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TABLE OF CONTENTS

THEME ARTICLES: FINANCIAL ISSUES IN LIBRARIANSHIP

4 Foreword, *Larry P. Alford*

6 Financial Implications of Strategic Planning, *Gary D. Byrd*

12 Management Information Systems and Changing Technologies in Libraries, *John E. Ulmschneider*

21 Use of Microcomputers for Library Financial Planning, *D.W. Schneider and Catherine Seay*

26 Automation of the Public Library: Cost Implications for the Library Budget, *Dale Gaddis*

33 How to Manage the Serials Budget in Today's Climate, *October R. Ivins*

38 From the Cayman Islands to Washington: Development in Academic Libraries, *Joline R. Ezzell*

OTHER ARTICLES

43 The Triangle Research Libraries Network: A History and Philosophy, *Willy Owen*

FEATURES

2 From the President

3 Over to You

52 North Carolina Books

57 Candidates for NCLA Offices

60 Candidates for NCASL Offices

64 NCLA Minutes

65 ALA Midwinter Report

65 SELA Representative Report

64 About the Authors

Cover: Larry Alford, "Foreword," for the Financial Issues in Librarianship issue, *North Carolina Libraries* 47 (Spring 1989):4.

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Libraries . . . Spread the News

NORTH CAROLINA LIBRARY ASSOCIATION

From the President

The January NCLA Executive Board meeting at the South Central Regional Education Center in Carthage, with regional consultant Nelda Caddell as host, was one of our most impressive yet. The board authorized a new section—Library Administration and Management—and heard reports from both our new round tables—Special Collections and Paraprofessionals. The rest of the section and round table and committee reports were full of news of upcoming events and conference plans. President-elect Barbara Baker assured us that the biennial conference in Charlotte October 10-13, "Designing for the Nineties," will be the best ever.

It was a meeting that demonstrated the substance of what NCLA as an organization is doing, which made me proud of us as a group. I was even more pleased that we had representatives from so many other library groups at the meeting: Gorda Singletary, president, Friends of North Carolina Public Libraries; Ed Sheary, president, North Carolina Public Library Directors Association; Edward T. Waller, president, North Carolina Chapter of the Special Libraries Association; Carol Lewis, from the Department of Public Instruction; and Jane Williams, director, Division of State Library.

Jane has been a faithful guest at NCLA executive board meetings, and her departure from her position and from the North Carolina library world will leave a void. Under her too-brief leadership, the State Library moved briskly into new areas, in a two-year era of change that I would bet is unmatched in the history of the State Library. However, what I personally have appreciated most about Jane is her thoughtful consideration of any library issue brought to her. She is one of our best and our brightest, and she will be missed.

Two other individuals at the January meeting who perform in often unsung positions deserve special note: Doris Anne Bradley and Rebecca Taylor. Doris Anne, from UNCC, is our parliamentarian. Parliamentarians tend to be invisible until you need one; but when you need one, nobody else will do. We have absolute confidence in Doris Anne's rulings. If she says we are on the right track, we are (and thank heavens, usually she rules in the affirmative). Her other assignment is chair of the Constitution, Codes and Handbook Committee. By the end of the biennium, that committee will have completely revised the Handbook, which will ensure that NCLA stays on course procedurally. Thank you, Doris Anne.

Rebecca Taylor, New Hanover County Public Library, is chair of the Finance Committee, another hard-working group. I contend that nobody has been busier with NCLA duties this biennium (except, of course, Treasurer Nancy Fogarty, whose work for NCLA should entitle her to library sainthood), and no one has done a huge job more efficiently or as well. Beyond their day-to-day chores of developing a budget and spending guidelines, the Finance Committee has had to organize NCLA's special project grants program, doing everything from developing the goals of the program to writing detailed budget and financial reporting forms. Rebecca's leadership has made the process run deceptively smoothly, because she works the kinks out before they become stumbling blocks. Thank you, Rebecca.

These individuals represent the contributions being made daily by others throughout NCLA with the ultimate goal of providing the best possible library service in every type of library in North Carolina. Thank you—everybody.

Patsy J. Hansel, President

Over to You

Letters to the Editor

NORTH CAROLINA LIBRARIES invites your comments. Please address and sign with your name and position all correspondence to: Frances B. Bradburn, Editor, NORTH CAROLINA LIBRARIES, Joyner Library, East Carolina University, Greenville, N.C. 27858. We reserve the right to edit all letters for length and clarity. Whenever time permits, persons most closely related to the issue under discussion will be given an opportunity to respond to points made in the letter. Deadline dates will be the copy deadlines for the journal: February 10, May 10, August 10, and November 10.

Dear Editor:

Congratulations on the exceptionally high quality of articles in the Winter, 1988 issue of NCL. As a veteran reference librarian, I found all of the articles illuminating and useful.

Ilene Nelson's definition of reference service as "the sum of all its various and everchanging parts" is one of the best capsule definitions I have seen. Admittedly, I'm biased, but I honestly believe reference service is the most rewarding aspect of a career in librarianship.

Both you and guest editor Ilene Nelson deserve an oversize bouquet of red roses for your efforts in producing this outstanding issue!

Alva Stewart
Reference Librarian

Foreword

Larry P. Alford, Guest Editor

Library managers have always needed to show that they are using their resources well and to demonstrate that the libraries they operate are effective, service oriented organizations. In today's financial and political climate, however, public institutions are subject to even greater scrutiny from governing boards, from their users, and from tax payers who want to know that public resources are being used wisely and effectively.

At the same time, librarians are faced with enormous changes in how they provide information services. Donald Riggs writes in *Strategic Planning For Library Managers*, "Libraries are ... being pressured by societal demands to do progressively more with progressively less."[1] New technologies such as CD-ROM and other kinds of automated information services are revolutionizing the way information is provided without replacing or reducing the cost of more traditional information services. College and university librarians are faced with competition from other campus units, such as computer centers, seeking to provide information services that have traditionally been the province of the library. Public librarians must compete with the private information broker and other purveyors of information services.

Further, in the last three or four years many libraries, especially the academic libraries, have been faced with an extraordinary increase in the cost of serials. This has resulted in the severe erosion of the purchasing power of those libraries' book budgets as they have struggled to maintain their serial and standing order collections. Many of these libraries face increasing criticism from the faculty and students whom they serve because of the perceived failure to provide the new information services that make the tasks of the researcher so much easier while maintaining the book collections in the face of the exploding cost of serials.

All of this means that librarians must be better prepared to demonstrate that they are accountable for the financial resources made available to them. Thus, this issue of *North Carolina Libraries* is devoted to finance in libraries. Clearly, that is a topic that covers a lot of ground. The financial issues facing libraries affect virtually every aspect of librarianship and could fill volumes. The guest editor decided, therefore, to focus the first part of this issue on the topics that are of most relevance to the overall operation of libraries, planning and management information.

Good planning is essential to good management. Good planning requires information about the activities in which the organization is engaged. Much of the knowledge of those activities comes from the financial transaction records and budget information maintained by the organization. Thus, the article written by Gary Byrd deals with strategic planning and its financial implications for a library. The Health Sciences Library at the University of North Carolina at Chapel Hill has been engaged in an extensive strategic planning effort for the past two years. Mr. Byrd has been actively involved in that effort and is intimately acquainted with the need to integrate the finances of a library with formal planning.

A management information system is the mechanism through which a library collects and analyzes the information it needs to plan systematically. John Ulmschneider provides an overview of information systems in libraries and their use in the decision-making process.

Finally, D.W. Schneider and Catherine Seay give some specific examples of the use of microcomputers to collect certain specific kinds of financial data. Their examples are not intended to be a comprehensive catalog, but they should give librarians many ideas on how to use microcomputers to improve the management information available in their libraries.

The second section of the issue deals with three topics that are of great importance to today's library managers. Many libraries are purchasing automated library systems including acquisitions systems, serials check-in systems, online catalogs, and circulation systems. Dale Gaddis has surveyed public librarians throughout the state of North Carolina to determine the problems they have encountered in implementing online systems. She provides a comprehensive list of the problems and the financial implications for automating a library. We have all heard the horror stories of libraries that bought a new compu-

Larry P. Alford is Assistant University Librarian for Planning and Finance at the University of North Carolina at Chapel Hill.

ter only to discover upon delivery they needed another $15,000 to build a controlled environment computer room. This article should help librarians avoid those unanticipated costs.

October Ivins discusses the implications for managing the library materials budget with the explosion in serials prices noted previously. Most large research libraries have seen the purchasing power of their book budgets fall as the decline in the value of the dollar and inflation in serials and standing orders have eroded the money allocated for the purchase of monographs. Ms. Ivins provides a number of helpful solutions to libraries seeking to manage this serious problem.

The most successful libraries in the next decades will be those able to supplement their usual budgets by unusual means.

Finally, Joline Ezzell discusses fund-raising in libraries. Most libraries, whether tax supported or supported through the revenues of a private institution, cannot provide adequately all of the services demanded by their patrons from existing institutional or governmental budgets. Librarians must become entrepreneurs and bootstrap new services and new technologies if they are to maintain their position as frontline information providers into the twenty-first century. The best way to do that is not to reduce existing services in order to offer new services, although that approach has its place, but to seek innovative ways to find new monies from outside the tax or institutional receipt base. The most successful libraries in the next decade will be those able to supplement their usual budgets by unusual means.

Susan K. Martin writing about libraries and new technologies in the Winter 1989 issue of *Library Trends* says, "We must seize the initiative to ensure that we control, and are not controlled by, the technologies of the future."[2] To seize the initiative and to shape and control our future as information providers, we must have a firm understanding of the finances of our operations, even those of us who may not have direct responsibility for the budget. We must know how we are using our resources if we are to justify keeping and increasing those resources.

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1. Donald E. Riggs, *Strategic Planing for Library Managers* (Phoenix, Arizona: Onyx Press, 1984), 8.
2. Susan K. Martin, "Library Management and Emerging Technology: The Immovable Force and the Irresistible Object," *Library Trends* 37 (Winter 1989): 382.

RTSS Announces New Award

The purpose of these awards is to recognize promising and practicing librarians. Each award will be for $250. The recipients will be recognized at the Fall Conference of NCLA. Deadline for nominations is July 31, 1989.

Student Awards

1. The award is open to any student actively enrolled in library education or pursuing a career in the library field as of July 1, 1989. If the student has graduated, he or she must be in the library profession in North Carolina.
2. The student must be intending to pursue a career in Technical Services.
3. The student must have a demonstrable potential for contribution in the field.
4. Self-nomination is permissible.

For applications contact:

Georgianna Francis
Asheville-Buncombe Library System
67 Haywood Street
Asheville, NC 28801

Significant Contribution Award

1. The librarian will have made a significant contribution to his or her institution or to the profession.
2. At least part of the applicant' s current work must involve an aspect of technical services, acquisitions, cataloging, classification of resources, collection development, preservation of library materials, or related activities.
3. The applicant must work in North Carolina.
4. The applicant must be nominated by a current member of NCLA.

Submit nomination and supporting materials to:

Betty Meeham-Black
Acquisitions CB#3902
University of North Carolina at Chapel Hill
Chapel Hill, NC 27599-3902
Telephone (919) 962-1120

For further information or questions concerning either award contact:

Betty Meeham-Black
Acquisitions CB#3902
Davis Library
University of North Carolina at Chapel Hill
Chapel Hill, NC 27599-3902

Financial Implications of Strategic Planning

Gary D. Byrd

Financial management requires, almost by definition, a planning perspective on the part of library managers. Planning is, after all, one of the primary responsibilities of all managers, including those responsible for financial resources. To secure money and other resources for effective operations, library managers need more than the technical and political tools of economics, cost analysis, accounting, fundraising, and budgeting. They also need a clear perspective on where the library is headed and how it will get there. The library must have a plan—that is, a clear statement of its mission, goals, and objectives—as well as the specific strategies and resources needed to reach those goals and objectives. This article will explore the ways that planning and financial management support and complement each other and the ways specific aspects of financial management fit into a formal strategic planning process.

Strategic Planning

A growing number of libraries and library associations have come to recognize the value and importance of formal long-range or strategic planning. A combination of factors are responsible for this growing interest. First, new information technologies, especially the computer, are helping to reshape and redefine the basic mission of the library. The traditional library archive designed to protect books, journals, and other physical containers of our society's cultural and intellectual heritage is changing to an organization concerned primarily with information and knowledge storage, dissemination, and education services. Second, the escalating costs of traditional printed resources, as well as the high cost of new technologies needed to provide effective library services, require the reallocation of existing financial resources and effective strategies to secure new resources. Finally, libraries face increasing competition from commercial database developers and information brokers. It is no longer sufficient for most libraries to rely solely on continued good will support from taxpayers and parent organizations. In an environment where commercial competitors market their information services as fast, comprehensive, and cost-effective, library managers need to be able to demonstrate the economic value of library services and resources to the institutions and communities they serve. Strategic planning is a process specifically designed to help organizations cope with these external and internal pressures of technological change, escalating costs, and intense competition.

What then is strategic planning? The following working definition captures the essential features of the process. Strategic planing is the systematic analysis of an organization's basic mission as well as its long and short term goals and objectives in light of external threats and opportunities and internal strengths and limitations. This analysis provides the framework for strategies and action plans designed to capitalize on opportunities and strengths and to deal appropriately with threats and limitations. The planning process usually involves a substantial commitment of time and management energy to complete, and often results in a substantial reallocation of existing financial resources and strategies to secure new resources.

The following summary of the six essential steps in strategic planning provides a framework for looking at the financial implications of this process.

1. *Situation Analysis* This is the essential first step of all strategic planning. It answers the question, "Where are we now?" Managers start by looking at the threats and opportunities outside the library (that is the social, economic, technological, and other trends affecting the library and/or its users), as well as the strengths and limitations of the library's internal resources (staff, collections, technology, facilities, etc.).

2. *Mission and Goals* This step answers the question, "What is our basic purpose?" At this stage managers look critically at the library's basic purpose in light of the situation analysis and then agree on a new mission statement for the

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future. The mission statement usually incorporates long-term goals which define the scope of the library's services or resources in broad general terms.

3. *Objectives* This step answers the question, "Where do we want to go?" Here managers describe for each goal the changes the library has some reasonable expectation of bringing about. To be most useful, these objectives should be stated in measurable terms such as percentage changes or target numbers to reach by a certain date.

Financial resources are the key generic resource needed to implement a library's objectives.

4. *Strategies* This step is the core of strategic planning and answers the question, "How can we get there?" With strategies, managers outline a general course of action and indicate how resources, strengths, and opportunities will be used to reach the objectives. Strategies are broad in scope and show the basic route to be followed in attaining the objectives.

5. *Action Plans* This is the final step before the library begins to implement the plan. Action plans answer the question, "Exactly who will do what, where, when, and at what cost?" This stage of the planning process commits the library to specific amounts of time, staff, facilities, and money to reach the agreed upon objectives.

6. *Feedback and Change* This final step in strategic planning recognizes the fact that planning cannot be a one-time activity. As external or internal circumstances change, the library needs to be able to modify its plans. Feedback occurs at regular intervals after the plans are being implemented and answers the question, "Are we on track?"

Many organizations add another step to strategic planning before or concurrently with action planning. This step looks separately at the strategies to obtain and allocate the "generic" resources needed to reach all objectives and keep the organization running. These generic resources for a library would include such things as staff development and recruitment, a management information and communications system, the library's organization or governance structure, and, most importantly in this context, the financial resources available to the library. Because the question this planning step answers is how to obtain or manage resources, it is often called "generic strategies." In this sense financial management is a generic strategy in the library's planning process.

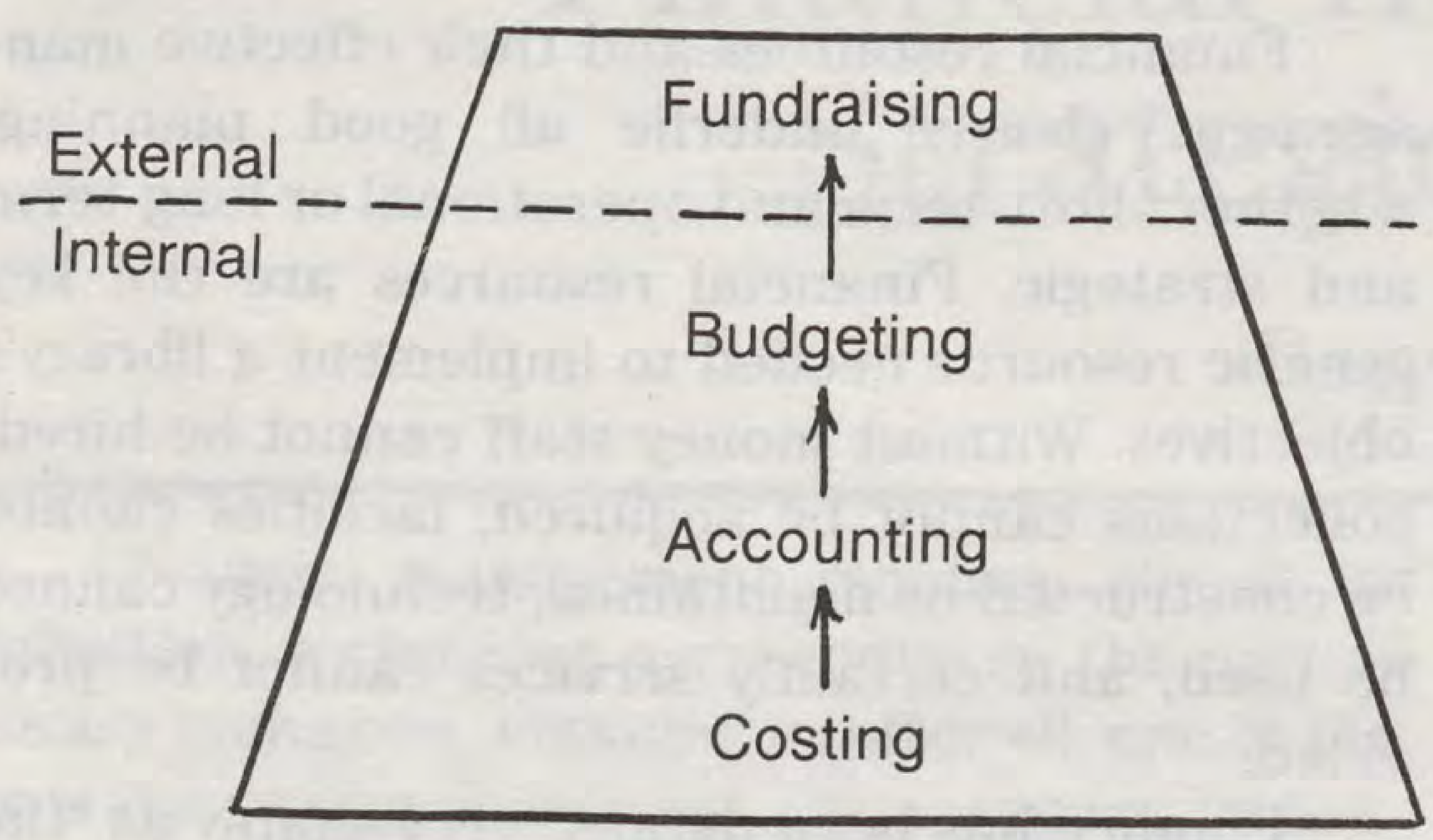
Financial Management

Financial resources and their effective management clearly underlie all good planning, whether short-term and operational or long-term and strategic. Financial resources are the key generic resource needed to implement a library's objectives. Without money staff cannot be hired, collections cannot be acquired, facilities cannot be constructed or maintained, technology cannot be used, and certainly services cannot be provided.

Finance has been defined very simply as "the provision of money when and where required."[1] Thus, financial management is the professional expertise needed to provide money when and where needed for effective operations. In most organizations financial management has both external and internal aspects. Managers must find external sources of long-term funding and capital needed to start the organization and to insure its continuing existence. Within the organization, managers must also find and control the resources needed for day-to-day operations.

Because libraries usually exist as departments or divisions within a host institution or government, their long-term funding depends on external resources secured by that parent institution. Although a library manager must be concerned with the overall financial health of the government or institution which supports the library, this rarely means the librarian goes directly to the financial marketplace (such as the banking system, the bond markets, or the stock market) to raise long-term capital as corporate mangers must do. This is not to say that librarians cannot play a significant part in securing external financial support for their operations and services. Seeking grant support, negotiating contracts with other agencies, or marketing library services to non-primary users are all legitimate ways that library managers can be fundraisers. But this is "fundraiser" in a more limited sense than the business manager, who must raise capital from stock sales or bank loans.

Although the external fundraising aspects of financial management are relatively limited in most libraries, the internal aspects of finance are central to successful library management. The librarian must prepare and justify a budget for a fair share of the host institution's or the government's resources, maintain an accounting system to analyze and control revenues and expenditures, and also constantly measure the costs (in time and money) of providing collections and services with various resources. Together with external fundraising, financial management is a sort of interrelated hierarchical system:



Working up from the bottom of this system, costing measures the monetary value of the processes, services, and other goods the library requires. Accounting categorizes and presents these costs for analysis and control. These two activities, in turn, support the budgeting system used to monitor and justify the resources needed and used. Finally, effective fundraising depends on the three parts of internal financial management to present the resource needs of the library convincingly to potential funding agencies.

The techniques and procedures of financial management overlap and reinforce those used in strategic planning to a great degree. Budgeting, in particular, also deals with the future and the ways resources will be deployed to support library objectives. However, budgets, accounting systems, and costing normally deal with the immediate future (that is the upcoming fiscal year or two) while strategic planning is more concerned with the medium or long-term future. This means that the library's annual or semiannual budget cycle must feed into the action planning part of strategic planning, or appropriate resources will not be available to implement the plans.

Strategic Budgeting

The budget process is central to effective financial management in libraries. If a library undertakes strategic planning, the budget must become the key planning document for justifying, in quantitative terms, the immediate high priority programs identified by the planning process. Koenig and Stam point out the ramification of this relationship between strategic planning and budgeting: "at least as a planning procedure, budgeting must be thought of as a program based procedure."[2] This, in turn, means that traditional budgeting techniques such as line item, lump sum, performance, and formula budgets will make strategic plans more difficult to implement.

Line item or object of expenditure budgets allocate resources into rather fixed "lines" which reduce managers' flexibility to make program changes. Designed for maximum control, this kind of budget gives little indication of goals or objectives, but shows only how much money will be spent in various categories. Lump sum budgets provide a specific amount of money to the library for a single fiscal period. Although this allows the library manager maximum flexibility in allocating these resources for program objectives, it does not give much opportunity to relate the budget to goals and objectives, since the librarian usually has little input in deciding the size of the lump.

Performance budgets focus on the unit costs of goods and services to be provided by the library. The emphasis is on efficiency of operations without particular attention to long or short range objectives. Finally, formula budgets attempt to relate (at least indirectly) library resource needs to indicators of growth or change in the parent institution. The formulas used range from fixed percentages of the total institution budget to complex formulas resulting from elaborate cost analysis. This budget system has the combined problems of all the others; it tends to be inflexible, reduces librarian input after the initial formula is set, and has almost no relationship to library objectives.[3]

With program budgeting, in contrast to the above traditional systems, the library analyzes and delineates its proposed expenditures according to the functions or "programs" it plans to undertake. An easy way to present a program budget is in the form of a matrix (see Figure 1). The columns can represent different programs or objectives, and the rows can continue to show the traditional line item categories. The important difference is that a program budget shows what the library plans to do and what each resulting service, function, or program will cost.

Strategic planning provides a framework for libraries to invent their futures and to demonstrate effectively the value of their resources and services.

The program budget has important advantages for strategic planning. By explicitly showing planned expenditures for each program or service, management is forced to consider and analyze the cost and value of library objectives. In addition, by clearly showing the cost of what the library plans to do, a program budget provides

FIGURE 1.

Sample Library Program Budget Matrix

	Collection Development	Cataloging	Reference	User Education	Circulation/ Photocopy	Interlibrary Loan	TOTAL
1. Personnel							
1.1 Professional salaries	$16,000	$10,000	$23,000	$14,000	$0	$0	$63,000
1.2 Support staff salaries	$5,000	$10,000	$5,000	$1,200	$25,000	$21,000	$67,200
1.3 Professional fringe benefits	$3,353	$2,933	$3,981	$2,933	$0	$0	$13,200
1.4 Support staff fringe benefits	$894	$1,789	$894	$215	$4,472	$3,756	$12,020
1.5 Temporary staff wages	$0	$1,000	$0	$0	$5,000	$0	$6,000
TOTAL PERSONNEL	$25,247	$25,722	$32,875	$18,348	34,472	$24,756	$161,420
2. Acquisitions							
2.1 Journal subscriptions	$57,500	$0	$0	$0	$0	$0	$57,500
2.2 Standing orders	$12,000	$0	$4,500	$0	$0	$0	$16,500
2.3 Monographs	$16,500	$0	$3,000	$500	$0	$0	$20,000
2.4 Audiovisual programs	$6,000	$0	$0	$1,000	$0	$0	$7,000
2.5 Computer software	$2,000	$0	$0	$2,000	$0	$0	$4,000
TOTAL ACQUISITIONS	$94,000	$0	$7,500	$3,500	$0	$0	$105,00
3. Operating Expenses							
3.1 Supplies	$5,000	$6,000	$4,000	$1,000	$3,000	$1,000	$20,000
3.2 Telephone & E-mail	$500	$1,500	$3,000	$1,000	$500	$1,500	$8,000
3.3 Repairs & maintenance	$200	$500	$1,500	$500	$2,000	$800	$5,500
3.4 Furniture & equipment	$1,500	$1,500	$2,500	$1,500	$1,000	$1,000	$9,000
3.5 Binding	$3,500	$0	$0	$0	$0	$0	$3,500
3.6 Professional development, travel	$400	$500	$1,000	$500	$500	$300	$3,200
3.7 Data processing, database access	$1,000	$3,000	$6,500	$1,000	$500	$1,000	$13,000
TOTAL OPERATING EXPENSES	$12,100	$13,000	$18,500	$5,500	$7,500	$5,600	$62,200
4. Capital Improvements	$0	$0	$5,000	$3,000	$0	$0	$8,000
TOTAL	$131,347	$38,722	$63,875	$30,348	$41,972	$30,356	$336,620
Percent of TOTAL	39.0%	11.5%	19.0%	9.0%	12.5%	9.0%	100.0%

the information needed for open political dialogue between all levels of management within the library and its parent institution or government.

This budget system's disadvantages, on the other hand, tend to be the same as the disadvantages of all formal planning processes, including strategic planning. A program budget requires substantial time and effort to prepare, though the calculations are not nearly as complex as those in performance budgets. Also, because this kind of budget is inherently value laden and political, it increases the potential for conflict as the proponents of different objectives compete for limited resources.

Implications and Conclusion

What then are the key financial implications of strategic planning? By systematically reviewing the library's mission, goals, and objectives in light of opportunities and constraints in the external and internal environment, strategic planning encourages innovation, change, and the redeployment of financial resources. The library which engages in strategic planning will no longer be content to defend or add increments to its base budget year after year.

Financial management in this planning environment changes from budget defense to a positive discussion of the cost and value of the library's goals and objectives. A strategic plan and its supporting program budget will give the library's host institution or governing board a priority menu of programs, services, and objectives from which to select, rather than a target line item list of projected expenditures to pare or cut. Russell Ackoff has described the objective of planning to be the "design [of] a desirable future" and the "invent[ion of] ways to bring it about."[4] Strategic planning provides a framework for libraries to invent their futures and to demonstrate effectively the value of their resources and services.

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1. S.A. Roberts, *Cost Management for Library and Information Services* (London: Butterworths, 1985), 24.

2. Michael E.D. Koenig and Deidre C. Stam, "Budgeting and Financial Planning for Libraries," *Advances in Library Administration and Organization* 4 (1985): 78.

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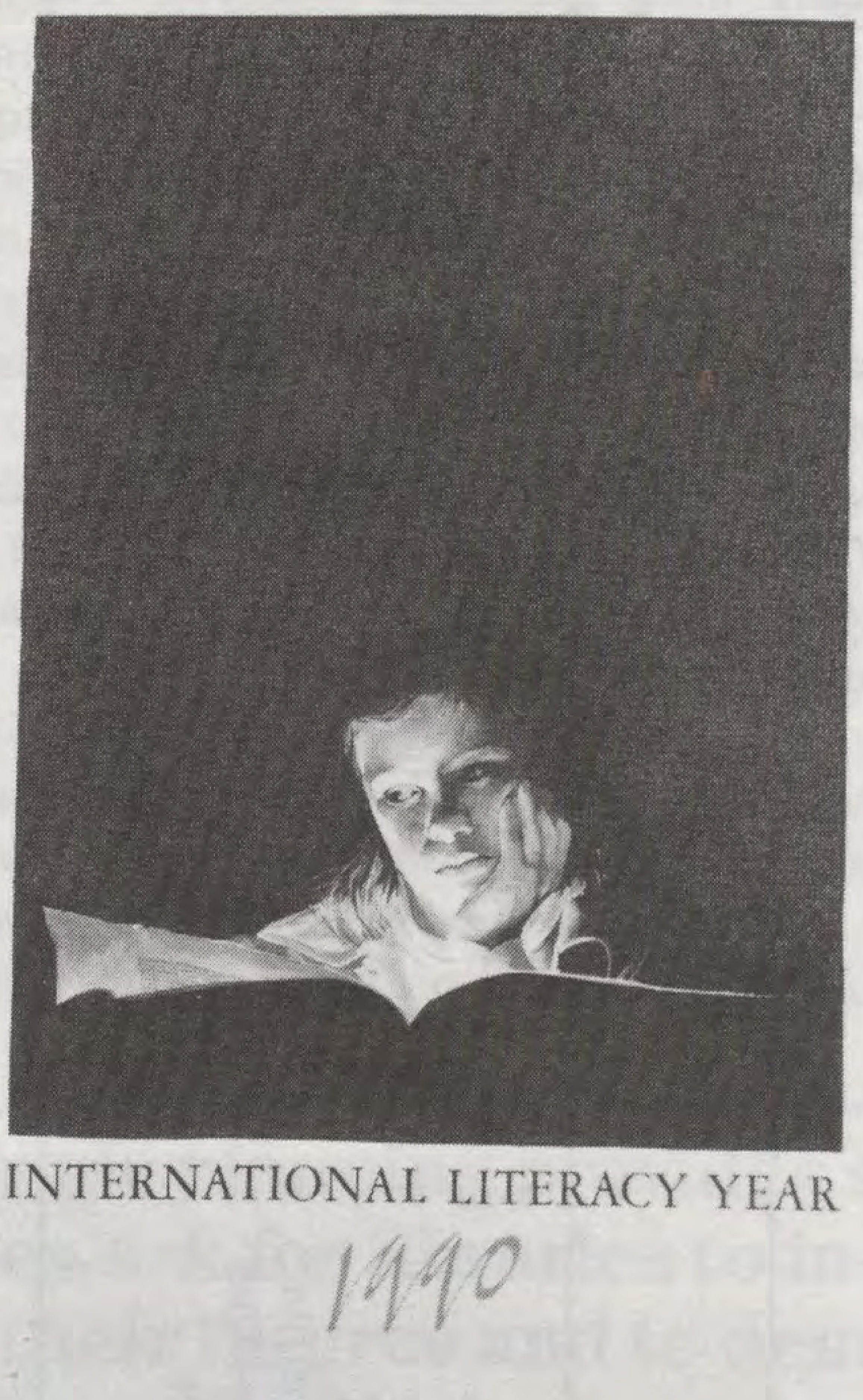


Barry Moser has created a poster on *1990 International Literacy Year* for the Children's Book Council. The poster, measuring 24″ x 32½″, is in six colors. It costs $15.00 and is shipped rolled in a mailing tube. Send a 25¢ stamped, self-addressed envelope to CBC (P.O. Box 706, New York, NY 10276-0706) for *Current Materials Brochure* for details.

Management Information Systems and Changing Technologies in Libraries

John E. Ulmschneider

In the past two decades management science has come to regard change as a constant in an organization's operations. Libraries no less than other institutions are subject to constantly shifting demands and constraints. Consequently the flexibility to respond quickly to opportunities and problems has become an important skill for library managers. Such flexibility requires the ability to speak authoritatively on the present state of a library from the basis of accurate management information. Financial information is particularly important, since planning for and dealing with change depends wholly on accurate information about the need for, availability of, and utilization of resources. For resource-strapped libraries, the allocation of resources occupies a central role in many decisions. For this reason library managers increasingly recognize timely and accurate management information, especially financial information, as a strategic resource crucial to the ongoing operations of a library. The health and prosperity of a library depends critically on what information is available for decision makers in the library and how management structure provides for the flow of information to them.

The technology for capturing, disseminating, and analyzing management and financial data in libraries has undergone accelerating change in this decade. Two developments in particular have had important influence. First, the widespread introduction of desktop computers beginning in the early 1980s brought new power and flexibility to individual library managers for the analysis of financial and other data. Second, the growth of computer networks has greatly enhanced the ability of librarians both to capture data and to disseminate it (often in the form of analyzed data) directly to persons with a need to know. While library research and literature have reflected the application of new financial analysis tools available to librarians[1,2], the literature (as well as management literature in general) has only begun to discuss the issues raised by computer networks for financial and other management data. The combination of powerful desktop computers and distributed network data presents new opportunities that improve upon the capabilities of earlier management information systems designs, but it also exacerbates problems associated with duplication of data, timely dissemination of data, locating correct data, and proper analysis and use of the data available.

John E. Ulmschneider is Head of Library Systems, North Carolina State University Libraries, North Carolina State University, Raleigh

MIS and Management Science: An Overview

The term management information systems (MIS) traditionally has described the capture and analysis of statistical data about an organization's operations in support of decision making by management. Research and literature about MIS is divided roughly into two camps: the technology and implementation of MIS and the management theory of MIS.

Management theory often recognizes three different types of decision making in organizations, with different management information needs for each decision type[3]. *Strategic planning* involves setting goals and objectives, defining and refining the mission of the institution, arranging long-term acquisition and allocation of resources, and monitoring the organization's working environment for feedback on progress and for opportunities. *Management control* is concerned with obtaining and allocating resources and ensuring their effective and efficient use to accomplish tasks related to the goals and objectives of the organization. *Supervision* or *operational control* is the close monitoring of specific tasks carried out to meet goals and objectives. In libraries these tasks are primarily transaction-oriented activities such as circulation, cataloging, reference, and acquisitions. Transaction tasks include most budget and financial transactions, such as generating purchase orders, paying invoices, applying fines, and encumbering monies for monograph and serial orders. Transaction records provide much of the raw data about a library's behavior and activities that become the foundation of management information systems.

The decision process itself has been variously modeled. Older models describe well-defined stages in a structured decision making process.[4]. Recent research supports a less structured process, characterized by individual differences in analyzing problems and developing solutions, heavy reliance on oral communication among colleagues, and the presence of a considerable ambiguity in both problem analysis and the data brought to bear on a given problem[5]. In particular, newer research shows that decision makers often follow an iterative decision making path that involves formulating alternatives and solutions, gathering information to elaborate or test alternatives, and then refining alternatives or developing new ones. For this reason newer decision models regard unimpeded information transfer, both access to information and exchange of information, as the most important component of the decision making process.

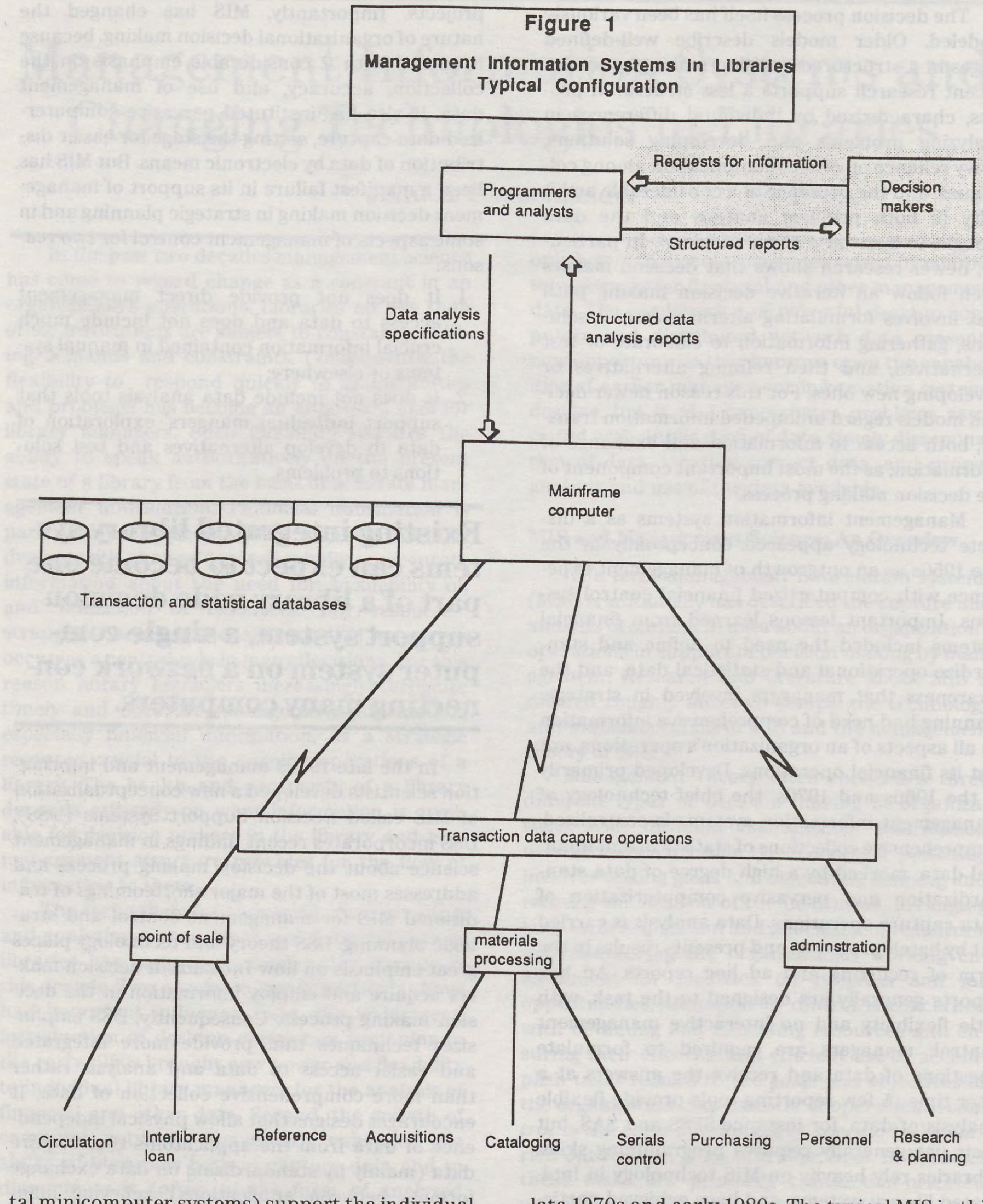
Management information systems as a discrete technology appeared conceptually in the late 1950s as an outgrowth of management experience with computertized financial control systems. Important lessons learned from financial systems included the need to define and standardize operational and statistical data, and the awareness that managers involved in strategic planning had need of comprehensive information on all aspects of an organization's operations, not just its financial operations. Developed primarily in the 1960s and 1970s, the chief technology of management information systems is centralized, comprehensive collections of statistical and financial data, marked by a high degree of data standardization and pervasive computerization of data capture operations. Data analysis is carried out by batch programs and presents results in the form of recurring and ad hoc reports. Ad hoc reports generally are designed to the task, with little flexibility and no interactive management control; managers are required to formulate questions of data and receive the answers at a later time. A few reporting tools provide flexible analysis of data, for instance SPSS and SAS, but their use generally requires programming skills. Libraries rely heavily on MIS technology in integrated library systems, and have achieved particular success in standardization of data descriptions, in collection of statistics, and in computerization of important transaction activities. Today most library automation systems employ MIS-type technologies.

MIS technology resembles a powerful management reporting system, useful for operations control and mangement of processes, tasks, and projects. Importantly, MIS has changed the nature of organizational decision making, because it carries with it considerable emphasis on the collection, accuracy, and use of management data. It also has instituted pervasive computerized data capture, setting the stage for easier distribution of data by electronic means. But MIS has been a manifest failure in its support of management decision making in strategic planning and in some aspects of management control for two reasons:

1. It does not provide direct management access to data and does not include much crucial information contained in manual systems or elsewhere;
2. It does not include data analysis tools that support individual mangers' exploration of data to develop alternatives and test solutions to problems.

Existing integrated library systems can expect to become one part of a library-wide decision support system, a single computer system on a network connecting many computers.

In the late 1970s management and information scientists developed a new conceptualization of MIS called Decision Support Systems (DSS). DSS incorporates recent findings in management science about the decision making process and addresses most of the major shortcomings of traditional MIS for management control and strategic planning. DSS theory and technology places great emphasis on how *individual* decision makers acquire and employ information in the decision making process. Consequently, DSS emphasizes techniques that provide more integrated and easier access to data and analysis rather than more comprehensive collection of data. It encourages designs that allow physical independence of data from the applicatoins that require data (mainly by standardizing on data exchange formats between applications), relieving managers from dependence on centralized, highly structured data analysis characteristic of traditional MIS. Particularly important to DSS technology has been the introduction of powerful, flexible, inexpensive, and easy-to-use software tools for exploring data. Collections of such tools provided to managers on desktop or otherwide easily accessible computers (such as departmen-

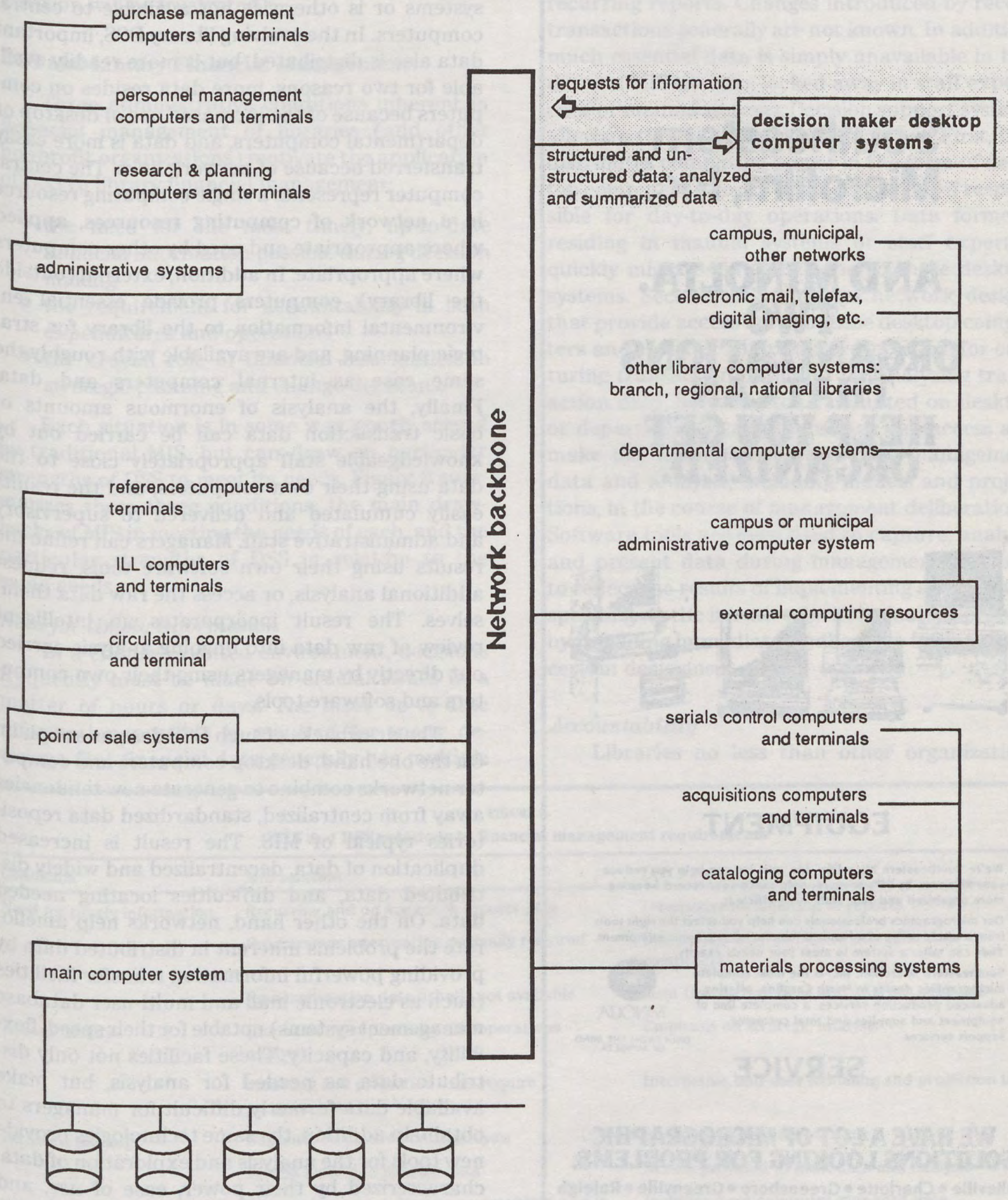


tal minicomputer systems) support the individual cognitive styles of managers involved in the iterative decision-making process.

Decision Support Systems (DSS) and Network Technology

Figure 1 represents a typical library MIS configuration using technologies prominent in the late 1970s and early 1980s. The typical MIS in this design relies on a large central computer as a distributed resource, gathering raw transaction data from transaction centers and storing it in databases. The central computer represents a relatively costly resource and therefore is not applied to all transaction processing, nor is it available for all mangement decision making. Data on the computer is provided to managers in the form of

Figure 2
Decision Support Systems in Libraries
Typical Configuration



structured reports, usually as regularly recurring reports but sometimes as *ad hoc* reports.

Figure 2 shows a library DSS environment that reflects newer technologies gaining prominence in this decade. Traditional MIS emphasizes centralized databases, but in fact data often is distributed in the sense that the central database usually does not contain comprehensive data; a considerable amount of data resides in manual systems or is otherwise not available to central computers. In the evolving library DSS, important data also is distributed, but is more readily available for two reasons: more data resides on computers because of the increased use of desktop or departmental computers, and data is more easily transferred because of network links. The central computer represents a single computing resource in a network of computing resources, applied where appropriate and used by other computers where appropriate. In addition, external (outside the library) computers provide essential environmental information to the library for strategic planning, and are available with roughly the same ease as internal computers and data. Finally, the analysis of enormous amounts of basic transaction data can be carried out by knowledgeable staff appropriately close to the data using their own computers, and the results easily cumulated and delivered to supervisory and administrative staff. Managers can refine the results using their own software tools, request additional analysis, or access the raw data themselves. The result incorporates an intelligent review of raw data into ongoing analysis carried out directly by managers using their own computers and software tools.

The drawbacks of such DSS designs are plain. On the one hand, desktop computers and computer networks combine to generate new tendencies away from centralized, standardized data repositories typical of MIS. The result is increased duplication of data, decentralized and widely distributed data, and difficulties locating needed data. On the other hand, networks help ameliorate the problems inherent in distributed data by providing powerful information transfer facilities (such as electronic mail and multi-user database management systems) notable for their speed, flexibility, and capacity. These facilities not only distribute data as needed for analysis, but make available data formerly difficult for managers to obtain. In addition, the same technologies provide new tools for the analysis and exploration of data, characterized by their power, ease of use, and flexibility, that overcome the limitations of MIS-designed tools.

Importantly, DSS does not solve some fundamental problems in library decision making frequently noted in the library literature. In particular, it contributes nothing to the ongoing effort to standardize descriptions for library data and library statistics[6]. As long as librarians cannot agree, for example, on how collection sizes are measured, the ability of individual DSS to use data from other libraries for environmental comparision will be frustrated.

DSS and Library Financial Management

Three administrative conditions inherent in financial management of libraries (and other nonprofit organizations) motivate the application of DSS to library financial management:

- the need for the most timely, up-to-date financial information possible during decision making
- the requirement for accountability in both expenditures and operations
- the crucial role of financial information in strategic planning and change decisions.

Each situation is in some way poorly served by traditional MIS, but can draw on particular strengths of DSS to meet its needs. Figure 3 summarizes these three conditions, the main drawbacks of MIS in meeting the needs of each, and the particular strengths of DSS in relation to the same needs.

Need for timely information

In a change-oriented environment, decisions frequently must be made on crucial issues in a matter of hours or days. The most up-to-date information possible is required for many decisions. But financial data generally has multiple sources and is generated by multiple processing centers; locating data quickly can be difficult. In libraries these sources include acquisitions, purchasing, personnel, circulation, and the like. Traditional MIS designs provide a framework for capturing raw financial transaction data from such processing centers, but unfortunately the analysis of transaction data in such a system reaches decision makers only in the form of recurring reports. Changes introduced by recent transactions generally are not known. In addition, much essential data is simply unavailable in traditional MIS designs, locked away in staff experience or manual systems. Decision support systems alleviate these drawbacks in two ways. First, DSS distributes computing power in the form of desktop computers directly to supervisory staff responsible for day-to-day operations. Data formerly residing in manual systems or staff expertise quickly migrates in some form to these desktop systems. Second, DSS employs network designs that provide access both to these desktop computers and to other computers responsible for capturing transaction data and for analyzing transaction data. Software tools mounted on desktop or departmental computers then can access and make use of the most up-to-date management data and analysis, including models and projections, in the course of management deliberations. Software tools are even used to capture, analyze, and present data during management meetings to reflect the results of implementing alternatives, speeding up the iterative decision-making process by providing immediate feedback on the results of certain decisions.

Accountability

Libraries no less than other organizations

FIGURE 3.
MIS and DSS solutions to financial management requirements

Condition	*MIS solution*	*DSS solution*
Need for timely information	Recurring and *ad hoc* batch reports only	Interactive formulation of reports
	Programmer intervention normally required	Data analysis by managers using desktop computers
	Raw transaction data usually not available	Most transaction data and analysis available
Accountability	Emphasis on supervisory and operations analysis	Emphasis on strategic analysis
	Modeling and projection tools require programming	Interactive, end-user modeling and projection tools
Strategic planing	Supports structured data analysis	Supports exploration of data
	Access limited to specific data	Access provided to most data and analysis
	Ignores important data on environment and in non-MIS systems	Includes most computer-managed data

must account in detail for budget expenditures. In addition, the cost effectiveness of library processes and the efficiency of library operations are subject to management and audit review. Financial information figures importantly for input and output measures, for auditing, and for all aspects of cost analysis for services. Analysis and modeling software supplied by decision support systems, such as spreadsheet programs, accounting systems, and project management software, support determinations of the cost effectiveness and efficiency of library operations. With such software tools library managers can explore data and test alternatives quickly and easily, without the need to translate the data requirements of a particular problem into query specifications for generating structured reports. In addition, network access to data residing with parent organizations can assist in evaluating budgets and allocations with respect to the parent organization's goals and objectives, for example, assessing materials expenses in relation to enrollment information.

Role of financial information in strategic planning

Most strategic planning and change decisions involve the deployment or redeployment of institutional resources, very often financial resources. Comprehensive information on financial history and financial resource projections and utilization models are indispensable to planning and decision making. MIS designs focus access to financial data through knowledgeable managers able to produce query specifications that can be understood and translated by technical staff. In contrast, decision support system technology broadens the accessibility and use of financial data to all managers as the need arises. In DSS, networks and desktop or departmental computers encourage librarians involved in strategic or long-range planning to take account of financial data formerly inaccessible to them. The result is more comprehensive and accurate planning for changes and services. In addition, libraries have long used various allocation and charging formulas to manage materials expenditures and the collection of fines and other income (though in many respects with unfortunate results[7]). Financial management information available in DSS tests the accuracy, validity, and usefulness of such formulas.

DSS and Library Financial Data Management in the Future

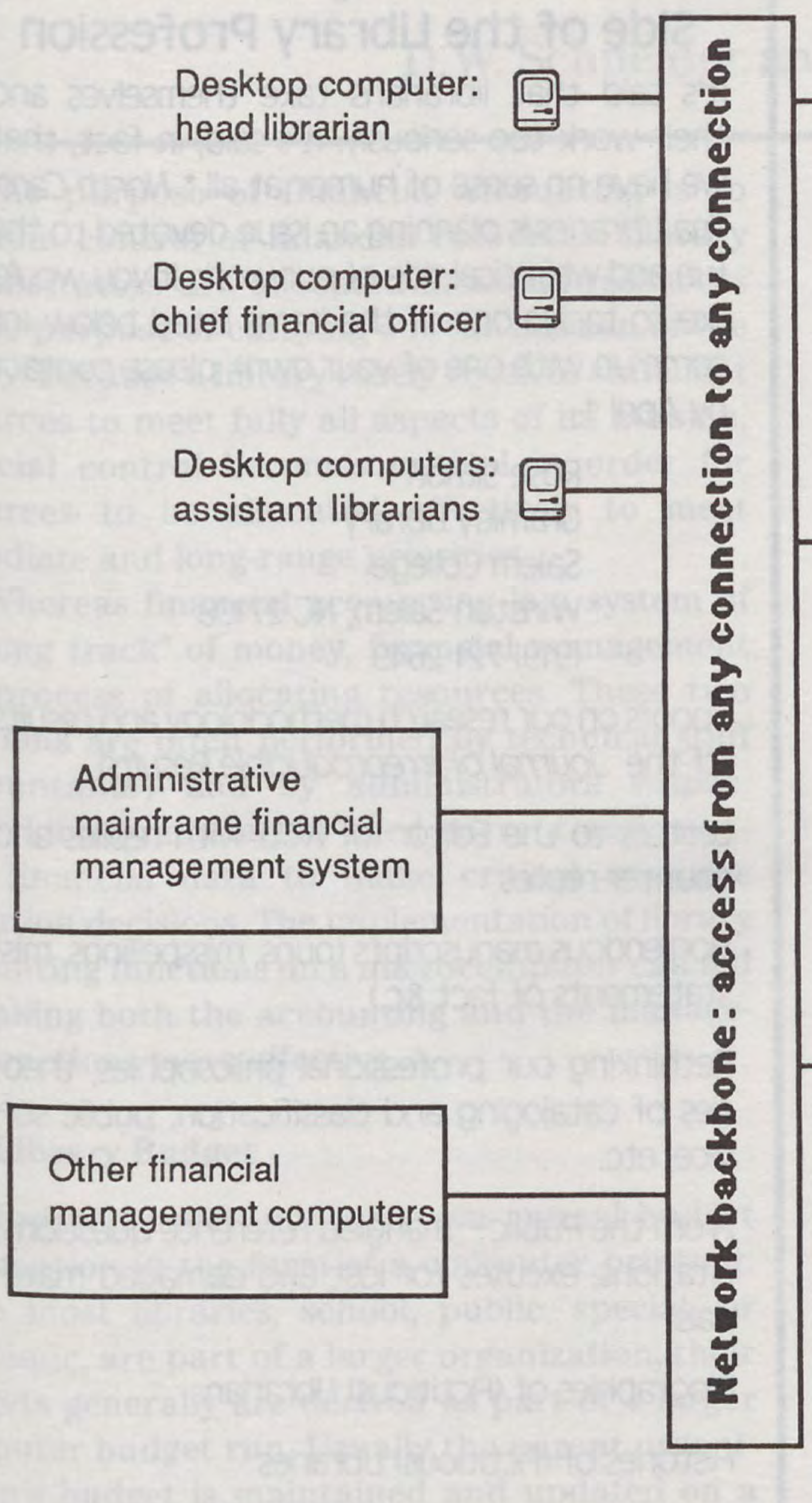
Currently most automated systems supporting library decision makers, including financial management systems, employ designs characteristic of MIS technology of the late 1970s and early 1980s. The scarcity of capital funds for investment in newer computing and network technologies will perpetuate this pattern in many libraries through the mid-1990s. Larger libraries, however, particularly research libraries at major universities, have begun significant investments in network infrastructure and desktop computer technologies that will continue and increase over the next five years. Generally such investments are motivated by the need to deliver electronic services from library service units directly to patrons, and to communicate better with patrons, the parent institution, and regional and national libraries. But the infrastructure also supports evolving DSS technologies, and research libraries already are exploring how networks and desktop computers might be applied to develop information systems for decision makers. Figure 4 shows how a typical financial decision support system using DSS technologies provided by such infrastructure investments might appear.

A number of issues still must be addressed in the design and implementation of future library decision support systems. These include:

- *Standardization of data descriptions:* Although financial data uses many widely accepted standard descriptions, this is not true of other library management information. Standardization of expression is increasingly important for sharing data, for inter-institutional comparisons, and for accountability to parent institutions.
- *Location of data:* Networks encourage distributed data capture and analysis; frequently important data and findings are present on several computers in a network. This is true of bibliographic information systems as well as management information systems. One solution is development of intelligent "knowledge finder" software that maintains network inventories and assists users in navigating data soruces.
- *Security:* Desktop computers and networks offer multiple points of access to sensitive and important data on distant computers, often with the full privileges accorded to data on a local computer. Library managers will need a clear awareness of security issues presented by decision support systems in this context, such as who is allowed access to computers, where data resides, and the nature of tasks (and the data required to carry out those tasks) assigned to different staff.
- *Use of computers by library management:*

Figure 4

Financial Management Decision Support System Typical Configuration



Many library managers still regard desktop computers as expensive resources appropriate mostly for typical MIS applications, for instance, capturing and managing transaction data. Decision support systems, however, regard desktop computers as essential tools no different from pencils and calculators. Access to data formerly not available to managers is only one-half of a decision support system: access requires tools and expertise to use the data appropriately. Libraries should make the necessary training investment as well as the capital investments required to ensure that library managers will use desktop computers, software tools, and network access to data and analysis in the process of management decision making.

- *Electronic transfer of financial transactions:* Financial data demands special consideration for network communication and desktop computer access, because audit requirements are strict. The ability to carry out financial transactions electronically, with appropriate electronic signatures, is a likely possibility for some libraries: delivering, receiving, and paying orders for library materials directly through network gateways, for example. Libraries already interact with the computerized financial management systems of parent organizations in a number of ways (e.g., online access to central accounting information). As financial administration comes to rely more heavily on electronic management of funds, libraries will need to follow existing financial standards and ensure that audit requirements are met.

Library decision support systems will continue to evolve with the development of electronic delivery of library services and the process of connecting libraries to local, regional, and national networks. Existing integrated library systems can expect to become one part of a library-wide DSS, a single computer system on a network connecting many computers. The MIS-based design of library information management systems will move in the direction of decision support technologies as networks and desktop computers continue to expand their presence in libraries.

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Use of Microcomputers for Library Financial Planning

D.W. Schneider and Catherine Seay

The purpose of financial accounting is to maintain control of financial resources. Library administrators are allocated financial resources for the purpose of carrying out the mission of the library. Because a library rarely receives sufficient resources to meet fully all aspects of its mission, financial control becomes critical in order for resources to be allocated effectively to meet immediate and long-range priorities.

Whereas financial accounting is a system of "keeping track" of money, financial management is a process of allocating resources. These two functions are often performed by technical staff (accountants) and by administrators respectively. Library managers need current and accurate financial data to make critical resource allocation decisions. The implementation of library accounting functions on a microcomputer can aid in making both the accounting and the managerial functions more effective.

The Library Budget

Today libraries often receive annual budget information in the form of a computer printout. Since most libraries, school, public, special, or academic, are part of a larger organization, their budgets generally are derived as part of a larger computer budget run. Usually the parent organization's budget is maintained and updated on a large main frame computer housed in some system/computer center remote from the library. Many library administrators consider themselves fortunate if they receive monthly updated printouts of their budgets from the central accounting office.

Although these updates are "current," they are seldom "real time," i.e., seldom do they reflect the library's transactions performed immediately prior to or since the computer run. Often due to the organizational distance between the library, the purchasing department, the accounting office, and the computing center, there can be a significant discrepancy between the update reports and the actual state of the library's budget. The lack of real time data can be especially critical as budget lines become depleted and at the end of fiscal years. In order to compensate for this lag in budget information, libraries usually set up an internal bookkeeping system and maintain manual account information within the library. However, internal records are seldom the final budget word. The monthly updates should be reconciled systematically against the library's records to ensure that all transactions have been recorded and to correct errors made either in-house or by central accounting.

Depending on the size of the budget and the complexity of the library organization, the in-house accounting system can range from very simple to quite elaborate, requiring a staff of five or more to maintain. Almost all libraries, even one-person branch operations, have some budget allocation for materials and devise some accounting system to keep track of funds encumbered (books ordered), funds expended (books received), and fund balance (money remaining to spend). Library bookkeeping systems can vary from solitary accounts of a few hundred dollars to systems that provide for personnel, materials, equipment, supplies, travel, maintenance, computer expenses, etc., and amount to many million dollars.

Financial Accounting and Budget Management

Two key elements of accounting (the systematic recording of revenues and expenditures) are 1) to record where monies are spent, and 2) to reflect how much monies are left to expend. To maintain records of budgeted funds, ledgers are established in accounts and subaccounts to reflect expenditure responsibility (library administration, chemistry library, social science bibliographer) and source of funds (budget lines: student wages, books, equipment). To track fund balances, each account contains cells to record allocated funds, encumbrances, expenditures, and free balances. If encumbrances and expenditures are posted in a timely fashion and accounts summed, balances can be maintained that reflect

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a realistic current state of the budget. Creating an up-to-date or current picture of the budget for a small organization can be accomplished with a minimum of effort; for larger, more complex budgeting units, balancing accounts can be a time consuming and costly function.

The use of a microcomputer, with concomitant application of spreadsheet software or an accounting package, can simplify and accelerate the internal accounting process. By providing high speed computing power, data storage, and ease of data entry, the in-house microcomputer can be a tool that makes accounting more efficient and provides a possibility for more effective financial management.

Accounting is only one aspect of financial management. In addition to keeping track of the money expended in each account, financial management also entails setting up the budget (allocating sums of money to each account), monitoring the rate of expenditures, and adjusting the budget when appropriate. To make effective budgeting decisions, managers compare current spending rates with previous patterns, weigh the current rate against expected future conditions, and adjust the budget to ensure the total budget is expended as intended. The electronic spreadsheet provides an array of statistical and computational functions that can aid the librarian in determining rates of expenditure and in making comparisons of financial data.

Whereas financial accounting is a system of "keeping track" of money, financial management is a process of allocating resources.

The Microcomputer and the Electronic Spreadsheet

"According to Larry Blasko, ten years ago the personal computer was in the same league as the personal army—cumbersome, expensive, and not really very useful for problems below the global scale."[1] This may have been true ten years ago when the knowledge of a programming language such as BASIC was necessary in order to perform simple operations on a microcomputer when the capacities of microcomputers were limited to a few megabytes, and when the cost of the machines relative to computing power was very high. Today, however, due to the price competition in hardware, the proliferation of software developers, and the "user friendliness" and variety of software (word processing, spreadsheets, data base management, communication, etc.), the microcomputer has become a viable tool for almost every library.

The microcomputer itself is a tool not unlike a power drill, very useful and powerful but only with a drill bit. Just as different kinds of drill bits are needed for various purposes, different software serve different functions and achieve different goals. The microcomputer used with a spreadsheet is particularly useful as a tool for the purpose of library financial management.

Microcomputers, when used with one of the standard spreadsheets such as VisiCalc or LOTUS 1-2-3, make excellent high speed calculators. But the electronic spreadsheet makes the computer more than just a calculator. It also makes it an easy and efficient programmable device for setting up budget accounts, producing reports, and creating charts and graphs. Any number of commercially available spreadsheets can be used (depending on the make of the machine and personal preference) to set up a financial accounting and reporting system for a library. This discussion is based on experience with *LOTUS 1-2-3*.[2] The 1-2-3 electronic spreadsheet is flexible enough to be used with a single book account or a budget exceeding six million dollars.[3]

In addition to their calculating power, there are many characteristics and functions of electronic spreadsheets that make them useful for financial accounting and easy to learn and use. Without going into great detail or describing all the attributes of an electronic spreadsheet, some of its more useful functions are:

- *Cell/range copy* Formulas, functions, and formats can be copied from one cell or range to another. Once an individual line or account has been set up, it can be copied at other locations on the spreadsheet. The copy function reduces key-stroking and the possibility for error when designing and setting up a set of spreadsheets.
- *Arithmetic functions* Cells can be programmed to sum, to average, to count, and to calculate percentages. These functions are performed automatically each time data is changed or new data added. Automatic calculation can make the account "real time" with each data change.
- *Data transfer and import* Data can be extracted, copied, added to, or subtracted from one location in a spreadsheet to another or from different spreadsheets automatically. This capability makes it possible to

TABLE 1.
Sample Spreadsheet Statement

ADMINISTRATIVE SUMMARY		12-Jan-89			% Year Remaining: 48.5%
Account Name	**Budget**	**Encumbered**	**Expended**	**Balance**	**% of Funds Remaining**
Salaries	1,832,223		878,072	954,151	52.1%
Wages	295,860		127,925	167,925	56.8%
Term. Pay - Mo.	1,304		1,511	(207)	-15.8%
Term. Pay - Bi.	2,574		2,574	0	0.0%
Graduate Asst.	212,728		109,803	102,925	48.4%
Students	304,422		132,633	171,789	56.4%
Travel	31,000		12,787	18,213	58.8%
Operating Serv.	147,684	42,955	107,576	(2,847)	-1.9%
Computer Serv.	36,000		19,086	16,914	47.0
DP Analyst Serv.			1	(1)	
Supplies	115,500	12,744	71,054	31,702	27.4%
Prof. Serv.			314	(314)	
Other Serv.			77	(77)	
Capital Outlay	6,033	20,748	2,373	(17,088)	-283.2%
Capital Repairs					
TOTAL:	2,985,328	76,447	1,465,786	1,443,095	48.3%

transfer data electronically from the materials or personnel spreadsheet to a summary spreadsheet; data only needs to be keyed into the accounts once.

- *Macros* Macros are internal programs written to perform repetitive and/or complex sets of functions. They can be written to aid data input or to perform a set of steps necessary to update a summary statement.
- *Graphics* Line graphs, bar charts, pie charts and xy graphs can be plotted easily and interchangeably with *1-2-3*. Graphs can give pictorial comparisons of current and historical data. They are particularly useful in conjunction with "what if" analysis; a graph can depict the outcomes of several courses of action in one easily understood visual representation.

In addition to the functions mentioned here, there many more standard operations (statistical, complex financial, data query) that make the spreadsheet useful for library financial management.

Spreadsheet Lay-out and Maintenance

Table 1 is an example of a printout from a *1-2-3* spreadsheet. The data represents the summary of the separate accounts of a single budgetary unit (library administration) and presents account balances as well as percentages of accounts unexpended. These percentages are easily compared with the "% of Year Remaining" figure, which is calculated from the current date each time the account is updated.

In order to track the expenditures for each account line, individual tables are set up at various locations within this spreadsheet; table locations are mapped so that they can be located readily for updating. In addition to the data elements that parallel the summary table (encumbrances, expenditures, balance), the individual account tables usually contain cells for invoice numbers, vendor names, date of purchase, date received, etc. It is also possible to use the date functions of the spreadsheet to "age" accounts and to program the table for automatic notification of outstanding purchases that might be of concern. The individual account tables can be printed out separately from the summary table to be used as status reports on the equipment budget, supply accounts, etc.

The general procedure for most libraries is to issue purchase orders or requisitions (for nonbook purchases) to a central purchasing office and to notify that office when items have been received so payment can be processed. Accounts are accumulated and reports issued periodically, resulting in the library receiving outdated information. However, if every transaction is recorded in the appropriate spreadsheet table *before* it is forwarded, the microcomputer can be a means for providing the library immediate budget information that can enhance the budget manager's ability to make timely financial decisions. Because data entry into spreadsheets is quite simple, properly supervised clerks and student assistants can input most transactions.

Accounting for book and serial purchases is often done differently from accounting for other purchases; the microcomputer can be especially helpful in keeping track of material fund expenditures. Book orders are often ordered directly by the library's acquisition department. As books are received their orders for payment are forwarded to central purchasing. This practice results in only "expended" and "balance" information being reflected on central accounting updates, usually for only one line called "Book Funds". Encumbered funds (outstanding orders) and the in-house re-allocation of the book funds (fiction, psychology, social science, women's studies) are usually tracked only by the acquisitions department. The spreadsheet is particularly useful in setting up numerous subaccounts in the book budget. Each book budget allocation can be maintained and monitored separately; year-to-year expenditures can be compared (individually or in aggregate) for purposes of reviewing levels of subject or program support (chemistry, young people's collection, humanities). Use of the microcomputer can provide daily fund balances that reflect not merely what has been spent, but also the amounts of individual book allocations that are left to be encumbered.

Efficient spreadsheets are designed so that data is only entered once into the individual accounts. The summary table is generally a series of spreadsheet formulas and functions that gather data from individual accounts and subaccounts and compute summary figures. In cases where additional figures are needed (year-to-date, monthly average, one year ago), historic tables can be established and macros designed to permit easy compilation of the data.

In general, spreadsheet design is a process of compartmentalization and aggregation. For ease of maintenance, accounts should be logically separated in a manner that reflects the library's assignment of fund responsibility; they should be summarized in a form that facilitates analysis.

"What If" Analysis

Many times financial managers are faced with questions like: "What if our revenue accounts are down six percent this year?" "What if we get a mid-year budget adjustment of five percent?", "What if twenty percent of our overseas book orders don't arrive before the end of the fiscal year?", or "What if all of the above?" In the past it has been quite cumbersome to "crank out" the multitude of budget calculations necessary to ascertain what effects such actions could have or how budget adjustments might be made in response to them. Because spreadsheet tables can be copied easily, data can be changed at almost any point in a table and balances calculated immediately. The spreadsheet presents an efficient way to test various scenarios that are raised by what-if questions.

A variation of the what-if question is the "How can I" question: "How can I allocate a fixed sum of pay raise money to 120 staff, taking into account merit differentials?" The computing capability of the microcomputer and the ease of programming and copying formula changes make tasks such as this manageable. A supervisor can test and re-test various percentage assumptions until an optimum distribution is reached.

In addition to computing power, *1-2-3* also provides a graphing capability that can be useful in what-if analysis. Line and bar graphs are easily constructed from tabular information. Plotting several what-if scenarios on the same graph often makes possible trends and outcomes more understandable and can be an aid in the decision-making process.

Summary

Library financial managers need the budgets for which they are responsible to be maintained in an accurate and timely manner. In the past, they have often been dependent on offices outside of the library to provide them with updated budget information.

The combination of microcomputer and spreadsheet software now provide a tool that permits in-house establishment of budget accounts that can be easily and inexpensively maintained. Line item allocations can be subdivided into accounts that reflect the library's assignment of fund responsibility. Spreadsheets provide quick analytical calculations that can aid the financial manager in making budgeting decisions. Most importantly, the library's microcomputer can furnish updated budget information on demand. The immediate in-house access to this information can give financial managers a control of their budgets not provided by the periodic reporting of central budget offices.

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3. At the LSU Libraries, a series of five *LOTUS 1-2-3* spreadsheets have been set up by Lorry Trotter (Accountant I) to account for the library's six million dollar budget. She has designed output tables that display data from individual budget lines (materials, administrative, etc.) as well as summary tables that use data from several distinct spreadsheets.

Automation of the Public Library: Cost Implications for the Library Budget

Dale Gaddis

When one addresses the question of budgetary implications of automated systems, it is very tempting to get into a full discussion of the whole process of planning, procurement, conversion, implementation, and operation, since costs are dependent on the choices made throughout this process and the choices made are often dependent on the costs. I have not had much success in avoiding this temptation, but I hope that the information I have included can be used as a practical guide for budget planning and decision making as a library automates its functions.

Public libraries in North Carolina have approached automation in various ways, including:

- Turnkey minicomputer-based integrated library systems, with a computer housed in the library, a dedicated library computer housed in the county or city data processing headquarters, or a shared county or city computer;
- Online commercial circulation systems using supermicros or local minicomputers connected to vendor mainframes;
- Microcomputer-based circulation systems;
- Online public access catalogs as part of integrated systems;
- CD-ROM public access catalogs;
- Automated cataloging using OCLC;
- Automated cataloging using CD-ROM systems;
- Systems developed in-house for patron registration, overdues control, etc.

However, the majority of public libraries in the state have no automated library functions at all.

In an attempt to broaden the scope of this article beyond my own experience with a turnkey minicomputer-based integrated library system, I surveyed public libraries in the state which I had identified as having automated functions. In the survey, I sought information on the types and sizes of systems installed; procurement procedures and problems; and the costs of the systems, their implementation, and their continuing operation.

Although I felt that a comparison of system costs would be interesting, I predicted that cost information would not be easily retrieved nor easily compared. Responses to survey questions proved this assessment to be correct and I do not attempt to provide such a comparison in this article.

Planning for Automation

There is great concern among public librarians that once a library is automated, other budget areas will be adversely affected because of funds required to keep the system operational. Public libraries in North Carolina have not been automated long enough to test whether this concern is in fact valid. Certainly, before automating a library, it should be determined that benefits to be gained by automating are of sufficient value to warrant the funds to be invested, and that, by investing the funds for this purpose, other aspects of library operation with equal or higher value will not be sacrificed.

It is absolutely required, therefore, that thorough planning precede any decision to automate. Not only will planning help to prevent future unwanted drifting of budget priorities, but it could also reduce significantly the cost of automation. Decision makers need to have a good idea of what the future holds for library services in the community served. A service development plan should be in place which is based on solid information regarding demographic, social, and economic trends in the community, and which includes projections of library use, collection size, and number of registered patrons. Functions to be considered for automating and benefits to be gained should be identified.

The five-year budgetary impact of automating, in light of the functions required and the benefits to be gained from the system, should be compared with the budgetary impact of performing the functions and achieving the benefits using

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a manual system. This cost study will help to determine whether the library should automate and, if so, which functions and what growth requirements will be needed. This analysis also may be required before any funding authority will underwrite the purchase of a system.

Budgetary considerations must be assessed for the planning process itself, including consultant costs, if one is used, and a significant amount of staff time whether a consultant is used or not.

Funding for the System

Libraries in the state have used a variety of sources to fund automation. Most have been very dependent on local funds, but with supplements from federal and state sources. Over the years the State Library has supported automation projects with consultative support from its staff and with LSCA funds for feasibility studies and major automation project grants. (Now that the majority of large public libraries in the state have automated, there has been talk that the major automation grant funds may be allocated differently.) Libraries have also used their state allocations and funds from LSCA enrichment grants to supplement local appropriations. Other sources mentioned in the survey were foundation grants and gifts.

System Procurement

If the feasibility planning for the system has been done thoroughly, much of the information needed for the procurement process will have been gathered. Before going out for bid for any size system, it is necessary to know exactly what the system will be required to do. Getting this information into a format for bidding, identifying potential vendors, preparing the bid advertisements, conducting a bidders' conference, and evaluating the bids normally requires outside assistance. This assistance needs to be included in the library's budget and will vary in cost depending on the amount of expertise available on the library's staff and in the county's or city's finance, data processing, and legal departments.

Request-for-Bid Proposal Preparation

Information needed for the request for bid proposals (RFP) includes processes to be automated and how they are to function, the projected size of the data base, activity to be accommodated by the system with growth projections included, and the number of peripherals to be required. The growth potential of the system will affect future costs, so these projections should be very carefully considered.

In addition to consultant assistance in the process of developing the RFP, significant secretarial time is needed for typing and copying the RFP for distribution. The document may be very long, depending on the complexity of the system; and since it may be revised several times, it can be costly to type and reproduce. If a consultant is used for the development of the RFP, the preparation of the final document may be part of the services provided.

Bidding Process

Costs incurred by the library during the bidding process will depend on whether or not the county or municipal purchasing office plays a role. Costs are still there, of course, regardless of who assumes them.

Advertisements need to be prepared, RFPs copied for the number of vendors requiring them, and postage allocated for mailing the documents to the vendors. Express mail may be required depending on the time involved.

If the library holds a bidders' conference, costs incurred by the library and/or purchasing office are mainly time in the conference, including consultant time and expenses, and the preparation and mailing of addenda.

Certainly, before automating a library, it should be determined that benefits to be gained by automating are of sufficient value to warrant the funds to be invested . . .

Bid Evaluation

The bid evaluation process is extremely costly in staff and consultant time, and should involve the government purchasing and data processing staffs to ensure their concurrence with decisions made. The bid evaluation often includes visits and calls to installation sites and attendance at users group meetings. Travel costs and long distance calls should be included in the budget to accommodate these needs.

North Carolina statutes require that local governments accept the lowest *responsible* bid. Of the libraries who responded to the survey and were required to bid out their sytems, four out of five did not accept the low bid. In all cases, the systems did not meet specifications or evaluation criteria as stated in the RFP. Charlotte-Mecklenburg set as its evaluation criterion "the optimum combination of functionality, hardware configuration, software design, delivery, approach to migration from Dataphase system, five year cost, and vendor viability/past performance." Selection was based on this criterion, not on the lowest price bid. In Durham we were using a similar evaluation method, and discovered that the low bidder clearly did not meet the specifications as stated for a major function we required.

In many local situations, the lowest bid can appeal to funding authorities, whether or not specifications are met. Extra effort is required to convince them that the low bid will not accommodate the needs of the local situation. In explaining how not selecting the low bid was justified to funding authorities, one library responding to the survey stated: "With lots of charm." In Durham, charm might also have been a factor, but it helped to have had the data processing and purchasing staffs involved throughout the bid evaluation process and in agreement with the recommendation being made to the Commissioners. Three of the libraries who responded to the survey were using county computers and thus were limited by the available hardware in the systems they could consider. This situation simplifies the selection process and works to the library's advantage if the system which runs on the local computer is also the best functional selection for the library.

Contract Negotiation

Contract negotiation may require the presence of the consultant and will require the time of an attorney and the purchasing agent. The amount of time is dependent on the number of changes which will be required from the RFP and whether or not a standard contract can be used.

At contract signing, the vendor may be required to submit a performance bond. The cost of the bond is often included in the price of the system bid.

The library or funding agent may choose to purchase the system outright, to lease the system, or to purchase the system through a lease/purchase arrangement. Leasing and lease/purchase arrangements involve less initial outlay of funds, but cost more over an extended period. In addition, lease and lease/purchase arrangements may require dealing with a third party. North Carolina statutes regarding lease/purchase arrangements are relatively complicated.

System Costs

Hardware costs are determined by taking into consideration the library's requirements for the following components and services:

- *Central processing unit.* Several of the libraries responding to the survey use the local government's computer for their applications. This is one way for the system cost to be less; however, the libraries may end up competing for computer space with other departments of the government. In one situation, the county computer had to be upgraded. In another, during the time that it took for the library to build its data base, other departments took all the space that was available in the county computer. This resulted in the unexpected need for a stand-alone system.
- *Disc and/or tape storage/drives.*
- *Printers.*
- *Terminals*, for staff and patron access.
- *Wands or laser readers.* Wands are less expensive, but laser readers may be required in busy locations.
- *Interfaces to other systems.*
- *Freight and Installation.* Installation costs can be saved if county or municipal data processing staff is available to perform some or all of this task. In Durham, the vendor installed the central site hardware; the county installed all peripherals. However, if there is any concern that the vendor will not provide support for equipment installed by local staff, these will be false savings.
- *Maintenance.* The number of hours, the days of the week, and the response time required will affect the cost of maintenance, as will the requirement for on-site maintenance versus off-site. If the maintenance contract calls for off-site maintenance, the budget should accommodate shipping costs and the need for replacement equipment.
- *Furniture to house equipment* (terminal tables, chairs, printer stands).

Software costs will include the costs of the operating system and the application programs or modules. Maintenance costs again are dependent on the hours, days of the week, and response time required from the vendor. Software costs may also include the price of customizing to accommodate local conditions. In turnkey systems, the profiling of the system to meet local policy requirements is usually included in contracted costs. Changes to the profile after a period normally included in the contract will cost extra, usually on a per-hour basis. If the system is developed in-house, in-house expertise is required as well as the time to develop the system.

Communications devices are required if any remote stations are to be established or if the system is linked in any way to a mainframe in another location. The library needs to plan for the purchase of modems and/or multiplexors, depending on the number of terminals to be accommodated. One such device is needed at each end of the telecommunications line. Telecommunications lines, either dedicated or dial-access depending on use, are also required and represent an ongoing cost of the system. Other methods of establishing communication links are available, including data radios. The initial cost of data radios is relatively high, but there are no ongoing telecommunications costs. These instruments do not work in all locations, however.

Backup systems should also be considered in the budgeting process. When the system goes down, how the library is to circulate materials or have access to the catalog are important considerations. Circulation backup systems include inexpensive legal pads for recording barcode numbers or the more expensive microcomputer workstation or portable reader. Backup for a computer catalog may include a microfilm or fiche catalog or a CD-ROM catalog, the latter being the more expensive alternative.

Site Preparation

Site preparation can be a major cost consideration in planning for library automation. Depending on the type of system chosen, the following could be required:

- *Space.* If the system to be installed is a turnkey, minicomputer based system, space is a prime consideration. The amount of room required is very dependent on the type of system chosen and could affect the cost comparisons of the system bid.
- *Air conditioning.*
- *Raised floor.*
- *Dedicated electrical power.*
- *Power protection.*
- *Fire extinguishing system.*
- *Grounded electrical outlets* for all peripherals.
- *Individual surge protectors, anti-static mats, and cleaning kits* for terminals.
- *Cabling* throughout building.

Several of the libraries responding to the survey have their computers housed in the county computer room or use the county computer. Major site preparation costs are saved by doing this; however, it is possible that the room will need to be enlarged or rearranged and electrical and air conditioning systems upgraded if equipment is added.

Conversion Costs

Bibliographic. Conversion of the bibliographic data base may represent the greatest cost in automating a library system. This will depend on whether machine readable records are being created as part of the current cataloging process, and on the number of titles in the collection not in machine readable form. Cost elements to be considered in budgeting for the conversion include staff time, network or vendor costs, telecommunications costs, and equipment costs. Once the conversion is completed, a computer tape of the data base must be profiled and processed for loading into the local system. Once loaded, the records need to be indexed.

Copy-level Conversion and Barcoding. Copy-level conversion can be accomplished at the same time as title conversion (described above), depending on the method chosen for automated cataloging. In Durham, we did not do this for two reasons: lack of access to our records on OCLC to make changes when copies were added or removed, and the length of time it was projected to complete the retrospective conversion. As a result, it was necessary once the data base was loaded in-house to add the copy information to all of the titles. This involved hiring temporary staff for a four-month conversion project.

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Barcoding of the collection can be done at the same time that the copy information is being added to the data base, or it can be done as a separate project by generating smart bar codes from a tape of the data base. Costs involved include the barcode production and a substantial amount of staff time to plan the project, to place the labels in the materials, to clean up the data base at the completion of the project, and to deal with problem items which turn up regardless of the quality of the conversion effort.

Patron Conversion. Creating the patron data base is also costly in staff time and as much of it as possible should be completed before the system is brought up. Budgetary considerations include the possibility of using temporary staff, barcode purchase, printing of new patron registration forms, and the cost of new borrowers' cards.

Implementation Costs

Planning. An extraordinary amount of staff time goes into the implementation of the automated system, even beyond the data base conversion efforts described above. Library policies and procedures must be reviewed for changes required or made possible by the new system, and the new system must be profiled to reflect these local policies. Installation and all it entails must be coordinated with the vendor (and the local data processing department, if applicable).

Training. Initial training is normally included in the contract with the vendor. However, I think that most libraries have found that supplemental training is always required. This training may be done by staff, by contracting with the vendor for additional time, or through off-site workshops sponsored by the vendor or other sources. This followup training can involve substantial travel costs and/or registration fees, and a significant amount of staff time.

A training room is nice to have available so that several people can receive hands-on experience simultaneously. This requires terminals, cabling to the room to accommodate the terminals, and tables and chairs. Terminals that will be used later for circulation or as public access computers (PACs) can be used temporarily for training.

Training is needed not only on system functioning but also on the new policies and procedures implemented by the library as part of the automation process.

Publicity/Public Relations/Public Acceptance. One major aspect of any automation project is communicating the changes to the public. Staff time is needed to plan and coordinate public relations efforts. A printing budget is needed for producing brochures to publicize and orient the public to the new system and to new policies. Video and slide presentations may also be considered for publicity and orientation.

Staff Recognition. Computer implementation involves a tremendous effort from the staff over and above the daily demands of operating the library. Budgets should include funds to recognize that effort.

Ongoing Operational Costs

Hardware operation will require local staff to bring the system up and take it down, to do file saves, to troubleshoot problems particularly with peripherals and software operation, and to coordinate vendor maintenance. The amount of staff time required will depend on the type of system chosen and the amount of support available from local data processing staff.

Time will also be required to prepare documentation of hardware operations as they are handled locally, including emergency procedures, etc.; to perform whatever day-end processing might be required; and to generate reports and notices.

Most systems include software enhancements as part of the contract provisions. Although there may be no additional purchase cost involved for enhancements, they are costly in staff time to load on the system and to review for changes which will need to be communicated to the full staff.

The library will want to become a member of the users group for the system if there is one. Costs involved will include membership fees, travel costs, and staff time to attend meetings.

Resulting Budgetary Impact of Automation

Revenue Changes. Of the libraries responding to the survey, the effect on fine and fee revenues ranged from zero to fifty-nine percent. In Durham, fines have increased forty percent as a direct result of automation; payment for lost books has increased twenty-four percent. Unfortunately, Durham County required the library to increase fines four months after automating, so a valid comparison of fine revenues could only be made for two months. With our new fine structure, our revenues have increased more than eighty percent.

Personnel. I have attempted to outline above the new duties that are required as a result of automation and the enormous amount of staff time involved in the conversion and implementation process. The major effect on personnel following implementation is, of course, on the number of manual tasks that no longer must be performed—no catalog cards to be filed or pulled, no overdue notices to type, no circulation files to put in order or to search for returned books, no shelf list to maintain, no registration card and cross reference files to be maintained.

Libraries surveyed cited the ability to use staff more flexibly than in the past and to accommodate substantial growth in library use without adding staff. New Hanover reports a 21 percent increase in circulation, a 212 percent increase in reserve activity, a 23 percent increase in patron registration, and a 26 percent increase in reference activity. They have not had to add staff to accommodate this growth. Libraries reported that, as a result of automation, staff have been transferred out of technical services and circulation into other areas of the library.

To use staff more flexibly, however, does require hiring personnel with skills which can be used in various areas of the library. This affects classification and salary levels. Computer skills and more paraprofessional library skills will be needed if existing staff—released from the clerical tasks they previously performed—are to be used to upgrade or provide new services. As recruitment standards for positions change, success at recruitment may also be affected if the new skills required are not available in the local labor market.

Telephone and Postage. These two lines in the budget increase drastically the first year of operation under a new system. Telephone costs are affected by the number of lines required to remote sites, and may be even greater if the vendor does not have a toll free number.

Postage may be affected if the library has previously been unable to keep up with patron notices for overdues and holds. Prior to automation, the Durham Library was only sending overdue notices when items were six weeks overdue. With the computer system, we send notices after two weeks, and additional notices after six and twelve weeks.

Supplies. Automation may result in some savings on supplies. Catalog and book cards are eliminated. The number of borrower cards may be reduced if renewal is not required for regular patrons in good status. It may be possible to use less expensive patron cards than have been previously used.

There will most likely be an increase in the number of notices required, however. The cost of notices will depend on the type chosen, crash notices being more expensive but reducing staff time required to stuff envelopes. There will be a continuing need for barcodes, printer paper for reports and diagnostics, printer ribbons, and magnetic tape for file saves.

Utilities. None of the libraries surveyed mentioned the impact of automation on utility costs. With the central computer in Durham housed in the county data processing department and another department budgeting and paying our utility bills, it is very difficult to know our increase. It must be significant, however.

Equipment. The only savings in equipment costs resulting from automation are in card catalog and shelf list cabinets and in the old circulation equipment which are no longer needed.

There *is* ongoing maintenance required on the computer hardware and software; and once a system is installed, everyone wants his or her own terminal. This leads to the need to upgrade the system. The more terminals available, however, the more effectively the system can be utilized.

Materials Budget. Depending on the level of automation, the library may be able to make much more effective use of its materials budget. Collection development can become more focused towards user needs. Use statistics may be available for individual titles and copies; purchase alerts may be generated for materials in high demand; and printouts may document materials not circulating. Much better control is gained over the collection. We know where materials are and can retrieve them without having to add copies throughout the system to meet occasional demand.

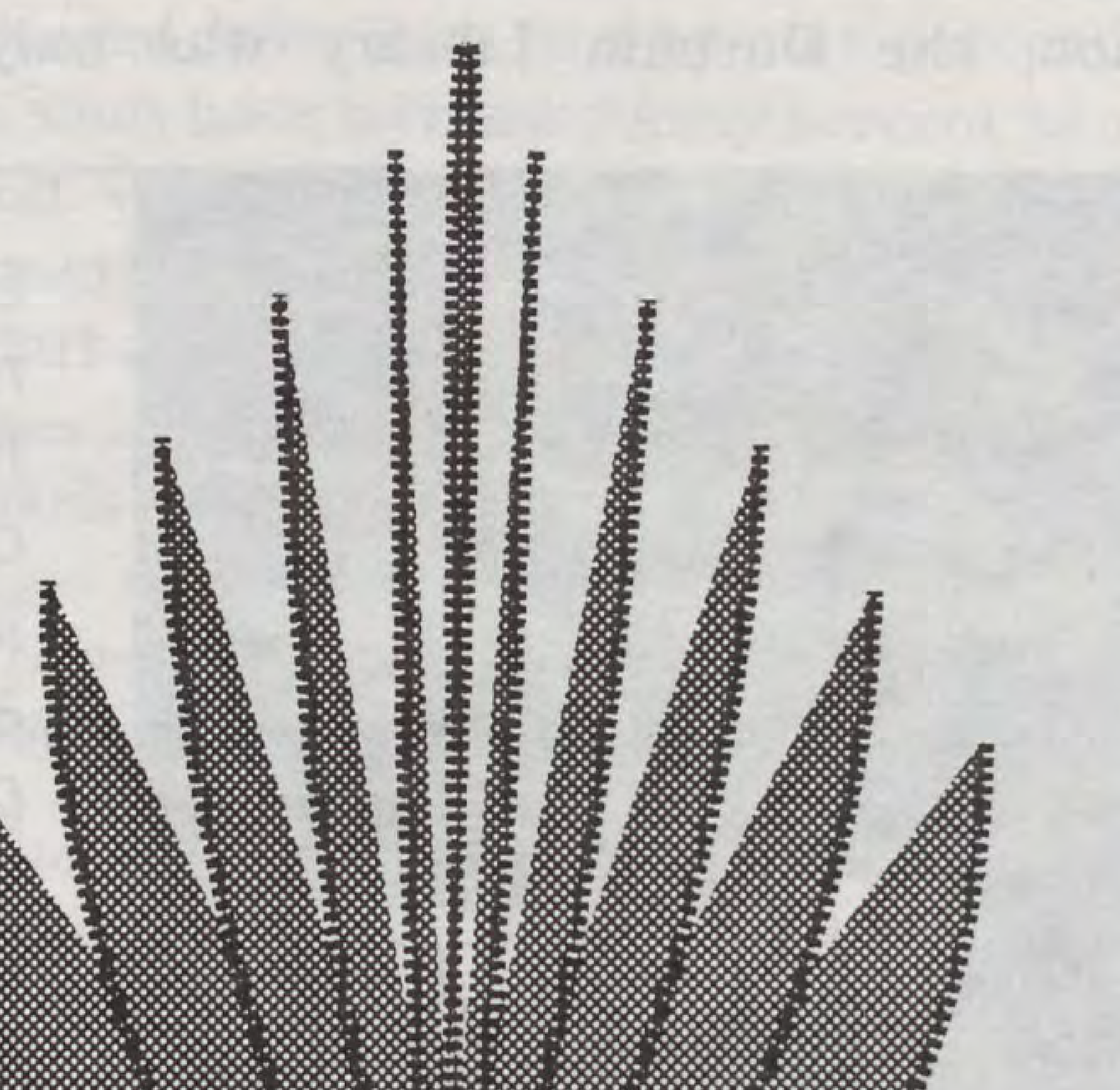
. . . once the library is dependent on an automated system, demands for access to the system from both staff and patrons multiply rapidly.

System Upgrade. Among libraries surveyed, one important consideration in determining the budgetary impact of an automated system is the need to upgrade the system. This was cited by several respondents as an unexpected cost. Adding just five more terminals to a system, if it is not designed to accommodate them, could require a new port board, additional memory in the CPU, additional disc storage, an additional processor, or even a new system altogether.

An upgrade will eventually be required in any library situation where there is growth in patron and/or staff use, where additional functions are desired on the system, or where there is growth in the data base to be accommodated. In initial planning, it is wise to project growth and type of use for at least five years, and to make sure that even if the system purchased does not accommodate the growth with the initial configuration that it can be expanded at a reasonable cost and with little disruption to existing operations. It is also wise to be liberal in the estimation of growth, because once the library is dependent on an automated system, demands for access to the system from both staff and patrons multiply rapidly. Funds should be budgeted annually, if possible, to be reserved for system upgrade.

Summary

The automation of a public library will have a major impact on the library's budget. The highest costs are in the early stages of automation, during the planning and implementation phases. Even spreading the costs out over five years requires a financial increase. However, if one were to estimate the cost of maintaining with manual systems the services and collection control made possible by automation, it is likely that the costs would exceed the budgetary limits of most libraries. Once one enters the world of automation, it is extremely difficult to turn back. Careful planning is therefore required to prevent a cutback in traditional services which might be made necessary by the increasing budgetary demands of a system which was originally implemented to enhance those services.



How Doth Thou Flower?
Use Your Library!

How to Manage the Serials Budget In Today's Climate

October Ivins

Serials inflation is not a new problem. In 1976 and 1977, well-known librarians like Richard DeGennaro and Herb White wrote to warn and complain about the growing trend for serial renewal prices to limit monographic purchases.[1] More recently, Deana Astle and Charles Hamaker have examined parallels to the pricing crisis of the 1930s. The situation is now so serious that research and college libraries are reporting materials budgets with serials purchases consuming seventy to eighty percent of the funds, while monographic purchases have been reduced by an estimated twenty percent since 1985. The phenomenon has generated discussion at recent library meetings and in print. Many participants are in agreement that the problem is not just prices, but the whole system of how research is funded, produced, and communicated.

Although the situation is very serious, progress has been made. We now have better methods for projecting costs and conducting deselection projects. Mary Elizabeth Clack and Sally Williams demonstrated the limitations of using national price indexes to project costs for an individual library and provided a methodology for using index prices with local information. A new ARL SPEC Kit on "Serials Control and Deselection Projects" provides practical assistance with documents from twelve ARL libraries and from the Research Libraries Group, Inc.

Thanks to the research efforts of Deana Astle, Stuart Grinell, Charles Hamaker, Bob Houbeck and others, we have gained a much clearer understanding of pricing patterns. This research examines the premise that higher costs are associated with particular subject areas; that is, that scientific/ technical/ medical journals are the most expensive. Research confirms this premise and adds information: three large, commercial publishers dominate this segment of the publishing industry. These firms are Springer-Verlag, Elsevier, and Pergamon. There is some evidence that for comparable journals in the same subject area, those published by other presses are less expensive. This raises in turn a number of other questions, such as how quality is evaluated and whether the more expensive publications are more valuable. Perceived charges of price gouging have encouraged publishers to attend library meetings and discuss their points of view, and a dialogue has developed that may eventually produce a more efficient means of disseminating information, if not lower prices.

What do these developments mean to the practicing librarian with responsibility for managing the serials budget in one library? Whether serials budgeting decisions are shared among several staff members and departments (for example, among serials, acquisitions, and collection development) or are the primary responsibility of one individual, effective management of the serials budget must be a high priority. The goals of serials budget management are similar to those for maintaining any budget: to identify how funds were spent, to track current spending, and to project future expenses. For many libraries, the only way to balance the serial budgets has been to cancel some titles, while reducing or suspending orders for new titles. The issue of deselection, while related, is only briefly addressed here. Additionally, there are many opportunities in the daily processing of serials and their invoices to employ good financial practices and conserve funds. A discussion of practical methods of serials budget management and funds conservation is the focus of this article.

Historical Budget Data

The serials budget should document where the money has gone with enough specificity to use in projecting future costs. Clack and Williams suggest that nine years worth of budget data is needed to project the next year's prices with high accuracy. Unless payment records were automated for the entire nine-year period, I suspect that locating and analyzing nine years of pricing data would be a gigantic undertaking in many libraries. It is also likely that some changes were made in the recording and collecting of payment data in a nine-year period. For example, when

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automation is introduced, one expects some information previously collected to be discontinued while new data is added. Thus, libraries that can closely follow the nine-year guide are fortunate. The rest of us can use some short cuts.

Hamaker, Astle and Houbeck determined that titles costing more than two hundred dollars account for more than half of the budget, but less than ten percent of the titles. Thus, tracking the earlier prices of only the ten percent of high-priced titles would be one useful shortcut. This approach to reconstruction is particularly useful if these titles are also targeted for a deselection review. Faculty members may recall the original purchase price and be shocked to see the evidence of huge annual increases.

Another short cut is to use vendor-supplied data. Several large vendors can supply data showing prices over a multi-year period. Even if your titles have not been with the same vendor for the entire period, earlier prices can be supplied. This data is the most useful if a majority of titles are ordered through vendors who provide this service. There are other advantages to ordering from a variety of vendors, especially for research libraries, so this method is probably the most useful for smaller libraries.

Current Budget Practices

Probably no two libraries employ the same treatment definition for serials, so it follows that no two library serial budgets will include the same categories. Nevertheless, some general guidelines are suggested. Examine what is purchased with the serials budget. Even if you choose to pay everything out of one fund, it is very useful to create internal sub-funds for different kinds of materials. Continuing commitments should be separated from one-time purchases. Subscriptions, where payment is made in advance of receipt, would be one division with two sections: initial charges and added charges. The ability to track added charges is especially critical in monitoring expenditures during the course of the fiscal year. True annuals are more similar in billing to subscriptions and could be included in that fund. Continuations, where publication is irregular and volumes are billed as they are shipped, would be a second division. Other continuing commitments such as memberships in bibliographic utilities, consortia, etc. should be a separate category, as should binding, if these are paid from the serials budget. Back files and replacement copies should be assigned a separate fund. The library may also choose to assign subject or location funds, and/or to track purchases by format (microform, video, CD-ROM).

Various forms of automation are available to assist with budgeting requirements. In the absence of more sophisticated options, using a simple database management system on a personal computer is preferable to compiling data manually. Regular statements, produced monthly in the first half of the fiscal year, weekly early in the second half, and finally daily are needed to track spending. It is not uncommon to exhaust funds in some lines months before the end of the year, and adjustments may be needed. If the decision to suspend invoice payments for the remainder of the fiscal year is made, it should be communicated to firms supplying invoices with an estimated date of expected payment.

. . . the problem is not just prices, but the whole system of how research is funded, produced, and communicated.

Reviewing Continuations

Many libraries are deciding that standing orders for monographic series are no longer appropriate. There is a feeling that the subject integrity of some series is not as well controlled as it once was, and that every volume of a series may no longer meet the collection development criteria of the library. Such titles are available through approval plans or as firm orders, and can appropriately be purchased from the book budget. Shifting this material from the serials budget helps solve the problem of irregular publication and wide variations in prices from volume to volume that makes budget projections difficult.

Ask the reference or collection development staff to examine annuals, directories, and similar materials. Does the library need every year, or would every second or third year be adequate? Vendors will accept orders like this, so complex tracking and reordering procedures are not required. What can be cancelled entirely based on availability in online databases or other new sources?

Reviewing Subscriptions

Although vendors provide many important services and serials staffs could not begin to cope with their workload without them, some titles are more appropriately ordered directly from the publisher. Several publishers offer lower rates for direct renewals; the extra work required of staff must be weighed against the savings in price. If problems with duplicates and then gaps with fulfillment center titles occur, direct orders offer an improvement. Expensive translation journals are often billed far in advance of publication; if ordered direct, publication can be monitored and renewals paid only as due.

Multi-year renewals can offer savings, but are sometimes prohibited by local accounting regulations. This practice should be avoided for titles that are candidates for cancellation. It is most effective when a pool of titles can be divided so that two year renewals come due for half of the group each year; this avoids budget imbalance. Multi-year renewals are also recommended for fulfillment center titles, whether ordered directly or through vendors.

Vendor Selection and Reassignment

The selection of a vendor or vendors has implications for service provided and cost in terms of price of materials and service charge. Changes in vendor assignment require advance planning and notification to minimize duplication and avoid gaps in subscriptions and continuations. Knowing the total volume of business with each vendor and adjusting these totals as titles are ceased or cancelled, as orders are transferred, and as new orders are placed is another shortcut to determining budget projections.

Exchange Rates, Service Charges, and Prepayment Bonuses

This area overlaps with evaluating vendor performance. Commercial publishers do not set one universal price that both vendors and libraries pay. Publishers may or may not grant a discount to a vendor, which may or may not pass along the discount on a title by title basis. The vendor may simply use all of the discounts to offset a library's service charge. Similarly, there are a variety of ways that exchange rates are calculated. Libraries should spot check prices in current issues with the price they are charged to determine how their charges relate to list prices. The charge recorded in the serials payment records may include handling, postage, and the service charge. If it does not, use the original invoice to evaluate charges.

. . . higher costs are associated with particular subject areas . . .

Many vendors offer early payment discounts, such as a reduction in service charge rate or a credit. This is because the vendor invests your payment. Evaluate each offer; some are more advantageous than others. Consider whether holding your payment in an interest bearing account will be more cost effective than prepayment. In other situations, you may want to pay a foreign vendor early while exchange rates are advantageous.

. . . nine years of budget data is needed to project the next year's prices with high accuracy.

Automatic Renewals

Always ask to review renewal lists before large annual invoices are issued by vendors. Check the renewal against check-in and payment records. Do not renew titles already paid in advance and not received. Such titles are either a supply or publication delay problem. Either way, your subscription should be current before authorizing additional payments. If the publisher goes out of business or sells the title to another publisher, the vendor is not obligated to refund your money unless the publisher does. Reviewing the renewal is also an opportunity to see that previously cancelled titles have been deleted and that title changes are accurately recorded.

Monitoring Serials Procedures

The serials staff has many opportunities to support or undermine the fund allocation process. Procedures should be developed and employed to report several types of information to collection development and/or accounting. Price increases above a set dollar amount or percentage for new or established titles should be reviewed. Mid-year added charges should be added to the initial charge and the total price increase considered. If a title has not been invoiced for more than two years, it should be reevaluated like a new order rather than automatically reinstated. Unsuccessful claims for single issues or gaps should not be automatically handled as orders; purchases above a set amount should be referred to collection development. Simple replacement orders should not be converted into expensive out-of-print searches without collection development review. Title and scope changes should be reviewed by collection development in case the change makes the title less appropriate for the collection.

Duplicate Issues, Credits and Refunds, Statements

Publishers don't like to return money. They would prefer to fulfill the balance of a subscription to a ceased or merged title with another title, often one the library already receives. (This is one reason to check duplicates carefully. If the amount due back is small, it is probably not worth the staff time to request and process a refund.) Another way publishers and vendors avoid refunding money is to issue credit memos. If you can apply the credit in a reasonable amount of time, such as six months, there is no problem. If you do not anticipate using the credit, your staff should write immediately and ask for a refund check. Generally, it is safe to accept credits from large vendors and publishers. When in doubt, check last year's payment file to see what the volume of business is likely to be. When staff first write about billing problems, they should be careful to specify when a refund is desired.

. . . titles costing more than two hundred dollars account for more than half of the budget, but less than ten percent of the titles.

Another source of duplicates are volumes received on firm order or through approval plans which duplicate titles received on continuing order. Depending on the price of the material, the non-standing order duplicate should ordinarily be returned for credit. Continuation orders should be clear, and pre-order and post-receipt searching should include the continuation file. Careful review of publisher- and vendor-supplied account statements can indicate duplicate payments, unapplied credits, payment delays, and other situations in need of investigation by a supervisor.

Unsolicited Material

There are several varieties of unsolicited material, that is, material that does not appear in the check-in file and has not been ordered or requested as a gift. Sometimes such material involves financial transactions and should be examined carefully. Some publishers send unordered material with an invoice. The library has no obligation to pay for the material or to return it. Instructions developed by the ALA RTSD Publisher/ Vendor/ Library Relations Committee are available.[2] Other items may come as the result of a renewal error; for example, the vendor or publisher may have entered an order for a package of several titles when only one title was requested. It is also fairly common for publishers to supply a relatively "new" publication free as a come-on; but only the first year is free. Issues of a publication new to the library may be sent in fulfillment of another ceased subscription. Such problems must be identified in a timely manner, or the supplier will not be willing to make an adjustment and the library's subscription funds will have been misspent.

Clear Procedures and Good Staff

As all of these items suggest, the librarian responsible for managing the serials budget can determine budget projections and design procedures, but there are many other savings that can be realized only by a conscientious serials acquisitions staff. Constant exceptions are the rule with serials, and encouraging staff to question and investigate them is the best way to ensure that procedures are steadily refined and new variations are recognized.

Other Activities

Many additional suggestions for becoming involved in the serials pricing debate are outlined in a recent article by Charles Hamaker in *American Libraries*. He suggests writing publishers, attending meetings, keeping up with the literature, conducting research and sharing the results, participating in cooperative deselection projects, and so forth. There is a quarterly column in *Serials Review* by the author that discusses new developments with serials pricing. Marcia Tuttle, University of North Carolina, Chapel Hill, is the chair of a subcommittee of the ALA RTSD Publisher/ Vendor/ Library Relations Committee that is planning to produce an electronic mail news memo with current information about the problem.[3] Solutions to the serials pricing crisis must be found through a combination of sound local fiscal management and a current awareness of the developing dialogue.

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1. All articles cited in the text are listed in the selected bibliography instead of in footnotes.
2. To obtain the handout on handling unsolicited material shipped with invoices, write: Publisher/Vendor/Library Relations Committee, c/o American Library Association, Resources and Technical Services Division, 50 E. Huron Street, Chicago, IL 60611.
3. The news memo will be distributed both electronically and by regular mail. For information, or to be added to the distribution list, contact Marcia Tuttle at (919) 962-1067, or Tuttle@UNC.Bitnet or Tuttle on DataLinx (Faxon).

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Young Librarian Award

The Junior Members Roundtable will recognize an outstanding young librarian at the 1989 NCLA Biennial Conference with a certificate and a $25 cash award. Eligible persons must be:

- Members of NCLA
- Under age 35, or employed as a librarian for less than six years
- Professional librarians in North Carolina for at least one year
- Making an outstanding contribution to librarianship in North Carolina.

Applications and nominations may be made to:

Judi Bugniazet
Bell Library
Montreat College
Montreat, NC 28757
(704) 669-2382

Deadline: July 15, 1989.

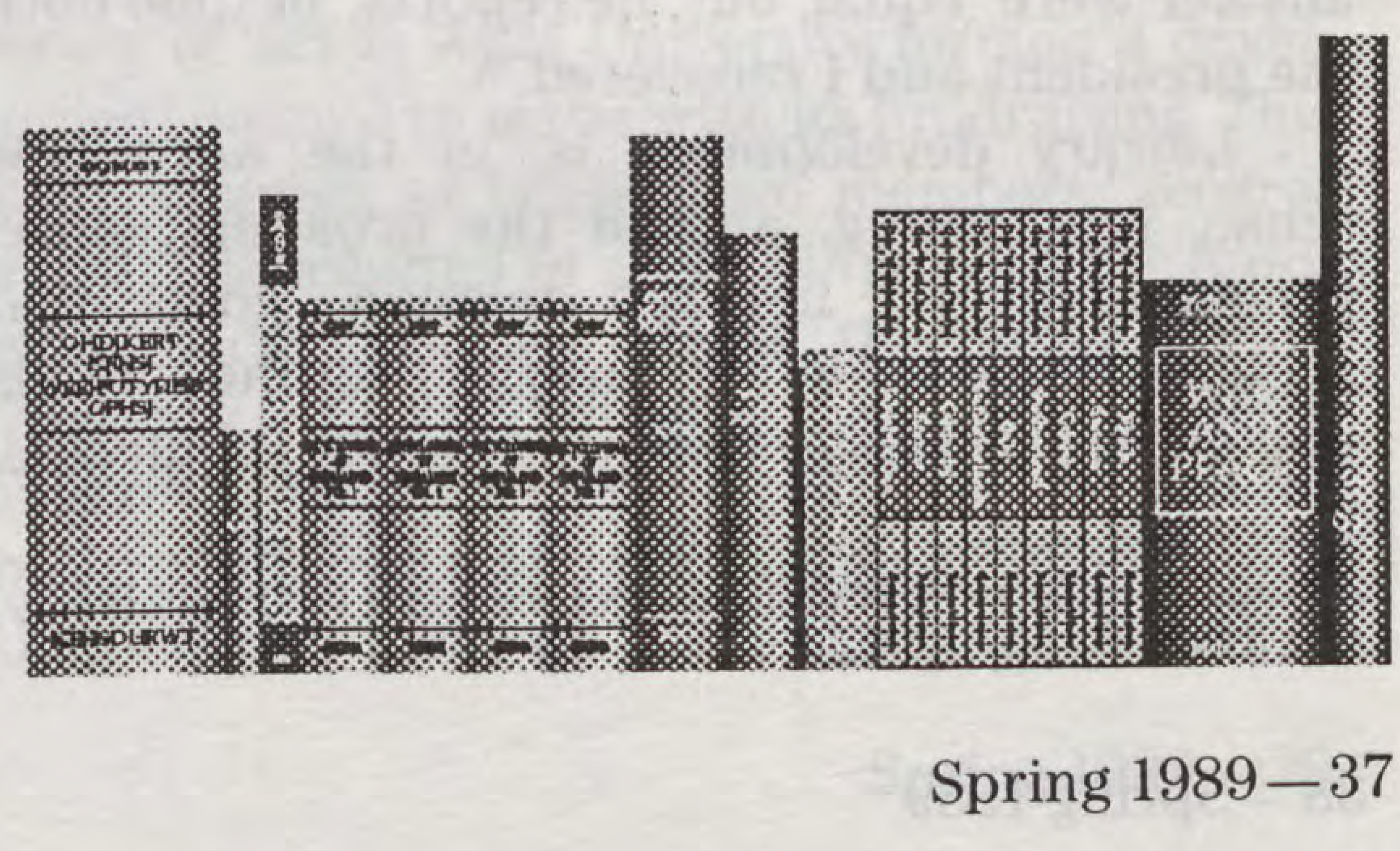
The Baker & Taylor/JMRT Grassroots Grant

The Baker & Taylor Company is providing North Carolina an opportunity to offer a $250 grant to one library science student to attend the North Carolina Library Association Conference, October 11-13, 1989.

The grant recipient must be a member of the North Carolina Library Association, and a member of the Junior Members Round Table. A prepared statement and application must be sent no later than August 30, 1989 to:

Melanie Collins, Chair
NCLA/JMRT
Harnett County Library
POB 1149
Lillington, NC 27546
(919) 893-3446

Call or write for an application.



From the Cayman Islands to Washington: Development in Academic Libraries

Joline R. Ezzell

An enterprising librarian in the Cayman Islands decided to seek funds from departing tourists. The large ceramic whiskey bottle labeled "Funds for Library Books" placed among the jewelry, cameras, and other items on sale at the airport's duty-free shop was soon overflowing with coins left by those with no further need for Cayman money.[1] This ingenious strategy for library development is but one of many. Consider the following:

- an appeal to turn over tax rebate checks to the library
- an auction of Audubon Society prints
- an evening event at a dinner playhouse
- radio spots
- a bookstore
- newsletters
- antiquarian books auctions
- exhibits
- sales of cards, notepaper, and book totes
- library want lists

All these ideas and more have been used by libraries as development activities.

What is library development? Thomas Broce thought that it must involve photography. In his excellent book, *Fund Raising*, he relates the story of his introduction to the field of development. Figuring he could "handle everything I understood and fake the rest until I learned it,"[2] he applied and was hired for the position of director of public relations and development at a small university. He was certain that "development" had something to do with photography and did not ask the president what it meant until after he had received his first paycheck. The president's shock at his question and his shock at the president's answer were equal, but, he reports "in time both the president and I recovered."[3]

Library development is, in the narrowest sense, fundraising, and in the broadest sense, proclaiming the library's mission, goals and accomplishments in such a way that individuals and groups are eager to have a part in its success.

Joline R. Ezzell is Special Projects Librarian, Perkins Library, Duke University, Durham.

Planning

The first step in development should be a planning session in which the library answers the following questions. Who are we? What is our mission? How do we accomplish this mission? What are our goals for the next ten years, the next five years, the next year? What are our greatest needs and challenges? What innovative solutions to these challenges can we formulate? Who will benefit from these solutions?

The answers to these questions will form the basis for initiating both public relations and fundraising activities. Moreover, these questions should not be asked and answered only when a development program is initiated; they should be asked and answered annually, to ensure that the stated needs and goals match reality.

Public Relations

The "proclamation" of the library's plans and activities should precede, as well as accompany, all efforts to gain support. No individual or group is likely to give to an institution about which little is known. Potential donors want to know what the organization does, how it does it, and what makes it worthy of support. A continuing, positive public relations program will put, and keep, the library in the public's sight, whether that public is legislators, trustees, alumni, faculty, or students.

The positive nature of the public relations effort cannot be overstressed. People give to going concerns. They want to be associated with success. They will jump on the bandwagon when they are certain that the bandwagon is moving forward.

Public relations can take a variety of forms, adapted to suit a particular institution. Larger academic institutions will have a news bureau or public relations office that maintains contacts with local newspapers and radio and TV stations. This office will often be willing to send press releases to library-related publications as well. A good working relationship with staff in such news bureaus is invaluable to the library.

Libraries may handle their own publicity, either by choice or necessity. Then the working relationship needs to be built with staff from the local media. Libraries can also use brochures, annual reports, newsletters, and flyers to publicize their activities and accomplishments. Other, less overt types of public relations include tours and focus groups comprised of "consumers" of library services.

Once a vehicle for publicity is identified, the next logical question is what should be publicized. Suitable topics are new collections or services, exhibits, programs (such as lectures and discussions), and major gifts. Too often libraries tend to restrict the broadcasting of such news to the campus, if not to the library itself. But the majority of the library's financial support, beyond that appropriated by the college or university administration, will come from those outside the library and, indeed, outside the institution.

Relationships

Fundraising for the academic library traditionally has been a responsibility of the library director. The importance of outside funding has grown in direct proportion to the increased stringency of academic budgets during recent years. As a result, several academic libraries have at least one additional staff member whose duties include raising money.

Regardless of who bears this responsibility, one of the most valuable weapons in an academic library fundraiser's arsenal is a good working relationship with the individual(s) responsible for fundraising for the entire academic institution. "Development done well is development done collaboratively."[4] For purposes of discussion I will call this individual the development office. This office should be the first target for the library's public relations campaign. Academic fundraisers must be made aware of the importance of the library to the overall goals of the institution. Library staff should regularly inform this office of additions and improvements to the library's collections and services. With this information, institutional fundraisers will be alert to individuals or foundations with a potential interest in funding library programs, will be able to express clearly and accurately the library's goals and needs, and will be able to answer questions about the library.

The development office may also maintain a clearance list of prospects, both individual and corporate/foundation. The aim of a clearance system is to prevent different units of the institution from competing with each other for donations. The development office generally grants clearance to approach a potential donor to the unit of the institution that most closely parallels the donor's interests (i.e., the unit with the best chance of obtaining a gift). Several units may be given clearance to approach the larger foundations which may have many different funding programs. Again, it will be easier to obtain clearance if there is a good working relationship between the library and the development office.

Library development is, in the narrowest sense, fundraising, and in the broadest sense, proclaiming the library's mission, goals, and accomplishments . . .

Individuals

What are the potential sources of external funds for the academic library? First and foremost should be those who benefit from its services, namely students, faculty, and staff of the institution. Though rarely large donors individually, they can, as a group, make up the bulk of the continuing support for the library. Students will be least likely to contribute; however, as future alumni they need to be made aware of the importance of the library in the life of the institution. Another class of individuals now more frequently being tapped for donations to the academic library is local business people, who often make use of the library's reference services. If the library provides borrowing privileges to residents of the city or county, these individuals may also be solicited.

A Friends of the Library group is an excellent source of support. Its members can provide extra funds for the library through membership renewals and special contributions. A Friends group may also raise money for the library through book sales or through other fundraising efforts. Moreover, members of the Friends can serve as another vehicle for publicity by telling their friends and colleagues about successful Friends programs or library services.

At least one academic library has established another type of outside support group. The library of Texas A&M University formed a development council to assist with its fundraising. This group consists of twenty-two members, geographically distributed in areas pinpointed for fundraising activities, who serve three-year terms. This body gathers frequently to work on projects and meet with potential donors. Those chosen for the development council are often individuals just completing a term on the university's Board of

Regents. The library has judged the development council to be a success.

In addition to the fundraising strategies mentioned at the beginning of this article, many other ideas for raising money from individuals abound in the literature. Just one of those ideas will be mentioned here. The adopt-a-book/adopt-a-journal program solicits money from donors for use in purchasing books or journal subscriptions. Libraries employing these programs often allow donors to specify the subject area of the book or journal to be purchased and may also encourage them to make the contribution in honor or memory of a loved one. Many of the fundraising successes described in library literature come from public libraries. One should not make the mistake of dismissing them out-of-hand as inappropriate to a college library. With slight adaptations, they can often be used profitably in an academic setting.

The annual solicitation of alumni by the university can prove an excellent source of income from individuals. Pledge cards or donation slips frequently list various components of the institution to which donations may be assigned. If the library is one of those components, a relatively steady flow of operating income can result. Furthermore, if the library staff thanks these individuals and maintains contact with them via newsletters, mailings, etc., it is likely that they will continue to contribute annually.

The library can also benefit from individuals' donations through deferred-giving programs. These include charitable remainder unitrusts, pooled-income funds, and charitable-gift annuities. A charitable remainder unitrust is a life-income plan created by the donor that irrevocably transfers assets to a trust. The trust pays the donor an annual income for life, based on a fixed percentage (not less than five percent) of the fair market value of the trust assets, as valued each year. When the transfer is made, the trust becomes the property of the recipient institution. A pooled income fund also involves an irrevocable transfer of funds or securities to an institution. A representative of the institution signs a contract agreeing to pay the donor income for life. The gift becomes the absolute property of the institution, which adds it to a pool of other income gifts and invests the lump sum. Through a charitable-gift annuity, the donor transfers funds or securities to an institution in exchange for an annual fixed payment to the donor or survivor for life. The transfer is part gift and part annuity. The rate of return is based on the age of the donor and any other conditions that may be specified.[5] Fundraisers should work with their institution's development office to become familiar with such arrangements, as well as with gifts through wills and insurance contracts.

The library may also seek funds from individuals for special purposes. Such appeals may be designed to meet the matching requirements of a grant or challenge program, for a capital campaign, or for a special project such as renovation. For such a solicitation the fundraiser will want to tap all those in the potential donor pool: students, alumni, faculty, staff, other borrowers, Friends of the Library, annual fund donors, trustees, and local business leaders. The support of the academic administration is crucial to the success of a special appeal, and careful preparation is essential. Goals, objectives, and strategies must be identified well in advance of the public phase of the campaign. The specific steps to be followed in carrying out the program are described in the many books on fundraising, including Broce's publication, previously cited.

Foundations and Corporations

A major source of funding for academic libraries is foundations and corporations. According to a preliminary report from the Conference Board, in 1987 charitable donations from companies to education probably reached $2.2 billion, a record amount and 44 percent of all corporate donations. Colleges and universities typically receive from seventy to seventy-five percent of these funds. The Foundation Center reports that $68,196,000 was distributed in the form of grants to libraries in 1986. Of that amount, $3,046,000 came from community foundations, $2,601,000 from company-sponsored foundations, and $62,103,000 from independent foundations. There *is* money available from foundations and corporations for academic libraries.

At the same time, most foundations and corporations receive requests for many more dollars than they have to give away. They must make a choice, often among very good and worthwhile projects. How do they decide which proposal to fund?

The majority of foundations and corporations conduct their charitable activities under specific guidelines. These parameters may have been established by the organization's founder or by the current governing body. The guidelines will include geographic limitations, subject area, and restrictions as to the type of items for which funds can be expended. In addition, the foundation or corporation's charitable activities will be limited by its financial resources. All of these factors must be considered when determining which foundation or corporation to solicit for a specific project.

How does one learn about foundations or corporations that will support proposals from libraries and that will make grants for the specific purpose in mind? A good starting point is *The Foundation Directory* and *Corporate 500: The Directory of Corporate Philanthropy*. *The Foundation Directory* includes "information on the finances, governance, and giving interests" of foundations "with assets of $1 million or more or which have annual giving of at least $100,000."[6] *Corporate 500* is a directory of the top 560 U.S. corporate foundations. Both of these publications describe the types of support and the limitations of each organization included. Another excellent printed source is *Foundation Center Source Book Profiles*, which is issued in looseleaf form and revised biennially. Its information on foundations awarding $200,000 or more each year includes descriptions of recent grants awarded. This reference work may be available in the university's development office, if not in the library.

Two good sources of more current information are the Grants and the Foundation Grants Index databases available through online search services. The latter file, which is updated monthly, contains information on grants awarded by more than 400 major foundations, including descriptions of past grants awarded by each organization. Such descriptions are helpful in determining an agency's possible interest in a library project. Boolean search strategies, as well as date restrictions, may be used in searching these files to gather a list of the organizations to solicit for a specific funding idea. "Business and Philanthropy," a section within each issue of *The Chronicle of Higher Education*, frequently contains articles about foundations and their current interests, and regularly contains a listing of private gifts and grants made to educational institutions.

Once a possible source of support has been identified, a proposal must be prepared. Libby Chenault's article, "Applying for Foundation Grants" in the Winter 1986 issue of *North Carolina Libraries* describes in detail the preparation of a grant proposal. Let it suffice to stress here the importance of explaining clearly in the proposal why the foundation/corporation should award a grant to *ABC* college, why the project is best suited to *ABC* college, and what long-lasting, and (it is hoped) wide-ranging benefits will come from completion of the project. Foundations and corporations want to know that their gifts will make a difference. Corporations, being businesses, want to know what's in it for them and how their company will benefit (e.g., public relations, increased sales).

Governmental Sources

Another good source of funding for academic libraries is the United States government. Several programs are available specifically for libraries. The Department of Education has three programs created especially to benefit academic libraries: 1. Strengthening research library resources program (Higher Education Act, Title II, Part C), 2. Library research and demonstration program (Higher Education Act, Title II, Part B), and 3. College library technology and cooperation grants program (Higher Education Act, Title II, Part D). Information about these and other federal programs is available in the *Catalog of Federal Domestic Assistance* (Washington, Office of Management and Budget). In addition, academic libraries may benefit from the Department's Library Services and Construction Act (LSCA) Title III program. This program provides funds to state library administrative agencies for establishing and operating local, state, and regional systems or networks of libraries. In past years, funds have been awarded to support interlibrary and reference networks, the production of computerized lists and catalogs, multistate cooperative efforts, and continuing education and staff development related to networks.

No individual or group is likely to give to an institution about which little is known.

In addition, the National Endowment for the Humanities, the National Endowment for the Arts, the National Archives and Records Administration, and the Department of Health and Human Services sponsor several programs appropriate for academic libraries. The National Endowment for the Humanities offers challenge grants for humanities research, for preservation projects (including the U.S. Newspaper Project), to support humanities projects in libraries, to fund projects to improve access to research resources, and to fund the creation of reference works for humanistic research. The National Endowment for the Arts also provides challenge grants. The National Archives and Records Administration sponsors National Historical Publications and Records Grants, which may be used for the collection, preservation, arrangement and description of records of historical interest, as well as the publication of papers and documents of national historical significance. Projects in manuscripts or archives departments are particularly suitable for these grants. The Department of Health and Human Services, through its Medical Library Assistance program, offers grants in seven separate areas, all with the objective of improving health information services.

In contrast to many foundations and corporations, government agencies generally provide specific information about their grants programs. By the same token, the requirements for submitting proposals are frequently more stringent than those of foundations and corporations. For each program, information is readily available about the format for proposals submitted, the deadline (usually one deadline per year), the average size of grants awarded, and the criteria used for judging proposals.

Those who know their gifts are appreciated are most likely to give again.

Tears and Smiles

By now, the fundraiser's quiver is full. It contains an innovative idea translated into a well-stated proposal, a granting agency or individual that is capable of providing the amount of funding needed and whose giving history indicates potential interest in the library and in the idea, and support from the institution in the form of clearance to approach the potential donor and of commitment to the proposed project. The question, then, is will the arrows hit the target? Will you bag some bucks? Possibly. A huge number of worthy causes seek funds from foundations, corporations, and government agencies. Because these agencies have limited funds for grants, they must reject more proposals than they accept. Individuals, particularly those having the wherewithal to give, also receive hundreds of solicitations, many more than they can, or want to, accommodate. They, too, must choose. The proposal that is carefully prepared, clearly written or stated, and most appealing to the potential donor's current interests and funding ability will be the one chosen.

Two more arrows are needed. The fundraiser must have perseverance and a thick skin. He or she must be able to recover quickly from the disappointment of being turned down by a prospective donor or from having a grant proposal rejected, fresh and ready to seek other donors and write new proposals.

The fundraiser must also have, and use, the arrow of gratitude. Donors want to know how their funds are being spent, what the recipient has accomplished, and how the gift has made a difference. Individuals who have established endowments enjoy learning how the income is being spent. Regular reports detailing the items purchased with endowment income strengthen the relationship with the donor, apprise the donor of the good stewardship of the funds, and serve as an expression of gratitude. The fundraiser or other appropriate personnel, then, should sincerely thank each and every donor. Those who know their gifts are appreciated are most likely to give again.

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5. Broce, pp. 163-164.
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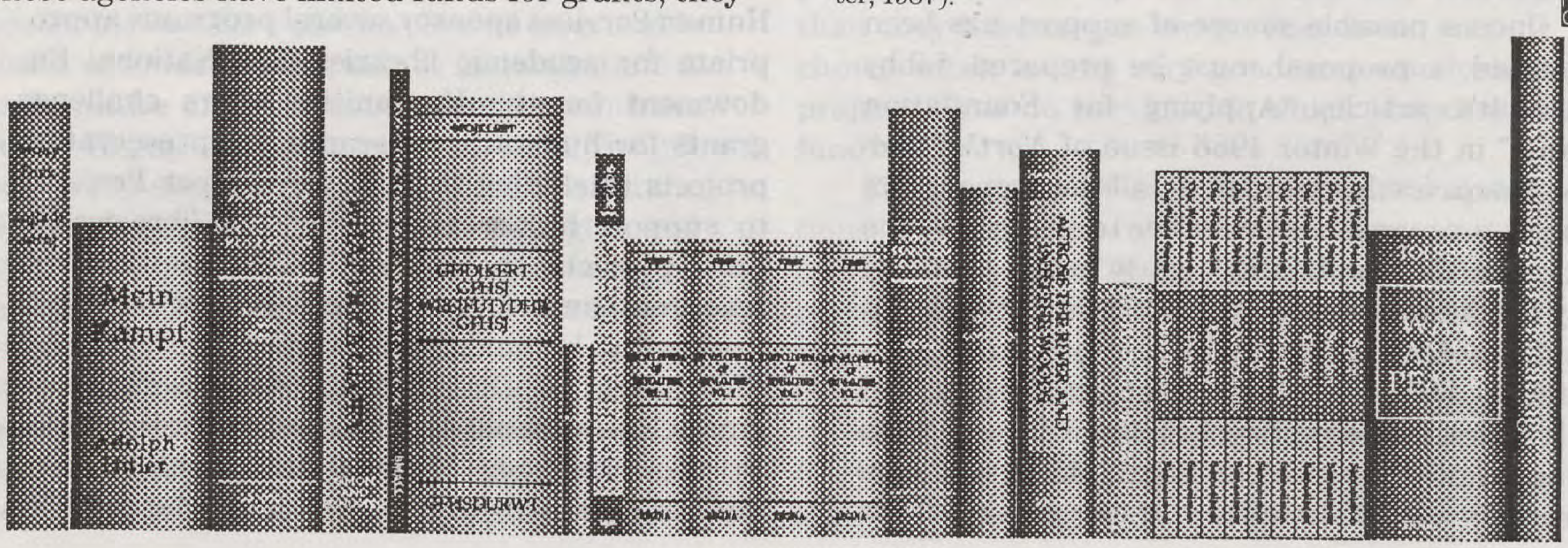

The Triangle Research Libraries Network: A History and Philosophy

Willy Owen

The Triangle Research Libraries Network (TRLN) was created by a consortium of three neighboring research universities in North Carolina: Duke University, North Carolina State University, and the University of North Carolina at Chapel Hill. Operated by the libraries at these universities, with the support of each university's administration, its purpose is the creation, development, and maintenance of a computerized system which provides high quality bibliographic control of and access to library collections at all three institutions.

In the spring of 1989, TRLN is operating a full-function online public access catalog known as a Bibliographic Information System (BIS) in a distributed network of Tandem computers, and it is maintaining a data base of more than two million records. The circulation sub-system is online in a beta-test environment, with full implementation expected later in the year. Many more enhancements, including advanced searching capabilities and acquisitions and serials control, are already in the development stages. TRLN is a nationally recognized innovator in the creation of online public access systems. What makes TRLN unique is its distributed and cooperative approach to solving the problems of library automation. The roots of that cooperative approach lie more than fifty years in the past, in days when computers were still a dream in a few mathematicians' imaginations.

The long history of cooperation among the universities in the Research Triangle area began in 1933 when Robert B. Downs, Librarian at the University of North Carolina (UNC) and Harvie Branscomb, Librarian at Duke, drafted a series of documents outlining agreements between the two libraries for coordinating the development of their collections and the shared use of those collections. A program for the exchange of printed catalog cards representing new library acquisitions was initiated. Along with the exchange of cards came new policies regarding interlibrary lending of materials and the creation of a document delivery service which exists to the present day.[1]

In the 1940s, these agreements were expanded beyond mutual access programs to actual definitions of shared collecting responsibilities. A grant from the Rockefeller Foundation, awarded jointly to UNC, Duke, and Tulane University, allowed for the coordinated purchase of Latin American materials. For the next twenty-five years this cooperative approach to the acquisition of area studies materials was formally extended to many other areas of the world. In Commonwealth studies, for example, Duke maintains strong holdings in Canadian materials, which are complemented by UNC's extensive collections of Australiana. In East Asian studies, UNC collects Chinese materials and Duke, Japanese. Francophone and Lusophone Africa are particular strengths of UNC's collections, while Duke focuses on studies of Anglophone Africa.

These cooperative agreements have continued to be strengthened and refined. In addition to defining collection development by broad geographical areas, bibliographers have refined areas of common interest by adopting a historical perspective. For areas of more specialized research in Russian history and literature, for instance, UNC collects extensively in materials on pre-Revolutionary times, while Duke places greater emphasis on Soviet studies. Recently, negotiations between the two universities were concluded which define collecting responsibilities from French regional, or provincial, history. While Tulane is no longer a partner in these agreements, and the University of Virginia has begun to cooperate in the acquisition of Slavic studies materials, the central core of cooperative collection development agreements between Duke and UNC remain in place and continue to grow stronger.[2]

The existence of these agreements, along with the increased funding for library materials that became available in the 1970s, set the stage for events that would lead to the formal creation of the Triangle Research Libraries Network and the development of a shared cooperative online network of library holdings and resources.[3] In March 1976 Connie Dunlap, University Librarian

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at Duke, and James Govan, University Librarian at UNC created the Duke/UNC Committee on Cooperation. The purpose of this new committee was to review the collection development agreements between the two universities. One formal endeavor was the initiation of a serials review project aimed at the reduction of duplication among serial subscriptions at the two schools.

The committee met frequently for the next year, and its work met with enthusiasm on the part of the library staffs. In April of the following year, 1977, Connie Dunlap wrote to James Govan proposing that the two universities begin a formal long-range planning process to broaden and develop further the cooperative efforts already underway. Quickly, a new group was formed, known as the Cooperation Committee, which now included Cy King, Librarian at North Carolina State University (NCSU). With the addition of NCSU to the consortium, the strong liberal arts collections at Duke and UNC gained the support of the state's premier scientific and technical library. The new group was known as the Triangle Universities Libraries Cooperation Committee (TULCC). A subgroup, the TULCC Technical Commmittee, later became the TRLN Coordinating Committee, which oversaw the early stages of the network's development. The responsibilities of this group reside today with the Executive Board of the Triangle Research Libraries Network, the governing body of TRLN as it is in 1989.

That each database exists and operates independently of the other two, while at the same time being ultimately linked to them, is the unique accomplishment of the Triangle Research Libraries Network.

At the end of 1977, TULCC produced a report, *Proposal for Funding to Support Cooperative Library Development Programs*, which resulted in a federal grant of $250,000 in Title II-C funds to support library acquisitions at the three institutions during fiscal 1978/79. The ideas contained in this report laid the foundation for all that was to follow. The *Proposal* recognized that the long history of cooperation in the Triangle provided the framework for a new and significant approach to the use of library resources. It explicitly mentioned "the utilization of the collections as a single, unified resource" positing the development of an interactive online catalog of library holdings as essential to successfully implementing such a concept. The report proposed a three-year program to explore further the automation of library services, the cooperative provision of public services, and access to the collections. Funding for cooperative collection development gave new vigor to the agreements among the three universities.

In 1978 the three libraries working to further the goal of automating access to the collections retained a pair of consultants, John Knapp and Ritvars Bregzis, to follow up on the committee's recommendations as stated in the *Proposal.* The Knapp/Bregzis Report, released in January of 1979, recommended the development of a distributed local area network for the provision of bibliographic access and became the source for much of the second (and successful) Title II-C proposal for development funding in fiscal 1979/80.

While the second Title II-C proposal was being drafted, TULCC established the Task Force on the Syntax of the 049 Field. This group, which later became the TRLN Cataloging Policy Committee, worked throughout much of 1979 to produce a report which detailed the complexities of creating machine-readable holdings statements as distinct from bibliographic records. The report led to much important work in the design of what became a core component of the Bibliographic Information System[4]. At the same time the COM Catalog Task Force was established and began to produce specifications for the unified microfiche catalog of machine-readable library holdings. This catalog served as the union list of TRLN library holdings until the public introduction of BIS in 1985.

The decision to develop a system locally was a significant one, and undertaken after considerable deliberation. There were several turnkey systems available at this time. Two factors, however —one economic and one philosophical—argued for the creation of a "home-grown" project. In the matter of economics, there was widespread concern in the late 1970s about the long-term stability of commercial vendors and their commitment to libraries' needs. As the nearly complete failure in this country of IBM's DOBIS system has since shown, this concern was not unfounded.

More importantly, the commercial turnkey systems at the time were simply automated circulation systems. There existed a perception that computers were not powerful enough to support the processing requirements of a system that could replace the conventional card catalog. Those librarians who envisioned the creation of a cooperative program in the Triangle, however, felt that what was truly needed was an integrated system designed to address all aspects of bibliographic control and access. The most important and fundamental element of such control was the MARC record. By combining the strengths of the traditional card catalog with the power of automation, librarians of the Triangle libraries hoped to create a new approach to automating library services which gave primary emphasis to the collections being described. This philosophy demonstrates how cooperative collection development and access have always been the inspiration for their efforts.

Local development of an automated system was rapidly approaching. A search was begun to hire qualified systems staff to begin design and implementation. Jeanne Sawyer was hired as a library systems analyst. She had been a science cataloger at UNC with a strong interest in automation, which was supported by work at the Environmental Protection Agency and by her membership on the UNC Computer Applications Task Force. She was also pursuing advanced degree work in computer science at UNC. Also recruited for the project was Gwyneth Duncan, an employee of UNC's Administrative Data Processing center. She had several years of experience with automated library applications in her work with maintaining circulation and serials records for the campus libraries. Under the leadership of Sawyer and Duncan, a programming staff was assembled and work was begun on several projects.

By the end of 1979, specifications were being established for the COM catalog. The items contained in this catalog would be processed from tapes containing MARC records, received by the libraries at UNC and NCSU from OCLC, and from records in the Technical Services Data Base maintained at Duke. The first step toward the creation of a local online network would be the development of a system for processing these archival tapes. This system would create new records for each of the three libraries consonant with the demands of the cooperative system, which was designed to accommodate expansion if more libraries joined the consortium. Additionally, the archive tape system (ATS) would ensure the bibliographic integrity of the records of each institution, a point given considerable importance in the program of local cooperative development since its earliest days.[5] A third major project, the development of the online editing system (OES), to allow for the local editing of records once they had passed through the ATS, was also initiated.

In June 1980 the name Triangle Research Libraries Network (TRLN) was officially adopted by the consortium, marking a historic milestone in the fifty-year collaboration of universities. And in many other ways, 1980 was a signficant year for TRLN. Coding for the ATS was completed in May and, after successful testing, the system went into operation in September. At the end of the year, the first edition of the COM Catalog was produced and was distributed to the member libraries in January 1981.

Until this point, operations were being carried out on a UNIVAC computer at UNC's Administrative Data Processing offices. Another task force investigated the purchase of equipment that would permit the network to be independent of existing computer resources on the three campuses. Among the leading vendors was Tandem Computers, a small, growing company based in Cupertino, California. The final decision to purchase Tandem equipment was precipitated by the sudden opportunity to buy a used system at a greatly reduced cost. There were several important factors that led to the consideration of Tandem which ultimately have proved crucial to the success of the program.

Three basic design elements of Tandem computers were of over-arching importance. The first of these was the "fault-tolerant" nature of their operation. Dual processors support the work of the system under normal conditions. Should one of the processors fail, the operating load is shifted to the processor which is still functioning. Non-critical operations can then be suspended, if necessary, to maintain system performance. This fault tolerance is what has led to the adoption of Tandem systems by organizations such as banks, airlines, and stock exchanges, which cannot afford even minimal downtime on their systems.

It has been the aim of TRLN, from the start, to provide not a 90% system, but a 99.9% system that would accommodate the demands of three different university libraries.

The second consideration was the modular nature of Tandem's processor architecture. In the ordinary manner of constructing processors, a limit to transactions and performance is imposed. If the demands of the system exceed the limits of the processors, the entire system must be upgraded, or to put it more bluntly, replaced. Even with a trade-in on the old processor, this represents a considerable expenditure each time a processor upgrade is required to meet increased system loads and may involve software conversion as well. Tandem's modular approach however, allows the *addition* of new, supplementary processors to existing ones with the processing load being redistributed among them. This approach significantly reduces the initial investment in hardware, as well as making the cost per upgrade considerably easier to bear. Additionally, most minicomputer systems available at the time were limited in the number of terminals they could support. With Tandem equipment, additional processors could be acquired to support an expanded number of terminals attached to the system. For institutions bound by significant restraints in budgeting and purchasing, such an option was of critical importance.

Finally, since its inception, TRLN had been seen as a distributed network of computers. Each university would maintain its own database on its own hardware; these systems would be networked to provide unified access to the individual databases and a transparent interface between them. In the early 1980s, Tandem was a leader in the production of distributed systems and networking; the concept was integral to the processor's design. For these reasons, Tandem was the system of choice for TRLN.

With basic functional design work in progress, and the Tandem hardware installed, work on the online editing system (OES) became the primary focus of the project. The software design of the OES was completed in the fall of 1981, two 200-megabyte disk drives for storage of the database were purchased, and the system became operational in the spring of 1982.

Since the earliest days of TULCC, system design had been accomplished with the direct participation of the library staff who would be the primary users of it. Task forces and committees comprised of library staff working in cooperation with systems staff became an integral part of the design process. Each new system design proposal was presented to the library staff for review, along with an explicit statement for the rationale behind the development. While this slowed down the design process considerably, it ensured that staff had significant input into a system that would become central to their library's operations. It also allowed for the incorporation of many points of view: the system was not a technical processing system, a circulation system, a "public" system. From the beginning, it was constructed as an integrated system. The primary emphasis in development had always been the libraries' collections. The broad involvement of library staff in deciding how to implement access to those collections was the key to a successful implementation of the system.

During 1982, staff began to use the OES to edit local records and to make recommendations for the implementation of what was called BIS-1. This was to be the preliminary model of the public access catalog (the actual public catalog being known as BIS-2). While design work continued, so did national interest in the project.

With a number of independently developed systems around the country in operation, considerations for creating a national database of shared bibliographic records came to the fore, and discussions began between OCLC and TRLN to address the issue. As TRLN was developing considerable expertise in the networking of online systems, the TRLN/OCLC link was to have been a prototype for the linking of OCLC with all other local systems. Work on direct computer-to-computer links between OCLC and TRLN got underway, and excitement grew with the prospect of becoming a full partner in this national networking project. The direct link would have allowed immediate updates of both the TRLN database as local catalogers added TRLN holdings to the OCLC records, and the OCLC database, as local catalogers created original records on the TRLN system for addition to the OCLC database. In early 1983 the link seemed to be one of TRLN's major contributions to library networking in general.

Unfortunately, to anticipate history for a moment, the proposed link never came to pass. TRLN was awarded a grant by the Council on Library Resources to support development work on the link, but technical difficulties in establishing standards at the national level for the interface, delays in OCLC's development of its new application system (known then as the Oxford Project), and the general difficulty of achieving agreement between disparate national organizations forced the project to be suspended. Its future remains uncertain even today.

The 1983/84 fiscal year marked a significant turning point in TRLN's history. Until then, primary support for development and hardware had been provided by grant monies totaling more than $1.7 million dollars. The three libraries had made only limited financial contributions to the system's development, but had allocated significant staff resources to design efforts. In 1983/84 financial support from the three universities increased considerably in anticipation of the ending of federal funding for development.[6] Although strong support for the project existed among all of the directors of the main libraries at each campus, it was felt that the universities' administrations should be more fully involved in the governance and control of TRLN.

Accordingly, the three directors approved a governing structure recommended by the TRLN Organizing Committee. In summer 1984, the chancellors of the three universities signed a "Memorandum of Understanding" which restructured the organization of TRLN and created the position of Director of TRLN. Prior to this agreement, the Director of the Academic Affairs Library at UNC, the sponsor of the Title II-C grants, had been the Project Director. Under the new arrangement, a governing board comprised of library directors, including the four directors of the separately administered libraries on each campus (e.g., the UNC Health Sciences Library and Duke's Fuqua Business School Library) as well as academic officers at each institution, was created. The TRLN Director reported directly to this board.

. . . the contributions TRLN has made to the understanding of automated library systems, their functioning and their development, represent a significant advance in librarianship.

In addition to the structural reorganization, the Memorandum of Understanding established the commitment of all three universities to the continued development and funding of TRLN. Thus the project could be said to have matured from an experimental system to stable organization sponsored by three major research universities. After a national search for the TRLN Director, Jeanne Sawyer, TRLN Library Systems Analyst, was selected to lead TRLN into the future.[7]

In the meantime, work had continued apace. Initial testing of BIS-1 proved successful, and the transition from the original OES to a full-featured online catalog was made with little disruption to normal staff activities. Support for asynchronous terminals (in addition to the synchronous Telex terminals used with OES) was implemented, and plans were made to bring the system up for the general public. By June 1985 support for author, title, and control number searching, including ISBN, ISSN, LC card number, and record identification number was provided for the over half a million records in the system. The creation of subject heading indexes to allow subject searching of

TRLN records by Library of Congress Subject Headings (LCSH), Medical Subject Headings (MeSH), and locally created subject headings was well underway. Development of call number searching also began.

In the meantime, TRLN advisory committees on circulation, acquisitions/serials control, and cataloging policy continued to define specifications for the system. Staff also began addressing the difficult problem of providing comprehensive authority control, a feature no other automated system in existence offered.

August 12, 1985, marked another milestone in the history of TRLN. On that day, the first public catalog terminals were installed in Davis Library at UNC. After nearly a decade, the online catalog had arrived and was available to the public. Within six months, dial-in access to BIS from remote terminals on the UNC campus was made available. At the same time a Tandem system was installed at NCSU to support public access terminals on that campus. The following July, the third node of the network became operational at Duke. While these events naturally had important ramifications for staff and patrons at all three universities, they also marked an important change in operations for TRLN staff.

Before the introduction of public online searching, the system had been available in a controlled testing environment where refinements were scheduled, and "bugs" in the system were fixed fairly easily. Suddenly, users eager to exploit the system's capabilities conducted ambitious experiments in bibliographic retrieval. As use increased, TRLN staff faced new problems that could not have been uncovered in the testing environment. Whereas previously TRLN staff could focus most of their efforts on new development of systems, there was now a significant element of system maintenance. More time had to be diverted to the resolution of problems rather than the development of new features. The net result of this change was a slowdown in development and a readjustment of priorities.

During 1985/86, with the installation of Tandem computers at Duke and NCSU, telecommunications lines connecting the three campuses were laid, and the UNC Educational Computing Services, located in the Research Triangle Park, assumed responsibility for maintenance of the network lines. New system software was put into development to allow multi-institutional searching of the databases, and additional staff time had to be diverted to maintain the network.

Jeanne Sawyer estimates that, once BIS became a public system, the amount of staff time available for new development was cut from ninety percent to fifty percent. Thus, the amount of time that would be required to introduce new features to the system nearly doubled.

At the same time, a whole new class of users of the system, including librarians who previously had been at most marginally involved with TRLN, became vocal participants in the development process. Even though nearly ten years had gone into the development and testing of BIS, and perhaps because the available features worked so well, expectations about future performance became extremely high.

As noted above, 1985/86 was the first year of TRLN's history when the cost of development and hardware resources required to support an increasingly complex system had to be borne by the universities themselves without significant external assistance. Concomitantly, inflation, especially in the cost of library materials, but also in general operating expenses, was putting a severe strain on the operating budgets of the consortium and, by extension, on the budget of TRLN.

Although each campus had purchased its own expensive Tandem computer, development work on the system was still being carried out on the UNC installation. The high overhead in computing resources required to operate the online catalog at UNC as well as the development work for the entire network caused unacceptable response time at UNC. Not only did library patrons find the system slow to use, but the demands of increasing use at UNC meant that programmers' testing and development work proceeded more slowly. Routines that might have required only minutes to run now took hours as critical CPU resources were dedicated to processing patron searches of the database. Not only was there less time available in terms of TRLN staff hours for development, but less processor time for creating and testing new developments was available.

The solution was to purchase a fourth Tandem system, to be located at UNC and dedicated solely to development work. Skillful planning on the part of TRLN systems staff reduced the impact of this purchase on an already strained budget. TRLN reconfigured the UNC computer so as to effect an upgrade of the hardware at UNC

Here at last was the distributed network of three universities' collections "utilized as a single unified resource" . . .

along wth a migration of the older UNC equipment to the dedicated use of the TRLN staff's development activities.

Despite these strains on resources, development work continued. In November 1986, subject searching of the databases was introduced, the first major upgrade to the system's capabilities since its public introduction. This was an important step forward in providing access to the collections of the three universities and one which again necessitated a significant investment in hardware resources to support the maintenance of the large subject indexes.

Once subject searching had been implemented, work on call number searching began in earnest. This was a feature that would be required for the implementation of the circulation subsystem, but it proved to benefit library patrons as well. A UNC research study showed that for many library users the ability to browse the stacks for relevant resources is an important component of library services. Constuction of the call number indexes, which allow patrons to enter a complete or partial call number and then to view an online shelflist, was complicated by the existence of three separate classification schemes at the member libraries. While NCSU's catalog is entirely based on LC classification, the Perkins Library at Duke uses the Dewey Decimal classification. At UNC, the main library collections are split between LC and Dewey, and the medical libraries at both Duke and UNC employ the National Library of Medicine system. Despite the complexities posed by these varying classification systems, call number searching became operational at UNC in the summer of 1987. Implementation of this newest feature of BIS was again delayed at Duke and NCSU because of a lack of disk storage space to support the call number indexes.

In February 1987, with Tandem computers operational at all three sites and network lines connecting the three in place, the introduction of multi-institutional searching became a reality, and the long-sought goal of supporting a distributed, networked system became a reality. With network hardware installed, the introduction of the software supporting multi-institutional searching meant that TRLN had achieved what no other online system in the world is capable of accomplishing. It became possible for a patron at Duke to search local holdings, then to forward that search to UNC, to NCSU, or to both, and to obtain a merged retrieval set of the holdings of all three libraries. Here at last was the distributed network of three universities' collections "utilized as a single unified resource" as outlined in the first proposal for Title II-C funding for the system's development in 1977. That each database exists and operates independently of the other two, while at the same time being intimately linked to them, is the unique accomplishment of the Triangle Research Libraries Network. The importance and prevalence of distributed computing, in which the resources of multiple, discrete systems are combined to provide transparent utilization of those resources to users, have become increasingly evident to computer professionals throughout the seventies and eighties. Firms such as DEC, one of IBM's leading competitors in the provision of hardware and software in traditional computing areas, have built their reputations and their success on distributed networks. Only the Triangle Research Libraries Network has successfully applied these principles to the library environment; in doing so it has made a significant contribution to library automation.

The future of TRLN holds many challenges. Work on the circulation sub-system is nearly complete. Beta-testing of circulation began at NCSU in spring 1989. A major problem that remains to be solved before circulation can be effectively implemented concerns the confidentiality of patron records. For most efficient operation, TRLN desires to load patron information such as status (faculty, staff, student, other), addresses for billing and notifications, and other necessary data from electronic files already available in the universities' administrative units. However, because these data contain sensitive information—at all three schools, for example, social security numbers are used for student identification—legal concerns may slow down the implementation. The matter is currently under study by legal advisors at all three universities, and it is hoped that a resolution can be reached in the coming year.

The initial implementation of circulation includes the ability to charge and discharge materials, to record holds, to produce overdue notices and bills, to create "provisional" records for items not already included in the database, and to check out materials to temporary locations, a feature useful for keeping track of materials charged through interlibrary lending to schools other than the TRLN institutions. It will also allow for the sharing of patron data among the three institutions. This last is an extremely significant feature, as it will allow a student from NCSU to check out materials from Duke, for example, and thus further enhances the treatment of the three collections as a single resource.

Once circulation is operative, the development schedule projects a year to implement enhanced searching features. These include the ability to perform keyword searches on specified fields in the database and to combine keywords with boolean operators to increase subject access to the collections and obviate the necessity for using the controlled vocabularies of LCSH and MeSH.

At about the same time a "global change" feature will be introduced. This feature although largely transparent to patrons, will allow library staff to make quick and comprehensive changes to controlled fields in the MARC record. Many librarians remember the proliferation of split files in card catalogs after the introduction of *AACR2*, when Samuel Clemens officially became Mark Twain, and they will appreciate the importance of this element in the system design.

Design work is now in progress on the penultimate major sub-system of BIS, acquisitions and serials control. While some years away, this module will provide important benefits to users of the system. Searches will retrieve, in addition to items cataloged for the collection, records for materials on order, in process, backlogged, or otherwise unavailable through ordinary means. The serials component of this system will allow patrons to determine whether the latest issue of a journal received on subscription has arrived, whether items not on the shelves are missing, being claimed, or at the bindery. A related development, which should be in place by 1990, will be the loading of detailed holdings information about serials currently owned by the libraries into BIS. This information already exists in machine-readable form, and the process of converting it into BIS holdings statements is moving forward on all three campuses.

Once the system provides all the basic elements of a fully functional online catalog—cataloging, circulation, acquisitions, and serials—there will be one last important element to put into place: authority control. While the "global change" feature can replace Clemens with Twain, it will not help the user who searches for "Mussorgsky," unaware that official LC cataloging rules call for the spelling "Mussorgskii." Complete authority control, with its extensive system of intelligent cross-references, is still far off. No online system now provides true authority control, and much research still remains to be done into how this crucial element of a cataloging system can be effectively implemented.

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The Triangle Research Libraries Network, as Jeanne Sawyer observed two years ago, has passed out of its childhood and has emerged into adolescence. Like most adolescents, it is undergoing growing pains, not the least of which was Ms. Sawyer's recent resignation, in August 1988, as TRLN Director in order to complete her dissertation in computer science and to pursue other career goals. Her leadership has brought TRLN to its current level of achievement, and her wisdom, warmth, and dedication will a have a lasting impact. TRLN will face most of its adolescence without her guidance.

Joe Hewitt, Associate University Librarian for Technical Services at UNC, has noted that most automated library systems can be described as "90% systems."[8] That is, they are constructed to handle ninety percent of the materials likely to be found in research libraries. He goes on to speculate that many of the "90%" systems are in reality "75%" systems that lack many of the important features of conventional card catalogs, such as the ability to record extensive piece-specific holdings information. When a large multi-volume monographic set published in Germany has twelve *Baende*, each of which comes in one or more *Teile*, which are further divided into *Abteilungen;* when each of these smallest parts is a physical volume of several hundred pages; when the individual parts are published as they are completed and not in numerical order; and when the circulation librarian must deterine whether the one piece that a patron urgently needs is in the library's collection, lost, misshelved, on order, or simply (and frequently) still unpublished . . .; in such a circumstance the deficiencies of the "90% system" become apparent—to the librarian at least, if not necessarily to the hapless patron. Bosch's "Garden of Earthly Delights" contains no such horrifying vision of Hell.

It has been the aim of TRLN, from the start, to provide not a 90% system, but a 99.9% system that would accommodate the demands of three different university libraries. This commitment to quality, to exhaustiveness, and to control has been a guiding philosophy of TRLN since its inception. But such high aspirations have their price. For TRLN this has meant delaying the gratification of introducing new features, enduring prolonged testing of systems, and spending long hours of research to identify small but important features that must be considered in the design and coding of the system.

Similarly, while the broad involvement of library staff in the design of the system has resulted in the application of considerable expertise to the problems of creating an effective online system, it has also demanded a price in terms of development time. Nearly two years has gone into the creation of specifications for the acquisitions/serials control system, and another year of detailed functional design by systems staff will be required before programmers can begin the task of coding, testing, and debugging the software to operate it.

As noted above, during 1985 and 1986, TRLN underwent a sea change. The introduction of a public access catalog meant that BIS was no longer an experiment: it was a success to which the libraries were committed. With the expiration of grant funding at approximately the same time, that commitment became financial as well as philosophical. The rapid growth in the database (UNC alone was adding 120,000 volumes a year in the early 1980s) demanded a concomitant growth in hardware resources, as did the introduction of new features such as subject searching. A new universe of users expressed their often disparate opinions of the system, opinions which demanded a careful listening ear. Staff time which had previously been devoted almost entirely to development was curtailed sharply by the demands of maintenance. Allocation of scarce processor cycles to the needs of public searching compounded the loss of man-hours by slowing down the speed at which new developments could be tested and debugged. TRLN's adolescence had indeed arrived. A sudden, rapid spurt of growth left in its wake an awkwardness and a heavy dose of uncertainty. Those persons associated with TRLN—its developers, its librarians, its users—wondered about the future and what it will bring. What will TRLN be when it "grows up"? What is the best way of getting there? Are other developing library systems coping better with their growing pains? How will we know when maturity has arrived?

These are serious questions which will not be resolved overnight. Conflicting answers to them abound. Is the emphasis on exhaustiveness perhaps too idealistic, too impractical? Might other systems be purchased and integrated with BIS? Do we need to do all the development by ourselves? Will TRLN become outmoded, overtaken by the strength and resources of OCLC and its LS2000 system or some other competitor?

In its thirteenth year, TRLN is in a state of profound transition. But much serious consideration is being given to these issues, and that in itself is a sign of vigor and health. As Socrates proclaims in Plato's *Apology*, the unexamined life is not worth living. TRLN is taking a long hard look at its accomplishments and its objectives. The answers will be found.

TRLN and its frequently indistinguishable child, the online catalog system known as BIS, is a vast and complex organism. Sometimes it works well; sometimes it doesn't. BIS is a work-in-progress. If TRLN can maintain its dedication to producing the 99.9% system it set out to achieve, its accomplishments will truly be enviable. Indeed, in creating the only distributed, wide-area network library system in existence, its record is already enviable, and the contributions TRLN has made to the understanding of automated library systems, their functioning and their development, represent a significant advance in librarianship.

The basic principles that underlie the work of TRLN are sound. Cooperation among libraries is not simply desirable, it is essential, and cooperation is at the heart of the Triangle Research Libraries Network. The TRLN project reflects the belief that a man's reach should exceed his grasp; such a proposition, however, is often painful to live with. TRLN has not yet created, as many may have hoped, "The Library System of the 1980s." But, by continuing to attend to the fundamentals of librarianship, the system will evolve and adapt to the future, and, indeed, can lead the way there.

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North Carolina Books

Robert Anthony, Compiler

Stephen E. Massengill and Robert M. Topkins. ***A North Carolina Postcard Album. 1905-1925.*** Raleigh: Division of Archives and History, North Carolina Department of Cultural Resources, 1988. 172 pp. $55.00. ISBN 0-86526-236-5.

Postcards have a long history. They were introduced in Austria in 1869, and the United States government issued official postcards in 1873. The year 1898, however, marks a major milestone. Government legislation for the first time permitted private companies to issue cards that could be mailed for one cent, half the first-class rate.

This single development had explosive results. Large companies were formed to produce cards, but, perhaps more importantly, many small companies as well as private individuals got into the act. Eastman Kodak introduced photographic paper in the postcard format that could be printed from negatives exposed in its two-dollar camera. Amateurs loved it. An additional stimulus came in 1907 when the government allowed handwritten messages on half of the address side of a card. It is estimated that from 1907 to 1914 perhaps a billion postcards were produced. This was the heydey of the medium.

The second-class postcard does not often get first-class treatment. In ***A North Carolina Postcard Album, 1905-1925,*** Stephen Massengill and Robert Topkins have attempted just that. The format of this hardbound volume is large. Page size is eleven by fourteen inches, definitely coffee-table material. It has a table of contents as well as an index. The real story of this book, however, is the picture postcards, all 520 of them.

Categorizing a large and diverse group of images is no small task. The authors came up with a dozen divisions that constitute the arrangement of the postcards—(1) Cities, (2) Small Towns, (3) Transportation, (4) Agriculture, Industry, Business, and Commerce, (5) Education and Religion, (6) Social Life and Popular Diversions, (7) Hotels and Inns, (8) Parades and Public Gatherings, (9) Mishaps, Fires, and Floods, (10) Novelties, (11) County Courthouses, and (12) Everyday Life. This arrangement allows the reader to start anywhere in the book with equal ease.

Commercially produced postcards usually present sanitized scenes—pristine landscapes, prosperous and bustling cities, streetcars, trains, automobiles, and thoroughfares without a rut or pothole in sight. Fortunately for us, the farther postcard makers were from major cities, the less attention they paid to such details.

A North Carolina Postcard Album, 1905-1925, gives a real cross section of life in the state from places such as Waynesville in the west to Winterville in the east. Exotic-sounding names like Hotel Zinzendorf (Winston-Salem) or Niagara (Moore County) evoke thoughts of places far away. The diversity of subjects depicted is sure to keep the reader's mind from wandering. There are fires, floods, fish markets, hardware stores, textile mills, academies, orphanages, baptisms, county fairs, chain gangs, circus parades, picnics, beach trips, tobacco warehouses, and the cotton patch. Do you remember how grand our train stations once looked? It is all here and more.

Stephen E. Massengill and Robert M. Topkins, both employees with the North Carolina Division of Archives and History, are avid postcard collectors. This volume was surely their labor of love. It was years in production, and their search for images led them to diverse collections both public and private. Photographic reproductions are of good quality, images are well identified, and layout is uncluttered. The book is an attractive work and should appeal to libraries with state and local history collections.

Much can be said for supplementing printed history with the photographic record. ***A North Carolina Postcard Album, 1905-1925,*** along with H.G. Jones' *North Carolina Illustrated, 1524-1984*, are books of choice in this category. It is difficult to see how this volume can be eclipsed on the subject of North Carolina postcards. Perhaps that will be of some consolation to those who pay its $55.00 price.

Jerry Cotten, University of North Carolina at Chapel Hill

Laurence Naumoff. ***The Night of the Weeping Women.*** New York: Atlantic Monthly Press, 1988. 239 pp. $16.95. ISBN 0-87113-187-0.

F. Scott Fitzgerald once compared bitter family quarrels to "splits in the skin that won't heal because there's not enough material." Sometimes the deep psychic wounds that result are infected long before there is any visible sign of pain or distress. Within the insular vacuum of family life some members may cling to their private suffering as a drowning man to a lifeline, and this may go on for years because it is their only contact with reality. But when the charade of Beaver Cleaver-like order can no longer be maintained within the household, all the ruined visions and past betrayals may rise as one. Laurence Naumoff's unsettling first novel, ***The Night of the Weeping Women,*** unfolds just as the carnage begins.

> The civilized world lived in houses. Within the houses the most uncivilized things took place. Family members ate into each other. They cut each other up and then ate from the leftover torsos with forks, all the while ignoring the screams of the children who knew they were next.

This passage accurately reflects the hostility and deep resentment that has broken the spirit and stability of the "civilized" Neal family. Ervin and Margaret no longer live with their daughter Sally, who has married; yet the motions and rituals of familial duty are still observed with a grim inevitability, as if walking through a minefield. Thanksgiving and Christmas, times of togetherness, each year approach like harbingers of doom. This is a family where closeness is repugnant, where each member's mere presence becomes an unspoken, savage condemnation against the other.

Clearly these people have a dark history, and Naumoff examines the Neals, and to some extent their in-laws, in tight, unsparing closeup, in a language both lyrical and ferociously precise. It is at times an uncomfortable reading experience— these people are our neighbors (maybe ourselves). Almost the entire action occurs during the "season to be jolly," when that minefield begins to explode. Naumoff divides our attention equally between enemy camps (outside Chapel Hill and Wilmington), as husband and wife, parents and child square off with some of the wickedest, darkly comic dialogue in recent memory. It all culminates in a nighttime battle royal, when all the unwelcome, ugly secrets from the past emerge like poisonous mushrooms.

A native of Charlotte, Naumoff writes knowingly of a region and its inhabitants that readers in public libraries will recognize. This story of collective family guilt, however, has profound universal elements. He is a writer to watch closely.

Sam Shapiro, Public Library of Charlotte and Mecklenburg County

Hugh M. Morton and Edward L. Rankin, Jr. ***Making a Difference in North Carolina.*** Raleigh: Lightworks, 1988. 319 pp. $39.95. ISBN 0-942399-06-4.

It contains extensive text and 400 photographs, measures ten by fourteen inches, weighs six and a quarter pounds, and concludes with an index reading like a Who's Who of North Carolina during the past half century. Most of all, this huge book is literally ***Making a Difference in North Carolina.***

Hugh Morton, whose family is noted for its development and promotion of natural and historical attractions on the coast and in the mountains, was only thirteen when he sold his first photograph for publication. In the subsequent fifty-four years, he has attained the uncontested if unofficial title of Photographer Laureate of North Carolina, and his enormous collection of negatives is the state's most important single photographic resource for the middle quarters of the twentieth century. But Morton is more than a recorder of events; he has also been a major participant in both governmental and private enterprise promoting North Carolina.

Morton alone could have produced a book of significance, but what makes the difference in this work is his collaboration with another versatile Tar Heel whose strength has been the pen rather than the camera. Edward L. Rankin, Jr., was a newsman before becoming a confidante of and administrator for three governors (Umstead, Hodges, and Moore). In those capacities and in his later years in the private sector, Rankin has been associated with Morton in a variety of undertakings. It is not surprising, therefore, that the two authors appear together in several of the photographs.

Making a Difference in North Carolina, though, is more than the personal story of two friends, for it covers a remarkable range of personalities and events of the past half century. Its inclusiveness is demonstrable: every gubernatorial administration beginning with Hoey; every U.S. senatorial term beginning with Hoey except East's; most major public events from inaugurations to cultural celebrations; most nationally known North Carolina personalities from Billy Graham to Carbine Williams; lesser-known but interesting characters like David Haywood and Joe Hartley; even the destruction wrought by Hurricane Hazel and the controversy over the location of the Blue Ridge Parkway. True-blue Tar Heels, the authors naturally give disproportionate space to the University of North Carolina at Chapel Hill and its athletics, but there are also chapters on "Peahead" Walker and Meadowlark Lemon and coverage of "Bones" McKinney, Wallace Wade, Leroy Walker, Richard Petty, and other sports figures.

One of the most poignant chapters relates Rankin's experience during the illness and death of Governor Umstead. Then just thirty-five years old, the private secretary served several days as virtually the acting governor. Another touching chapter recounts the visit of a terminally ill black butler from North Carolina's Executive Mansion, "Uncle Dave" Haywood, to the White House, where he knelt and kissed the arm of a chair once occupied by President Franklin Roosevelt.

The best surprises, however, lie in the youthful faces of now-famous North Carolinians—county commissioner Jim Martin at the unveiling (by President Nixon) of a marker at Billy Graham's birthplace; student Orville Campbell with All-American George Glamack, his campaign manager for editorship of the *Daily Tar Heel;* student Louis Harris (whom Campbell defeated) with visiting lecturer Eleanor Roosevelt; amateur Andy Griffith playing the role of Sir Walter Raleigh in the *Lost Colony;* and slim, hairy-headed Charles Kuralt interviewing Governor Hodges in 1960.

Each reader will choose his favorite picture story. Two probable candidates show thirty-five-year-old Jim Hunt nursing a bear cub and a 1959 picture of actor Ronald Reagan holding Morton's second camera during an azalea festival in Wilmington. A unanimous choice is likely to be found on page 290—struggling young reporters Ed Rankin and Jesse Helms, roommates who shared a single bathroom with five other men, caught by an itinerant photographer as they strolled down Fayetteville Street in Raleigh a few months before Pearl Harbor.,

Here is the book of the year for those with a very sturdy coffee table.

H. G. Jones, University of North Carolina at Chapel Hill

Marie E. Bartlett. ***Trooper Down! Life and Death on the Highway Patrol.*** Chapel Hill: Algonquin Books, 1988. 215 pp. $16.95. ISBN 0-912697-81-4.

If the reader forms his first impression of ***Trooper Down!*** by its title, the copy on the jacket, and the foreword by columnist James J. Kilpatrick, he might feel that he is in for a large dose of overrated sensationalism. If so, this impression will evaporate by the time the reader reaches the middle of the first chapter. Marie Bartlett has produced an account of the life and work of the North Carolina Highway Patrol which is as informative as it is moving.

Born in Melbourne, Australia, Bartlett was reared in western North Carolina. As a freelance writer and Associated Press correspondent, she has published hundreds of articles in magazines and newspapers. ***Trooper Down!*** is her first book and began as a series of newspaper feature articles. Law enforcement and criminology are her special interests—she is currently working toward a degree in criminal justice, writing a novel about an international child-snatching ring, and serving as magistrate in her county. During her research for this book, she rode along on patrols, had access to the campus of the Highway Patrol Training Center in Garner, N.C. and interviewed dozens of troopers and trooper family members.

Large portions of ***Trooper Down!*** are written in troopers' own words with very little commentary from the author. It is largely through this technique that she succeeds in humanizing the men and women who are to most drivers anonymous and adversarial authority figures. She allows the troopers to speak to their readers about their rigorous training, the stresses on their personal and family lives, the temptations of the job, the boredom, and the always present dangers they face. The frustrations of the job range from the petty aggravation of not getting the new cruiser to the heartbreak of working for hours to free the one surviving child in a family car crushed under an overturned bus.

The lighter side of the job gets its turn as well—an injured drunk driver escapes on foot wearing a hospital gown, an elderly speeder explains she had never driven on high-test gas before, and a backseat assailant turns out to be an alarmed pet chimp.

But the constant threat of danger and the dedication and professionalism of the officers who meet that threat daily is the thread that unites ***Trooper Down!*** Bartlett opens the book with the wounding of one trooper on a traffic stop and concludes with the 1985 killings of three others. In each case she describes in detail the officer, his family and career, and the grueling police work needed to bring in the assailants. The senselessness and brutality of the attacks make for hard reading.

Trooper Down! might best be described as an oral history of an institution which is widely taken for granted. There is no index or bibliography, but a number of black and white photographs add to the immediacy of the book. No one who has driven North Carolina's back roads and interstates can read it without the uneasy sensation of having unwittingly passed through scenes of crime and tragedy and human drama. ***Trooper Down!*** is a remarkable book, strongly recommended for public libraries and driver education courses.

Dorothy Davis, New Hanover County Public Library

John Ehle. ***Trail of Tears: The Rise and Fall of the Cherokee Nation.*** New York: Anchor Press/ Doubleday, 1988. 424 pp. $19.95. ISBN 0-385-23953-X.

In 1984 North Point, a small press in San Francisco, had the surprise hit of the publishing season. *Son of the Morning Star*, Evan S. Connell's account of the obliteration of General George Custer's Seventh Cavalry at the Battle of the Little Bighorn, rose to the top of the bestseller lists. The story of the "Last Stand" and the fateful day of June 26, 1876, had been often told, but never with the style and sense of drama that Connell displayed. Now Doubleday and John Ehle have taken upon themselves the task of telling the story of the Cherokees, up through their removal from their homelands in 1838 by the federal government, in a single volume. The two books, upon initial examination, have much in common. Connell and Ehle are both successful writers in mid-career. Each has written nonfiction, but both are best known for their novels. Even the book covers and design are almost identical.

Ehle (as well as his editor Marshall DeBruhl) grew up in Asheville. Among his works of nonfiction is *The Free Men*, an account of the civil rights movement in Chapel Hill twenty-five years ago. His novel *The Winter People*, set in western North Carolina, was especially well received and was the basis for a motion picture. For this latest book Ehle turned to the published works of historians such as William G. McLoughlin and Duane H. King. From his notes and bibliography it is clear that he relied heavily upon their studies.

The special skills that one expects a writer such as Ehle to bring to the history of the Cherokee Nation are an aptitude for storytelling and a felicitous use of the language. The entire book is laid out as a series of episodes, and a few incidents, such as the visit of a Cherokee delegation to Washington in 1819, do stand out. Extended portrayals of leaders such as Sequoyah, Major Ridge, and John Ross, are meticulously detailed and well drawn. But, too often, the author disappoints or confounds. Events rush by, with a host of characters appearing onstage for but a moment, allowing for little sense of continuity. Tenses shift and the voice of the narrator at times becomes that of one of the participants. Documents up to four printed pages in length are quoted in their entirety where the space could have been better used to fix their context and consequences. The prose, though at times appropriately dramatic, is as often ill chosen. Thus, "the river ran red" and "diarrhea and dysentery were gut-twisting in the camps." All of this makes for a narrative that is difficult to follow and less likely to be appreciated.

This is unfortunate, for the story of the Cherokees, their leaders, their capital at New Echota, the broken treaties, and the "Trail of Tears" is one as full of hope, dashed dreams, and palpable tragedy as any in American history. No doubt the book could have benefited from an editor's heavier hand, but it is possible that any attempt to cover so much in a single book is bound to fail. Whereas Connell could focus on the events of a single day, Ehle assumed a greater challenge. He is to be commended for the attempt, but the reader is advised to search the ever-increasing list of books on Cherokee history for another introduction to the subject.

Michael Hill, North Carolina Division of Archives and History

Other Publications of Interest

Records of the Executive Council, 1735-1754, volume eight of ***The Colonial Records of North Carolina [Second Series]***, has recently been released by the Historical Publications Section of the North Carolina Division of Archives and History (109 East Jones Street, Raleigh, 27611, ISBN 0-86526-251-9, $45.00 plus $3.00 postage and handling). The volume presents minutes and offical papers of the royal executive council, the key institution of central government in the colony. The council, composed of twelve men, advised the governor and had to concur in many of his more important executive actions. This 723-page volume, edited by Robert J. Cain, includes a lengthy introduction that sets the political, social, and economic scene in the colony and a detailed 176-page index to all individuals mentioned as well as to subjects.

The University of North Carolina Press has issued a paperback edition of ***North Carolina: A History,*** by William S. Powell. First published in 1978, the book offers a concise history of the state for the general reader. A new preface and concluding chapter bring the story into the 1980s. A "Suggestions for Further Reading" section and an index are also included, although illustrations are limited to two maps. (ISBN 0-8078-4219-2, $8.95, paper, 231 pp.)

In ***Strengthened by the Storm: The Coming of the Mormons to Harkers Island, North Carolina, 1897-1909,*** author Joel G. Hancock chronicles the struggles of members of the Church of Latter-day Saints to win tolerance and acceptance in one small coastal North Carolina community. He recounts a story of prejudice and violence encountered, but also one of eventual triumph. Although focused on Harkers Island, ***Strengthened by the Storm*** offers a glimpse of lifestyles and attitudes among turn-of-the-century coastal Carolinians. (Campbell and Campbell, Publishers, 710 Arendell Street, Morehead City, N.C., 28557-4259, ISBN 0-922005-001, $19.95, cloth, 168 pp.)

The Courthouses of North Carolina and Tales That Whisper in the Stone celebrates those buildings where Tar Heels most often see their laws administered. Each of the state's 100 county courthouses currently in use is pictured in a black-and-white photograph and, for some counties, prior court buildings are also shown. For each courthouse, a short historical note gives information such as date of construction, architect, cost, and fate of earlier structures. Brief accounts of several of the state's legendary trials precede the photographic section. Both text and photographs are by Charles Heatherly. (Harrison Company, Publishers, P.O. Box 7500, Norcross, Ga., 30091-7500, ISBN 0-910694-03-6, $29.95, cloth, 207 pp.)

In 1831, the first branch of the United States Mint opened at Charlotte to coin gold mined in the southeastern U.S. Except for a brief closing because of fire, it operated until the Civil War. In 1869 it reopened, although functioning as an assay office only, finally ceasing all operations in 1913. Today the building houses the Mint Museum of Art. The story of the mint is told in detail in ***The United States Branch Mint at Charlotte, North Carolina: Its History and Coinage,*** by Clair M. Birdsall. In addition to this historical text there are charts and statistics on gold received and coinage issued and color illustrations of coins minted. The book also includes index and bibliography. (Southern Historical Press, P.O. Box 738, Easley, S.C., 29641-0738, ISBN 0-89308-629-0, $30.00, cloth, 123 pp.)

In ***Murder in the Carolinas,*** Nancy Rhyne presents popularly written accounts of thirteen notorious homicides that took place in the Carolinas (six in North Carolina and seven in South Carolina). The earliest crime occurred in 1803, the latest in 1985. Rhyne describes the murder and any resulting legal trial. In some cases the perpetrators were brought to justice; in others, the apparent murderer escaped punishment. The North Carolina killings include the 1932 death of Zachary Smith Reynolds and the Klenner-Lynch murders/suicide in 1985. (John F. Blair, Publisher, ISBN 0-89587-063-0, $7.95, paper, 166 pp.)

The restless dead, some of them victims of violence and some of accidental tragedies, frighten and perplex the living in ***Mountain Ghost Stories and Curious Tales of Western North Carolina,*** by Randy Russell and Janet Barnett (John F. Blair, Publisher, ISBN 0-89587-064-9, $8.95, cloth, 109 pp.). This collection of eighteen stories relates legends and tales of mysterious sights and sounds and of unexplained natural phenomena from the Blue Ridge and Smoky Mountains regions of the Tar Heel state. Some, such as the legend of the Brown Mountain Lights, will probably be familiar to most readers, but others may be new.

Candidates for NCLA Offices for the 1989-1991 Biennium NCLA Nominating Committee Report

Janet L. Freeman, *Vice President (President-Elect)*

Present Position
College Librarian, Meredith College, Raleigh

Education
M.L.S., Peabody College of Vanderbilt University
B.A., University of North Carolina at Greensboro

Professional Memberships and Activities
NCLA, 1975-
NCLA, College and University Section, Secretary/Treasurer, 1979-81
NCLA, Nominating Committee, 1980-82
NCLA, Biennial Conference Local Arrangements Committee, 1985
NCLA, Executive Board, Director, 1987-89
ALA, 1975-
ACRL, Chapters Council, N.C. Representative, 1979-81
SELA, 1971-
SELA, Southern Books Competition Committee, Chair, 1984-1988
Capitol Area Library Association, Executive Committee, 1984-
Metrolina Library Association, 1975-84
North Carolina Center for Independent Higher Education, Library Purchasing Committee, 1982-
Southern Baptist Library Association, Executive Secretary, 1988-
Beta Phi Mu
Delta Kappa Gamma

Benjamin F. Speller, Jr., *Vice President (President-Elect)*

Present Position
Dean and Professor, School of Library and Information Sciences, North Carolina Central University, Durham

Education
Ph.D., Library and Information Science, Indiana University, Bloomington, IN
M.A.T., Library Science, Indiana University, Bloomington
A.B., History, North Carolina Central University

Professional Memberships and Activities
Memberships:
NCLA, Resources and Technical Services Section, Director, 1967-1969
NCLA, Library Resources Committee, Chair, 1969-1971
NCLA, Resources and Technical Services Section, Chair, 1983-1985
American Library Association (Life Member)
ALA, Membership Committee and Membership Chair for Region VI (Southeast)
American Society for Information Science (ASIS)
Association for Computing Machinery (ACM)
SELA, Library Education Section, Chair, 1985-1987
Association for Library and Information Science Education, 1975-
Durham County Library Association, President, 1977-1978, 1982-1983
National Education Association, 1973-
North Carolina Adult Education Association
North Carolina Association of Educators, Inc., 1973-
North Carolina Association for Institutional Research, President-Elect
Indiana University Alumni Association (Life Member)
North Carolina Central University Alumni Association (Life Member)
North Carolina Public Librarian Certification Commission, 1983-
St. Joseph's Historic Foundation, Durham, North Carolina

Awards and Honors
North Carolina State Library Science Scholarship, 1964
Distinguished Service Award from Elizabeth City State University, 1971
Governor's Public Service Certificate for Volunteer and Community Service in Northeastern North Carolina, 1976
President's Distinguished Service Award from NCCU SLIS Alumni Association, 1982
Listed in *Who's Who in America 1986-87*
Louise Maxwell Award for Outstanding Achievement in Library Science, Indiana University, 1987
Beta Phi Mu
Phi Delta Kappa

Amanda R. Bible, *Secretary*

Present Position
Director, Columbus County Public Library, Whiteville

Education
B.A., Eastern New Mexico University.
M.L.S., Texas Woman's University,
Additional studies at Eastern New Mexico University, New Mexico State University, University of Texas at El Paso, University of North Carolina

Professional Memberships and Activities
Memberships:
NCLA
SELA
ALA
NEA (life membership)
Past Positions:
Secretary, Border Regional Library Association, El Paso, TX
Secretary-Treasurer, Public Libraries Division, Texas Library Association
Chairman, Adult-Young Adult Committee, Public Library Section, NCLA
Treasurer, North Carolina Public Library Directors Association
Secretary, North Carolina Public Library Directors Association
Member, State Library Processing Center Advisory Committee
Member, State Library Audiovisual Advisory Committee
Member, Personnel Committee, Public Library Section, NCLA
Treasurer, Intellectual Freedom Roundtable, ALA
Director, Intellectual Freedom Roundtable, ALA
Member, Intellectual Freedom Committee, NCLA
Present:
Member, Intellectual Freedom Committee, NCLA

Alice Beverley Gass, *Secretary*

Present Position
Director of the Learning Resource Center, Guilford Technical Community College, Jamestown, NC

Education
Candidate for the Doctorate of Library Service, Columbia University
Advanced Certificate in Librarianship, Columbia, 1986
Master of Librarianship, Emory University, 1971
Bachelor of Science, University of Tennessee, 1966

Professional Memberships and Activities
American Library Association, Association of College and Research Libraries, Community and Junior College Libraries Section, Reference and Adult Services Section, College Libraries Section
North Carolina Library Association - Currently: Community and Junior College Libraries Section, Publications Committee, Goals and Objectives Committee, Editorial Board of *NC Libraries;* Formerly: Director of RASS, Director of Community and Junior College Libraries Section, Representative from Community and Junior College Libraries Section
Southeastern Library Association
North Carolina Community College Learning Resources Association, President, Vice President, Newsletter Editor, Secretary, Chairperson: Priorities Committee, Planning Committee on the Future of Learning Resources in the Community College System
Guilford Library Association, President, Vice President
American Association of Community and Junior Colleges
American Association of Women in Community and Junior Colleges
Guilford Technical Community College Staff Association, President

Awards and Accomplishments
Wrote two successfully funded proposals for HEA Title II-D document delivery project and Guilford Technical Community College Foundation project to subsidize online searching for students
Attended Management Development Seminar conducted by Association of Research Libraries

William G. (Bill) Bridgman, *Treasurer*

Present Position
Director of Libraries, Sandhill Regional Library System

Education
B.A., Mercer University, 1961
M.L.S., George Peabody College for Teachers, 1967
Ed.S., University of Georgia, 1974

Professional Memberships and Activities
American Library Association, Library Administration and Management Association, Library and Information Technology Association, Public Library Association (Intellectual Freedom Committee)
Southeastern Library Association
North Carolina Library Association, NCLA Governmental Relations Committee, Past Chairman, NCLA Governmental Relations Committee, North Carolina Public Librarian Certification Commission (Past Service)
North Carolina State Library Commission (Past Service)
North Carolina Public Library Directors Association, NCPLDA Treasurer, NCPLDA Governmental Relations Committee
Beta Phi Mu
Secretary, Public Library Section, North Carolina Library Association, 1974-75
Chairman, Public Library Section, North Carolina Library Association, 1981-82
Chairman, Standards Committee, Public Library Section, North Carolina Library Association, 1976-77.
Co-Chairman, Standards Committee, North Carolina Public Library Directors Association, 1987-88.

Michael J. Lacroix, *Treasurer*

Present Position

Director of Library Services, Ethel K. Smith Library, Wingate College

Education

1985-present, Doctoral student in Library Science, UNC-Chapel Hill

1983, M.B.A., UNC-Greensboro

1972, M.S.L.S., University of Kentucky

1970, A.B., MacMurray College

Professional Memberships and Activities

American Library Association, 1972 to present. Library Administration and Management Association, Library Organization and Management Section, Financial Management Committee: 1985-1989, Program Committee: 1986-1988. Association of College and Research Libraries, College Library Section, Handbook Committee: 1986-1989. Resources and Technical Services Division, Reproduction of Library Materials Section, Standards Committee: 1985-1987.

Southeastern Library Association, 1980 to present. University and College Library Section, Chair, 1988-1990. SELA Executive Board, 1988-1990.

Special Libraries Association, 1975 to present. Central Ohio Chapter, 1977-1980. North Carolina Chapter, 1975-1977, 1980 to present. Treasurer, 1982-1984. Sara Aull Student Paper Award Committee, 1983 & 1988. Chair, 1988. Nominating Committee: 1983 & 1987; Chair, 1983. Awards Committee, 1988 to present.

North Carolina Library Association, 1980 to present. Honorary and Life Membership Committee, 1982-1983. Resources and Technical Services Section. Executive Committee, 1985-1987. Collection Development Program Chair, 1987.

Medical Library Association, 1977-1980. Kentucky-Ohio-Michigan Regional Conference Planning Committee, 1979-1980.

Metrolina Library Association, 1983 to present.

North Carolina Center for Independent Higher Education, Library Purchasing Committee, 1980 to present.

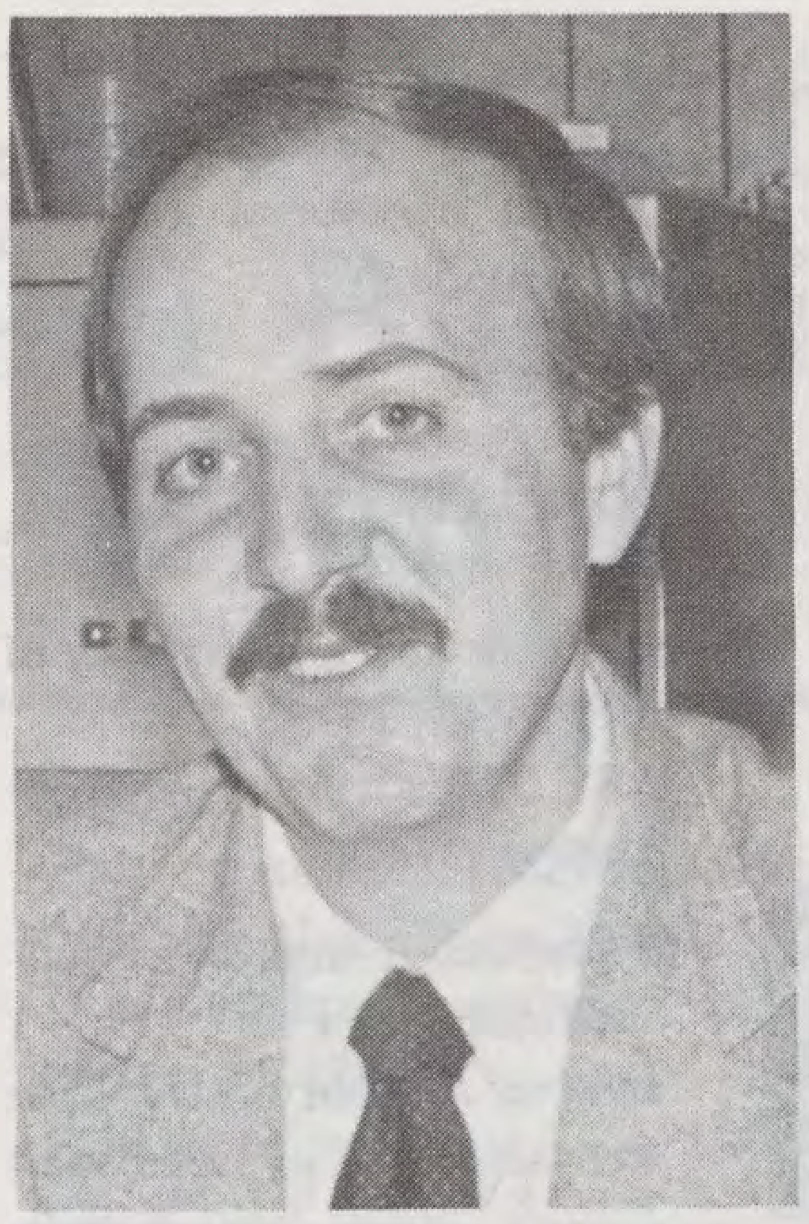
North Carolina Center for Independent Higher Education, Automation and Networking Advisory Committee, 1988 to present.

Piedmont Librarians Acquisitions Information Network, 1980 to present.

Guilford Library Association, 1980-1983. President, 1982.

Microcomputer Users Group for Libraries in North Carolina, 1985 to present.

David Harrington, *Director*



Present Position

Director Media Services, Rowan County Schools

Education

M.L.S., East Carolina University

Professional Memberships and Activities

NCLA

NCASL

ALA

AASL

NCASCD

Legislative Representative for NCASL, 1989-1991

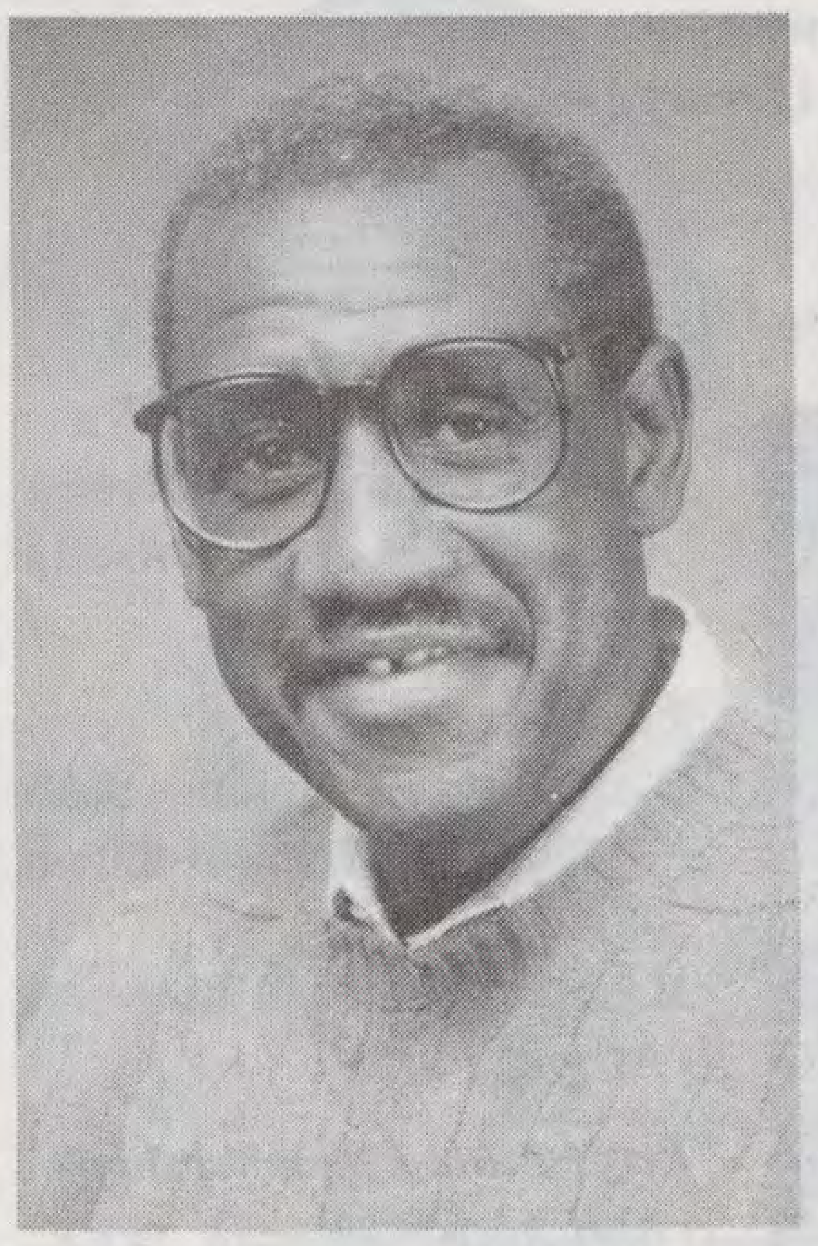
AASL Affiliate Assembly Delegate 1987-1988

Conference Planning Committee for NCASL, 1988

President of Rowan County Literature Guild, 1988

NCLA Executive Board, Treasurer 1979-81

James R. Jarrell, *Director*



Present Position

Head, Technical Services Division, F.D. Bluford Library, North Carolina A&T State University, Greensboro, NC

Education

M.S.L.S., Atlanta University

B.S., Winston-Salem Teachers College

Mellon-ACRL Intern, 1974-1975

Professional Memberships and Activities

Guilford Library Association (President, Treasurer, and Chair, Nominating Committee);

North Carolina Library Association (Chair, Library Resources Committee, Secretary, College/University Section, Nominating Committee, and Director, Roundtable for Ethnic Minority Concerns);

American Library Association (Member, National Library Week Committee and Curriculum Materials Committee)

Willie Nelms, *Director*

Present Position
Director of Libraries, Shephard Memorial Library, Greenville, NC

Education
B.A. (History), Old Dominion University, Norfolk, VA, 1971
M.A. (History), University of Kentucky, 1973
M.S.L.S., University of Kentucky, 1974

Professional Memberships and Activities
Member: Advisory Committee for Library Services and Construction Act Funds, State Library, 1984-1985
Chairman, N.C. State Processing Center Advisory Committee, 1985-1987
Vice Chairman, Southwest Virginia District, Virginia Library Association, 1979; Chairman, 1980
Member: American Library Association, Southeastern Library Association, North Carolina Library Association, North Carolina Public Library Directors Association
Founder & Chair, Pitt County Library League

Sylvia Sprinkle-Hamlin, *Director*

Present Position
Associate Library Director, Forsyth County Public Library

Education
B.S., Winston-Salem State University, Winston-Salem, NC
M.L.S., Atlanta University, Atlanta, GA

Professional Memberships and Activities
American Library Association, Office for Library Outreach Services Advisory Committee, 1988-1990; Black Caucus, 1981-
Public Library Association, Conference Program Coordinating Committee, 1985-87
Southeastern Library Association, Public Library Section, Secretary, 1988-90
North Carolina Library Association, NCLA Recruitment Committee, Chair, 1987-89; Minority Recruitment Task Force, 1989; Public Library Section - Trustees/Friends Committee, Chair, 1988-89; Roundtable for Ethnic Minority Concerns, Chair, 1985-87; Editorial Staff, *N.C. Libraries*, 1983-1985; Advisory Council N.C. Library Services & Construction Act, 1981-83
Forsyth County Library Association, Director, 1984-85; Newsletter Editor 1983-87
Publications:
"The Black Experience . . . Twenty-Six Adventures in Reading (with Satia Orange), *North Carolina Libraries* (Fall 1984)
"Are Ethnic Minority Public Librarians Becoming an Endangered Species?" (with Myra Worrell), *North Carolina Libraries* (Spring, 1987)

Awards & Accomplishments
Annette Lewis Phinazee Award, 1986
Who's Who of American Women 1983-84

Nelda G. Caddell, *ALA Representative*

Present Position
Regional Coordinator, Media and Technology Services, South Central Regional Education Center

Education
M.L.S., East Carolina University
B.S., East Carolina University

Professional Memberships and Activities
NCLA, 1977-
NCLA, Intellectual Freedom Committee, 1977-
NCLA, Services to Special Populations Committee, Chair, 1987-1889
ALA, 1985-
NC ASCD, Region IV Membership Committee, Chair, 1988-1989
NC EMA, 1977-
NC EMA, Board of Directors, 1987-1988

Patricia A. Langelier, *ALA Representative*

Present Position
International/State Documents Librarian

Education
A.B., Boston State College, 1975
M.S.L.S., University of North Carolina at Chapel Hill, 1979

Professional Memberships and Activities
American Library Association, GODORT
NCLA Documents Section
United Nations Association of the USA
Member, State Library Depository System Advisory Board
Past Chair, NCLA Documents Section

National Library Week April 9-15

Candidates for NCASL Offices for the 1989-1991 Biennium NCASL Nominating Committee Report

Nona Pryor, *Vice-Chair/Chair-Elect*

Current Position
Media Coordinator, Randleman High School

Education
B.A. - Elementary Education, UNC-Greensboro, UNC-Asheville
M.L.S. - UNC-Greensboro
Curriculum Instructional Specialist I - UNC-Greensboro
Mentor

Professional Activities
Randolph-Asheboro Media Association, Co-founded organization (1981), Past Vice-President/President (1981-1985)
UNC-G LS/ET Alumni Association, Committees - Scholarship (1980), Program (1981), Past Vice-President/President (1986-1987)
Micro - 5
NAPPS (National Association for Preservation and Perpetuation of Storytelling)
Phi Delta Kappa
NC High School Library Association, District Director, Historian
NCLA
NCASL, Exhibits Chair, 1982 Work Conference; Media Fair Chair, 1984 Work Conference; School Library Media Day Committee, 1983-1986; School Library Media Day Chair, 1986-Current
ALA
AASL, School Library Media Month Committee, 1986-Current

Publications
On Matters of Media (co-authored this continuum of media skills), Randolph County Schools, 1978

Awards and Accomplishments
Completed Mentor and TPAS (Teacher Performance and Appraisal System) training, and taught TET (Teacher Effectiveness Training) workshops. (1986-1987)
Presented "Teaching Research Skills in the High School" at AASL, Minneapolis, Minnesota. (9/86)
Exhibited "Lighten the Load: Let the Computer Do It" in *Successful Practices* at ALA, New York. (6/86)
Chaired Film Selection Committee for Randolph County Schools. Weeded and updated system collection, revised circulation procedures. (1985-Current)
Served as consultant on using computers in media center management for various school systems and at UNC-CH. (1985-1986)
Participated on SLMD Committee for NCASL which won Grolier Award, ALA, Dallas. (1984)
Demonstrated computer uses at first statewide Micro-5 Conference. (1984)
RHS cited as one of six "Exemplary Media Programs" in the Southeast during U. of Arkansas doctoral study. (1981)
Designed and taught in-service courses for RHS/Randolph County personnel. (1981-Current)
Named RHS Teacher of the Year. (1978)

Gayle Keresey, *Vice-Chair/Chair-Elect*

Current Position
Media Coordinator, East Arcadia School, Bladen County Schools

Education
M.A.L.S., University of Kentucky, Lexington, KY
A.B., Miami University, Oxford, OH

Professional Activities
NCLA Intellectual Freedom Committee
NCASL Executive Committee, 1983-1985
ALA
AASL/SIRS Intellectual Freedom Award Selection Committee, Chair
AASL Affiliates' Assembly Delegate, 1984
YASD Program Planning Clearinghouse and Evaluation Committee, Chair
YASD Board of Directors, 1985-1988
YASD Intellectual Freedom Committee, Chair, 1981-1985
ALSC Filmstrip Evaluation Committee, 1983-1987
Kentucky School Media Association, Executive Board, 1977-1978
Keynote Speaker for Virginia Library Association Intellectual Freedom Committee and Children's and Young Adult Round Table, 1984
Keynote Speaker for Tennessee Education Association, School Library Media Section, 1982
Freedom to Read Foundation
National Education Association
North Carolina Association of Educators

Awards and Accomplishments
1987 AASL/SIRS Intellectual Freedom Award
1981 ALA/Junior Members Round Table Shirley Olofson Award
Reviewer for *School Library Journal, School Library Media Quarterly, Journal of Youth Services in Libraries, Voice of Youth Advocates*

Susan S. Cannady, *Secretary*

Current Position
Media Coordinator, Grimsley High School, Greensboro

Education
M.L.S. University of North Carolina at Greensboro
B.A., University of North Carolina at Greensboro

Professional Activities
NCLA
NCASL, Membership Committee
ALA
AASL
Greensboro Association of School Librarians, Co-Chairman of Organization and Bylaws Committee
Guilford Library Association
NEA
NCAE
Delta Kappa Gamma, Secretary 1986-1988, Finance Committee, Membership Committee
UNC-G Library Science Alumni Association

Bettye N. Woodburn, *Secretary*

Current Position
Media Coordinator, Walkertown Middle School, Winston-Salem/Forsyth County Schools

Education
M.L.S., University of North Carolina at Greensboro
B.A., North Carolina Central University

Professional Activities
NCASL
NCEMA
Forsyth School Media Association, Public Relations Chairperson
National Education Association
North Carolina Association of Educators
Forsyth Association of Classroom Teachers

Awards and Accomplishments
Educator of the Year, Walkertown Middle School, 1981
Delta Sigma Theta

Elizabeth M. Pitts, *Treasurer*

Current Position
Media Coordinator at Jones Magnet School, Greensboro

Education
M.L.S., University of North Carolina at Greensboro
B.S., State University of New York at Plattsburgh

Professional Activities
ALA
AASL
ALSC
Southeastern Library Association
NCLA, Local Arrangements, Standards Committee, Media Fair, Chair 1988
Guilford Library Association, Treasurer 1981-82
Greensboro Association of School Librarians, Public Relations, Central Services Committee
NEA
NCAE
IRA

Awards and Accomplishments
NCASL Media Coordinator of the Year, 1988
Nominee for Terry Sanford Award at Jones School, 1981-82
Nominee for Teacher of the Year, Jones School, 1985
Nominee for Ben L. Smith, Outstanding Young Educator, 1987
Alpha Delta Kappa, Historian, Corresponding Secretary
Secured Funding outside the school for visits of Author/Illustrator Steven Kellogg and Marc Brown

Fred E. Trantham, Jr., *Treasurer*

Current Position
Director of Educational Media, Haywood County Schools

Education
Ed.S., Western Carolina University
M.A. Ed., Western Carolina University
B.S. Ed., Western Carolina University

Professional Activities/ Accomplishments
NCASL
Phi Delta Kappa
NCASCD
IRA
NCEMA
NCASL, Planning Committee for NCASL Pre-Conference
Haywood County Library Association
NCAE, Treasurer, Vice-President, President-Elect, Haywood County
PTA Secretary, North Canton School
Effective Teacher Trainer
NC Teaching Fellows Selection Committee

Priscilla R. Best, *Director (at large)*

Current Position
Library Media Coordinator, Meadow Lane Elementary School, Goldsboro

Education
M.L.S., East Carolina University
B.A., North Carolina Central University

Professional Activities
North Carolina Library Association
North Carolina Association of School Librarians
North Carolina Educational Media Association
Church and Synagogue Library Association
North Carolina Chapter Church & Synagogue Libraries
National Education Association
N.C. Association of Educators
Wayne County Unit of NCAE
North Carolina Council of the International Reading Association

Awards & Accomplishments
Voted Teacher of Year at School Level (1987-88)
PTA Vice President (1986-87)
Zeta Phi Beta Sorority

Rosemary Enos, *Director (at large)*

Current Position
Media Coordinator, Havelock Elementary School

Education
B.A., King College
School Library Certification, University of Virginia

Professional Activities
NCLA, Moderator for Round Table "Volunteers in the School Library"
ALA
IRA, Program Committee, Parents and Reading Committee
NCEMA

Awards & Accomplishments
Teacher of the Year at Havelock Elementary School 1985-86

Betty Rand Coward, *Director (Mountain Area)*

Current Position
Media Coordinator, Scotts Creek Elementary School, Sylva

Education
A.B., U.N.C. - Chapel Hill
M.A., Western Carolina University

Professional Activities
NCASL
NCEMA
Alpha Delta Kappa
Jackson County Library Board
Fontana Regional Library Board
Director of Library Services, First Baptist Church
Board of Trustees, Meredith College

Awards & Accomplishments
Jackson County Educator of the Year, 1977
Past Chairman, District 8 NCAE, Library Division

Helen J. Rice, *Director (Mountain Area)*

Current Position
Media Coordinator - Venable Elementary School - Buncombe County

Education
B.A., Mars Hill College
Currently working on Master's degree

Professional Activities
NCLA

Awards & Accomplishments
1986 Winner of Garrett Scholarship

I have been a media coordinator for four years. I was a library assistant twelve years.

Martha E. Davis, ***AASL Affiliate Assembly Delegate***

Current Position
Media Coordinator, Ben L. Smith High School, Greensboro City Schools

Education
M.S.L.S., University of North Carolina at Chapel Hill
B.S., East Carolina University

Professional Activities
NCASL, Secretary-Treasurer 1985-1987, Member Conference Planning Committee, NCASL Conference, 1988
NCLA, Intellectual Freedom Committee 1978-1981
ALA
AASL
NCHSLA, North Carolina High School Library Association, State Parliamentarian, Advisor to student State Committee Chairs 1985-1988, North Central District Director 1978-1981
Guilford Library Association
Greensboro Association of School Librarians, Staff Development Committee
NEA
NCAE

Awards & Accomplishments
Delta Kappa Gamma, Membership Committee, Alpha Chapter
Associate Librarian, part-time, evenings, Mertys Bell Library, Greensboro Campus, Guilford Technical Community College
Chairperson, Task Force for Equity Education, Greensboro Public Schools, 1982-1984
Conducted research on censorship in N.C. for the North Carolina Library Association 1980
Chief University Marshal, East Carolina University, 1972
Phi Kappa Phi National Honor Society

Glenola V. Parham, ***AASL Affiliate Assembly Delegate***

Current Position
Media Coordinator, Hanes Middle School, Winston-Salem

Education
B.A., North Carolina Central University

Professional Activities
NCLA
NCASL
NEA
NCAE
FACT
Forsyth School Media Association, Vice-President/ President Elect, 1988-89

Awards & Accomplishments
Teacher of the Year, Hanes Middle School, 1986-87
AKA

Join NCLA

To enroll as a member of the association or to renew your membership, check the appropriate type of membership and the sections or round tables which you wish to join. NCLA membership entitles you to membership in one of the sections or round tables shown below at no extra cost. For each additional section, add $7.00 to your regular dues.

Return the form below along with your check or money order made payable to North Carolina Library Assocation. All memberships are for two calendar years. If you enroll during the last quarter of a year, membership will cover the next two years.

NORTH CAROLINA LIBRARY ASSOCIATION

☐ New membership ☐ Renewal ☐ Membership no.

Name ______________________
First Middle Last

Position ______________________

Business Address ______________________

____
City or Town State Zip Code

Mailing Address (if diffrent from above) ______________________

____

CHECK TYPE OF DUES:

☐ FULL-TIME LIBRARY SCHOOL STUDENTS (one biennium only) $15.00
☐ RETIRED LIBRARIANS $20.00
☐ NON-LIBRARY PERSONNEL:
(a) Trustees; (b) "Friends of Libraries" members; (c) 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

CHECK SECTIONS: (one included in basic dues; each additional section $7.00)

☐ Children's
☐ College & Univ.
☐ Comm. & Jr. College
☐ Documents
☐ Ethnic Minority Concerns Round Table
☐ Jr. Members Round Table
☐ NCASL (School)
☐ Public
☐ Ref. & Adult
☐ RTS (Res.-Tech.)
☐ Trustees
☐ Women's Round Table

Mail to: Nancy Fogarty, Treasurer, NCLA, P.O. Box 4266, Greensboro, NC 27404

NCLA Minutes

North Carolina Library Association
Minutes of the Executive Board

October 21, 1988

Barbara Anderson	Carol Myers
Barbara Baker	Nancy Ray
Frances Bradburn	Cal Shepard
Doris Anne Bradley	Sylvia Sprinkle-Hamlin
Melanie Collins	Carol Southerland
James N. Colt	Rebecca Sue Taylor
David Fergusson	Harry Tuchmayer
Nancy Fogarty	Susan Turner
Ray Frankle	Art Weeks
Patsy Hansel	Jane Williams
Susan Janney	Lauren Williams
Bob Mowery	Kieth Wright
Howard McGinn	

The Executive Board of the North Carolina Library Association was called to order by President Patsy Hansel at 10:00 a.m., October 21, 1988 at the Villa Heights School in Charlotte, North Carolina. The above members were present. Judith Sutton of the Public Library of Charlotte and Mecklenburg County presented greetings as well as an update on the ongoing construction of the Main Library in Charlotte

Minutes of the July 29, 1988 meeting were approved with two corrections. 1. The spelling of Nancy Fogarty's name was corrected. 2. The location of the 1989 NCLA Conference was corrected (from High Point to Charlotte).

Treasurer Nancy Fogarty presented the third quarterly treasurer's report. (July 1 - September 30, 1988). Nancy pointed out that NCLA is in very good financial shape.

Barbara Baker gave the 1989 conference report. She stated that a skeleton schedule of events is currently being compiled. Deborah Carver at Appalachian State Library is the liaison to NCLA sections.

Frances Bradburn, editor for *North Carolina Libraries*, gave the 1989 production schedule. She also stated that articles need to be submitted one month before the copy deadline and that speeches are not reprinted except in the conference issue.

President Hansel reminded the board that each section and roundtable is expected to compile a biennial report to be published in *North Carolina Libraries.* This report should be submitted to the *North Carolina Libraries* editor by July 10, 1989 or handed to her at the NCLA board meeting on July 28, 1989. President Hansel would also like to print these reports in the 1989 NCLA Conference Program.

Kieth Wright gave the American Library Association representative report. There has been no Council activity since the ALA conference. The FBI search for subversives in libraries is still unresolved. The ALA Council will be meeting January 7-9, 1989. Any concerns to be brought up at Council should be conveyed to Kieth Wright by November 1988.

SELA representative Jerry Thrasher sent in a written report. He recognized that of the twelve winners in SELA's "Spotlight on PR" competition, five are from North Carolina. It was moved by Howard McGinn and seconded by Frances Bradburn that the NCLA Executive Board notes with pride the candidacies of Jerry Thrasher, Sylvia Sprinkle-Hamlin, Melanie Collins and Janet Freeman for SELA offices and encourages membership to consider their merits and vote accordingly. The motion carried.

President Hansel called for section reports. The College and University Section did not report. Program plans, meeting dates and issues of concern were mentioned by the following section officers: Cal Shepard, Chidren's Services; Susan Janney, Community and Junior College; Lauren Williams, Documents; Melanie Collins, JMRT; Sylvia Sprinkle-Hamlin, REMCo; Carol Southerland, N.C. Association of School Librarians; Dave Fergusson, Public Libraries; Barbara Anderson, Reference and Adult Services; Harry Tuchmayer, Resources and Technical Services; and Carol Myers, Round Table on the Status of Women in Librarianship.

Nancy Fogarty commended the Documents Section for their numerous activities and offerings.

A discussion was held about scholarship and recruitment. Howard McGinn and Kieth Wright both commented about the decline of minority students in library school. Carol Southerland mentioned that the number of applicants for NCASL scholarships is declining. President Hansel will contact recruitment and scholarship committees for more information and will report her findings at the next board meeting.

Plans for the formation of a Special Collections Round Table were discussed. Barbara Baker moved and Dave Fergusson seconded that the board award $200 from the general funds to fund the start up expenses of the Special Collections Round Table and that the issue of funding for new round tables and sections be referred to the Finance Committee. The motion passed.

Doris Anne Bradley commended the Resources and Technical Services Section for their September program saying it was one of the best she had ever attended.

President Hansel called for Committee reports. Ray Frankle of the Membership Committee reported that additional copies of the membership brochure need to be printed and that the insert needs to be amended to include new round tables. Kieth Wright moved and Barbara Baker seconded the motion that the Membership Committee be given up to $1000 to reprint the membership brochures. The motion passed.

Ray Frankle then presented the Membership Committee recommendation to make the membership list of NCLA available for purchase. After discussion Frances Bradburn moved and Cal Shepard seconded to amend the original recommendation to read "the membership list of NCLA be made available for purchase at a price to be established by the Executive Board." The motion passed. Ray Frankle moved and Carol Myers seconded to delete Section Three of the original policy on the mailing list. The motion passed. Ray Frankle moved and Barbara Baker seconded to delete paragraph two of the membership committee recommendation. The motion passed. President Patsy Hansel directed the Membership Committee to find out what other groups charge for their mailing lists and report at the next meeting.

Doris Anne Bradley of the Constitution and Codes Committee reported that the Handbook revision is continuing. She presented provisional function statements of the standing committees to the board. Carol Southerland moved that the NCLA Board accept the following as standing committees of the association: Archives; Conference; Constitution, Codes and Handbook Revision; Finance; Governmental Relations; Intellectual Freedom; Membership; Scholarship. Howard McGinn seconded and the motion passed.

Rebecca Taylor reported on the progress of the Finance Committee in setting up the NCLA Projects Grants to be awarded from the conference proceeds.

Nancy Fogarty reported that there have been no nominations for Honorary and Life membership this year. After discussion, the board agreed that requests for nominations should be published more widely. President Hansel directed the Honorary and Life Membership Committee to compile a list of past recipients.

Nancy Ray of the Committee on Library Administration and Management reported that the Committee is planning to apply for section status to the NCLA Board and is in the process of petitioning for signatures.

Susan Turner of the Technology and Trends Committee reported that a technology applications database is being set up. Howard McGinn moved that the committee be allocated $295 plus tax to purchase "Ask Sam" software. Harry Tuchmayer seconded and the motion passed.

Also reporting were Susan Janney, Library Resources Committee and Howard McGinn, Marketing and Public Relations Committee.

President Hansel then recognized guests Bob Mowery of Friends of N.C. Public Libraries and Jane Williams of the State Library.

There being no further business, the meeting adjourned at 2:00 p.m.

Cal Shepard, Acting Secretary

American Library Association: Midwinter Meeting Washington, D.C.

January 1989

I. The American Library Association continues to grow. There are now 47,000 members (an increase of 12% since 1985). The association continues to have internal staff difficulties; the executive director (as you know) has resigned. All the current "talked about" candidates are women.

II. The Council heard the report of the Presidential Committee on Information Literacy. This report attempts to deal with the information age and the rights of individuals to have the ability to manipulate information for their own purposes. School librarians will be especially interested in the educational implications of this document. The committee was appointed in 1987 by then President Margaret Chisholm. You will hear more about "information literacy" and the library's role.

III. The Library of Congress has undergone a massive staff planning effort and reorganization. The Librarian of Congress, James H. Billington, addressed the Council about these changes and their impact on the services offered by the national library.

IV. Paul Fleischman's *Joyful Noise: Poems for Two Voices* won the Newbery Medal. Stephen Gammell's *Song and Dance Man* won the Caldecott medal. The Newbery Committee also named two honor books: *In the Beginning: Creation Stories from around the World* by Virginia Hamilton, and *Scorpions* by Walter Dean Myers. The Caldecott Committee named four honor books: *The Boy of The Three Year Nap* illustrated by Allen Say, *Free Fall* illustrated by David Wiesner, *Goldilocks and the Three Bears* illustrated by James Marshall, and *Mirandy and Brother Wind* illustrated by Jerry Pinkney.

V. The argument between NCLIS and the ALA organization over the release of one page of NCLIS minutes concerning the FBI surveillance of libraries continues. A federal suit is in process. Evidently someone on NCLIS made personal remarks about the integrity or character of a member of the Freedom to Read Foundation.

VI. The Council passed a resolution opposing non-voluntary screening for AIDS or AIDS-type viruses.

Kieth Wright, ALA Representative

Southeastern Library Association Representative Report

January 25, 1989

The SELA biennial conference in Norfolk, Virginia, in late October was one of the organization's most successful. Attendance reached 1,894, which included 370 individual exhibitors for 147 booths.

New SELA officers for the 1988-90 biennium are:

George Stewart - President
Jim Ward - Vice-President/President-Elect
Jo Wilson - Secretary
Wanda Calhoun - Tresurer

The following people received Honorary Memberships to SELA: Rebecca T. Bingham, Cora Paul Bomar, A. Venable Lawson and Helen D. Lockhart.

The Rothrock Award winner was David E. Estes. He and past winners Martha Jane Zachert and Kenneth E. Toombs also received Honorary Memberships.

Upcoming SELA conference locations and dates are:

1990 (December 4-8)	Opryland, Nashville, Tennessee
1992 (March 17-21)	New Orleans, Louisiana
1994 (May 3-7)	Orlando, Florida

All of these conferences will be joint conferences with the state associations.

James Dorsey, editor of the *Southeastern Librarian*, presented the H.W. Wilson Award for the best article in the journal during the biennium to Jim Carmichael for "A School for Southern Conditions: The Library School in Atlanta" in the summer 1988 issue.

Results of the Public Library Section election included two North Caroliians: Jerry Thrasher as Vice-President/President Elect and Sylvia Sprinkle-Hamlin as Secretary.

There has been some interest from the state of Arkansas in joining SELA. The Arkansas Library Assocition must petition the Executive Board of SELA to initiate the process. If recommended by the Executive Board, the matter is put to a membership vote.

The following resolutions were unanimously endorsed by the 50-plus participants in the Interlibrary Loan Discussion meeting sponsored by Interstate Cooperation Committee at the 1988 conference of SELA:

— We urge interlibrary lending of returnable materials within the Southeast free of any charges to the borrowing institution.

— We encourge libraries in the Southeast to establish reasonable and consistent interlibrary loan photocopy charges and to plan for supplying photcopies at no charge within the region.

— We urge OCLC participant libraries in the Southeast to put their interlibrary loan policies in the OCLS Name/Address Directory.

— We encourage participation by libraries in the Southeast ion the OCLC union listing component, and we endorse the goal of an OCLC union list of serials holdings for the entire region.

SELA members who are interested in becoming committee members during the new biennium should contact:

George R. Stewart, President, SELA, Birmingham Public Library, 2100 Park Place, Birmingham, Alabama 35203

Jerry Thrasher, SELA Representative

About the Authors . . .

Larry P. Alford
Education— B.A., The University of North Carolina at Chapel Hill; M.S.L.S., The University of North Carolina at Chapel Hill.
Position— Assistant University Librarian for Planning and Finance, The University of North Carolina at Chapel Hill.

Gary D. Byrd
Education— B.A., Rutgers University; M.A., University of Virginia; M.A.L.S., University of Minnesota.
Position— Associate Director, Health Sciences Library, The University of North Carolina at Chapel Hill.

Joline R. Ezzell
Education— B.A., University of Maine; M.A., The University of North Carolina at Chapel Hill; M.S.L.S., The University of North Carolina at Chapel Hill.
Position— Special Projects Librarian, Duke University.

Dale Gaddis
Education— A.B., Duke University; M.L.S., Emory University.
Position— Director, Durham County Library.

October R. Ivins
Education— B.A., The University of North Carolina at Chapel Hill; M.S.L.S., The University of North Carolina at Chapel Hill.
Position— Head, Serials Services, Louisiana State University Libraries.

Willy Owen
Education— B.A., M.A., State University of New York, Albany.
Position— Technical Support Manager, Academic Affairs Library, University of North Carolina at Chapel Hill.

Catherine Seay
Education— B.B.A., University of Georgia.
Position— Graduate Assistant, School of Library and Information Science, Louisiana State University.

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Education— B.A., Kalamazoo College; M.B.A., Indiana University; M.A., Indiana University.
Position— Associate Director for Public Services, Louisiana State University Libraries.

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Position— Head, Library Systems, North Carolina State University Libraries.

Upcoming Issues

Summer 1989 - Public Libraries
Bob Russell, Guest Editor

Fall 1989 - Technology
April Wreath, Guest Editor

Winter 1989 - Conference Issue

Spring 1990 - Library Humor
Rose Simon and David Fergusson, Guest Editors

Summer 1990 - Public Documents
Pat Langelier and Ridley Kessler, Guest Editors

Fall 1990 - Performance Measures
Jinnie Davis, Guest Editor

Winter 1990 - Supporting the Support Staff
Harry Tuchmayer, Guest Editor

Spring 1991 - Law and the Library
Tim Coggins, Guest Editor

Summer 1991 - Children's/YA

Fall 1991 - Library Buildings
John Welch, Guest Editor

Winter 1991 - Conference

Unsolicited articles dealing with the above themes or on any issue of interest to North Carolina librarians are welcomed. Please follow manuscript guidelines delineated elsewhere in this issue.

EDITORIAL STAFF

Address all correspondence to Frances Bryant Bradburn, Editor Joyner Library, East Carolina University, Greenville, NC 27858.

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