experts worth their salt will be able to tell you what is going to be in the literature or data bases next year, because they are aware of what is in the pipeline.

This method of using experts for answers that won't appear in the literature until the future will accelerate another trend: teleconferencing, electronic forums, or remote bulletin boards. This online communication with experts has the potential of achieving growth rates that were once attributed to online data bases.

Professional forums are an ideal way for one to tap into an expert, or a group of experts, without having to search the country by telephone and interrupt experts during their busy day. Here is how a forum works. Let's say you are a young veterinarian in the middle of Iowa trying to treat a three-legged dog for the first time. You dial up an online forum for vets and pose the question. Within the next day or two, the vet is likely to have free advice from several veterinarians who have dealt with similar cases. This shared expertise represents a tremendously efficient use of resources. You get the answers, almost immediately, without having to wait for the next annual meeting or the *Journal of Veterinarian Medicine* to carry an article on the subject. All this time saved will enable us to work on unsolved problems rather than to reinvent the wheel.

Trend 4: More In-House Research and Fewer Information Brokers

The future of gathering information will reside with the in-house researcher and the small information broker. As companies become more sensitive to the importance of information, they will be more likely to invest in a specially trained group of managers than to hire services from outside. More important than the cost effectiveness in such an exercise is the knowledge savings. I mean savings as a way of keeping knowledge in-house. What a company does when it hires an information broker is to pay him to get smart about the company's industry or market. Typi-

cally, when an industry or topic is researched, only a small amount of the data collected are actually used to satisfy the client's request. Much of the time is spent cultivating contacts and sources within the industry who did not have answers for the one pressing topic under investigation, but could be helpful for future research problems. If the person doing the initial research was in-house, the answer to the next question probably would be easy to find, because the institutional memory accumulated in-house remains in the company. It would be similar to having an outside company do your research and development; certainly it's done, but not very often.

This, along with the fact that growth in service companies suffers from diseconomies of scale, is why the outlook is not bright for large information brokerage companies. As these service companies grow, their overhead grows disproportionately higher, their quality suffers, and they are forced to charge more for their services. Such diseconomies of scale work well in those industries where there are strong unions, or a lot of hocus pocus, like doctors, lawyers, and high priced management consultants. I doubt many information brokers will reach that level because so many organizations such as public libraries give so much of it away. Consequently, it will be next to impossible for mega-brokers to achieve adequate growth. However, small brokers who can keep their overhead and personnel count down can be very effective and profitable in the market.

Libraries which refuse to change and adapt will be relegated to serving only the archival function in the community or organization.

Trend 5: Crisis in the Library

The library faces a challenge and opportunity to become the most critical component in an organization. However, most libraries are not staying in step with the information explosion because they are reluctant to acquire new skills required for solving more difficult and advanced information problems. Libraries which refuse to change and adapt will be relegated to serving only the archival function in the community or organization. This is certainly at odds with where the Information Age is headed.

Libraries will only regain their importance if they become the "Information Center" serving

decision makers who must deal with what is going on today and tomorrow. Traditional library sources and skills fail to serve this constituency well. Even computerized data bases are mostly filled with information about yesterday. The library must learn how to use non-traditional resources, experts, and the telephone as well as how to present information. This requires learning a whole new set of skills. The archival and passive skills of the past will have to be replaced with more active communication skills in the future.

When are these seeds of change actually going to take root? Most all of them are already evident to some degree or another. The bigger question remains, "When will these trends be commonplace and no longer beacons of the future?" My guess is, these changes will be incorporated into our daily information gathering efforts by the end of this decade. The only thing that remains constant in our lives is change, and this is true in the Information Age. The winners will be those who can identify new frontiers and take advantage of them before everyone else does. I hope this article starts you on your way.

Brrrrr... warm up your winter with a cozy book from the library
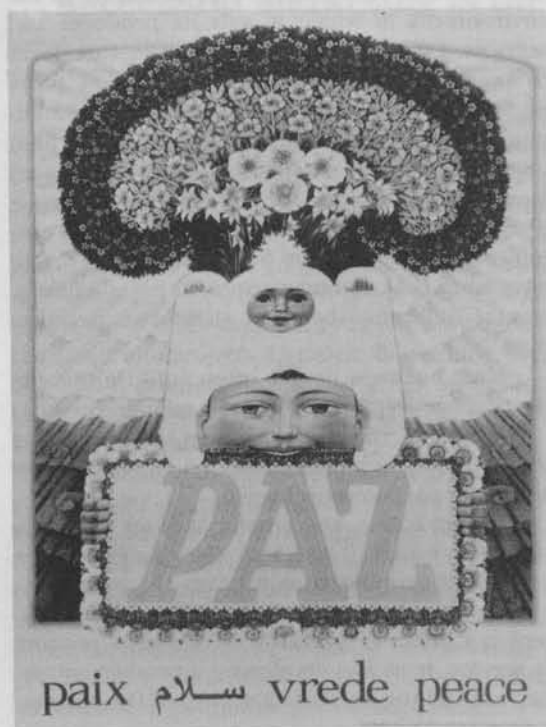
Goodbye, Patrons ... Hello, Customers

Fred E. Goodman

What has marketing to do with libraries? Almost a contradiction of terms. Library marketing! Library marketing, if there is such a thing, is in the bailiwick of the big shots. The top people who make the decisions. Right? You're librarians, not hucksters! Right? Most of you are down at the information level, not the policy level. So why should you become concerned about marketing? Your job is to keep the books moving and help people find what they need. Not to figure out ways to get more people to come and use the library. You're in the information business, not the recruitment business. Right?? Wrong!!! Wrong!!! Wrong!!! You're not only in the information business, you're in the people business. You're in the marketing business. That's right ... marketing!!!

Marketing is the process used by an organization to relate creatively and productively to the environment in which it sells its products and services. Effective marketing requires the talent to speak in a language that the market place understands, the insight and skills to find solutions to customer problems, and the commitment to give value. To accomplish this, a company must be willing and able to use all its resources. Remember, that while selling tries to get the customer to want what you have, marketing tries to have what the customer wants. There is a fundamental difference between these two perspectives.

Most business people often confuse the distinction between marketing and selling.

In *selling*, the emphasis is on the product or service that you already have, on convincing the necessary party to purchase.

In *marketing*, the emphasis is on what the customer wants. It is up to you to develop the product or service that will satisfy that want.

To repeat this definition—a marketing concept is a philosophy of how to market a product or service. It means developing a product or service around the needs and desires of the customer.

To a successful company, marketing is a source of pride and joy. It's the vehicle upon which the company moves its goods, and it provides a voice which articulates what the company is, what it believes in, and what it hopes to accomplish and contribute. Librarians should treat their marketing efforts with no less pride and joy.

The zeal with which the library industry is pursuing the "subject of marketing" is indicative of the widespread interest within the profession. Over the last ten years, we have seen an evolution in the library world. When I first began talking about marketing the public library—merchandising, visibility and reaching out to promote—I stared down at a lot of librarians who thought I was off the wall. When I dared to say "Goodbye Patrons, Hello Customers ...," they booed and hissed. Today librarians have realized that what the city fathers, the budget analysts, and the county, city, and town managers have wanted us to do is to "walk softly." That is to their advantage. But what we need to do is to "carry a big stick."

However, the industry is not devoid of those who are marketing critics. John Berry, Editor of *The Library Journal*, questions the basic premise that librarians need to market themselves. He argues that libraries should continue to treat information as a free resource, which should not be subject to the laws of the market place. John Dessauer, who wrote an article entitled "Are Librarians Failing Their Patrons?" questions a library which buys materials readily found in bookstores and on newstands. He would prefer that libraries serve the patrons whose needs cannot easily be met through these channels.

Critics of marketing would have us believe that offering patrons Louis L'Amour is marketing, whereas offering Plato and Voltaire is professional collection development. Tony Leisner, vice president of Quality Books, a professor of marketing, and a proponent of library marketing, believes that libraries for too long have attempted to satisfy market segments whose needs closely parallel their own. While some libraries may think their mission is to continue the tradition of "cultural uplift," many others believe their mission is

to be responsive to the public needs, even if those needs are not for the kind of information and reading material librarians think appropriate.

I have the pleasure of traveling throughout this nation of ours and visiting library systems on an almost weekly basis. Without question, where I find an aggressive library director, I find a smiling and helpful staff. Where I find a confident leader, I find a library system that is achieving its goals. I find a system that has or is writing the specs for an automated circulation system, is planning porta-structures to reach out to new market areas, is looking into fiberoptics and laser discs, and may have microcomputers for its patrons. I see librarians who realize that they must reach out beyond the walls of their own library each and every day to better the library's lot in life. Whether it's meeting with the friends or trustees, or having lunch with a council person or speaking to the local Kiwanis Club, we have learned that we must reach out and touch someone.

The great misnomer in any business or library is that not everyone is involved with the marketing effort. You must create a totally supportive marketing environment. Everybody sells! Everybody offers services! Everybody must be trained to think that the customer comes first! From the director to the receptionist, to the telephone operator, to the public service people, to the adult services and children's librarians, to the business managers and the technical service people.

Successful sales people understand the importance of long term customer connections. Their paycheck is determined to a large extent by their ability to develop sound, lasting relationships with enough customers. The library staff must understand that there's plenty of competition for the public's attention. Their paychecks are also dependant upon their ability to develop long term relationships with their users. (Doing business with a company that is not sales oriented is usually an unpleasant experience. There is no way to quantify the loss of business that is incurred by this kind of tunnel vision.)

We all know about *Public Relations*, but what I'm talking about now is really "Internal" Relations. In other words, what do you believe your job really is? And more importantly, what does the public believe you believe your job really is? It may have nothing to do with what your job really is. It's all a belief structure. It's all an image!!

As library staff, we need to recognize the fact that public library patrons, particularly infrequent users, come back to the library not only because the book is there, but because they were helped by professional staff. And when I use the term "professional" I'm not *just* talking about master's degree librarians. I mean, how many patrons walk up and say, "Before you help me ... before you make an impression on me ... let me see your sheepskin!!!!"? Professionalism is not just technical skills, but it is also the manner in which you positively influence the people you are serving.

Remember ... you get only one chance to make a first impression. That impression can be enhanced when you know how your appearance adds to the perception of the patron. How many of you would go to a doctor with a malady if he drove around town in a beat-up clunker ... with baggy suits and stains on his tie. I mean, you aren't going to put your tender little body in the hands of a guy who looks so unsuccessful ... give me a guy in a Mercedes with tailored suits. At least I know he hasn't been sued in malpractice court. Since perception often supplants reality, the librarian whose appearance is professional is usually regarded as being more professional, and the library in which he or she works can take its rightful place among the vast array of information providers.

... successful marketing is the key to our future ...

The Chicago Tribune recently wrote, "Stylish Marion, the librarian, certainly captured the eye and heart of Professor Harold Hill in *The Music Man* but librarians in general don't have a reputation for sartorial splendor." Well, I sure wish the author of those words could be here today to see this attractive crowd. There is no phoniness in caring about one's appearance and being aware of the image one projects. Dynamic, flourishing, even legendary, public libraries are great because of their staffs, people who look well, feel well, do well, and care about themselves.

Everyone who works in your library must be made to understand his part in the library's marketing effort. We are all familiar with people and companies who should take a course in creating a totally sales- and service-oriented environment, emphasizing good old-fashioned courtesy. It doesn't make any sense to invest in marketing a product or service in your library, or to build an advertising or promotional campaign designed to project a caring attitude, and then have all your good work sabotaged by someone in the library.

And what effect will all of this marketing have on your library and your future? Successful libraries involved in consistent, well-planned

marketing efforts have new technologies. Those libraries not in the forefront in their communities do not. And they plead ... "budget," "we don't have any money," or "the officials won't give us what we need." Baloney. People do whatever they believe is important. Politicians do whatever they believe is important. It is up to you to motivate them. Here we approach a most basic subject in marketing activity—how to motivate prospects to become consumers of what you are selling. Cynics say the two most powerful motivators are fear and greed. All successful selling, according to this philosophy, results from persuading prospects that what the seller offers will either enrich the buyer or will enable the buyer to avoid some disaster. This may seem oversimplified but there is, I believe, a basic truth in it.

Truly, all customers become customers because they believe that something desirable will result from the purchase. That may well be the simple avoidance of some potential disaster or the ability to cope with it better.

For example, the Atlanta Fulton Public Library just completed one of the most successful marketing campaigns in the history of the library industry. They sought approval of a thirty-eight million dollar bond referendum from the voters in the city and county. Their trustees raised $250,000 from outside sources to launch a paid advertising and public relations campaign on local television. They employed the services of a local advertising agency to write, produce and purchase the time for a thirty second commercial.

The spot caused consumers to believe that something desirable would result from their voting for the library referendum. They got the idea that they would avoid a perceived potential disaster, and the bond issue passed by seventy-four per cent of the vote.

Suppose everyone, the public as well as those involved with your funding, believes that having a training ground like a library where the kids can go and where you can learn all about information and so forth, is one of the most important things to society and its future. Then when Proposition 13's come along, they wouldn't just keep cops and firemen; they'd keep cops and firemen and librarians. Do you see what I am getting at? You must escalate your visibility in the public mind.

Today we have Gramm-Rudman staring us in the face. Are they going to cut library budgets? Is this a cause for concern? You bet it is, if your response is wringing your hands and shrugging your shoulders.

There is a slogan in business: "Success plus complacency equals failure." Here are some examples:

Thirty years ago, the American steel industry was rolling in money and success. The industry was sleeping on its laurels. And while it was sleeping, Japan and Germany were building a new, modernized steel industry. And as it continued to sleep, new plastics became substitutes for steel in product after product. The rest is history. The American steel industry is in deep trouble with antiquated plant after antiquated plant closing forever. Could it be the same with libraries?

Not too many years ago there was a very successful toy company called Marx. Then along came electronic games, and the Marx people viewed them as a passing fad. Marx went out of business. Is all that computer stuff with data bases a passing fad?

Here's a good example of pure marketing losing and winning.

Light beer is not new at all. Back in the early fifties, a light beer called Gablinger was promoted as a chic, intelligent beer to drink. It was the wrong market, wrong strategy, and Gablinger died. Along came the Miller folks and their marketing department said: "Now's the time ... make it macho ... associate it with sport figures." Using market research results, they let the public tell them how to sell their new product. Bingo, from nowhere to everywhere—and one of the most successful product introductions in the history of marketing.

Libraries have been around as long as the tavern industry. Light beer became the tavern industry's new technology after proper marketing. There is plenty of new technology out there for libraries that beg for proper marketing and merchandising.

Of course we're fighting an image problem. One word of description keeps surfacing, and I really hope it's a misnomer. The word is "antiquated." Many people tend to think of the public library as a place where little old ladies with buns on the backs of their heads serve old folks, kids do studies, and a few intellectuals read Rilke and Rimbaud.

What do you think your funding sources think about your libraries?—if they think about them at all!! Are your libraries pleasant necessities with expenses that rank right up there with ordering toilet paper? You see, what these people think about the library, how these people perceive its importance and value, will decide your future. Sure, there'll always be libraries around ... but what kind? Antiquated necessities or valued information centers? To a large degree, that depends on you.

Perhaps you think I am painting a grim picture. That's only true if you believe libraries should remain the same; or if you believe it's up to somebody higher to change and improve things; or if you believe your job is just to point people to information sources and settle trivia bets; or if you believe you can continue in the same quiet niche without being disturbed. The fact is that we are in an age when libraries should be growing in importance. An information age. Notice that I said an *information* age, not a *computer* age. Computers are only a means to information. And isn't that what libraries are all about?

You have an opportunity to provide inspiration for the others who work with you. I'm not talking about early morning Bible meetings with the staff. What I mean is enthusiasm. It's very catching. The smile, the happy bounce, the enjoyment that comes from selling yourself to the patrons or the Mayor, or the County Council. I've heard this technique called "EACH ONE—REACH ONE." "EACH ONE—REACH ONE." It works.

... less than twenty per cent of the American population [uses] public libraries.

My belief is that librarians get tired. Because of the cutting of staff, because of the financial pressures, because they sense that libraries are not at the core of public priority, because of the tremendous time demands, because you never really get the job done, librarians get tired. Getting tired will not help. It shows in the face. If you are a leader, you should provide inspiration. If you can't rekindle that flame for members of your staff, for gosh sakes, put them in the back room licking stamps!!!

With less than twenty per cent of the American population using public libraries, I'm inclined to believe that we're not reaching as many as we could. Librarians have to proselytize. We must attract new users to our facilities. We must break down the barriers that exist between such a large segment of our population and our libraries. New users mean new voters—voters who can apply political pressure to help you receive increased funding.

Charlie Robinson wrote in the spring of 1983, "Although very difficult at times, there is a tendency to see that the real future of public libraries depends upon their support, and more important, their use by members of the community—and not upon the prescriptions of an elite band of self-appointed saviors."

You are here today because you are part of the new generation of librarians who, I hope, will believe that successful marketing is the key to our future. Lowell Martin, well known library consultant, recently said, "Librarians should respond to the changing needs of their clients and become the fountainheads, not the reservoirs, for their communities." Fred Glazer, state librarian of West Virginia, has a great line: "Promote or perish." Tiny little West Virginia has one of the highest per capita contributions for libraries in the nation.

We must look at what our community expects from its public libraries and whether or not we are supplying what they expect, need, and want. With your help, and with properly designed and executed marketing plans, I see a bright, happy future for libraries. Increased usage, increased book circulation, increased prestige, increased visibility, increased budgets to fill your shopping carts with the latest technology.

But you must remember ... you'll never get to first base if you don't swing the bat. Good-bye patrons ... hello customers. ▮

Happy New Year

Pamela Pittman and Mary Youmans take a break from the stimulating programs held at the Benton Convention Center during the biennial conference.

Interlibrary Loan in the North Carolina Information Network: the Impact of "Selective Users" on a Net-Lender University Library

Marilyn E. Miller

Author's Note: *This study reflects one academic library's analysis of the possible impact of its interlibrary loan service by the North Carolina Information Network's dial access selective users. This study does not intend to state that similar experiences will occur in other libraries in North Carolina. The author will, however, continue to monitor interlibrary loan activity and, if possible, consider data on interlibrary activity provided by other academic libraries in North Carolina. This study is presented here because of the scarcity of data on this topic and the growing importance of interlibrary loan in North Carolina.*

In the January 1986 report of the Secretary of Cultural Resources' approval to further develop and implement the North Carolina Information Network, the North Carolina Bibliographic Database was listed as one of three macronetworking programs targeted for initial development effort.[1] King Research Associates, in its 1982 report on the feasibility of library networking in North Carolina, stated, "We feel very strongly that OCLC has and will continue to provide the foundations on which library networking in North Carolina can be built."[2] To this effort, the State Library of North Carolina, in February 1986, requested from Joyner Library at East Carolina University and from other libraries within the state permission to use each library's current and future records in OCLC as part of the North Carolina Bibliographic Database maintained at OCLC, Inc.

An earlier survey of library cooperation done by the State Library indicated that "the primary factors which influence interlibrary cooperation are access and a cooperative philosophy in library administration."[3] Alberta Smith stressed the importance of educational and attitudinal steps in developing a state network. "Only if librarians

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from all types of libraries agree that mutual responsibility for sharing is beneficial and non-threatening can they demonstrate ... the benefits which accrue from mutual commitment to reducing duplication of effort and expanding access."[4] Dorothy Russell in her article on interlibrary loan in the PALINET environment stated that once the technology is here, "it will be the people who make it work."[5]

At the May and early June 1986 regional meetings held by the State Library on the North Carolina Information Network, one agenda item given special emphasis was the new opportunity available to a library as a "Selective User." Libraries who chose to become "Selective Users" would not only be able to access the North Carolina Online Union Catalog (NCOUG), but they would also be able to request the items those bibliographic records represented through the OCLC ILL Subsystem. The OCLC Interlibrary Loan Subsystem had been implemented in 1979. Interlibrary loan request placement was one of six library operational functions defined as having potential for networking in North Carolina in the 1982 King report and was one of the two primary OCLC services recommended to be used (cataloging, of course, being the other.)[6]

Since the North Carolina Online Union Catalog became operational in late May 1986, the State Library has been encouraging libraries to become "Selective Users": an economically feasible dial access basis affording usage of NCOUG and the OCLC ILL Subsystem. In the fall of 1986, Howard McGinn reported the possibility of over five hundred libraries using the North Carolina Online Union Catalog by the end of 1987.[7] There are 244 institutions in North Carolina having "Selective" status in the current directory listing, *OCLC Participating Institutions Arranged by OCLC Symbol* and its *Supplement*, which covers through

June 1987. Seventy-one of these libraries are active selection users as of this date. Waldhart in his 1985 report on the growth rate of interlibrary loan mentioned that it was "too early to know the exact impact such systems [dial access ability to some form of interlibrary loan] will have on interlibrary loan activities in the U.S. over the next decade, although it is clear that the impact will be substantial."[8]

This network development and increased accessibility for North Carolina libraries within the past year raises the question of impact, especially for library management, regarding the interlibrary lending activity of one's library. Richard Dougherty addressed a number of concerns for management regarding networks in the late 1970's, interlibrary loan being one of the areas.[9] The *Interlibrary Loan Practices Handbook* itself warns about the need to be aware of network or library changes that can affect ILL operations, as "outside decisions can push interlibrary loan into a new environment."[10]

ask what impact, if any, has the "Selective User" capability had on the library's interlibrary lending activity?

Joyner Library continues to be a net-lender. While the number of requests received is currently over two and one half times the number of requests initiated, the spread did lessen somewhat this past year as seen in Table 1.

As a net-lender, the total number of overall requests filled by Joyner Library in 1986/87 via the OCLC ILL Subsystem increased by 22%, while the total number of requests filled within North Carolina increased by 29% (Table 2). Previous to this, the increase did not vary. The number of requests filled within the state as a percentage of the total requests filled has increased by 3% this past year and now represents 55% of the library's lending activity.

Since a logical interpretation of this data infers that Joyner Library's interlibrary lending activity may well have been affected by the increased availability of ILL within the state,

Table 1.
Joyner Library Net Lender Status

	1984/85	% Difference	1985/86	% Difference	1986/87
Requests Received	4,040	+31%	5,312	+16%	6,166
Requests Initiated	1,329	+29%	1,714	+37%	2,343
Total OCLC ILL Activity	5,369	+31%	7,026	+21%	8,509

The availability of the OCLC Interlibrary Loan Subsystem Monthly Activity Report allows one to track not only overall lending and borrowing activity on the Subsystem, but also lending and borrowing activity within and outside one's own state. Joyner Library has been subscribing to this report since it became available in the spring of 1984. Monthly and year-to-date data appear each month, the year-to-date data cumulating from July through June each year. Statistical data has been analyzed for the last three years, i.e., academic years 1984/85, 1985/86, and 1986/87.

With the knowledge that college and university libraries have greater total resources than any other type of library in North Carolina, and the knowledge that Joyner Library is the major resource in eastern North Carolina (East Carolina University continues to be the third largest university in the UNC System), it is reasonable to

further analysis of data available in the June cumulations of the Monthly Activity Report was undertaken. A spreadsheet was set up to include the three-letter OCLC symbol, name of the library (obtained from the current *OCLC Participating Institutions Arranged by OCLC Symbol*), "Selective" status (if so listed in this OCLC directory), category of the library,[11] and the year-to-date total for lending and borrowing. Analysis of borrowing by Joyner Library is not within the scope of this study and is therefore not included in this report.

This data did indeed confirm that network implementation and increased accessibility for North Carolina libraries, and particularly those with "Selective User" status, had affected the library's interlibrary lending activity. The data also brought forth other interesting facts addressed in library literature, agreeing with some

Table 2.
Joyner Library Lending Activity via ILL Subsystem (OCLC)

	1984/85	% Difference	1985/86	% Difference	1986/87
Total Requests Filled	2,136	+38%	2,950	+22%	3,592
Requests Filled in N.C.	1,112	+38%	1,531	+29%	1,980

Table 3.
In-State Institutions Having Requests Filled

	1984/85	% Distribution	1985/86	% Distribution	1986/87	% Distribution
Total number lent to	31		40		77	
—Academic institutions	23	74%	29	73%	42	54%
—Public library institutions	2	6%	2	5%	16	21%
—Special institutions	3	10%	4	10%	12	16%
—Governmental institutions	3	10%	5	12%	7	9%

statements and at variance with others.

A 93% increase—to seventy-seven institutions—in the number of institutions for which requests were filled occurred in 1986/87 (Table 3). Clearly evident is the change in the make-up of type of these institutions. While public libraries previously accounted for 5-6% of the institutions Joyner Library served, during this past year public libraries accounted for 21%. Special libraries (i.e., primarily private business libraries) also increased in the percentage distribution of types of libraries requesting material—from 10% to 16%.

Dougherty had forecast that "quicker access to bibliographic data through networks will produce a gradual shift in the traditional interlibrary lending patterns among institutions."[12] The traditional interlibrary lending pattern is summarized by Waldhart: "Except for special libraries, most interlibrary loan transactions occur between libraries of the same type."[13] "While the numbers vary [in studies Waldhart cites], it appears clear that academic and public libraries primarily engage in interlibrary loan activities with libraries of the same type. In contrast, special libraries rely heavily on academic libraries as a primary means for satisfying their interlibrary loan requests."[14]

This past year Joyner Library, as an academic library, has seen rapid initial change in this traditional pattern rather than a gradual shift. The number of public libraries making loan requests is probably even higher given the fact that a number of the regional and county libraries centralize the processing of individual library requests in that region or county.[15] It will be particularly interesting to see what occurs during the current year. Will this dramatic shift towards public libraries continue, and to what extent? Will the proportion of special libraries continue to increase?

The impact of "Selective User" ILL lending is particularly evident when looking at the thirty-seven new institutions in the state having materials lent to them during 1986/87 (Table 4). New institutions are those having no prior interlibrary

Table Talks were successfully implemented for the first time at the 1987 NCLA Conference.

Table 4.
New Institutions and "Selective" Status Institutions

	1985/86		1986/87	
	New	Selective	New	Selective
Total number lent to	11	-	37	31
—Academic	7	-	14	12
—Public	-	-	14	12
—Special	2	-	7	6
—Governmental	2	-	2	1

loan involvement with Joyner Library via the OCLC ILL Subsystem. Thirty-one, or 84%, of those new institutions have "Selective" status in the OCLC ILL Subsystem. This also represents 44% of the total number of North Carolina institutions having active "Selective" status in the OCLC ILL Subsystem. It is interesting to note here that there were the same number of new academic and public libraries requesting materials from Joyner, and that for both of these types the same number have "Selective" status. Here again the numbers for new and "Selective" status public libraries are probably higher since ten of the twelve "Selective" status public libraries are county and regional libraries.

The year before (1985/86) not only was the number of new institutions one-third less, but no libraries involved had "Selective" status for the OCLC ILL Subsystem and there were no new public libraries involved at all.

for the 31 "Selective User" institutions represented 89% of the new institutional lending activity, 16% of the total requests Joyner Library filled in-state, and almost 9% (8.8) of the overall interlibrary lending activity done via the OCLC ILL Subsystem.

In looking at the activity to "Selective Users" by type of library, lending by Joyner Library to public libraries accounted for 41% of this activity, which is 67% more than the number of loans to academic libraries. Thus, even though there were an equal number (12) of new "Selective User" academic and public libraries, the volume of requests filled was predominantly to public libraries. The six "Selective User" special institutions accounted for the second largest volume of requests filled.

When comparing the data on the level of lending activity by type of library for "Selective Users" with the data on the total lending activity by type of library over the past three years, the impact after this initial year of "Selective User" ILL usage is further evident (Table 6). While lending activity to academic libraries does remain, at this point, in predominance, it has the smallest percentage growth (69%) of the four types over the last three years. Without the "Selective Users," lending activity to public libraries would have realized a substantial decrease this past year. As it is, the network's ILL accessibility function

Table 5.
Number of Requests Filled for New and Selective Status Institutions (1986/87)

	Total	Academic	Public	Special	Governmental
New Institutions	356	80	161	105	10
Selective Users	316	78	130	102	6

Data from the June 1987 Monthly Activity Report cumulation also was utilized to determine the extent of lending activity involved with these new institutions, and in particular with the "Selective Users." Table 5 summarizes this. The lending activity involved did account for a sizeable proportion of Joyner's in-state and overall lending during 1986/87. The 316 requests filled

caused a considerable change, with the overall result being a 78% growth in lending activity to public libraries since 1984/85—the second largest among the four types. The advent of ILL accessibility and usage by "Selective Users" had its greatest impact, however, upon lending activity to special libraries (i.e., primarily private business libraries), with a 217% growth over the past three

Table 6.
Number of Requests Filled In-State by Type of Library

	1984/85	% Difference	1985/86	% Difference	1986/87	(% Difference*)	(1986/87)*
Total In-State Requests Filled	1,112		1,531		1,980		(1,664)
—Academic	771	+33%	1,028	+27%	1,303	(+19%)	(1,225)
—Public	202	+52%	307	+17%	359	(-25%)	(229)
—Special	54	-	54	+217%	171	(+28%)	(69)
—Governmental	85	+67%	142	+4%	147	(-1%)	(141)

*Excluding requests filled for the 31 Selective User Institutions

Table 7.
Requests Filled: Originals and Copies

	1984/85	% Difference	1985/86	% Difference	1986/87	(% Difference*)	(1986/87)*
Originals							
Total	1,701	+35%	2,293	+11%	2,556	(+1%)	(2,322)
In-State	845	+40%	1,179	+17%	1,376	(-3%)	(1,142)
Copies							
Total	435	+51%	657	+58%	1,036	(+45%)	(954)
In-State	267	+32%	352	+72%	604	(+48%)	(522)

*Excluding requests filled for the 31 Selective User Institutions

years. It would seem therefore that network access to bibliographic information is supporting more strongly the traditional ILL pattern of special libraries relying heavily on academic libraries, while at the same time producing a rapid shift to the nontraditional pattern of public libraries borrowing from other than public libraries, i.e., from academic libraries. It will be particularly interesting to see what occurs in this and subsequent years regarding the level of lending activity by type of institution. Will this situation after this initial year continue to develop into perhaps a traditional multitype network interlibrary lending pattern? Is this observation at Joyner Library similar to that seen at other academic libraries within the state?

Waldhart observed in his review of interlibrary loan studies that there was evidence supporting a "relationship between the form of material requested and the type of library initiating the request."[16] Since the OCLC Interlibrary Loan Subsystem Monthly Activity Reports do provide a statistical breakdown for requests filled by originals and by copies, this data was compiled for the total number of requests filled within the state by Joyner Library in each of the last three years (Table 7). For this last year, 1986/87, data was further compiled for all the new institutions and for all the "Selective User" institutions by type of library initiating the requests (Table 8).

Of the 316 total requests filled in 1986/87 for "Selective User" institutions, 74% were for original

format materials. Public libraries accounted for 54% of these 234 originals, followed by 29% for academic, 14% for special, and 3% for governmental libraries. Of the 82 copies, 84% were special (i.e., primarily private business) library requests, 12% were academic library requests, and 4% were public library requests. This follows the norm of public library requests being primarily for original book format and special library requests being predominantly for copies, i.e., serials format.

In viewing the breakdown between original format materials and copies for total requests filled and requests filled within the state since 1984/85 (Table 7), the largest percentage growth is in copies—138% for total requests filled and 126% for in-state requests filled. The percentage growth over the past three years for requests filled in original format is not only substantially less than copies, but is also greater for in-state requests filled than for total requests filled, i.e., 63% versus 50%. Thus, while originals still account for approximately 70% of requests filled, whether viewing total or in-state activity, copies as form of material requested are growing significantly faster. Will this situation continue to develop until the spread between copies and originals equals out, since lending activity to special libraries has shown the most significant percentage growth over the past three years? Is the proportion of loans for originals and copies at other academic libraries within the state indicating similar happenings? Tangential to this observation is the

Table 8.
New and Selective Requests Filled:
Originals and Copies (1986/87)

	Total	Academic	Public	Special	Governmental
Originals					
New Institutions	273	70	158	35	10
Selective Users	234	68	127	33	6
Copies					
New Institutions	83	10	3	70	—
Selective Users	82	10	3	69	—

awareness that library management must have of the potential role of telefacsimile in interlibrary loan for copy requests.

Patricia Schuman in her recent article on the myths of networks stated that "fragmentation between types of libraries—academic, school, public, and private—... is still the norm." She acknowledged that the ownership concept is changing for librarians, but stated that "interlibrary loan still accounts for less than two percent of all library circulation."[17]

For Joyner Library, filled interlibrary loan requests (lending and borrowing via the OCLC ILL Subsystem and via the manual mail system) accounted for 3.6% and 3.5% respectively of total circulation activity (excluding reserves) in the last two years. "Commitment, participation, and a willingness to share" are necessary if networks are to become effective mechanisms for moving from an access philosophy to a dissemination philosophy.[18]

Kittle reported on a 1985 California Conference on Networking at which the phrase "resource rape" was taken up as a banner and expounded by net-lender institution conference attendees.[19] The library literature reporting on growth data seems to be in agreement in forecasting that small and medium-sized academic libraries will see their ILL lending activity increase while research libraries will see their lending activity diminish. The concern about net lending activity resulting in one's library not being able to serve its own users, while a possibility, should not be used as an excuse for not disseminating materials to meet immediate information needs elsewhere.

... the ownership concept is changing for librarians ...

If what Joyner Library has experienced within the past year is any indication, the "state of the state" in North Carolina seems to be ripe for utilizing network opportunities coming into existence. The degree and extent of interlibrary lending activity experienced by Joyner Library would seem to indicate that fragmentation is on its way to becoming the exception rather than the norm in the North Carolina Information Network. The ILL staff in Joyner Library, and it would appear in other libraries in North Carolina as well, are aware of the need for and are making interlibrary loan an effective system. "Resource sharing that shows results will bring more dollars, resources, and community recognition but will also bring

more work."[20] Library administrators need to be aware of the enormous impact most likely being felt already in the area of interlibrary loan in their institutions and to plan for resources necessary to support an on-going interlibrary cooperative philosophy.

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11. Four categories were used: academic, public, special, governmental. Academic business, medical and law libraries were considered academic; government medical libraries were considered governmental.

12. Dougherty, 16.

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15. Acknowledgement goes to Pat Guyette, ILL Librarian at Joyner Library, for supplying me with background operational ILL information.

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Starting A Church/Synagogue Library: A Checklist

Janet L. Flowers

There are more church and synagogue libraries in the United States than all academic, public, and special libraries combined.[1] Therefore, librarians in all types of positions may be asked to serve or to guide a volunteer in church librarianship.

Where does one begin? What advice does one give? Although I have been a church librarian for a long time, I only recently realized how naive I was when I accepted this task. As President of the North Carolina Chapter of the Church and Synagogue Library Association in 1986-1987, I talked with beginning church librarians who were getting libraries started and seasoned librarians who were re-establishing or revitalizing them.

These individuals often spoke of the need for crash courses in beginning church librarianship. I have written this article to help meet that need.

Resources Available to Help

Even an experienced librarian may feel overwhelmed by the complexities of managing any small library. Remain calm and make use of the following resources. These can be life-savers for the professional or non-professional volunteer in the church/synagogue library.

Join the Church and Synagogue Library Association

The Church and Synagogue Library Association is a national organization which has just celebrated its twentieth anniversary. It supplies timely and helpful information about how to make church and synagogue libraries more effective. CSLA publishes a bi-monthly newsletter, full of helpful tips and book reviews.[2] In addition, CSLA sponsors an annual conference with workshops, book exhibits, and visits to outstanding libraries in the area. The conference is an excellent opportunity to talk with others involved in the same mission.[3]

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Become Active in the North Carolina Chapter of CSLA

In 1984, several North Carolina members of CSLA formed a local chapter. Since that time, the rapidly growing organization has presented six excellent workshops, including such noteworthy speakers as Doris Betts and Jane Belk Moncure. NC-CSLA also publishes a newsletter for its members.[4] Participation in the chapter is a good way to get help from others facing the same challenges.[5]

Obtain Guides to Providing Library Services

Today there are many more resources available to the neophyte than when I started. One of the major publishers of these useful publications is, of course, CSLA. There are twenty-two guides available from this organization dealing with topics ranging from classification to publicity to standards.[6] In addition, there are a number of substantial monographs which deal with the full range of responsibilities.[7]

Use the Following Checklist for Decision-Making

The church librarian must attend to many details when starting or revitalizing a library. This checklist highlights the major decisions to make and points to resources with useful information for making and carrying out the decisions.

1. *Write a Goals Statement for the Library*

One goal will be to help church/synagogue members understand their faith and grow spiritually. The library can also help the church/synagogue improve its programs in areas such as mission, education, stewardship, religious education, and evangelism. It can provide resources which give background on theology, doctrines, denominational history, and teaching methodologies.

Each congregation is unique and your goals should reflect your local situation. What are you hoping to accomplish? Who are you planning to serve? Is the library for the parents of the children who come to the day care center in your educational wing? In what ways will you be serv-

ing? Careful consideration of these areas will help you determine what your goals are. Write them down!

2. *Recruit a Library Committee*

This group will have much work to do at the beginning and as the library grows. Careful selection of the members is necessary. You will need to look for volunteers with clerical, artistic, and organizational skills. These skills will be needed for processing the materials, for preparing bulletin boards, and for getting the work done. Of course, you will want volunteers who are enthusiastic and dedicated, whatever their skills![8]

3. *Select a Location for the Library*

Try to locate the library where there is a natural traffic flow so that church/synagogue members cannot miss it. The library will also need an adjacent work area for the processing of materials for the collection. If these features are not possible, at least try to obtain a well-lighted room which looks inviting.

4. *Prepare a Budget and Seek Financial Support*

The budget for a church or synagogue library is usually very limited. You must be very careful, especially as you begin a collection, to include the invisible items which might not be quite as obvious to the budget committee. In addition to books, the library will need supplies (e.g., catalog cards, book labels, promotional aids) and furniture (e.g., card catalog, shelving). Be certain to include these in your budget request.[9]

5. *Develop Selection Policies*

Selection policies indicate questions such as who can make selection decisions, who must approve purchases, and how to handle recommendations not accepted.

Think carefully about the users you will be serving. What are their interests, needs, and educational levels? What other resources are available to supply the needs identified? (One particularly thorny issue is the collection of fiction. Should your library compete with the local public library and if so, to what extent?) The policies should state the types of material collected and the criteria for the choice as well as the types of material *not* collected and why not. In addition, you should attempt to formulate an ideal composition of the collection, i.e., what per cent will be devotional material or biography.[10]

6. *Develop Ways to Identify Materials to Collect*

There are many ways to find out about current religious titles appropriate for the collection.
- Read your denominational publications for references to appropriate materials.
- Write to religious publishers and request that

they put you on their mailing lists.
- Ask for recommendations from the church/synagogue staff.
- Visit other church/synagogue libraries in your area and see what they have on their shelves.
- Use a standard booklist to begin a core collection.
- Browse in bookstores looking for titles which seem appropriate.
- Attend NC-CSLA workshops and browse through the displays from local religious bookstores.

There are more church and synagogue libraries in the United States than all academic, public, and special libraries combined.

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7. *Establish a Purchase Process*

After identifying the titles you wish to purchase, prepare a method by which you will keep track of your purchases. To find useful sources, ask local librarians where they purchase materials for their collections. Many bookstores, in addition to giving a discount, will allow church/synagogue libraries to set up an account. You should make careful written arrangements with all of your sources including bookstores, publishers, and wholesalers.

8. *Decide What the Service Policies Will Be*

Decide what hours the library will be open and if there will be staff present. You will also need to decide about circulation policies including the borrowing period, renewal option, and whether to charge fines, and, if so, how much.

9. *Choose a Classification System*

As the classification needs of your library will depend directly upon the nature and size of your collection, this is a decision which should not be taken lightly. In general, however, for a collection of this type, simplicity and adherence to an established system (e.g., Dewey Decimal) is advisable. Whatever you choose, continue to use it as a standard when assigning classifications.[11]

10. *Determine the Subject Headings You Will Use*

Determine how extensive the subject headings should be, based upon your users' needs. It is, of course, important to maintain a subject headings list to ensure uniformity.[12]

11. *Prepare a "Processing Manual"*

Prepare a manual which gives detailed instructions regarding the physical processing of

the materials. This includes matters such as establishing ownership, typing the catalog cards, preparing the book card and pocket, shelving books, and filing cards. It should be a step by step guide which a volunteer can easily follow.

12. *Develop a Gifts Policy*

Donated books can be a rich source for building the collection quickly. There are, however, pitfalls which you should avoid. One is the acceptance of conditions from the donor along with the material. A second is offending the donor by your decision to discard rather than add the gift. A third is annoying the donor who wishes to receive an evaluation for tax purposes.

You can manage these pitfalls through the following practices. Always rely upon your selection policy when evaluating potential gifts. Know what you want for the collection; refuse to add inappropriate titles. Be certain that the donor and you have a clear understanding regarding the disposition of the materials. It is important to determine the donor's wishes regarding his gift. It is also important to state the library's position. You should make it clear that you are unable to evaluate the material because of the tax laws. On the other hand, you should suggest an appraiser if the gift is substantial.

To show appreciation, acknowledge the receipt of the gift promptly. In addition, keep careful records of all donations, whether materials or money. Honor the donor by using a book plate, maintaining a donor list, announcing the gift in the newsletter, or displaying gifts. In time, you can help your congregation understand the library's needs and the ways in which they can contribute to its success.

13. *Publicize What the Library Has to Offer*

Your work has only begun when the library is established. Then comes the exciting opportunity to see your investment grow. There are many ways the use of the library can be nurtured. These include story hours, book reviews, visits to classes, tours, bibliographies, and attractive bulletin boards. There are many publications available which make publicity easier.

Conclusion

One can easily see from the above list that there are many decisions which must be made to set up the church/synagogue library. On the other hand, many aids—bibliographic information, guidebooks, and human resources—are available to assist those willing to accept the challenge. This checklist highlights the major decisions to make. The references point to some resources helpful in making and implementing those decisions.

References

1. For a history of Jewish, Catholic and Protestant libraries and religious library associations in the United States, see *Church and Synagogue Libraries* edited by John F. Harvey (Metuchen, NJ: Scarecrow Press, 1980).
2. The address for the Church and Synagogue Library Association is POB 19357, Portland, Oregon 97219. Contact that office for information regarding membership and publications.
3. Several members of the North Carolina chapter attended the twentieth annual conference, "Congregational Libraries: Keystone of Ministry" in June 1987. They reported that it was well organized, educational, and inspirational.
4. Some of the workshop topics thus far are storytelling, book selection, archives, and cataloging of books and audio-visual materials. The fall 1987 workshop will emphasize the beginning steps in establishing a church/synagogue library, including policy statements and financial planning.
5. The 1987-88 treasurer for NC-CSLA is Helen Peacock. Her address is POB 1023, Chapel Hill, NC 27514. Contact her for membership information.
6. The guides, which range in size from eight to sixty-four pages, currently cost between two and five dollars. They are well worth purchasing because they contain concise information understandable to volunteers not trained as librarians.
7. Two more substantial monographs which are useful to beginning church/synagogue librarians are *How to Organize Your Church Library and Resource Center* by Mary L. Hammack (Valley Forge: Judson Press, 1985) and *The Church Librarian's Handbook* by Betty McMichael (Grand Rapids: Baker Book House, 1984.)
8. For a helpful guide to recruiting and using volunteers, see *How to Mobilize Church Volunteers* by Marlene Wilson (Minneapolis: Augsburg, 1983).
9. The CSLA guide, *The ABC's of Financing the Church and Synagogue Library: Acquiring Funds, Budgeting, Cash Accounting* by Claudia Hannaford, covers the basics in a clear manner. (Bryn Mawr: Church and Synagogue Library Association, 1985).
10. To find out how to decide what materials to collect and where to find them, consult *Selecting Library Materials* by Arthur W. Swarthout (Bryn Mawr: Church and Synagogue Library Association, 1986).
11. *The Church Librarian's Handbook* (cited earlier) describes the considerations in choosing a classification scheme. It also contains an appendix which lists numbers selected from the 18th edition of the Dewey Decimal System.
12. *The Church Librarian's Handbook* addresses the issue of subject headings. Ms. McMichael also includes a list of subject headings which she has found useful.

North Carolina Books

Robert Anthony, Compiler

Jill McCorkle. *Tending to Virginia*. Chapel Hill: Algonquin Books of Chapel Hill, 1987. 312 pp. $15.95. ISBN 0-912697-65-2.

The complex network of familial relationships in the time-honored, rural South enables most folks with any local roots to claim kinship with most everyone else there. This is especially true for small communities, and the drawbacks for the uninitiated can be disconcerting, if not terribly embarrassing. Any parvenu (resident for less than twenty-five years or so) who casts personal aspersions in front of witnesses will undoubtedly slur the character of someone's cousin—imagined or otherwise—and thus make his own life difficult for the next few years.

McCorkle draws upon this familial ethos in her third book, *Tending to Virginia*, which delves into the interpersonal relationships of several families from Saxapaw, North Carolina, who descend laterally from a common set of great-grandparents. The modern-day protagonist of this matriarchal search for self and family, Virginia Turner (named for the great-grandmother), becomes insecure, lonely, and homesick while in the doldrums of eighth-month pregnancy at age twenty-eight (" 'You are about the biggest knocked-up girl I've ever seen' "). One particular day, when her previously wed husband leaves the house as usual, Virginia's mind and, finally, her swollen body, begin to rove. Having been raised within the boundaries of family tradition and control and greatly attached to her grandmother Emily ("Gram"), Virginia goes "home" for comfort. She even contemplates leaving her husband because he wants to move to Richmond away from her family. Experiencing a bout of toxemia in the heat, however, and later the effects of a violent storm, she stays at Gram's small duplex, surrounded by all sorts of female relations (first cousin once removed, second cousin, mother, grandmother, great-aunt) connected both by blood and love. In this insular environment, one or the other of these likable women always verges on the slightly hysterical and two are half-senile anyway, so conversation never lags.

As the women talk over past family history, secrets emerge, delusions disappear, and important self-concepts grow, alter, and foster each other. Gram advises Virginia to "know when to let go a little, let go and just leave it there behind you and then go make yourself a plate of biscuits and bleach them shirts of your husband's just as white as they can get and then just let go a little." By the end of the book, illness and storm past, constructive changes have taken place in several lives and Virginia's discontent dissipates. Male characters, though important to the women, remain incidental to the story.

While the thought-provoking, personal nature of the narrative, abundance of dialogue, and sparsity of plot as such make this a basically slow-moving presentation, McCorkle as omniscient author/narrator constantly enlivens the atmosphere with perceptive wit and gritty humor. Not all attempts at cuteness prevail, but the comic effects of eccentricity and ingenuousness remain. The women, for instance, greet the senile remarks of their elders with equanimity or wry amusement ("True Confessions in the Twilight Zone"), so their very lack of response adds to the humor. McCorkle also intersperses short, quick incomplete sentences with lengthy, more ponderous run-on sentences, and pairs incisive or off-the-wall remarks with serious thought in order to vary the style. The final achievement, then, demands and rewards close attention.

Happy New Year

As a well-constructed and imaginatively conceived work by a native North Carolinian recently transplanted to Boston, *Tending to Virginia* belongs in all North Carolina public libraries. Lighter on plot than the "mystery" novel *July 7th* and more introspective than the coming-of-age novel *The Cheerleader*, this serious and realistic work reveals yet another expression of the author's belief in the individual.

Rex E. Klett, Anson County Library

Barbara G. Hallowell, with illustrations by Aline Hansens. *Cabin, A Mountain Adventure*. Boone: Appalachian Consortium Press, 1986. 253 pp. $9.95. ISBN 0-913239-42-9.

When her husband was transferred, Barbara Hallowell and her family moved from urban New Jersey to rural western North Carolina. To make the move more palatable to the kids, they promised to buy a large old farmhouse with a mountain view. When the real estate market didn't offer such a house, they settled for a comfortable family home in town to be supplemented by a plot of land in the nearby mountains. The forty-acre farm they finally found came with an old log cabin and a family and a history—the memory of the Nelson family.

The cabin had been built by George Nelson, a remarkable craftsman, in the early years of the twentieth century. Gradually, as the Hallowells learned more of the family and the sturdy old cabin, the family and the cabin, rather than the land, became their focus. With untiring energy the Hallowells worked to find an architect or builder who would share their dream of restoring the cabin to its original condition, with minor modifications in deference to housing codes and such "luxuries" as indoor plumbing.

Hallowell is the author of a nature handbook and writes a weekly nature column with her husband. Her interests, knowledge and sensibilities show throughout the book. She is constantly concerned about the preservation of small wildflowers and trees and, predictably, loses many of these battles to insensitive front-loader tires, well diggers, septic tank digging backhoes, and bulldozers. She is delighted with skinks and snakes and frogs, but can't keep the workmen from smashing the life out of all the creatures they encounter.

This book is, in part, the story of the conflict of culture. The sensitive, environmentally concerned, hurried easterner is defeated by the attitudes of the mountain people. But Barbara Hallowell never loses, for she continues to love all the insignificant small creatures and lovely plants in their natural settings; and, as low as she must feel from time to time from her setbacks, she never stops appreciating the sunset, her family, or even the people whose mountain ways she is trying to understand.

The central theme of the book is the cabin and the work that the family, friends, and hired workmen do to clean up the grounds, dismantle the cabin, reduce it to the great handhewn logs that are its basic structure, prepare the foundation, and rebuild it. Woven into this diary of days and weeks of small and major tasks are stories about the way the Nelsons lived in it which the Hallowells learned from many visits with children, grandchildren, and neighbors.

As Barbara and her husband celebrate the finished cabin with the first extended overnight stay, they are alone. The children are now in college and gone. Their project has so infused them with respect for the people who first built and lived in the cabin that they automatically adopt simplicity as the right lifestyle. Their first meal and all subsequent meals during the dark hours are lighted only by the fire in the fireplace and one candle.

The reader who appreciates this book will probably want to read it twice, or three times. There is a lot of wisdom to be gathered here—love of the outdoors, appreciation for simple pleasures, satisfaction in hard work, and, above all, Barbara Hallowell's unfailing optimistic vision.

David C. Taylor, University of North Carolina at Chapel Hill

Candace Flynt. *Mother Love*. New York: Farrar Straus Giroux, 1987. 342 pp. $17.95. ISBN 0-374-21374-7.

On Christmas Day in a cemetery near Greensboro three sisters gather at their mother's grave. As is their ritual, one sister volunteers to tell a story about Mother. Setting the tone for this story and the ones that follow, Katherine, the oldest, declares:

> "We're her daughters. If we're going to spend time remembering, we should remember her for how she was. She was a pain in the ass."

The parent who inspired such strong feeling emerges as a complex woman as the memories of her daughters unfold in Candace Flynt's novel, *Mother Love*. Mother was beautiful, sensual, passionate, on occasion thoughtful and loving, but also manipulative, unpredictable and cruel, an

alcoholic driven to self-destructive behavior. So powerful a force was she in her daughters' lives that her hold on them continues after her death. What had she meant in her last words to her daughters? Had she really loved their father or even her second husband, Max? What made her seem to love and hate her children at the same time?

In her third novel, author Candace Flynt explores this love-hate relationship between a mother and her daughters. The novel is a convincing psychological portrait which delves into the conflicts these women face in their relationships with each other and in their feelings about themselves. The point of view rotates among the three sisters as the narration goes back in time and then moves into the present.

In turn we learn more about all of these women as they reminisce about the past and as they make difficult choices and forge their own identities in the present. Katherine, an older and wiser version of Mother, must deal with her reluctance to have children, fearing that she might smother and eventually destroy them with too much love. Though happily married, she is further confronted with crisis when she finds herself falling in love with her literature professor and considering divorce. Just then, her sister Jude abandons her and moves to Chapel Hill.

Jude, the spunky middle sister, is a teacher coping with life as the divorced mother of two toddlers. Faced with the loss of the secure world she had sought in marriage, she seeks to find her own independence.

Louise, the youngest sister, resents the closeness of her sisters and their interference in her life, yet depends on them to make decisions for her. Without their insistence she never would have stayed in college, studied in Paris, or broken up with Billy, her high school sweetheart. She grows to have the confidence to make her own decisions and to accept responsibility for them.

Mother Love is realistic in terms of its setting in modern day Greensboro and Chapel Hill and its character development. Women, especially those with sisters, will identify with these contemporary siblings. Most readers will find themselves sympathetic to the characters and caught up in their struggles. Particularly moving is the affirmation of the sisters' love for their mother and for each other in the final scene. The novel is also funny in parts. One of the most humorous scenes involves a mixer for singles in Chapel Hill known as the "People Sampler."

Candace Flynt is a skillful writer who possesses keen insight into human behavior and rela-

tionships. Her two earlier novels, *Chasing Dad* and *Sins of Omission*, have contributed to recognition of the Greensboro native as one of the talented groups of contemporary North Carolina writers. *Mother Love* further enhances this reputation, and it deserves a place in the collections of public and academic libraries.

Gloria Colvin, Duke University

Peter W. Hairston. *The Cooleemee Plantation and Its People.* Lexington: Davidson County Community College, 1986. 154 pp. $29.95 plus $3.00 postage and tax. ISBN 0-89459-246-7.

A prolific writer of articles and reviews, Peter Wilson Hairston, attorney, state representative, and superior court judge, devotes his first book to the subject he surely knows best—his family and Cooleemee Plantation, his Davie County home. Although Judge Hairston traces the history of his family in *The Cooleemee Plantation and Its People* from their origins in America to the present day, the lives of the first Peter Wilson Hairston as builder of the present plantation house and his two wives, Columbia Lafayette Stuart and Fanny McCoy Caldwell, are the heart of this attractive volume. Establishing themselves in piedmont Virginia, the Hairston family expanded their extensive landholdings into Stokes County, North Carolina. In 1817 Peter Hairston bought Cooleemee, a plantation of 2500 acres on the Yadkin River in what later became Davie County, from Gen. Jesse A. Pearson whose father, Richmond Pearson, had built up the plantation by consolidating neighboring tracts of land. The plantation remains in the Hairston family to the present day.

Although the claim that it was piedmont North Carolina's largest plantation is open to debate, Cooleemee is worthy of its designation as a National Historic Landmark. The plantation house is one of the architectual gems of the state. Judge Hairston's sentimental account of the history of the plantation as told by the lives of his ancestors and their servants is an interesting story and generally makes for good reading. To a considerable extent the author allows the protagonists to tell their own story through the inclusion of original letters and the Civil War diary of Peter Wilson Hairston. This is an excellent device, but the author admits in the preface that his selection of original source materials depended largely on what was legible and readily available. Judge Hairston also fails to state and adhere to a consistent editorial method for the transcriptions of these original materials. Diary entries appear

to be literal transcriptions in that spelling, capitalization, and punctuation are preserved as written. This does not appear to be the case with most of the letters. Although a comprehensive bibliography lists original source material from the Southern Historical Collection at Chapel Hill and Hairston family papers in private hands, the author fails to cite in notes any sources for a text liberally seasoned with family traditions or for any of the original letters. These sins of omission damage the credibility of the book as a historical source.

An alphabetical roster of slaves published as an appendix attempts to trace the lives of individual slaves through their appearance on various slave lists. This is an important genealogical tool for blacks having roots at Cooleemee, but the book again neglects to mention the source of these original records. *Cooleemee Plantation* provides valuable information and engaging anecdotes about certain black families with ties to the plantation, but Hairston constricts his focus on blacks to their interaction with the white family. Although Hairston makes the interesting observation that no former Hairston slave owned land in Davie County until 1887, he attempts no analysis of slavery at Cooleemee apart from his assertation that the slaves were well treated.

The volume is amply illustrated with attractive and interesting black and white photographs, and a brief but adequate index provides easy reference. A genealogical chart would have alleviated confusion for readers unfamiliar with the complex network of Hairston family relationships.

School libraries and libraries with genealogical collections will find *The Cooleemee Plantation and Its People* a valuable addition. Copies may be ordered from the Learning Resources Center, Davidson County Community College, Post Office Box 1287, Lexington, N.C. 27293-1287.

James O. Sorrell, North Carolina Division of Archives and History

Clyde Edgerton. *Walking Across Egypt.* Chapel Hill: Algonquin Books of Chapel Hill, 1987. 217 pp. $14.95. ISBN 0-912697-51-2.

Clyde Edgerton has once again created a novel sure to capture the hearts of Southern readers. As surely as his first effort, *Raney*, brought smiles and exclamations of recognition for the characters and comfortable North Carolina speech patterns, *Walking Across Egypt* transports readers to the gentle, slow-moving town of Listre, where Mattie Rigsbee and her neighbors and kin are folks we all knew back home.

Seventy-eight-year-old Mattie is "slowing down," as she never misses an opportunity to mention, although this is hardly evidenced by her numerous church activities, cleaning efforts, and the lovingly detailed country meals she throws together three times a day. Mattie also finds time for outings with her sister to the funeral parlor, where they are served chocolate cake while they attempt to select appropriate caskets for themselves, and for worrying endlessly about her unmarried son and daughter, who she fears will never produce any grandchildren to continue the Rigsbee line. Mattie's one vice (to her mind) is her daily habit of tuning in to her favorite soap opera before washing her lunch dishes. When disaster strikes one afternoon, as Mattie becomes lodged in a chair with no bottom, she is less concerned with getting herself out of the chair than she is horrified at the thought of her neighbors discovering her dirty dishes in the sink. When the dogcatcher arrives to rescue Mattie from her predicament, life begins to get complicated at Mattie's house. Mattie's determination to help the dogcatcher's nephew Wesley, currently in residence at the juvenile detention center, sets in motion a series of events that appall Mattie's children, shock her fellow parishioners at the Free Will Baptist Church, but never shake Mattie's resolution to minister to "the least of these my brethren." It is little wonder that Wesley hopes fervently that Mattie is his long-lost grandmother.

Clyde Edgerton's novels are not full of action; nor are they teeming with emotion and drama. The appeal of these small treasures lies in the unaffected goodness, the wide-eyed innocence and trust, the earnest, sincere day-to-day faith displayed by characters so true and unexaggerated that one never for a moment feels that these people are fictional. *Walking Across Egypt* is impossible to read without a few quiet chuckles. Don't try to explain it to someone who has never experienced Clyde Edgerton—but mention it to another devotee, and enjoy sharing the delight.

Julie Coleman, Forsyth County Public Library

Charles G. Zug III. *Turners and Burners: The Folk Potters of North Carolina.* (The Fred W. Morrison Series in Southern Studies). Chapel Hill: University of North Carolina Press, 1986. 450 pp. $39.95. ISBN 0-8078-1704-X.

Charles G. (Terry) Zug III, associate professor of folklore and English at the University of North

Carolina at Chapel Hill, whose interest in North Carolina pottery began in 1969, has been documenting pottery traditions and their survival since 1974. His publications include *Five North Carolina Folk Artists* and *The Traditional Pottery of North Carolina*.

For his most recent book, **Turners and Burners**, Zug employed the highly rewarding interdisciplinary research methodology typical of a folklorist. He utilized not only numerous published and manuscript sources, including genealogical and census records, but also traveled across the state locating sites of early potteries and recording both extant wares and shards in waste dumps and old, discarded equipment. Zug's most valuable and interesting contribution, which chronicle the traditions and fortunes of North Carolina's potteries, are some eighty tape-recorded interviews with the individual potters, their families, and their descendants.

The accumulated material is divided into three chapters dealing with history, technology, and culture. In the first, Zug focuses on the early highly decorated earthenware of the Moravians in the Salem area, the salt-glazed stoneware of the English potters in the eastern Piedmont, and the tradition of alkaline glazes typical of the potters of German origin, who settled in the western Piedmont in Catawba County.

The chapter includes a list and genealogies of families whose potteries remained active for many decades. Two of the families, the Cravens and the Coles, have sustained the family tradition for nine generations. The key to the survival of the traditional potter was his ability to adapt to changing technology, taste, and marketing techniques. Potteries operated by the Auman, Cole, Owens, Teague, and Brown families still flourish in the region, along with Burlon Craig, whom Zug considers the last folk potter in the state.

The second chapter, on technology, concerns materials and techniques—clays, turning, glazes, and burning. The text is illustrated with diagrams and photographs of shops, mills and kilns, wheels and tools, and pots in glazing, firing, or finished state. The variations in clay mixtures, equipment used, and procedures seem unlimited. Burlon Craig explains: "There is [sic] no set rules. If you come to think about it, there's no set rules to none of this stuff when it comes to pottery ... You just about have to work it out to your conditions the way you want, the way it'll work best."

In the last chapter, Zug brings together several other aspects of the craft: education of the folk potter, pottery as business, the various types of pots and other wares produced. He explains the forces that caused the decline of the folk tradition after 1900, as well as the influences responsible for its subsequent revival during the 1920s and 1930s. Zug notes that while the folklorists may lament the passing of old ways, the potters had to develop a new tradition in order to survive. In North Carolina, the pottery industry is alive and successful because product, technology, and marketing are deeply rooted in the old folk pottery and have adjusted to contemporary American tastes and needs.

Turners and Burners will be an important addition to the literature on North Carolina pottery in academic and public libraries. Well organized and well researched, it is a lively and eminently readable account of the craft and the craftsmen. While there are no set rules for writing a book on pottery, Terry Zug worked it out, like Burlon Craig, turning and burning, the way it worked best.

Anna Dvorak, North Carolina Museum of Art

Earl Black and Merle Black. *Politics and Society in the South*. Cambridge, Mass.: Harvard University Press, 1987. 363 pp. $25.00. ISBN 0-674-68958-5.

Twin brothers Earl and Merle Black both teach political science, Earl at the University of South Carolina at Columbia and Merle at the University of North Carolina at Chapel Hill. With their important new study of forces shaping contemporary politics in the American South, they rightfully can be seen as the leading scholars in their specialty. V. O. Key's *Southern Politics in State and Nation*, since its publication in 1949, has been widely recognized as the authoritative study of the subject. The Blacks's volume stands to take its place as the standard guide to politics in the South, much changed two generations post-Key.

Like Key, the present authors define the South as the eleven former Confederate states. Key's South was the "old politics," basically one-party, Democratic rule with racism accepted as one of its conventions. Since mid-century, the region has undergone a transformation with a resurgent Republican party and a whole body of newly enfranchised black voters. Yet, just as things change, they stay the same. Both parties, to have any hope of success, by necessity must maintain roots in the South's conservative bedrock. Statewide elections, on the whole, still serve to determine which segment of the white middle class will rule.

The authors write of "altered race relations,

rapid socioeconomic and demographic change, and expansion of the electorate," and conclude that the South today is "more similar to the rest of the nation than ever before in its history." On the other hand, they recognize that the effects of northernization have not been complete. While the migration of white northerners to the region has been strong in a few counties, most areas have remained resistant to the trend. This fact is strikingly demonstated in a detailed map showing percentage breakdowns by county. The maps, based on census figures, polling results, and analyses of election returns, are one of the book's most attractive and useful features.

The chief problems with the study are style and readability. In concocting their broad synthesis, the authors too often overlooked the telling detail or anecdote. Southerners have always had an affinity for a good story. Practitioners of the "old politics" recognized this and played to their audiences with "vivid, picturesque, boisterous" speeches and campaigns. The modern style is "tepid stuff indeed," according to the authors, who might well be subject to the same charge. Nonetheless, as a resource and reference, their book is unlikely to be surpassed, and academic and larger public libraries will want to add it to their collections.

Michael Hill, North Carolina Division of Archives and History

Other Publications of Interest

Fans of "The Andy Griffith Show," the enormously popular CBS-TV series that appeared from 1960 to 1968 and which continues to draw a large audience when rebroadcast, will be delighted with *Mayberry, My Hometown: The Ultimate Guidebook to America's Favorite TV Small Town*. Author Stephen J. Spignesi offers a 4,000-entry encyclopedia of the show, identifying characters, places, songs, episode titles, slang terms, and other trivia relating to this fictional Tar Heel town. Photographs, maps, a Mayberry quiz, and the author's personal picks as the ten best episodes are several of the other features included. Public libraries in particular will want to consider adding this title to their collections. (Pierian Press, P.O. Box 1808, Ann Arbor, Mich. 48106. $29.50. ISBN 0-87650-211-7).

Public libraries and libraries with North Caroliniana collections will also find useful *A Directory to North Carolina's Natural Areas* by Charles E. Roe. Information on 108 natural areas in the state is provided, with location, size, physical description, property owner, access routes,

and current management given. The areas, divided by region (mountain, piedmont, coastal plain, and barrier islands and sounds), include state parks, wildlife refuges, forests, wetlands, islands, mountains, and other notable natural habitats and ecosystems. (North Carolina Natural Heritage Foundation, P.O. Box 11105, Raleigh, N.C. 27604. $5.00).

The Society of North Carolina Archivists has recently released *Archival and Manuscript Repositories in North Carolina: A Directory*, a helpful guide to 125 institutions involved in the preservation and use of archival and manuscripts resources. Institutions surveyed include academic, public, and special libraries; public and private manuscript repositories; local historical societies and museums; and various miscellaneous agencies. For each institution, address, telephone number, hours of operation, summary of holdings, copying service availability, staff size, and other data are given. Such information is useful to patrons planning visits or correspondence inquiries and makes the directory especially appropriate for academic and public libraries. (Society of North Carolina Archivists, P.O. Box 20448, Raleigh, N.C. 27619. $10.00 for SNCA members, $12.00 for non-members, plus $2.00 postage and handling).

Two new titles in America's Four Hundredth Anniversay Committee's outstanding publication series are *Backgrounds and Preparations for the Roanoke Voyages, 1584-1590* by John L. Humber and *Spain and the Roanoke Voyages* by Paul E. Hoffman. Both are attractive, well-written accounts of special aspects of England's first significant attempt to colonize North America and would be appropriate in school, public, and academic libraries with North Carolina collections. They can be ordered from the Historical Publications Section, Division of Archives and History, 109 East Jones Street, Raleigh,N.C. 27611. (*Backgrounds*: $6.00, plus $1.50 postage and handling. ISBN 0-86526-208-6; *Spain*: $5.00, plus $1.00 postage and handling. ISBN 0-86526-209-8).

NCLA Conference:
Reports of Meetings

Report of the Documents Section meeting,
NCLA Biennial Conference, Oct. 30, 1987,
Winston-Salem, N.C.

Theme: State Documents Showcase

The meeting focused on the new North Carolina Documents Depository Act (ch. 771, 1987 Session Laws) that was enacted in August 1987. Pat Langelier, Chair of the Depository System Committee, thanked Jane Williams, the State Librarian, for her support in obtaining LSCA funds to conduct a study of the scope of government publishing and a survey of the interest of libraries in becoming depositories. Pat stated that the Depository Systems Committee would remain in operation as an unofficial advisory committee and as a means to develop a continuing education network, especially among school and public librarians.

Jane Williams, the State Librarian, reported that the Division of State Library is currently defining the job duties and other aspects of carrying out the law, including document delivery, transmission of documents in electronic format, establishing contacts with state agencies, and duplicating documents for distribution to depositories. No depositories have been designated yet, although libraries interested in applying for depository status should write to David Bevan at the State Library.

The last speaker, Eileen McGrath (North Carolina Collection, UNC-CH), stated that state agencies publish more than documents of interest only to themselves. She enumerated five areas in which state agencies publish material of interest to the public: business, education, family life, leisure activities, and government activities.

Ridley Kessler, the Regional Depository Librarian, has been appointed to a two-year term on the Depository Library Council to the Public Printer. He encouraged us to bring our concerns about GPO, the depository system, or other library-related Federal government matters to him to bring before the Depository Library Council (DLC). The spring DLC meeting will be in Charleston, S.C., and he would like to see a large turnout from North Carolina.

Michael Cotter, J. Y. Joyner Library, East Carolina University.

Round Table on Ethnic Minority Concerns
Biennial Conference Summary

The programs sponsored by REMCo at the Biennial Conference in Winston-Salem were extremely successful and well received by librarians attending the sessions.

Maya Angelou, speaker at the Opening Session on Wednesday, October 28, was enthusiastically received by a capacity crowd. Her message dealing with the importance of Black literature was highlighted with poetry and song and spiced with anecdotes of her life. The program was sponsored by REMCo, the Round Table on the Status of Women in Librarianship, the Public Library Section, and partially funded by the Library Services and Construction Act.

On Thursday, October 29, REMCo sponsored a session entitled "Ethno-cultural Minorities: Developing Library Services and Intercultural Communication Services." The speakers for the session were Beverly Lancaster, Coordinator of the English as a Second Language Program (ESL), Winston-Salem/Forsyth County Schools and Lee Krieger, Director of the N.C. Foreign Language Center. Ms. Lancaster described the programs available to language minority students in the Forsyth County Public Schools, and Mr. Krieger described the collections and services of the N.C. Foreign Language Center. Both presentations provided librarians with ideas and resources for serving minority language populations.

Members of REMCo participated in several Talk Tables on Friday, October 30. The Talk Tables provided participants the opportunity to discuss specific library topics in a small group. Sessions on "Wooing Professional Minority Job Candidates," "Library Service to Low Income Populations," and "Closing the Missing Link: African American Genealogy" were the subjects of Talk Tables manned by REMCo members.

The 1987-89 Executive Board of REMCo was elected at the business meeting of the group on October 28, 1987. The officers are as follows:

Chair:	Geneva B. Chavis
	Dean, Learning Resources
	Nash Technical College
Vice Chair/ Chair-Elect:	Renee F. Stiff
	Documents Librarian
	North Carolina Central University
Director:	Linda Simmons-Henry
	Circulation Librarian
	St. Augustine's College
Director of Technical Services	James Jarrell
	Acquisition Librarian
	N.C. A&T State University

JMRT: "A Sample of NCLA"

The Junior Members Round Table presented a program on Wednesday, October 28, at 3:30 p.m. aimed toward first time conference attendees. Laura Osegueda, chairman-elect of JMRT, presided over the program. Talks were made by Mary McAfee, chairman of the Round Table on the Status of Women in Librarianship, and Rebecca Taylor, chairman of the Children's Services Section. Information about programs and activities at the conference and how to become an active member of NCLA was presented.

The JMRT/B&T Grassroots Grant was presented to Jill Gregory, a NCCU student and librarian with Harnett County Schools. The award, which consists of a plaque and a check for $250, was presented by Melanie Collins of JMRT and Jane Matusak of The Baker & Taylor Companies.

The JMRT Young Librarian Award was presented to Susan Speer of ECU's Health Sciences Library by Judi Bugniazet. The award recognizes a young librarian who is making outstanding

contributions to the library profession and includes a plaque and a $25 check.

During the JMRT Business Meeting the officers for the upcoming biennial were introduced:

Laura Osegueda, Chairman
Melanie Collins, Vice Chairman/Chairman-Elect
Gail Neely, Secretary
Dorothy Davis, Director of Information
Judi Bugniazet, Director of Programming

JMRT also had a booth at the conference and awarded a "Friendly Booth Award" to COMEX.

College and University Section

The College and University Section program had as program speaker Dr. Joanne R. Euster, director of libraries at Rutgers and current president of the Association of College and Research Libraries. She is highly regarded for her leadership in the areas of collection development, improvement of programs and services, management systems and personnel policy, and public relations.

Dr. Euster spoke on research libraries, "Creative Leadership in Academic Libraries: Everybody's Responsibility." She stated at the beginning that creative leadership is everybody's responsibility and emphasized the following points: the seriously perceived image of leadership; stress and pressure in higher education; library information and technology; and human expectation. As librarians we must continue to meet faculty research needs for traditional services. Research differs between leadership and management. You can have management without leadership; however, one must have management for leadership. Throughout her discussion she shared three books for our consideration: (1) *The Closing of the American Mind* by Bloom, (2) *The Economics of the Research Library* by Cummings, and (3) *The Knowledge Executive* by Cleveland.

Clarence Toomer

Reference and Adult Services Section

"Do We Serve Patrons or Customers?" Fred Goodman and Matthew Lesko responded to that topic for a standing room only audience during the RASS program on Thursday morning.

Fred Goodman, president and CEO of Porta Structures, challenged the audience with the question, "What does marketing have to do with libraries?" His answer—it means the difference between our success and failure. According to Goodman, librarians are in the people business as well as the information business. And that means marketing. We've been guilty of selling our services—trying to convince library users that they want what we have; when marketing, creating services tailored to the needs and desires of potential library users, would draw a larger clientele. "Good-by patrons, hello customers!"

Matthew Lesko, the fast-paced and flamboyant president of Information USA, exhorted reference librarians to shake off the dust of tradition and exploit the universe of free, non-traditional sources that are no more than seven phone calls away.— "Quit buying books and increase the phone budget!" Mr. Lesko repeatedly asked the audience, "Why am I making money selling what you can give away?" He insisted it's because society's winners are taking advantage of non-traditional access to information. Mr. Lesko accused librarians of getting hung up on process, ignoring people and their problems. His advice—"Get out into the community."

Ilene Nelson

Instructions for the Preparation of Manuscripts for *North Carolina Libraries*

1. *North Carolina Libraries* seeks to publish articles, book reviews, and news of professional interest to librarians in North Carolina. Articles need not be of a scholarly nature, but they should address professional concerns of the library community in the state.
2. Manuscripts should be directed to Frances B. Bradburn, Editor, *North Carolina Libraries*, Central Regional Education Center, Gateway Plaza, 2431 Crabtree Boulevard, Raleigh, N.C. 27604.
3. Manuscripts should be submitted in triplicate on plain white paper measuring 8½" x 11".
4. Manuscripts must be double-spaced (text, references, and footnotes). Manuscripts should be typed on sixty-space lines, twenty-five lines to a page. The beginnings of paragraphs should be indented eight spaces. Lengthy quotes should be avoided. When used, they should be indented on both margins.
5. The name, position, and professional address of the author should appear in the bottom left-hand corner of a separate title page.
6. Each page after the first should be numbered consecutively at the top right-hand corner and carry the author's last name at the upper left-hand corner.
7. Footnotes should appear at the end of the manuscript. The editors will refer to *The Chicago Manual of Style*, 13th edition. The basic forms for books and journals are as follows:
   Keyes Metcalf, *Planning Academic and Research Library Buildings.* (New York: McGraw, 1965), 416.
   Susan K. Martin, "The Care and Feeding of the MARC Format," *American Libraries* 10 (September 1979): 498.
8. Photographs will be accepted for consideration but cannot be returned.
9. *North Carolina Libraries* is not copyrighted. Copyright rests with the author. Upon receipt, a manuscript will be acknowledged by the editor. Following review of a manuscript by at least two jurors, a decision will be communicated to the writer. A definite publication date cannot be given since any incoming manuscript will be added to a manuscript from which articles are selected for each issue.

Issue deadlines are February 10, May 10, August 10, and November 10.

NCLA Minutes

The Executive Board of the North Carolina Library Association met on July 24, 1987 at 10:00 a.m. at the Pine Crest Inn in Pinehurst, North Carolina. Board members present were President Pauline Myrick, Past president Leland Park, Rose Simon, Dorothy Campbell, Nancy Fogarty, Jerry Thrasher, Arial Stephens, Benjamin Speller, Rebecca Taylor, Elizabeth Smith, Mary Avery, Waltrene Canada, Jean Amelang, April Wreath, Helen Tugwell, Nancy Massey, Laura Osegueda, Sylvia Sprinkle-Hamlin and Dale Gaddis. Committee chairpersons and other representatives present were Eunice Drum, Doris Anne Bradley, David Fergusson, Howard McGinn, Nancy Bates, Judith Sutton, and Cal Shepard. Also present were Barbara Baker, newly elected vice-president/president-elect, Secretary of Cultural Resources Patric Dorsey, and Jennifer Timmerman.

President Myrick welcomed everyone and acknowledged the presence of newly chosen board members Barbara Baker, Howard McGinn and Cal Shepard as the incoming first vice-president/president-elect, incoming Association director, and incoming chair of the Children's Services Section, respectively. After being recognized by President Myrick, Secretary of Cultural Resources Patric Dorsey greeted the board and urged that legislators be provided information regarding funds needed for library services.

The minutes of the meeting of April 24, 1987 were approved as presented by the secretary. In the minutes of the meeting of April 25, 1987, the word "second" was inserted in line 5 of page 3 to show reference to the position of second vice-president. The minutes were then approved as corrected.

The treasurer's report for the period April 1, 1987 - June 30, 1987 was presented and reviewed by Nancy Fogarty, treasurer.

David Fergusson reported for the 1987 NCLA Biennial Conference Committee. He urged that final information about programs be sent to him no later than this month.

Mrs. Myrick stated that all persons chosen to receive honorary and life memberships have responded enthusiastically to the association's invitation to accept the awards.

The report for *North Carolina Libraries* was given by Howard McGinn. He informed the board that topics and guest editors chosen for upcoming issues are as follows: Intellectual Freedom, Gene Lanier—Fall 1987; School Libraries, Katherine Cagle—Spring 1988; Genealogy, Maurice York—Summer 1988; Marketing of Library Services, Howard McGinn—Fall 1988; Reference Services, Ilene Nelson—Winter 1989; Economics of Librarianship, Larry Alford—Spring 1989; Public Libraries, Bob Russell—Summer 1989. Also scheduled are the Conference Issue, Winter 1987; Technology, Fall 1989; and the Conference Issue, Winter 1989.

President Myrick called for committee reports.

Eunice Drum, chair of the Finance Committee, presented the committee's report. Discussion followed concerning the graduated dues structure recommended by the committee.

The meeting was adjourned for lunch at 12:00 noon and reconvened at 1:20 p.m.

President Myrick called for continuation of the consideration of the Finance Committee's recommendations. Eunice Drum presented and moved the acceptance of the following revised recommendation: That the following biennial dues structure, to become effective January 1, 1988, be submitted to the membership for a mail vote prior to the October 1987 Conference:

Type of Membership:	
Fulltime Library School Students	
(One biennium only)	$ 15.00
Retired Librarians	$ 20.00
Non-library Personnel	
(Trustees, "Friends of Libraries" members, non-salaried)	$ 25.00
Library Personnel:	
Earning up to $15,000	$ 25.00
Earning $15,001 to $25,000	$ 40.00
Earning $25,001 to $35,000	$ 50.00
Earning $35,001 and above	$ 60.00
Institutional (Libraries and library/education-related businesses)	$ 75.00
Contributing (Individuals, associations, firms, etc., interested in the work of NCLA)	$100.00
Sections: One (1) included in basic dues	
Each additional	$ 7.00
Honorary and Life Members	No dues

The said motion was voted upon and passed.

Eunice Drum then presented the following committee recommendations regarding dues and budget:

1. That the current budget be amended to pay up to $2500 for the 1988 calendar year for accounting and clerical assistance for the treasurer.

2. That effective immediately, the treasurer be instructed to establish a reserve account of $10,000 for extraordinary expenses, to be called "Operating Reserve," and to be used only by approval of the Executive Board.

3. That sections and round tables shall receive a flat amount for each person who joins the section or round table. This amount shall be approved by the membership. Said amount shall be deducted from the member's dues, with the remaining dues going to the association.

4. That for the next biennial budget the Finance Committee be instructed to create two separate budgets, one for the administration of the association, and one for the administration of the conference.

5. That the treasurer for the biennial conference be bonded as an expense of the conference.

6. That Article II (Membership) of the by-laws be updated to reflect current dues and dues distribution.

The said recommendations were then discussed. On motion of Eunice Drum, seconded by Arial Stephens and passed, the board accepted the following revised Recommendation No. 4: That for the next biennial budget the Finance Committee be instructed to create two separate budgets, one for the administration of the association, and one for the administration of the confer-

ence, with a reserve conference fund of $20,000 from the previous conference. Upon motion of Nancy Massey, seconded by Eunice Drum and passed by majority vote, Recommendations 1, 2, 3, 5 and 6 were accepted as presented.

Reporting for the Constitution, Codes & Handbook Revision Committee, Chairperson Doris Anne Bradley stated that the committee's charge was to add a goals section and eliminate the office of second vice-president. She distributed copies of the constitution and the bylaws marked to show changes recommended by the committee and a summary sheet of the proposed changes. She pointed out the insertions, changes and re-numbered articles and sections. The duties of the directors were discussed. Upon motion made by Jerry Thrasher, seconded by Arial Stephens and passed, the committee was charged with amending the constitution and bylaws to include a statement of the duties of the association's two directors to read: Directors of the association shall be co-chairpersons of the Membership Committee and carry out all other duties assigned by the President of the Association.

President Myrick then charged the Constitution, Codes & Handbook Revision Committee with the task of preparing the updated information as approved by the Executive Board and mailing copies to the membership thirty (30) days prior to the NCLA Business Meeting scheduled to be held on October 30, 1987. The membership will vote during this meeting.

President Myrick distributed copies of the report on the election of officers for the 1987-1989 biennium submitted by the Nominating Committee chair, Mertys Bell. The officers are Barbara Baker, first vice-president/president-elect; Ray A. Frankle, second vice-president; Gloria Miller, secretary; Janet L. Freeman and Howard F. McGinn, directors.

Reporting for the Literacy Committee, Chairperson Nancy Bates presented the following charge and position statement prepared by the committee in response to the association's request:

NCLA LITERACY COMMITTEE CHARGE:

Identify ways in which North Carolina libraries can aid in improving the state's literacy rate and suggest approaches that can be taken by libraries to combat adult illiteracy. Identify, promote and support continuing education activities to increase libraries' awareness of the problems of the adult illiterate in North Carolina.

NCLA LITERACY POSITION AND POLICY STATEMENT:

The North Carolina Library Association joins with the American Library Association and other organizations in supporting the achievement of national literacy through educational activities utilizing the historical and cultural experience of libraries and librarians.

The statement was then favorably accepted by the board. Bates then informed the board of the committee's plans for the 1987 conference. She requested additional funds to support the planned activities. By vote of the board it was decided that an additional allotment of two hundred dollars ($200) shall be made to the Literacy Committee.

Reporting for the Membership Committee, Dr. Rose Simon stated that a revised membership brochure will soon be ready for use.

The report of the ALA Annual Conference of 1987 and information packets prepared by Kieth Wright, NCLA/ALA Councilor, were distributed.

Southeastern Library Association Representative Jerry Thrasher informed the board that the theme chosen for the SELA Biennial Conference scheduled to be held in Norfolk, Virginia, October 26-28, 1988 is "The Creative Spirit: Writers, Words

and Readers." Thrasher stated that he will welcome volunteers to help staff the SELA Membership table at the NCLA Conference.

President Myrick called for reports of sections. Rebecca Taylor greeted the board on behalf of the Children's Services Section and submitted a written report of recent activities. A report for the College and University Section was received from Elizabeth Smith, chair of the section. Mary Avery, chair of the Community and Junior College Section, stated that plans for the section's program to be presented at the 1987 NCLA Biennial Conference have been completed. Jean Amelang reported for the Reference & Adult Services Section.

The report of the Documents Section was given by Waltrene Canada, chairperson. President Myrick stated that it has been suggested that the association consider using the stationery design used by the Documents Section. The idea was discussed. Leland Park moved that the proposed logo/letterhead be the official one of NCLA and that all publications of the association and sections be encouraged to use it when possible. The motion was seconded by Benjamin Speller and passed.

Laura Osegueda, vice-chair/chair-elect of the Junior Members Round Table, informed the board of the round table's plans for the NCLA 1987 Biennial Conference.

Helen Tugwell, chair of the North Carolina Association of School Librarians, announced that NCASL will return to Winston-Salem for the October 26-28, 1988 conference. She stated also that the Administrator of the Year is Jeffrey Albarty, principal of Mocksville Elementary School. A new NCASL logo will appear on a banner and on T-shirts during the 1987 NCLA Biennial Conference.

The report of activities of the Public Library Section was received from Nancy Massey, chair.

Reporting for the Resources and Technical Services Section, Chairperson April Wreath reviewed plans for the section's programs to be presented during the 1987 NCLA Biennial Conference.

Sylvia Sprinkle-Hamlin, chair of the Round Table on Ethnic Minority Concerns in Librarianship, reported that a LSCA grant of $2,500 has been received to support the program to be co-sponsored during the 1987 NCLA Biennial Conference.

President Myrick informed the board that John F. Blair, Publisher has proposed to donate to NCLA 40,000 volumes of out-of-print books to be given away during the 1987 Biennial Conference. She asked for ideas as to how this might be handled. Barbara Baker volunteered to serve as chair of a committee to work out plans for this project. David Fergusson volunteered to serve on the committee.

Nancy Fogarty reminded the board that she had been asked to find a management firm which would have interest in serving the association. She then recommended that the association hire Business Data. The recommendation was favorably accepted by the board.

President Myrick announced that the next meeting will be held on October 27 in Winston-Salem. She expressed appreciation for the group's cooperation and for the many fine things accomplished during this biennium.

There being no further business, the meeting was adjourned at 2:30 p.m.

Dorothy W. Campbell, Secretary

Approved, October 27, 1987.

CHANGE YOUR MIND

CONSTITUTION

of the

NORTH CAROLINA LIBRARY ASSOCIATION

(Revised October 30, 1987)

ARTICLE I. NAME

This organization shall be called the North Carolina Library Association.

ARTICLE II. PURPOSE

The purpose of the North Carolina Library Association shall be to promote libraries, library and information services, and librarianship; and to champion intellectual freedom and literacy programs.

ARTICLE III. GOALS

The Association shall pursue the following goals:
1. To provide a forum for discussing library-related issues;
2. To promote research and publication related to library and information science;
3. To provide opportunities for the professional growth of library personnel;
4. To support both formal and informal networks of libraries and librarians;
5. To identify and help resolve special concerns of minorities and women in the profession.

ARTICLE IV. MEMBERSHIP

1. Membership in the North Carolina Library Association shall consist of five classes: individual membership, institutional membership, contributing membership, honorary membership, and life membership. Only individual and life members shall have voting privileges.
2. *Individual.* Any person who is or has been officially connected with any library in a professional, nonprofessional, or clerical capacity, or any member of a library's governing or advisory body, or any student in a school of library science, may upon payment of dues, be entitled to individual membership as stated by the Bylaws and will have the right to vote.
3. *Institutional.* Any institution may become an institutional member upon payment of dues.
4. *Contributing.* Any individual, firm or organization may, upon payment of dues, be entitled to contributing membership as stated in the Bylaws.
5. *Honorary.* The Honorary and Life Membership Committee may recommend to the Executive Board for honorary, non-voting membership non-librarians who have made unusual contributions to library services. Such nominees may be elected by the Executive Board.
6. *Life.* The Honorary and Life Membership Committee may recommend to the Executive Board for life membership, *with voting privileges*, persons who are no longer actively engaged in library work. Such nominees may be elected by the Executive Board.

ARTICLE V. OFFICERS

The officers of the Association shall consist of a President; a Vice-President, who shall be the President-elect; a Secretary; a Treasurer; and two Directors-at-large.

ARTICLE VI. EXECUTIVE BOARD

1. The officers of the Association, the past President, the representative of the Association to the American Library Association Council, the North Carolina member of the Executive Board of the Southeastern Library Association, the Editor of *North Carolina Libraries*, and the chairman of each section and round table shall constitute the Executive Board. A parliamentarian may be appointed by the President as a non-voting member.
2. Members of the Executive Board shall serve until their successors take office.
3. The President of the Association shall be the Chairman of the Executive Board.
4. *Powers and Duties.* The Executive Board shall have the power:
   a. To consider and develop plans for the general work of the Association;
   b. To appoint in case of a vacancy in any office a member from the Association to fill the unexpired term until the next regular election;
   c. To transact the business of the Association within the limits of a budget system.
5. Business of the Association may also be transacted by the Executive Board through correspondence, provided that the proposed action be submitted in writing by the President to the members of the Executive Board, and that it be approved by a quorum of the Board.
6. The Executive Board shall act for the Association in intervals between meetings, make arrangements for the biennial meeting, and authorize the organization of sections or round tables by specialized interests within the Association.
7. The Executive Board shall direct and provide for the publications of the Association and may have power to contract for such publications as may seem desirable for furthering the interests of the Association.
8. *Representatives to the North Carolina Public Library Certification Commission.* The Executive Board shall nominate any individual who has been selected by the Public Library Section to be named by the Governor to serve, with the chairman of the Public Library Section and the chairman of the North Carolina Public Library Trustees Association, as a member of the Public Library Certification Commission as required by the General Statutes of North Carolina (G.S. 143B-68).
9. Quorum. A majority of the voting members of the Executive Board shall constitute a quorum.

ARTICLE VII. FINANCES

1. The Executive Board shall approve all encumbrances (any claims on property) and expenditures of Association funds, but may delegate to the President authority to approve encumbrances and expenditures.
2. The Executive Board shall administer the business affairs of the Association, and it shall have power in the intervals between meetings of the Association to act on all matters on which a majority of the members reach agreement.
3. The finances of the Association shall be handled under a budget system.
4. Funds shall be available to the President or his representative toward attending meetings to represent the Association. These funds must be included in the budget and approved by the Executive Board.
5. Funds shall be available to the Executive Board to administer the affairs of the Association.
6. No officer, committee, or member of the Association shall receive any funds or incur any expense for the Associa-

tion not provided for in the Constitution unless authorized in writing by the President; nor shall the Treasurer or other authorized person make any payment except for expenditures which have been so approved.

ARTICLE VIII. AFFILIATIONS

1. The North Carolina Library Association shall hold chapter membership in the American Library Association and shall elect a representative to the ALA Council as provided in the *ALA Constitution and Bylaws.*
2. The North Carolina Library Association shall be a contributing member of the Southeastern Library Association and shall elect its representative to the SELA Executive Board as provided in the *Constitution of the Southeastern Library Association.*
3. The Executive Board of the North Carolina Library Association shall be empowered to enter into other affiliations as deemed beneficial to the Association.

ARTICLE IX. SECTIONS AND ROUND TABLES

1. Sections and round tables of the Association may be organized by application, signed by 100 voting members of the Association, and approved by the Executive Board.
2. Each section shall represent a type of library or field of activity clearly distinct from that of other sections.
3. A round table shall represent a field of librarianship not within the scope of any single section.
4. The officers of the sections and round tables shall be elected by the membership for the section or round table. They shall be responsible for the program meetings and any other business of the section or round table.
5. The President of the Association may appoint officers if the section or round table fails to elect officers.
6. With the permission of the Executive Board, sections and round tables may charge fees for their purposes. Funds received will be earmarked and used at the discretion of the officers of the section or round table.
7. The Executive Board may discontinue a section or round table when in its opinion the usefulness of that section or round table has ceased, except that in the case of a section or round table that is still active the affirmative vote of a majority of members is required prior to the Executive Board's action.

ARTICLE X. MEETINGS

1. There shall be a biennial meeting of the Association at such place and time as shall have been decided upon by the Executive Board.
2. Special meetings of the Association may be called by the President, by a quorum of the Executive Board, or on request of 50 members of the Association.
3. At least 30 days' notice shall be given for special meetings, and only business mentioned in the call shall be transacted.
4. Meetings of the Executive Board shall be held upon the call of the President, or at the request of a quorum of the members of the Executive Board.
5. There shall be a minimum of four meetings of the Executive Board during the biennium.
6. *Quorum.* One hundred voting members, representing at least 10 institutions, shall constitute a quorum of the North Carolina Library Association.

ARTICLE XI. AMENDMENTS

1. Amendments to the Constitution may be voted on only when a quorum of the Association is present, and shall

require a two-thirds vote of the members present.
2. Notice of the proposed changes in the Constitution shall be mailed to the membership at least 30 days prior to the meeting at which a vote is to be taken on the proposed changes.

PROVISO

The articles in this Constitution dealing with officers and their duties shall take effect with the 1989-1991 biennium.

BYLAWS
OF THE
NORTH CAROLINA LIBRARY ASSOCIATION

(Revised October 30, 1987)

ARTICLE I. ELECTIONS

1. The President, with the approval of the Executive Board, shall appoint a Committee on Nominations, which shall include representatives of the various types of libraries in the North Carolina Library Association, insofar as is practical.
2. *Officers.* The Committee on Nominations shall present, by November 1 of the year preceding the election, the names of two candidates for each office to be filled: Vice-President, Secretary, Treasurer (every four years) and two Directors-at-large. In case the previously elected Vice-President is unable to assume the presidency, the Committee on Nominations shall present the names of two candidates for the office of President.
3. *American Library Association Council Member.* The NCLA representative to the ALA Council shall be elected for a four-year term as provided in the *ALA Constitution and Bylaws.* The Committee on Nominations shall present for this office the names of two candidates who are members of ALA and shall send to the American Library Association the name of the duly elected representative.
4. *Southeastern Library Association Executive Board Member.* The NCLA member of the Southeastern Library Association Executive Board shall be elected for a four-year term as provided in the Constitution of the Southeastern Library Association. The Committee on Nominations shall present for this office the names of two candidates who are members of SELA and shall send to the Southeastern Library Association the name of the duly elected representative.
5. The list of nominees shall be published in *North Carolina Libraries.*
6. Any member wishing to be placed on the ballot for any office shall obtain a minimum of 50 signatures of NCLA members and submit them to the Chairman of the Committee on Nominations by April 1 of the year of election. The Treasurer will verify the 50 signatures and notify the member that he will be placed on the ballot.
7. Consent of nominees shall be obtained.
8. A ballot containing spaces for write-in candidates shall be mailed to voting members of the Association by May 1 prior to the biennial meeting.
9. Ballots shall be marked and returned by June 1.
10. Candidates receiving the majority of votes shall be declared elected and shall take office at the close of the biennial meeting.
11. In case of a tie vote the successful candidate shall be determined by lot.
12. Election results shall be announced in *North Carolina Libraries.*

13. The term of office of all officers except the Treasurer shall commence at the adjournment of the biennial meeting following their election, or if the biennial meeting cannot be held, upon their election. The term of office of the Treasurer shall commence at the end of the fiscal year following his election.

ARTICLE II.   DUTIES OF OFFICERS

1. *President.* The President shall preside at all meetings of the Association and of the Executive Board. He shall, with the advice of the Executive Board, appoint the Editor of *North Carolina Libraries* and all committee chairmen and suggest other committee members. Committees shall be appointed for special purposes and shall serve until the purposes are achieved. The President may execute mortgages, bonds, contracts, or other instruments which the Executive Board has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Executive Board or by the Constitution, Bylaws, or by statute, to some other officer or agent of the Association. In general he shall perform all duties as may be prescribed by the Executive Board. The President is an ex officio member of all committees except the Committee on Nominations.

2. *Vice-President/President-Elect.* The Vice-President serves as President-elect and presides in the absence of the President. If it becomes necessary for the Vice-President to complete the unexpired term of the President, he shall also serve his own term as President. In the event of the Vice-President becoming President during the unexpired term of the elected President, the Executive Board shall appoint a Vice-President to serve until the next regular election is held.

3. *Secretary.* The Secretary shall keep a record of the meetings of the Executive Board, the biennial meetings, and any special meetings of the Association. The Secretary shall be responsible for receipt and deposit in the Association archives all correspondence, records, and archives not needed for current use. In case of a vacancy, the Executive Board shall appoint a Secretary to serve until the next regular election is held.

4. *Treasurer.* The Treasurer shall assist in the preparation of the budget and keep whatever records of the Association the President and the Executive Board deem necessary. He will collect and disburse all funds of the Association under the instructions of the Executive Board and keep regular accounts, which at all times shall be open to the inspection of all members of the Executive Board. He shall handle and keep all membership records. He shall execute a bond in such sum as shall be set by the Executive Board, the cost to be paid by the Association. He shall serve as a member of the Finance Committee. He shall perform such other duties and functions as may be prescribed by the Executive Board. The term of office shall be four years. In case of a vacancy, the Executive Board shall appoint a Treasurer to serve until the next regular election is held.

5. *Directors-at-large.* The Directors shall serve as co-chairmen of the Membership Committee and shall assume such other duties as are assigned by the President. In case of a vacancy, the Executive Board shall appoint a Director to serve until the next regular election is held.

ARTICLE III.   MEMBERSHIP

1. Dues shall be collected on a biennial basis according to a schedule recommended by the Executive Board.

Categories of membership shall include individual, institutional, contributing, honorary, and life. Honorary and life members are not assessed dues.

2. Each member is entitled to the choice of one section or round table at no additional cost.

3. Association members may be members of more than one section or round table by paying additional dues for each additional section or round table.

4. The fiscal year and the membership year shall be the calendar year.

5. Members whose dues are in arrears after April 1 of the last year of the biennium shall be dropped from the membership roll.

6. New memberships paid during the last quarter of the fiscal year shall be credited to the following year.

7. *Publications.* All members of the North Carolina Library Association shall receive the official periodical publication of the Association and any other publications that may be so designated. Subscriptions to *North Carolina Libraries* and single issues are available to non-members at a rate recommended by the Editorial Board and approved by the Executive Board.

9. No changes in the dues structure or policies regarding membership shall be made without approval of the membership by a mail vote. A majority of the votes cast shall be required to make any such change. The Executive Board or the membership at any duly constituted meeting may initiate such procedure.

ARTICLE IV.   SECTIONS AND ROUND TABLES

1. Sections and round tables must secure the approval of the Executive Board before making any declaration of policy which involves the Association as a whole, before soliciting or receiving funds, or before incurring any expense on behalf of the Association.

2. The secretaries of the sections and round tables shall submit copies of their important papers and reports to the Association archives located in the North Carolina State Library.

3. Sections and round tables shall adopt Bylaws which meet the approval of the Executive Board of the Association.

4. The chairmen of the sections and round tables shall submit all bills to the Treasurer for payment from their allocated funds. Bills in excess of allocated funds must have the prior approval of the Executive Board.

ARTICLE V.   AMENDMENTS

1. Amendments to the Bylaws may be voted on only when a quorum is present and shall receive a majority vote of the members present.

2. Notice of the proposed change in the Bylaws shall be mailed to the membership at least 30 days prior to the meeting at which a vote is taken on the proposed change.

ARTICLE VI.   PARLIAMENTARY AUTHORITY

The latest edition of *Robert's Rules of Order, Newly Revised,* shall be the governing authority in any matter not specifically covered by this Constitution and Bylaws.

PROVISO

The articles in these Bylaws dealing with officers and their duties shall take effect with the 1989-1991 biennium.

NCLA Officers
1987-1989

EXECUTIVE BOARD 1987-1989
October 30, 1987 - October 13, 1989

President
PATSY J. HANSEL
Assistant Director
Cumberland County Public
 Library
P.O. Box 1720
Fayetteville, NC 28301
(919) 483-8600

First Vice-President/
President Elect
BARBARA A. BAKER
Durham Technical College
1637 Lawson Street
Durham, NC 27703
(919) 598-9218

Second Vice-President
RAY A. FRANKLE
J. Murry Atkins Library
University of NC at Charlotte
Charlotte, NC 28223
(704) 597-2221

Treasurer
NANCY CLARK FOGARTY
Head Ref. Librarian/
 Jackson Library
University of NC at Greensboro
Greensboro, NC 27412
 NCLA Communications:
 P.O. Box 4266
 Greensboro, NC 27404
(919) 334-5419

Secretary
GLORIA MILLER
Charlotte-Mecklenburg Schools
800 Everett Place
Charlotte, NC 28205
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Past President
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 Ed. Tech.
University of NC at Greensboro
Greensboro, NC 27412
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SELA Representative
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Directors
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Carlyle Campbell Library
Meredith College
Raleigh, NC 27607
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HOWARD F. McGINN
Division of State Library
NC Department of Cultural
 Resources
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Raleigh, NC 27601
(919) 733-2570

Editor, *North Carolina*
 Libraries
FRANCES BRADBURN
Central Regional Education
 Center
2431 N. Boulevard, Gateway
 Plaza
Raleigh, NC 27604
(919) 733-2864

SECTION/ROUND TABLE CHAIRS

Children's Services
CAL SHEPARD
Forsyth County Public Library
660 W. Fifth Street
Winston-Salem, NC 27101
(919) 727-2214

College & University
MARTI SMITH
Sarah Graham Kenan Library
Saint Mary's College
Raleigh, NC
(919) 828-2521

Community & Junior College
FRANK SINCLAIR
Librarian/Instructor
Vance-Granville Community
  College
P.O. Box 917
Henderson, NC 27536
(919) 492-2061

Documents
PATRICIA A. LANGELIER
International/State Documents
  Librarian
Davis Library 080A
Chapel Hill, NC 27514
(919) 962-1151

Junior Members Roundtable
LAURA M. OSEGUEDA
Agriculture and Life Science
  Librarian
D. H. Hill Library
Box 7111, NCSU
Raleigh, NC 27695-7111
(919) 737-2935

**NC Association of School
  Libraries**
CAROL A. SOUTHERLAND
Librarian, South Lenoir
  High School
Deep Run, NC 28525
(919) 568-4171

**NC Public Library Trustee
  Association**
IRENE P. HAIRSTON
6895 Sunnybend Place
Pfafftown, NC 27040
(919) 945-5286

Public Libraries
DAVID FERGUSSON
Headquarters Librarian
Forsyth County Public Library
660 W. Fifth Street
Winston-Salem, NC 27101
(919) 727-2556

Reference & Adult Services
BARBARA ANDERSON
Forsyth Public Library
660 W. Fifth Street
Winston-Salem, NC 27101
(919) 727-2556

Resources & Technical Services
HARRY TUCHMAYER
New Hanover County Public
  Library
201 Chestnut Street
Wilmington, NC 28401
(919) 763-3303

**Roundtable for Ethnic Minority
  Concerns**
GENEVA B. CHAVIS
Dean, Learning Resources
Nash Technical College
Old Carriage Road
P.O. Box 7488
Rocky Mount, NC 27801

**Roundtable on Status of Women
  in Librarianship**
PATRICE EBERT
Sharon Branch
Public Library of Charlotte &
  Mecklenburg County
6518 Fairview Road
Charlotte, NC 28210
(704) 336-2109

COMMITTEE CHAIRMEN
1986-1988

Archives
MAURICE C. YORK
Reference Librarian
Edgecombe County Memorial
  Library
909 Main Street
Tarboro, NC 27886
(919) 823-1141

**Constitution, Codes, and
  Handbook Revision**
DORIS ANN BRADLEY
J. Murry Atkins Library
UNC-C Station
Charlotte, NC 28213
(704) 597-2365

Education for Librarianship
ELIZABETH GARNER
P.O. Box 723
Pinehurst, NC 28374
(919) 692-8659

Finance
EUNICE P. DRUM
3001 Sherry Dr.
Raleigh, NC 27604
(919) 733-4488

Futures
ARABELLE S. FEDORA
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Winston-Salem, NC 27104
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Governmental
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Director
Sandhills Regional Library
  System
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Rockingham, NC 28379
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Honorary and Life Membership
MEL BUSBIN
Department of Library Science
  and Educational Foundation
Appalachian State University
Boone, NC 28608
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Intellectual Freedom
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  Information Studies
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Library Resources
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Literacy
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Media
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Director
Division of Media Support
  Services
State Department of Public
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