PRESIDENT'S MESSAGE

It is now midsummer of the calendar and Chapter year. The Chapter continues to focus its energies on the planning and presentation of programs of relevance to the membership. Several of the programs and discussion group meetings held in the north and the south are described in this issue of TECH NOTES.

Sue Lim, Vice President/President Elect and her program committee are actively working on the Chapter programs for the CLA Conference in Fresno. This year the Chapter has requested of CLA Headquarters that our five programs be scheduled over a two day period. The schedule of these programs will be listed in the September issue of TECH NOTES along with detailed information on the programs.

A brief article in this issue describes the status of the Automation Database Project. I thank all of you who encouraged your libraries to complete and submit the survey. To date 70% of the surveys have been returned!

IMPORTANT NOTICE

The March issue of TECH NOTES contained proposed changes in the Chapter bylaws. If you are a 1988 Chapter member, you will find a ballot for voting on these changes in this issue of TECH NOTES. Please vote by the August 5, 1988 deadline.

If you were a member in 1987, but have not renewed your membership for 1988, you will find a membership form in this issue. Please join today!

AUTOMATION DATABASE PROJECT

STATUS OF THE AUTOMATION DATABASE PROJECT

The current Automation in California Libraries Database Project, jointly sponsored by the CLA-TSC and the California State Library, is well under way. A detailed survey, covering the full range of possible uses of computers in libraries, was distributed to directors of 475 libraries around the state in April. To date, over 330 completed surveys have been returned to the project. They reveal a surprising breadth of automated activities in libraries, and a wealth of data about systems, software and hardware in use. Volunteer members of the TSC are currently at work entering the survey data, using software designed for the project. The resulting database, which will form the basis for a new automation directory, will facilitate effective sharing of field information among users and potential users of automated systems. Libraries which did not receive a survey (or misplaced it), but would like to participate, may request one from:

Andrew Herkovic
Automation Database Project
Applegate, CA 95703
(916) 878-0331

For further information, contact

Barbara Blei, Automation Consultant
California State Library Development Services Bureau
1001 6th Street
Sacramento, CA 95814-3324
(916) 322-0365
PUT A LITTLE PLANNING INTO YOUR (LIBRARY) LIFE

Northern California Technical Processes Group & the California Library Association Technical Services Chapter

Attendees meeting at Cañada College, Redwood City on April 22 heard four speakers address various aspects of library planning. In the morning session Kenneth Dowlin, City Librarian, San Francisco described the methodologies of strategic planning for specific library applications. During the afternoon session Peter Winterble, Program Officer, Commission on Preservation and Access spoke about the human relations aspects of working with outsiders (consultants) in the library environment when planning for change. Brian Schottlaender, Assistant Head Cataloging Division, University Research Library UCLA, described the planning process for major retrospective conversion projects and for special cataloging projects he has directed at UCLA. Lastly, Michael Miller, Assistant Chief Librarian, Meyer Instructional and Media Services Library, Stanford University described the planning undertaken during the design and building of the Avery Fisher Center (a multi-media center) at N. Y. U.

Director Dowlin's morning presentation established a framework that provided the continuity for the three afternoon presenters. He pointed out that the Strategic Plan is the vehicle for focusing all planning for the Library. It should serve not only as the road map into the future, but should provide avenues of communication for reaching consensus among the library's constituents while documenting all of the activities related to planning. A working plan will need regular revision to meet the changing needs of the community and to incorporate new information as it is gathered. The plan is more than a document—it is a process.

That process consists of strategic planning, management control, the effective use of resources, and operational control, the effective management of the plan and available resources. Dowlin felt that libraries spend most of their time on management control and operational control and neglect strategic planning. He described several areas where he felt libraries had failed to respond to changes in society since the beginning of the Twentieth Century.

1. The availability of books; at the turn of the century the library was one of the few sources of books for the community. Now libraries are being buried by books, retail book outlets have tripled since 1948 thus...

2. The community public library no longer enjoys a monopoly but competes with other libraries as well as the other sources of books in the community.

3. The increase in the number of educational institutions the corresponding rise in literacy and the general educational level of society have changed the complexion of the community. At the turn of the century libraries were set up under the assumption that the librarian was among the most educated members of the community.

4. Radical changes in communication technology, the new communications media and society's voracious need for information all combine to force change upon libraries regardless of whether they have planned for it.

Dowlin questioned whether libraries have changed their planning model to accommodate these aspects of society. Planning for the future must include a change from local (internal) communication to networking at the regional and national level, from manual to automated library systems, from information storage to information communication, from print to multi-media. He characterized the society which libraries must serve as "drowning in information but thirsting for knowledge."

In strategic planning responsibilities for each level must be assigned. These assignments include, the mission statement, the strategic goals, and the strategies for accomplishing the goals to fulfill the mission. Objectives should be completed within twelve months from the implementation of the plan. Short term goals within twelve months to three years and long term goals may take three years or more. Dowlin stressed that once goals are set their content should remain debatable but the process of accomplishment should proceed without debate.

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Peter Winterbie's presentation after lunch was entitled "Working With Outside Contractors/Consultants/Vendors On Your Turf: Some Observations and Comments." The talk stressed the human relations aspects of working with outsiders in your library environment. In this regard Winterbie stated, "Good planning (including information exchange), clear working rules, a workable appeals process, a focus on the end result and a relatively warped sense of humor, can make such situations not only tolerable, but fun." The quality of the experience of working with outside consultants requires that the manager be attentive to both "getting the job done" and to "what is going on here." He described both extremes: The situation where the job got done but the WAY it got done was awful. Or where the environment was very pleasant but nothing ever got done. The perfect manager, who does not exist, is the person who can focus clearly on getting the work done on time and under budget, while at the same time being perfectly attentive to the employees' professional and even personal needs.

Winterbie then concentrated on the process of working with outsiders in your work area. He stressed the use of common sense and the need to realize that we all have our own internal agendas running all the time, and we can easily fall into behavior that is antithetical to both good task accomplishment and good process management. Winterbie's list of aspects of human behavior affecting work with outsiders was as follows: 1. Who are they? i.e. Where do they come from, what is their company, are they any good, were they the low bidders and won't be able to perform, are they going to mess up our operation? etc. 2. How do short-term professional relationships work best? You know they need to be there, but you also need to get your work done, and remain "in charge" of your environment.

3. Tribalism. Each of us, in choosing the profession we are in, has chosen to join a tribe of people that are different from other tribes of people. While you may expect others to stereotype you as a member of the Librarian Tribe, try to be open to consultants who are from another tribe. Avoid the "bastion mentality" that as librarians we are neither understood or appreciated. These feelings can poison a consulting relationship.

4. Value Clashes. You must understand that conflict may arise out of the traditional library commitment to service versus the bottom line profit making model. Librarians tend to care a lot more about people and books than they do money, while vendors tend to care a lot more about money than about the thing they are selling.

After discussing the importance of each of the above points Winterbie described the elements of structuring a vendor engagement. They are: 1. Making the decision. Communication is of paramount importance. The staff must be involved or, at least, well informed every step of the way. This includes all levels of staff and means information about each decision in the process. 2. Pre-involvement planning. This means the holding of meetings as necessary, the writing of descriptive memos, the sharing of rationales for decisions that are made, and, in general, gearing everyone up for the push. 3. Feedback systems and appeals procedures. These may be included in the contract. There should be no questions as to who has the final say in disputes, or who has the authority to change specifications in the contract. 4. Procedures for making changes. It is important for mid- and low-level staff to know they can provide their input to management when they see things going wrong. The procedures for them--and you--to do so must be clearly understood.

5. Periodic and final assessment. This is difficult but forcing ourselves to look at the work done and how it stacks up against the target and milestone dates is a large part of heading off major disasters.

Brian Schottlaender of UCLA described two retrospective conversion projects and three special cataloging projects that he has been involved in or directed since coming to UCLA in 1984. Each of the projects involved UCLA permanent staff and staff hired specifically to begin and/or complete the projects. He stressed the importance of careful planning and clear understanding of the amount of work involved in the project before the real commitment of resources can be made. To undertake the projects at UCLA a Task Force was formed for each and the planning process took three to four months for each project. Once the framework of goals and objectives was established and each project got under way day-to-day decisions were made within the established frame work by the project director.

Michael Miller's presentation detailed the actual planning and construction of the Avery Fisher Media Center in the New York University Library. Slides of the completed center were shown and Mr. Miller described the entire process through the Center's completion and first years of use.

Beginning with the organizational structure of the University and its Libraries, he chronicled the initial study that established the need for such a Media Center. The retention of an architect, the hiring of a head for the new Center, and the campus reorganization of the Music and Instructional Materials Departments all preceded the one year period of detailed planning before construction could begin. The planning team consisted of Librarians, the Center Director, a University project manager, the architect and representatives of the various construction companies.
involved in the construction.

Actual construction was completed in one year. Problems during the construction period ranged from a heart attack suffered by the project manager, to conflicts with the architect over design which threatened to impede future patron use. Funding became a problem and the primary contractor under bid the entire job. These problems were all surmounted, some successfully others by compromising and making trade offs that satisfied neither party.

After construction, although as the slides attested the Center makes a handsome addition to the NYU Library, problems remained. Because of the installation of some acoustic deadening materials the classrooms were too hot. Video viewing was difficult because of glare from overhead light fixtures. The Library budget was not sufficient to cover the additional staffing required by the new Center, and planners failed to predict the popularity of the Macintosh Computer and did not provide adequate space for the machines in the numbers that users demanded.

Submitted by Bob McDemand

SHELLING THE SHELFLIST

Southern Region Cataloging Discussion Group,
May 12, 1988

The Cataloging discussion Group, meeting at the Hunt Branch Library in Fullerton, heard keynote speaker, Richard Pollard, California State University, Fullerton, address issues related to closing the shelflist. Four panelists responded to his remarks and presented aspects of the topic based on experiences at their institutions.

Mr. Pollard listed the primary shelflist functions; classification, holdings, circulation aid (identification), inventory and classed bibliography, all of which may be served by a machine system. The main limitation of the manual shelflist, that it exists in one copy, one location only, does not apply to the online shelflist. Staff members can have equal access to an online shelflist from their work stations.

Whether to close a shelflist depends on several factors, including: 1.) the "cleanliness" of the database; 2.) the extent of conversion of records to machine-readable form; 3.) the capability of the online system to provide good sort and browse call number access. A library might choose to "shelve" the shelflist, that is, discontinue adding cards but keep it for reference purposes until the staff has confidence that all essential information is available online. If space is an important concern, the shelflist might be reduced by discarding the uncomplicated records, such as single volume and copy records which have accurate online versions.

Diane Bebbert, Assistant Director, Technical Services at the Palos Verdes Library District, described a partially closed shelflist. The main considerations for discontinuing maintenance on converted titles were space and labor savings. (Cabinets are to be sold.) A "quasi" inventory showed that the manual shelflist was not reliable and could not be used to upgrade the online records which had been captured as books circulated. The online system, introduced in 1986, does not provide a true call number sort, but this has not been a major problem since call numbers are legitimately duplicated at times.

John Reynolds, Manager, Library services, Northrop Aircraft Division, described a library with 17,000 monographs and 500,000 technical reports, which closed its shelflist in 1984 "without noticing." Since most older material has little value in the library, it was not necessary to wait for completion of retrospective conversion. When the online system was implemented in 1984, all manual files were discontinued. The call number sort program is excellent and updating of records is easy and flexible.

Sandra Smith, Catalog and Automation Librarian, Fullerton College, expressed the feelings of many in the audience when she compared closing the shelflist to "cutting the umbilical cord." The online system at her institution is not yet reliable, there are "thousands of bar-coding snags" to be resolved, and terminals are in short supply.

George Gibbs, Head of the Cataloging Division, Research Library, UCLA, believes his organization has almost everything in place to close the shelflist, plus the will to do so. He expects all catalogers to be doing their work, including shelving, online in 1988/89. The online system has call number exact searching and browsing, though certain "aberrant" practices in cutting in literature created sorting problems which are still being addressed by the programmer. About 75% of UCLA's records are converted and most of these include holdings information. The shelflist will probably be closed letter by letter of the LC classification, not all at once.

During the general discussion period, several pieces of advice were elicited from the speakers. Closing the shelflist requires a fully developed, integrated automation system. With such a system in place, the cost of

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maintaining the manual shelflist will be seen as unnecessary duplication. Much "back of the card" and guide card information in the shelflist should be transferred to other functions such as the acquisitions system for payment notes and the online authority for classification notes. Automated system vendors should demonstrate their shelflisting systems using examples of the library's most complicated call number and holdings displays. The best way to evaluate shelflisting in an integrated system is to visit a library of similar type which has implemented the system. Ask questions of the staff who operate it and test the search procedures and results yourself.

Submitted by Ruth Boyer

CD-ROM, WHAT IS IT? HOW CAN I USE IT?

SOUTHERN REGION SPRING PROGRAM: CD-ROM:
What is it and how can you use it in your library?

A total of one hundred and seventy-six people gathered at Cerritos Public Library on April 29 for the Southern Region Spring Workshop on developments in CD-ROM technology and how it has affected public and technical services. Opening remarks were made by Sue Lim, Head, Catalog Dept., Cal. Poly Pomona and VP/President elect of CLA Technical Services Chapter. The morning session was devoted to the keynote speaker, Brian Campbell from Vancouver Public Library, and three panelists representing various perspectives: Kathleen Dunn, Cal Poly Pomona, representing the public services view; Mary Johnson, Orange County Public Library with the technical services perspective; and Parke Lightbrown, Utlas International with the vendors' viewpoint. The afternoon session was devoted to meeting vendors and "hands-on" experience with nine CD-ROM databases on exhibit. Vendors exhibiting were AutoGraphics, BiblioFile, Bowker, Brodart, DaText/Lotus, Ebsco, InfoTrac, LaserQuest, OCLC, Silver Platter, and Utlas. In between there was time for a delicious deli lunch!

Brian Campbell, System Librarian from Vancouver Public Library began his dynamic and information packed talk with the short evolution of CD-ROM technology from 1986 and the first alphanumerate CD-ROM product by BiblioFile to 1988 with the emergence of many more or less completed products, including print and visual CD-ROM. The immediate future looks toward erasable CD-ROM products.

Mr. Campbell then presented a detailed outline of the basic equipment needed for CD-ROM installation, pros and cons of CD-ROM in public services, economic impacts, selection criteria, search features, and issues of concern for reference, cataloging and acquisition use.

1. Basic equipment requirements:

Microcomputer (make sure that an IBM compatible is really compatible), CD-ROM player, parallel printer, monitor (keep in mind that some products require color, for example Bowker products), and possibly a modem. A popular CD-ROM player is made by Hitachi.

2. Pros and cons of CD-ROM in public services:

Some of the advantages are:

a. ability to do online searching at a subscription fee for the year which allows training and searching at a leisurely pace without concern over cost
b. increased end user searching and user satisfaction
c. durability of the disks (unlike floppies)
d. storage of a tremendous amount of information which is still underutilized because vendors are only putting subsets of their databases on CD

e. libraries can provide services that they could not provide in the past
f. the library image has changed from the 19th to the 21st century.

Disadvantages are:

a. higher initial cost due to the need for many more work stations
b. lack of currency depending upon subject areas, at the most, updating occurs monthly
c. lack of standards or lack of vendor conformity to standards
d. lack of broadly based support and dealer networks
e. relatively slower response time of just under 1 (one) second.

3. Selection criteria for CD-ROM products:

Traditional criteria is still employed such as how CD's fit into the total collection and how they increase service to the public. Libraries should not buy them just because they are the latest technology. Before investing into CD's some advisable guidelines would be to compare the CD product to the printed (or microform) counterpart and to examine...
the exact content, coverage, and frequency and cycle of updating and distribution. Other considerations are the types of search features available, format of the screen display, what function keys are offered, and compatibility with other equipment owned by the library. The price should be compatible with the volume of expected use. Purchase options and license agreements need to be examined. Be aware that often you are only leasing the product and, if you cancel, all disks would need to be returned to the publisher.

4. CD-ROM and technical services:

Three types of systems are available for technical services use: (1) Book ordering systems, (2) Cataloging/Retrospective conversion systems and (3) Public Access Catalogs. Mr. Campbell emphasized especially that libraries examine how these systems link to others in the library. Vendors are not concerned with the problems and offer interfaces that are not effective. In considering CD for retrospective conversion Mr. Campbell pointed out the importance of knowing the expected hit rate and how far back the records date. LaserQuest has one of the richest databases containing 2 1/2 million LC and contributed MARC records enabling a high hit rate but lacks access points. At this time it may only be searched by title and ISSN.

Mr. Campbell ended his time with what he considers a fascinating issue - Public Access Catalogs. The primary advantages are that they are cheaper to run since there are no telecommunications costs and, since they function independently, there is a reduction in downtime. The disadvantages are much the same as for public service use - slow response time, currency of database as well as lack of access to location and holdings information and, for very large libraries, the complete bibliographic file may have to be stored on two disks or two CD-ROM readers may need to be used. This may mean searching twice for an item.

Kathleen Dunn reported on the public services perspective. She stated that CD's are a risky business for librarians because the industry is still in the pioneering stage. Library use is varied, USC, UC Berkeley, Cal State Long Beach and Cal Poly Pomona, for example, have invested into selected products but other libraries are slower in their approach due to high cost and lack of standards. However, the impact on reference services is significant if a library does decide to include CD's as part of their services. She emphasized the need for someone on the staff who is familiar with both the hardware and software. Handouts need to be prepared because documentation from the vendor is often not usable. At Cal. Poly Pomona CD's gained wide user acceptance but increased the demands on reference staff who needed to learn the search protocols for each system (Cal. Poly had five products at this time) and cope with increased workload at the reference desk. Management issues that will surface on the arrival of CD-ROM's are: (1) whether to put the stations close to the reference desk or in their own enclosure; (2) security measures that may or may not need to be implemented; (3) how to manage the stations - sign up sheets on first come first served basis?; and (4) who is responsible for instruction and should this be on a one to one basis, formal classes, or both?

For the future Dr. Dunn perceived lower prices, LAN's and remote access, full text capabilities, faster response time, enhanced software and hardware, hypertext and hopefully, vendor cooperation. On this note she ended her presentation saying that libraries need to be actively involved so that we can influence the market.

Mary Johnson spoke about the installation of a Public Access catalog at Orange County Public Library. They sent out ten requests, had three responses, and chose Autographics as their vendor. Specifications and evaluation were handled by a committee consisting of the County systems analyst, representatives from technical services, and branch managers. Ms. Johnson emphasized the importance of knowing what you need in the development of specifications. Considerations were size of database, staff needed to support the database, authority control services provided, software capabilities such as whether the MARC formats for all types of materials could be accepted, types of character sets, help screens, types of output, and whether or not the system can link to the circulation system. Other important considerations are equipment needed, searching capabilities, interfacing, and the format of the display. Since the system is updated quarterly the circulation system must be searched for latest titles. Also circulation status is not available to users. However, Orange County Public Library's long term goal is to have an interface with their circulation system in order to overcome these problems.

Parke Lightbrown from Ullas International presented a humorous vendor's point of view. As the cost of computing dropped a few years ago causing PC's to proliferate and, at the same time, as communication costs went up, the industry was attracted to the CD-ROM market. In 1983-84 there was a 30% growth of the computer industry, no profit, mostly new users of new products, and expanded markets were needed. CD-ROM was considered a business opportunity and a way to regain control of the customer (unlike online services where there was no feedback). The industry also saw an opportunity to distribute outside of North America. Today, Mr. Lightbrown considers the industry on a plateau. There are 25,000-35,000 CD-ROM players in place in the U.S. and

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250 purchasable products. Libraries are the biggest users and are carrying the industry. At the moment Lotus is the only company making money off CD-ROM products. The industry is not unstable and has a steady growth and expansion of available titles. The reason for the "plateau" effect is that prices need to decrease so libraries can increase the number of products available. Vendors don't want to drop their prices until they have more customers using more products. LAN's are expensive so publishers need to lower per copy charges so libraries can buy multiple copies. Then, he feels, CD-ROM's will proliferate.

Trends are increased response time and, in the next 10 years, full text information, not searchable but scanned images, for older information. He predicted lower per copy charges allowing libraries to have many, many copies that could be checked out to users. Soon, CJK public access screens, CD-PAC's that interface with circulation systems, other utilities as well as with circulation systems both batch and online may be available.

The bottom line is for publishers to lower the cost so more people can have access to information. It's up to librarians to organize, put pressure on the publishers, and influence the market!

Brian Campbell summarized the presentations and ended by saying that today libraries are playing a leadership role. We need to explore the technology in a modest way and push publishers to take the risks because we don't have the resources to do that!

Submitted by Gina Roth

UPCOMING EVENTS
TSC CHAPTER PROGRAM—NORTH
"CD-ROM Technology"
Friday October 14, 1988
Grosvenor Airport Inn
San Francisco International Airport

Speakers:
Brian Campbell
Systems Librarian
Vancouver Public Library

Greg Preston
University of California, Davis

Ann Turner
Santa Cruz City/County Public Library

Mary Johnson
Orange County Public Library

Craig Conover
South Bay Cooperative Library System

Vendors/Exhibits

More details in September issue.