

The Southeastern Librarian

Managing Information Managers in an Age of Transition
Francis C. Thiemann

Employee Motivation: The Supervisor as Coach/Salesman
J. Edmund Maynard

1986-1988 SELA Candidates and Ballot

A Preview of SELA in Atlanta

PLUS

Stateside View, Southern Book Competition Winners, With Librarians, New and Useful, Continuing Education, Odds and Ends, and the Calendar

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Editor's Musings

As you have hopefully noticed by the change in photographs on this page, *The Southeastern Librarian* has a new editor. A few words of introduction are probably in order. I am currently the only librarian at a small junior college in what our urban brothers refer to as the "non-Atlanta" region of Georgia, which is euphemistic for the rural outback beneath the gnat line. For the past two years I have edited *The Georgia Librarian*, a high-paying sinecure which permits the holder to slowly develop ulcers and become a part of the chicken and peas circuit which accompanies membership on our state association's executive board. I still love my wife after 15 wonderful years; carry on a love-hate relationship with the two most perfect nine and seven year old children a father could have; tolerate dogs and cats; proudly admit to being a card-carrying Methodist; freely admit to having spent all of my 40 years in the South; have read and enjoyed all of Lewis Grizzard's books; am suspicious of folks who feel they have "the right stuff;" and have run for public office twice and lost on both occasions. And, parenthetically, I have been a librarian for 15 years and loved every minute of it!



During the next few issues you will probably learn more than you care to about my personal philosophy, children and approach to library problems. For now, let me simply say that, as editor, I hope to keep each SELA member up-to-date about library developments in the Southeast, report on the activities and opportunities offered by SELA, and provide a quality journal within the budgetary constraints of the Association. I do not promise any walks across the Sea of Galilee (or even Lake Okeechobee), and will probably stumble and falter several times along the way.

Each of you can help by keeping me informed about what is happening in your state—no news item is too small! If you are working on a research project of interest to our readers, submit it for publication.

Of special interest in this issue is the ballot for SELA officers for the next biennium. Biographical sketches are also included. Make your choices, tear out the ballot and return it to SELA Headquarters before September 1st. You will also find preliminary information about the SELA Conference to be held in Atlanta in October. Thanks to Ralph Russell and the Program Committee, this promises to be one of the best gatherings yet.

Until next issue . . .

James Dorsey

COPY DEADLINES

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Volume 36, No. 3 (Fall 1986)

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July 1, 1986

September 1, 1986

December 1, 1986

President's Page

With this issue of *The Southeastern Librarian* we are happy to welcome our new editor, James E. Dorsey, and to congratulate him on his appointment. Librarian at Emanuel County Junior College in Swainsboro, Georgia, Jim Dorsey brings to the position a background of rich experience which includes service as editor of *The Georgia Librarian*, official journal of the Georgia Library Association.



Although spring has just arrived, we are entering the closing phases of preparation for the October Biennial Conference in Atlanta. Plan now to be present to share in the professional enrichments the conference program offers, to share in the beauty and hospitality of this historic city, and to contribute to the renewal of acquaintances and friendships that typifies conference-going. The Planning Committee has made every effort to ensure that this first separate conference of SELA in more than six years will be highly successful for both the Association and for the librarians who will attend.

Join us in Atlanta for a peach
of an SELA Conference!

Rebecca T. Bingham

Managing Information Managers In An Age of Transition

Francis C. Thiemann

It is obvious that significant social and technological changes have occurred over the past quarter century, but futurists warn us even more traumatic events are in store during the next 15 years. They are calling these next years the "Age of Transition."

Depending on one's inclination, the future is either wholly unknowable and we should give ourselves to the here and now, or we can have partial knowledge, extrapolated from the past and projected, stochastically, into the future.

My own predilection is the past—as a mirror to the future. Along with Barbara Tuchman¹, I believe the transition from the Medieval to the Renaissance reflects our own and the forthcoming age. Of course, there was a fatalism during the 14th century whose motivation was exacerbated by more than the transformation from worn out institutions to new. The Black Death, after all, did call forth a level of narcissism unknown until our own nuclear age. Then, the bubonic plague carried off a third of the population. Now, the grim forecast of a nuclear winter may place ninety percent of the world in a perpetual deep freeze.

How accurate are such extrapolations? We know the Club of Rome's projections on Fossil fuel deposits in the late 1960s have been revised upward almost every year since then. However, those who study cyclical history estimate eighty percent of the future can be known from a critical examination of the past. Santayana would certainly concur that, "Those ignorant of history are condemned to relive it." We cannot seem to recall and do not benefit from the mistakes of the past. Our memories are of our glory years. True, those days of glory are a part of the past, but they may be more representative of the twenty percent than of the eighty. Here are some demographics I believe will influence the next 15 years, with which we as managers of people and information will have to be concerned. Comparing the United States with other industrial nations:^{2 3 4}

The U.S. since 1970 has given up the lead in productivity. West Germany, France, Holland, Belgium, Italy, Denmark, Sweden, and Japan lead us in most categories.

Fourteen other nations have a higher life expectancy. For example:

Nation	Men	Women
Sweden	72.1	77.8
Japan	72.2	77.4
West Germany	68.8	77.2
United States	68.7	76.5

Eight other industrial nations have lower levels of pollution.

Where the leading nations see social welfare as an obligation of government and industry, the United States sees it as a charity.

Between 1959 and 1976 unemployment to work force statistics compared to 1977 and 1985 estimates show:

Nation	1959-1976	1977	1985 (est.)
United States	5.4	6.5	9.5
France	2.4	5.8	6.0
Sweden	1.9	2.2	3.0
Japan	1.4	2.1	2.5
West Germany	1.2	3.5	4.3

Infant mortality is higher in the United States than in twelve of the most industrialized nations.

United States teenage abortions alone are as high or higher than the combined teenage abortions and birth rates in each of the world's five most advanced countries.

In this short list the emphasis in the leading nations is on human capital, while in our nation where so much has been said about our concern for people there is little evidence for support. On the national scene the picture becomes even bleaker:

Every forty minutes a teenage mother gives birth to her third child.

One child in five is born out of wedlock. More than half of all minority births were illegitimate and more than half of these were to teenage mothers.

Twelve million children are living in a single parent home and twelve million children are living below the poverty level.

In 1950 sixty percent of all households were composed of a mother, father and two children. By 1980 this percentage had decreased to eleven percent.

The fastest growing segment of the population (twenty-seven percent) is composed of people who have never married and have no children. This has increased eight percent from twenty years ago.

Mexican Americans are increasing at a faster rate than the other four ethnic groups combined:

Ethnic Group	Rate of Increase
Mexican Americans	8.9
Black Americans	2.4
Puerto Rican Americans	2.0
White Americans	1.7
Cuban Americans	1.3

} 7.4

Twenty-seven percent of all public school children are nonwhite:

Dr. Thiemann is Professor of Administration and Higher Education, University of Louisville. This article is based on a speech delivered at the SELA Leadership Workshop in March 1985.

State	Percentage	Dominant Group
New Mexico	57.0	Mexican Americans
Mississippi	51.0	Black Americans
Texas	45.8	Mexican Americans
California	42.9	Mexican Americans
Arizona	33.7	Mexican Americans
Maryland	33.5	Black Americans
Florida	32.2	Puerto Rican Americans
New York	32.0	Puerto Rican/Black Americans

New York Public Schools have the highest percentage of nonwhite students (seventy-four percent).

Therefore, minorities are rapidly becoming majorities. By the year 2000 white Americans will be a minority and brown Americans will be the majority. Concomitantly, the majority of the population is growing older: 30,000 are over 100 years of age and 2.2 million are over 65 years of age.

Nightly news on Monday, March 11, 1985 began a series on the young workers' displeasure with social security. One compelling statement indicated that in three years a retiree today would receive back all he or she had paid in over their entire working life.

If all this is true, what is happening to the middle class? It is shrinking rapidly. While a few are entering the upper class, more are slipping into the lower. Even some of the former upper class are now in the lower.

One problem exacerbating the situation is that those still at the top are more concerned with "golden parachutes" than they are with either the organization or the people they supposedly lead. In Japan, salaries, benefits and status of the senior managers are not vastly different from the junior managers. Japanese chief executive officers see one of their central missions as the enhancement of the lives of their employees. The future is as important to them as is the present and the past.

One of the dimmest projections concerns our young people. The public in general and the professional educators specifically are encouraging children and youth to develop higher skills of thinking and reasoning, to attain higher levels of education and to compete in a world where of the top twenty projected jobs, only one requires a college degree. What happens when skills and expectations are high and opportunities are low? Social unrest! Social unrest is why advisors to foreign investors are directing them not to put money in the twenty-five largest cities or into many large businesses. This truly is an age of transition!

Where have we then come from?

Each decade has had its own emphasis: the 1950s—the age of equalities; the 1960s—the age of innovation; the 1970s—the age of relevance; the 1980s—the age of excellence; the 1990s—the age of transition.

We are still searching for social justice, attempting to conquer space, determining what is pertinent in education, and identifying elements of excellence in business. Like many efforts, Waterman and Peters⁵ identified several outstanding companies. A year later they could not

explain why half of those companies had failed or were in serious trouble.

This, however, appears to be a normal phenomenon in management. A number of managerial approaches during this thirty-five year period have been intended to increase effectiveness and efficiency, to improve speed and accuracy, to maintain quality, to reduce resistance to change, and to *keep the distance between the managed and the manager*. However, in each case the interpersonal process is essentially the same. Because of this we call these forms "variations in transactional leadership."

Basically, the manager meets with the subordinate to clarify what is to be done and exactly how it is to be done. As long as the expectations are met the subordinate has a certain degree of freedom. If they are not met, subsequent discussions are more formal *and* the level of supervision increases. The subordinate's willingness to be innovative, to make risky decisions, or to become more involved, loyal or committed is thwarted. During a period of growth, when the Protestant Ethic is strong, when there is a shortage of workers, and there is an educational discrepancy between the employee and employer, transactional leadership is adequate. The variety of approaches coupled with the continued decline of organizations in part attests to the inadequacy of transactional processes. Sanders⁶ contends that "The acts of managers and their traditional responses exacerbate the crisis of decline." Furthermore, when this traditional approach is used with volunteer workers or highly trained specialists the coercive nature of transactional leadership is an outright disaster.

In 1929, when Jose' Ortega y Gasset wrote *The Revolt of the Masses*, the concern was a phenomenon of the "mass-man." He saw that the population of the western world had remained almost constant from 1200-1800 A.D. However, in the next one hundred years the population of Europe and America had tripled. The questions he sought to resolve were: Can western culture survive the encroachment of mass-man? Can republican institutions survive chaotic democracy? He describes the root of the problem as follows:

It is not that the mass-man has thrown over an antiquated (moral code) in exchange for a new one: but that at the center of his scheme of life there is precisely the aspiration to live without conforming to any moral code. Do not believe a word you hear from the young when they talk about the "new morality." I absolutely deny that there exists to-day in any corner of the continent a group inspired by a new ethos which shows signs of being a moral code.⁷

Capricious and arbitrary behavior typifies the manager under transactional leadership. It assumes the total body of knowledge is known and immutable. Or, that

because the manager has the legitimate position of authority his or her opinion is law. "Power corrupts and absolute power corrupts absolutely," cautions John Acton. Under these conditions a moral code is severely tested.

A new management paradigm is needed to cope with mass-man, with culturally diverse man, and with educated man in an era of limited opportunity. I believe the elements of this new paradigm have been in practice for centuries. They have been found in diverse cultures, occupations and groups. They are commonsense and egalitarian. They focus on the interdependency and interrelatedness of all humankind. Furthermore, they recognize that decision making is distributed throughout all systems, even dictatorial ones.⁸ Such a paradigm has elements of Japanese management⁹ extended families¹⁰, and cohesive small groups¹¹. This paradigm is effective with specialized subordinates, with semiskilled and unskilled workers and with part-time volunteers. Its purpose is to transform members of a group from a "sundown and payday" mentality to inducing people to do more than they ever expected they could.

More importantly, this transformational paradigm accepts people where they are and moves them toward a potential that is continually evolving in their awareness. It realizes the limitations set forth in the demography and the basic needs for self esteem, self-confidence and the desire to believe in a leader and a system. The need to belong and to be respected as a contributing member has long been denied most organizational members especially in large, impersonal, complex structures. While each of us and our small teams may be only a cog in the larger system, we can at least be integrated members within our own group.

Individually, the transformational leaders rate high as risk takers. They tend to be proactive rather than reactive. They are less inhibited, more innovative, if there is a set of operating procedures that may be inhibiting, they tend to be misplaced to achieve goals. They help subordinates, and accept subordinate help in resolving conflict between competing ideas, methods and values. But most importantly, transformational leaders tend to be *very ethical*. They are respectful of human dignity and they promote equal and fair treatment.

In a set of recent army studies of transformational leaders¹², the major emphasis was on treating the subordinate as an individual, behavior that was genuine, influence based on knowledge, informal and frequent verbal contact, keeping everyone informed—no secrets, and serving as subordinates' mentors. The subordinates also identified four intellectual stimulators: (1) he or she forces me to rethink my ideas and positions which I had never seriously questioned before; (2) the superior allowed the subordinate to argue a different opinion; (3) the leader was willing to change his or her position when presented with pertinent information; and (4) the

leader has a sense of where the organization was going and kept recounting it to the troops.

The transformational leader is significantly different from the transactional leader who tells the subordinate what is to be done, how it is to be done and then rewards or punishes when a problem arises. The transformational leader encourages team involvement and participation in the organization's mission¹³. Reminiscent of Don Quixote's "Quest," the manager solidifies their commitment with simple words and symbols and keeps reminding them of the mission. There is frequent one-on-one discussions at the subordinate's work place. Most importantly the leader listens, then consults, coaches, models and teaches appropriate skills and behaviors.

It is a new world where many of our future employees and peers will not have had a secure or rewarding childhood. Knowledge of their roots goes no further than the single parent with whom they have lived. The press of life in large urban areas fosters an alienation eased only by chemicals and short term relationships. In such an environment the mother and father images may best be filled by the transformational leader who brings hope, values and satisfaction into their lives. With the old institutions of family, church and community falling into disrepair, work may become the transitional link to the future.

I would like to conclude with a quote from Thomas Aquinas that set the stage for my view of the future and how I believe we must cope with it:

Concerning the institution of things, we should discuss what their nature demands rather than what God could have done.

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Employee Motivation: The Supervisor as Coach/Salesman

J. Edmund Maynard

Introduction

Most academic librarians supervise or manage supervisors of a library's support staff. We often realize problems exist only after they have become too serious to handle effectively. A subordinate may resign for greener pastures but may just as often continue in a mire of undependability, carelessness, absenteeism, defiance, apathy, or worse, until more drastic measures are taken such as suspension or termination. Many of us try to correct these problem areas through reprimands that are limited because they deal only with the superficial and/or the onerous once-a-year ritual of employee evaluations. If this dilemma has you concerned, before you despair—try coaching!

Selling and Coaching

Selling and coaching are similar, for both use convincing and persuading techniques to motivate. To prove that philosophers may also know about salesmanship, Mortimer J. Adler states:

It should be obvious that selling a product, like praising a person or a policy, is an effort at eulogistic persuasion. It should also be no less obvious that political and forensic oratory are efforts to persuade the listeners to buy something—a policy being advocated or an evaluation judgment.¹

Whether we are selling or coaching, counseling is important for the salesman or supervisor. In comparing coaching and counseling Buzzotta, Lefton, and Sherberg, "Coaching and Counseling: How You Can Improve the Way It's Done," contend that coaching seeks the improvement of work performance, while counseling focuses on the problems of attitude and motivation; however, in common usage, the two words are combined into a single expression.² Specifically, they define coaching and counseling as:

(1) the use of managerial power (2) to elicit **self-analysis** by the subordinate which (3) combines with the manager's own insights and knowledge (4) to produce **self-understanding** on the part of the subordinate, **commitment** to mutually accepted

goals, and a **plan of action** for achieving them.³

We often attempt employee evaluations without effective coaching or counseling. For example, a behavior problem like carelessness or habitual absenteeism may appear to be the reason for a subordinate's poor work performance. Yet, through a program of effective coaching we may be able to help the subordinate realize that the actual reason for his poor work performance is a resentment of the library's imposed split shift schedule and not his lack of work knowledge.

The Coaching Options

Since the perceived problem hinders acceptable performance, then a real problem does exist. To verify the problem before coaching directly or nondirectly requires that we first use a method for analysis and decision making. The Kepner and Tregoe (1965) problem-solving method "begins with identifying the problem, continues with analysis to find the cause, and concludes with decision making."⁴ In directive coaching we assume control; but, "in modern usage, directivity lets the subordinate know clearly and definitely what you want him to do but also brings him into the discussion so that he expresses his ideas, questions, and reactions whenever possible."⁵ Nondirective coaching also uses the problem-solving process, but it is more participatory and cooperative in that it emphasizes helping the subordinate to reach his own decision by teaching him "... a thought process by which after counseling, ... [he] can solve his ... own problems."⁶ In any case, the convincing and persuading techniques of selling are useful in coaching for employee development, directly or nondirectly.

The supervisor's judgment that the subordinate should accept the library's split shift schedule is the practical purpose which must be communicated through the coaching process. The need for a change in attitude in the subordinate may be a realized fact for the supervisor, but he must lead, urge, and encourage the subordinate (prospect) to acknowledge at least one of three motives for considering acceptance:

- (1) Because you see an opportunity to improve an already satisfactory situation.

Mr. Maynard is Circulation Librarian, The Citadel.

- (2) Because you are dissatisfied with your current situation.
- (3) Because you perceive a risk that your current situation may deteriorate if you do not take action now.⁷

Whether it is an opportunity, a dissatisfaction, or a risk, the library supervisor must persuade the subordinate to accept that:

- (1) There is a need.
- (2) This approach answers the need.
- (3) The subordinate should act on it now.⁸

To communicate this needed change, we use selling techniques in much the same way a salesman proves to a prospect that he desires the product and that buying his product is best. However, the supervisor's product—change—is more difficult to sell than cars or refrigerators.

The Challenge of Coaching/Selling

A great challenge of coaching is that it involves analyzing the strengths and weaknesses of human nature. A subordinate may balk that everything else but him should change. Or he may defiantly protect his self-interest, afraid that his employer is merely using him; he requires assurance that **his** needs—and not only those of the library—are under consideration. Before attempting to persuade the subordinate to accept change, the coaching supervisor, like the salesman, must allay these feelings by speaking with confidence and conviction arising from product knowledge. For supervisors, product knowledge means knowing the production standards for the subordinate's position and learning to look beyond the superficial cause of poor performance. Naturally, the subordinate and supervisor may disagree on the cause and effect of the subordinate's poor performance, but we must believe that we have a recommendation (product) that will benefit the subordinate and that this knowledge is the basis of our belief.⁹ Such knowledge and confidence provide the coaching supervisor with an optimism for persuading a subordinate through innovative approaches, whatever the objection.

Approaches For Coaching/Selling

In efforts to persuade, the supervisor encounters resistance. He needs courage and determination to overcome apparent objections. A persistence to succeed should prove useful to us if we are flexible in our efforts to convince and persuade; otherwise, we may fail to enable the subordinate to realize the benefits of acceptance. Depending upon the appropriateness of directive or nondirective coaching for a particular subordinate, we should try to convince the subordinate that change is both needed and beneficial to him. As in selling, the coaching techniques—convincing and

persuading—use four types of activity: pre-approach, approach, demonstration or presentation, and close.¹⁰

For the pre-approach activity, the salesman gathers background information on his prospect and prepares for the initial counseling interview of a series by collecting and studying the subordinate's personnel records. To gain insight into the scope of the needed behavior change, personnel data such as job description, goals, objectives, performance standards, and previous performance evaluations should be analyzed for planning a favorable counseling strategy.¹¹ To illustrate, perusal of the subordinate's last formal performance evaluation may show no failure to meet performance standards; but recently, absenteeism has diminished his ability to complete job tasks on time. Such personnel background information allows us to broaden the scope of the cause for poor performance, thereby avoiding a simplistic solution and ensuring a favorable beginning interview.

In considering the factors which may have a bearing on the initial interview with a subordinate, we should plan our strategy to include establishing good rapport. As in selling, planning ahead with an appointment during the approach activity diminishes opposition from those employees between the salesman and his prospect. Although the supervisor does not share this obstacle of interference as between the salesman and his prospect, he too must accept the fact that "... those in business expect those with whom they do business to look and act in a certain way."¹² We should prepare a set time for uninterrupted privacy, preferably in the subordinate's office or a neutral area. Proper attire and grooming benefit everyone, but the salesman or supervisor should initiate the exchange of niceties and/or topical interests.¹³ Such a setting of the mood by not plunging directly into the problem is important. Since the subordinate will expect the supervisor to know what and how to do, meeting this expectation of rapport should promote empathy, if not immediate acceptance.

An excellent approach fosters acceptance during the demonstration or sales presentation activity. Both the salesman and the supervisor demonstrate their recommendation through the "advantage-proof-action technique," a technique which Kirkpatrick (1961) found that to get a buyer's attention and interest one must promise him advantage; but that since prospects are often leary, we must support our claims with proof before gaining acceptance.¹⁴ To illustrate, the salesman shows the benefits of acceptance through testimonials, demonstrations, guarantees, and case histories. For assurance or proof, he may show a delaying prospect the company's buyer protection guarantee. Similarly the supervisor may illustrate with a survey of area libraries to show how their staffs adjusted to schedule variations with little disruption, or else he may provide a testimonial from a fellow-worker who found that a split shift schedule allowed him to accomplish personal business which had previously required leave time.

Using appropriate advantage-proof-action techniques should afford an opportunity for interaction between supervisor and subordinate. With interaction during the analysis of the problem or sales presentation, objections are often resolved before positions harden.

Overcoming Objections

Before the close activity or agreement to buy, salesmen often encounter objections. They resolve them with additional questions which illustrate further advantages of buying, or they handle a prospect's reluctance by putting "... the objection into their own words and in the process of doing so, soften the language and shift the emphasis."¹⁵ By paraphrasing the subordinate's objection in a reflecting manner, the coaching supervisor can show that he does understand the subordinate's objection. This enabling skill allows for effective communication. Imagine, if you will, the following dialogue illustrating a supervisor's skill in reflecting:

Subordinate: I simply can't be sure which student is working which schedule. I think Joe is working, but when I call in to check on how things are going, I find that Sam is working instead!

Supervisor: The student workers won't keep you informed of work schedule changes which they have made?

Subordinate: No, they won't!

One may use reflecting, or other enabling techniques: pausing, interruptions like "oh," "well," etc., and challenging questions such as "What **else** can you do?" and "Are there any other ways of tackling this?"¹⁶ Such phrases and questions often elicit an acceptance, allowing action now or the decision to buy. Such communication techniques are important to the closing of sale activity because they assure the prospect (subordinate). Closing successfully will vary from case to case; likewise, the decision to use directive or nondirective coaching will change from one situation to another. Any any rate, the subordinate has expressed his concerns and reservations, while the supervisor has set the stage for the subordinate's switch from a mood of resistance to one of acceptance.

Closing Approaches

If closing the sale or gaining acceptance is difficult, a more cooperative coaching approach may prove more profitable. A supervisor may reinforce his attempt to convince with the salesman's "Yes, . . . but" technique. This technique permits an exchange of ideas and avoids

friction. By using cooperative coaching as a compromise between directive and nondirective coaching, we can follow the "we" point of view. Such a point of view ensures that the interest and responsibility of both sides are heard; "however, the supervisor does not abdicate his authority because he imposes limits."¹⁷

The type of coaching we choose will depend upon the level of tasks undertaken and upon the personality of the individual subordinate. A better educated subordinate will no doubt resist the commands of directive coaching; but he may be more receptive to cooperative and nondirective coaching.¹⁸ Just as a salesman should shun high-pressure selling, supervisors should avoid the commands of directivity unless appropriate or absolutely necessary. Calhoun lists five circumstances in which directivity is appropriate:

1. When a subordinate is new, the greater experience and knowledge of a supervisor may help him work out a problem.
2. When regulations dictate a uniform procedure, the superior can explain the procedure and direct how it is to be accomplished
3. When a subordinate seems unable to cope with his job problems and when less directive, more cooperative methods have failed, a superior may resort to a directive approach.
4. When a subordinate has done his job badly or not at all, a supervisor may call this to his attention (though this action is only mildly directive, it is still directive).
5. When a coach needs more information before making a decision, he asks his subordinates. These questions fall into the category of directivity because the information sought is for the coach's use in making his own decision, although the decision he reaches may help his subordinate.¹⁹

Commitment

After reaching the decision to buy or accept the needed behavior change, the subordinate and coach establish goals for accepting the change.²⁰ For example, they may determine how much the subordinate's absenteeism should improve over a designated time period. Naturally, it is imperative for the subordinate to commit himself to meeting the objective; but if directivity is necessary, we should follow up if there is a failure to carry through. Following up will reinforce the importance of the directive and the serious consequences of failure. If nondirectivity is appropriate, we have set up a coaching routine that will help the subordinate to realize a problem exists, to accept one of the three reasons for agreement, and to cooperate in overcoming the problem of poor performance.

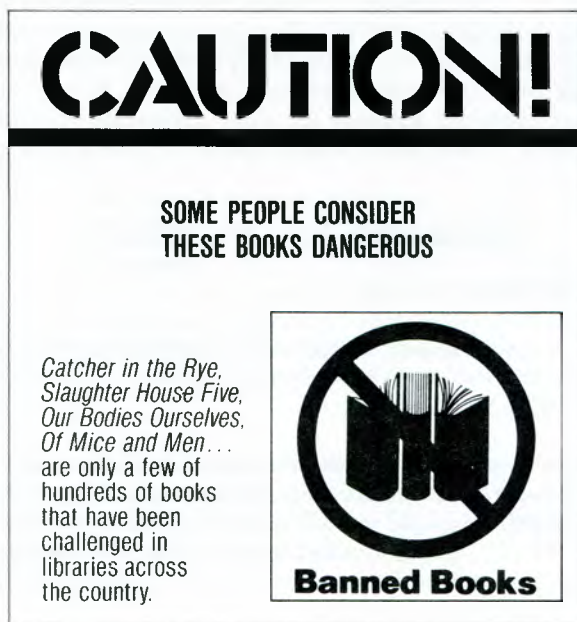
Conclusion

When a subordinate's job performance suffers enough to reflect negatively on his performance evaluation, the supervisor's responsibility is to analyze its cause and effect. Before negotiating the problem-solving process, the supervisor may assume that certain aspects (carelessness and habitual absenteeism) are the problem, but through immediate and long-range coaching he finds that the actual problem is much more complicated. To obtain his subordinates' acceptance, the supervisor uses the convincing and persuading techniques of salesmanship to help the subordinate solve his resistance to change through coaching, directly, nondirectly, or cooperatively.

Approaches to selling or coaching will vary depending upon the organization and the personalities of those involved. Whatever the approach, however, it is important that the subordinate feels involved enough to bring commitment to the goals agreed upon. In other words, employee motivation, as all supervisors recognize, is the key to improved performance.

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5. Richard P. Calhoun and Thomas H. Jerdee, *Coaching Supervision* (Chapel Hill: Institute of Government, University of North Carolina, 1976), p. 46.
6. Lynne and Herman Birnbrauer, "Coaching: A Toole for Success," *Training and Development Journal* 37 (September 1983): 33.
7. Terry A. Mort, *Systematic Selling: How to Influence the Buying Decision Process* (New York: Amacom, 1980), p. 9.
8. Calhoun and Jerdee, p. 49.
9. Charles Atkinson Kirkpatrick, *Salesmanship: Helping Prospects Buy*, 3rd ed., (Cincinnati: Southwestern Publishing Company, 1961), p. 130.
10. *Ibid.*, p. 243.
11. Calhoun and Jerdee, p. 14.
12. Ferdinand F. Mauser, *Selling: a Self-Management Approach* (New York: Harcourt, Brace, Jovanovich, Inc., 1977), p. 197.
13. *Ibid.*, p. 198.
14. Kirkpatrick, p. 273.
15. Mauser, p. 234.
16. Calhoun and Jerdee, p. 22.
17. Kirkpatrick, p. 333 explains how salesmen agree but disagree to avoid friction and to convince the prospect; Calhoun and Jerdee, p. 49 illustrate compromise and its limits.
18. Calhoun and Jerdee, p. 46.
19. *Ibid.*, pp. 46-47.
20. *Ibid.*, p. 57 provide a list of the coach's roles in commitment.



Candidates for SELA Offices 1986-1988 Biennium

Nominees For Vice-President (President-Elect):



George R. Stewart

Education: B.A. and M.A., Samford University; M.A., Emory University.

Experience: Currently Director of Birmingham (AL) Public Library.

Membership in Professional Organizations: Alabama Library Association, President; Alabama Library Association, Treasurer; State Representative, LAMA Division of ALA; Chair of ALA's Allie Beth Martin Award Committee; Southeastern Library Association, Treasurer.



Carl Stone

Education: A.B., University of South Carolina; M.Ln., Emory University.

Experience: Currently Director of Anderson County (SC) Library System; University of Georgia, Science Library; Richland County (SC) Extension Librarian.

Membership in Professional Organizations: Immediate Past President, South Carolina, 1971-71; Chair, South Carolina Library Association's Junior Members Table; Chair, SCLA Public Library Section; President, South Carolina Association of Public Library Administrators (1983); Chair, Reference and Adult Services Section, SELA; Chair Chapter Relations Committee, Reference and Adult Services, ALA; Co-Chair, SELA/RASD workshop, "Improving Reference Management" (1984); South Carolina reporter for *ALA Yearbook*.

Nominees for Secretary:



Gail Rogers Lazenby

Education: B.A., Salem College, Winston-Salem, NC (1969); M.S.L.S., University of North Carolina (1971); Coursework, Master's of Public Administration Program, Georgia State University (1984).

Experience: Assistant Director, Cobb County (GA) Public Library (1983-); Assistant Director, West Georgia Regional Library (1982-1983); Branch Coordinator, DeKalb Library (GA) System (1977-1982); Head, Hapeville Branch, Atlanta Public Library (1972-1977); Head, Peachtree Branch, Atlanta Public Library (1971-1977); Young Adult Librarian, Stewart-Lakewood Branch, Atlanta Public Library (1970-1971).

Membership in Professional Organizations: American Library Association: Member (1978-); JMRT Affiliates Council Representative (1979). Southeastern Library Association: Member (1972-); Conference Chair (1984-1986); Member, Membership Committee (1982-1984); Member, Conference Site Selection Committee (1980-1982); Secretary, Public Library Section (1978-1980). Georgia Library Association: Member (1972-); Membership Committee (1985-1987); Co-Chair, Handbook Committee (1983-1985); Chair, Program Committee, Public Library Division (1983-1985); Chair, Education for Librarianship Division (1981-1983); Chair, Conference Local Arrangements Committee (1979-1981); Newsletter Editor, Junior Members Round Table (1977-1979); Co-Author, *Field Guide to Workshops*.



Bernadette Storck

Education: B.A., University of South Florida (1971); M.S., Florida State University (1972).

Experience: Library Assistant (various positions), Tampa Public Library (1961-1969); Head of Fiction, Reserves and Circulation Departments, Central Library, Tampa Public Library (1969-1971); Community Relations Librarian, Tampa-Hillsborough County Public Library System (1972-1977); Head, Central Library, Tampa-Hillsborough County Public Library System (1977-1983); Head, Branches and Extension Tampa-Hillsborough County Public Library System (1983-); Adjunct Instructor, University of South Florida, Department of Library, Media and Information Science.

Membership in Professional Organizations: American Library Association: Member, Library Administration and Management Association; Member, Public Library Association; Florida Representative, Membership Committee (1981-1984); Alternative Education Programs Section, PLA (1985). Southeastern Library Association: Public Relations Committee (1975-1977); Interstate Cooperation Committee (1979-1980); Florida Representative, Board of Directors (1980-1984). Florida Library Association: Secretary (1973-1974); Chair, Public Relations Committee (1974-1976); Director (1974-1975, 1976-1978); Vice-President (1978-1979); President (1979-1980); Conference Local Arrangements Chair (1986).

Nominees for Treasurer:



Richard H. Reid

Education: B.S., University of Arkansas; M.S.L.S., Louisiana State University

Experience: Director of Library Services, McNeese University, Lake Charles, LA (1980-); Assistant Director, University of Arkansas (1974-1980); Head of Circulation/Audio Visual/Reserve/Interlibrary Loan, University of Arkansas (1970-1974); Head of Serials and Binding, University of Arkansas (1969-1970); Head of Audio Visuals, University of Arkansas (1968-1969).

Membership in Professional Organizations: President, Arkansas Library Association; Intellectual Freedom Committee, ALA (1979-1983); ALA Councilor, Arkansas Library Association (1978-1980); Arkansas representative to White House Conference; Currently Second Vice President, Arkansas Library Association; SWLA Executive Board (1977); SWLA Executive Committee (1977); SWLA SLICE Council Chair, 1977-1978.



James E. Ward

Education: B.A., Hendrix College (1954); M.Ed., University of Arkansas (1956); Ed.D., University of Arkansas (1962); M.L.S., George Peabody College for Teachers (1968).

Experience: Director of the Library, David Lipscomb College (TN) (1966-); Visiting Professor, Peabody School of Library Science (1970); Visiting Professor in Library Science, Tennessee State University (1979).

Membership in Professional Organizations: American Library Association: Chair, Membership Committee, Region VI (1974-1978); Committee on Cooperation, Bibliographic Instruction Section, ACRL (1977-1978); Chapter Councilor for Tennessee (1978-1980); Clearinghouse Committee, Bibliographic Instruction Section, ACRL (1986-1988). Southeastern Library Association: Chair, Reference and Adult Services Section (1974-1976); Chair, Library Orientation and Bibliographic Instruction Committee (1976-1978); Director, Southeastern Bibliographic Instruction Clearinghouse (1977-); Chair, Membership Committee (1978-1980). Tennessee Library Association: Chair, Education Committee (1970-1971); Chair, College and University Section (1971-72); President (1973-1974); Chair, Long-range Planning Committee (1974-1975); Finance Committee (1977-1980, 1981-1982); Frances Neel Cheney Award Committee (1982-1983); Chair, Nominating Committee (1983-1984); Chair, Bylaws and Procedures Committee (1985-1986).



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SOUTHEASTERN LIBRARY ASSOCIATION

OFFICIAL BALLOT

ELECTION OF OFFICERS OF THE ASSOCIATION

1986-1988 Biennium

Vice President/President Elect:

- George Stewart (Alabama)
- Carl Stone (South Carolina)

Secretary:

- Gail Lazenby (Georgia)
- Bernadette Storck (Florida)

Treasurer:

- Richard H. Reid (Louisiana)
- James Ward (Tennessee)

Ballots must be returned to SELA Headquarters and postmarked no later than **September 1, 1986** in order to be valid.

Biographical information appears on page 12 of this issue of *The Southeastern Librarian*.

Remove ballot from this issue; fold; staple and affix postage.

SOUTHEASTERN LIBRARY ASSOCIATION
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OFFICIAL BALLOT ENCLOSED

A Preview of SELA in Atlanta— October 15-19, 1986

The upcoming biennial conference in Atlanta promises to be one of the best ever staged by SELA. Ralph Russell and the Conference Committee have worked overtime to schedule a variety of programs that should appeal to everyone's interests and inclinations. Listed below is a tentative list of programs. Specific times and other information will be supplied in the next issue of *The Southeastern Librarian*.

PROGRAM	PRESENTER/SPEAKER
(Preconference) How to Make Personal Dynamics Work for You	Kaycee Hale
(Preconference) Microcomputers and Media Services: Technological Tools for the Media Center	Rosalind Miller, Blanche Browne, Jane Bandy Smith
(1st General Session) I'd Have Been a Librarian, But Information Managers Make so Much More Money	Donald B. Schewe
Evaluating Bibliographic Instruction	Virginia Tiefel
The Library Educator's Role in Professional Associations: Publishing and Field-Based Research (Panel)	Ruth M. Jackson, Miriam Drake, Kenneth D. Shearer, Mary Ann Brown, Robert E. Burgin
PR Swap 'N Shop	Linda Stith
Impact of Technology on Library Staff	Sheila Creth
Qualifications for Special Collections Professionals	Les Hough, Fred Stielow, Nicholas Burkel, Ann Van Camp
(Author Luncheon) Response and Responsibility: the Making of Biography We, the People	Virginia S. Carr
Putting Together a Public Relations Puzzle	Judy Krug
Subject Access in the Online Age	Jan Fennell
Southeastern AV Exchange	Hildred Shelton, Betty J. Turock
Library Education: Perspectives and Prospectives (Panel)	Linda Stith
Self-Service Searching: For Free and For Fee	Lorene Brown, Evelyn H. Daniel, Kathleen Heim, Bill Summers
Storytelling and Children's Book Activities	Trish Ridgeway
Documents: Lifeline Between the Government and the People	Jeannine Laughlin
Using Technology for Professional Development: the Southeastern Experience	Richard Leacy
Online Catalogs in the Southeast: A Comparison	Savan Wilson, Daniel Barron
Introduction to Map Resources	Barry Baker
The New Library Binding Institute Standard for Binding Books and Journals	Gayle Christian, Mary Nell Maule, Johnnie Sutherland
	Sally Grauer

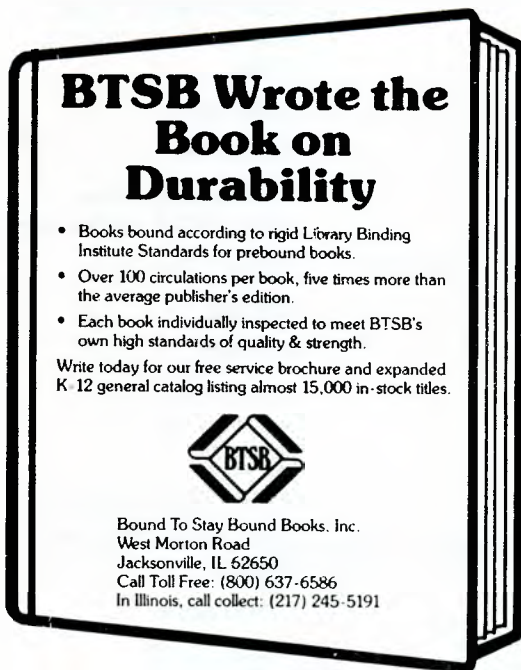
PROGRAM

State of State Documents: Panel Discussion/Rap Session
Criteria for the Evaluation of the Academic Library
The Information Specialist's Roles in the Pursuit of Artificial Intelligence
Reaching Out with Media; Public Relations for School Media Centers

Networking in the Southeast: A Collective Vision
Bibliographic Control of Rare Books
Developing Southern Life Collections
Libraries in the Information Age: Career Paths for Professionals
Developing a Personal Philosophy of Intellectual Freedom
Crisis at the Circulation Desk

PRESENTER/SPEAKER

Stephen A. Patrick
Jack Allen
Tena L. Crenshaw
Augie E. Beasley
Carolyn G. Palmer
Randall Cravey
Lawrence McCrank
Janice Sikes, Julie Compton
Dave Fergusson
Gene D. Lanier
Jack Mallory



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The Alabama Commission on Higher Education received The Citation of Merit Award from the Alabama Library Association for its work to improve cooperation among the state's academic libraries. In 1983 ACHE organized the Network of Alabama Academic Libraries, which has helped put Alabama ahead of other states in the sharing of resource material among the academic libraries. Library officials say it is the success of the NAAL program that earned ACHE the award. The network is supported by a state appropriation through the budget of ACHE. During the current year the network is receiving \$900,000 in state funding.



The Dunedin, Largo, and St. Petersburg (FL) Public Libraries have received a \$7,000 grant to conduct a literacy project with books being shared by the three libraries.



Emory University Library received a \$500,000 grant from the Pew Memorial Trust to automate various segments of the library's operation.

The Sirsi Corporation's Unicorn Collection Management System was recently installed in three southeastern libraries: West Georgia College, Carrollton; the Defense Nuclear Agency Library, Alexandria, VA; and the Georgia Public Library Services, Atlanta.

The University of Georgia Libraries has received a \$10,000 United States Newspaper Program Planning Grant from the Office of Preservation of the National Endowment for the Humanities. The main objective of this planning grant is to survey repositories in Georgia to establish primary newspaper holding locations within the state, to provide a count of both in-state and out-of-state newspaper titles, and compile a checklist of the in-state newspapers. This compilation will become the basis for future micro-filming and cataloging. The grant will be administered by the Georgia Newspaper Project.

"Framing the Foundations, an Exhibition of Rare Books in the History of Science and Technology," was on display through February at the Georgia Institute of Technology Library, Atlanta. The exhibit featured 25 books from Tech's rare book collection.

The Georgia Council on Media Organizations was recently organized. It is a liaison group consisting of representatives from the Georgia Library Association, Georgia Library Media Department and the Georgia Association of Instructional Technology.



The University of Kentucky will use a new \$142,000 grant to "spread the word" electronically about papers it holds on famous persons such as national poet laureate Robert Penn Warren. Using a computer in Columbus, Ohio, the system will also advise about the UK's extensive Kentuckiana holdings on such notables as John Sherman Cooper and Alben W. Barkley. The special collections department of the Margaret I. King Library is entering the records into the Columbus computer which is the world's largest non-governmental database. The money to do the work is from the U.S. Department of Education.

The Louisville Free Public Library recently installed FREEBOARD, a computer bulletin board for its patrons. It has already logged over 3,000 calls from nearly 500 different computer users. FREEBOARD provides callers with lists of new books, records and films, program schedules and book reviews.



Hundreds of Louisiana readers are benefiting from a reading/discussion program called "Reading in Literature and Culture," or RELIC. To support this program, the National Endowment for the Humanities awarded RELIC a grant of \$200,000, enough to fund the program for another two years. The program is co-sponsored by the Louisiana Committee for the Humanities and the Louisiana Library Association.

The LSU Library recently acquired the library of the late Clarence John Laughlin, internationally known New Orleans photographer. Laughlin's best known work is *Ghosts Along the Mississippi*, which contains photographs of plantation homes in the surrealist style for which he became famous.

The Louisiana State University School of Library and Information Science has announced the establishment of a new fellowship in youth services. The first stipend of \$200 will be awarded in the Spring of 1986 to a full-time or part-time student who is pursuing a career of library service to children and young adults in schools, public libraries or other settings. For more information, contact: Patsy H. Perritt, Coordinator of Youth Services Program, School of Library and Information Science, Louisiana State University, 267 Coates Hall, Baton Rouge, LA 70803.

The ninth annual LSU School of Library and Information Science Alumni Continuing Education day will be held on September 19, 1986. Evelyn H. Daniel, Dean of the School of Library Science at UNC-Chapel Hill, will speak on "Telecommunication Issues for Library and Information Managers."



The Mississippi Library Commission operates an ILL network through a contract with LSSI. The LSSI microbased ILL system is used to facilitate resource sharing among the public libraries in Mississippi and to offload ILL demands placed on MCL by the smaller libraries.



Dr. Gene D. Lanier, East Carolina University Professor of Library and Information Studies and Chairman of the North Carolina Library Association's Intellectual Freedom Committee, has recently participated in a number of forums and conferences in North Carolina dealing with the new revisions of the state's obscenity laws and their effects on the freedom to read, view, and listen. Educators are fearful that some interpretations of the statutes may result in limiting access to some educational and library collections.

Approval has been given to the North Carolina Library Commission's proposal for the development of a North Carolina Library Network. The plan will include macronetworking—all programs developed on a statewide basis—and micronetworking—programs developed regionally, locally, or on an institutional basis.

The Librarians' Association of the University of North Carolina at Chapel Hill sponsored its tenth annual spring conference on March 10-11, 1986. The topic of the conference was "Non-traditional Collections and Special Libraries." Speakers included Joseph C. Hickerson of the Library of Congress and Daniel W. Patterson of the Folklore Curriculum, University of North Carolina Department of English.

Over 150 librarians and teachers gathered at East Carolina University on March 15 for the final workshop in the University's Library Science Saturday Series, "Storytelling: the Oral Tradition Continues." The workshop featured Augusta Baker, noted storyteller, author and librarian. She was joined by Anne Sullivan, librarian at Greenville's Sadie Salter School.

"Introduction to Computerized Reference Service," the second of four workshops offered by East Carolina University's Department of Library and Information Studies, was held on November 23, 1985. Tina Roose, Director of Reference for the North Suburban Library System in Wheeling, Illinois and an expert on the use of computerized information services, directed the workshop.

The Wilson County Library Network has recently begun operations. Funded by the State Library as a Pilot ZOC project, the network, headquartered at the Wilson County Public Library is made up of eight public, special, community college, and hospital libraries in the Wilson County area.



On March 5th South Carolina public librarians participated in their annual Library Legislative Day, which provides an opportunity to voice views and concerns on issues affecting public libraries. The 1986 theme was "Look What You've Done! Look What We've Done!"

The Sandor Teszler Library, Wofford College, recently sponsored an exhibit of sculpture by Robert Hunter of Clemson University's Department of Visual Arts and History. The exhibit was entitled "S Age."

According to the *South Carolina Public Library Annual Statistical Summary* for 1985, the number of items circulated to public libraries in South Carolina has increased by over 880,000 during the last five years. During the same period, almost 77,000 new library users have been added and reference use has increased by 64%.



The Memphis State University Libraries have acquired their millionth volume, a rare incunabulum published in 1473. Entitled *Opus de Aeterna Temporalique Christi Generatione*, the book was written by Paolo Morosini, a Venetian scholar and diplomat.

The Memphis/Shelby County Public Library and Information Center is now providing a news archiving service. CIC-TV, the library's television station, is recording the 5 p.m. local weeknight news in conjunction with WMC-TV.

Chattanooga-Hamilton County Bicentennial Library has received its first TDD (Telecommunication Device for the Deaf) machine for public use from the South Central Bell Community Relations Team. The machine will be placed in the Central Library's Reference Department to receive requests for information and transmit information to the hearing impaired.



SELA Southern Books Competition Announces Winners For 1985

Seven books produced by southern publishers in 1984 have been selected for special recognition by the judges at the 33rd annual Southern Books Competition, held in 1985 at the University of Virginia in Charlottesville. The books were judged on the basis of design, typography, materials, and quality of production. In addition to the book awards, two special awards were made for dust jacket design. The winners were selected from over 100 entries submitted for the competition.

The seven books selected by the judges were: *The Airship Boys in Africa*, by Turner Cassity, Hendricks Publishing Co., Atlanta; *The Art and Life of W. Herbert Dunton*, by Julie Schimmel, University of Texas Press; *Directions in Euripidean Criticism*, by Peter Burian, Duke University Press; *Forty Years of Diversity*, ed. by Harvey Jackson and Phinzy Spalding, University of Georgia Press; *The French Enlightenment in America*, by Paul M. Spurlin, University of Georgia Press; *The Shaker Spiritual Narrative*, by Diane Sasson, University of Tennessee Press; *The Wedemeyer Mission*, by William Stueck, University of Georgia Press.

The special awards for dust jacket design went to: *Sexuality and Victorian Literature*, ed. by Don Richard Cox, University of Tennessee Press, and *Solzbenitsyn's Traditional Imagination*, by James M. Curtis, University of Georgia Press.

The 1985 judges were Warren Chappell, typographer, book designer, illustrator, and artist-in-residence at the University of Virginia; Elizabeth Harris, Curator of Graphic Arts at the Smithsonian Institution; and Roland Hoover, University Printer, Yale University.

The Southern Books Competition, begun in 1952, is sponsored by the Southeastern Library Association. It is open to commercial and institutional publishers and private presses from Washington, D.C., south and west to Arizona. Award recipients in the past have included Folger Books (Folger Shakespeare Library), Oxmoor House, Wind River Press, National Geographic Society, University of South Carolina Press, and the University of New Mexico Press.

The members of the Southern Books Competition Committee are Janet Freeman, College Librarian, Meredith College, Raleigh, North Carolina; John Via, Head of Acquisitions and Collection Development, Wake Forest University, Winston-Salem, North Carolina; Thelma Hutchins, Director of Library Services, Gardner-Webb College, Boiling Springs, North Carolina; and Clinton Sisson, Assistant to the Curator of Rare Books, University of Virginia, Charlottesville, Virginia.

The 1986 competition for titles published in 1985 is now open. Information on the competition may be requested from Janet Freeman, Carlyle Campbell Library, Meredith College, 3800 Hillsborough Street, Raleigh, North Carolina 27607-5298.

Kent H. Abbott has been appointed catalog librarian at Wingate College, North Carolina. □ **Sharilynn Aucoin** has been named Executive Director of the Louisiana Library Association. □ **Julia Bailey** has been named a Branch Librarian at the new Northeast Branch of the Richland County Public Library, Columbia, South Carolina. A former RCPL Summer Worker, she has most recently served as a librarian at the Florence County, South Carolina, Library. □ **Dr. Michael Binder** has been appointed Director of Libraries, Western Kentucky University, Bowling Green. □ **Kristina C. Brockmeier** is the new Director of Library Services at Armstrong State College, Savannah, GA. □ **Paty Bustamante** has been named a Branch Librarian at the new Northeast Branch of the Richland County Public Library, Columbia, South Carolina. She was formerly Acquisitions Assistant at the Library. □ **Kathrine L. Calhoun** has joined the staff of the Research Information Services Department at the Georgia Institute of Technology Library, Atlanta. □ **Enid R. Causey** has been appointed Director of the Baptist College Library (SC) upon the retirement of Merle Doran. □ **Guy C. Craft** is the new Director of the Atlanta University Center's Robert W. Woodruff Library. □ **Jane Dorn** has been named Supervisor of the Cooper Branch of the Richland County Public Library, Columbia, South Carolina. She formerly served as Children's Librarian at the Library. □ **David H. Downing** has been appointed assistant catalog librarian at Florida Atlantic University, Boca Raton, Florida. □ **Mildred G. Emmons** has been appointed Assistant Director for Technical Services and Collection Development at the Georgia Institute of Technology Library, Atlanta. □ **Michael Freeman** and **Michael McCulley** have been appointed co-editors of *News and Views*, the quarterly newsletter of the South Carolina Library Association. □ **David Grant** is the new Coordinator/Head of Public Services, Tennessee Technological University. □ **Kathleen M. Heim**, dean of the Library School, Louisiana State University, is the new vice-president/president-elect of the Association for Library and Information Science Education. □ **Herbert F. Johnson**, Director of Libraries, Emory University, Atlanta, is the new president-elect of the Association of Research Libraries. □ **John Jones** of the Neuse Regional Library has been named Public Librarian of the Year in North Carolina. □ **Bernice Jones-Trent** is now head of the Reference Department, Old Dominion University Library, Norfolk, VA. □ **Charles A. Julian** has been appointed Head Librarian at West Virginia Northern Community College, Wheeling, WV. □ **Margaret Kerr**,


former media coordinator for the DeKalb City Schools (GA), was presented the Nix-Jones Award by the Georgia Library Association. The award honors distinguished service to the library profession in Georgia. □ **Lee Ann Lannom** is now reference librarian at the Old Dominion University Library, Norfolk, VA. □ **Amy Large** has been appointed Executive Secretary of the South Carolina Library Association. □ **Faith A. Line** has been named head of the Sumter County (SC) Library. □ **Mary McCord** retired in December as Director of the Abbeville-Greenwood (SC) Regional Library. □ **Thomas J. Mills**, superintendent of Palm Beach County Schools in West Palm Beach, FL, is the 1986 recipient of the John Phillip Immroth Memorial Award. Mills was nominated for this national award by the Educational Media Association of Palm Beach County. The Immroth Award, presented by the American Library Association Intellectual Freedom Round Table, honors individuals inside and outside the library profession who have made notable contributions to the cause of intellectual freedom and who have set an outstanding example in the defense and advocacy of its principles. □ **Dorothy Minor**, Technical Services and Reference Librarian at the Florida Division of Blind Services Library, was recently given a special citation from the Florida Rehabilitation Association for her "outstanding work in conducting online searches for rehabilitation, educational materials, and medical services information as well as providing traditional reference services" (*American Libraries*, March 1986). □ **Martha Ann Moussatos**, Depot Librarian at Parris Island (SC), has published a book of poetry entitled *Scuppernong Wine at Room Temperature*. □ **Randall Mullis** has been appointed systems librarian at the University of North Carolina, Chapel Hill. □ **Gardner Neely** is now on the staff of the Reference Department of the Georgia Tech Library, Atlanta. □ **Jo Ann Piotter** is the new editor of *News for South Carolina Libraries*. □ **Gary M. Pitkin**, associate university librarian for technical services, Appalachian State University, Boone, NC, is the new editor of *Technical Services Quarterly*. □ **Dan Ream** has been named Head of Information Services at Virginia Commonwealth University, Richmond. □ **Hugh W. Ripley** has been appointed Director of Library Services at Barry University, Miami, FL. □ **Elizabeth Ristroph** is now Supervisor of the Aiken County (SC) Library. □ **Fred W. Roper** has been named Dean of the University of South Carolina School of Library and Information Science. □ **Jean Ross** is now Kentucky's representative on ALA Council. □ **Judith Ross** has

been appointed Library Director, Tift College, Forsyth, GA. **A. Ray Rowland**, Librarian at Augusta (GA) College, has been appointed Library Management Consultant to the government of Indonesia from January to July 1986. In his absence, Marguerite F. Fogleman will be Acting Librarian. The West Virginia Library Association honored **Judy K. Rule** with its Dora Rith Parks Award. **Gay Russell** is the new LRC Director at Montgomery Technical College, NC. **Frank E. Sadowski, Jr.**, has been appointed assistant director of technical services at the University of Virginia Claude Moore Health Sciences Library, Charlottesville. **Steve Schaefer** has been named as the Georgia Library Association's representative to the Public Library Association Affiliates Network Committee. **Anne M. Schneider** has been appointed Director of Reader Services for the South Carolina State Library. **Sharon D. Scott** has joined the Cataloging Department at the Georgia Tech Library, Atlanta. **Lynette Sloan** has been named Director of the Blue Grass Regional Library, TN. **Sharon F. Smith** has been appointed Head Librarian of Brunswick Technical College, NC. **Thomas A. Souter** is the new Dean of Library Services at Troy State University, AL. **Larry Stallings** is now Coordinator of Learning Resources/Technical Services/Media Production at the West Campus of Valencia Community College, Orlando, FL. **Caroline Stark** is the new Director of the Nashville/Davidson County (TN) Public Library. **David Marshall Stewart**

recently retired as Director of The Public Library of Nashville/Davidson County, TN. **Katina Strauch** has been named editor of the *South Carolina Librarian*. **John Sukovitch** has been appointed Director of Instructional Support Services, Emory University Library, Atlanta. **Patrick Valentine**, Director of the Wilson County (NC) Public Library, is the author of "Minority Language Selection," published in the January 1986 *Wilson Library Bulletin*. **Patricia Watson** has been named Director of the Knox County (TN) Public Library. **Gerry Weston** has been named Manager of Library Broadcasting, Louisville Free Public Library, Louisville, KY. **Vivian White** has been appointed technical services librarian at Mobile College, AL. **Thomas Williams** has been appointed associate director for education and information services at the University of Miami School of Medicine, Miami, Florida.

DEATHS

Sister Franz Lang, Director of Library Services at Barry University, Miami Shores, FL, and past President of the Catholic Library Association, died on July 22, 1985. **Louise M. Watson**, former reference librarian at Greenwood County (SC) Library and Acting Director of the Erskine College Library, died on February 1, 1986. **Beverly Wheatcroft**, long-time Secretary of the Georgia Library Commission, died in Huntsville, Alabama, on April 10, 1985. She is a former President of the Georgia Library Association and served as Secretary of the Southeastern Library Association.



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Systems Guide

The Library and Information Technology Association, a division of ALA, has published *Guidelines for Selecting Automated Systems*, by Joseph R. Matthews of J. Matthews and Associates, Inc. The 20-page booklet is intended for librarians faced with selecting a turnkey automation system. To order, send \$4.50 to: Library and Information Technology Association, ALA, 50 E. Huron St., Chicago, IL 60611.

Businfo

BUSINFO, an index to *Business Atlanta and Atlanta Business Chronicle*, is now available for \$39.00 per year. Back issues for 1984-85 and part of 1983 can also be purchased. For more information contact: David L. Vidor, Reference Department, Woodruff Library, Emory University, Atlanta, GA 30322.

Children-Teen Guide

Idea Exchange Handbook II, sponsored by the Youth Services Division of the Pennsylvania Library Association, is now available. It lists over 70 new programming ideas for children and teens. Ideas range from infant story hours to young adult fairs to school-related activities to quality time programs for parents. To order, send \$9.50 and a mailing label to: *Idea Exchange Handbook II*, Pennsylvania Library Association, 2941 N. Front St., Harrisburg, PA 17110.

PLA Jobline

The Public Library Association now offers Jobline, a telephone line open 24 hours a day, to help members offer and find employment opportunities. Jobline's number is 312/ 664-JOBS. For more information or listing forms, contact James Irwin, PLA Jobline, 50 E. Huron St., Chicago, IL 60611.

Public Library Cost Guide

Cost Finding for Public Libraries: A Manager's Handbook is now available from ALA. The manual, developed by the Public Library Association's Cost Analysis Task Force, is designed to help public libraries make good management decisions.

EBSCO Serials Guide

EBSCO Publishing announces the publication of *The Serials Directory*, which lists over 113,000 serial publications from countries throughout the world. The cost is \$249, plus \$10 for shipping and handling. Order from: EBSCO Publishing, P.O. Box 1943, Birmingham, AL 35201.

CONTINUING EDUCATION

Automation Certificate

The Louisiana State University School of Library and Information Science will offer a Certificate in Library Automation during the 1986-1987 academic year. This is a new program designed for the experienced professional librarian who wishes to gain competence in planning, implementing and managing automated systems in research libraries and information centers. For more information, contact: Danny P. Wallace, School of Library and Information Science, Louisiana State University, 267 Coates Hall, Baton Rouge, LA 70803.

Management Seminar

Miami University (Ohio) will sponsor a middle management seminar July 20-25, 1986. The five-day program will be a basic management program specifically designed for those who directly supervise the activities of several others, and/or are relatively new to the management field. Cost for the program will be \$495, which includes lodging and most meals. For more information, contact: Bric A. Wheeler, Center for Management Services, 103 Laws Hall, Miami University, Oxford, OH 45045.

Collection Management Conference

The Graduate School of Library Service of the University of Alabama will sponsor a collection management conference in Birmingham on November 14-15, 1986. Featured speakers will be Charles Osburn, Vinod Chachra, Don Etherington, and Terry Weech. For more information, contact: Dean James D. Ramer, P.O. Box 6242, University, AL 35486.

Conservation Workshop

Mr. John Francis Dean, currently Conservation Librarian for Cornell University Libraries, will teach a special course in "Conservation and Collection Management" at the University of Alabama July 15-August 8. In addition, he will supervise an "Internship in Conservation" during the same period. Each will carry three graduate credits and may be taken concurrently or separately.

Tuition for either the course or internship is \$171, for enrollment in both \$327. For further information contact: Dean, Graduate School of Library Service, P.O. Box 6242, University, AL 35486. For preregistration contact: Reggie Smith, College of Continuing Studies, P.O. Box 2967, University, AL 35486.

ODDS AND ENDS

SOLINET is one of the three vendors recently chosen by FEDLINK to do retrospective conversion. Federal libraries can now use one of the three vendors without requesting bids.

AMIGOS Bibliographic Council and SOLINET will hold a joint conference in New Orleans May 14-15, 1987. The theme for the event will be "Managing Resource Sharing: A New Look at Old Beliefs." This will mark the first time that the two library networks have held a joint membership meeting. The conference is the outgrowth of a joint meeting of the networks' boards in October 1984.

Recently released government statistics report on the amount spent by the 50 states on public library services. The per person expenditures for the 11 SELA states are as follows: Alabama, \$7.35; Florida, \$9.78; Georgia, \$3.77; Kentucky, \$5.12; Louisiana, \$6.38; Mississippi, \$4.17; North Carolina, \$6.03; South Carolina, \$5.39; Tennessee, \$4.93; Virginia, \$9.98; West Virginia, \$6.87. The national average is \$9.46.

SELA PUBLICATIONS AVAILABLE AT REDUCED PRICE

Anders, Mary Edna, *Libraries and Library Service In The Southeast-A Report Of The Southeastern States Cooperative Library Survey, 1972-74*. The University of Alabama Press, 1976. \$5 (Originally, \$10)

Marshall, John David, *The Southern Books Competition at Twenty-Five: A Silver Anniversary Tribute*. Howick House, 1980. \$5 (Originally, \$15)

Tucker, Ellis Eugene, Ed., *The Southeastern Library Association, Its History and Its Honorary Members, 1920-1980*. Southeastern Library Association, 1980. \$1 (Originally, \$5)

Ward, James E., Albright, Jane A., Phillips, Kathleen, *Southeastern Bibliographic Instruction Directory: Academic Libraries*. Southeastern Library Association, 1978. \$1.25 (Originally, \$10)

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ACRL Offers Fellowships for 1987

The Association of College and Research Libraries solicits applications for two fellowships made possible by the Institute for Scientific Information (ISI) in Philadelphia. The Samuel Lazerow Fellowship for Research in Acquisitions of Technical Services in an Academic or Research Library honors a senior vice-president of ISI who made outstanding contributions to these fields. The fellowship of \$1,000 fosters advances in acquisitions or technical services by providing funds for research, travel or writing. The ACRL Doctoral Dissertation Fellowship provides an award of \$1,000 to a doctoral student working on a dissertation in the area of academic librarianship.

Application deadline for both awards is December 1, 1986. Winners will be announced at the ALA Annual Conference in San Francisco in 1987. For application forms, listing of awards criteria or further information, contact Mary Ellen K. Davis, Program Officer, ACRL/ALA, 50 E. Huron St., Chicago, IL 60611; 312/944-6780.

CALENDAR OF STATE LIBRARY ASSOCIATION MEETINGS — 1986

Date	State	Meeting
May 16-22, 1986		Medical Library Association. Minneapolis, MN
June 7-12, 1986		Special Libraries Association. Boston, MA
June 28-July 3, 1986	ALA	ALA Summer — New York
July 6-9, 1986		American Assoc. of Law Libraries. Washington, DC
August 22, 1986	SELA	SELA 9th Annual Presidents' Meeting. Atlanta: Howard Johnson's, Airport
September 23-24, 1986		3rd National Conference on Intergrated ONLINE Library Systems. St. Louis, MO
October 1-3, 1986	KY	Kentucky Library Association. Louisville, KY
October 15-19, 1986	SELA	SELA Biennial Convention. Atlanta: Marriott Hotel
October 29-31, 1986	MS	Mississippi Library Association Annual Convention. Jackson: Coliseum Ramada Inn. Contact: Joseph Mika
October 30-November 1, 1986	SC	South Carolina Library Association Annual Convention, Columbia: Carolina Inn. Contact: Susan Roberts
November 6-8, 1986	WV	West Virginia Library Association. White Sulphur Springs, WV: Greenbriar Resort. Contact: Ernest Kallay, Marion Cty. Pub. Library, Fairmont, WV 26554
November 20-22, 1986	VA	Virginia Library Association Annual Conference, Richmond: The Marriott. Contact: Deborah Trocchi (703) 370-6020

CALENDAR OF STATE LIBRARY ASSOCIATION MEETINGS — 1987

Date	State	Meeting
April 1-3, 1987	LA	Louisiana Library Association Annual Convention. Alexandria: Hilton, Hotel Bentley. Contact: Sharilynn Aucoin, Exec. Dir.
April 1-4, 1987	AL	Alabama Library Association Annual Convention. Huntsville: Von Braun Civic Center. Contact: Kristina Aaronson and Regina Cooper, Convention Committee Chairmen
May 14-15, 1987		AMIGOS, SOLINET Joint Membership Meeting — Sheraton New Orleans Hotel and Towers, New Orleans, LA. Contact: Ann Armbrister, AMIGOS (214) 750-6130 Dawn Lamade, SOLINET (404) 892-0943
June 26-July 2, 1987		ALA Summer - San Francisco, CA
September 29-October 2, 1987	KY	Kentucky Library Association Conference. Ft. Mitchell: Drawbridge Inn
October 14-17, 1987	SC	South Carolina Library Association Annual Convention. Greenville: Hyatt Regency. Contact: Barbara Jenkins
October 27-30, 1987	NC	North Carolina Library Association Annual Convention. Winston-Salem: Benton Convention Center, Radisson & Stouffer Hotels. Contact: Arial Stephens (919/692-1121) or Pauline Myrick (919/947-2976)
October 29-November 1, 1987	GA	Georgia Library Association Biennial Convention. Columbus: Hilton. Contact: Ann Morton, Exec. Sec., P.O. Box 833, Tucker, GA 30085.
November 5-7, 1987	VA	Virginia Library Association Annual Convention. Arlington: Crystal City Hyatt. Contact: Deborah Trocchi (703) 370-6020

SOUTHEASTERN LIBRARY ASSOCIATION MEMBERSHIP FORM

The information in the address box below should be your preferred mailing address. Please return form with dues payment.

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 Mail to: SELA, P.O. Box 987, Tucker, GA 30085-0987

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