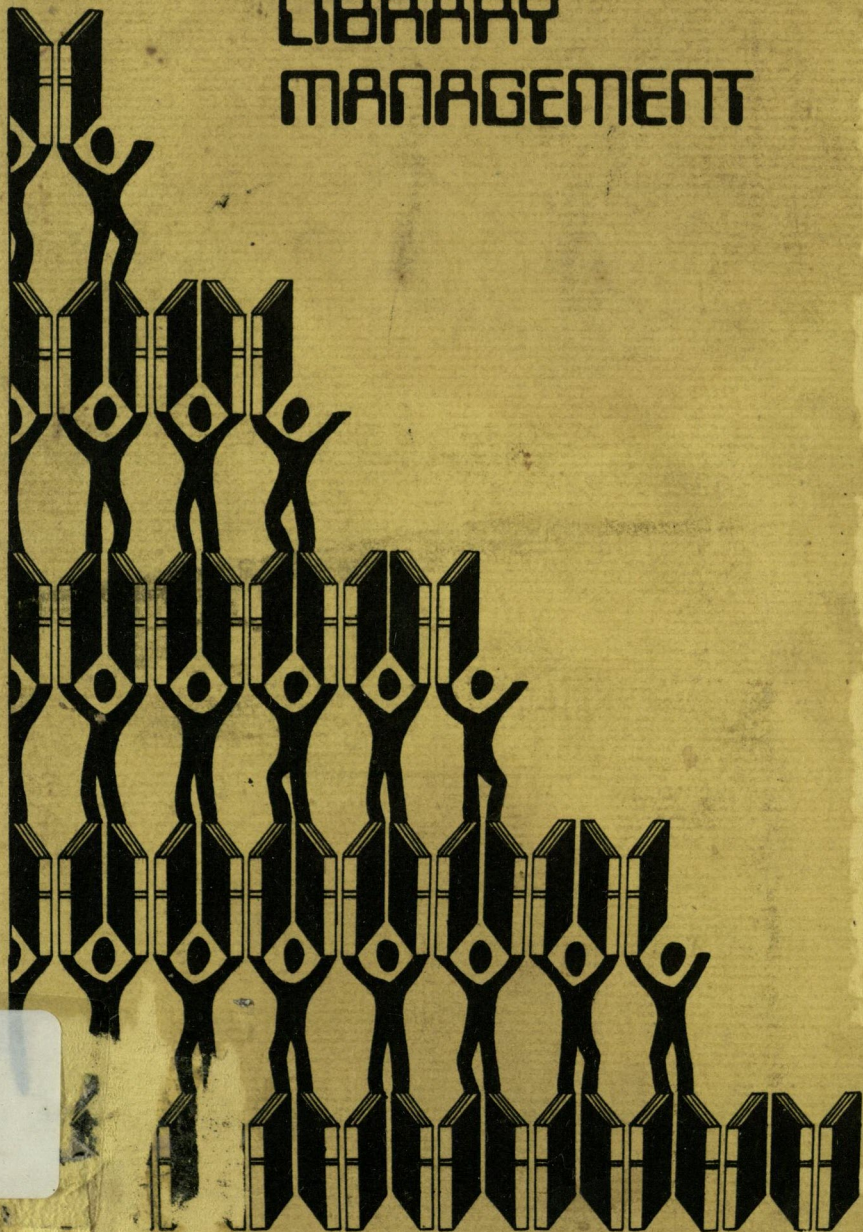


LIBRARY MANAGEMENT





LIBRARY MANAGEMENT, VOLUME 1

Janette S. Caputo Closurdo, Ph.D.
Editor

Papers from the Management Workshops sponsored by the Special Libraries Association Library Management Division and cosponsored by the Business and Finance, Insurance, and Military Librarians Divisions

Special Libraries Association
New York, New York

Jo
Kor

PC
025 1
CLO. 1

© Copyright 1980
Special Libraries Association
235 Park Avenue South
New York, New York 10003

Special Libraries
Ass. No. 156968
15/4/88
Prescribed to O. M. ...
13.4.89

| | |
|---|-----|
| Preface..... | v |
| Acknowledgements..... | vii |
| MANAGEMENT WORKSHOP I: JOB DESCRIPTIONS AND PERFORMANCE | |
| STANDARDS | |
| Valerie Noble..... | 1 |
| MANAGEMENT WORKSHOP II: MANAGEMENT COMMUNICATION PROBLEMS | |
| Introduction..... | 31 |
| What Management Wants to Know About the Library | |
| Irving Neufeld..... | 32 |
| The More Subtle Aspects of the Librarians Authority | |
| Maureen Strazdon..... | 35 |
| A Change in Command in the Librarians Management | |
| Sue Williams..... | 38 |
| Identifying Power Centers in the Organization | |
| John Crabbe..... | 41 |
| MANAGEMENT WORKSHOP III: COST RECOVERY AS A SOURCE OF | |
| LIBRARY FUNDING | |
| Wayne Snyder..... | 50 |
| MANAGEMENT WORKSHOP IV: CAREER PATHS FOR SPECIAL LIBRARIANS | |
| Why Alternative Career Paths? | |
| Miriam Tees..... | 69 |
| Alternative Careers | |
| Celeste A. Silvers..... | 76 |

TABLE OF CONTENTS con't.

Career Paths for Special Librarians

JoAnn Aufdenkamp..... 80

MANAGEMENT WORKSHOP V: COST/BENEFIT ANALYSIS IN THE
SPECIAL LIBRARY

Marion Hart..... 88

Authors..... 90

Preface

During the 70th Annual Conference of the Special Libraries Association held in Honolulu, Hawaii, June 7-14, 1979, the Library Management Division presented five workshops. The formal papers from these workshops compose this monograph. In addition to the presented papers, each workshop included participant interaction which proved fully as valuable as the formal presentations. Although the spontaneity of participant interaction is necessarily missing from this work, the Library Management Division is certain special library managers will find the papers herein to be informative, interesting, and, hopefully, catalytic.

JSC

Acknowledgements

This work is the product of many members of the Library Management Division of the Special Libraries Association. Val Noble, 1978-79 Special Projects Chair of the Library Management Division, and Bill Petru, 1979-80 Special Projects Chair were, respectively, the creator and overseer of the project. Ruth Smith and Kay Forrest, as Division Chairs, were very supportive. Bernice Jones, Alice Bruemmer, and Gretchen Stephens assisted in the editing of the contributed papers. A special note of gratitude is naturally due to all the authors, who cheerfully submitted their works to a neophyte "blue-pencil."

Finally, a personal note of gratitude goes to Nancy Viggiano whose help and encouragement is sincerely appreciated, and to Heidi O'Donnell, who typed the final camera-ready manuscript.

MANAGEMENT WORKSHOP I
JOB DESCRIPTIONS AND PERFORMANCE STANDARDS

VALERIE NOBLE

MANAGEMENT WORKSHOP II:
MANAGEMENT COMMUNICATION PROBLEMS

Sue Williams

Irving Neufeld

Maureen Strazdon

John Crabbe

INTRODUCTION

Today's special librarian must have an understanding of organizational dynamics, authority and inter-personal relationships in order to communicate effectively with his/her management. The Communications Workshop focused on four topics which could have a bearing on the librarian's success or failure in developing a favorable environment in which to accomplish what is necessary.

The first topic concerned what management needs to know about the library and was presented by Irving Neufeld. The second speaker, Maureen Strazdon, discussed subtle aspects of the librarian's authority. The moderator, Sue Williams, presented the third topic, which concerned a change in command in the library's management. The fourth and final topic, identifying power centers in the organization, was presented by John Crabbe.

Only summaries of the four workshop presentations are given here. The presentations served to introduce the topics, which workshop participants later discussed in roundtable sessions.

MANAGEMENT WORKSHOP III:
COST RECOVERY AS A SOURCE OF
LIBRARY FUNDING

Wayne Snyder

MANAGEMENT WORKSHOP IV:
CAREER PATHS FOR SPECIAL LIBRARIANS

Miriam Tees

Celeste Ann Silver

JoAnn Aufdenkamp

Helen J. Waldron

MANAGEMENT WORKSHOP V:

COST/BENEFIT ANALYSIS IN THE SPECIAL LIBRARY

Marion Hart