DOCUMENT RESUME

ED 049 773   LI 002 735

ABSTRACT
              The final report on program and operations planning
for the James Jerome Hill Reference Library attempts to: (1) review
the general sequence of events in the planning and implementing of
the new program, (2) bring together a number of memoranda and other
statements previously presented to committees, and (3) assess the
future potential of the infant program. The report makes no
recommendations. The six appendices are: (1) Preliminary Memorandum
on Building Policy; (2) Notes Introductory to an Acquisition Policy;
(3) Memorandum on Acquisition Policy; (4) Special Report: Use of
General and Reference Collections by Reference Librarians; (5)
Special Report on Implementation of Service Policy, and (6) Policy
Statements adopted by the Board of Trustees on August 18, 1970. (MF)

FINAL REPORT

TO

The BOARD OF TRUSTEES

The James Jerome Hill Reference Library

By

Herman H. Henkle

Director of Planning

March 1971

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THE JAMES JEROME HILL REFERENCE LIBRARY
St. Paul, Minnesota

DIRECTOR OF PLANNING

Final Report on Program and Operations Planning

Our directive, two years ago, was (1) to develop a program appro-
priate to the Hill Library which would make the most significant con-
tribution to the community and (2), when the Trustees had adopted a
program policy, to put the program into operation. Our agreement was
to pursue this objective for two years. We did so, and a new program
will become partially effective within a few days beyond the allotted time.

This final report will try to do three things:

1. To review briefly the general sequence of events in the planning
and implementation of the new program;

2. To bring together for information of the full Board a number
of memoranda and other statements previously presented to committees;and

3. To attempt some assessment of the future potential of the infant
program.

This report will make no recommendations. Enough suggestions and
recommendations are already a matter of record to occupy the attention of
the officers and Board of the Library for some time. It is hoped that
these will be useful to the newly appointed Executive Director who will
now take over major responsibility for future planning.

Program Planning

The first order of business undertaken in the spring of 1969 was to
review the several surveys of the Library over the past two decades:
Henkle (1949); Kuhlman (1952); Carnovsky (1959); and the North Star Re-
search and Development Institute (1966/67). Also included in the initial
review were the extensive minutes of the nine meetings held by the Plan-
ning Committee following the publication of the North Star report in
January 1967.

On May 12, 1969, at the first of a series of meetings held by the
Planning Committee during the summer and early fall of 1969, the follow-
ing general approach to planning was presented to the Committee.

Tentative Projection for Planning—Programming Phase

The following potential program proposals will be
studied and formulated in terms of a viable program,
with suggestions for variations or limitations for
each type of program:

1. The present program—an independent, free public
library serving any reader for whom the resources and
services of the Library have relevance.

2. A program emphasizing or limited to services to industrial research and development.

3. A program emphasizing or limited to services to the academic community.

4. A program designed to be closely integrated with one or the other tax supported public library system—municipal, county or regional.

Certain aspects of each of these potential programs would be explored and estimated:

1. Consistency with original specifications for the Library.
2. Presence or absence of legal problems.
3. Requirements (each presented in comparison with present):
      a. Collections (scope and size).
      b. Personnel.
      c. Space.
      d. Special equipment.
      e. Financial support.
4. Most effective location.
5. Management—organization; supervision; systems controls.

Early in the meetings of the Planning Committee a consensus developed in favor of formulating a service program emphasizing services to the academic community, but continuing to keep the library open for service to the general public. Among the factors suggesting the appropriateness of such a program were statements made by the Librarian in his annual reports about the time of the Kuhlman survey.

> "The most encouraging aspect of the year's work is the prospect of closer cooperation with the colleges which have joined in the Inter—College Cooperation Project. The possibility, slight though it may be, of the Hill Library becoming the central agency in an organized scheme of service among all the college libraries of this area is a real encouragement."(1951)—and again

> "It seemed to me that the students and faculties of the local colleges comprised the groups of individuals most likely to use the services the library can offer, and since a fair proportion of the graduates of these institutions remain in Saint Paul all their lives we would be slowly enlarging the number of adults familiar with the library, if we could capture their interest while they are in college." (1952)

By the fall of 1969, the Planning Committee was unanimously in favor of an academic library services program along the lines presented in the Report on Program Planning submitted to the Board in December 1969. The program recommendations incorporated into that report were adopted unanimously by the Board at its annual meeting on January 20, 1970.

Shortly after that meeting, discussions were begun with the Planning Committee on policy questions relating to the building and to acquisitions that had a bearing on implementation of the newly adopted service program. Several related documents are included as appendices to this report. The four most relevant documents are:

1. Preliminary Memorandum on Building Policy.(Feb.10,1970)— Appendix I.

2. Notes Introductory to an Acquisitions Policy.(Mar.4,1970)— Appendix II.

3. Memorandum on Acquisitions Policy.(April 24,1970)— Appendix III.

4. Special Report: Use of General and Reference Collections by Reference Librarians (October 1970; study made May 13—June 16, 1970)— Appendix IV.

The fourth document was not prepared immediatel ` following the study in May and June, because by that time some concern iad developed as to whether the implications of the policy actions taken in January had been fully understood by the Board. A Special Report reviewing the program in the light of this concern was submitted to the Board on June 1, 1970. On June 8, at a special meeting of the Board, the program proposals were reviewed and again unanimously approved.

A Special Report on Implementation of Service Policy had been in preparation for presentation to the Executive Committee and Planning Committee, jointly. This report was completed on June 25, 1970; and on July 1 the Committees met in joint session for the purpose of taking action on the recommendations for operations planning. (See Appendix V.)

At that meeting, a legal question was raised concerning the consistency of the new program with the Article of Incorporation and other governing policies of the Library. The recommendations in the Special Report were approved but subject to resolution of the legal question. This suspended all actions on implementation until a judicial ruling of "no conflict" was received in November.

During this hiatus of more than four months, the Board held another special meeting on August 1`, at which emphasis on service to business and industry was specifically reinstated. The Academic Library Services program was again reconfirmed but as a parallel service program rather than a program to receive primary emphasis in the Library. (See Appendix VI.)

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The Executive Committee had approved the funding of a union cata-
log of the eight CLIC libraries at the meeting on July 1. Immediately
on receipt of the judicial ruling in November, arrangements were begun
for preparation of the union catalog; and microfilming of the college
library shelf lists was begun in mid-December. Other steps in implemen-
tation were delayed until approval of the necessary funding, which took
place at the annual meeting in January of this year.

With approval of the budget for implementing the new services, a
crash program was undertaken to accomplish as much as possible of the
program objectives within the two years committed to program and oper-
ations planning. Remodelling of space for the Union Catalog Service
was completed; a call-director telephone system was installed; addition-
al personnel were recruited; the University of Minnesota microfilm
catalog was acquired; and most of the essential furniture and equipment
was acquired, with a remaining few items being on order.

The project requiring the longest lead line has suffered by the
four months delay over the legal question, but will be completed or very
nearly so within our original estimate of four months. We tried to
compress the operation into less time but the intricacy of filing
615,000 cards resisted compression.

The program anticipated by the policies adopted fifteen months ago
is not in operation, but I trust the Board will be tolerant in its
assessment of our accomplishments. Without the sympathetic cooperation
of two Board presidents and the many members of the Board who have devoted
time and encouragement to this venture, we would have accomplished even
less. And included in this acknowledgement must be the planning staff,
in particular Mrs. Barbara Clagett and Mr. Walter J. Fraser who have
been intimately associated with every phase of the planning since join-
ing the staff in 1970.

Prospects for the Future

One of the objectives of this report is to assess the future poten-
tial of the infant program. An essential caveat in this connection is
that no program will function unless positive actions are taken to make
it function. A case in point is the formulation and implementation of
an acquisitions policy. In the various surveys of the Hill Library,
attention has been repeatedly called to the inability of the Library to
maintain strong collections of scholarly books in all of the fields

encompassed by the acquisitions policy under which it had been operating (theoretically) since its founding. That the Board is aware of this problem is attested by questions raised by a member of the Board in a meeting of the Executive Committee on November 29, 1960, more than a decade ago.

> "Shall the Hill Library attempt to be as good as possible in all fields of knowledge, or shall it try to be distinctive in a limited number of fields? In the wide range between a library covering many fields and one covering only one highly specialized field, where should the Hill Library's position be?"

Nowhere in the record is there evidence that the Library has ever come to grips with these questions in terms of firm policy decisions. The statistics of current acquisitions in the most recent annual report of the Librarian clearly demonstrates that the acquisitions practice of the Library is not in accord with its present policy of acquiring books in all fields of knowledge except medicine, law, genealogy and music. The distribution of emphasis on the various disciplines in scope is both unbalanced and erratic. Acquisitions in several areas of the humanities and social sciences are being quietly put to sleep. Witness the number of titles added to the collections in 1970 for philosophy (10), religion (9), fine arts (27), language and literature (34), and education (46). To imply that current collections are being maintained in these fields is misleading and a source of potential confusion to both the public and staff.

In view of the fact that an overwhelming proportion of present users of the Library are students, the need for a review of acquisitions policy is clear. Is the emphasis to be on the needs of the academic community or of business and industry? Which brings us to the question of potential of the new program.

For many years, the services of the Hill Library have been largely duplicative of the St. Paul Public Library, a fact repeatedly called to the attention of the Board by various surveyors. When the Board adopted the Academic Library Services program in January 1970, it reoriented its service objectives away from this duplicative effort. But in August, by reestablishing service to business and industry as a prime objective, this reorientation was substantially reversed.

The merits of such action are not a concern of this report. However, the action effects very definitely the long range potential of the Academic Library Services program. It is very questionable whether the

Hill Library has the resources to mount a major program of service to
business and industry, even if the present use of the Library by this
sector of the community were active, which it is not. The relevance of
this situation to the future potential of the new program is unmistakable.
If the Library lacks the financial resources to support a distinguished
program for service to one sector of the general public, it certainly
does not have the funds to support two service programs. Somewhere in
this milieu is the answer to the question on the potential of the services
which could be made available to the academic community.

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APPENDICES

I.   Preliminary Memorandum on Building Policy. (Feb. 10, 1970)

II. Notes Introductory to an Acquisitions Policy. (Mar. 4, 1970)

111. Memorandum on Acquisitions Policy. (April 24, 1970)

IV. Special Report: Use of General and Reference Collections by
     Reference Librarians. (October 1970; Study made May 13—
     June 16, 1970)

V.   Special Report on Implementation of Service Policy. (June 25, 1970)

VI. Policy Statement Adopted by the Board of Trustees on Aug. 18, 1970.

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James Jerome Hill Reference Library
Fourth and Market Streets
Saint Paul, Minnesota 55102

PRELIMINARY MEMORANDUM ON BUILDING POLICY

The building is the facility within which a library functions; it is not the library. However inappropriate its design and whatever its location may be, it cannot prevent the library from making some progress toward its objectives. It can, however, severely limit the potential of the library, if space is inadequate and non-functional in its organization, and if the building is remote from the community to be served.

All three of these inhibiting factors are present in the James Jerome Hill Reference Library building. They restrict the Library in the functioning of its present program; in its newly established service program, they present serious limitations. Only a new building in a more appropriate location can satisfactorily resolve all of the present disadvantages.

The fact that the building is monumental in design, that it is very striking in its neo-classical style of architecture, and that it was constructed under the personal direction of the founder may be looked upon as reasons for preserving the present building and location, if at all possible.

On the other hand, it should be kept in mind, in evaluating the present validity of these reasons, that James Jerome Hill was not only a man of great civic consciousness but also a man who anticipated that the future brings change. He participated in the decision in 1913 for the Hill Library and the St. Paul Public Library to be built as a single architectural composition; but he reserved the following option in the design of the two buildings.

> "I want the foundations and footings of my building absolutely separated from those of the (St. Paul Public) library so that in the future, if at any time it should be desirable, to make other use of the (Hill) building or turn it into a blacksmith shop, it would not interfere with the (St. Paul Public) library."

In review of building policy, it may be helpful to study alternatives as completely separate proposals: (1) redesign of the present building with supplemen-

tary space in another location, and (2) design of a new building in a different location, with decision on disposition of the present building.

Redesign of the Present Building

Space needs for the library program fall naturally into three groups, those that are (1) related to housing the collections, (2) related to administrative and processing activities, and (3) related to services to readers.

In the first area, the kinds of space needed for collections are closely similar in the old program, which is still functioning, and in the new program, which will be taking shape gradually as procedures are worked out for the various facets of the program. In the administrative/processing operations and the service operations, however, important changes will take place in space needs as the new program develops.

Space for Collections

At present, space for growth of the collections is exhausted, and was exhausted several years ago in terms of the economy of management. The latter is true whether in terms of excessive shifting of collections to accommodate new acquisitions or of discarding older materials for reason of space required for newer books rather than for more rational reasons.

The solution which has been "under advisement" is the possibility of acquiring space in some other location to house less used materials. This, of course, would require some capital expenditure as well as formulation of procedures for drawing an increasing volume of material back into the central building for reader use. To an extent as yet unknown, these requirements will be modified by changes which may be made in the acquisitions policy and procedures which will be adopted for supplying books to readers. In any case, this is a feasible solution, although not necessarily the best, to the space required for the the collections.

Space for Administrative and Processing Operations

In general, the space which will be required for administrative and processing operations under the new program will be determined by the volume of activities, in terms of both personnel required and the kinds of work done. In the present building, the space available for these functions is barely adequate for the present program and is too fractionated to provide for efficient operation.

Assuming that supplementary storage for books can be made available, a much more efficient space can be provided for acquisitions and cataloging operations by clearing stacks from the third floor. The area north of the light well and including space to the west which would take in the book lift would provide 1775 square feet. Together with the third floor offices now used by acquisitions processing, there would be a total of 2,632 square feet of usable space, about 1,000 square feet more than is in the four offices on the second and third floors.

If the entire perimeter of the third floor were used for these operations, the total would be 5,280 square feet, although the long, narrow work areas would require a disproportionate percentage of traffic area. The ultimate space needs will be greatly affected by any centralized processing operations undertaken by the Hill Library.

Use of this space would require construction of a glazed baffle from the top of the balustrade to the ceiling; completely new lighting and other electrical circuits and probably remodelling of the air conditioning.

The offices freed on the second floor could be used for administrative and related clerical operations, or for other purposes.

Space for Readers and Service Operations

The present reading room will accommodate 92 readers, which appears to be more than adequate. While the maximum daily attendance has exceeded this on a number of days (and more than double the number on one day in February 1968), readers come and go during the day. During 1968/1969, the average day attendance was 39, the average evening attendance 21, down about 20% in each case from the previous year. The total attendance for the year was 14,930, down 21.2% from the previous year, the lowest in the past twenty years, and down 57.8% from the maximum in 1963.

With the decision to lend non-reference books to the academic community, the likelihood of increase in attendance in the present location is probably very small.

Greater emphasis on central reference services may create a problem of space for effective concentration of reference books near the reference librarians on the first floor. Also, need for space for a union catalog of books will arise, but it may be possible to place this in one of the offices on the second floor. Location information given by telephone or teletype should be separated from the reference services area, in any case.

Additional floor space may be feasible by throwing floors through the light well at the second and third floor levels. The resulting space would be 3,618 square feet and 3,778 square feet, respectively, or a total of 7,396 square feet. Feasibility of this change can be determined by expert review of the physical structure of the building, and practicability by an estimate of costs.

Location

The concentration of the private colleges in the Midway area places the present building more than two and one-half miles outside the circle that encloses the seven private colleges and all libraries of the University of Minnesota. This is undesirable for a variety of reasons, in particular the higher cost of communications. Dedicated telephone lines, for example, cost about $15/month/mile; and coaxial cable, if this should become essential in a computer based system, costs in the order of $8,000 per mile. But these might not preclude the use of the present building, especially if capital costs of a new building are taken into account. The lack of parking space for staff or readers still would remain a major problem, although parking ramps under construction nearby could reduce the problem except for the high costs for both staff and readers.

Design of a New Building

Decision to change the location of the Library would necessitate designing a new building. It would be premature to suggest any details at this juncture in planning, but certain guidelines can be stated which suggest the possible directions building planning might take.

First, the question of location. Two possibilities should be explored.

(1) The location of the building in an area separated from all the other libraries. An example might be the city block campus of the St. Paul Bible College which will be available in the near future. This is on Hamline Avenue facing Horton Park, about five blocks east of Hamline University. The acreage available would be sufficient for a central service building, adequate book storage, and substantial parking space. And buildings now on the site could probably serve Hill Library on a temporary basis.

(2) Location of the building adjacent to an academic institution whose library building plans are not yet set, so that the coordination of the Hill building and the academic library building might be not only possible but very desir-

able. Two possibilities are worth exploring--there may be others. The University of Minnesota will be planning a new building for its St. Paul campus, and Macalester College is actively studying its own library building needs.

Second, the question of design. It should be as functional as it can be, designed within the service program under development, and projection of the possibilities for this program into the future. Book storage can be compact for little used materials, requiring the minimum cubage to keep down both construction and maintenance costs. Design should take account of future communication techniques and other electronic equipment. And it can also provide suitable space to memorialize the contributions of its founder to the Library's development.

Herman H. Henkle
Director of Planning
February 10, 1970

Notes Introductory to an Acquisitions Policy

In formulating a statement of policy to govern the acquisition of materials for the collections it should be kept in mind that acquisitions policy is an extension of service policy; it is not an independent policy matter. This can be illustrated in terms of alternative service programs which have been given consideration by the Hill Library. For example, the service program in effect before adoption of the new service policy (and still in effect in practice) sought to serve, with approximately equal emphasis, both the academic community and the industrial community. Presumably both have been kept in mind in development of the collections, although there are indications that the interests of service to industry have been given major emphasis in current acquisitions.

Had the decision been made to continue the established service practice, the present pattern of acquisitions could have been continued, subject to some effort to make the policy more specific in the interest of better balance in acquisitions to meet the library needs of both the academic and industrial communities.

Had the decision been made, as was urged by the North Star survey, to concentrate the service program on service to business and industry, a number of non-relevant subject fields would have been declared out of scope, and acquisitions would have been directed exclusively to backing up that service program.

However, neither of these policies was adopted. Rather, the decision was made to dedicate the services of the library to the needs of the academic community. It follows, by the same logic, that the acquisitions policy should be devoted exclusively to the support of this service program and that the present emphasis on applied social, biological and physical sciences should be discontinued. In the interest of conserving the resources of the library (both collections and personnel) for forwarding the new service policy, this action should be taken immediately.

The precise terms for an acquisitions policy which will best serve the academic community will require, and will receive, careful study over the next two or three months; the objective is to meet the June 1 dateline for a report and recommendations.

The Planning Report supplements the recommendation on acquisitions policy with the following comment:

> A prime objective should be strong collections of bibliographical services and other reference books to support the reference services of the Library. This can be accomplished with a collection much smaller than the present book collection. Beyond this primary objective, acquisitions should be limited to materials which will most effectively supplement the libraries served.

Advice will be sought from a number of sources in drafting an acquisitions policy statement. One line of exploration will be consultation with faculty representatives of the CLIC colleges. A first meeting for this purpose has been scheduled for the afternoon of Tuesday, March 10. This may be only the first of a series of such meetings.

Another source of advice will be the librarians of the colleges. This will probably be the best source of guidance with respect to the kind of collection of reference books (bibliographies, indexing and abstracting journals, encyclopedias and dictionaries, handbooks, etc.) which should be developed by the Hill Library. Discussions in this area have already been initiated with the CLIC reference librarians, and a strong interest in continuing the discussions was evident in the first meeting.

Still another line of investigation is to collect information from the CLIC libraries on books which they would like to have acquired as appropriate for college libraries, but which they have been unable to acquire because of lack of funds. Acquisition of some of these titles by the Hill Library could be undertaken now, on title by title decisions while awaiting development of more general guidelines.

Other important parts of the policy statement will be definition of the line Hill Library will follow in developing files of periodicals and other serial publications, back stop collections of little used materials, and other retrospective collections. Here, account should be taken of the resources at University of Minnesota Libraries and some of the special collections such as the Minnesota Historical Society Library and the larger public libraries of the area. An integral part of this

section of the acquisitions policy should be guidelines for selection of titles to be withdrawn.

One other area for consideration, but not necessarily the only other one that may occur to us, is a question of what contribution can be made in collecting materials too costly for any one college but with potential use in several colleges. This could include not only individual books and sets, but also films, slide sets and other audiovisual materials that receive only intermittent use.

Herman H. Henkle
Director of Planning
March 4, 1970

JAMES JEROME HILL REFERENCE LIBRARY
FOURTH AND MARKET STREETS
SAINT PAUL, MINNESOTA 55102

April 24, 1970

To: Planning Committee
                Sub-Committee on Acquisitions

From: Herman H. Henkle
                Director of Planning

Subject: Acquisitions Policy

In the "Notes Introductory to an Acquisitions Policy" distributed to
the Sub-Committee on March 4, 1970, the thesis was presented that the ac-
quisitions policy of the Library should be determined by its service policy.
The central theme of this policy, as adopted by the Board of Trustees on
January 20, is that the Hill Library

1. Commit its physical facilities and administrative organization to
serve as headquarters for the cooperative program of academic libraries,
specifically the Cooperating Libraries in Consortium, Inc. (CLIC) and such
other libraries as may become affiliated with the Consortium.

2. Devote its service resources to serving as the central reference
services and switching center for this group of libraries and their res-
pective constituents.

In terms of organization, this suggests that the Hill Library become
the central node in a network of academic libraries, beginning with the
private liberal arts colleges of the Twin Cities, but with the potential of
being extended to include all academic libraries of this area and ultimately
to a state-wide network including both private and publicly supported ac-
ademic libraries serving higher education. When fully organized and func-
tioning, it might extend its services to other libraries as well.

In terms of collections, the basic requirement would be a strong col-
lection of reference materials, probably substantially expanded beyond the
present reference holdings. Some of this expansion might come from trans-
fer to Hill Library from CLIC libraries of specialized reference materials

that are not required for day-to-day service to teaching programs and which could be made more widely serviceable if located in the Hill collections.

The reference collection could include general and specialized encyclopedias, dictionaries, handbooks, directories, indexes, concordances, gazetteers, statistical compilations and all other forms of materials essential to good reference service, including major general treatises of encyclopedic character, but not necessarily general book collections (more of this later). It would also include the full range of bibliographic and abstracting services for literature searches and the catalogs, union lists and other records required to provide information on location of specific materials in published, manuscript and digitally stored forms of information.

Whether or not the Library should have a general book collection seems to me to be another and separable question. Depending on the extent to which the various libraries in the network can be developed into a fully integrated library resource, it is quite conceivable that Hill Library would not need its present general book collection to carry out its stated service policy. If this policy is conceived of as being dynamic rather than static in character, all of the book and periodical resources of the cooperating libraries would be accessible to and would be made use of by the Hill Library staff in its central reference and switching center services.

Within this concept of the Library and its collections, it would still be appropriate for the Hill Library to include other than reference materials within the scope of its collection. Obvious examples are the archive of the Hill papers and the distinguished print collection, both of which could be opened to students and scholars from all institutions. Audio-visual materials, in general, are in increasing demand and could be most effectively served by a central lending collection. It might also have under its jurisdiction, but not necessarily within the Library building, the much needed facility for storing and servicing little used materials transferred to it from all affiliated academic institutions.

The form of statement in which the acquisitions policy could be expressed is best suggested by the "Canons of Selection" adopted by The Library of Congress. A copy of this document is enclosed. Also included is a copy of the "Acquisitions Policy" of The John Crerar Library in Chicago, but this document was developed for a quite different kind of library than that here proposed. This is true of The Library of Congress as well, but the form in which

that institutions "canons" are expressed seems appropriate to the need of
the Hill Library.

The approach to acquisitions policy developed here would have direct
and important implications for the kind of building required to serve the
Hill Library program. Conventional reading room space and book stacks for
rapidly growing general collections would be largely excluded from the build-
ing requirements. The service program, in general, would effect the building
needs in a variety of ways. It was for this reason, and, in particular, be-
cause of the open question of acquisitions policy, that I recommend building
policy decisions to follow those on acquisitions policy.

SPECIAL REPORT
Use of General and Reference Collections
by Reference Librarians

At a meeting of the Subcommittee on Acquisitions held on April 19,
1970, the question arose as to whether a distinction can be drawn between
"reference collections" and "general collections" in their use by refer-
ence librarians, and, if so, what relation this distinction might have to
acquisitions policy. The distinction here is drawn from the classic defi-
nition of a reference book by Isadore Gilbert Mudge in her Guide to Refer-
ence Books,now edited by Constance M. Winchell (cf. 5th ed.,1967, p.xiv).

> "From the point of view of use, books may be divided into two
> groups: those which are meant to be read through for either
> information or enjoyment, and those which are meant to be con-
> sulted or referred to for some definite piece of information.
> Books in this second class are called reference books, and
> are usually comprehensive in scope, condensed in treatment,and
> arranged on some special plan to facilitate the ready and
> accurate finding of information."

With the purpose of collecting data that might be useful in answer-
ing the question, a study was initiated on May 13 to record all books used
by reference librarians in answering questions. This report covers refer-
ence questions recorded for a five week period May 13–June 16, 1970.

For two reasons in particular, the results were less specific than
was desired with reference to the purpose of the study. First, the ob-
jective was to learn precisely the degree to which reference librarians
make use of books not designated R, or which would otherwise be appropri-
ate for a reference collection, in answering questions. This was not dis-
closed by the study for two reasons: (1) no conclusion can be drawn in a
large proportion of the time consuming questions as to whether the non-R
books cited gave the answer to the reference librarian or whether they
were books found for the reader in which he would find the answer; and
(2) for many of the questions there is reason to doubt whether the reader's
question was responded to satisfactorily even by the use of non-R books.
The second way in which the results are less specific than desired, is
that for most of the reports it is not possible to ascertain whether answers,
when they were found, came from R titles or non-R titles. This was a def-
iciency in the design of the reference report form. However, the informa-
tion disclosed about the reference service in operation appears to make a
report worthwhile, even though conclusions drawn from the results may, in
some degree, be considered tentative.

The procedure followed in collecting data for the study was to develop a reference report form to be filled out for each question. In addition to the name of the reference librarian and the question, information was collected on the medium of receipt (by telephone, letter, or in person); a list of the sources used; and indication of the basis for selecting each source used. A copy of the reference report form is attached.

During the five weeks period, 502 questions were recorded. The reports were grouped by the estimated time required to process them. This data is given in Table 1. More than half (54.2%) of the questions required five minutes or less; and, at the other end of the spectrum, only 19 (3.8%) required one hour or more. The maximum (for one question) was three hours.

TABLE I

Distribution of Reference Questions
By Estimated Time

No. of Questions	Cum. Total	Time	%	Cum. Total
272	272	5 min. or less	54.2	54.2
73	345	10 " "	14.5	68.7
49	394	15 " "	9.8	78.5
30	424	20 " "	6.0	84.5
14	438	25 " "	2.8	87.3
23	461	30 " "	4.5	91.8
22	483	More than 30 min. less than 1 hr.	4.4	96.2
19	502	1 hr. or more	3.8	100.0

Use of Non-R Titles

In Table 2, there are recorded the numbers of non-R titles used in each of the several time groups of questions. As would be anticipated, the number of non-R titles used in answering questions requiring five or less minutes is significantly small, only 5 titles (1.4% of total sources cited). The numbers are substantially larger in the other time groups, and they are significantly high for the questions requiring more than 30 minutes. As pointed out above, however, the evidence is lacking on the number of questions actually answered by non-R titles.

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TABLE 2

Use of Non-R Titles——By Time Groups

Time	No. of Questions	No. of Sources Indicated*	No. of Non-R Titles Used**	% of Sources
5 min. or less	272	355	5	1.4
10 " "	73	151	11	7.3
15 " "	49	137	10	7.2
20 " "	30	113	14	12.4
25 " "	14	47	4	8.5
30 " "	23	105	10	9.5
More than 30 min. less than 1 hr.	22	105	20	10.0
1 hr. or more	19	119	28	23.5
	502	1,132	102	9.0

* These data are drawn from the "total sources" column in
   Table 5.
** Excluded from this column are titles not marked R but which
   are clearly reference type titles, including handbooks,
   dictionaries, bibliographies, etc.

Data on Other Aspects of Reference Service

In this preliminary study, no general analysis was made of questions
by category; but a glance at questions at the two extremes of time require-
ments suggests that this may be worth attempting.   This seems to be espe-
cially pertinent in view of the Board's decision to continue emphasis on
service to business and industry in contrast to services to the academic
community.

Of the 272 questions (54.2% of the total) requiring five minutes or
less, 66 (24.3%) requested addresses; 32 (11.8%) geographical information;
23 (8.6%) biographical information; and 14 (5.1%) questions of grammar and
spelling.   The others related to a miscellany of facts.

The nineteen questions (3.8% of the total) requiring one hour or more
of time (see Table 3) were about equally divided between academic (items
1, 2, 9, 11, 13 & 14); business (items 5-8, 10 & 17); and technology (items
3, 4, 12, 15, 16, 18 & 19).   In responding to these questions, the refer-
ence librarians used the R collection exclusively for two, the general
collection exclusively for one, and both the R and general collections
for the other sixteen (although specific titles were not cited for all).

TABLE 3

Questions Involving One Hour or More of Time
By Time, Medium of Receipt, and Specific
Non-R Titles Cited by Call Number

Item	Question	Time	Medium of Receipt	Non-R References
1	God, the name——Yahwe, origin——Tetragram-maton	1 hr	P	7
2	"Communist Rules for Revolution" allegedly found in 1919 in Germany. (Not found)	"	L	6
3	Printing inks——using shellac in a wax in the "pecking" process	"	P	—
4	Use for 10 chemicals	"	P	1
5	Urban & Regional Information Systems Ass'n. and Public Choice Society. Info. about members	"	T	—
6	Chapman Forest Utilization, Inc., and its owner——Oregon——1940's (Not found)	"	T	—
7	Formula for payment of royalties where land lease for sand & gravel (Not found)	"	T	—
8	Business Research & Development Statistics & forecast——Org. of the function	$1\frac{1}{4}$ hrs	T	5
9	% population in Italy & France that are Catholic & % electors voting for Communist Party	$1\frac{1}{2}$ hrs	T	—
10	Intra-company billing——is there a new method?	"	T	—
11	Maine boundary dispute with Canada——the treaty——(really wanted info. about the man who did the survey)	"	P	—
12	Formula for designing rotor within a Cobe? pump	"	T	—
13	A man with a short name (Alex, Eric) von Stoffeld——date 1700's——Denmark——Biog.——sentenced and executed	2 hrs	T	3
14	Battleship "Bismarck"——were the names of admiral and capt. correct, given as Lutjen and Lindemann	"	T	1
15	Density of Indium Antinomide (Not found)	"	P	4
16	A problem with printing ink... (Partial answer found——"Not too satisfactory")	$2\frac{1}{2}$ hrs	P	—
17	Coats of arms of railroads in Gt. Britain and European countries	"	T	—
18	Emission of pollutants from diesal loco-motives and trucks——Recent (Found some material helpful)	"	T	1
19	Source of a list of phosphates & detergents (Found one list "very complete")	3 hrs	T	—

-4-

In Table 4, there is tabulated the number of questions received
by medium of receipt—telephone, letter and in person. It is of
interest to note that 363 (72.3%) of the 502 questions covered by
the study were received by telephone, and that even in the more time-
extended questions, the number of inquiries received by letter is very
small. The fact that only 26.7% of the questions were presented by
readers in the library, reflects significantly on the status of the
library as a place where readers come to receive assistance in their
studies.

TABLE 4

Distribution of Questions by Time
And by Medium of Receipt

Time	Total No. Questions	Telephone No.	Telephone %	Letter No.	Letter %	In Person No.	In Person %
5 min.	272	234	86.0	-		38	14.0
10 "	73	40	54.8	1	1.4	32	43.8
15 "	49	28	57.1	-		21	42.9
20 "	30	13	43.3	-		17	56.7
25 "	14	8	57.1	-		6	42.9
30 "	23	13	56.5	1	4.3	9	39.2
Between 30 & 60	22	15	68.2	2	9.1	5	22.7
1 hr. or more	19	12	63.2	1	5.3	6	31.5
	502	363	72.3	5	1.0	134	26.7

Special credit is due the reference staff for the data in Table 5
on the "Basis for selecting the sources used." The very high percentages
of sources that could be and were used on the basis of "personal know-
ledge," reflects very favorably on the staff's familiarity with the col-
lections. Even in many instances where numerous sources were consulted
(suggesting lack of specific knowledge of what cannot be found in a
particular reference), familiarity with "possible" as well as the prob-
able or certain sources is very important. This may account, at least
in part, for the infrequency with which "guides to reference books"
were consulted.

Item 6 in this table, "Reference from a bibliography," is one
added to the form by the reference librarians after the study was in
progress.

TABLE 5

Basis for Selecting the Sources Used

1. Personal Knowledge   4. Browsing R-Shelves
2. Card Catalog   5. Browsing Non-R-Shelves
3. Guides to Reference Books 6. Reference from a Bibliography

Time	1	2	3	4	5	6	Total Sources	% 1
5 min.	332	14	1	3	3	2	355	93.5
10 "	111	25	–	7	6	2	151	73.5
15 "	106	18	–	7	6	–	137	77.3
20 "	77	23	1	–	12	–	113	68.1
25 "	33	12	–	–	2	–	47	70.2
30 "	78	15	–	3	9	–	105	75.2
31 – 59	65	28	–	3	5	4	105	62.8
1 hr. or more	67	38	–	–	11	3	119	56.3
———	869	173	2	23	54	11	1,132	76.7
Percent of Total	76.7	15.3	0.2	2.0	4.8	1.0	100.0	———

Conclusions

1. The original purpose of the study was only partially realized. There was significant use of specific titles in connection with the more time consuming questions, and even more evidence of browsing in subject collections. However, the differentiation between use of non-R titles by reference librarians and readers is still not clear; and the question of whether the potential of "Reference" titles was fully exploited before resorting to "browsing" was not examined by the study.

2. Many of the questions were complex and demanding of the best reference skill, but a high proportion of the questions are clerical in nature and require at most the skill of a good secretary. While individually, such questions require little time to answer, collectively they represent substantial diversion of professional staff time.

3. Since "reference service" is the total program of staff service to readers at the present time, a much more intensive study than represented by this report would be fully justified.

October 1970   Herman H. Henkle
                                                Director of Planning

JAMES JEROME HILL REFERENCE LIBRARY
St. Paul, Minnesota

May 12, 1970

Memorandum

To: Russell F. Barnes, Librarian
From: Herman H. Henkle, Director of Planning
Subject: Test of Use of General Book Collection by Reference Librarians

At the meeting of the Sub-Committee on Acquisitions, Wednesday, April 29, you and I appeared to be in contradictory positions on whether the reference librarians make use of the general book collection# to a degree that mekes the general book collection essential _for_ _that_ _purpose_.

If this issue has a bearing on review of the acquisitions policy, and I believe it does, the Board will be in a difficult position of trying to guess which "professional" is correct in his estimate of the facts. For this reason, I propose that we undertake a study of the question to ascertain the facts. We are probably both partly correct and partly incorrect in our estimates. To me, it seems clearly important that the question of degree of correctness in each case be resolved.

The accompanying questionnaire is designed to be applied to EVERY question answered by a reference librarian in which use is made of ANY book or other document. I suggest:

1. That the study begin immediately the forms can be made available.

2. That the study continue for a minimum of two weeks, with analysis of results at end of each week to check trend, and longer if it appears to be desirable.

3. That all reference librarians participate—full time and part time— including yourself.

4. That the questionnaires be made available to me at the end of each day for analysis, so the weekly analysis can be done quickly. My analysis can than be reviewed by you as you wish.

For purposes of the study, it seems essential to restrict questions recorded for analysis to those for which the reference librarian performs the search. Those questions for which the reader (in the case of individuals presenting questions in person) finds the answer in books suggested by the librarian should obviously be excluded.

cc: G. Richard Slade
    Ronald Hubbs
    E. W. McDiarmid

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TEST OF USE OF GENERAL BOOK COLLECTION BY
REFERENCE LIBRARIANS

_____ Telephone question
_____ Letter question
_____ In person question _____
                                  Reference Librarian

The Question: _____

Sources searched: (in sequence) Indicate by short
   author/title reference, or by call number, pre-
   ferably the latter for books not in R collection.
   In column at right, indicate by code number the
   basis for selecting each source used:
   1. Personal knowledge   4. Browsing R-shelves
   2. Card catalog   5. Browsing non-R-
   3. Guides to reference books   shelves

1. _____ ____
2. _____ ____
3. _____ ____
4. _____ ____
5. _____ ____
6. _____ ____
7. _____ ____
8. _____ ____
9. _____ ____
10. _____ ____

      Estimate time spent to closest 5 minutes _____

                                  _____
                                           Date

JAMES JEROME HILL REFERENCE LIBRARY

St. Paul, Minnesota

SPECIAL REPORT ON IMPLEMENTATION OF SERVICE POLICY

TO: Planning Committee and Executive Committee

FROM: Herman H. Henkle, Director of Planning

This report and its recommendations are based on certain premises,
two of which are assumed from the Board's action on June 9 reaffirming
the service policy adopted on January 20.

The first premise is that beginning now, the major emphasis of the
Library will be on service to the academic community. From the discussion
at the June 6 meeting, the consensus seemed to be that services to business
and industry and to the community in general should not be discontinued. It
may be inferred, however, that they should be limited to services that can
be rendered with the collections, physical facilities, and staff not required
for the full implementation of the primary service program. Even within this
limitation, they could still be substantial.

The second premise is that priorities should be established to assure the
minimum delay in instituting central reference services and switching center
activities. It seems reasonable to anticipate operations in these areas early
in the academic year 1970/71.

Two additional premises, in which your concurrence is requested, are:

1) That operations planning and implementation are so clearly related
that both should remain within direction of the planning office until fully
operational, and

2) That decisions should be made as early as possible on the adminis-
trative organization and staffing which will assure effective supervision of
the program and provide for flexibility in responding to request for service.

Priorities are influenced by two considerations: first, the facilities
and program elements required to make the library fully functional as a cen-
ter for reference services and as a switching center for location and dis-
tribution of library materials; and second, initiating operations planning at
the earliest possible date for those elements of the program which will re-
quire from many months to as much as two or three years before they can become
operational.

    Preparation of a union catalog

    Provision of storage facilities for little used books

    Improvement of communication facilities

    Arrangements for book delivery

    Definition of procedures for coordinating acquisitions

    Review of collections and space needs for efficient reference
        services

    Planning administrative organization and staffing for the program

    Changes in space allocation in the present building to accomodate
        the program

In the second category are:

    Systems planning for centralized processing and for use of computer
        facilities in other operations

    Continued study of long range building needs

    Continued study of program possibilities for broadening the group
        of institutions served

Union Catalog

Appendix A of this report describes a Union Catalog Project For The CLIC Libraries. This would involve an expenditure of some $50,000. This represents a substantial one-time expenditure and might be considered a logical item for special funding. Inquiries should probably be made as to the possibility of outside support; but if the normal protracted delays seem probable, the library should undertake the project from its own funds.

It is recommended that the President be authorized to approve initiation of the union catalog project under the budget proposal included in Appendix A.

Storage Facilities

The provision of space for storage of little used library materials is in fact an item of very high priority. The possibilities for such space have been explored from time to time for a period of years. The need has now become urgent, because of the requirement for additional space within the building for the development of facilities required by the new program.

It is recommended that the Sub-Committee on Buildings be requested to actively investigate the availability of storage space and to negotiate arrangements for such space subject to contractual and budgetary approval by the Executive Committee.

Communication Facilities

Greatly improved communication facilities will be needed in the library to accomodate service requests of new kinds and dimensions from the academic institutions to be served. New incoming lines and different circuitry will be required for the telephone system. It is also desirable that some experimentation be made with teletype equipment during the coming year.

It is recommended that the Building Sub-Committee be authorized to approve changes in communication facilities within increased monthly expenditures of not to exceed $300, beyond which the Sub-Committee would refer proposals back to the Executive Committee for approval.

Arrangements for Book Delivery

One of the needs expressed by the CLIC librarians at a luncheon meeting with the President and Dr. McDiarmid was 24 hour book delivery. With adequate facilities, an even better book delivery service could probably be provided. The CLIC organization is at the present time making some expenditure for book delivery during the academic year. It would seem appropriate for the Hill Library to undertake subvention of the additional costs required to bring book delivery up to a daily or twice daily service.

It is recommended that the Director of Planning be authorized to negotiate with the officers of CLIC for a shared expense program of book delivery and to report back to the Executive Committee on additional expenditures required to carry out the program.

Procedures for Coordinating Acquisitions

In the broad program of CLIC libraries' acquisitions decisions and activities, it seems appropriate that the initiative for coordination of this cooperative program should rest with the CLIC organization, with the Hill Library functioning simply as one member of the Consortium. On the other hand, there are specific kinds of acquisitions activities and decisions which are appropriate to the Hill Library as a part of its own internal program. Some of these are suggested under "Development of Collections" in the Special Report submitted just before the meeting on June 9.

It is recommended that the President write to the chairman of CLIC expressing the official interest of the Hill Library in having the CLIC organization retain the initiative in coordinating the acquisitions activities of the Consortium, assuring full cooperation of the Hill Library within the service and acquisitions policy adopted by the Board of Trustees of the Library.

Review of collections and space needs which will provide the most ef-
ficient reference services should involve the active participation of the
reference staff, the Acquisitions Sub-Committee, and probably the Building
Sub-Committee.

It is recommended that authority for approval of program developments
in this field be delegated to the respective committees with reports back to
the Planning Committee on actions taken and to the Executive Committee when
approval is required for more than budgeted expenditures.

Administrative Organization and Staff

Appendix B to this report suggests administrative organization and per-
sonnel assignments for carrying out the new service program. The implied
changes from the present staff assignments need not be precipitous, but there
are certain changes which should be undertaken as soon as it is feasible to
do so. Two suggestions are made for the initiation of such changes. It is
suggested that the positions of both librarian and chief of reference services
should be full time positions. At the present time, both positions are held
by the same person. A second change relates to preparation for planning and
ultimate operation of a centralized processing program for the CLIC libraries.
To prepare for this it is suggested that the successor to the present Acqui-
sitions Librarian be recruited as soon as feasible, and that the new officer's
major assignment, prior to the normal retirement of Mr. Singerman, be devoted
to working with the Systems Analyst in developing a program for centralized
processing. No formal recommendation is presented, because it is assumed that
when provided with a consensus on the question, the President has the authority
to proceed with approval of recruitment and administrative changes, subject
only to Executive Committee approval of changes in the budget.

Changes in Space Allocation

Appendix C of the report presents a number of suggestions for changes in
space allocation in the present building. These are designed to provide more
efficient office space for the planning staff; office space for the CLIC coor-
dinator; provision of facilities for a larger collection of reference books
quickly available to reference librarians; some details on communication facil-
ities; and location of the union catalog and switching center activities.

It is recommended that the Executive Committee give general approval to
the suggested changes and that the Sub-Committee on Building be authorized to

approve the space assignments in detail, subject to approval by the Executive
Committee of budget items.

Systems Planning

The Systems Analyst is scheduled to report for duty on July 13. This
section of the report is included to describe in some detail the plans for
his assignments and related decisions which need to be made in connection
with his activities.

It has been previously reported to the Planning Committee that the CLIC
Board of Directors adopted a resolution to the effect that our Systems Analyst
will flow chart the acquisitions and cataloging procedures for each of the
CLIC libraries with the purpose of determining requirements for a centralized
processing program. This assumes inclusion of processing procedures in the
Hill Library. Arrangements are being made with the chief librarians of the
CLIC libraries for the scheduling of this work with the purpose of having it
cause as little disruption in the normal operations of the respective librar-
ies as possible. No prediction of the amount of time required for this pro-
cess will be undertaken until the Systems Analyst has had an opportunity to
become generally acquainted with the libraries and has devoted some time to
detailed study of one.

Because of the fact that with introduction of computer facilities into
the processing operation at some time in the future, it is necessary for the
personnel responsible for carrying out processing programs to be closely as-
sociated with the planning. This is the primary reason for the recommenda-
tion that Mr. Singerman's successor be recruited soon. It is believed that
Mr. Singerman would in no way consider such an action a reflection on his
man. years of devoted and distinguished service to the Hill Library.

Because of the probable need to make use of computer facilities in some
other organization and the possibility of the Hill Library's switching cen-
ter services being extended much more widely than the present CLIC group, it
is anticipated that the Systems Analyst will early become involved in con-
versations and probably formal participation in planning computer programs
which may be used on a regional basis. In this connection we will begin
making use of the advisory panel which was approved by the Board of Trustees
at its annual meeting in January.

Possibilities of Program Expansion

These two items are mentioned together because both are involved in dis-
cussions now in progress with representatives of the University of Minnesota
and the CLIC institutions on the possibility of the Hill Library undertaking
extramural library services for the University of Minnesota on a contractual
basis, in connection with the library development on the St. Paul campus of
the University. Obviously no recommendations are appropriate at this time.
The topics are, however, potentially very much a part of the service program
of the Hill Library and are included in this report with the particular pur-
pose of illustrating the open ended intention of the original recommendation
for concentrating on library services to the academic community.

APPENDIX A

Union Catalog Project for the CLIC Libraries

The service policy of the James Jerome Hill Reference Library provides
that the Library

1. Commit its physical facilities and administrative organization to
serve as headquarters for the cooperative program of academic libraries,
specifically the Cooperating Libraries in Consortium, Inc. (CLIC) and such
other libraries as may become affiliated with the Consortium.

2. Devote its service resources to serving as the central reference
services and switching center for this group of libraries and their respec-
tive constituents.

For the second part of this service program to become fully effective,
there is required a union catalog of the book collections in all CLIC librar-
ies. This proposal is designed to produce this catalog as a first priority
project under the new service program.

Union catalogs, as a general rule, contain only one card entry for each
title available in the combined collections of the libraries represented in
the master record. A very substantial proportion of titles are of such char-
acter that quick location in the catalog would be aided by having supplemen-
tary entries. Such supplementary entries are anticipated by this proposal,
for perhaps as many as 20% of the titles.

Once established, the usefulness of the union catalog would be greatly
enhanced if the holdings of other selected libraries were also added to the
record of the library resources available in the community. This proposal
does not include budget provisions for this purpose, but with equipment in
hand for microfilming other shelf lists, such additions should be anticipated.

Action having been taken by the CLIC librarians delegating to the Hill
Library administration decision on arrangement of the union catalog, no spec-
ification is included in this proposal for filing rules. Those specified by
the Hill Library administration will be followed.

The Size of the Job

The basis for determining the work load and costs of the Union Catalog
Project is the number of cards in the shelf lists o. the eight CLIC librar-
ies. Estimates provided by the respective libraries of the number of cards
are:

Augsburg College	60,875
Bethel College	42,465
College of St. Catherine	100,700
College of St. Thomas	92,500
Concordia College	58,100
Hamline University	64,000
Macalester College	119,840
Hill Library	73,350
Total	591,830

Hence, there are 591,830 cards to be duplicated and merged into a union catalog of the CLIC libraries. To these would be added approximately 20% supplementary entries giving a total of approximately 710,000 cards. Also to be incorporated into the catalog is the file of cards which has been accumulating for books cataloged by the CLIC libraries since late 1969, to such extent as they are not caught by the general duplication of library shelf lists.

Project Procedures

In general outline, the procedures to be followed will include microfilming of each shelf list in sequence to be worked out in consultation with the CLIC librarians, electrostatic enlargement of the images on card stock, preliminary filing of all cards in a mass filing operation, and editing of the catalog, including decisions on titles requiring supplementary entries. The latter cards would then be reproduced and filed.

Microfilming will be done on a 16mm Recordak microfilm camera, Model Reliant 400, equipped with automatic feed. Thin film will be used, in part because it is somewhat more economical, and in part because of the lower amount of space required to store the master file of film. The filming will be performed by a team of two assistants, one to concentrate on operation of the camera, the other to feed cards to the camera operator and to return cards to the shelf lists in correct order after filming.

Enlargement copy will be prepared on a Xerox Copyflo printer on 110 lb. sulphite card stock. The images will be imposed on the continuous roll of card stock so that one edge will serve as the edge of each card. The cards will be separated from the roll by hand cutting one edge; the other two edges will be block/precision cut to produce cards $7\frac{1}{2}$ x $12\frac{1}{2}$cm. After enlargement has been completed, the film will be distributed to the appropriate libraries to serve as a security file.

Filing of cards in the correct order and merging the several shelf lists will be done as a mass filing project. The entire collection will be sorted first by the first letter in the filing term, then by the second, third, fourth, etc. letter until the point where final arrangement can be accomplished easily. This work will be done by clerical assistants under part-time professional direction.

Editing will be done by a person with cataloging experience. This will involve review of the filing, merging of records of multiple copies, selection of titles requiring supplementary entries and indication of guide cards required to make possible the most rapid access to the catalog.

Tentative Schedule of Operations. If agreeable to the libraries concerned, filming will be done in the college libraries according to the numbers of cards, beginning with the largest and proceeding accordingly— Macalester, St. Catherine, St. Thomas, Hamline, Augsburg, Bethel and Concordia, leaving Hill Library until the end of the filming. The schedule would allow one day for set up and trial run in each library. The total filming time is estimated at 210 hours or about 30 working days.

Film would be forwarded for developing and enlargement prints for each library as filming is completed. Preliminary alphabetical sorting can then proceed in parallel with the continued filming in other libraries, with a staff sufficient to complete initial filing within 60 to 90 days.

Following editing, supplementary cards would be reproduced on a Xerox copier and filed. The project assumes that arrangements can be made with one of the CLIC libraries for use of a Xerox copier for production of the supplementary cards.

BUDGET SUMMARY

Equipment	$12,420
Supplies and Printing	19,370
Personnel	18,805
	$50,595

(Budget details on next page)

BUDGET

Equipment

Recordak 16mm microfilming camera	$2,950
720 catalog trays and cabinets	9,470
	$12,420

Supplies & Printing

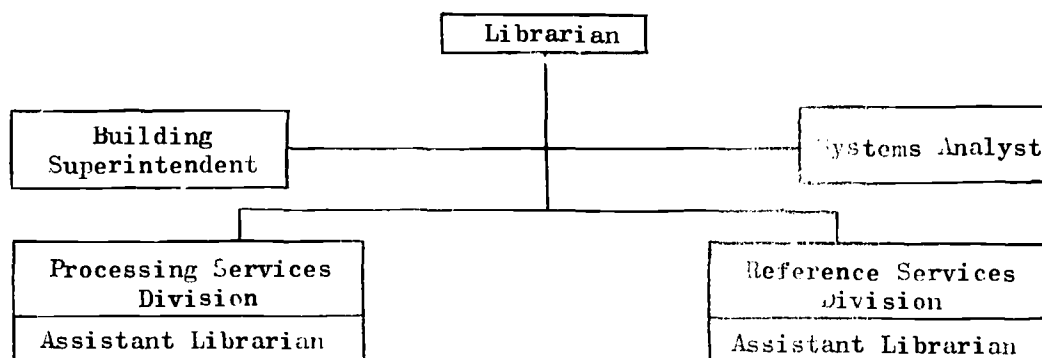|	
1 case (50 rolls) Recordak 16mm thin film	$ 495
Enlargement prints from 591,820 film exposures	12,345
Cutting and trimming cards	1,720
Card stock and Xerox duplicating costs for 118,365 cards @ 4¢/card	4,735
Guide cards (7100)	75
	$19,370

Personnel

Clerical personnel for filming, 244 hours	$ 670
Clerical personnel for filing—	
Initial filing, 960 hours	2,640
Arrangement of supplement, 186 hours	510
Interfiling supplement, 1,864 hours	5,125
Professional personnel—supervision	530
Professional personnel—editing	8,500
S.S. Taxes $17,275 x 0.048	830
	$18,805
Total Budget	$50,595

APPENDIX B

Administrative Organization and Staff

For the new service program to have the best chance for success, the administrative organization and personnel assignments should conform to accepted management standards. Even in relatively small organizations, such elements as clear lines of authority and responsibility, provision for coordination of closely related functions, and clearly defined job assignments provide the necessary climate for imaginative and effective services. The formula is simply stated in the following chart.

```
                          ┌──────────────┐
                          │  Librarian   │
                          └──────┬───────┘
                                 │
  ┌──────────────────┐           │           ┌──────────────────┐
  │    Building      │───────────┼───────────│  Systems Analyst │
  │  Superintendent  │           │           └──────────────────┘
  └──────────────────┘           │
        ┌────────────────────────┴────────────────────────┐
  ┌──────────────────┐                        ┌──────────────────┐
  │ Processing Services │                     │ Reference Services │
  │     Division      │                       │     Division       │
  ├──────────────────┤                        ├──────────────────┤
  │ Assistant Librarian │                     │ Assistant Librarian │
  └──────────────────┘                        └──────────────────┘
```

Each of the three line positions, the Librarian and two Assistant Librarians is a full-time job. Planning, general supervision, evaluation, and inter-institutional relations will require the full attention of the Librarian. Full responsibility for each of the two broad fields of activity should be delegated to the Assistant Librarians under general program policy established by the Board of Trustees and administrative policies jointly determined by the line and staff officers, with participation by operating personnel.

The organization chart identifies only the key positions. Supporting staff would be assigned to each key officer in kind and numbers required by the functions performed and the work load. The functions suggested for assignment to each officer are:

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Librarian: Program planning; budget preparation and supervision of
expenditures; general supervision of the staff officer——the Systems Ana-
lyst——and the three line officers——the Building Superintendent and the
two Assistant Librarians; liaison with CLIC and other libraries and organ-
izations associated with the Library; and Secretary to the Board of Trus-
tees. Attached to his office would be a Secretary, the Receptionist and
such clerical assistance as may be required. Present staff consists of a
Secretary (most of whose time is engaged in acquisitions), a Receptionist
($\frac{3}{4}$ time) and a Receptionist ($\frac{1}{2}$ time).

Systems Analyst: Operations planning, including flow-charting of all
operations of the Library; programing of all computer applications; and
general administrative assistance to the Librarian as required. Attached
to his office would be programers and clerical assistance as required.
This position is currently attached to the office of the Director of Plan-
ning.

Building Superintendent: Maintenance of building, grounds and equip-
ment; supervision of book cleaning and general security of the collections;
and shipping and receiving. Attached to his office would be an assistant
custodian, janitor personnel and a truck driver. Present personnel consists
of a janitor, two janitors ($\frac{1}{2}$ time), a janitress and a janitress ($\frac{1}{2}$ time).
The position which would become Building Superintendent is presently called
Custodian-Engineer.

Assistant Librarian——Processing Services Division (new position):
Supervision of ordering, cataloging and processing of materials for the Hill
Library collections; supervision of centralized processing for the CLIC li-
braries; maintenance of the catalogs, including the Union Catalog; and li-
aison with processing personnel of CLIC libraries as designated by the CLIC
Librarians of the respective libraries. Present processing personnel con-
sists of an Acquisition Librarian, a Catalog Librarian, an Assistant Cat-
alog Librarian (spending $\frac{1}{2}$ time as a Reference Assistant), an Acquisition
Clerk, a Catalog Clerk, a Clerk Typist ($\frac{3}{4}$ time), a Clerk Typist ($\frac{1}{2}$ time),
and most of the time of the Library Secretary.

Assistant Librarian——Reference Services Division (new position):
Supervision of reference service to readers in the Library; reference ser-
vice in response to questions received from readers outside the Library, in-
cluding central reference service and reference referrals for CLIC librar-
ies; selection of books and other materials for the reference collection

and the general collections, including liaison with the CLIC Coordinator
and CLIC reference librarians as required; and switching services on location and dispatch of interlibrary lending. Present reference personnel consists of an Assistant Reference Librarian, A Reference Assistant, part-time
reference assistants (including one 5/8 time, one $\frac{1}{2}$ time, one 1/5 time, one
$\frac{1}{4}$ time, and $\frac{1}{2}$ time of the Assistant Catalog Librarian), a Clerk, and part-time pages.

General Remarks

All professional positions in the Processing Services and Reference
Services Divisions should include the term "librarian" in the job titles.
Job descriptions should be prepared for each position in the Library. The
numerous part-time positions should be converted into full time positions
as this can be arranged, especially for those employed in professional
duties.

APPENDIX C

Reallocations of Space

Planning for physical facilities for the service program of the Library involve both long-range and short-range plans for building policy. Alternatives under study include three possibilities. (1) Continuing use of the present building for an indefinite period into the future, (2) planning a new building in a different location, and (3) a combination of these two alternatives. The possibility of a new building to replace the present building or for separation of activities into two buildings, suggests that in the short-range planning, changes in the present building should be kept at a minimum. This report is limited to the short-range plan.

Some changes appear to be essential to provide for effective administration of the new program. The items considered here involve changes to provide for (1) office space for planning activities and for the CLIC Coordinator, (2) arrangements for a larger and more readily available reference collection, (3) space for the union catalog and switching service activities, (4) space for centralized processing for the CLIC libraries, and (5) improved communication facilities. Remodelling required in each instance is minimal. Suggested changes are shown in sketch plans accompanying this report.

Office Space

Planning office space has already been made available by assignment of study rooms 3 and 4 for use by the Director of Planning and his secretary. When the Systems Analyst reports on July 13, this space assignment should be extended to include study room 2. It is further suggested that two doorways be constructed to combine the three offices into a connecting suite. One secretary should serve the needs of both the Director of Planning and the Systems Analyst, probably for the remainder of this year, especially if quick access is provided between the three offices.

An office should also be provided for the CLIC Coordinator, especially when this becomes a full time position, which seems a natural development for the near future. It is suggested that consideration be given to devoting study room 1 to this purpose. At the present time, the Coordinator is using

desk space in the basement which has the major disadvantage of no privacy, and the further disadvantage that other use of this space will be recommended. See Plan I.

Office space for the two assistant librarians will also be desirable, but suggestions will be made for these offices under discussion of space requirements for the areas under their respective supervision.

Reference Facilities

Assuming a substantial increase in the work load of the reference librarians under the central reference services provided for under the new program, the facilities for reference service should be carefully reviewed. The reference librarians should become involved in this review, especially with respect to location of reference desks and the relati e degree of accessibility of the various collections and equipment required to facilitate their work.

Suggestions are being deferred in the areas where review by the reference librarians is indicated. However, there are certain obvious needs which can be provided for in space planning at this time. Relocation of the card catalog can make this frequently used tool somewhat more accessible to the reference librarians without reducing its accessibility to readers, and at the same time clear an area for an office for the Assistant Librarian for Reference Services. See Plan II.

Another obvious need is for more shelf space on the main floor for reference books and current periodicals. One action which would contribute to the solution of this problem would be installation of alcove shelving included in the original construction drawings but which were not installed in the original construction. This shelving could be provided, as in Plan III, without reducing the alcove seating provided for readers. Space for approximately 3,000 volumes would be provided with this shelving. Other shelving could be provided for on the main floor, but suggestions are deferred for the reasons given above.

One other change which involves no remodelling, but does involve some equipment expenditure would be carpeting the main floor. This would improve the quality of the study and reference areas to a degree that would justify expenditure of funds greatly in excess of what the carpeting would actually cost. This change is strongly recommended.

<div align="center">42</div>

The Switching Center Facilities require space for the Union Catalog, assistants for searching and processing requests for loans, and an area for assembling materials to be dispatched from the Hill Library collections.

The space recommended for this purpose is the north basement room. Desirable but dispensable would be a bank height partition to separate the area from the basement passage way.

The advantages of this area are that it is well lighted, and is conveniently located to the shipping dock at the basement exit from the building. See Plan IV.

Centralized Processing

If a plan for centralized processing is developed, space will be needed for a substantial increase in personnel for this operation. The most desirable location in the building is the area on the third floor at the north end of the open court, adjacent to and including the rooms presently used by the Acquisitions Department. To such extent as needed, the offices presently used by the Catalog Department could continue to be used for processing activities.

The remodelling required would consist of an additional doorway in the east wall of the north room on the third floor and a glazed baffle on top of the balustrade to serve as a sound barrier between the work area and the open court. The effect of this baffle on ventilation would need to be examined, with the possible requirement of a separate air conditioning unit to supply the processing area.

Communication Facilities

A very essential element for effective operation of the central reference services and switching center will be telephone facilities that assure prompt access to both the reference librarians and the switching center with a minimum of queuing. A preliminary review of requirements with an engineer from Northwestern Bell Telephone Company indicates that a very flexible (and easily expandable) PBX system can be provided for approximately $225 per month in excess of the present telephone budget. This would provide five incoming trunk lines and 25 stations within the building, with direct dialing within the system.

The system could be easily expanded to include additional trunk lines or direct tie-lines to the individual college switchboards. The latter

would permit direct dialing from any station in the college to any station in the Hill Library or the reverse. This service would provide very rapid access to the service facilities of the Hill Library at nominal costs. In the instance of tie-lines, it is assumed that line and instrument costs would be shared by the Hill Library and the college library involved,

Another feature which could add significantly to the effectiveness of the communication network would be addition of one or more recording "code-a-phones" which would make possible receipt of service requests when all service phones are busy or during hours when the Hill Library offices are closed.
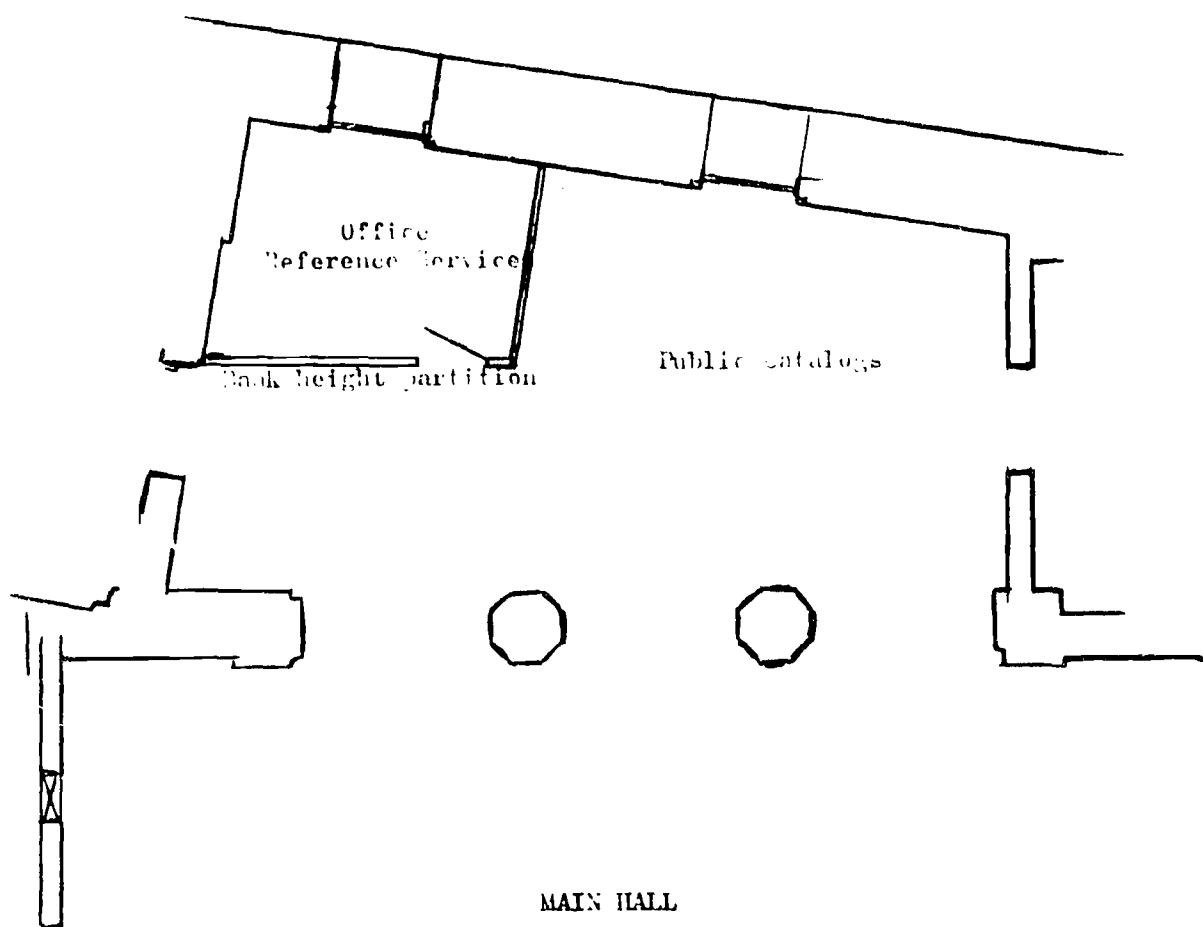
Summary

The space reallocations and remodelling, in summary, are:

1. Provision of offices in study rooms 1-1. Remodelling would be limited to construction of two doors. The schedule anticipates completion of this change during the coming summer.

2. For reference services, relocation of the card catalogs, construction of alcove book shelves and carpeting of the main hall. The first two items would be scheduled to coincide with appointment of the Assistant Librarian for Reference Services. Arrangements for installation of alcove shelving and carpeting would be initiated as soon as related expenditures have approval by the Executive Committee.

3. Switching center space would be allocated immediately and equipment orders scheduled to coincide with completion of the Union Catalog and assignment of personnel to the service. This should be possible by early in the academic year 1970/71.

4. Centralized processing, being still under study, would not require space for some time. A tentative date suggested is the end of 1970 or early 1971. This development will depend on availability of storage space for materials equivalent in volume to materials now housed in the north area of the third floor.

5. New communication facilities require such a long lead time (approximately five months) that planning should begin immediately. No action can be taken by the telephone company until a firm order is in hand.

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CLIC
Coordinator

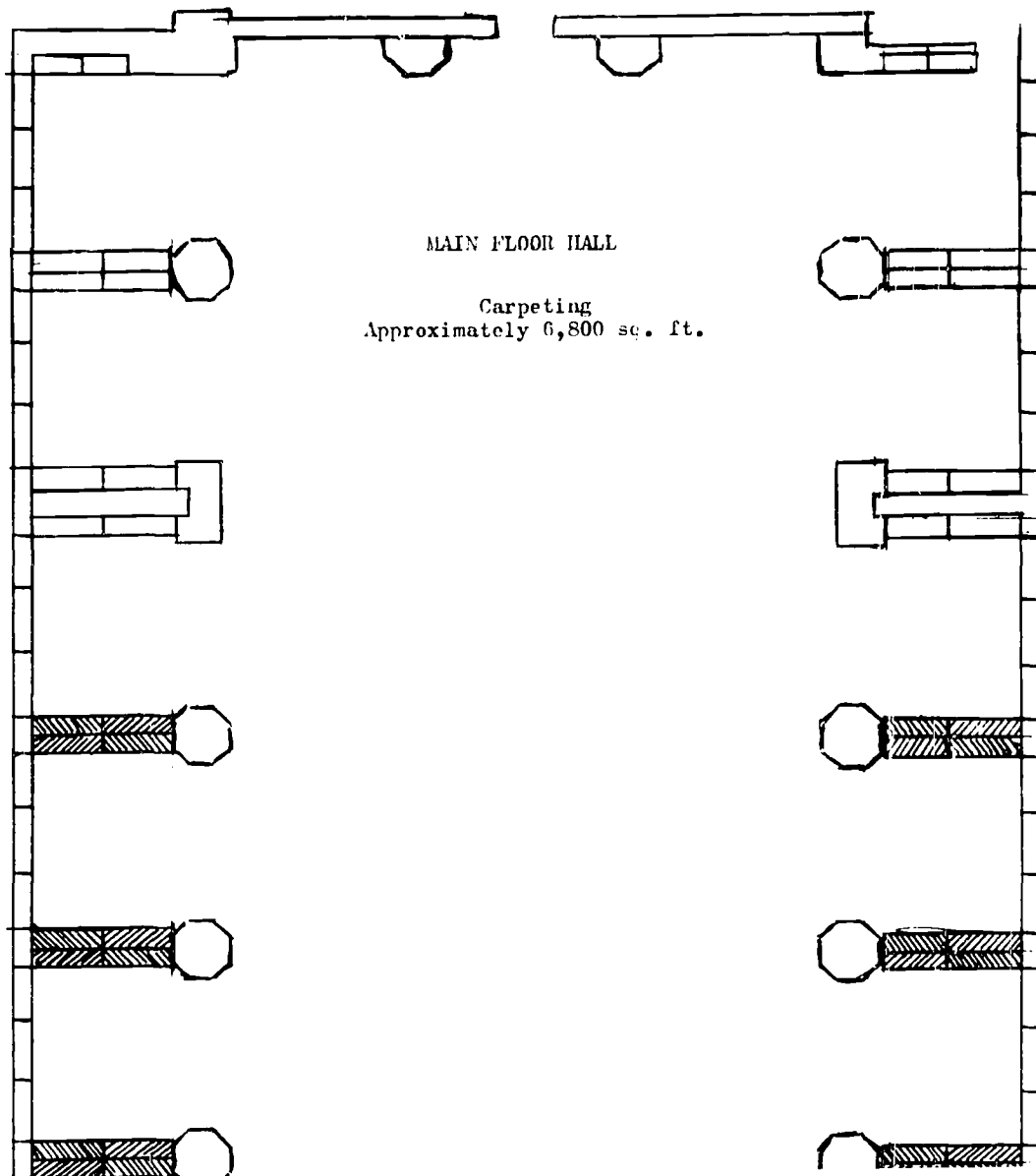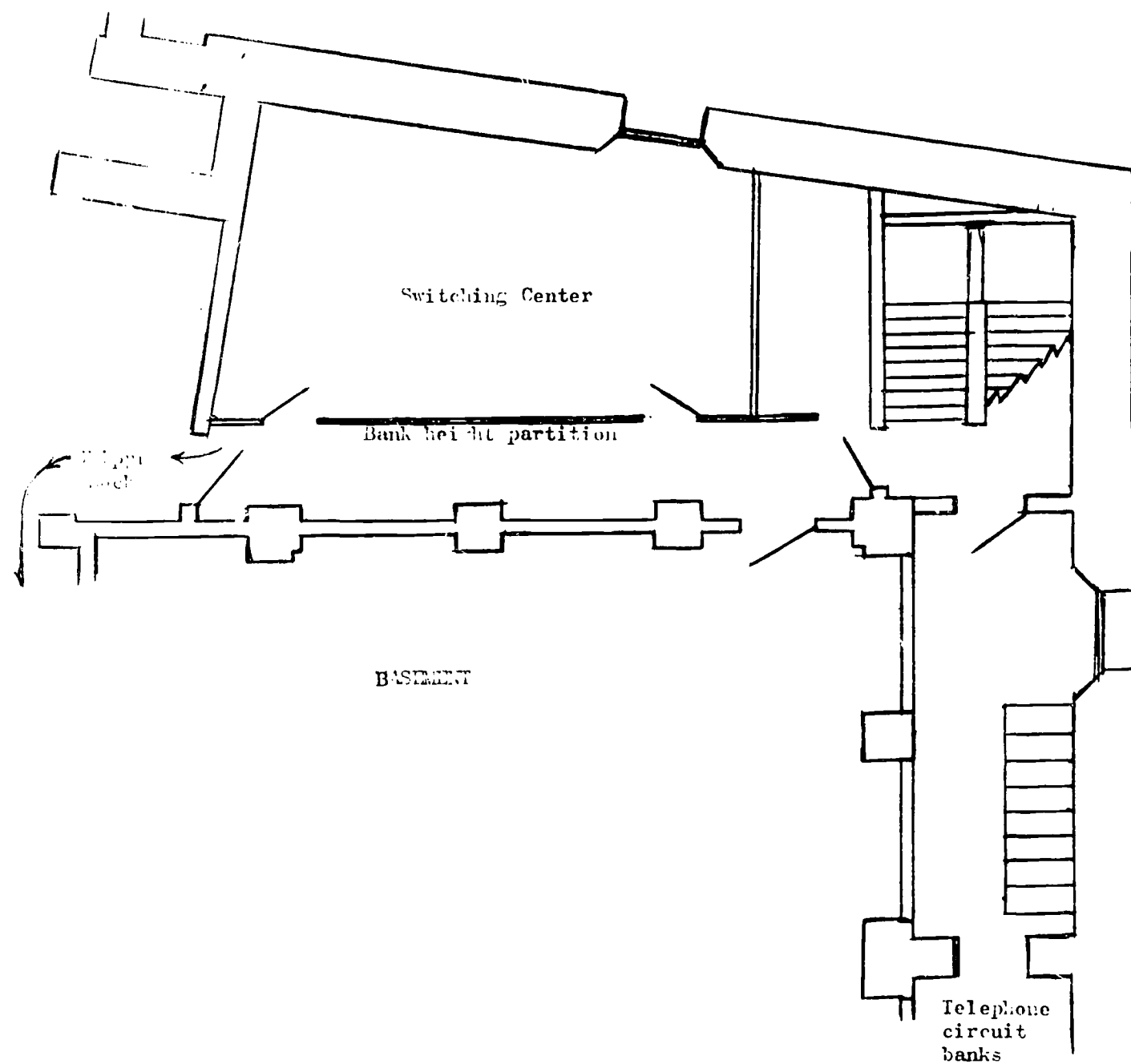Systems
Analyst

Secretary

Director of
Planning
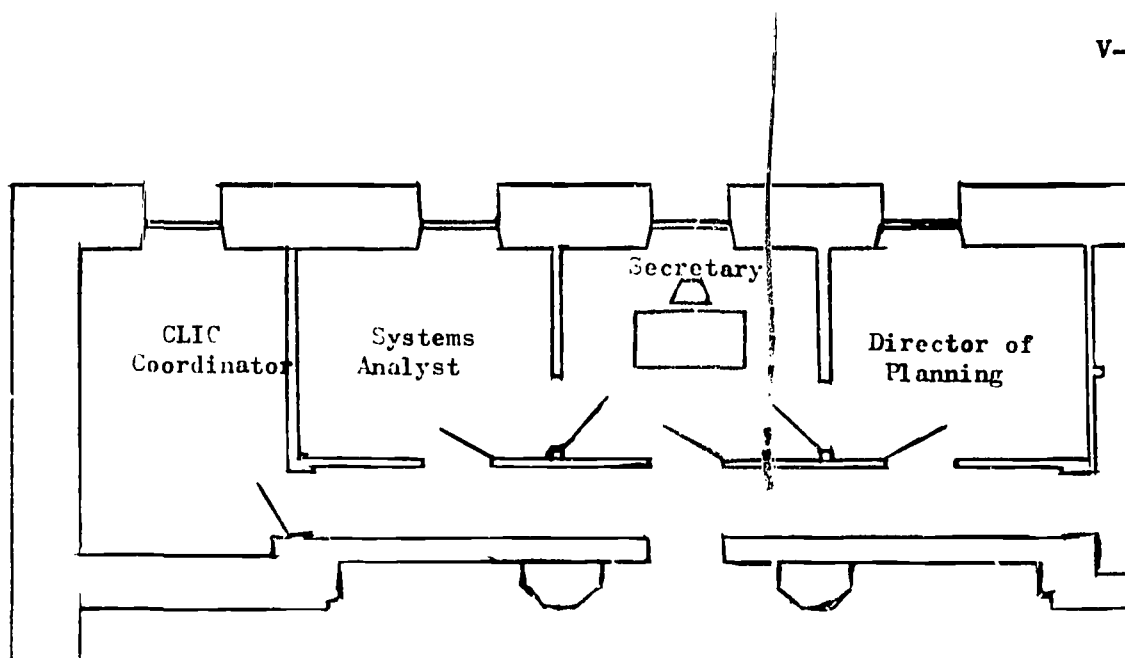
Plan involves use of study rooms 1, 2, 3 & 4 on the
main floor, assigned as designated. Only construction
is installation of two doors from the secretary's
office to the two adjoining offices.

Plan I: Offices

Office
Reference Service

Book height partition   Public catalogs

MAIN HALL

Plan 11:   Reference Facilities-- Office & Catalogs

MAIN FLOOR HALL

Carpeting
Approximately 6,800 sq. ft.

Switching Center

Bank height partition

BASEMENT

Telephone
circuit
banks

Plan IV: Switching Center

Present
Acquisitions

Present
Acquisitions

New door

New door

New Processing Area
1,115 sq. ft.

(Area now occupied by book shelves)

Glazed baffle from top of parapet to ceiling

OPEN COURT

New door

Plan V: Third Floor Area for Centralized
Cataloging
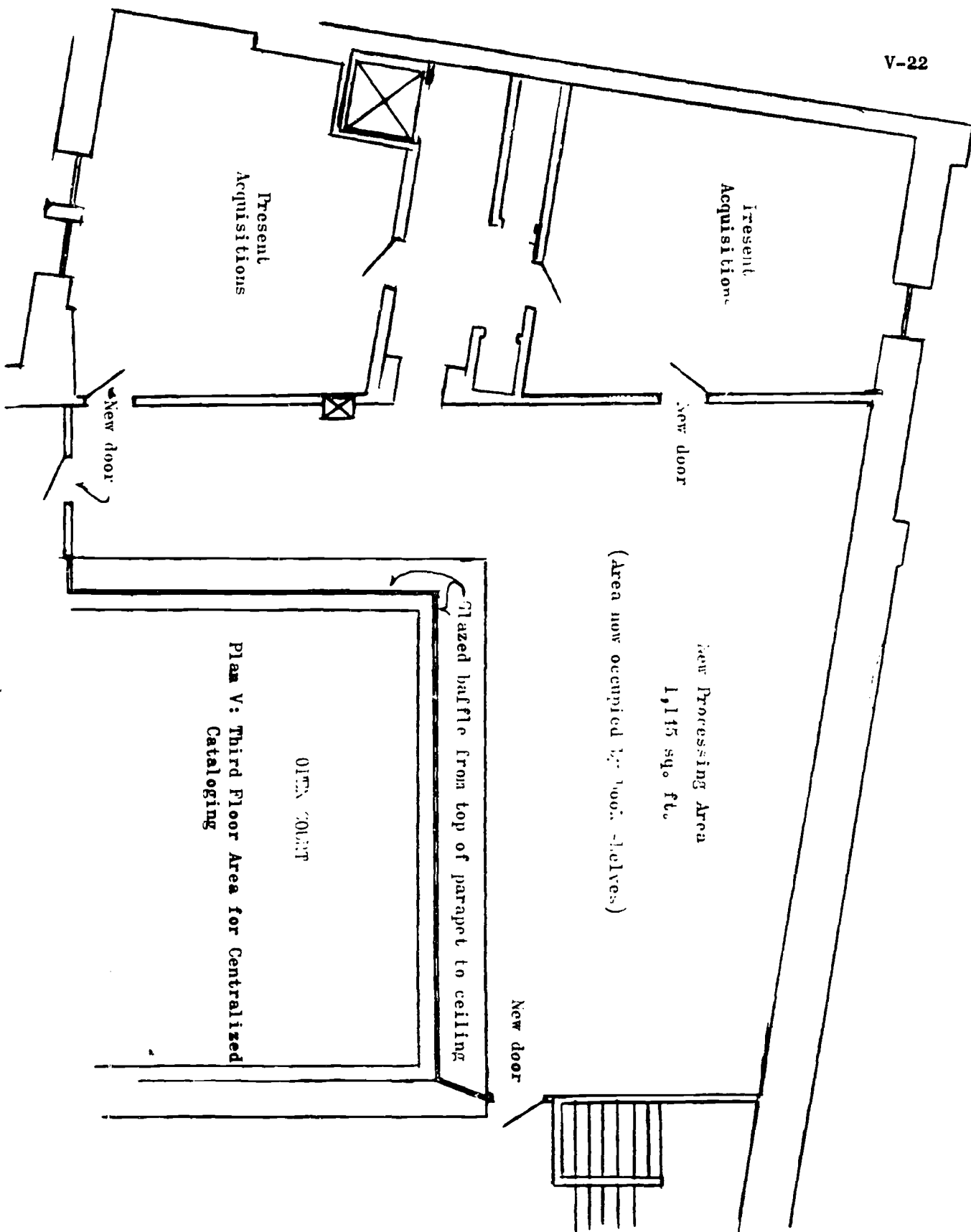
Resolutions Approved by the Hill Library Trustees, August 18, 1970

RESOLVED, that the following is the formal service program of the Library:

1. The purpose of the Library is to create and maintain a selected
   practical reference library as an aid to scholarship, investiga-
   tion and research available for use by the general public, sub-
   ject only to reasonable regulation of use consistent with such
   purpose.

2. The present services of the Library to business, industry, and
   the community in general are consistent with such purposes and
   should be continued substantially as they are now maintained.
   No present service of the Library shall be discontinued except
   in cases where a substantial decline in demand clearly justifies
   such discontinuance.

3. A major emphasis on service to the academic community is deemed
   consistent with the purposes above stated. The Resolution estab-
   lishing a formal service program and the Resolution declaring a
   supplementary policy adopted by the Board January 20, 1970, are
   reaffirmed and shall be implemented in a manner consistent with
   the principles set out in paragraphs 1 and 2 above, and to the
   extent staff and funds are available. While removal of the
   Library from its present location is not now contemplated, that
   policy shall not preclude continued review of space require-
   ments as more fully specified in the said Resolution.

4. The officers of the Library are directed to explore the possi-
   bility of combining (either in whole or in part) the performance
   of the academic service functions of the Library described in
   paragraph 3 with performance of its other functions wherever
   substantial economy may be achieved thereby. No such combi-
   nation shall be instituted, however, without express authority
   of the Board, if it appears that significant detriment to
   the performance of any function may result.

5. Any petition for legal determination of the authority of the
   Board to institute any new program shall specifically set forth
   the intention of the Board to continue the Library functions
   described in paragraph 2 hereof.