MPLA Newsletter

Risk Taking: Don't Ask Yourself Why; Ask Why Not!

by Dr. Ronald G. Leach
Dean of Libraries, Indiana State University

Taking risks can get the adrenaline flowing. For some individuals risk-taking can produce anxiety or fear resulting in the person developing a strategy for protecting themselves. For others risk-taking can be an invigorating experience resulting in an individual developing strategies to take advantage of a particular opportunity. Library managers, particularly middle managers, are in positions which may necessitate taking risks if they are to fulfill their objectives and those of their departments.

Interestingly, the subject of risk-taking is not widely discussed in the literature. With few exceptions most citations deal with risk-taking from the psychological viewpoint or, as in the business literature, from the actuarial risk or insurance viewpoint. This article is intended to discuss risk-taking as it relates to middle management and cover the topics of (a) the nature of risk-taking, (b) characteristics of risk-takers, (c) what inhibits personal risk-taking, (d) the effect or. organizational climate on risk-taking, (e) rules of risk-taking, and (f) some guidelines that middle managers might consider before taking a risk.

Nature of Risk-Taking

If asked to name situations which involve risks, many people would probably think of situations involving physical danger such as mountain climbing or entering a burning building in an effort to save someone. Others might cite gambling situations such as horse races or poker. Those in the business might associate risk-taking with actuarial risk or the stock market.

Moving away from the obvious, and after some reflection, some individuals might add cigarette smoking, changing jobs, or starting a new business. In other words, taking a risk is deciding to do one thing or another which is new to us or has uncertain results. For this discussion,

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risk-taking may be defined as "the uncertainty with respect to the gain or loss for any person toward a particular opportunity." You could say that "risk-taking is a form of betting."

It is obvious that there are significant differences between people; consequently given the same circumstance, two individuals may perceive quite different levels of risks. If a rodeo champion and I were to compete in a rodeo, there may be some uncertainty about how well he would do. The only uncertainty regarding my efforts would be how badly I would get hurt! In other words, his training and physical condition as opposed to mine reduces the risk that he takes. However, even though we know people are different, we tend to compare one with the other in many respects including their risk-taking or lack of risk-taking.

Characteristics of Risk-Taking

When talking about risk-taking, people are generally divided into two extreme categories: the low risk-takers or risk avoiders who have the need in decision-making to protect themselves from making public mistakes. They tend to take on easy tasks as opposed to very challenging tasks; they tend to see the world as somewhat dangerous, risky and chancey; their major approach to

the world and decision-making is to be careful; their attitude about themselves tends to be, "I may not be able to do it."

On the other hand, there is the risk-taker. The major approach to choices by people in this category is to protect against the possibility that they may fail "to try something that might work out well." They say to themselves, "Let's see if I can do it." They take on challenges; they tend to see the world in terms of possibilities, chances, and resources; they test themselves against the world as they see it. Of course, some of us fall in between these two extremes. The important thing to keep in mind is that people differ quite a bit in their willingness to take risks. Because of this it is important to recognize that the line betwen risk and folly is very thin. What is needed then is a way of managing one's risk-taking. If a person is in touch with where he wants to go, the kind of person he wants to become and the kind of life he wants to lead, then his risk-taking takes on significance and direction. If he is not goal-directed, if he is not in touch with some directives in his life, then risk-taking may in fact become foolish. It is important to consider also that one person's risk may be another person's ordinary behavior. For example, entrepreneurs who take a risk and stumble and then get up again are applauded and admired for their "guts." But unit managers who take a risk and fail may not be applauded; in fact, in extreme cases it may affect their careers. Each individual must judge what is an appropriate risk and, before taking a risk, develop a better understanding of the obstacles facing them.

Obstacles to Risk-Taking

Obstacles to risk-taking can be divided into two general categories: individual and organizational. The biggest obstacle to risk-taking from the standpoint of the individual can be summarized in one word F E A R. We are all afraid of something at various times, yet, each one differs in his fear; a fact that too often is forgotten when comparing employees' performance. We often assume eveyone's performance should be the same. It is analogous to someone saying to a very anxious little boy who is clinging to the side of a pool because he cannot swim, "Look, Johnny, even little Mary is not afraid to swim out over her head. Why are you?" Well, obviously Johnny assesses his risk of leaving the side of the pool to be greater than he desires. Frankly, he is too scared to understand that little Mary's "porpoise-like" maneuvers make swimming in deep water of little risk to her.

Most often an individual's reluctance to take risks is not based on physical fear like the young non-swimmer. Instead, the biggest fear that encourages us to be risk-avoiders is the fear of failure. **We are afraid of what others will think of us.**

We fear uncertainty. Each individual has certain assumptions, expectations and beliefs that play a major part in their decisions and behavior. They provide stability, order, and sanity in what appears to be a constantly changing environment. However, when we cling to these aspects of our being, to the extent that we do not recognize new realities, we spend all of our time defending what "is" rather than what "is becoming."

We may fear success. It has been pointed out that some individuals avoid risk-taking because they do not want to succeed at a level greater than they presently are. In many instances, if middle managers achieve high goals they may be promoted out of middle management, be given more responsibility, or provide a greater leadership role than they are comfortable with. But, while a few middle managers may become risk-avoiders because of the fear of success, many more will avoid risks because of fear of failure.

Organizational Climate

The second major category of obstacles to risk-taking behavior is "organizational climate." Organizational climate, to a large extent involves the degree of openness and trust within an organization, the style of management, and other related characteristics. In other words, people will be more prone to take risks if there is an organizational climate in which individuals can: tell it like it is to each other laterally and vertically; accept openly the help of others without "me up/you down" relationships; be different from each other without fear of reprisal; and share information and more of their plans. If some of these factors are not present then taking a risk may be more difficult.

Leaders of an organization would do well to encourage risk-taking since for the most part it unleashes creativity. Management can improve the climate for risk-taking by demonstrating approval of those who spot chancey opportunities and go after them, and by allowing people to make some mistakes without punitive action. It has been pointed out in the literature that some of Japan's corporations follow this example. They have encouraged visionary innovation from their subordinates by rewarding them for successful proposals—but not penalizing them for blunders. When a project fails, sanctions are not taken against those who proposed and performed it, but rather, responsibility falls on top management who adopted it. Though rewards go down, sanctions do not. Certainly the climate within an organization can greatly affect the amount and level of risk-taking. Management, beginning at the very top, will set the tone which will affect the environment of the organization.

Rules for Risk-Taking

If a middle manager finds the climate favorable for risk-taking and decides he wants to take risks, he should understand some of the rules of risk-taking. Richard Byrd lists a number of "rules" in his book entitled **A Guide to**

Personal Risk Taking, some of which are included below.

*The first rule one must learn is that every risk has a threshold of possibility. Below that threshold the gamble must not be taken. A middle manager should be sure he knows where the threshold is, and not settle for less than he needs to have a chance at success.

*Second, risk-taking involves assessing alternatives carefully. In other words, risk problems are decision problems. A middle manager must be able to define the risk or problem and gather and analyze information before taking action.

*Third, never risk more than you can afford to lose.

*Fourth, consider the odds and your **intuition.** Considering the odds means putting all your alternatives before you. If the probabilities are known, and look good, and your **intuition** says you can bring it off, then the chances are good that you will.

*Fifth, make an effort to understand people and their possible reactions to your ventures. For example, you would not want to paint into a corner a person who has power and authority. If he feels pushed, he may respond quite differently than you wanted. It is similar to a driver saying to the policeman "Don't give me a lecture; give me a ticket or let me go." He quickly forecloses his options. I would bet twenty-to-one that he will be making a visit to the court house.

*Sixth, it is important to make an assessment of the organizational climate to determine the probable receptiveness to risk-taking.

*Seventh, you should be knowledgeable about the political process within the organization.

*Eighth, don't take risks during a crisis, which is usually a time when more often than not upper management becomes conservative.

Having described the nature of risk-taking, its characteristics, as well as some obstacles to, and rules for risk-taking, I would like to suggest some guidelines for middle managers.

Impact on Middle Managers

I do not intend to give specific examples or case studies on risk-taking by library middle managers. Instead, I would like to suggest some, but certainly not all, of the important points which should be considered by middle managers as they contemplate taking risks.

FIRST, most job related risks involve people. Be sure to make an assessment of the individuals involved and their possible reactions to any risk-taking venture. THERE IS NO SUBSTITUTE FOR KNOWING PEOPLE.

SECOND, try to understand the organizational climate. What is upper management's attitude toward risk-taking and change; what is the attitude of the employees in your unit? Are factors such as openness, trust, sharing of information, and experimentation operating in the organization?

THIRD, try to understand and know as much as you can about the politics of the organization. Are there informal networks which influence decisions? Where are the power centers?

FOURTH, it is absolutely essential to determine the threshold or "bottom line" that is necessary for a particular risk to be successful. For example, if $10,000 is needed to implement a new experimental program you might decide that you could still risk it with $8,000 but the program would fail if you could only get $6,000. Or, if two key people do not support your proposal, will it succeed?

FIFTH, remember risk problems are decision problems that require a choice among alternatives. Middle managers need to develop the skill of defining the problem, gathering and analyzing information, and selecting and weighing alternatives in terms of their desirability and likelihood.

SIXTH, it is essential to learn the importance of right timing. Perhaps the least understood phenomenon of risk-taking is when it should be done. We have all heard

references to timing such as "He was way ahead of his time," or "He missed his opportunity."

CONCLUSION

Library middle managers accomplish their goals largely by managing relationships. It can be a tough job. Upward they relate to their supervisor, downward they relate to their subordinates, and laterally they relate to their peers. Managing this triple set of relationships is demanding and involves risks.

It may be helpful then that a middle manager understand the nature of risk-taking and its characteristics. Having an awareness of some rules of risk-taking, understanding the organization's climate and political process and acquiring decision making skills are essential if one wants to be successful in his risk-taking ventures.

Risk-taking is a form of betting and there are dangers associated with betting. However, too often middle managers have a tendency to exaggerate their potential losses. Risk-taking also provides opportunities and after careful analysis of the alternatives, only the individual manager can decide if a particular risk is a good bet.

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(This paper was originally presented to the LAMA Middle Management Discussion Group, June 26, 1983, in Los Angeles.)

Choice In Its 20th Year

Choice In Its 20th Year
by Rebecca Dixon
(Editor's note: Rebecca Dixon, formerly Director of Boys Town Center libraries and a former MPLA member, was invited to submit this article. She is currently Editor & Publisher of **Choice**.)

For the past twenty years librarians have first learned about **Choice** in library school and many go on in their careers to be regular users of this monthly publication of reviews of print and nonprint materials published by the American Library Association. Begun in March 1964 by the Association of College and Research Libraries, a division of ALA, **Choice** was a vehicle for providing reviews of scholarly materials more promptly than did the review journals in the subject disciplines and it continues to publish from its editorial offices in Middletown, Connecticut. It is currently celebrating its twentieth anniversary.

The need for more timely reviews of scholarly resources was recognized as critical for libraries serving undergraduates, and this remains the primary guideline by which materials are selected for review. But the need for providing access to scholarly resources is not limited to academic libraries, evident by the diversity of subscribers to **Choice.** Though academic subscribers, that is, libraries in universities, two-year and four-year colleges, community colleges, vocational/technical colleges, form the largest base of subscribers (64%), there are significant numbers of subscribers from other types of libraries or institutions. Approximately 15% of the subscribers are public libraries, and logically, there should be even more subscribers from this group, since public libraries also have a need to provide scholarly resources for their users. And, a study of just one issue of **Choice** revealed that 30% of the reviews were designated as appropriate for public libraries as well as for undergraduate students. Other types of subscribers to **Choice** include special libraries (4%), government and military libraries (8%), school libraries (3%), publishers, wholesalers, book dealers, etc. (5%), and private individuals (1%). Despite its focus on English language publications, about 16% of the subscribers are in countries outside the United States.

Choice is chiefly devoted to reviews arranged in subject sections. Although some librarians assume that the reviews are prepared by the **Choice** staff, this has never been the case. There are five assistant editors and an associate editor who regularly select from the 22,000 or so titles sent to **Choice** each year by publishers, most voluntarily but some at our request. Each title is then matched to a reviewer expert, drawn from among the pool of some 3,000 faculty and librarian reviewers who have been willing to give their services to **Choice.** These reviewers provide an assessment of the work, indicate the level for whom it would be appropriate, and, wherever possible, compare it to other literature on that subject. The latter feature has proved to be one of the most valuable aspects of **Choice** reviews over the years. The editorial staff edit the reviews for length and house style, improving syntax where it is necessary. Reviewers for book material keep the book in most cases; however, nonprint materials are only loaned by the distributors and must be returned. Since its inception, **Choice** reviews have been unsigned with a list of the reviewers and their institutional affiliation for each issue published at the end of the magazine along with an author and title index to the reviews. **Choice** will begin publishing signed reviews effective with the September 1984 issue, bringing much deserved recognition to these volunteers.

Of all the review sections the most frequently mentioned as useful to all types of libraries is the section of reference reviews. Their relative currency compared to some of the other selection tools available and the comparative qualities of the reviews again make this section particularly valuable.

The other major and regular feature of the magazine each month is a bibliographic essay devoted to some topic of potential interest in collection development. These essays have proven extremely valuable for retrospective collection development and this interest is not limited to academic libraries. Finally, each May **Choice** publishes its Outstanding Academic Books and Nonprint Materials list in lieu of the bibliographic essay. This annual list appears to be a feature on which many libraries depend.

Despite the fact that **Choice** was initiated in order to provide more current reviews than had previously been available, the issue of currency remains a concern. Librarians would prefer to have reviews of materials available at the same time a title is published. Although most **Choice** reviews are published within five months of the receipt of the materials in the **Choice** office, publishers do not always send the materials prior to or immediately upon publication. Reviewers are not always able to return copy promptly. Thus, **Choice** reviews, while more current than the review journals in various subject disciplines, still will not be as current as librarians would like.

Choice welcomes input from its users (and nonusers) as to what it can provide that would be of service. The **Choice** Editorial Board, appointed by the President of ACRL, with representatives from various types of libraries and geographic areas, serves in an advisory capacity to the Editor/Publisher. It recommends and approves changes in editorial policy, and advises on changes in the scope and content of the magazine. But input is collected in other ways as well and readers are urged to write **Choice** with suggestions.

Choice and Public Libraries

(Editor's note: The following comments come from your editor simply because he feels that public libraries should evaluate **Choice** as a possible acquisition, thus adding another dimension to existing selection methods.)

In my fifteen years of public library work I have had the opportunity to use **Choice** in three of the four libraries I administered. The Sioux Falls Public Library is now a new **Choice** subscriber. In those years I have used **Choice** in a variety of ways, but probably never relied on it in the same way I have relied on other selection periodicals.

I found **Choice** very useful in a couple of ways. It allowed me convenient access to reviews of many publications that would never show up in Booklist, LJ, Publisher's Week-

ly and others, and I often discovered selections that fit perfectly many gaps in the collections. The second way I found it useful was for its bibliographic essays. These informative background articles on the literature of a specific subject not only gave me a better professional understanding of a topic, but also provided very useful bibliographies on the topic which I then used for retrospective collection development purposes. Sometimes their bibliographic essays are published separately, as was **Building A Children's Literature Collection,** now in its 3rd edition. In the first three months of 1984, the essays covered these topics: "Freedom of Expression: The Last Decade," "Technical Theatre," and "Abusing the Child."

Not all libraries will find **Choice** useful. But I do encourage my colleagues in public libraries to take the opportunity to secure a sample copy or even try a one-year trial subscription. Write Rebecca Dixon, Choice, 100 Riverview Center, Middletown, CT 06457.

Around the Region

Colorado

Is This 1984?

The Pikes Peak Library District, Colorado Springs, is one of six public libraries in the front range participating in the University of Colorado Library's grant project, "Is This 1984?" The project is funded by a grant from the National Endowment for the Humanities.

The first program, scheduled for March 26, features Kenneth Bould-

ing, Distinguished Professor Emeritus of Economics at CU and an internationally respected scholar of economics and peace studies. He will address social issues in his lecture entitled "Orwell: Prophecy or Travesty?"

Speakers and films highlight the next four programs, together with library displays and booklists. (Tipsheet, March 1984)

Maggie Gets Time Off

"Maggie," the Pikes Peak Regional Library's 6-year-old Digital computer, was down from March 12-19 while her home, a 300 square foot computer room, was expanded and enhanced to make her more productive in her golden years. The

size of the computer room will be doubled, and a power distribution center to control power fluctuations will be installed. Other additions include addition of a raised floor and a 10-ton air conditioning unit, which will stabilize the sensitive environment needed for proper operations of the computer system.

The new computer room will be large enough to accommodate the expansion of the computer system, necessary for the automation of the new east library. (Tipsheet, March 1984)

Colorado Alliance of Research Libraries

Ward Shaw, the Executive Director of CARL, reports that there are

now about 90 terminals active on the CARL online system. The total number of records in the database now exceeds 1,000,000. With the arrival of a new 540 megabyte disk drive in the next few weeks, all records will be loaded, making all machine-readable records available for both circulation and PAC.

The circulation system is now up at six of the CARL libraries, and is functioning "live" at both the University of Northern Colorado and the Colorado School of Mines. Circulation software now allows for longer call numbers (up to 36 characters, as opposed to 24), and the system can handle serials conversions. Bibliographic maintenance software is currently being developed, and should be online by the end of July.

The CARL Council of Members has been discussing various plans for providing access to the CARL database for non-CARL members. At the present time there have been no decisions reached on how such dial-up access will be provided, or paid for, but it is expected that such access will be provided for within the next year, after various organizational strategies and policies have been developed. (Plain Speaking, March 1984)

Microcomputer Interlibrary Loan Network Forming

In the late fall of 1982 the directors of the seven Regional Library Service Systems in Colorado retreated to the mountains for two days of brainstorming about ways to improve interlibrary loan service in the sparsely-populated areas of the state. While Colorado had some projects underway which may have a major impact on ILL in the future, the primary concern of the group was to identify improvements which were technologically possible to get underway in the near future while the large projects continue their planning and development. It was the concensus of the group that three of the most remote systems cooperate in defining the needs and developing appropriate solutions.

By Spring two projects had taken shape which were submitted to the State Library for inclusion in the LSCA grants process. The proposals

passed the review and were funded.

One project, developed by the Southwest System in Durango and the Arkansas Valley RLSS in Pueblo, is known as the Microcomputer Interlibrary Loan Network. Initially it will link Apple IIs in eight libraries within each System to IBM PCs at the system office. The PCs will be tied to a Corvus Omninet local area network to allow shared use of the hard disk drive and printers. Among the features to be incorporated into the project are: automatic polling of participating libraries at night to relay requests to the System; automatic update of the local library files to indicate action taken on each request; and creation of statistical reports to be applied to System-wide collection development activity.

The second project, the On-line Microcomputer Catalog, is a joint undertaking of the Southwest RLSS and the Three Rivers RLSS in New Castle. This project will allow the quick identification of owning libraries for ILL requests by searching an abbreviated OCLC record for materials cataloged through each Systems processing center for member libraries. It is designed to replace the cumbersome manual locator files which each System has had to continue since OCLC on-line records indicate ownership only to the processing center level and not to the individual library. As in the ILL Network project, statistical reports will be generated to guide collection development.

At this time the hardware specifications have been agreed upon by the advisory committees for both projects and the request for proposals for development of the software is nearing completion. The RFP will be for an applications program which will utilize an existing database management system (DBMS). Several DBMSs appear to have the ability to cooperate both projects although the potential size of the data base for the On-line Catalog project (up to 500,000 records) has eliminated dBase II which was the original choice in the proposals.

Anyone wishing to obtain a copy of the RFP for review may write to John Ison, Project Administrator, 2704 Donald, Urbana, IL 61801. (SWRLSS News Release)

Kansas

Quality Circles at Topeka

The Topic Public Library has implemented efforts to train Quality Circle Leaders as initial steps toward full introduction of the process into its staff program.

Bonnie Campbell is acting as a facilitator. Bonnie has issued two "TPL Circlegrams" to keep staff informed and to announce training programs. Bonnie has promised the Newsletter an article about TPL's experiences after their program is well underway. (TPL Tid-bits, February 1984)

Insider Wins Award

The Library Insider, the library newsletter of Kansas State University, recently won an Award of Excellence from the Council for the Advancement and Support of Education. Tabloid in format, it is issued quarterly and contains many articles and news items on things like the new automation system, the remodeling of the library, the pressures on the budget, and the people who are in charge of the various library operations. (Kansas Libraries, March 1984)

Blue Highways Comes to Topeka

William Least Heat Moon (William Trogdon), author of Blue Highways: A Journey into America, was present at the Topeka Public Library's February 20th Staff Development Day. He then spoke at a public program the evening of February 21. (TPL Tid-bits, February 1984)

Automation Newsletter Debuts

The Kansas State Library announces a new serial publication to provide current information to Kansas libraries in the area of library automation. Kansas Library Automation News is a publication of the Interlibrary Resource Sharing and Automation Division of the State Library, and is edited by Bruce

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ANNUAL REPORT
1983-84

Mountain Plains
Library Association

President's Report
by Donna Jones

Challenge, activity, variety, correspondence and telephone calls have characterized my year as president. One of the highlights of the year was welcoming Montana as the first new state to join MPLA since our organization began in 1948. I have also received inquiries and maintained correspondence with four other states that have expressed interest in MPLA membership—Iowa, Oklahoma, Arizona and Idaho.

The dedicated and professional manner displayed by every officer and committee member has helped make this year a success. Assigned

duties were completed well. The new Convention Handbook that will be presented at the May Conference is a landmark, as are the proposed revisions in the MPLA bylaws.

In the area of membership promotion I represented MPLA officially at state association conferences in North Dakota, Colorado, Montana and Nevada, where I spoke to general sessions and individual members concerning MPLA.

I am presently investigating new areas of continuing education for MPLA to consider. Helping with an MPLA poster presentation at ALA in Los Angeles was rewarding. I conducted four challenging board meetings and wrote regular articles for the MPLA Newsletter.

On a personal note, MPLA has occupied more time and also absorbed more energy than I could have imagined. While attending our conference, board meetings and planning, I had a fire in my home and had my car hub caps stolen twice. Then the MPLA Board challenged my parliamentary skills by calling for roll call votes and much more. I was "presented" with a framed picture of the infamous Kansas Mount Sunflower. All in all, this has been a year I will always remember.

Again, thank you for the opportunity to grow through working for MPLA. The membership of MPLA should be proud of the work put forth by every officer, committee

chairman, committee member, our Executive Secretary Joseph Edelen, and our Newsletter Editor, Jim Dertien.

May the next MPLA board find their work as rewarding as the 1983-84 officers have.

Vice-President's Report
by Dorothy Liegl

Planning for the MPLA/WLA/WAECT Tri-Conference to be held in Cheyenne, Wyoming, May 2-5, 1984 was the major activity of the Vice-President/President-Elect. Planning of pre-conference activities and coordination with the WLA President-Elect on main con-

ference programs took the most time. When MPLA/WLA, and WAECT members arrive in Cheyenne they will find eighty exhibitors, an eager Local Arrangements Committee, and friendly Wyoming folks there to host them.

Other activities conducted included preliminary planning for an MPLA-sponsored pre-conference at the Montana Library Association annual conference in Lewiston, Montana, May 2-5, 1985 and for a MPLA continuing education activity on fund-raising. Committee appointments were made and planning for the next 18 months was begun. I am looking forward to working with all of you for a stronger MPLA.

Past-President's Report
by Dorothy Middleton

After tying up the loose ends of the Board meetings in Wichita and handing on our files to Donna Jones, the Past-President's office became mainly an advisory function. I attended every Board meeting and tried to provide continuity by giving background information for ongoing issues.

Executive Secretary's Report
by Joe Edelen

1983 was an exciting year for MPLA. In the area of membership a ½-price offer was initiated and brought us 95 new members. About 35 of these were from our newest member state, Montana, with the rest being scattered among the other 8 states (and across the nation).

Bringing in another member state was itself perhaps the most significant thing to happen in MPLA in 1983. It is the first time in many years that a new state has been added to the Association. This should add additional vitality to many of the programs in MPLA for many years to come.

1983 also saw our financial assets increase from $35,687 to $42,227. This was in large part due to the extremely successful conference held in Wichita (successful both in content and quality of the program and in the net amount of dollars that it generated for the three associations). Part of this increase also resulted from the number of new members that we picked up in the ½-price offer.

This year also saw a revision of the membership brochure. Contact was made with every librarian in four of MPLA's states to encourage membership in the Association. At the end of the year we had 714 personal and 89 institutional members.

The Finance Committee further refined the Association's procedures relative to the handling of your finances. An audit procedure is in

place and the position I now hold for you is bonded.

Again in 1983 we published the Membership Directory. We have had very positive response from the membership again to this publication. It will be published again in 1984.

The Jobline continues to be successful with more and more people calling each week. The problem of getting enough job announcements to use on the Jobline continues to be of some concern, though.

A greater percentage of our assets go each year to the Professional Development Grants Program. This is one of the most popular programs that MPLA has ever supported. However, there is always room for more applications for those grants.

Newsletter Editor's Report
by Jim Dertien

In 1983 I was selected by the MPLA Board to replace resigning editor Blaine Hall. Blaine had done a superb job in the several years he served as editor of the Newsletter, and my respect for his efforts continues to grow. I also accepted the responsibility of handling all advertising accounts for the newsletter.

In November I attended a Dynamic Graphics, Inc. national workshop on newsletter design, made possible by a grant from MPLA. The training I received will be reflected in the appearance of future issues of the Newsletter, as minor design refinements begin to appear.

Advertising promotion was handled by means of a major mailing to a large list of potential advertisers, followed by mailings to more selective listings. MPLA members are asked to encourage their vendors to advertise in the Newsletter.

The Newsletter was entered in the H. W. Wilson Library Periodical Award competition. We were informed recently that we were not a winner.

State Representatives

Colorado
by Dorothe Peterson

My efforts have largely been oriented toward promotion of MPLA membership. I sent a MPLA membership promotion letter to all CLA members and made many individual contacts. I provided CLA with Tri-Conference publicity, including an article which appeared in **Colorado Libraries.** In January I handled arrangements for the MPLA Board meeting at the Aurora Public Library.

Kansas
by Vee Friesner

Kansas librarians have been alerted to MPLA activities through reports in the Kansas Library Association's newsletter, **Kansas Libraries.** At the annual Kansas Library Association/Kansas Association of School Librarians/Kansas Association for Educational Communications and Technology conference in Topeka in March 1984, the MPLA exhibit was prominently displayed. MPLA members attending the conference received MPLA ribbons for their name tags, and the more vocal supporters reminded others continually about the upcoming Tri-Conference in Cheyenne.

Efforts were made to inform newcomers to the state about MPLA and its activities, through letters, phone calls, and other subtle hints. Of course, it's always easier to maintain visibility in a state when there already exists a strong group of confirmed MPLA supporters—including this year's MPLA President!

Montana
by Karen Everett

At its 1983 annual conference the Montana Library Association voted to join MPLA. Following this general concensus a by-laws change was ratified in early 1984 to accommodate our representation on the MPLA board. I served as MLA's representative to MPLA on an appointive basis. MLA's first elected MPLA representative is Bunny Morrison, head librarian at Billings Senior High School, Billings, MT. We look forward to our Association's sharing of concerns and challenges to librarians in the '80's.

Nevada
by Joe Anderson

Throughout the year I have made sure that appropriate references to membership and the various programs of MPLA have been noted in both my newsletter at the State Library and the NLA bulletin, Highroller. I have also worked on increasing membership during our annual conference, executive board meetings and district meetings of NLA. It is my understanding that we have had an increase of several members from Nevada.

At the NLA Board meeting in January, my report on the MPLA programs was very well received and, in addition to approving the 1984 Association membership, the Board also voted to partially support ($175) the expense of sending Billie Mae Polson, NLA President-elect, to the upcoming Cheyenne conference.

North Dakota
by Diane Caley

The North Dakota Library Association newsletter, **The Good Stuff,** features in each quarterly issue an MPLA membership advertisement and has featured convention promotion.

At the NDLA convention held in Jamestown, September 1983, a booth was set up featuring a drawing for a free membership in MPLA and MPLA's ½-price membership. I helped visiting MPLA President Donna Jones promote MPLA membership at that convention.

The NDLA executive board approved the expenditure of $100 for expenses incurred in 1984 by the WHCLIS 10-state regional representative.

South Dakota
by Dorothy Liegl

During the past year we worked hard on membership recruiting. As state representative I gave a report on MPLA activities at each of the SDLA executive board meetings and at the annual conference. The MPLA display was used at the SDLA annual conference. Membership brochures were mailed to new librarians along with a personal invitation to join MPLA. Whenever possible the brochures were hand delivered. Articles were written for the association newsletter and MPLA "pep talks" could also be found (or overheard) at library workshops and other "less official" functions. The net result of these activities was a 52% increase in personal memberships—from approximately 69 to 105. This was not all accomplished by one person but, rather, by MPLA members located throughout the state who were ready and eager to speak up for MPLA. Our goal for 1984-85 is to retain the current members and to find more new ones.

Utah
by Mary Petterson

As Utah representative to MPLA I have checked each name on Utah's printout of members and past members, and have contacted those members who had not renewed their memberships. I updated the information about each member (some had retired, quit, moved, changed jobs, etc.). In several cases the librarians renewed their memberships.

I have distributed information and membership forms at the various meetings I have attended, and urged librarians to join MPLA if they were not members.

I have set up the MPLA display at the Utah Library Association conference, and I have talked to ULA

members about the benefits of belonging to MPLA. I have made an annual report about MPLA and its activities at the conference board meeting. And I have been able to speak about the Continuing Education and Professional Development grants from my own experience as a recipient.

Wyoming
by Helen Higby

At the end of the annual Wyoming Library Association meeting in April 1983 Henry Yaple retired as Wyoming's representative to MPLA and Helen Higby assumed the duties of the office.

Cheyenne will be the site of the 1984 MPLA conference, and it will be held in conjunction with the Wyoming Library Association and the Wyoming Association for Education and Communications Technology. I served on the Local Arrangements Committee for the conference on behalf of MPLA. And I am hopeful the membership in MPLA will increase significantly as a result of the conference.

In addition MPLA can expect to realize a substantial monetary gain from the conference. WLA has established a pattern of profitable conventions, and several grants have been obtained to help underwrite the costs of some of the programs.

MPLA has targeted Wyoming as one of four states for this year's membership drive. All librarians in the state will soon receive a letter over the state representative's signature describing the benefits of membership in MPLA and inviting them to join.

Sections

Academic Libraries Section
by K.L. Janecek

Activities of the section center on programs for the upcoming conference and nomination and election of officers to serve the coming year.

The current section nominations committee is as follows:

Jean Johnson, University of Wyoming, Chair; Bob Carmack, University of South Dakota; Bob Runyan, University of Nebraska, Omaha.

A request for input for programming was mailed to section members. Response was good to fair with no particular topic or theme surfacing above others.

An outstanding program awaits those attending the Academic Libraries section meeting at the Tri-Conference. It includes a pre-conference on "Discrimination and Sexual Harrassment in the Workplace" and a talk by Richard DeGennaro at a luncheon meeting,

"Perspective on Library Automation and Information Technlogy."

Children's and School Section
by Honey Lou Bonar

Members of the Children's and School section will be asked to approve section by-laws at the Cheyenne conference. These by-laws define section concerns and outline officer responsibilities. No by-laws previously existed.

Membership in the American Association of School Librarians was discontinued for two reasons: in order to belong to AASL, the MPLA Children's and School section chair was required to belong to ALA, a condition not placed on other MPLA section chairs, and there was little interest among MPLA members in representing the section at AASL meetings at ALA conventions. Section members voted to discontinue AASL affiliation at the MPLA meeting in Wichita.

The section will jointly sponsor with WLA several programs at the Tri-Conference and will host an idea exchange.

Public Library/Trustee Section
by Richard Rademacher

During 1983 the section revised its by-laws for consideration by section membership at the Tri-Conference. I worked with Dorothy Liegl and others in planning the Tri-Conference program, and provided reports to the Board. Donna Jones received my assistance in promoting MPLA membership at our KLA annual conference and at other meetings.

State Agency Section
by Steve Ooton

The 1983-84 year began inauspiciously for the State Agency Section, as Chairman, Jeanne Goodrich accepted a new position in California and left the region. Vice-Chairman, Steve Ooton, assumed the Chair of the Section at the fall Executive Board meeting.

The Section will offer a timely program on changes affecting state library roles and relationships at the Annual Conference, thanks to the contact work of Dorothy Liegl. Rod Swartz and Nancy Zussy of the Washington State Library will be the speakers. We also plan to have new section bylaws completed for consideration by the membership at the Conference. (The Section is apparently without current bylaws.)

The Nominating Committee chaired by Morel Fry produced an

excellent slate of candidates for section offices.

We will be surveying state libraries and regional systems this spring on current activities in networking, automation, and library development programs and plan to share the information with you during the coming year. We will also be doing a general mailing to people in those agencies promoting MPLA membership.

Technical Services Section
by Paul B. Cors

The Conference program is traditionally the major activity of the section, and this year was no exception. For the first time in quite a few years, this year's program focuses on the collection development/acquisitions side of technical services. The speaker, Jutta Reed-Scott, is a national leader in this area.

All sections have been reviewing their bylaws this year. While it took a good bit of searching to locate a copy of the Technical Services section bylaws, once found they proved to be in general conformity with the Association's guidelines, so no revision was submitted to the membership.

The only other section activity was putting together a slate of candidates for next year's officers. I want to express my gratitude to those who agreed to run, and to encourage other members to volunteer in the future.

Committees

Intellectual Freedom Committee
by Heather McQuarie

The Intellectual Freedom Committee reports that a file has been established containing member states' intellectual freedom manuals (at present, only South Dakota and Nebraska have one), as well as information on various national intellectual freedom organizations that could possibly offer legal or financial assistance. This file will be kept by the chair of the MPLA IFC. The rest of the year's activities involved arranging the two programs for the Tri-Conference and keeping in touch with regional intellectual freedom concerns.

Conference Handbook Committee
by Dorothy Middleton

This ad hoc committee was formed to bring together the conference information from the Procedure Manual, the preceding MPLA Con-

vention Handbook, and various of the states' handbooks. Convention handbooks from most of the member states were considered in writing MPLA's new Conference Handbook, and the Wisconsin Library Association manual was used as a guide.

The committee met in Cheyenne in September and again in January. The final copy of their work will be available at the Cheyenne conference.

It is the recommendation of this committee that this Conference Handbook not be considered a finished product. It should be reevaluated and any necessary changes made each year. The vice-president of MPLA and those who have just put on the conference would be the logical people to make this evaluation.

Voluntary Recognition Committee
by Steve Ooton

This committee, which has spent much of its short life seeking to define its mission, also spent considerable time this year in search of applications. Concerned with copying costs and staff time, we chose to make a few copies of the lengthy applications documents to be circulated among the committee. Perhaps this was unwise, since they had to overcome not only distance, but also such perils as the Post Office's automatic parcel shreading equipment. Such are the joys of a voluntary quality "certification" program spread over nine states.

As this goes to press we are finally about to bestow our approval on the first of our applicants. The optimistic among us continue to hope that we will be able to improve the cost/benefit ratio and make this program useful to the region's C.E. providers.

Professional Development Grants Committee

Interest in MPLA Professional Development Grants increased significantly in 1983. Nineteen regular grant applications were received during the year. Fifteen grants were awarded and eleven recipients were reimbursed. Four individuals did not complete their grant programs. Only one application for a mini-grant was received. Although this grant was approved, the recipient was unable to complete the program and the grant was cancelled. Of the $5,000 available for grant awards, $4,515 was expended, leaving a final balance of $485.

Applications were received from the following states: Wyoming - 7; South Dakota - 5; Colorado - 3; Utah - 2; Kansas - 2; Nebraska - 1; and North Dakota - 1.

1983 grant recipients included Mary Petterson, Jean Johnson, Russell Robertson, George Jaramillo, Joe Edelen, James Dertien, Nancy Chu, Lucie Osborn, Carol White, Elnora Mercado, and William Stewart. Their activities ranged from a sabbatical leave to a preconference to the ALA conference in Los Angeles. Half of the awards were for activities involving the study of computers and related information technology.

Near the end of the year, the committee revised the grant application and evaluative report forms in order to bring more uniformity to the award process and to make reports more easily adaptable for inclusion in the MPLA Newsletter.

Nominating Committee
by Dorothy Rice
The list of nominees for the various MPLA offices appeared in the December 1983 Newsletter. As chair I wish to thank the members of my committee and all the various section officers for their cooperation in this effort.

Public Relations Committee
by Jim Dertien
Unveiled recently were two new products of this committee's efforts, a membership promotion poster which holds a pad of tear-off mail-in information request forms, and an upright table-top display placard. Fifty of the membership promotion posters will be mailed to library schools and targeted libraries in the region for display to prospective members. The table-top display placards will be assigned to MPLA state representatives who will use them at workshops and other meetings to which we would probably not send the large MPLA booth.

As chair I worked with Executive Secretary Joe Edelen to revise the membership brochure. An additional table was purchased for the MPLA booth display, so that we can now send the display to two sites at a time, with each having a table.

Reproducible advertising copy promoting MPLA membership was sent to library and library association newsletters via our state representatives. A number of newsletters have been printing our ads.

A number of other associations have requested information about our membership promotion brochure, thanks to an article praising our efforts in the **Library Administrator's Digest.**

A special institutional membership promotion is on the drawing board, plus the updating of promotional mailing lists.

WHCLIST
by Dorothie Mahoney
WHCLIST Region IV Lay Representative "Effective Connections" was the theme for the one hundred and eighteenth White House Conference on Library and Information Services Taskforce (WHCLIST) delegates during 1983. This theme was selected to (1) relate to ALA President Niemeyer's theme and (2) to convey the need for working connections between those individuals and groups supporting library development.

WHCLIST was created by a resolution at the 1979 White House Conference on Libraries and Information Services. The resolution called for a committee of one hundred eighteen (a lay and a professional elected from each state and territorial delegation) to monitor the White House Conference resolutions and to work toward a follow-up conference in 1989.

During 1983 a quarterly newsletter, L.I.S.T.E.N. was published, a brochure explaining WHCLIST was printed, a Report of the States was compiled and mailed to all states and members, and other means were used to create library awareness and involvement in other organizations.

The highlight of the year was the WHCLIST 4th Annual Conference in September in Cheyenne, WY.

Except for Nevada, all MPLA states plus Iowa and Missouri are in WHCLIST Region IV. Regional representatives are Jim Marvin, professional from Kansas, and Dorothie Mahoney, lay from South Dakota.

Delegates for the MPLA states are:

Colorado: Lenore Bright (lay) & Ken Dowlin (professional)

Kansas: Jim Marvin (professional)

Montana: Cheryl Hutchinson (lay) & Karen Everett (professional)

Nebraska: Jerome Rakov (lay)

Nevada: Delia Martinez (lay) & Hazel Porter (professional)

North Dakota: Gloria Dohman (professional)

South Dakota: Dorothie Mahoney (lay) & Clarence Coffindaffer (professional)

Utah: Jennie Hansen (lay) & Russell Davis (professional)

Wyoming: Denice Wheeler (lay) & Corky Walters (professional).

The primary focus for 1984 will be adult literacy and cooperation between school and public libraries with the theme, "A Nation of Readers."

Constitution & Bylaws Committee
by Jerry Kaup
During the last year the Constitution and Bylaws Committee strived to accomplish the revision and review of the MPLA Bylaws, Section Bylaws, and the Procedure Manual.

The committee reviewed the MPLA Bylaws and recommended 15 revisions and additions to be voted on by the membership through mail ballot. Section bylaws were also requested from the sections to include them in the Procedure Manual and for review by the committee. Each section was provided with a model bylaws developed by Parliamentarian Elmer Bockenberg to assist them in their consideration of possible revisions. Bylaws could not be located for three sections.

To date two sections (Childrens and Public) without bylaws have developed them to be voted on by their section members. Of the remaining sections, the Junior Members Roundtable revised their bylaws for consideration by their members, the State Agency section is still in the process of developing new bylaws, and the Academic and Technical Services sections determined that changes were not required.
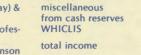
Based on input from the committees the Executive Board approved the membership composition for al committees including two-year staggered terms for the membership of all committees. At the April 30 Board meeting in Cheyenne revisions of committee responsibilities and procedures will be considered based on input from each committee chair. Responsibilities of the Intellectual Freedom Committee and the Volunteer Recognition Committee were written by those committee chairs for inclusion in the Procedure Manual.

The remaining parts of the Procedure Manual are currently under review by the committee and changes will be recommended to the Board at the first Board meeting after the 1984 conference.

Mountain Plains Library Association 1984 Budget

	1983 budget	1983 actual	1984 budget
INCOME			
membership dues	16,000	20,403	18,000
conference income	2,500	7,296	4,000
newsletter	3,000	2,962	3,000
cooperative cont. ed. income	—	—	1,000
interest	3,209	3,603	4,500
miscellaneous	100	482	250
from cash reserves	9,286	-0-	7,655
WHICLIS	—	300	1,000
total income	34,095	35,048	39,405
EXPENSES			
conference expense	2,500	1,274	1,500
newsletter	3,800	5,029	5,000
organization dues	85	50	135
insurance and bond	90	202	475
jobline	250	265	350
telephone	200	255	300
postage	1,750	948	1,500
printing	6,500	5,400	3,000
audit expenses	—	—	500
secretarial	500	300	500
President's travel	1,200	921	1,200
Executive Board	4,000	3,679	4,600
sections	100	5	100
committees (general)	100	-0-	100
Awards Committee	500	827	500
Professional Development grants	5,000	4,515	7,000
Prof. Dev. Grants Committee	500	422	500
Continuing Education Committee	750	142	2,000
Cooperative Cont. Ed. Activities	—	—	2,000
Pre-conference grants	1,500	745	1,500
Public Relations Committee	500	320	500
Special Projects Grants	-0-	-0-	-0-
Nominating Committee	120	110	120
Voluntary Recognition Service	1,400	205	400
Executive Secretary	2,600	2,600	3,000
miscellaneous	150	292	325
WHICLIS	—	—	2,300
total expenses	34,095	28,507	39,405

Respectfully submitted, Ed Byers, Chair Finance Committee.

Flanders.

Published bimonthly, the newsletter will provide current information on library automation trends in Kansas, describe new hardware and software developments, announce training and workshop opportunities, and present a potpourri of automation research studies, library installation and personnel profiles, etc. (Kansas Libraries, March 1984)

Lions and Libraries

In their January 15 State Council meeting, the Kansas Lions Club moved to adopt a working agreement with the State of Kansas Library Service for the Blind and Physically Handicapped, to implement the goal of a Lion Representative in every community to work with the Talking Book librarians.

The goal of the project is to build an awareness in the minds of users and librarians alike that the Lions can be called upon when there is a problem. These Lions Representatives would be the eyes and ears of the Talking Book librarians in helping to locate potential users and publicize the service.

The Kansas Library Network for the Blind and Physically Handicapped will provide training at Lions Club District meetings, and will also provide applications, brochures, and consultant services as needed for the Lions Representatives. (Kansas Libraries, March 1984)

Nebraska

Nebraska Humanities Resource Center

The Nebraska Committee on the Humanities has recently established a Humanities Resource Center in Lincoln.

The purpose of the Center is to develop and distribute "packaged" humanities programs utilizing scholars and suitable for reaching into the more sparsely populated areas of the state with high quality, cost-effective programs. Media programs such as films, videocassettes, radio programs, and interpretive exhibits, all products of previously funded NCH projects, will be available for distribution to

libraries, museums, colleges, secondary schools, and other institutions or groups through the NCH executive grant program. (Overtones, January/February 1984)

Cities Consider Sharing Computer

Lincoln City Library Director Carol Connor says she will meet with the Lincoln Foundation Board Jan. 24 to discuss possible private funding for a computer system to be shared by Lincoln and Omaha public libraries.

The total project, which would automate the circulation records for both library systems would cost between $1.6 and $1.7 million, Ms. Connor said. Lincoln's share of the equipment costs would be about $750,000.

Thursday the Lincoln Library Board debated whether to ask for city capital improvement funds for the project, or to try to pay for it out of the library's operational budget. Board members agreed that a combination of funds from both sources may be needed to cover the public share of the cost. Ms. Connor said she is unsure how much of the costs can be covered by private gifts. (Hastings Tribune, Jan. 17, 1984)

Nevada

Linked Circulation Systems

1984 is the exciting year when all four CLSI Circulation systems around the state become fully operational linked together through Datalink, and tie-in to small county libraries either as remote on-line agencies, dial-up circulating agencies, or dial-up agencies for ILL purposes only. All four have loaded a software release which will allow them to use each others bar codes. The linked libraries are Clark County, University of Nevada, Reno, Ormsby Public Library, and Elko County Library. The next step will be to adopt a statewide library card. (Dateline, 1st Quarter, 1984)

Educational Excellence

The Nevada State Advisory Council on Libraries has provided testimony to the Governor's Commission on Educational Excellence. NASL's message to the Legislative Committee stated concerns for the role that school libraries play and that the goal of the school library-media center is to become a force for excellence in the total educational process. Children exposed to books, reading and libraries are better students. They are exposed to language and literature. This, in turn, has a positive impact on how they think and speak. NASL promised to provide a true picture of library needs and services in the school districts throughout the state.

The Council, charged by the Governor to develop a position paper, has begun this task. Several areas noted by the Council thus far are:

1. Given the demographic and economic patterns in Nevada, there are too many inequalities between school libraries from district to district and between public libraries from county to county. Standards and quality cannot be based on numbers alone.

2. There is a critical need for a school library consultant at the state level to act as liaison and resource person in the State Department of Education. It is not in the best interest of the State for Nevada to be the only state in the Union without such a position.

3. The professional standing of school librarians must be improved. Eventually, every school library should be staffed by personnel holding library certification and a teaching credential.

4. Classroom teachers need to be more aware of library resources available to their students. Often facilities are under-utilized because administrative priorities disregard the teaching role of librarians. The teacher-librarian should be an equal partner in providing quality education.

5. Funds for hiring and training staff, acquiring materials for facilities are essential. The usual "across the board" allocation will not improve the situation. The distinctive roles of school, public,

and academic libraries must be recognized and supported.

Nevada is among the 11 states that will add the most people within the next 16 years. It is projected that while the labor force will expand more slowly (1.3 million workers per year by the late '90's) 6-7% unemployment will still be the average during "normal" periods. Demographically, we have, for the first time in our national history, more people over 65 years of age than teenagers. While there is a gradual drop in the number of college age people and fewer high school students, on national average until 1990, grade school students will increase by five million between now and 1995.

The implications of these statistics for Nevada's near and longer term future are fairly clear. As a population-receiving state we might anticipate that the number of school children Nevada will need to educate through the next 16 years may be at or above the national statistical analysis. (Dateline, 1st Quarter 1984)

North Dakota

Foundation Grant to Minot

Recently the Minot Public Library received a challenge grant from the Otto Bremer Foundation of St. Paul, Minnesota. For every dollar the library and friends group raised up to $7,000, the Bremer Foundation will match dollar for dollar.

The funds will be used to purchase microcomputers and software for use by the public, video equipment and video cassettes, a 16-mm projector, and to complete the Minot History Slide Show covering the time period 1920-1940. (The Good Stuff, February 1984)

Minot Still A Leader

(Editor's note: The following exchange took place between Executive Secretary Joe Edelen and Jerry Kaup, Director of the Minot Public Library.)

"Dear Jerry:

"What? We have here a person able to leap high buildings in a

single bound; one able to contact committee people region-wide with the flick of a wrist; one who holds personal membership in MPLA; one who holds membership in MPLA for all his trustees; one who is able to rewrite entire documents with the stroke of a pen; one whose dedication to MPLA is known afar; a past and present officer of the Association; and one who does not have institutional membership in that beloved Association. Doesn't make any sense. What do you say, Jerry? Let's walk that last mile."

(Reply) "Joe: So be it—Dues will arrive March 10. Bring out the bands and balloons!"

On-Line Users Organize

The North Dakota On-Line Users Group, NODOLUG, a recently formed group, held it's first meeting in Grand Forks. NODOLUG is an informal organization with no specific requirements for membership besides a genuine interest in on-line bibliographic searching and systems.

Some of the goals of NODOLUG are: 1) to help determine where and who is doing searching; 2) where areas of expertise are; 3) to organize training sessions; and 4) to possibly act as a liaison between North Dakota libraries and vendors, to help get better rates for the state. (The Good Stuff, February 1984)

South Dakota

South Dakota: Changing, Changeless 1889-1989

The South Dakota Library Association has been awarded a $227,727 NEH grant for a two-year pre-Centennial library program designed to create interest in the state's Centennial by encouraging use of current library holdings and developed materials through public education programs. Proposed activities include presenting 40 public programs/workshops in libraries statewide, preparing bibliographies, developing 3 15-minute films, a one-hour public television program, an exhibit, a brochure, five theme posters, plus many other community-level activities. The

total project cost, with matching, will be $284,997. (SDLA news release)

Senator Sponsors Telecommunication Legislation

Senator Larry Pressler of South Dakota developed a library amendment to S. 1660, the Universal Telephone Service Preservation Act. The bill would have put a two-year moratorium on access charges for residential and small business phones. Under the amendment developed by Sen. Pressler and agreed to by Sens. Bob Packwood (R-OR) and Earnest Hollings (D-SC), the FCC could not impose new charges on entities providing not-for-profit bibliographic services unless the Commission made a finding that such entities had adequate telecommunications facilities at reasonable charges. Sen. Pressler went on to define "entities providing not-for-profit bibliographic services" as libraries and library services, and library networks as defined in pertinent Federal library legislation.

Many South Dakota librarians and library backers wrote letters supporting the amendment. Although the Senate tabled the bill and amendment on January 26, which killed the bill, the amendment did focus considerable attention on telecommunications uses in libraries and the impact on libraries of access charges and tariffs. (Bookmarks, January-February 1984)

Utah

Division for Blind and Physically Handicapped Automates Circulation

The Utah State Library, Division for the Blind and Physically Handicapped, has recently automated its circulation system. The new system was developed by the State's Data Processing Division through a contract with the State Library.

The automated circulation system offers many features that were not possible through the manual system. One of these

features, a goal of the automated system, allows for an equitable distribution of the collection of books. In order to do this a unique program was written into the automated system. That program is what has become known as the "autopull." It automatically pulls books each day for a predetermined group of patrons, automatically prints address cards used to mail out the books, and automatically creates a reader history showing the number of books that were sent to each patron and the date they were sent.

The automated system is accessed through the State Library's Wang VS 80, which in turn accesses the State's computer center on Capitol Hill in Salt Lake City. (Horsefeathers, February 1984)

A New Dimension At Whitmore

By May 1984, Whitmore Library will have assumed a new dimension in an effort to provide better service to the public, to meet the challenges of the information society and to better market library services. Some of the changes taking place:

Self-service will be emphasized, with lettering atop stacks which will direct patrons to major subject areas. Information services will be strengthened with the addition of Source Telecomputing Corp. access, Compuserve, Search Helper-Search Helper (a computerized magazine index), CLSI keyboard terminals which will help all patrons to search subject fields, Art and Photographic Index, personal computers, a new information desk, and a learning center. (Horsefeathers, January 1984)

Wyoming

Library Gets High Scores From Citizens

Each year the city of Gillette, Wyoming conducts a Citizen Survey. The results of the 1983 survey are just in and have, without a doubt, proven that the Campbell County Public Library is the top rated local service in that city.

"Have you or any member of your family used the library in the past year?" was one of the questions. 80.3% responded positively! And even better, 97.9% of those who use the library stated they were happy with the services it provides. Even non-users showed respect for their library with 100% of those people surveyed stating that present library facilities were adequate.

Much of the credit for these high statistics must be attributed to the fact that in June 1983 the library moved into a new 3.5 million dollar, 32,000 sq. ft. building. However, that fact alone isn't enough to justify the high percentage of use and user satisfaction.

Gillette has been heavily impacted by energy development. Located in the heart of the energy rich Powder River Basin in northeastern Wyoming the city has seen its population grow tremendously over the years, swelling from 3,580 in 1960 to an estimated 18,622 in 1983. Because of this tremendous population growth a new facility was desperately needed.

However, the library in Gillette has always been innovative, making a continual effort to introduce a wide variety of services to its patrons. Services such as free online computer searching and an annual community directory giving commercial listings for dining and lodging as well as community services, schools, clubs and organizations. The CCPL offers an Outreach program for Seniors, three free meeting rooms to the public, one of the most sophisticated library audiovisual departments in the country and a wide variety of programming for both children and adults. (CCPL press release)

State Library Produces Union Catalog

Wyoming has its first Union Catalog produced by the State Library. The catalog, in computer output microform, has 420 pieces of microfiche in each set. There are 215,740 unique titles of fiction and non-fiction books and some audiovisual materials. Only newly acquired materials are included in this first catalog.

The first catalog is viewed as an experiment, and the present format is not necessarily the way it will look forever. (The Outrider, January 1984)

About You

Ann Birney, who has been Director of the Joslyn Art Reference Library in Omaha, has accepted a position with Kansas State University Library in Manhattan.

Betty Costa was reported (in our February issue) to be on the consulting staff of Micro Library Software. We may have left the impression that she is employed by them. She provided the firm with consulting services, but is still employed by Think Small Computer, Inc.

Lisa Kinney, former Albany County (WY) Library Director, was credited for her fact gathering by Mary Haynes, author of **Wordchanger**, a science fiction novel. The author wanted her main characters to visit the library in Laramie so she wrote Lisa. Kinney went out to the highway and drove back into Laramie the way the book's characters did, meanwhile checking out the route and locations of radio towers, and reporting this information to Haynes.

Duncan McCoy, Director of the Garfield County (CO) Library, has accepted the position of Director of the Albany County (WY) Library.

Bob Malinowsky, recently of the University of Kansas Libraries and now General Manager of Libraries Unlimited of Littleton, CO, is candidate for President-Elect of the Special Libraries Association.

Bunny Morrison, 2135 Silver Sage Trail, Billings, MT, is the new MPLA State Representative for Montana. Congratulations, Bunny!

Marlys Shaff, librarian at the Winner (SD) Elementary School, received the state literacy award presented by the South Dakota Reading Council. Shaff is the first recipient of this award in South Dakota.

Newly Minted

Building Consultant List
available from LAMA. The current list, which covers 42 building consultants, is available prepaid for $10 from LAMA/ALA.

Mobile Ideas '83
compiles information shared by extension librarians around the country, and includes chapters on schedules, references, overdues, surveys, cost analysis, output measures, programs and services, manufacturers and equipment, and step van plans. $8.00 for PLA members and $9.00 for non-PLA members from Public Library Association, 50 E. Huron St., Chicago, IL 60611.

Information on Service to
Deaf children, young adults and their parents now available in a limited number of packets from the 1982 ALA preconference on "Library Service to Deaf Children, Young Adults, and Their Parents." Contents include sample bibliographies, promotional materials, and "how-to" books. The price is $5 for ASCLA, ALSC and YASD members, $7.50 for nonmembers. Send orders to ASCLA Publications, 50 E. Huron St., Chicago, IL 60611. Prepayment preferred.

Introduction to Library
Automation, by James Rice, is written as both a manual and a textbook, and provides step-by-step instructions for analyzing systems,

procuring and evaluating vendor proposals, and choosing and implementing an automated system. $28.50 from Libraries Unlimited.

Interlibrary Loan Policies
Directory provides policies from 830 public, academic and special libraries. It includes NUC and OCLC codes, ILL address and phone number, interlibrary loan policies for books, periodicals, microforms, government publications, dissertations and theses, AV materials, and computer software, the availability of photoduplication and microfilming services, and charges. The basic alphabetical arrangement is supplemented by a key-term geographic index. $27.50 (paper) from ALA. (Forthcoming Summer 1984: **Interlibrary Loan Practices Handbook,** by Virginia Boucher.)

Developing Arts and Humanities Programming
With The Elderly by Ronald J. Manheimer demonstrates how to develop programs that encourage the active participation of older people. It consists of four segments: perspectives, program models, practical steps, and a bibliography. $2.95 (paper) from ALA.

Guidelines for Handling Library Orders for In-Print Monographic Publications,
second edition, is for use by librarians and book-dealers in initiating, evaluating, or maintaining their relationships. $3.00 (paper) from ALA.

Choosing Educational Software: A Buyer's Guide
by Carol Truett and Lori Gillespie offers sound assistance for evaluating and purchasing software for grades K-12. In addition to listing sources, suggesting selection aids, and discussing the value of published reviews on educational software, they confront two factors that affect the evaluation and subsequent purchase decision—educational objectives and cost constraints. $18.50 from Libraries Unlimited.

Exceptional Free Library
Resource Materials by Carol Smallwood is an invaluable, time-saving guide to over 850 educational aids available free from government agencies, businesses, and nonprofit organizations. Writ-

ten by a practicing librarian, the guide selects only those materials that are objective, well-written, timely, adaptive to curricula, and educationally of value as well as appealing to students. $18.50 from Libraries Unlimited.

The Library Media Program and the School
by D. Philip Baker addresses the need for methodical planning, for establishing goals for both programs and personnel, and for developing objective evaluations based on humane values. He pays careful attention to updating and applying the processes of reviewing, evaluating, and selecting to new techniques and technologies relevant to the changing educational environment. $19.50 from Libraries Unlimited.

Colorado Foundation Directory 1984-85
provides new information on 220 grant-making foundations in Colorado. Very useful to non-profit organizations in meeting their philantropic goals. Included are three sample grants for most listings, an index by areas of interest, guidelines on grantsmanship and list of resources and references. $10 from Junior League of Denver, Inc., Colorado Foundation Directory, 6300 Yale Avenue, Denver, CO 80222.

Library Statistics of Colleges and Universities, 1982 Institutional Data
contains over 180 pages of statistics on over 3000 community college, college, and university libraries in the United States. It covers collections, operating expenditures, and various indexes concerning expenditures, bookstock at end of year and library staff. Prepaid orders only. $12 for ACRL members and $16 for non-members from ACRL/ALA.

Public Access Terminals: Determining Quality Requirements
by John E. Tolle is the third monograph published in the OCLC Library, Information, and Computer Science Series. It is useful for answering terminal requirements questions with confidence in the results, but without the necessity of conducting a large-scale research project. $14.50 (paper) from OCLC, Documentation Department, 6565 Frantz Road, Dublin, OH 53017-0702.

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Dictionaries for Children and Young Adults was prepared by the Reference Books Bulletin Editorial Board of ALA. In three age groupings it evaluates nine dictionaries. $1.95 (paper) from ALA.

Persuasive Public Relations for Libraries edited by Kathleen Rummel and Ester Perica presents a selection of articles about effective library public relations. It includes materials and ideas contributed by leading public relations practitioners from around the nation. $20 (paper) from ALA.

Continuing Education

Date: May 5, 1984
Personal Files: How to Build Your Own Database
Sponsor: SLA Sierra Nevada Chapter
Description: The workshop will feature speakers from special libraries in the Sacramento area and from UC Davis who will discuss how to use micro and mini-computers to create indexes for such things as faculty reprints, vertical files and other types of special collections.
Fee: (Lunch included) $35 for SLA members and $40 for non-members.
Contact: Anne Amaral, University of Nevada Reno Library, Reno, NV 89557.

Date: May 19, 1984
Access For The Unserved
Sponsor: Colorado Library Association
Description: This day-long workshop is designed to help public librarians and trustees confront their preconceptions about library access to unserved segments of their city's population. Non-librarian counselors, advocates, and affected members from population segments who are perceived as underserved will discuss

what differentiates their group, what difficulties their group has in dealing with libraries, and offer suggestions for improved library service. The keynote speaker for the evening banquet will be Joanne Greenberg, author of **I Never Promised You a Rosegarden.**
Fee: $25 CLA member received before May 1, and $30 non-CLA member or received after May 1.
Contact: Ted Schmidt, Estes Park Public Library, P.O. Box 1687, Estes Park, CO 80517.

Dates: June 9-14, 1984
Special Libraries Association Annual Conference
Location: New York City
Description: The theme will be "Information in the Electronic Revolution." The conference will feature distinguished speakers including author Gail Sheehy and Harvard professor Daniel Bell. The conference will feature more than 20 continuing education courses designed to meet the changing needs of information specialists by preparing them for new duties and responsibilities in such areas as management, communication and library automation techniques. Advanced work in the areas of "Management Skills" and "Materials and Machines" will be offered during the conference under the SLA Middle Management Institute Certificate Program.
Contact: Martha Johnson, Special Libraries Association, 235 Park Avenue South, New York, NY 10003.

Dates: June 21-22, 1984
ACRL Continuing Professional Education Courses
Location: Dallas, TX
Description: ACRL is offering seven continuing education courses to be offered immediately before the ALA Annual Conference in Dallas. Write Association of College and Research Libraries, Continuing Education Program, ALA, 50 E. Huron St., Chicago, IL 60611, for a descriptive brochure.

Dates: August 19-23, 1984
Marketing Public Library Services: New Strategies
Sponsor: Public Library Association and the University of Wisconsin.
Description: This invitational conference is designed to indentify major components in marketing strategy and to apply them both theoretically and practically to public library management. Designed especially for libraries serving populations of 50,000 or less, the conference will bring together as participants one public librarian and one library trustee from each state. The conference's goal is to develop management documents and procedures to help public libraries become central community resources in the information society. Although the conference is by invitation only a waiting list of interested people will be established on a space available basis.
Contact: Dr. Darlene E. Weingand or Barbara J. Arnold, University of Wisconsin-Extension Communication Programs/Library and Information Science, 220 Lowell Hall, 610 Langdon Street, Madison, WI 53703.

Deadline: January 1, 1985
YASD Baker & Taylor Conference Grants
Sponsor: ALA Young Adult Services Division and the Baker & Taylor Company
Description: YASD is now accepting applications for two travel grants funded by the Baker & Taylor Company. The $500 awards will enable one school librarian and one public library young adult librarian to attend ALA's 1985 Annual Conference in Chicago, July 6-11, 1985. Candidates must be members of YASD, have one to ten years of library experience, work directly with young adults in either a public library or a school library and never have attended an ALA Annual Conference. Completed applications and supporting statements are due in the YASD Office January 1, 1985.
Contact: Applications are available from the YASD Office, ALA, 50 E. Huron St., Chicago, IL 60611.

Dates: October 17-20, 1984
Medical Library Association, Midcontinental Chapter Annual Meeting
Location: Omaha, Nebraska
Description: The theme of this year's meeting is "Rx: Planning." The meeting will include general sessions on interpersonal communication, library legislation, library technology, and personal development. There will be an opportunity to attend MLA CE courses, and to participate in special interest meetings for online searching, technical services and resource sharing.
Contact: Marge Wannarka, Health Sciences Library, Creighton University, California at 24th Street, Omaha, NE 68178.

Certificate in Advanced Studies Program
Sponsor: Graduate School of Librarianship and Information Management.
Description: The CAS program is designed to assist library and information professionals who have been successful in past employment to prepare for positions of greater management responsibility, learn about the application of new technology, achieve certain specializations such as in business management, information management, archives/preservation, and other areas of interest. The 45-credit certificate program can normally be completed in three quarters of full-time study or in three consecutive summer sessions. Approximately half the course-work is taken within GSLIM and the remainder from other departments selected by the student.
Requirements: A minimum of three years professional experience in a library or information center as well as an A.L.A. accredited Master's degree in librarianship. Other admission requirements are outlined in GSLIM Bulletin.
Contact: Dr. Camilia A. Alire, GSLIM, University of Denver, Denver, CO 80208.

Joblist

Deadline: April 27, 1984
Position: **Library Director**
Salary: Commensurate with qualifications. Faculty rank and status.
Library: The College of St. Catherine
Duties: Provide leadership in an academic library with a collection of 224,000 volumes serving a Catholic liberal arts college for women. Responsible for collection development and operational policy setting and implementation, budgeting, purchasing and accounting. The Director will determine future directions for automation.
Qualifications: MA or MLS plus 3-5 years' experience in budgeting, supervision and planning, preferably in an academic library. Must have knowledge of data processing and developing library technologies. Ability to work with diverse groups of students, faculty, staff and the surrounding community is important. Position requires a strong public service orientation.
Contact: Forward letter of application, resume and names of three references to Karen Johnston, Personnel Director, The College of St. Catherine, 2004 Randolph Avenue, St. Paul, MN 55105.
An AA/EEO employer.

Deadline: April 30, 1984
Position: **Member Services Librarian**
Salary: $17,000 or higher
Employer: Bibliographic Center for Research
Duties: This person is responsible for assisting libraries in the implementation and use of OCLC, and for advising them on related aspects of automation. Duties include training, travel (20% to 30% of time), and frequent telephone communication with about 200 member libraries.
Qualifications: M.L.S., at least one and one-half years of recent experience with the OCLC systems or

another bibliographic utility, strong interpersonal communication skills, an ability to work independently, and a willingness to expand personal knowledge of library technology. Previous automation or teaching/training experience desirable.
Contact: Send resume and names of three references to Joyce Coyne, Personnel, BCR, 1777 S. Bellaire, Suite G-150, Denver, CO 80222.
An EEO employer.

Deadline: April 30, 1984
Position: **Librarian III, Continuing Education Coordinator**
Salary: $16,544-$23,722
Library: Nebraska Library Commission and the Nebraska Library Association.
Duties: One year appointment. Continuation after initial year dependent upon funding. Responsible for design and implementation of comprehensive CE long-range plan; for promotion of CE; and for establishment of CE support system.
Qualifications: Accredited M.L.S. and 3 years of appropriate professional experience. Planning, communication and public relations skills desirable.
Contact: For application form send resume to Director, Nebraska Library Commission, 1420 P Street, Lincoln, NE 68508.

Deadline: May 30, 1984
Position: **Manuscript Librarian**
Salary: $18,000+
Library: University of Utah, Marriott Library
Duties: Manage collection of 800 manuscripts related to Utah and the Intermountain West and supervise staff of six. Responsible for accessioning, processing and classifying manuscript materials following general manuscript and archival principles.
Qualifications: M.L.S. from an ALA-accredited library school, Master's degree in history of the American West, and two years of directly applicable manuscripts or archives experience. Preferred qualifications include knowledge
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of Utah history, supervisory experience, and demonstrated public relations, writing, and verbal skills.

Contact: Send resume, a cover letter, and three references or a placement bureau address to Janeal Cooper, 328 Marriott Library, University of Utah, Salt Lake City, UT 84112.

An AA/EEO employer.

Deadline: June 1, 1984

Position: **Reference Librarian/Business Bibliographer**

Salary: $16,000 minimum

Library: University of Utah, Marriott Library

Duties: Collection development in business, reference desk assistance, online searching, and user instruction.

Qualifications: Accredited M.L.S. and familiarity with online searching required. Academic background or undergraduate degree in business or economics,

library experience emphasizing business research, and/or second subject Master's degree preferred.

Contact: Send letter of application, resume, and names of three references or placement bureau address to Janeal Cooper, 328 Marriott Library, University of Utah, Salt Lake City, UT 84112.

An AA/EEO employer.

Deadline: June 10, 1984 or until filled.

Position: **Assistant Reference Librarian — Intern**

Salary: $12,500, with standard benefits.

Library: South Dakota State University.

Duties: Performs general reference services; shares responsibility for bibliographic instruction and on-line bibliographic searching; assists in ILL verification and reference collection development. This position is designed for a recent library school graduate who wishes to gain academic library experience while pursuing a second master's degree.

Qualifications: ALA-accredited M.L.S. (earned by August 31, 1984); course-work and/or experience with online bibliographic searching.

Contact: Send resume, academic credentials and three recent letters of recommendation to Wenday Kosterman, South Dakota State University Library, Box 2115, Brookings, SD 57007.

An AA/EEO employer.

Deadline: July 1, 1984

Position: **Reference Librarian/Library Instruction**

Salary: Commensurate with qualifications

Library: James A. Michener Library, University of Northern Colorado

Duties: General reference; collection development responsibilities; library instruction at the freshman level; preparation of appropriate bibliographies, guides and media presentation; participation in library and campus-wide committee activities; assistance with other duties and projects as assigned. Night and weekend

work required. Reports to the coordinator of reference and collection development services.

Qualifications: Accredited M.LS.; an additional Master's in education (or equivalent); a minimum of two years' academic reference experience; and previous involvement in library instruction.

Contact: Letter of application, list of references and current vita to Reference Library/Library Instruction, c/o Administration Office, James A. Michener Library, University of Northern Colorado, Greeley, CO 80639.

An AA/EEO employer.

Deadline: July 7, 1984

Position: **Assistant Director For Administrative Services**

Salary: $20,000 minimum

Library: University of Nebraska at Omaha

Duties: A staff position responsible for personnel administration, budget control, public relations, university libraries friends activities, and other special projects and assignments.

Qualifications: Accredited M.L.S., 2-3 years of academic library administrative experience including personnel or budget responsibilities required. Must have superior planning, analytic writing and communication skills. Background in supervision, business systems and/or building space planning preferred. Faculty status, tenure-track, TIAA/CREF.

Contact: Send application, resume and 3 references to Robert S. Runyon, Library Director, University of Nebraska at Omaha, Omaha, NE 68182.

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Vermillion, SD 57069

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