

Volume 41, Number 3

FALL 1991

The Southeastern Librarian



**SUMMER
READING
PROGRAM
IN NORTH
CAROLINA**

(see page 78)

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Guidelines for Submissions to *The Southeastern Librarian*

1. *The Southeastern Librarian* seeks to publish articles, announcements, and news of professional interest to librarians in the Southeast. Articles need not be of a scholarly nature, but they should address professional concerns of the library community.
2. News releases, newsletters, clippings and journals from libraries, state associations, and groups throughout the region may be used as a source of information.
3. Manuscripts should be directed to Elizabeth Curry, *SELn* Editor, SEFLIN, 100 South Andrews Ave., Fort Lauderdale, FL 33301
4. Manuscripts should be submitted in duplicate on plain white paper measuring 8½" x 11". Manuscripts should be 8-10 pages double-spaced (text and references).
5. The name, position, and professional address of the author should appear in the bottom left-hand corner of a separate title page.
6. Authors should use the *author-date* system of documentation. The editors will refer to *The Chicago Manual of Style*, 13th edition. The basic form for the reference within the text is as follows:
(Hempel 1990, 24)
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Senn, James A. 1984. *Analysis and Design of Information Systems*. New York: McGraw-Hill.
7. Photographs will be accepted for consideration but cannot be returned.
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Issue	Deadline	Published
#1 Spring	February 15	May
#2 Summer	May 15	August
#3 Fall	August 15	November
#4 Winter	November 15	February



COVER PHOTO

Krystal Roscoe, age five, and Samuel Roscoe Jr., age three, make friends with Oscar the Robot during the Summer Reading Program at the Durham County Library, NC.

Children of all ages crowded around the check-out desk, proudly toting armloads of books. Others listened raptly to librarians reading stories aloud, watched puppet shows, competed in games or worked on craft projects. Sponsored by participating local libraries, these activities were all part of the State Library of North Carolina's Summer Reading program.

Beginning with just a few scattered library systems in 1979, the program is now available—throughout most of the summer—in almost every county in the state, free of charge. Last year, over 80,000 Tar Heel kids—from preschool through preteens—participated in Summer Reading. And before school bells rang again in the fall, they had read more than 100,000 books.

The theme this year was "Outer Space—Calling All Readers." Featuring space exploration and astronomy, the program has transported kids on interstellar and galactic journeys throughout the universe in the company of a friendly robot named *OSCAR* (Outer Space—Calling All Readers)."

For more information on the program contact Cal Shepard, the State Library's Children's Services Consultant.

President's Message

One of the joys of being president of SELA is the opportunity to visit the various member states and attend their conventions. Thus far, I have attended conventions in Alabama, Louisiana, Georgia, and Mississippi, and I look forward to visiting the other seven states during this biennium. I have been impressed with the professionalism exhibited among library personnel in the Southeast and with the excellent programs planned at the state level. I have also been impressed with the large number of library-related individuals who are not members of SELA. These persons would add much strength to our association, and hopefully membership in SELA would be mutually rewarding. Let's encourage more of them to join and become active members.



Many of you attended the White House Conference on Library and Information Services in July, which had as its themes library and information services for enhancing literacy, improving productivity, and strengthening democracy. For almost a week the seven hundred delegates spent a significant number of hours deliberating and in what some might describe as a parliamentary wrestling match before adopting some one hundred recommendations to present to the President and Congress and to the American public in an effort to "raise public awareness of library and information services and the benefits of these services for the individual, the economy, and the nation." The big question now is what will result from all the planning, expenditures, time, and effort which went into that historic event. Hopefully, it will not have all been in vain, and much good will result. SELA is making an effort to help in making that happen through the workshops being offered by the Continuing Education/Staff Development Committee under the leadership of William Whitesides. It is hoped that many states will participate in these workshops. Also, on November 20 the American Library Association is planning a national teleconference for the purpose of providing an in-depth look at the issues raised and recommendations adopted at the conference. Supported by ALA and the White House Conference itself, the nationally-televised broadcast is being produced by the Northern Illinois Learning Resources Cooperative in cooperation with the College of DuPage in Glen Ellyn, Illinois, and will explore means for beginning the state-level activities. This should tie in nicely with the workshops planned by SELA.

Plans are moving along well for the 1992 SELA/LIA Joint Conference, scheduled for March 18-21 at the Hyatt Regency New Orleans. Gail Lazenby and Wilba Swearingen are working very hard to coordinate many exciting programs and other activities, so watch for preregistration information and other conference-related materials. Philip Leinbach, director of the conference, and his excellent committees promise us another fine meeting, and LIA President Anna Perrault and members of the Louisiana Library Association are ready to welcome us to Louisiana and New Orleans.

Reviewing the contents planned for this issue of **The Southeastern Librarian** reveals some very interesting articles and again reminds me of the excellent job Elizabeth Curry, Raylynn Hughes, and David Tucker are doing. Congratulations are in order to Elizabeth Curry, who is transferring this fall from SOLINET to SEFLIN in Florida. No doubt, she will be greatly missed by SOLINET, but we wish her the best in her new position.

On a personal note, my time during the past few months has been filled with moving and getting settled into a new library building, along with initiating a new automation system. Our staff would be honored to have you visit us if you come this way.

From all reports, SELA committees and other substructures are busy in conference planning and other work of the Association. Many good things are happening in SELA and throughout the Southeast, and it is good to be a part of a strong and growing professional association. Let's keep the pace going. Together we can make a difference.

Jim Ward

Editor's Page

In this issue is an article which should be of special interest to SELA members: "Toward More Effective Group Decision-Making" by Marion Paris. The information in the article is not only relevant to our daily work environments but also to committee work in state associations and SELA. We elect our leaders, who are vitally important, but the efforts of the committees are the key to the success of the associations.

Like many of you I have participated in a few difficult and frustrating group projects. I have suffered through committees where nothing seems to get done, people don't seem committed, the meetings are disorganized, etc. However, some of my most rewarding professional experiences have been the result of committee work. It can be invigorating to serve on a committee where people really come together as a team. You get the feeling that you **can** make a difference. You can take pride in what the group accomplishes and you form relationships that last long past the project.

I've heard it said that "cooperation is an unnatural act" and the same may apply to committees. With the many different opinions, communication styles, personalities and egos in the world, it may be a minor miracle that committees are successful. But the diversity is the reason that committees, groups, task forces and teams **are** so important. I hope the article in this issue of *SELn* gives you something to think about. If you're interested in another view or more information, read **Empowered Teams: Creating Self-Directed Work Groups That Improve Quality, Productivity and Participation** by Richard S. Wellins, William C. Byham and Jeanne M. Wilson, (1991).

With the fall conference, librarians in Kentucky, Georgia, Mississippi, North Carolina, West Virginia and Virginia will be reaping the benefits of committee work. In other states the planning for spring conferences is in full swing. SELA and LLA Committees are preparing for the SELA Biennial Conference in March. Remember that **The Southeastern Librarian** is the vehicle for you to share news and announcements about your conferences as well as your states and individual libraries.

I have personal news to share with *SELn* readers. As of November 1, 1991, I will be leaving SOLINET to accept the position of Executive Director of SEFLIN (Southeast Florida Library Information Network) in Fort Lauderdale. My new address will be:

SEFLIN
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The past three years with SOLINET have been wonderful and there are exciting new projects planned. It was difficult, but the decision to return to Florida (my native state) was based on family considerations as well as professional opportunities.

Raylynn, David and I will be working long distance on the next issues of *SELn*, so please submit information in a timely manner and watch *SELn* deadlines. I need everyone's help to update your mailing lists as soon as possible, so I don't miss any submissions for the next pre-conference issue. If *SELn* isn't on your mailing list please add my new address.

At the end of this biennium, my second term as *SELn* editor will be completed. Gail Lazenby will be appointing a new "managing editor," so if you're interested, contact her soon. Call me if you have any questions.

Elizabeth Curry



Utilization of a University Library: Report of a Survey

by Cora M. Byers and Norman F. Byers

Do librarians know how their libraries are being utilized? It may seem obvious that a university library is utilized by students for access to library materials, and many students do come to the library for this reason. But even more come to the library for "non-library" reasons. Such is indicated by the results of a survey conducted at Prescott Memorial Library of Louisiana Tech University. During the week of September 29 to October 5, 1987, 14,720 persons, mostly students, entered Prescott Memorial Library. This may seem a large number for the library of a university with slightly over 10,000 students and 400 faculty members. On that Monday alone, 3,098 students entered the library, a number equal to almost one-third of the student body. However, according to interviews with a sample of 1,782 of the students entering the library during that week, only 32% entered for "library reasons," i.e., for the purpose of obtaining access to stored information. Most,

68%, entered the library to study and for other reasons not related to access to stored information, such as "to meet a friend." (See Figure 1.) The standard error for these percentages (proportions) is 2.4 percentage points, giving a 95% confidence interval of 30.5% to 34.4% for the percentage entering for library reasons and 65.6% to 70.0% for the percentage entering for non-library reasons. Three of the more interesting *other* non-library reasons referred to in Figure 1 were "had some extra time," "came to look at the girls," and "because it makes me feel better."

The week's circulation and reference statistics confirm the sample data. The ratio of charge-outs of library materials, including reserve materials, to the number of students entering was one per eight students. Reference questions were asked by one per fifty-eight students entering. (See Table 1.)

FIGURE 1
Distribution of Sample Responses of Reasons
for Entering the Library

Reason	Number Entering												
	0	25	50	75	100	125	150	175	200	225	250	<	>
Library Reasons	32.1%												
Research 11.8%											<	>
Check Out Book 5.6%											<	>
Periodical 4.8%											<	>
Return Book 3.5%											<	>
Reserve 3.1%											<	>
Reference 1.5%											<	>
Audio-Visual 0.9%											<	>
Interlibrary Loan	... 0.4%											<	>
Government Documents	... 0.4%											<	>
Nonlibrary Reasons	67.9%												
Study 38.6%											<	>
Computers 8.0%											<	>
Copiers 6.1%											<	>
Meet Friend 4.5%											<	>
Change 3.9%											<	>
Typewriters 1.6%											<	>
Art Gallery	... 0.6%											<	>
Other 4.6%											<	>

Cora M. Byers is Assistant Professor and Circulation Department Head, Prescott Memorial Library, Louisiana Tech University, Ruston, LA 71272.
Dr. Norman F. Byers is Assistant Professor, Department of Economics and Finance, Louisiana Tech University, Ruston, LA 71272.

TABLE 1

Number Entering, Circulation, and Reference Statistics

Period Week	Students Entering		Charge- Outs	Reference Questions	No. Entering Per One	
	Number	Percent			Charge-out	Question
	14,720	100.0	1,868	254	7.9	58
Monday	3,098	21.0	394	45	7.9	69
Tuesday	2,946	20.0	381	52	7.7	57
Wednesday	3,060	20.8	385	51	7.9	60
Thursday	2,503	17.0	257	47	9.7	53
Friday	1,643	11.2	176	24	9.3	68
Saturday	461	3.1	94	12	4.9	38
Sunday	1,009	6.9	181	23	5.6	44

These data suggest that the library is being utilized as a giant study hall and meeting place: a cool, quiet, and well supervised place; a good place to meet a friend. This non-library use follows in part from administrative decisions to locate computer terminals, an art gallery, change machines, and copy machines in the library building because of space constraints and because the library building is open with staff supervision (for library reasons), therefore making the marginal cost of performing other functions low. In any case, non-library use of the library is relevant to the decisions of administrators and even to the design of libraries. The impetus for this survey was a planned physical and administrative reorganization of the university library.

How and when a library is utilized is relevant to the types of services provided, when they are to be provided, and the staff and other resources necessary to provide the services. Security and safety considerations increase with the number of persons in the library, whatever their reasons for being in the library. Given the changes in technology of information storage and retrieval, it is improbable that libraries of the future should be designed also as study halls or social gathering places. Decades ago it may have been necessary to study in the library because that is where the information was accessible. Now, given the use of personal textbooks, the proliferation of copy machines and remote computer terminals, it is no longer necessary, in most cases, to study in the library building. In fact, the students at Louisiana Tech are currently asking the administration to provide another building for study purposes, open twenty-four hours a day. The students argue that it is too noisy in the dormitories to study, and the library is not open after 11 p.m.

The data from the sample interviews by day and by hour also indicate several interesting facts about the utilization of the university library. The day of the week the library was utilized most, in terms of obtaining access to stored information, was not the day the largest number of students entered the library. More students

entered on Monday, but the day of greatest utilization was Tuesday, with Thursday second. The dominance of non-library reasons for entering the library held true for Saturday and Sunday as well as weekdays. The survey also revealed that the library was utilized largely in the same manner throughout the day—at night as well as morning and afternoon. The students gave only a few reasons for entering the library at a specific time period. Fewer services are available in the library at night, but matters of class schedules or lifestyle, including sunbathing and sports, appear to determine the hours of utilization of the library.

Utilization by Day of the Week

Slightly fewer students entered the library on Tuesday than on Monday or Wednesday, and many less entered on Thursday; however, the library was more utilized on Tuesday, and the second highest utilization was on Thursday. The highest number of students entered on Monday, but only 30.2% of them entered for library reasons. Multiplying the total number entering each day by the percentage entering for library reasons shows that 1,081 students entered on Tuesday for library reasons, 974 on Thursday, and 935 on Monday. (See Table 2.)

Circulation and reference statistics (Table 1) confirm Tuesday as the day of highest utilization of the library. Tuesday had the highest ratio of charge-outs to number of persons entering, (one per 7.7 persons) and the highest number of reference questions asked (52).

The pattern of library utilization by day of the week is probably explained by the class schedule and class periods of the university. The large numbers entering to utilize library materials on Tuesday and Thursday could be attributed to fewer students having classes on Tuesday and Thursday and thus having more time to work on a paper. In other words, more of those entering the library on Tuesday and Thursday do so for information retrieval purposes—rather than to have a place to go between classes or a nearby place to study.

TABLE 2
 Number of Students Entering Library by Reason and by Day
 Total Entering Distributed in Accordance with Sample Responses

Reason	Number of Students Entering							Week
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Library Reasons	935	1,081	832	974	532	147	207	4,740
Research	288	383	266	318	151	85	142	1,737
Check Out Book	220	144	174	173	112	23	7	824
Periodical	71	215	113	155	104	16	26	707
Return Book	170	88	70	115	64	13	13	515
Reserve	139	103	104	115	16	6	7	456
Reference	31	65	83	40	23	0	0	221
Audio-Visual	0	32	9	33	48	3	0	162
Interlibrary Loan	9	32	9	0	8	0	0	59
Government Documents	9	15	0	25	8	0	0	59
Non-library Reasons	2,162	1,865	2,228	1,529	1,111	314	802	9,980
Study	1,286	978	1,447	768	468	186	568	5,667
Computers	149	271	288	173	174	36	74	1,178
Copiers	211	159	122	173	135	33	53	898
Meet Friend	71	233	70	105	112	26	20	662
Change	170	127	122	98	87	0	13	574
Typewriters	71	24	21	98	16	6	7	236
Art Gallery	9	0	21	50	8	0	0	88
Other	198	71	135	65	112	26	67	677
Sample size	3,098	2,946	3,060	2,503	1,643	461	1,009	14,720

Saturday was the day the least number of persons entered the library—only 461. One might think that the few who did come to the library on Saturday did so to use library materials. Nineteen percent entered on Saturday to do research (the highest percentage of the week for research); however, much like other days of the week, 68% entered on Saturday for non-library reasons. On Sunday (which had the week's second highest percentage of students entering to do research), twice as many persons entered the library as on Saturday, but 80% entered for non-library reasons (the week's highest percentage for non-library reasons).

The apparent inconsistency of the relatively high percentage entering to do research on Saturday and Sunday combined with the highest percentage of the week entering for non-library reasons is explained away by the low to zero percentage entering on Saturday and Sunday for library reasons other than research. Students do not come to the library on Sunday to check out a book, to return a book, to use reserve materials, to seek reference help, to use audio-visual materials, to request interlibrary loans, or to use government documents. Most, though not all, of these services are offered on Sunday.

Consistent with the relatively high percentages entering to do research on Saturday and Sunday is the

fact that the highest and second highest ratios of charge-outs to number of students entering occurred on Saturday and Sunday. The ratio was one charge-out per 4.9 students on Saturday and one per 5.6 on Sunday. The average for the week was one charge-out per 8 students entering.

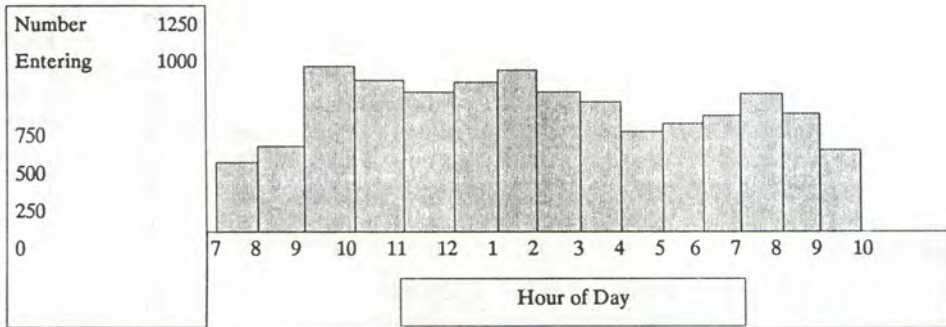
Utilization by Hour of the Day

Figure 2 shows the total number of persons entering the library each hour, Monday through Thursday. Figure 2 also shows the number entering for library reasons each hour and the number entering for nonlibrary reasons each hour. As above, these data are calculated by multiplying the total number entering each hour by the percentages of students entering the library for each reason in a sample of those entering each hour.

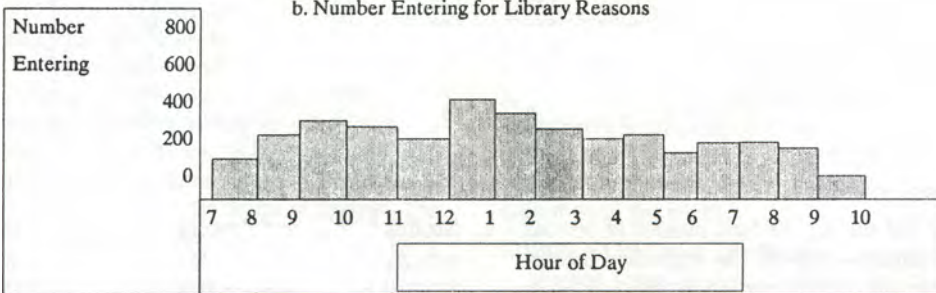
The data show that the library is utilized to some degree throughout the day, at night as well as during the morning and afternoon, and for all reasons, library and nonlibrary. However, there is less utilization in the early morning, later afternoon, and late night. The distribution of the number of students entering the library each hour shows, chronologically, small numbers entering before 9 a.m., large numbers entering in the late morning and early afternoon, declining numbers entering in mid-afternoon, larger numbers again during the early evening, and a small number after 9 p.m.

FIGURE 2
Number of Students Entering Library by Hour and Totals Distributed
by Reason in Accordance with Sample Responses
Monday Through Thursday Totals

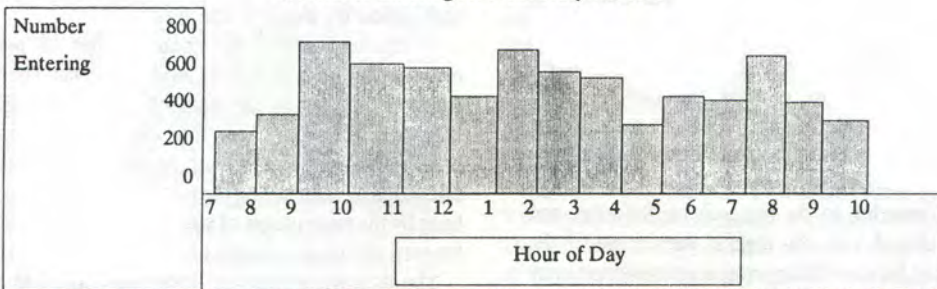
a. Total Number Entering



b. Number Entering for Library Reasons



c. Number Entering for Nonlibrary Reasons



Summary

The hours of the availability of library personnel are early morning through late afternoon on Monday through Friday. After five p.m., the library staff on duty drops to one—aided only by student workers. Student utilization does not match this pattern. Students do not utilize the library early in the morning. They do utilize it at night almost as much as during the day. They do not utilize it much on Friday afternoon. Student utilization

of the library is a matter of lifestyle or conventional hours of work. The work, of course, is student work, which includes more night work than most “occupations” and less early-morning and late-afternoon work. Afternoons are devoted to sports and other entertainments. Most librarians would agree that a primary purpose of a university library is to serve the students. It would appear that to serve this purpose, the library must adhere to the students’ schedule.

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Toward More Effective Group Decision-Making

by Marion Paris

Introduction

Participative management is a way of life in most libraries. Some years ago, Flener (1973) defined participative management as "representatives of the staff working in task-oriented groups to recommend possible solutions of library problems to the library administrators." In other words, participative management is group decision-making. The purpose of this paper is to examine the nature of group decision-making and to discuss strategies for its improvement in the library setting.

It is widely agreed that participation in management is an outgrowth of the Human Relations School, ushered in during the late 1920s and early 1930s by the landmark Hawthorne studies conducted by the research team of organization behaviorists led by Elton Mayo. As a result of the Hawthorne studies, the enhancement of social interaction in the workplace came to be viewed as a powerful motivational tool. Workers' participation in groups fulfilled their affiliation needs, confirmed their sense of personal identity, helped to maintain their self-esteem, enabled them to test social reality, reduced their feelings of insecurity and powerlessness, and gave them a frame of reference larger than that provided by their individual jobs (Schein 1980).

Despite methodological problems that brought forth considerable academic criticism, Herzberg's Two-Factor Theory, which prescribes job enrichment as a motivational technique, attracted attention in libraries (Herzberg 1960). Increased responsibility and autonomy through allowing the worker a larger stake in decision-making lie at the heart of job enrichment. Hersey and Blanchard's 1977 model suggested that *participating* and *delegating* are appropriate leadership styles when workers accept responsibility and exhibit readiness to tackle complex tasks. Workers, especially professionals, with higher levels of education and training and comparatively greater expertise at complex tasks, have asked (and occasionally demanded) that they be involved in the decisions that have consequences that immediately affect them (Reitz 1981). And, as Likert's research determined, participation fosters commitment to organizational goals (Likert 1967).

Adherents to the Human Relations School occasionally imply participation enhances performance or productivity. Little or no evidence can be found to support such a

claim, however. Many theorists occupy a position supported by Marchant (1976), who has written that while group decision-making alone appears not to affect productivity, it is a way of life in productive organizations.

Participation and group decision-making are not without their detractors. A thought-provoking, frequently cited piece by Dickinson (1978) paints a grim picture of committees run amok in the name of "professionalism," setting policy and then abdicating to upper management the accountability for carrying out the committees' decisions. Dickinson (1978) observed that the collegial (management by committee) structure may be inappropriate for libraries, where the necessary coordination can more effectively be carried out by a hierarchical, bureaucratic organizational structure. But the collegial model has been more or less enthusiastically embraced by academic librarians in connection with the demands and constraints of faculty status.

A Rationale for Group Decision-Making

Organizations are believed to benefit from group decision-making in four ways. First, there is an expectation that groups make more accurate decisions than individuals do (two or more heads are better than one.) Second, groups are thought to be more creative than individuals as a result of brainstorming. Third, if subordinates have participated in making a decision, they will be more favorably disposed to carrying it out. Fourth, there is evidence that group decisions show less bias and favoritism than decisions made by individuals (Reitz 1981).

The Components of Group Decision-Making

If group decision-making is the essence of participative management, then the group, the individuals constituting the group, and the task before the group are the components of group decision-making. A group is any number of people "who interact with one another, are psychologically aware of one another, and perceive themselves to be a group" (Schein 1980). Psychological awareness of one another assists in members' interaction with other members. The perception of "groupness" contributes to cohesiveness, which in concert with regular meetings, contributes to effectiveness.

The individuals belonging to the group bring with them their unique abilities and personalities. It has been suggested, not surprisingly, that member ability improves the effectiveness of the group (Gist, Locke and Taylor 1987). In administering a complex group exercise to numerous groups, Yetton and Bottger (1983) found that pooled knowledge was more important than

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coordination, and member ability had a significant effect on group performance. When the opinions of more knowledgeable members were weighted higher than the opinions of others (as they often implicitly are), the groups were also more effective. Conversely, individuals in possession of incorrect information can impair the process.

Heterogeneity, a diversity of member background and experience, is regarded as a primary advantage of group decision-making. When solutions arrived at by groups are more accurate or creative than individual solutions, the diversity of group members has been a cause (Reitz 1981). Member personality also influences the outcome of group decisions. Groups with more dominant members have demonstrated less anxiety about the consequences of their decisions and have produced "higher quality" solutions (Gist, Locke and Taylor, 1987). As Vroom and Yetton (1973) pointed out, that "quality" is best expressed in terms of the effects of the decision on the goals of an organization.

Group size has received considerable attention in the literature. Size either promotes or restricts the level of individual activity within the group. Arguing that the perfect group size is five, Berelson and Steiner (1964) base their thinking on the politics of subgroups. In a group of five, majorities of three are not large enough to overwhelm, yet subgroups of two are large enough to permit individual expression. Berelson and Steiner (1964) also have reported that actual productivity and per-member productivity diminish sharply in groups larger than five because communication becomes more difficult as size increases. In groups of five, the number of possible communication links amount to 70; each member can address four individuals, six pairs, three sets of three, or the rest of the group as a whole. Moreover, in groups of six or more, one individual's ability to keep track of other members diminishes; the volume of interactions makes group process labored and more difficult; and member productivity, satisfaction, and cohesiveness all decrease.

Groups smaller than five also have notable disadvantages. Groups of four may result in dyads of two against two, and groups of three can result in two against one. On the whole, odd-numbered groups work better than even-numbered ones because the presence of a tie-breaker prevents counterproductive deadlocks. It has been proposed that groups achieve maximum productivity when they contain only as many members as are needed to supply the necessary task and interaction skills (Hamner and Organ 1978). One notable exception to the size-five rule is fact-finding; investigative panels may be most effective when composed of about fourteen members (Hamner and Organ 1978). The blue-ribbon group that investigated the space shuttle Challenger accident was approximately

that size, for example.

If the literature on group size alone is valid—and it has stood the test of time in the field of organization behavior—decision-making groups used by library administrators are in many instances too large to permit significant interaction among members or timely, productive, creative solutions to management problems.

The Task

Some decisions lend themselves to group process whereas others do not. In general, groups perform better in situations requiring judgment or estimation rather than problem-solving. Reitz (1981) notes that judgment or estimation tasks have two common characteristics: they require few steps, and the judgments or solutions can be verified, either by logical proof or attested to by the fact that the majority of members agree on the answer. Berelson and Steiner have proposed a typology that indicates when group decisions are more satisfactory than individual ones. Does the problem have an identifiable solution? Does the task require that each member make a judgment about the matter? Are rewards and punishments given to the group as a whole rather than to individuals within the group? Are the information or skills needed for a solution additive? Is the problem divisible into parts? Does the problem include "traps" that single individuals might miss (Reitz 1981). In other words, overly complex, indivisible, or ambiguous problems should be delegated to groups with caution. The division of labor inherent in group process is lost when the problem cannot easily be divided into parts, consensus is difficult to reach when the correctness is not provable, and group process itself interferes with the degree of concentration necessary to deal with the sequence of multiple stages (Reitz 1981).

Readers steeped in library participative management will recognize a task commonly but inadvisedly delegated to committees—the drafting of documents. The amount of negotiation usually required to arrive at a consensual result often frustrates individual members and makes the group writing process an unproductive use of time. A more efficient and reasonable approach is for one member to provide an outline, submit it to a subcommittee with a maximum of three members, and present a draft for the approval of the committee as a whole. Individual risk-taking is involved in such a situation, and not all members may be equally willing to assume the risk. For those who do, however, the time-saving benefits for the entire committee are considerable.

When to Use Groups: A Normative Model

Organization behaviorists have long held that no single leadership style is appropriate to all situations, and thus group decision-making is not the best strategy in every instance. For almost three decades, students

have encountered the Vroom-Yetton model as a way to learn when to delegate a decision to a committee. Based on the manager's responses to a number of questions, the model suggests which of five decision-making styles best fit the circumstances. Graphically, the model is rendered as a decision tree, where each question and its affirmative or negative responses branch off to an increasing number of decision options. It is worthy of note that in the sixteen possible decision situations, the model suggests thirteen when the manager should act alone. Only three branches of the tree prescribe complete group process, and those occur in scenarios when acceptance by subordinates is critical to carrying out the decision; when subordinates can be trusted to base their solution on organizational considerations (the greatest good for all involved); and when conflict among subordinates would undermine or negate entirely a one-person decision (Vroom and Yetton 1973).

It is unlikely that Vroom and Yetton intended their model to be used for actual day-to-day managerial practice. Indeed, the image of a manager sitting at a desk tracing with his or her index finger a path on a wall chart of the model each time a decision must be made is a somewhat comical, not to mention extremely impractical, idea. Theorists suggest that the model be used as a training device to heighten awareness of situations that lend themselves to group decision-making and those that do not. In general, however, the Vroom-Yetton model would appear to recommend that groups make decisions less often than they do in many libraries (Vroom and Yetton 1973).

Are Groups Less Cautious Than Individuals?

In a now classic 1961 MIT master's thesis, Stoner identified a phenomenon he labeled *risky shift*: decisions made by groups are consistently more risky than those made by individuals. Because that finding was so inconsistent with conventional wisdom, researchers have carried out many subsequent projects in an attempt to clarify it (Reitz 1981). Although the apparent cause of the shift is diffusion of responsibility for a decision (chiefly difficult or unpopular ones) among members of a group, more recent research has failed to confirm that group decisions are always riskier. On the whole, however, they would appear to be.

The Peril of Groupthink

Whereas cohesiveness among group members is widely regarded as a contributor to quality decisions, too much cohesiveness can be a bad thing. The label *groupthink* has been applied to situations where assumed consensus can cripple the decision-making process. The disastrous Bay of Pigs invasion may have been a result of groupthink among the Kennedy Cabinet and White House staff, when *esprit de-corps* masked individuals' willingness to examine controvertible evidence, opposition, or minority views (Hamner and Organ 1978). In that historic fiasco, groupthink may have masqueraded as unanimity. To guard against the

possible effects of groupthink in libraries, the members of standing committees should be rotated on and off periodically, and care should be taken to appoint group members with diverse backgrounds and points of view.

A Model for More Effective Group Decision-Making

Assuming that participative management is here to stay and that committees in libraries will continue to be charged with decision-making, a nine-step model proposed by Schwartz and Levin (1990) may be useful in improving the process.

1. *Identify the problem.* Describe specifically what the problem is and how it manifests itself.
2. *Clarify the problem.* Probably the most important step. If everyone doesn't view the problem the same way, unnecessarily divergent solutions will be a result.
3. *Analyze the cause.* Focus on the most basic cause. Discussion of an array of causes can waste time. Too many causes may indicate that more than one problem is under discussion.
4. *Solicit alternate solutions.* Identify as many as possible before discussing advantages/disadvantages.
5. *Select among the alternatives.* Discuss pros and cons of viable alternatives. One solution should eventually emerge as most appropriate. If not, return to step one.
6. *Plan for implementation.* Make sure that everyone understands the action plan. Strong leadership is important at this stage.
7. *Clarify the contract.* Summarize what members have agreed to do. Restating helps to minimize confusion over what is expected of each member.
8. *The action plan itself.* Members carry out their assignments according to the contract.
9. *Provide for evaluation and accountability.* After the plan has been put into effect, the committee should reconvene to discuss progress and/or consequences of the decision. Achieving closure, especially if the decision has been a difficult, sensitive, controversial, or unpopular one, can heal possible rifts among members and pave the way for the group's future.

A Prescription for Libraries

In academic libraries and large public libraries, management by committee is more than a way of life; it is a fact of life brought about by the myriad competing demands of managing complex organizations. Managers need the help decision-making groups can provide. Moreover, in many institutions, personal prestige and professional advancement are obtained—and promotion and tenure earned—by committee membership and participation. It is unlikely in the near future that either justification for participative management will cease to be made.

Mindful of all the caveats expressed in this paper,

library managers might give special consideration to two of them: the size of the group and the task before the group. If size were held at five members and a task typology such as Berelson and Steiner's were adhered to, the decision-making process would be simpler. It would be less time consuming, frustrating, and divisive. And it would uphold a standard of effectiveness critically important in achieving the organization's stated goals.

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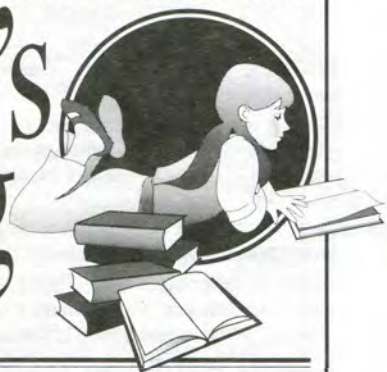
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 afraid to ★ its people
 judge the truth and
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John F. Kennedy—Remarks made on the 20th anniversary of the Voice of America at H.E.W. Auditorium on February 26, 1962.

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La., Tenn. produce "Notable Documents"

Two Louisiana state documents and two Tennessee state documents were included in the twenty state documents selected for the 1990 Notable Documents List. The Notable Documents Committee of the Government Documents Round Table of the American Library Association compiles the list from nominations of state and local, federal, and international documents submitted to the committee.

Louisiana contributions to the 1990 Notable Documents List are *Folklife in the Florida Parishes*, a publication of the Louisiana Office of Folklife, and *Louisiana Conservationist*, a bi-monthly periodical that demonstrates why Louisiana is the "Sportman's Paradise."

The Tennessee publications are *Now and Then: The Appalachian Magazine*, a periodical focused on life and culture in the Tennessee mountains, and *Economic Prospects for Tennessee's Future: A Report for the Tennessee Economic Cabinet Council*. In addition, other states with documents on the 1990 list are Oklahoma (5); Alaska (3); Idaho (3); Illinois (3); Maine (1); and New York (1).

The Notable Documents List is a regular feature of the May 15 issue of *Library Journal*. Reprints are funded by Congressional Information Service and are distributed at the annual ALA Conference.

A-V directory for N.C. public libraries published

A directory of audiovisual collections in North Carolina public libraries is now available. In addition to the names and addresses of AV contact persons, statistical data is provided concerning various AV formats, circulation systems, staffing, access, budgets, and film programming. The directory is a compilation of the results of a survey conducted by the Audiovisual Committee of the Public Library Section, North Carolina Library Association. The Committee received responses from 96 of the 100 libraries surveyed. The directory may be purchased for \$10 from the North Carolina Library Association, c/o Angie Suhr, Dept. E, Audiovisual Services Branch, 1811 Capital Blvd., Raleigh, NC 27635 (checks payable to NCLA-AV Committee).

Book examines performance appraisal

Performance Analysis and Appraisal: A How-To-Do It Manual for Librarians, by Robert D. Stueart and Maureen Sullivan, is now available from Neal-Schuman Publishers.

The authors cover three phases of this process: the description and analysis of the job, the recruitment and introduction of individuals into the library, and performance evaluation. Examples of relevant forms used by libraries of all types are included in the book.

The book is priced at \$35.00; the ISBN is 1-55570-061-6.

News stories available on video

ALA is making available through interlibrary loan a videotape of two national news features relating to libraries.

The stories about libraries and funding problems appeared in July on the "MacNeil/Lehrer Newshour" and "CBS Sunday Morning." Both were developed with assistance from the ALA Public Information Office.

The VHS tape including both features can be borrowed by sending an ALA-approved ILL form to the ALA Headquarters Library, or by requesting on OCLC (use OCLC symbol IEH).

For more information, call the Headquarters Library at (800) 545-2433, ext. 2153.

"Waldo" pamphlets for sale

"The Great Waldo Reading Record," a pamphlet which encourages children to read and to express their opinions on specific books, is now available from the Children's Book Council.

Featuring the popular Waldo character created by Martin Handford, the pamphlet allows children to record the books they read, and to rate them on the "Waldobility Rating System." A pack containing 50 copies can be ordered for \$11.50 from the Children's Book Council, 568 Broadway, Suite 404, New York, NY 10012.

"Recruiting the Academic Library Director" published

The Association for College and Research Libraries (ACRL) has published "Recruiting the Academic Library Director," a companion piece to "The Search Committee Handbook: A Guide to Recruiting Administrators" published in 1987 by the American Association for Higher Education.

Authors Sharon Rogers and Ruth Person have applied many of the principles and procedures outlined in the "Handbook" to the specific task of recruiting a library director.

The two publications are available as a set for \$13.95 for ACRL members and \$16.95 for nonmembers. ALA members get a 10 percent discount.

"Recruiting the Academic Library Director" and "The Search Committee Handbook: A Guide to Recruiting Administrators" set (ISBN 0-8389-7484-8) is available from the ALA Order Department, 50 E. Huron St., Chicago, IL 60611. Telephone: 1-800-545-2433, ext. 5014.

Other Recent ALA Publications

Books by African-American Authors and Illustrators for Children and Young Adults, by Helen E. Williams. \$39.00; 0-8389-0570-6.

Collection Development in the Small Library, by Marianne Kotch Cassell and Grace W. Greene. \$5.00; 0-8389-5744-7.

BULLETIN BOARD

Legal issues topic of conference

A conference on "Law and the Library Manager" will be held November 17-19, 1991 at the School of Library and Information Science, University of South Florida.

Bernadette Storck, Executive Director of the Pinellas County Public Library Cooperative and Dr. John McCrossan, Interim Director and Professor, SLIS, will direct the conference. Current legal problems confronting libraries of all types will be discussed. The conference is directed at librarians, trustees, city and county administrators and others interested in the topic.

For information call the School of Library and Information Science at (813) 974-3520.

Publisher seeks book ideas

Facts on File, Inc. is offering a \$500.00 award to any librarian who submits a usable proposal for a new reference book. Awards are granted upon publication of the book; there is no limit to the number of awards bestowed. Librarians interested in writing the book themselves should not submit their ideas for this award.

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ALABAMA



Mobile offers "Fiction Finder"

The Mobile Public Library has been helping patrons identify new books and authors to sample with its "Fiction Finder" service. Patrons describe, either in general terms or more specifically, the type of books they enjoy, and the request is forwarded to the library's collection development department. Staff members in that department prepare a printout of titles matching the description, which is then mailed directly to the patron.

Scholarships set at UA

Two endowed scholarships have recently been established to assist students in the School of Library and Information Studies at the University of Alabama.

The Powers-Meriam Wyman Endowed Scholarship was established through a contribution of \$15,000 by Julia Ellen Powers Meriam. Mrs. Meriam, a 1937 graduate of the university, was a librarian at the Yale University Library, and is the grandniece of longtime University of Alabama Library director Alice Searcy Wyman.

The Marie Drolet Bristol Memorial Endowed Scholarship was established through a gift of \$50,000 by Colonel Thomas F. Bristol in memory of his late wife. This scholarship will be used to support full-time students starting in the fall of 1992.

Dean Philip Turner, in accepting the gifts, said, "Through these gifts, these donors will influence the profession for generations to come."

FLORIDA



Miami-Dade creates Literacy Centers

The Miami-Dade Public Library System has been

awarded an LSCA grant to establish Literacy Centers in the South Dade, West Dade, North Dade, and West Kendall Regional Libraries. The grant of \$35,000 will enable the library system to purchase materials related to literacy and teaching methods as well as creating a significant collection of high interest/low vocabulary books. The hi/low materials will be specially cataloged to indicate "Lifelong Learning" to make them easily recognizable, and will be available for loan throughout the library system.

GEORGIA



Andrew College acquires 40,000th volume

Andrew College's Pitts Library marked the acquisition of its 40,000th volume with a reception held in May. The book, "You Are Your Brother's Keeper," was written by Lidie Murfi, a Broadway and movie character actress who graduated from the college in 1937. The author has endowed the Lidie Murfi Center for the Communication Arts at Andrew College.

Project L.E.A.D. honored

The Athens Regional Library won the 1991 Celebrate Literacy Award given by the Northeast Georgia Council of the International Reading Association. Project L.E.A.D., the library's literacy program, was also honored with an individual award from the Council in 1989, for the work of its volunteer coordinator, Natalie Toney. The library has recently introduced Project Reach Out, a federally funded program which carries the literacy effort into senior centers.

KENTUCKY



Lexington reaches new heights

The Lexington Public Library system circulated more than 1.5 million items during the 12-month period ending June 30, 1991, setting a new record for annual circulation. The new high represented a 12.8% increase over the previous year's total. Reference and information transactions increased nearly 5% during the year, an additional 13,139 transactions.

STATESIDE VIEW

MISSISSIPPI



MLA roundtable joins Council of Regional Groups

The Technical Services Roundtable of the Mississippi Library Association has been accepted as a new affiliate of the Council of Regional Groups (CRG). The CRG serves as a means for information exchange between ALA's Association for Library Collections and Technical Services and regional groups having a focus of activity within the field of library technical services.

There are presently 40 regional groups affiliated with ALCTS. Representatives of these groups meet semi-annually at ALA conferences to consider common problems and propose programs.

NORTH CAROLINA



N.C. mandates paper standards

The North Carolina State Assembly has passed legislation which makes this state the second in the nation to require the printing of certain state documents on acid-free paper. N.C. House Bill 186 mandates that the State Librarian and the UNC-Chapel Hill University Librarian will survey state government publications each year and choose those that must be printed on alkaline paper. The selection criteria rests upon the historic or lasting value of the publications to North Carolina.

"Printing on alkaline paper is critical in successfully preserving important or historic documents," commented State Librarian Howard McGinn. "Poorly preserved documents handicap the historian in reconstructing our past."

Governor's Conferences target literacy

The North Carolina Governor's Conferences on Library and Information Services mirrored the three themes selected for the White House Conference—literacy, productivity and democracy.

According to information compiled for the conference, the state currently has a 14% illiteracy rate among adults, ranking it 39th from the top among the 50 states. The high school dropout rate among North Carolina adults is approximately 32%, worse than all but 12 other states.

Among the resolutions developed by citizens at the

North Carolina Governor's Conference was one which recommends "that the State Commission on Literacy designate public libraries as initiators of community literacy coalitions to include community college programs, non-profit organizations, libraries, schools and other organizations to encourage interagency partnerships and collaboration in the development of programs to serve illiterate adults."

Southern Oral History Program to receive race relations tapes

The University of North Carolina at Chapel Hill's Southern Oral History Program will receive more than three dozen taped interviews of leading Southerners discussing race relations in the 1930s, thanks to a \$10,000 grant.

The grant from the Kathleen Price and Joseph M. Bryan Family Foundation of Greensboro will pay for activities including transcribing tapes with people like Dr. Guy B. Johnson, who with his UNC colleague Dr. Howard Odum, was a pioneer investigator of race relations.

Historians John Hope Franklin and C. Vann Woodward and activists like Arkansas' Daisy Bates and Florida's Stetson Kennedy also are among those interviewed by veteran journalist and author John Egerton.

Egerton will donate most of his tapes to the Southern Oral History Program, which will transcribe and deposit them and the transcripts in the Southern Historical Collection in UNC's Wilson Library.

"We have already lost the voices of many important figures from this period," said Pamela Dean, acting director of the Southern Oral History Program. "Because the people Egerton is interviewing are in their 70s and 80s, this may be our last chance to preserve their memories and analyses of these crucial events."

Once the interviews are deposited in the Southern Historical Collection, they, like the more than 1,000 interviews already in the collection, will be available to researchers and the general public, Dean said.

SOUTH CAROLINA



Richland P.L. counts on volunteers

Volunteerism is alive and well at the Richland County Public Library. The library enjoyed a 51% increase in volunteer hours from fiscal 1990 to 1991. Both adult and junior volunteers are involved in the library's program, assisting with tasks such as sorting books, shelving, preparing craft-time and storytime materials,

STATESIDE VIEW

preparing bulk mailings for special programs, and showing films. More than 100 junior volunteers worked in Richland County libraries this past summer.

TENNESSEE



Public hearings held

The Secretary of State's Commission on Information Services and Resource Sharing conducted a series of six public hearings across Tennessee during the week of September 30, 1991.

According to Secretary of State Bryant Millsaps, the commission's goal in holding the hearings was to "search for ways that all libraries in Tennessee, utilizing emerging technology and resource sharing, can raise the overall educational preparedness and intellectual vitality of the citizens of this great state."

Among those serving on the commission are Judith Drescher, Director of the Memphis/Shelby County Public Library and Information Center, Louis Grande, Vice-President of Information Services for the Tennessee Valley Authority, and Paula Kaufman, Dean of the School of Library Science at the University of Tennessee, Knoxville.

Nashville unveils "Rhapsody in Black"

The Public Library of Nashville and Davidson County has unveiled a new permanent exhibit book collection at its Carnegie Library. Entitled "Rhapsody in Black: A Celebration of African-American Writers from 1770 to Today," the project includes 31 permanent biography panels with photographs of the writers along with more than 500 of their collective works. The exhibit panels were funded by a grant from the Metro and Tennessee Arts Commissions; the library provided the book collection. An additional grant has been made by the Arts Commission to fund book talks by and about black writers during the coming year.

VIRGINIA



Endowment honors Judd

University Library Services of Virginia Commonwealth University has announced the Educational Media Collection Endowment in honor of former director, Dr. William J. Judd. The announcement was made by Dr. Charles P. Ruch, provost and vice-president for Academic Affairs, at a reception for Judd, who is returning to the University's School of Education to teach. Judd's specialty is educational technology.

Judd joined University Library Services as interim director in 1982 and was appointed as director soon afterwards. Under his direction, the VCU Libraries have built their collections to nearly one million volumes, replaced the card catalog with a fully integrated library automation system, expanded media production services and telecommunications, and increased library fund-raising efforts.

The endowment, which will provide perpetual support for this collection of special interest to Judd, was established in honor of his outstanding services to the VCU Libraries during his nearly ten-year term as director. A plaque commemorating Judd and the endowment will be placed in James Branch Cabell Library which will house the collection.

I & R goes online

The Loudoun County Public Library now offers users of its online catalog access to a Community Information File listing local human service agencies, clubs, and community organizations. Along with locating books on a particular topic, patrons may be referred to a relevant organization as well.

"We are the local information center—not just books. It doesn't have to be published to be information," says Betty Keller, Information and Referral Librarian.

Loudoun County also offers dial-up access to its online catalog, including the Community Information File.

PEOPLE

Lawrence Auld, chair of the East Carolina University Department of Library and Information Studies, has been named Book Review Editor for *Library Resources & Technical Services*. □ **Marina Baskakova** is now Reference Librarian at the Leon County (FL) Public Library. □ **Terry Balanger**, a 20-year veteran of the Columbia University School of Library Service and founder of the Rare Book School, will join the faculty of the University of Virginia as University Professor and honorary curator of special collections in September 1992. □ **Sue A. Bergmann** now heads the Clarkston Branch of the DeKalb County (GA) Public Library. □ **Diane A. Bronson** has been named Director of the Chestatee Regional Library System in Gainesville, GA. □ **Kathleen R. Brown** is now Head of the Acquisitions, Technical Services and Management Division of the North Carolina State University Libraries. □ **Elfreda A. Chatman**, Associate Professor in the School of Information and Library Science at UNC-Chapel Hill, has been elected president-elect of Beta Phi Mu for 1991-92. She will serve as president for 1992-93. Dr. Chatman has also been elected chair of ALA's Library Research Round Table for 1992-93. She has been a member of the UNC faculty since 1986. □ **Edwin S. Clay, III**, Director of the Fairfax County (VA) Public Library, has been elected chairman of the Commission of the Arts for the Commonwealth of Virginia. The Commission was created in 1968 to encourage public interest in the arts. □ **Sheila Ann Delacroix**, Head of Reference Services at the Southeastern Louisiana University Library, is ALA's Minority Fellow for 1991-92. She will spend a year working at ALA's Headquarters in Chicago on a project addressing image concerns of librarians. □ **Melissa Delbridge** has been named Archivist/Manuscript Cataloger at Duke University's Perkins Library. □ **Deborah Fetch** now heads database maintenance and cataloging operations at the University of Southwestern Louisiana Library. □ **Wanda S. Flanagan-Wing** is now Catalog/Retrospective Conversion Librarian at the Pembroke State University Library. □ **Martha Goodson** has been named Staff Development Officer at the DeKalb County (GA) Public Library. □ **Dr. Edward G. Holley**, William Rand Kenan Jr. Professor, School of Information and Library Science at UNC-Chapel Hill, is the 1991 recipient of ALA's Beta Phi Mu Award for distinguished service in library education. □ **Donald J. Kenney** and **Linda J. Wilson**

of Virginia Polytechnic Institute and State University have been appointed to a three-year term as editors of the "Journal of Youth Services in Libraries." □ **Lisa Kling** has been named Associate Director of the Union County (NC) Public Library. □ **Charlene Norwood McAleer** is now Media Specialist at Effingham County (GA) Middle School. □ **Sharon Cline McKay** has been named Director of Library Automation at EBSCO. □ **Teresa L. McManus** has been appointed Acquisitions/Collection Development Librarian at the Pembroke State University Library. □ **Glenn Miller**, director of the Orange County (FL) Library System, was recognized by the State House of Representatives for his "leadership in innovative library service" and "commitment to the citizens of Orange County." □ **Sandra M. Neerman**, Extension/Marketing Director at the Greensboro (NC) Public Library, was the 1991 recipient of PLA's Allie Beth Martin Award for creating the library's Community of Readers program. □ **Ann Parham**, Librarian with Headquarters, Army Material Command in Alexandria, VA, has been elected Vice-President of ALA's Armed Forces Libraries Round Table. □ **Mary Robertson** now oversees the Henry County (GA) Library System. □ **Dr. Ralph Russell**, University Librarian at Georgia State University, was this year's recipient of the Distinguished Alumni Award from the Florida State University School of Library and Information Studies. □ **Kathy E. Tezla**, Social Sciences Coordinator for Collection Development at Emory University's Woodruff Library, has received a Fulbright scholar grant to support her research in the Szechenyi National Library in Hungary. Tezla will spend three months in Hungary consulting the collection of American-Hungarian immigrant newspapers, to complete an edition of documents dealing with female immigrants who came to the U.S. between 1895 and 1920. □ **Steven Wade** has joined the North Carolina State University Libraries as a Reference Librarian. □ **Derek Willis** has joined the DeKalb County (GA) Public Library, as Librarian of the Scott Candler Branch.

DEATHS

Nolan Hatcher, Reference/ILL Librarian with the DeKalb County (GA) Public Library, died September 18, 1991. A graduate of Emory University, he had previously served as Public Services Librarian with the Flint River Regional Library System in Griffin, GA. He was actively involved in SELA, ALA, and the Metropolitan Atlanta Library Association.

KEEPING UP

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The Rest of the Staff: Training for Non-Professionals, by Faye Roberts, p. 6

To A/V or Not to A/V: That is the Question, by Robie Visk, p. 9

Creating a Literacy Nook, by Becky D. Peters, p. 10

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In My Opinion: Catching an Exploding Star, p. 16

WELCOME NEW MEMBERS
(October 11, 1991)

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SELA Resolutions

The SELA Resolutions Committee is soliciting prospective memorial resolutions to be presented at the 1992 New Orleans conference. If you would like a memorial resolution to be considered for someone who is recently deceased, please submit one to us.

The Resolutions Committee will review the submissions and make recommendations to the SELA Board, which has the final approval on all resolutions.

Please send any memorial resolutions to be considered to:
Martha Merrill, 1305 Berkshire Drive, Jacksonville, AL 36265.

SOUTHEASTERN LIBRARY ASSOCIATION MEMBERSHIP FORM 1991

The information in the address box below should be your preferred mailing address. Please return form with dues payment. Make check payable to: Southeastern Library Association. Mail to: SELA, P.O. Box 987, Tucker, GA 30085-0987.

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- | | | |
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| (6) Conference Site Selection | | (23) Southern Books Competition |
| (7) Constitution and By-Laws | | |

***Committee(s) Selection(s):** 1st Choice _____ 2nd Choice _____ 3rd Choice _____



Calendar

1991-1992

1991

- | | | |
|----------------------|----|---|
| November 13-15, 1991 | NC | NCLA Biennial Conference. High Point, NC |
| November 21-23, 1991 | VA | VLA Annual Conference. The Homestead, Hot Springs, VA |

1992

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|----------------------|----|--|
| March 18-21, 1992 | LA | SELA/LLA Joint Conference. New Orleans, LA |
| April 8-11, 1992 | TN | TLA Annual Conference, Chattanooga Marriott and Chattanooga/Hamilton County Convention Trade Center, Chattanooga, TN |
| April 27-May 1, 1992 | AL | Alabama Library Association Annual Conference, Civic Center, Birmingham, AL |
| May 5-8, 1992 | FL | FLA Annual Conference, Hyatt Regency, Miami, FL |
| October 6-8, 1992 | KY | KLA Annual Conference. Drawbridge Inn, Ft. Mitchell, KY |
| October 16-18, 1992 | WV | WVLA Annual Conference. Holiday Inn, Parkersburg, WV |
| October 29-31, 1992 | MS | MLA Annual Conference, Holiday Inn, Jackson, MS |
| November 4-7, 1992 | GA | GLA Conference, Savannah, GA.
(Joint conference with GLMA, GAIT and GAMR). |

1993

- | | | |
|---------------------|----|---|
| October 13-16, 1993 | GA | GLA Biennial Conference, Jekyll Island, GA.
(Joint conference with GLMA, GAIT and GAMR). |
| October 19-22, 1993 | NC | NCLA Biennial Conference. Benton Convention Center, Winston-Salem, NC. |

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Executive Secretary: Deborah H. Trocchi, Virginia Library Association, 80 South Early Street, Alexandria, VA 22304 (703) 370-6020

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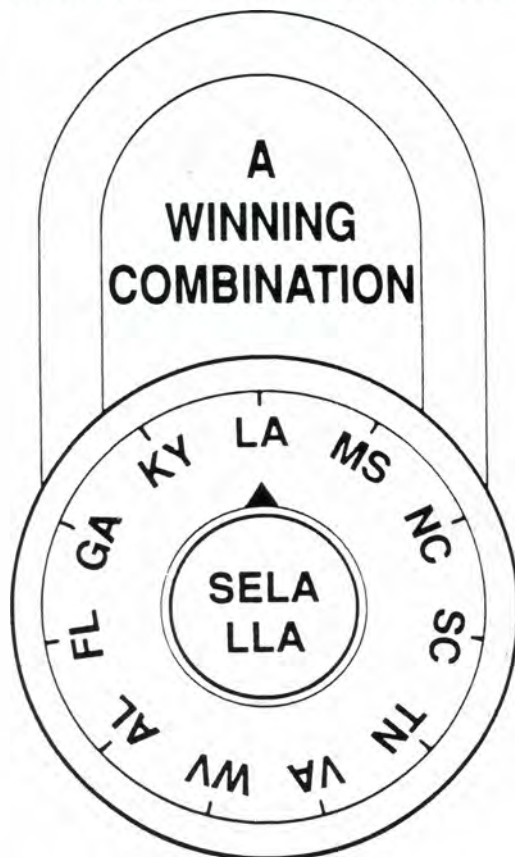
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Libraries and Readers



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