

TO KNOW
A LIBRARY ESSAYS AND
ANNUAL
REPORTS,
1970-1976

Daniel Gore _____
Library Director of Macalester College

TO KNOW A LIBRARY

Other Books by Daniel Gore

Advances in Understanding Approval and Gathering Plans, edited by Peter Spyers-Duran and Daniel Gore. Kalamazoo, Mich.: Western Michigan University, 1970.

Economics of Approval Plans, edited by Peter Spyers-Duran and Daniel Gore. Westport, Conn.: Greenwood Press, 1972.

Bibliography for Beginners, 2nd ed. Englewood Cliffs, N.J.: Prentice Hall, 1973.

Management Problems in Serials Work, edited by Peter Spyers-Duran and Daniel Gore. Westport, Conn.: Greenwood Press, 1974.

Farewell to Alexandria: Solutions to Space, Growth, and Performance Problems of Libraries, edited by Daniel Gore. Westport, Conn.: Greenwood Press, 1976.

TO KNOW A LIBRARY

ESSAYS AND
ANNUAL
REPORTS,
1970-1976

Daniel Gore _____

Library Director of Macalester College



New Directions in Librarianship, Number 1

GREENWOOD PRESS

Westport, Connecticut • London, England

Library of Congress Cataloging in Publication Data

Gore, Daniel.

To know a library.

(New directions in librarianship ; no. 1 ISSN 0147-1090)

Includes index.

1. Library administration—Addresses, essays, lectures. 2. Library finance—Addresses, essays, lectures. 3. Libraries, University and college—Addresses, essays, lectures. 4. Macalester College, St. Paul, Minn. Library. I. Title. II. Series.

Z678.G67

027.7776'581

77-84769

ISBN 0-8371-9881-X

77-84769
 No. 1 in series
 No. 1 in series
 Class. by
 Sub. Heading by
 Date
 1.7.89
 O. Nagman

Copyright © 1978 by Daniel Gore

All rights reserved. No portion of this book may be reproduced, by any process or technique, without the express written consent of the publisher.

Library of Congress Catalog Card Number: 77-84769

ISBN: 0-8371-9881-X

ISSN: 0147-1090

First published in 1978

Greenwood Press, Inc.

51 Riverside Avenue, Westport, Connecticut 06880

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

**To Jean Archibald and Dorothy Barnes
And all their colleagues on the Macalester Library staff**

Contents

<i>Introduction</i>	3
In Hot Pursuit of FASTCAT	8
Books Versus Janitors, or Where Do You Want to Spend Library Funds in the Twenty-first Century?	14
Adopting an Approval Plan for a College Library: The Macalester College Experience	22
Sawing Off the Horns of a Dilemma, or How to Cut Subscription Lists and Expand Access to Journal Literature	28
The Destruction of the Book by Oversewn Binding— and How to Prevent It	36
Let Them Eat Cake While Reading Catalog Cards: An Essay on the Availability Problem	42
The View from the Tower of Babel	53
Things Your Boss Never Told You About Library Management	68
Going Out of Bibliographical Control: A Theory of Library Organization Based on Human Principles	79
The Mischief in Measurement: A Caveat on the Hazards of Using Faulty Instruments to Measure Library Performance	96
Annual Report of the Library 1970/71	111
Annual Report of the Library 1971/72	149
Annual Report of the Library 1972/73	185
Annual Report of the Library 1973/74	239
Annual Report of the Library 1974/75	291
Annual Report of the Library 1975/76	333
<i>Index</i>	375

TO KNOW A LIBRARY

Introduction

How will libraries prosper—or even survive—in the long period of declining economic support that stretches before them? The question has many answers, speculative in the main and generally unproven.

This volume presents a set of answers, both theoretical and pragmatic, that were developed and tested during the seven lean years of an academic library whose financial woes by chance arrived some years earlier than those now widely experienced in libraries around the nation. The money crisis erupted at Macalester College in 1970, the year I became its library director. Some extravagant but well-meaning miscalculations by the administration (now long since departed) had burdened the college with expensive special programs causing large annual deficits even while strong measures were being taken to trim or remove the programs. The ensuing adverse publicity was commonly thought to be responsible for precipitating a steady decline in enrollment (just recently reversed) and, of course, in tuition income.

From the outset, Macalester College's economic problems appeared to me, an inexpert observer, to be both acute and chronic. If that estimation were correct, then the library would rather quickly have to find some better ways of going about its work. Oratory and exhortation would not produce the money Macalester Library needed to maintain its traditional ways of doing things.

On the other hand, there was no reason to think that the demand for library services would suddenly decline. The college was just reaching the apex of a ten-year faculty and curriculum development program designed to place this century-old institution on an equal footing with the best liberal arts colleges in the nation. The seriousness of that endeavor is demonstrated by the fact that by the late 1960s faculty pay scales at Macalester had become competitive nationally and placed a strong first in Minnesota. Most of the faculty had their doctorates, and an unusually large proportion of them were (and are) actively engaged in research and writing projects. Like themselves, the students they attracted to Macalester were (and are) diligent scholars and vigorous users of the library—even on fine spring days, raising a profound wonder why they are not all outdoors, dallying along the Mississippi River banks just down the road from the campus. In 1974-1975, 8.3 percent of the students were National Merit scholars, thereby putting Macalester in third place nationally, behind Harvard (with 8.8 percent) and Yale (with 8.5 percent). In 1975-1976, Macalester's debate teams placed first in the National Sweepstakes Award for colleges up to 9,000 enrollment, and in four

of the last six years they were first among colleges with under 3,000 enrollment. A solid indicator of the students' use of the library and its services is the per capita loan rate: it remains consistent at the level of about forty items per year, or roughly double the rate reported at Macalester's six sister colleges in the Twin Cities, all of them old and substantial liberal arts colleges.

My guesses about Macalester's library problems proved correct in both respects: demand for library service remained high, and funding for the library sank low and lower. Dr. Johnson opined that the prospect of being hanged in the near future "wonderfully concentrates the mind." So does, for me, the prospect of being daily beset by clamorous calls for service that cannot be provided because the requisite funds were withdrawn—never mind by whom. People who want a book are rarely satisfied by a fiscal excuse, however plausible, for not providing it.

Equally worrisome to me was the prospect of having to dismiss staff peremptorily as the economic climate worsened. One clear route of escape from that misfortune would be routinely to leave unfilled positions that were voluntarily vacated and to make promotions from within. This was the course of action the library decided to take, long before the college-wide series of emergency layoffs began. In the first four years of the crisis, eleven library positions (of an original twenty-four) were canceled without layoffs. In the fifth year, the college administration instructed us to cancel two more positions. Here our only alternative was to lay off two people—but only two, and not the thirteen who would have been dismissed had we waited for an administrative mandate to begin carrying out staff reductions.

Having eleven people do the same job that formerly took twenty-four naturally requires many changes in the ways things are done, and in individual work assignments. Promoting from within may lead to some unusual (but highly productive) mismatches between credentials and assignments, as when, for example, an exceptionally able clerk with a high school diploma is made head of the circulation department.

Adjustments in objectives, procedures, and individual achievements abound when a staff is reduced by more than half. To keep track of them myself and keep the campus informed of the many changes in the library—and the reasons for them—I decided to write somewhat fuller annual reports than may be customary. I also sought to write them in a style that would invite rather than repel reading. The contributions of our calligrapher and illustrator, Judith Anne Duncan, to the typescript reports go far to relieve them of the dreary aspect such things ordinarily bear. So much so that, although Greenwood Press offered to have the reports set typographically here, I chose to reproduce them in their original form just to show what liveliness a touch of mature art can add to an otherwise unlovely piece of type-written text.

Presenting the reports exactly as they first appeared will also give the careful reader a special pleasure in detecting occasional discrepancies of fact

that meticulous editing would obliterate and in witnessing certain prophetic shots that in the passage of time fell wide of the mark.

Most of the essays that precede the reports have been published separately elsewhere. I bring them together here as a body of theory from which, largely, the practical results spelled out in the reports derive. Theoretical work is always—and rightly—subject to the reservation that until tested by reality its principal value may be the entertainment it provides. Macalester offered me unusually broad opportunities (or necessities) both to create theory and put it to the test instantly. As with Russian novelists, the worse things are the better they are. The situation was too dire to permit much delay or distraction by faculty or other committees, and the campus was too preoccupied with the strife and confusion spawned by the budgetary crisis to fret about the library as long as its condition was improving. Hence, we enjoyed extraordinary freedom to try out virtually anything we wished, the main restriction being that we do it within the perimeter of an ever-shrinking budget. In such a circumstance, one is not tempted to experiment with measures that would require increased budget support. Accordingly, this work says little about computers, but much about the better use of human resources, and something too about the value of thought and imagination in settling the problems of financially pressed libraries. This is not to say that the use of computers in libraries is a bad thing, but that the *experimental* use of them in a situation of diminishing support might prove a disastrous folly. And in the period covered here, nearly all use of computers in libraries was still experimental, and associated budget fiascos were commonplace.

What we attempted, we accomplished. I half wish there were at least a few minor failures to lend added verisimilitude to the reports. Having said that, I suddenly realize there was indeed one major failure, though not of accomplishment. It was a failure of strategy, brought on by my ignorance (in 1970) of Richard Trueswell's theories of collection use, of which much is said elsewhere in this volume. Despite our dwindling budget, immediately upon my arrival at Macalester we set out to reclass the 82,000 volumes still in the Dewey portion of the collections. After the reclassification was completed, I realized that at least half the effort was pure waste: since at least half of those Dewey volumes had such a low probability of ever being borrowed again, they might better have been consigned directly to a storage collection, with the Dewey call number conveniently serving as a sufficient indicator of storage status.

Our main library building (named Weyerhaeuser) was built in 1942. It was added to in 1960 in order to reach a total usable area of about 30,000 square feet, and by 1968 it was said to have reached maximum design capacity. In 1965 a small branch science library (Olin) was opened, and in 1975 it reached maximum capacity. An on-campus storage facility was provided in 1968 as a short-term emergency measure until a new main library could be provided. A full-scale building planning effort was undertaken in

MACALESTER LIBRARY FACT SHEET, 1970-1977

	1970-1971	1971-1972	1972-1973	1973-1974	1974-1975	1975-1976	1976-1977
College funds budgeted	\$292,500	\$255,000	\$253,000	\$251,900	\$242,030	\$195,956	\$225,347
College funds spent (net)	264,259*	242,807	252,700	248,139	224,944	194,321	228,571
Staff positions (FTE)	24	17 1/2	15 3/4	14 1/2	13	11 1/6	11
Student help (in hours)	29,387	22,622	22,245	22,029	18,985	19,728	22,226
Acquisitions (value in dollars)	\$108,658	\$130,388	\$134,469	\$131,120	\$104,588	\$81,151	\$104,370
Circulation	88,022*	88,509	77,134	80,860	76,354	73,071	73,159
Interlibrary loans received	3,399	3,442	3,041	3,335	3,287	3,126	3,467
Interlibrary loans made	438	1,017	983	1,490	1,712	2,172	2,246
Enrollment (headcount)	2,093	2,097	2,012	1,878	1,748	1,676	1,637
Loans per capita (including faculty)	41.5	41.6	37.7	42.1	43.5	42.5	41.7
Volumes cataloged	11,094	8,298	10,911	11,565	9,903	8,356	6,848
Volumes reclassified	25,923	26,778	24,891	4,303	255	73	45
Volumes in collection (at year's end)	218,000	231,000	241,300	255,600	265,000	270,000	275,200
Hours open per week	101	101	101	101	101	101	101

*Adjusted to comparable base with succeeding years.

(All data exclude the audio-visual department, which became administratively a part of the library in 1972.)

1968, involving a team of consultants, an aggressive planning committee, and numerous hearings and surveys. It yielded a 150-page planning document and nothing else—not even a formal resolve to seek funds for a new building. A second effort in 1973 produced no planning document, nor any wish to dust off and use the earlier one. The trustees did endorse a fund-raising campaign for a new library building, but the campaign was launched just as the tide of capital funding was receding nationally. Thus, once again the project was left high and dry.

The steadily worsening prospects for a new library building naturally prompted my curiosity about the feasibility of a no-growth collection. While we have not yet achieved that condition, it may be the sole option open to us five years hence. We feel no anxiety about having to exercise it when the time arrives, as the data we are gathering on collection use simply add further confirmation to the correctness of the basic no-growth theory. Operational and procedural questions associated with the no-growth model remain to be answered, of course, and only the test of experience can provide reliable answers. The advent of the COM catalog and of economical systems of computerized circulation brings us much closer to those answers today than we were several years ago, when I first began to speculate on measures for achieving a fully satisfactory no-growth library operation.

The optimistic theme that threads its way through this volume is that by vigorous pruning and much loving care a library can be made to yield better fruit, and ampler too, in its lean years than in its fat ones. As you follow the many variations on that theme in the essays and reports, you will come to know a library that has prospered through years of heavy weather. To know a library under any circumstances is ordinarily no easy thing, so numerous and various are its moving parts, and so complicated are their relationships to each other. Even when we get a general picture of *what* is going on in a library's operations, rarely do we get a glimpse of *why* it is just so and not otherwise. My aim here is to bring theory and practice together in a way that will allow the reader to see beneath the surface of things and to get to know a library as a complex but unified organism, nourished and supported by an underlying root system of ideas.

A book of this kind comes from the work of many people. That is why it is dedicated to the library staff of Macalester College, whose splendid accomplishments are celebrated in the reports. For permission to publish the library's annual reports, I extend my special thanks to Dr. John B. Davis, Jr., president of Macalester College since 1975 and, we devoutly wish, for many years to come.

Most of the essays published here have been delivered as addresses at professional meetings around the country. Although they are too numerous for personal identification, I am particularly grateful to the people who invited me to speak before their organizations, thus prodding me to do work that my native indolence would otherwise have allowed me to leave undone.

In Hot Pursuit of FASTCAT

Let me start with a proposition we can all agree on: The availability of Library of Congress catalog copy is intolerably slow, even if we buy it in proofslip format or on magnetic tapes produced by the Machine Readable Cataloging project. The latter format—MARC tapes—appears to have carried us about as far as we can hope to go in the speedy transmission of cataloging data. But it has contributed almost nothing to solving the problem of reducing lag time between a book's publication date and the availability of LC copy. It is foolish to hope it ever will, because the problem is not, and never was, one of increasing the speed of transmitting catalog data. The problem is—or appears to be—one of increasing the speed of *creating* catalog data. And with that problem the MARC project has virtually nothing to do, any more than the Western Union Office has to do with the speedy composition of your telegram. If it takes you six months to compose your message, no technology on earth will accomplish the delivery of it in less than six months from the day you started to write it.

Now let me advance a proposition on which we will almost certainly disagree, since nothing stimulates productive thought more readily than active disagreement on matters of serious concern. My proposition is this: That the problem of cataloging delays, properly understood, is almost wholly one of our own making, much as we like to lay it on the cataloging department at the Library of Congress; and if we sincerely wish to solve that problem, we must stop casting baleful glances in the direction of Washington, and start looking for the solution in our own libraries.

For seventy years we have lamented the cataloging delays at LC, and for seventy years we have offered LC an endless stream of wonderfully good advice on how it can solve our problem for us. And at the end of seventy years, the problem is still with us. The only difference is that it is much worse than it used to be because increased accession rates have increased our cataloging backlogs.

Books Versus Janitors, or Where Do You Want to Spend Library Funds in the Twenty-first Century?

Last March, I was invited to speak on the topic of what the library world will be like in the year 2000—a prophetic assignment for which I suppose I am as poorly qualified as the next person. I am no prophet, and some of my colleagues regard me as a total loss. But the invitation was too intriguing to turn down, so I accepted it. Prudently, I let six months pass before drafting my text, so that the prophetic distance to the year 2000 would not be quite so long as it was last March.

Rather than spin out some fanciful prophetic vision of what computers and information specialists may be doing at the start of the next millenium, I have decided to confine myself to a topic of much greater import to the library profession, one that has a mathematical inevitability about it that makes prophecy almost as certain as history. The topic is janitorial and other service costs, and the influence I believe they will have on library architecture by the year 2000. My approach will be somewhat round about, and I hope you will not be made uncomfortable by the suspense of waiting to hear what I will eventually get around to saying on the really astonishing subject of janitors.

This paper was presented on October 23, 1971, to the General Session of the North Dakota Library Association's Annual Convention and is published here for the first time. Although written seven years ago, the paper presents views on compact shelving with which I still agree. But its theoretical arguments against weeding I have since disavowed. I let them stand as originally presented as an illustration of one of the special charms of theory: its refutability. All cost figures should be increased by about 70 percent to allow for inflationary effects since 1971. But the ratios between building, shelving, and maintenance costs have held fairly constant, and it is those ratios that are the critical issue in the economic case for compact shelving.

Adopting an Approval Plan for a College Library: The Macalaster College Experience

University libraries moving into approval-plan buying have often done so at a time when large amounts of new money were added to the book budget, permitting approval purchases to be added on top of the customary acquisitions program. Old habits were thus left largely undisturbed: retrospective collection development continued at the usual pace, and departmental allocation of book funds was modified only slightly, if at all. Even under such favorable conditions as these, transition to approval buying may arouse fierce resentments among professors and librarians who cleave to the old myth that only they are truly qualified to select books for their library.

If the transition is made, as we had to make it, at a time when virtually the entire book budget must be committed to approval buying—leaving nothing for retrospective purchases or departmental allocations—one may expect to deal with passions of epic magnitude, unless one can offer some satisfactory options when proposing a moratorium on retrospective buying and departmental allocations.

For a college library of modest size, such as Macalester's (around 200,000 volumes), the only alternative to spending heavily each year on retrospective purchases is to offer the clientele ready and convenient access to someone else's retrospective collection, preferably one that is ten or fifteen times larger, so everyone will perceive the futility of attempting to duplicate it. When that is done, the sense of urgency regarding retrospective buying largely disappears.

Long before the idea of approval buying was hinted at to the Macalester faculty, we installed a courier service to fetch from the libraries of the Uni-

Sawing Off the Horns of a Dilemma, or How to Cut Subscription Lists and Expand Access to Journal Literature

"Lord, how are they increased that trouble me!"

—PSALM 3:1

What I propose to speak here is damnable heresy. At least it is so regarded in Minnesota, as I discovered to my great surprise when I first broached it to an assembly of librarians there, about this time a year ago. Rumor has it that some of them are still in a state of tall indignation about that unwittingly heretical utterance, although to this day I cannot understand why.

What happened was this: The Minnesota State legislator who had been the key figure in securing appropriations for continuing the Minitex project—a statewide interloan service provided by the University of Minnesota Library—was speaking at an annual gathering of Minnesota academic librarians. At the conclusion of his talk, which had to do with the difficulties of persuading his colleagues to keep Minitex funded on a permanent basis, he asked for helpful comments from the audience on specific ways in which their individual libraries had benefited from Minitex. A good deal of predictable comment was made about how Minitex had greatly expanded their patrons' opportunities for access to library materials, and the legislator smiled blandly, as if he had heard this sort of thing before. Then, when it seemed he might go home without hearing one new thing from all those academic librarians, I got up and told him that Macalester College had been able to cut its subscription list from 1,700 down to 1,200 titles, largely as a result of the recent availability of Minitex services. Then I went on to explain that with the money saved by dropping 500 journal subscriptions,

First published in *Management Problems in Serials Work*, ed. Peter Spyers-Duran and Daniel Gore (Westport, Conn.: Greenwood Press, 1974).

The Destruction of the Book by Oversewn Binding - and How to Prevent It

"Oh, the havoc I have seen committed by binders."

—WILLIAM BLADES

Several years ago Matt Roberts published a jeremiad on oversewn binding that deserves much wider attention from librarians than it ever got.¹ His theme is lucid, convincing, and utterly dismaying: Oversewing (the machine process universally employed for library binding), far from accomplishing the traditional and honorable aim of preserving books, in the end achieves the opposite result—it guarantees their destruction. "The shortcomings of oversewing," Roberts states, "while few in number, are decisive:

1. An oversewn book does not open easily and will not lie flat.
2. Oversewing presumes the destruction of the original sections [i.e., the folds that form the sections are shaved away by the binder], thus making further rebinding all but impossible.
3. The oversewn book has a greatly diminished inner margin. Aside from the obvious loss of proportion, lessening the inner margin may result in damage to, or partial concealment of, plates and illustrations.
4. A book that is tightly sewn and has little inner margin is difficult to photocopy and is frequently damaged in the attempt.
5. Paper that is even a little brittle will break due to the unyielding grip of oversewing.²

Roberts speaks bluntly of binders as "executioners of the book," and of librarians as judges who pass the sentence that sends the book off to its execution—not a flattering estimate of a profession whose central and oldest tradition has been the preservation of the book. Refuting Roberts is no easy

First published in *Management Problems in Serials Work*, ed. Peter Spyers-Duran and Daniel Gore (Westport, Conn.: Greenwood Press, 1974).

Let Them Eat Cake While Reading Catalog Cards: An Essay on the Availability Problem

I have long cherished the neat reason Will Cuppy gave for not reading Thomas Carlyle's *Sartor Resartus*.

"*Sartor Resartus* is simply unreadable," says Cuppy, "and for me that always sort of spoils a book."

Anyone who has worked in cataloging or acquisitions will instantly perceive what Cuppy is getting at.

Some books are simply unreadable, and it is a waste of critical effort to explain why. I used to see so many thousands of them in my years as a cataloger, I thought it might be helpful if I compiled a bibliography of unreadable books, with current supplements, of course, as a caution to the innocent bibliographical voyager—a kind of buoy to steer you away from shoal waters.

The task was immense, but I was prepared to undertake it, for humanitarian reasons, until I realized someone had beat me to it. I refer of course to *The National Union Catalog*, which, with a few scattered exceptions here and there, accomplishes very nicely what I had in mind.

Don't get me wrong. I have nothing personally against unreadable books, so long as I don't have to read them myself. I haven't had to read *Sartor Resartus* since I escaped from graduate school fifteen years ago, and even the resentment I feel towards it is fading away. In fact, when I look at all the unreadable new books on my FASTCAT shelves, I get a certain sense of subversive pleasure in knowing that I will never have to read any of them, while my friends on the faculty will.

Not only do I harbor no personal antagonism towards unreadable books, I don't even object to them from the professional standpoint, so long as

The View from the Tower of Babel

*“And they said, Go to, let us build us a city, and a tower,
whose top may reach unto heaven; and let us make us a name,
lest we be scattered abroad upon the face of the whole earth.”*

—GENESIS 11:4

You might imagine that what I am seeing, from my lookout post on the Tower of Babel, is some glorious spectacle on the far horizon, a bright vision of libraries with stacks mounting heavenward, their numbers multiplying to reach from one end of the horizon's arc to the other, an endless replication of Babel Towers.

But I am seeing no such thing.

For I am looking not far out but down deep, straight down to the foundations of the Tower of Babel. And what I see going on down there, dim but certain, is something that concerns me mightily, situated as I am—along with the rest of you—at the tiptop of this cloudshouldering Tower.

I see some people carefully removing the foundation stones one by one. And already the mildest zephyr sends tremors through this ancient word-house.

The pioneer who is leading that quiet undermining expedition is unknown to most of us in the Tower, working mainly out of sight beneath the walls. But soon that work will receive the clamorous attention it calls for, when the Tower begins to tilt.

For those pioneers look capable and determined to me, and what I'm thinking is, I'd better climb down from this perilous height while there is still time, and see up close what they are doing with our foundation stones.

It feels to me now like this old building is about to come tumbling down. And the place I want to be before it falls is on the ground, scouting sites for a new building that will have more of reason and restraint in its design, and

ANALYSIS OF AGGREGATE BUILDING AND COLLECTION GROWTH DATA, 1967-1974 BY CLAUDIA SCHORRIG

SHELVING CAPACITY ADDED, 1967-1974

Data here are taken from Jerrold Orne's series of American academic library building reports, which appear in each December 1 issue of *Library Journal*, and cover (with the exception of the five-year cumulation noted below) building completions of the calendar year in which the report appears. Orne excludes two-year college libraries from his report, but includes Canadian senior institutions.

According to Orne (*LJ*, December 1, 1971, p. 3947), the total shelving capacity added in the five-year period 1967-1971 was 127,377,821 volumes. This figure also includes Canadian libraries, whose added capacity must thus be subtracted to obtain a figure for U.S. academic libraries. Adding Orne's individual listings for Canadian libraries on p. 3967 of the *LJ* issue, I get a rounded total of 8,929,000 volumes added shelf capacity. Subtracting this sum from Orne's grand total, and rounding the result, gives us 118,499,000 volumes new capacity in American academic libraries (excluding two-year institutions) for the period 1967-1971. I obtained data for subsequent years simply by adding all the listings in Orne's reports and in all categories except Canadian libraries. I count a renovation project as new capacity, except where Orne has made a specific distinction between new and renovated capacity in connection with a renovation project. Any error of interpretation here would have the effect of making new building capacity appear somewhat larger than it actually was.

From her "Sizing Up the Space Problem in Academic Libraries," in *Farewell to Alexandria: Solutions to Space, Growth, and Performance Problems of Libraries*, ed. Daniel Gore (Westport, Conn.: Greenwood Press, 1976), pp. 14-17.

Things Your Boss Never Told You About Library Management

Several years ago I read a news item about a subway token agent who was retiring after twenty years' service. The token agent, as you probably know, is the man who sits in the little barred cage underground on the platform near the turnstiles and sells you tokens. Besides making change correctly, he is also supposed to be able to give you route information, though ordinarily he will only wave you towards the wall chart, as he's too busy making change, or it's too noisy to be heard.

Now this particular agent had done nothing else in his twenty-year career. He began as a change maker and he ended a change maker. The reporter asked if opportunities had ever come his way to do anything else.

"Yes, I was once offered a promotion as station agent in this same station—but I turned it down."

The reporter asked what was different about the station agent's post and was told that, besides selling tokens, he was responsible for keeping the platform clean. And that was more responsibility than the token agent would feel comfortable with. Why?

"Well, you see, we have this porter named Louie. He sweeps the platform, and he always does a good job. But I says to myself, some day Louie might not sweep up too good, and then if it was me that was the station agent, then I'd have to say, 'Louie, looka here. You ain't swept up behind this post too good,' and Louie might get mad. So I decided I'm better off just doing my hitch as a token agent."

The anxieties of a managerial assignment were too strong for that token agent's imagination to bear. He preferred steady boredom unrelieved by sporadic anguish. The story gives some color to Erich Fromm's speculation, in *The Anatomy of Human Destructiveness*, that humans, like other animals in hierarchical societies, achieve positions of leadership not so much through any great individual ambition, but simply because nobody else would have the job.

Going Out of Bibliographical Control: A Theory of Library Organization Based on Human Principles

Many years ago I worked in the serials cataloging department of what in those days was regarded as a very large research library—about 2 million volumes. My boss was an intelligent, worried-looking fellow whom I shall call Bill. His talk was always full of the ear-catching phrase “bibliographical control,” and his arms were often loaded with cataloging “snags”—items that had thwarted the attempts of us junior catalogers to get them cataloged according to Bill’s (and the Library of Congress’s) exacting standards for serial monographs.

When I started work there, the department had about 5,000 of these snags on wall shelves awaiting cataloging, and nobody but Bill would touch them. Others had already tried to catalog them and failed. Bill had two desks about 10 feet apart. Old-timers told me that some years back the first one got covered by as many snags as Bill could stack on top of it. Then he brought in a second desk, and when it too vanished beneath a ragged mound of monographs in series, Bill began to work directly from a book truck. He organized his work in such a way that the desks were used only as intermediate storage facilities. You could not easily get up to the desks anyhow, as each was fully ringed by a palisade of snags that had gradually drifted down from the top of the desk pile and then begun to grow upward in a pile from the floor, like a cylindrical wedge.

So Bill worked from a book truck—actually several of them, organized on the same principle as the desks, and including your book truck too, if you didn’t retrieve it soon after Bill quietly wheeled it off to make more work space for his growing collection of snags. Bill started the morning’s

Hitherto unpublished, this essay is a slightly revised version of a speaking text I have used at a variety of library gatherings around the country.

The Mischief in Measurement: A Caveat on the Hazards of Using Faulty Instruments to Measure Library Performance

*“But let them measure us by what they will,
We’ll measure them a measure and be gone.”*

—SHAKESPEARE, *ROMEO AND JULIET*

The first rule in using any measuring instrument is to be wary of its accuracy. A pilot relying upon a faulty altimeter is in greater peril than a pilot flying by the seat of his pants, for the latter’s head is always wary of what his seat is telling him. Where much is at stake, redundancy in measuring instruments is indispensable, for conflicting results will alert you to the fact that at least one instrument is wrong, and possibly all of them. That is why airliner navigation systems commonly exhibit multiple redundancy, to reduce the probability of generating a sudden loud noise at flight’s end.

The second rule of measurement is that the more complex the phenomenon being measured, the more difficult it will be to obtain precise, accurate, and reliable measurements. That is why the instruments of medical diagnosis are so intricate, elaborate, and full of redundancy. The probability of error increases with the increasing complexity of the thing being measured.

Librarians do not need to be convinced of the complexity of libraries, nor of the great difficulties inherent in attempts to measure their performance. Daily experience confirms those facts to us and makes us properly skeptical of all techniques of measurement—to the extreme degree that, until recent years, we have largely forsaken any efforts to measure library performance, except for gross measurements of volumes circulated, volumes acquired, dollars spent, and the like.

While a seriously faulty measuring device for libraries is worse than none at all, an approximately accurate one, capable of calibration and cross-

Index

- Abel Company, Richard, 121-22, 198, 254
Aberle, Mrs. David W. (donor), 126
ACE (American Council on Education): *Economics of Academic Libraries*, 242
ACM (Associated Colleges of the Midwest): Conference, 328; Periodical Bank, 29
Acquisitions Department, 121, 160, 197, 254, 304, 344
Acquisitions program, 26-7, 49, 54, 55; computer-based profile of, 113, 122-23, 125-26, 152, 197-98
Allocation methods, 24
Allocations: departmental, 22-25; library committee, 24
Altman, Dr. Ellen, 104, 107, 109n
American Book Publishing Record, 105
Annual Book Program, 371
Approval buying, 22-27
Archibald, Jean (staff), 49, 118, 119, 120, 138, 143, 144, 179, 216, 228, 232, 287, 327, 336, 356, 369; and *Guide to Periodical Indexes and Abstracts*, 233
Area 916 Vocational-Technical Institute, 323, 327-28
Arnold, Matthew, 89, 330
Asuncion, Mr., 282
Audio-Visual Department, 172-74, 217-19, 244, 252-53, 285-86, 323-25, 366-67
Availability, 42-67
Availability rate, 43, 46, 58-59, 97-109
Bacon, Sir Francis, 348
Baker and Taylor Company, 198, 254, 304
Balzac, 73
Barnes, Dorothy (staff), 336
Bates, Dr. John (donor), 163
Bibliographical control, 79-86, 95
Binding, 169, 256; oversewn, 36-41
Blades, William, 36
Bommer, Michael R. W., 105, 107, 109n
Braden, Irene A.: *The Undergraduate Library*, 88, 308n
Bro-Dart Company, 37, 40
Bro-Dart 800, 37
Broad, C. B., 82-83
Browne, Thomas (staff), 153
Browsing capability, 33
Buckland, Michael K., 45, 51-52 n, 92, 97, 109 n, 328
Building boom, 54, 55
Buildings, 326-27, 368-69; new, 221-31. *See also* Physical plant
Calligraphiti collection, 240, 260-64
Cameron, Pamela (staff), 297, 336, 338, 356, 370
Card catalog, 43, 79, 127-28, 294, 309
Cassette collection, audio, 314, 352
Cataloging, 26
Cataloging Department, 127-29, 164, 204-07, 270, 313, 350
Census, 166-67
Central union catalog, 360-61
"Children's Book Showcase," 370
Circulation, 7, 57, 152, 166, 168, 294, 351, 372
Circulation Department, 129-31, 165-67, 208-12, 244, 271-82, 297, 313-19, 336, 338, 350-52
Circulation statistics, 131, 165-67, 210-11, 271-72, 314, 351
Classics, 89-90
CLIC (Cooperating Libraries in Consortium), 359-65; interloan, 209-10
Cobb, Joyce (staff): *Vietnam Bibliography*, 114, 115, 125, 144, 153
Codex book, 16, 17
Collection balance, 50

- Collection bias, 92
 Collection size, 72, 86, 91, 346, 349, 371
 Collection statistics, 176, 178, 269-70, 312, 348-49
 Collections, 139-42, 176-78, 219-20, 269-70, 281
 COM (Computer Output Microform) Catalog, 7, 13, 18; Union Catalog, 363-65
 Compact-stack solution, 282
 Computer-based profile acquisitions program, 254, 265-69
 Computers, 5, 7, 13, 18, 61, 83, 95, 304
 Contents of Annual Reports, 187, 241, 293, 335
 Copyright law, 16, 34
 Courier service, 22, 33, 171
 Cramer, Robert (staff), 115, 154, 179
 CRES (College Resources for Environmental Studies) grant, 163, 203
 CRL (Center for Research Libraries), 30, 35
 Cuppy, Will, 42, 64, 71
 Curriculum collection, 326
 Curriculum laboratory, 123-23, 168, 214, 244

 Data collection, 32
 Davis, Jr., Dr. John B. (President), 7
 Demand rate, 49, 279
 De Prosopo, Ernest R., 97, 104-08, 109 n
 Derks, James (staff), 153
 Dewey Decimal Classification, 5, 338
 Dewey, Harry, 84
 Diary of Library Book Searches, 100-03
 Dickens, Charles, 337
 Dickenson, Dennis (staff), 154, 179, 232, 297, 327; *Guide to Periodical Indexes and Abstracts*, 233
Dictionary of National Biography, 348
 Dining Commons Storage Area, 280-81, 319, 326
 Dozier, John M. (Vice-President), 186, 228
 Duncan, Judith Anne (calligrapher and illustrator), 4, 240-64, 292
 Duplication of holdings, 45, 49
 Duplication policy, 256, 306, 346

 Ecclesiastes, 78
 Economic conditions, 3-7, 294, 341, 373
 Efficiency, 247, 249
 Electronic exit controls, 351
 Eliade, Mercea: *The Myth of the Eternal Return*, 94
 Ellsworth, Ralph: *The Economics of Book Storage*, 20, 60, 64 n

 Elvin, Duane (staff), 300
 Endowments, 125
 Environmental studies, 258
 Equipment, theft of, 252
 ERAC (Educational Resources Advisory Committee), 131
 Expenditures by subject, 124, 161, 100, 255, 305, 345

 Faculty Library Committee, 329, 344, 368
 Failure to find book rate, 44
 FASTCAT, 9-13, 26, 42, 294, 344; annual reports, 207-08, 273-77, 314-19; collection, 84-95; costs, 316; interlibrary loan, 273-74
 FASTKITTEN, 11
 Ferguson, Charles W. (donor), 126-27, 260
 Film collection, 285, 286
 Fines, 352
 Florek, Bill (staff), 327, 369
 Francis, Jean (staff): "Free to be an Individual," 144, 115, 136, 154, 189, 208, 297
 Fromm, Erich: *The Anatomy of Human Destructiveness*, 68, 69, 70
 Frontlog collection, 84
 Future demand, 57, 61

 Garfield, Eugene, 31, 35n
 Gifts and grants, 126-27, 162-63, 202-04, 257-69, 306-11, 347
 Goodrich, Dr. Kenneth P. (Vice-President and Provost), 112, 151
 Gore, Daniel (staff): calligraphy text, 260-64; essay notes, reprints, new printings, 14, 79, 96; publications, 144, 180, 233, 288, 328, 370-71; staff activities, 144, 179, 232-33, 288, 328, 370
 Government Documents Round Table, 327
 Grant, Robert S., 52 n
 Greats collection, 90-95, 326
 Greenwood Press, 4, 328

 Haberkorn, Robert (staff), 190
 Hakala, Victoria (staff), 153
 Halloran, William (Comptroller), 252
 Hamlin, Arthur T., 45, 51 n
 Hammer, Dr. (faculty), 141
 Hampl, Mary (staff), 206
 Harvard "Five-Foot Shelf," 310
 Henkle, Herman: "Special Report to the Board of Trustees," 360
 Hernandez, Ivan (staff), 144, 153, 172
 Heuer, Arthur (administration), 228

- Hill Library Board, 360, 364
 Hill Reference Library, Jerome T., 33, 322, 359-65
 Hobson's choice, 32
 Holdings rate, 58-59, 97-109
- Interlibrary Loan Department, 135-37, 171-72, 216-17, 245, 321-22, 357-58
 Interloan networks, 46, 47
 Interloan services, 29, 33, 46, 47, 100
 International City Management Association, 109 n
 International Conferences, 179
 "Introduction to Bibliography," 321, 327, 356, 370
 Introductions to annual reports, 113, 152, 188, 242, 294, 336
 Inventory, 47, 50
- Jackson, Jean (staff), 366
 Jeffries, Vivian (staff), 179
 Johnson, Dr. Samuel, 4, 265
 Johnston, Jerry (staff), 292
 Journals, 31, 34, 35, 46
 Juvenile collection, 326, 368
- Kellar, Corinne (staff), 154, 179, 189, 206
 Kellogg Foundation, W. K., 198
- Lake Wobegon Library, 106
 Lazarus collection, 92-95
 LC (Library of Congress), 8, 26, 270, 275
 Lee, Michael (student), 228
 Lee, Wynn (staff), 232
 Leonard, Rosemarie (staff), 131
Library Binding Manual, 41 n
Library Journal, building report, 65
Library Literature, no subject headings, 44
 Library Planning Advisory Committee, 228
 Linnell, Dr. John (Vice-President), 334
 Lipetz, Ben-Ami, 43, 51 n, 97, 99, 100-01, 107, 109 n
 Loan period, 50, 294, 306
 Longyear Company of Minneapolis (donor), 204
 Love of librarians, 50
 Luttgen, Gertrude Louise (donor), 163
- Macalester Alumni Association (donor), 126, 133, 163, 259
 Macalester Library Fact Sheet, 6
 McGowan, Sally (staff), 338, 353
 MacMillan, Jr., Cargill (trustee), 228
- Maintenance, 14, 19, 20, 93
 Management, 68-78
 MARC (Machine Readable Cataloging) project, 8, 11, 13
 Mason, Dr. Ellsworth, 228-29
 Mbutu tribe, 76
 Measurement Methods Prize, 108-09
 Measurement rules, 96, 108
 Melcher, Daniel, 9, 10, 12 n
 "Methods of Research in Government Publications, 321, 327, 356, 369
 Microfilm collections, 15-18, 295, 363-65
 Microfilm control unit, 166
 Microfilm union catalog, computer-produced, 363-65. *See also* CLIC; MINITEX project
 Microforms, 62-63, 208-09
 MINITEX project, 28, 171, 361-63, 364
 Minolta Enlarger-Plus, 11, 121
 MLA (Minnesota Library Association), 232, 327, 369
 Monographs in series, 27
 Moon, Eric, 45, 52 n
 Morse, Philip M., 97, 109 n
 "Mythic Image: Mythology, Folklore and Libraries, The," 370
- National Merit scholars, 3
 National Sweepstakes Award, 3
 NCATE review, accreditation, 139
 Negative growth, 29
 Neighborhood Youth Corps, 166
 Nelson, Lois (staff), 179, 206, 297, 350
 Net budgeting, 252
 Newcomb, Ruth (staff), 179, 206, 350
 Nicholson, David (trustee), 228
 NLL (National Lending Library) 30, 35
 NLM (National Library of Medicine), 30
 No-growth collection, 7, 86, 90, 92, 93, 278, 330
 Northwest Area Foundation (donor), 363
 Notification slips, 25, 26
 NUC (*National Union Catalog*) 11, 26, 42
- OCLC (Ohio College Library Center), 77, 84, 316
 Olin Science Library, 5, 138-39, 175, 213, 244, 277-82, 319, 326, 336, 351, 354
 Oliver, Bernice (staff), 115, 338
 Olson, Steve (student), 271
 Ondercin, David (staff): *The Social Sciences Guide*, 145, 136, 189, 233
 Orne, Jerrold, 54, 64 n, 65, 66

- Ortega y Gasset, José: "The Mission of the Librarians," 54-55, 64, 64 n
- Outhousing, 18
- Overdues, 167, 352
- Pearson, Edmund: "The Librarian," 353
- Penn, Miriam E., 179
- Per capita loan rate, 4, 156, 271, 314, 351
- Performance rate, 58-59, 96-109
- Periodical Bank, 29
- Periodicals department, 133-34, 169-70, 214, 244, 283, 294, 320, 326, 355
- Permec copy, 11
- Phoenix collection, 60, 91-95
- Photocopiers, 11-13, 12 n, 128, 208-09
- Photocopy, 32, 34
- Physical Plant, 142-43, 177, 221, 287. *See also* Buildings
- Problems, Annual Reports, 145-47, 181-83, 233-35, 288-89, 329-30, 371-73
- Productivity, 242
- Profile plan, Gore Approval Plan, 26-27
- Proofslip file, 26
- Qualitative evaluation, 265, 266
- Rapid-Processing System, 113
- Rare Book Room, 177
- Readable books, 43, 51
- Reading interests, 88, 256
- Rebinding, 36-41
- Reclassification project, 5, 113, 129, 248, 270, 294
- Reducing valve, 86, 91
- Reductive function, 83
- Reedy, Jeremiah (faculty), 228
- Reference Department, 134-35, 170-71, 216, 245, 284-85, 294, 320-21, 356-57
- Renovations and repairs, 177
- Reorganization, 243, 249
- Reserve Desk, 294, 314, 352, 368
- Reserves Department, 133-34, 169-70, 215, 245, 282-83, 320
- Retrospective collections, 22
- Rice Hall, 280, 281
- Roberts, Matt, 36, 37, 41 n
- Rogers and Weber: *University Library Administration*, 20
- Rognlie, Jim (staff), 327, 369
- Ruby, Joanne (student), 228
- Rude, Peggy (staff), 115-16, 134, 138
- Salary schedules, 181
- Salscheider, Rosemary (staff), 115, 132, 327, 336, 371
- Samore, Theodore, 66
- Satisfaction rate, 44
- Schedule, open hours, 152
- Schue, John (faculty), 228
- Schumacher, E.F.: *Small is Beautiful*, 75, 76, 337
- Schwartz, Dr. A. Truman (Dean), 292
- Scilken, Marvin H., 9-12, 45, 52 n, 84
- Selection, 268
- Seymour, Carol A., 51 n
- Shafer, Dr. Boyd (donor), 140, 163
- Shelf-load factor, 58
- Shelfreading, 248
- Shelving, 17-21
- Shelving capacity, 130-31, 170, 181, 212-13, 277, 294, 319, 354
- Shin, Un Chol (staff), 115, 297
- Smith, Jean P. (donor), 163
- Sorensen, Elli (staff), 189
- Special collections, 18, 88-95, 307, 310
- Spotlite*, 366
- Spyers-Duran, Peter: *Economics of Approval Plans*, 22n; *Management Problems in Serials Work*, 36n, 288. *See also* Gore, Daniel
- Staff, 114-20, 153-56, 189-92, 246-49, 297-300, 338-40; activities, 143-45, 179-80, 232-33, 287-88, 327-28, 369-71; organization, 117-19, 156; reduction, 4, 181, 294-96, 301; roster, 116, 155, 190, 246, 298, 339; student, 117, 156, 191-92, 247, 299-300, 339-40
- Stenger, Marymina (staff), 129, 206, 297, 338
- Stewart, Blair, 29-30, 31
- Storage centers, 60-61
- Storage collections, 18, 60-61, 63, 169
- Student assistants, 77-78
- Success rate, 44
- Surveys, 98, 101, 102
- Sweatshop technique, 73
- Swit, Natalie (student), 287
- Tauber, Maurice: *Binding Manual*, 41 n
- Teaching assignments, 181, 182
- Technical Services, 121-29, 160-64, 197-207, 245, 254-70, 304-13, 344-52
- Technological innovation, 242
- Theft, robbery myth, 44, 200
- Title catalog, 275
- Title holdings, 267-69

- Topographic maps, 258
 "Touching Bottom in the Bottomless Pit,"
 ACM Conference, 328
 Traffic patterns, 152
 Trueswell, Dr. Richard W., 5, 45, 49, 51-52 n,
 56-60
 Truman, Harry, 69
 University of Chicago, 279
 University of Minnesota, 33
 Urban Affairs Advisory Committee, 347
 Urban Institute, 109 n
 U. S. Bureau of Census Workshop, 369
 Vigeant, Duane (staff), 297, 327, 336, 366, 371
 Ward, Dorothy (staff) 297, 353
 Watertown Public Library, 19
 Weyerhaeuser library building, 5
 Weyerhaeuser Library Reader Satisfaction
 Survey, 98
 White, David (faculty), 294, 296
 Williams, Gordon: "Background and Propo-
 sal for a National Lending Library for Jour-
 nals," 30, 32, 34
 Withdrawal, 61-63
 Wood collection, 163
 Wood School Alumnae Association, 163
 Xerox, 128, 206
 Yonkers, Tanis (staff), 300, 340
 Zero collection growth, 227

ABOUT THE AUTHOR

Daniel Gore is Library Director at Macalester College in St. Paul, Minnesota. His previous library experiences were at Western Michigan University, McMurry College, University of North Carolina at Asheville, New York Public Library, and Duke University. Among his earlier publications are *Farewell to Alexandria* (Greenwood Press, 1976).

INDEXED
 Ser. No. _____
 Ser. by _____
 Class. by _____
 Sub. heading by _____
 Date by _____
 Transcribed by _____