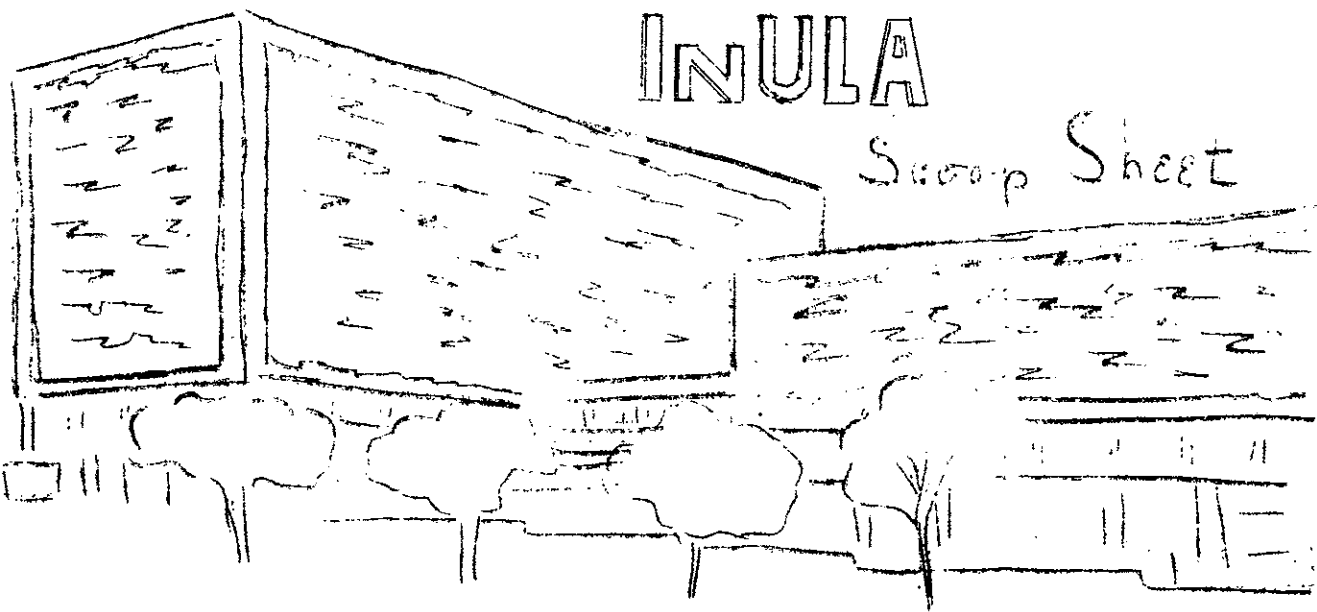


INULA

Scoop Sheet



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Eastern Michigan University's two orientation librarians will be the main attraction at the April 12 InULA meeting. Mr. Matthias Newell and Mrs. Hannelore Rader will describe their experiences in a talk entitled "Outreach for the Thousands; a Library Instruction Program for a Large University." Eastern Michigan, with an enrollment of 19,000 students, is large enough to encounter many of the same problems as we do here at I.U. Financed by a five-year grant from the Council on Library Resources and the National Endowment for the Humanities, Eastern's program is aimed at freeing librarians of routine tasks in order to work more closely with faculty and students. In an article in the Drexel Library Quarterly (July and October, 1971), Eastern's Library Director, A.P. Marshall, mentions that since the program began in September, 1970, 196 individual faculty members have received personal visits from the orientation librarians, many more teachers are now consulting with librarians about assignments, the number of requests for librarians to appear before classes has increased about 200%, and twenty study guides have been prepared and distributed to almost 4,000 students, mostly freshmen. For those who wonder if a library instruction program in a large university is desirable or feasible, a look at Eastern's program may provide a few clues. The meeting will be held in the Community Room at Yorktown Courts Apartments,

3811 Morningside Drive at 8:00 P.M.

The Program and Social Committee members are to be commended for their superb efforts in planning and organizing this upcoming meeting.

FORUM

Will the Indiana University Library be participating in any paper recycling projects? A number of departments have undertaken such project in the recent past. Will we be following their example?

Jim Greaves
Reference Department

Regarding the Librarians Advisory Committee:

My response to the first "Forum" problem could be thesis size with numerous footnotes and parenthetical comments; however, I will restrain myself somewhat. Except perhaps numerically, I would dispute the comment that the Librarians Advisory Committee is not representative. If there is any point of view existent in the library that has not been presented loud and clear within the LAC meetings at one time or another it is so well hidden even the grapevine has not yet discovered it. Any problems (as there definitely are—size being one) the committee has are not going to be solved by creating a larger committee.

The committee having been elected by and therefore representing the various departments and branches is charged with liason activity between the constituency and the library administration and exists in an advisory capacity only. Presumably each representative should by now have some knowledge of the interest, feeling and points-of-view of his constituents and can judge whether or not the topic under discussion needs a formal vote by the complete constituency or an opinion vote by the representative. If a constituency feels its representative is not carrying out his or her duties properly then that constituency should take steps to drown the representative, not water the grapevine. As to the dearth of topics for consideration several topics have been stopped with a dangling sub-committee or two by sudden administrative decisions, resounding constituency "no" votes, or admittedly lack of good ground work on the part of the committee itself. If, however, every topic considered must have a formal vote taken then the need for the committee is nonexistent—the library administration could simply start sending out ballots. The charge of poor communication is well taken and that situation will have to be remedied without

delay.

The committee is not weak or it would have been put to rout long ago. Some good ground work has been laid. It has been a rough shake-down cruise both for the committee and the administration and the time for an objective review of function has come. The committee really cannot proceed without more definitive guidelines and a realistic look at the "be all things to all people" charge of Article II of its Constitution and Bylaws. To this end the first session to be held will be with Miss Flener on Monday, February 21. Further sessions will be needed and should produce either a well-defined active committee, or a non-existent one, hopefully before the supply of constituency patience disappears.

Ruth M Davison, Government
Publications Department

Mrs. Emma Simonson, Latin American Bibliographer made the following response to the February 15 "Forum:"

Re. InULA Advisory Committee:

1. It is not democratic.
2. It does not represent the staff.
3. It was not selected by the staff at large.
4. It does not include the non-professional point of view.
5. It does not represent the opinion of each constituency.
6. Not enough consultation is done with the members of the divisions.
7. There should be more serious study of each problem.
8. The meetings should be spaced less frequently.

The first year for the Librarians' Advisory Committee was a difficult one. We started with an original scope as wide as the horizon, and with only faintly defined goals. Committee members, like the library staff in general, were—and in many ways still are—unfamiliar with departments and areas other than their own. They represent a constituency which ranges from violent activists to cool do-nothing types. The Committee has had to learn what kind and how much activity is possible, and also what the librarians they represent will or will not support.

The only area in which wide support has been evidenced concerns status and conditions of work. This may be an appropriate field for effort, but it does suggest a union rather than a professional group. I personally wish we could proceed in areas of collection development, improved service etc. But a united interest on the part of the total group is required for this, which in turn requires a broader base of information and interest

than has yet been demonstrated.

Whether or not the Committee can continue as a workable instrument depends upon narrowing and pinpointing Committee efforts to goals which are worthwhile to the total group. This in turn means that the total group has to be well enough informed and interested enough to make the necessary consensus. To be informed, one has to have information; hence, I believe the next year should be primarily a time of establishing ways to get real information to the total group. This means abandoning the rumor mill, which is a highly unprofessional and deleterious method of passing the word around. It won't disappear without a major effort on the part of a lot of people to get the real facts instead of half-truths, and to try to understand all sides of a question before developing an opinion.

It will also be necessary to allow the Committee some discretionary leeway to make recommendations without referring every question back for a vote at large. That is too cumbersome. The Committee itself is too large; maybe it needs to develop subcommittees.

To say the Committee is weak is to misunderstand the situation. It cannot be strong at the beginning; it can become strong only by developing knowledge and skills with regard to administrative problems and procedures. That will take some time.

One of the hardest problems of a Committee member is communicating to and from constituents. This is unbelievably time-consuming and often unsatisfactory. I have tried to do it by phone calls and by memos, with very doubtful success. Some constituents obviously believe the Committee isn't trying, and some Committee members believe their constituents are apathetic. Therefore a technique of communication is of first order priority (see above).

I think, all problems considered, the Committee has made a viable beginning. It is a first step toward professional behavior as a group, which may very well be a major step toward professional recognition. Librarians are going to be forced to think in terms of the total library system, not just their own little provinces, in order to support and succeed with an advisory committee. I hope there will be some very serious thinking and feedback to the Committee as a result of Scoop Sheet's "Forum."

Elizabeth Egan
Committee member for science branches
(term expires June 30, 1972)

The LAC was formed in January of 1971. One member from each service area was elected to represent the policies, procedures, and interests of

depository for United States documents, receiving 70,000 items per year. Intended to be the central information point for all publications of governments or intra-governmental organizations, not all the documents are shelved in the department, but hopefully if a document is held on campus the department can tell you where it is. The department was not conceived as, nor does it intend to become, a "self-help" operation. The department has five areas of collection; U.S. documents, state documents, foreign government documents, international organization documents, and there is a separate collection of documents from Latin American governments. At present the documents are shelved according to issuing agency, and the check-in and marking (departmental classification) is a fairly involved and time-consuming process. Adopting the Superintendent of Documents numbering system would simplify the check-in procedure, realizing an economy of time which could be utilized in a greater familiarity with the content of the collection, and the development of reference aids. The U.S. document collection is the largest and most heavily used, and more and more general reference questions are being directed to the department. At present the subject approach to materials, both in U.S. and various state government publications, is not well developed, and this would be one area the department would try to improve should extra time become available because of the simplified check-in and filing procedures.

The main advantage of adopting the Superintendent of Documents numbering system is that the numbers come with the publications. They are not generally printed on the documents themselves, but they do accompany the publications when received. The Government Printing Office realizes it would be preferable to print the numbers of the documents on their covers, but there are so many agencies and subagencies issuing documents that it is difficult to have numbers assigned before the actual printing takes place. These numbers are the identifying entries in the various indexes published for government documents and would facilitate using the Monthly Catalog, etc., in locating documents. If a decision is made to adopt the Superintendent of Documents numbering system a cut-off date would be selected, after which all documents received would be filed according to the Superintendent of Documents number. The present holdings would then be re-numbered to fit into the new system, and it was felt that this would not require a lot of time or re-locating of the present collection. It was reiterated that the numbering change would be applied only to the U.S. documents collection. A decision has not yet been made to use the Superintendent of Documents numbering system; it is still under consideration.

After a short break there was a departure from the agenda when Mrs. Odette Shepherd, responding to confusion over the recently circulated serials printout, attempted to answer some of the questions generated by it. She called attention to the cover memo which had accompanied the printout, and stated that much of the confusion obviously has resulted from failure to read that memo; however, she said the memo itself had not been perfectly clear.

Because there was no regular staff assigned to this project, the work had to be accomplished by the professional staff of the kardex section of the Serials Department in addition to their primary duties. The printout was made in the summer of 1971, with much of the effort required for its production being donated by Mrs. Shepherd and her husband, Mr. Clay Shepherd of the Graduate Library School. Since then many of the items have been made obsolete by price changes, cancellations, etc., and in some cases keypunch errors resulted in incorrect data. But, Mrs. Shepherd warned, the printout had never been intended to serve as an accounting device; its original purpose was to inform librarians generally of which departments had originated the journals. Department heads are encouraged to study this list with an eye toward eliminating titles. Then, items which are picked for possible cancellation will form the content of a list which will be circulated for additional consideration.

Mrs. Shepherd pointed out that the monetary amounts were added to the list by direction of Dr. Byrd and had not been originally intended for inclusion. Since there is only one serials fund, it is perhaps incorrect to think in terms of separate departments having journal funds the same as book funds. The Serials Department cannot do management reports since there are no accounting mechanics established.

Mr. Baatz called for cooperation in cancelling unneeded and unnecessary journals, and warned that no matter how distasteful the current financial situation is, it is a reality which must be faced.

Mr. Nevin Raber, Business librarian, asked for guidelines in making cancellations, specifically in choosing between relevance and cost. Mrs. Shepherd called attention to the CRL list of serials which will soon be published, and titles held by CRL should be culled first. Other than that, Mr. Baatz said the burden of decision was on the librarian.

Miss Carol Tullis, U.G.L. librarian, asked why monographic subscriptions were not cancelled and bought as separates from the book fund. Mrs. Shepherd answered that the record-keeping would be confused and the book budget expenses could not be projected accurately. Mr. Baatz said he would strongly resist such a change.

The presentations concerning how area specialists and branch librarians make their budgets was begun by Tom Michalak. who said he didn't make a budget, he was given one. Later speakers concurred with this concept. Mr. Michalak said he tried to keep up on what's being currently published. Faculty may make suggestions, but selection is largely done by Mr. Michalak alone. Miss Cridland reported next and said that no figures are kept as to what percentage of the funds are spent in which areas. Faculty input for selection is neither encouraged nor discouraged. It was felt that student feedback was, in fact, more useful. Mr. Shipps commented next, and said that after receiving the allotted budget he had two aims, to make the money last until the end of the year, but also to be sure all the funds were expended. The English Department is quite active, both faculty and students, and there is a fair amount of input. Most faculty suggestions have, however, already been ordered when they bring their lists. Mr. Shipps maintains a file of dissertation topics of graduate students in the department so that materials especially pertinent to current research can be selected.

Mr. Raber presented the first comments by branch librarians. Faculty participation is encouraged, but the lists of suggested items have usually already been ordered. Mrs. Piggott reported that both faculty and student participation in selection is actively encouraged in Biology. Mrs. Freeman said that a priority system has been in use in Geology for several years now. With limited funds it amounts to decisions of not what you want to buy, but what you can manage to get along without. However, in Geology anything requested by a student is purchased unless it is an unusually expensive item, when the request is reviewed before a decision to order is made. Mr. Turchyn, the last speaker, mentioned that he is still in the process of building a collection, not merely trying to maintain one. Many of the items desired are older publications no longer available, so that often he must depend on getting the item through interlibrary loan and making a copy of it.

The meeting was adjourned at 11:55 A.M.

National Library Week

Jim Greaves, chairman of the National Library Week Committee, has announced that Karen Weddle, Judy Proctor, Betty Jo Irvine, and Ann Biega have recently joined the committee and are busily preparing for the coming events of April 16-20. A tentative list of events is rapidly crystallizing; a book sale which may last two days, a children's story hour with a

theme of international attitudes (coinciding with International Book Year), concerts, possibly a film or a visual experience, there may be an art show, and the committee is very intent on sponsoring an essay contest.

Those eager to assist in activities will want to watch for a handout calling for volunteers to participate in National Library Week.

NATIONAL LIBRARY WEEK

April 16 - 22

In preparation for the Book Sale...

Wanted: Books
Old periodicals
Records
Art prints
and for the esthetically minded—
C o m i c b o o k s

For information concerning drop areas and pickups contact Jim Greaves at the recently established National Library Week Headquarters — the Reference Department, 7 8028, or at his home, 9 1791.

:INTERFACE:

Bureaucracy
by
Monty Maxwell

Something often happens to man-made organizations when they begin to grow, something which would be analyzed as nerve disease in living organisms, but which may go unnoticed even after social organizations have "deceased." The disease has many causes, but its primary symptom can be isolated. This symptom, bureaucracy, is usually not properly evaluated because it is confused for departmentation, an arrangement established to help the organization's growth, not hinder it.

Bureaucracy, the fragmented, compartmentalized isolation of a system's components, is best characterized by its lack of communication. In systems terms, subsystems become closed as feedback channels are severed or fail to become established. In everyday terms, bureaucrats stop talking to one another.

To illustrate, assume you work in a department which calibrates the klunker on widgets, then passes the widgets on to the next department where klunker plattens are installed. Assume further that there are three possible ways to calibrate klunkers: the first way is very easy for you, but makes it extremely difficult to install the plattens later due to the fact that the klunkers are easily misaligned; the second way is inordinately difficult for you, but makes the platten installer's job as easy for him as the first process made your job easy for you; and the third way imposes hardships on both departments, but allows the total process of widget manufacture to be more efficient.

If you have the mind of a bureaucrat, you will opt for the first alternative, no matter what. Even if you're not a bureaucrat, if your only channel of communication leads to the platten installation department, you may just as erroneously opt for the second. But if, as a professional, you are concerned with the total operation of widget manufacture, and if you are aware of that totality through various channels of communication, the third method will be as obviously correct to you as it is dangerous to the bureaucrat.

* * *

No manager, unless he is a saboteur, intends to cause or foster bureaucracy, yet in all innocence he watches helplessly as the disease runs rampant. The organization's ability to adapt to changing external forces

decreases, as its resistance to internal change becomes granite hard. New personnel are stifled until they become indoctrinated—until they succumb to quiescence. Over a period of time the organization finds itself producing goods and services which were once needed but are now obsolete. Finally, unless the organization is subsidized by church or government, it fails to turn a profit and it dies.

What makes bureaucracy so difficult to combat is the fact that it is neither an overlaid managerial device, as is departmentation, nor a necessarily predictable consequence of organizational procedures. Bureaucracy is a state of mind.

In our society, "success" is a desirable goal; and while there are many definitions of success, certainly an accepted one is the attainment of supremacy in one's endeavors. The logical extreme of this way of thinking was exquisitely demonstrated by Hitler, but most Americans are not yet that logical. We have been content to stop short at a lesser extreme: specialization. (It is easier to become the best shoe salesman in the world than the best salesman. Easier yet is to become the best shoe salesman in Podunk, especially if Podunk harbors no other shoe vendors.) The specialist, by narrowing his realm of endeavors, is able to attain success somewhat more easily as a result of this definition.

In an organization which has grown large enough to have departments, the specialist working there finds himself in a very hospitable environment. This is not necessarily bad; specialists have contributed greatly to our civilization. But specialists have a distinct propensity for becoming bureaucrats; indeed, a bureaucrat may be defined as a frustrated specialist.

At Indiana University Libraries bureaucracy definitely exists, but it is difficult to determine the resultant organizational obsolescence since there are no profit statements to serve as evidence. Personally, I do not believe bureaucracy has yet taken complete control of the library system; there is still time to combat it, still time to establish needed channels of communication, and to repair those severed by bureaucrats.

This new department of Scoop Sheet, "Interface" working in conjunction with the "InULA Forum" will attempt to do just that. In succeeding numbers of Scoop Sheet this column will contain reports on the specialized operations of various library departments, especially those operations which affect other departments. And from time to time this column will contain articles by I.U. librarians explaining the operations of their departments in depth, concentrating on the points of interface, of interaction with other departments.

For instance, in the April 1 issue of Scoop Sheet we can look forward

to a report by Barbara Underwood on Graduate Reserves. Other librarians in other departments will make contributions in later issues.

Of Special Interest

- March 3: Persons needing a ride to the meeting of the Indiana Chapter of the American Society for Information Science should contact Tom Michalak at 7 1609 (Office) or 876 4294 (Home). Cocktails and dinner will be available. Subject: "Operations Research and the Information Sciences." Speakers: Prof. F.F. Leimkuhler, Purdue University, 1972 Distinguished Lecturer, A.S.I.S. Place: ~~Hilton Inn, Weir Cook Airport~~ in Indianapolis. Holiday Inn South (I-465 & I-65)
- March 4: The Indiana Chapter of the Special Libraries Association will meet in the Garden Center of the Indianapolis Museum of Art. Mr. Dagnese, Purdue Librarian and a candidate for the office of President-elect of the international S.L.A., will speak at a 12:30 luncheon on the activities of S.L.A., and on the benefits of being a member. Afterwards there will be a tour of the Museum and of the Museum Library. Information: Mrs. Betty Jo Irvine, Fine Arts Library.
- April 12: InULA Meeting. Community Room at Yorktown Courts Apartments, 3811 Morningside Drive. 8:00 P.M. See page 1 for details.
- April 16 - 22: National Library Week.
- April 27 - 29: Alan R. Taylor, Librarian for African Studies, Indiana University, will be one of the speakers at the Fourth Annual Library Science Institute being held at Indiana State University, Terre Haute, Indiana. The institute deals with the subject: "Library Management: Quantifying Goals." Mr. Taylor will speak on "Library Services for Graduate Programs: Models, Paradigms, and Quantification."
- April 28 - 29: The annual meeting of the Ohio Valley Group of Technical Services Librarians will be at the University of Cincinnati. Additional information will be available later.

April 30 - May 3: Annual Clinic on Library Applications of Data Processing with theme of "On-Line Systems Applied to Library Automation." Information: Mr. Leonard Sigler, Division of University Extension, Illini Hall, Champaign, Illinois 61820.

May 18 - 20: Annual meeting of the Midwest Academic Librarians Conference will be held on the Northwestern Campus. "Momentum for Academic Library Change" will be the theme this year. There will be sessions devoted to Periodical Banks, with particular reference to the A.C.M. and the C.R.L. proposals, to the problem of copyright, to the Minnesota Telex Network, and to Northwestern University's automated circulation system. Visits will also be arranged to the new Regenstein Library at the University of Chicago.

June 4 - 8: 53rd Annual Conference of the Special Libraries Association will be held at the Statler Hilton in Boston, Mass. Information on the conference program can be found in the February 1972 issue of Special Libraries.

SCOOP SHEET STAFF

Monty Maxwell, Chairman
Chemistry Library
7 9452

Marty Joachim
Cataloging Department
7 7511

Clara McLeod
Swain Hall Library
7 3309

Patti Philpott
Cataloging Department, 7 7511
Anatomy-Physiology, 7 3347
Optometry Library, 7 8629

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