

Hahn and Miller share plans for ACRL

By Bessie K. Hahn and William Miller

Be sure to vote in the election this spring

Ed. note: *C&RL News* offered ACRL candidates for vice-president/president-elect, Bessie K. Hahn and William Miller, this opportunity to share their views with the ACRL membership. Although many of the issues and concerns facing ACRL are discussed informally at meetings, this does not provide a national forum available to all members. We hope that providing this forum will assist you in making an informed choice when you receive your ballot next month.

BESSIE K. HAHN

The ACRL Board and Planning Committee are developing a new strategic plan for the association with a projected date of completion by mid-1995. The new plan will generate a set of goals and objectives which I, if elected, will strongly support. In the meantime, taking advantage of many initiatives already begun by recent presidents, I have in mind several key issues that I hope to have the chance to address.

Service to members

The first and foremost task of ACRL is to help its membership grow and flourish as academic librarians. The 1993 ACRL member survey indicated that the top two reasons for membership in ACRL are to update knowledge of library practices and to be professionally involved. Academic librarians are concerned about keeping current with technological advances and having access to electronic com-



Bessie K. Hahn



William Miller

munication. They want to assist faculty and students in using information resources most effectively. ACRL has been successful in fulfilling the needs of its members in the past. However, as the pace of change accelerates in our libraries, as demands for services overtax our human resources, and as library budgets continue to tighten, we must look for new ways for our members to share their technological, collection development, teaching, and other expertise.

Another important staff development area is the way we interact with each other in an organizational setting. The traditional organizational structures of academic libraries are hierarchical and divisional by specific functions. In a turbulent, exciting environment, the hierarchical structure often hinders creativity and timely response to challenges. Technology has also imposed common electronic threads upon all library functions. The lines separating divisions—for example, collection management and reference—are much less defined. In our search for more efficient and productive models of organizational structure, the terms most often mentioned are: "team-management," "self-man-

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AVAILABLE
Publications

A C R L

Association of College
& Research Libraries

1995

MANAGEMENT

Preparing for Accreditation: A

Handbook for Academic Librarians

*Patricia Ann Sacks and
Sara Lou Whildin*

This valuable, step-by-step workbook helps librarians complete their self-study and evaluation processes.

\$18.00, 80p.

0-8389-0621-4, 1993

Measuring Academic Library

Performance: A Practical Approach

*Nancy Van House, Beth Weil, and
Charles McClure*

This easy-to-use set of output measures is designed to assist in measuring the impact, efficiency, and effectiveness of academic library activities.

\$34.00, 140p., 0-8389-0529-3, 1990;

\$75.00 with self-running database,

0-8389-0542-0, 1991

Recruiting the Academic Library

Director: A Companion to the Search Committee Handbook

Sharon Rogers and Ruth Person

\$18.95; ACRL member \$15.95

0-8389-7484-8, 1991



CLIP Notes

Practical ideas for managing your library's programs and services are contained in ACRL's College Library Information Packets (CLIP Notes). Each CLIP Note provides data and sample documents from college and small university libraries that will assist you in establishing or refining services and operations.

NEW!

Library Services for Non-Affiliated Patrons, CLIP Note #21

Eugene S. Mitchell, comp.

Sample policies and procedures for dealing with service to the non-affiliated library user. Collected from academic institutions nationally. Includes examples of information sheets,



application and registration forms, ID cards, recourse letters, and reciprocal agreements.

\$32.95; ACRL member \$27.95, 151p.

0-8389-7781-2, 1995

Managing Student Workers in College Libraries, CLIP Note #20

*Michael Katbman, Jane McGurn
Katbman, comps.*

Comprehensive guidance for managing student employees. Includes examples of policies and procedures for employment, dismissal, orientation, training, supervision, and performance review. "Highly recommended for small and medium-sized libraries employing student workers."—*Library Journal*

\$29.95; ACRL member \$25.95, 140p.

0-8389-7752-9, 1994

Formal Planning in College Libraries, CLIP Note #19

*Sarah Watstein, Pamela Wonsek, Paula
Matthews, comps.*

A survey of formal planning procedures at academic libraries. Includes examples of worksheets and checklists, vision statements, and formal planning documents.

\$27.95; ACRL member \$24.95, 120p.

0-8389-7743-X

Staff Development and Continuing Education, CLIP Note #18

Elizabeth Sudduth, Lynn Livingston, comps.

Survey and examples of policies for development and continuing education of both professionals and paraprofessionals. Sample documents are from development plans specifically for library personnel and from collegewide faculty development plans.

\$22.95; ACRL member \$19.95, 134p.
0-8389-7715-4, 1994



Database Searching in College Libraries, CLIP Note #15

Sarah Pederson, writer and comp.

Samples of policies and procedures statements, forms, promotional documents, and instructional handouts.

\$29.95; ACRL member \$24.95, 123p.
0-8389-7651-4, 1993

Audiovisual Policies in College Libraries, CLIP Note #14

Kristine Brancolini, comp.

"The documentation included in the kit is clear and of good quality and covers all aspects of establishing and managing an audiovisual collection."—*LRTS*

\$21.95; ACRL member \$18.95, 152p.
0-8389-7495-3, 1991

College Library Newsletters, CLIP Note #13

Patricia Smith Butcher and Susan McCarthy Campbell, comps.

Sample newsletters as well as nameplates, graphics, and style manuals/guidelines for guest editors are included.

\$18.95; ACRL member \$15.95, 154p.
0-8389-7445-7, 1990

Emergency Planning and Management in College Libraries, CLIP Note #17

Susan C. George, comp.

Policies and procedures for emergency planning and management in college libraries. Includes examples of plans covering everything from earthquakes to salvage procedures.

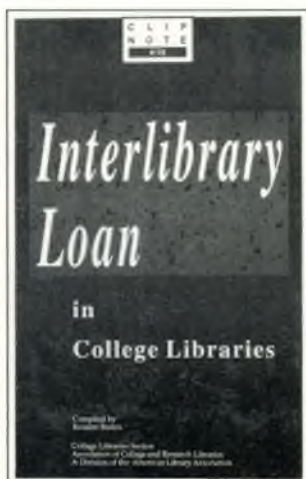
\$28.95; ACRL member \$25.95, 146p.
0-8389-7710-3, 1994

Interlibrary Loan in College Libraries, CLIP Note #16

Roxann Bustos, comp.

Sample policies and procedure statements, forms, public relations documents, and instructional handouts for libraries offering online searching, CD-ROM, and other computer-based services.

\$34.50; ACRL member \$28.75, 148p.
0-8389-7652-2, 1993



Performance Appraisal in Academic Libraries, CLIP Note #12
Barbara Williams Jenkins, comp., with the assistance of Mary L. Smalls
"... a wide variety of philosophies and approaches, ranging from series of relatively open-ended questions to grids for grading employees on specific qualities and achievements."—*JAL*

\$18.95; ACRL member \$15.95, 128p.
0-8389-7444-9, 1990

Collection Development Policies for College Libraries, CLIP Note #11

Theresa Taborsky, comp.
"... this volume is well worth the price."
—*Library Journal*

\$26.95; ACRL member \$21.95, 175p.
0-8389-7295-0, 1989

Annual Reports for College Libraries, CLIP Note #10

Kenneth Oberembt, comp.
\$21.95; ACRL member \$18.75, 135p.
0-8389-7219-5, 1988

Friends of College Libraries, CLIP Note #9
Ronelle Thompson, comp.
"This is a must for two groups of libraries: those who have Friends groups and those who do not."—*Library Journal*
\$18.75; ACRL member \$15.50, 134p.
0-8389-7171-7, 1987

Periodicals in College Libraries, CLIP Note #8

Jamie Webster Hastreiter, Larry Hardesty, David Henderson, comps.
"Recommended for all college and university libraries."—*Library Journal*
\$18.75; ACRL member \$15.45, 116p.
0-8389-7143-1, 1987

Mission Statements for College Libraries, CLIP Note #5

Jamie Webster Hastreiter, Larry Hardesty, David Henderson, comps.
"... a commendable production."—*RQ*
\$21.95; ACRL member \$16.50, 107p.
0-8389-6944-5, 1985

PERSONNEL ISSUES

NEW!

Discovering Librarians: Profiles of a Profession

Mary Jane Scherdin, editor
Results of national studies of vocational interests of library and information professionals. The librarian profile is presented from the ACT, the Strong Interest Inventories, the Myers-Briggs Type Indicator, and the SIGI PLUS computer-aided career guidance tool, along with analysis of demographic data.

\$35.95; ACRL member \$31.95, 220p.
0-8389-7753-7, 1994



Academic Status: Statements and Resources, Second Edition
Susan Kroll, editor

A compilation of the ACRL standards and guidelines that apply to faculty status for academic librarians, as well as a selective bibliography.

\$10.95; ACRL member \$8.95, 62p.
0-8389-7739-1

COLLECTION DEVELOPMENT

Collection Management in the Electronic Age: A Manual for Creating Community College Collection Development Policy Statements

Jennie S. Boyarski, Kate Hickey, editors

A survey of community and junior colleges' collection development policies with examples of eleven complete and seven partial policy statements.

\$42.95;

ACRL member

\$35.95, 197p.

0-8389-7737-5, 1994



Richard Garnett: The Scholar and Librarian Publications in Librarianship No. 46

Barbara McCrimmin

This is a "straightforward and well-researched . . . enjoyable biography—both interesting and readable."—*Wilson Library Bulletin*

\$30.00, 211p.

0-8389-0508-0, 1989

Curriculum Materials Center Collection Development Policy, Second Edition

Beth G. Anderson, Virginia Nordstrom, Karin Duran, Allison G. Kaplan, comps.

A model policy is provided along with example policies from libraries that illustrate modifications to the model to fit specific local needs.

\$16.95; ACRL member \$14.95, 46p.

0-8389-7707-3, 1993

Books for College Libraries III

This set covers more than 50,000 titles chosen to represent a core collection of books for four-year college and university libraries. *BCL3* is also available on machine-readable tape. Contact ACRL. "Highly recommended."—*Library Journal*.

\$600/6 vol. set, \$125 individual volume
0-8389-3353-X, 1988

Directory of Curriculum Materials Center, 1990

Donald Osier, Carol Wright, Janet Laurence, Mary Ellen Collins, Beth Anderson, comps.

This directory includes 272 institutions and covers purpose, hours, staffing, budget, service, and holdings.

\$39.50; ACRL member \$32.95, 240p.
0-8389-7439-2, 1991

Women's Studies Collection Development Policies

The WSS Collection Development and Bibliography Committee

This unique tool identifies issues and provides models of existing policies. Complete policy statements from 16 university libraries illustrate the range of issues and provide a variety of models. The RLG Conspectus; Women's Studies supplemental guideline, included as an appendix, identifies issues unique to women's studies and describes materials and sources.

\$35.95; ACRL member \$29.95, 122p.
0-8389-7596-8, 1992



State Education Documents:

A State-by-State Directory for Their Acquisition and Use

EBSS Education-Related Government Publications Subcommittee

This directory provides the means to access the large variety of state education documents available from government agencies.

\$21.95; ACRL member \$18.95, 54p.

0-8389-7327-2, 1989

Western European Studies:

Current Research Trends & Library Resources

Eva Sartori, Ceres Birkhead, John Cullars, John Dillon, Thomas Kilton, editors

Eleven research papers offer thoughtful synthesis, personal insight, and information useful for anyone dealing with recent scholarship in Western European studies.

\$32.95; ACRL member \$29.95, 120p.

0-8389-7461-9, 1990

Ethnic Studies Reviews

Publications in this series from *CHOICE* are compiled by the editors from reviews previously published in the magazine (volumes 27 through 29, Asian Americans through volume 30). Each collection provides the full text of the *CHOICE* review and author and title indexes. The editors consider these collections representative of the significant books that *CHOICE* reviewed in these ethnic areas. Order from *CHOICE*, 100 Riverview Center, Middletown, CT 06457.

Asian and Asian American Studies

\$20.00, 605 titles, 113p.

0-8389-7691-3, 1993

African and African American Studies

\$22.00, approximately 750 titles, 152p.

0-8389-7691-1, 1992

Latino Studies

\$20.00, 525 titles, 112p.

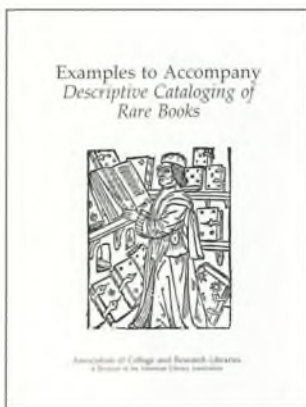
0-8389-7631-X, 1992

Native American Studies

\$15.00, 278 titles, 60p.

0-8389-7632-8, 1992

SPECIAL COLLECTIONS



Examples to Accompany Descriptive Cataloging of Rare Books

Prepared by the Bibliographic Standards Committee of the Rare Books and Manuscripts Section

"The introduction is clear, the bibliography useful, the indexes exhaustive and the records themselves painstakingly accurate. In short, it is a model of its kind, and should be consulted not only by those cataloguers currently using the code but also all managing librarians considering its adoption."—*Rare Books Newsletter*

\$29.95; ACRL members \$23.95, 148p.

0-8389-7672-7, 1993

Thesauri for Use in Rare Book and Special Collections Cataloging

These thesauri were developed for use in MARC field 655 and 755. Each thesaurus provides standardized vocabulary for retrieving items by form and genre or by various physical characteristics which are typically of interest to special collections librarians.

Genre Terms (2nd ed.)

\$21.95; ACRL member \$18.95, 90p.
0-8389-7516-X, 1991

Paper Terms

\$8.95; ACRL member \$7.50, 52p.
0-8389-7427-9, 1990

Type Evidence

\$8.95; ACRL member \$7.50, 19p.
0-8389-7428-7, 1990

Binding Terms

\$11.50; ACRL member \$9.50, 37p.
0-8389-7210-1, 1988

Printing & Publishing Evidence

\$8.95; ACRL member \$7.50, 28p.
0-8389-7108-3, 1986

Provenance Evidence

\$10.50; ACRL member \$8.50, 24p.
0-8389-7239-X, 1988

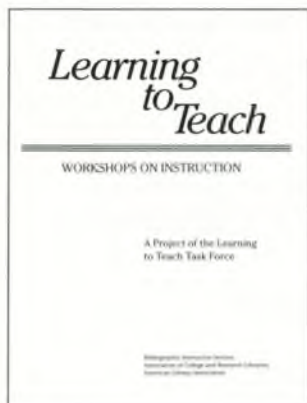
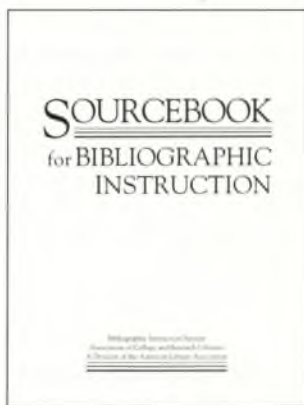
BIBLIOGRAPHIC INSTRUCTION

Sourcebook for Bibliographic Instruction

The Editorial Board of the Bibliographic Instruction Section

A working, desk-top tool for new and experienced bibliographic instruction librarians, the *Sourcebook* is practical and easy-to-use. Five essential topics are covered: learning theory, instructional design, teaching methods, evaluation, and administration. "Highly recommended for all institutions engaging in BI."—*Library Journal*

\$18.95; ACRL member \$16.95, 96p.
0-8389-7673-5, 1993



Learning to Teach: Workshops on Instruction

Nine workshops cover the basics including clear, concise discussions of classroom techniques, new technologies, and instruction in a multicultural environment. This collection of workshops is designed to develop fundamental skills and addresses critical issues in bibliographic instruction. "Recommended for practitioners as well as academic, library school, and school library collections."—*Library Journal*

\$27.95; ACRL member \$24.95, 86p.
0-8389-7627-1, 1993

The Evolving Educational Mission of the Library

Betsy Baker, Mary Ellen Litzinger, editors

Strategic issues which challenge the development of instructional programs in academic libraries and roles for librarians in the educational processes of their parent institutions. Academic librarians, library school educators, and higher education faculty and administrators will want this book. "Those excited about the information literacy movement will likely find this book inspiring."—*RQ*

\$29.95; ACRL member \$19.95, 202p.
0-8389-7584-4, 1992

Read This First: An Owner's Guide to the New Model Statement of Objectives for Academic Bibliographic Instruction

Carolyn Dusenbury, Monica Fusich, Kathleen Kenney, and Beth Woodard, editors

"...the MSO [model statement objectives] may serve as a checklist in evaluating existing BI programs, developing educational goals when determining new programs, and determining whether such goals are being achieved."—*Library Journal*

\$19.95; ACRL member \$16.45, 72p.
0-8389-7548-8, 1991

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INFORMATION ACCESS

NEW!

Internet Resources: A Subject Guide

Hugh A. Thompson, comp.

Newly updated articles originally appearing in *C&RL News* that list information sources on the Internet, including gophers, WWW, listservs, bulletin boards, discussion groups, online bibliographies, newsletters, and more. Sixteen diverse subject areas ranging from architecture to womens' studies.

Price forthcoming, 95p.
0-8389-7785-5, 1995

NEW!

Science and Engineering Conference Proceedings: A Guide to Sources for Identification and Verification

Overview of the coverage and indexing of conference proceedings and papers in subject-oriented abstracting and indexing services. A valuable working tool for the practicing librarian involved with public services for the scientific and engineering community.

Price forthcoming, 84p.
0-8389-7790-1, 1995

NEW!

Vocational and Technical Resources for Community College Libraries

Mary Ann Laun, editor

Annotated bibliographies presenting a collection of resources, both print and nonprint, that are needed to support a vocational and technical curriculum for a community college, or a vocational or technical institution. Useful to undergraduate students, vocational and technical students, librarians, faculty, and the general public looking for information on these programs' resources.

\$95.00, ACRL member \$85.00, 622p.
0-8389-7775-8, 1995

Guide to Searching the Bibliographic Utilities for Conference Proceedings

Nirmala S. Bangalore, Judith A. Carter, editors

A convenient guide detailing search strategies for finding conference proceedings in either RLIN, OCLC/PRISM, or WLN utilities.

\$7.95; ACRL member \$6.95, 15p.
0-8389-7734-0, 1994

**Abstracting, Information
Retrieval, and the Humanities:**
Providing Access to Historical Literature
Publications in Librarianship: No. 48

An examination of the qualities and
functions of abstracts and the challenges
involved in text condensation.

Helen R. Tibbo

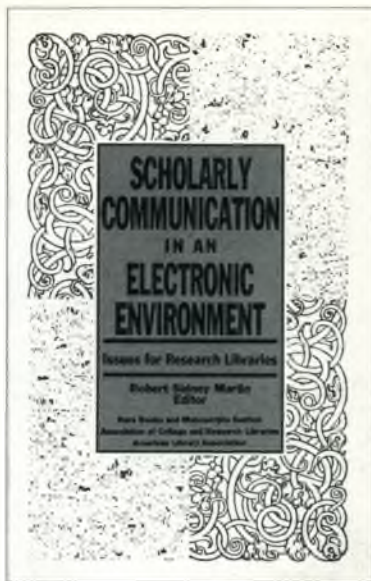
\$35.00, 276p.
0-8389-3430-7, 1993

**Scholarly Communication in an
Electronic Environment: Issues for
Research Libraries**

Robert Sydney Martin, editor

Any academic librarian in a position to
subscribe to, manipulate, or face the
administrative issues of electronic media
will find a timely base of information in this
book. "Relevant to all persons interested in
the development and management of
research libraries."—*JAL*

\$28.95; ACRL member \$24.95, 136p.
0-8389-7686-7, 1993



Recruit a new member !

There's strength in numbers.

Sign up new members and we all benefit.

Get the word out about the
advantages of ACRL membership.

- | | |
|----------------------------------------------|-----------------------------------|
| * Career information resources | * Discussion groups |
| * Awards and fellowships | * Advocacy |
| * Publications | * Sections |
| * Electronic communications | * Chapters |
| * Continuing professional development | * Standards and Guidelines |

Help ACRL grow!

Call Cheryl Bernero (312/280-2510)
at ACRL for membership materials.

STATISTICS & RESEARCH



NEW!

Continuity and Transformation: The Promise of Confluence

Proceedings of the Seventh National Conference of the Association of College and Research Libraries
Richard AmRhein, editor

Describes how librarians across the country are incorporating new and established technologies to enhance the teaching, learning, and research processes. Includes 54 refereed contributed papers and abstracts of 31 panel sessions.

Price forthcoming, 500p.
0-8389-7786-3

Academic Libraries Achieving Excellence in Higher Education:

Proceedings of the Sixth National Conference of the Association of College and Research Libraries
Thomas Kirk, editor

Practical examinations and solutions to current academic library problems are included in 4 keynote addresses, 36 program reports, and 52 refereed contributed papers. "...an excellent professional development resource for librarians trying to keep current and for new librarians concerned about the profession."—*JAL*.

\$49.95; ACRL member \$44.95, 522p.
0-8389-7622-0, 1992

ACRL University Library Statistics, 1992-93

Library Research Center, Graduate School of Library & Information Science, University of Illinois at Urbana-Champaign, comp.

Data from over 109 participating libraries. Library categories include collections, personnel, expenditures, and interlibrary loan. Institutional categories include degrees offered, enrollment size, and faculty size.

\$69.95; ACRL member \$39.95, 80p.
0-8389-7738-3

ACRL University Library Statistics, 1990-91

Library Research Center, Graduate School of Library & Information Science, University of Illinois at Urbana-Champaign, comp.

\$69.95; ACRL member \$39.95, 80p.
0-8389-7587-9, 1992

ACRL/Historically Black Colleges & Universities Library Statistics, 1988-89

Robert E. Molyneux, comp.

\$35.95; ACRL member \$25.95, 101p.
0-8389-7547-X, 1991

ACRL University Library Statistics, 1988-89

Denise Bedford, comp.

\$49.95; ACRL member \$29.95, 79p.
0-8389-7446-5, 1990

ACRL University Library Statistics, 1987-88

Robert E. Molyneux, comp.

\$49.95; ACRL member \$29.95, 79p.
0-8389-7288-8, 1989

ACRL Academic Library Statistics, 1978/79-1987/88 (Diskettes)

\$59.95; ACRL member \$49.95
0-8389-7310-8, 1989

ORDER FORM

1. Fill in your shipping and billing addresses.

Ship to: _____

Bill to: _____

2. Indicate quantity of each item you wish to order.

___ Abstracting, Info. Retrieval, \$35.00;
0-8389-3430-7

___ Academic Lib. Achieving Excellence,
\$49.95/44.95; 0-8389-7622-0

___ Academic Status, \$10.95/\$8.95;
0-8389-7739-1

___ ACRL Stats 92/93, \$69.95/39.95;
0-8389-7738-3

___ ACRL Stats 90/91, \$69.95/39.95;
0-8389-7587-9

___ ACRL Stats 1988/89, \$49.95/
29.95; 0-8389-7446-5

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29.95; 0-8389-7288-8

___ ACRL Stats 78/79-87/88 (Diskettes),
\$59.95/49.95; 0-8389-7310-8

___ Annual Reports, \$21.95/18.75;
0-8389-7219-5

___ AV Policies, \$21.95/18.95;
0-8389-7495-3

___ Binding Terms, \$11.50/9.50;
0-8389-7210-1

___ Books for College Libraries, \$600;
0-8389-3353-X

___ Collection Devel. Policies, \$26.95/
21.95; 0-8389-7295-0

___ Collect. Mgt. in Elect. Age, \$42.95/
35.95; 0-8389-7737-5

___ College Lib. Newsletters, \$18.95/
15.95; 0-8389-7445-7

___ C&RL and C&RL News, Index v. 41-50,
\$29.95/25.95; 0-8389-7487-2

___ Continuity & Trans., Price T.B.D.;
0-8389-7786-3

___ Curriculum Mat'ls Ctr. Dev., \$16.95/
14.95; 0-8389-7707-3

___ Database Searching in College
Libraries, \$29.95/24.95;
0-8389-7651-4

___ Dir. of Curriculum Center, \$39.50/
32.95; 0-8389-7439-2

___ Discovering Librarians, \$35.95/
\$31.95; 0-8389-7753-7

___ Emergency Planning, \$28.95/25.95;
0-8389-7710-3

___ Evolving Educational Mission, \$29.95/
19.95; 0-8389-7584-4

___ Examples to Accompany DCRB,
\$29.95/23.95; 0-8389-7672-7

___ Friends of College Lib., \$18.75/
15.50; 0-8389-7171-7

___ Formal Planning, \$27.95/\$24.95;
0-8389-7743-X

___ Genre Terms, \$21.95/18.95;
0-8389-7516-X

___ Guide to Searching, \$7.95/\$6.95;
0-8389-7734-0

___ HBCU Stats 88/89, \$35.95/25.95;
0-8389-7547-X

___ Interlibrary Loan in College Libraries,
\$34.50/28.75; 0-8389-7652-2

___ Internet Resources, Price T.B.D.;
0-8389-7785-5

___ Learning to Teach, \$27.95/24.95;
0-8389-7627-1

___ Library Svcs for Non-Affil. Patrons,
\$32.95/27.95; 0-8389-7781-2

___ Managing Student Workers, \$29.95/
\$25.95; 0-8389-7752-9

___ Measuring Acad. Lib. Perf., \$34.00;
0-8389-0529-3

___ Measuring... (disk & book), \$75.00;
0-8389-0542-0

___ Mission Statements, \$21.95/16.50;
0-8389-6944-5

- ___ Paper Terms, \$8.95/7.50;
0-8389-7427-9
- ___ Performance Appraisal, \$18.95/
15.95; 0-8389-7444-9
- ___ Periodicals in College Lib., \$18.75/
15.45; 0-8389-7143-1
- ___ Preparing for Accreditation, \$18.00;
0-8389-0621-4
- ___ Printing & Pub. Evidence, \$8.95/7.50;
0-8389-7108-3
- ___ Provenance Evidence, \$10.50/8.50;
0-8389-7239-X
- ___ Read This First, \$19.75/16.45;
0-8389-7548-8
- ___ Recruiting Acad. Lib. Dir., \$18.95/
15.95; 0-8389-7484-8
- ___ Richard Garnett, \$30.00;
0-8389-0508-0

- ___ Scholarly Communication, \$28.95/
24.95; 0-8389-7686-7
- ___ Sci./Eng'g Conf. Proc., Price T.B.D.;
0-8389-7790-1
- ___ Sourcebook for B.I., \$18.95/16.95;
0-8389-7673-5
- ___ Staff Development, \$22.95/\$19.95;
0-8389-7715-4
- ___ State Education Doc., \$21.95/18.95;
0-8389-7327-2
- ___ Type Evidence, \$8.95/7.50;
0-8389-7428-7
- ___ Vocational Technical Resources,
\$95.00/85.00; 0-8389-7775-8
- ___ Western European Studies, \$32.95/
29.95; 0-8389-7461-9
- ___ Women's Studies Coll. Dev. Policies,
\$35.95/29.95; 0-8389-7596-8

3. Indicate a subtotal and add appropriate handling charges.

Handling charges are \$3.75 for orders up to \$19.99; \$4.75 for \$20 to \$49.99; \$6.50 for \$50 to \$74.99; \$7.50 for \$75 to \$149.99; and 5% of total for orders above \$150.

\$ _____ Subtotal

\$ _____ Handling charges

\$ _____ Total

4. Select method of payment.

Check/money order enclosed

Send invoice (term 30 days)

Charge my credit card: MasterCard

VISA

American Express

Card Number: _____ Expires: _____

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agement," "interdivisional collaboration," and "dealing with conflict." I strongly advocate ACRL's involvement in advancing members' organizational skills as well as library expertise.

Meeting the needs of increasingly diverse user populations

"By 2010, the combined multicultural populations in Arizona, California, Colorado, New Mexico, and Texas will become the numeric majority," stated Rebecca R. Martin in a recent article.¹ There is no doubt that the faculty and student bodies academic librarians serve come from many different cultures and backgrounds. ACRL, along with individual libraries and librarians, has been highly sensitive to this issue. One of ACRL's goals this year is to strengthen its commitment to diversity. From articles such as Martin's, it is clear that some libraries have successfully coped with and fostered diversity in their institutions. However, in order to ensure that we provide responsive services to *all* of our users, there has to be a more concerted effort in our profession to address the many challenges of diversity, from sensitivity training to serving diverse user populations to recruitment of ethnic minorities into our ranks. ACRL can continue to play a major role in sharing successful strategies among its membership; coordinating efforts with other ALA-affiliated minority organizations, such as the Black Caucus of ALA and the Chinese-American Librarians Association; and collaborating with other higher education organizations interested in multiculturalism and diversity.

Leadership: Within the higher education community

Recent developments in electronic resources and new ways of seeking information have thrust academic librarians onto the center stage of instruction on campus, whether we have faculty status or not. More than ever, academic librarians are on the front line teaching students and discipline-based faculty members how to navigate efficiently through the increasing array of information resources. Advances in information technology are changing the nature of the learning environment and prompting many educators to reevaluate the traditional methods of teaching and research. This presents a golden opportunity for academic librarians,

who are well versed in issues and trends of scholarly communication and information technology, to contribute to the discussion and become key players in shaping the future of higher education.

To achieve such an important leadership role in the "business" of higher education, ACRL must actively continue to seek out links with other higher education organizations and scholarly associations, to create opportunities for dia-

For academic librarians to be successful professionals in the 21st century, ACRL, and each and every one of us, must assume a leadership role in the future of scholarly communication.

logue, and to assist its members in developing similar leadership roles on individual campuses. In recent years, the Professional Liaison Committee has accumulated an impressive record of linking with other organizations; but the field of higher education is vast, so there is much more linking and collaborating to do.

Leadership: In the formulation of national information policies

In 1994 the National Information Infrastructure (NII), the Clinton administration's plan to enhance American leadership in the information age, prompted many debates on telecommunications standards, security, and privacy on the "information superhighway"; intellectual property rights in the electronic environment; and the digitization of vast amounts of information for transportation over the superhighway. Each of these topics has policy implications that will greatly affect libraries and how we serve our faculty and students. ACRL must again play a leadership role in these discussions and shape the resulting national information policies to enhance the ability of academic libraries to serve their users.

Become all we can be!²

Shoshana Zuboff, in her book titled *In the Age of the Smart Machine*, stated:

"The questions that we face today are finally about leadership. Will there be leaders who are able to recognize the historical moment and the choices it presents? Will

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they find ways to create organizational conditions in which new visions, new concepts, and a new language of workplace relations can emerge? Will they be able to create organizational innovations that can exploit the unique capabilities of the new technology and thus mobilize their organization's productive potential to meet the heightened rigors of global competition?"³

For academic librarians to be successful professionals in the 21st century, ACRL, and each and every one of us, must assume a leadership role in the future of scholarly communication.

Notes

1. Rebecca R. Martin, "Changing the University Climate: Three Libraries Respond to Multicultural Students," *Journal of Academic Librarianship* 20 (March 1994): 2-9.

2. A phrase borrowed from Richard M. Dougherty's final editorial for the *Journal of Academic Librarianship* (January 1994): 355.

3. Shoshana Zuboff, *In the Age of the Smart Machine: The Future of Work and Power* (New York: Basic Books, 1988), p. 12.

WILLIAM MILLER

Academic and research librarians expect a lot from ACRL, and it is remarkable the degree to which ACRL (to which most academic librarians do not even belong) is nevertheless able to meet the needs of all of us, from promulgating standards to providing publications to helping our institutions fill positions. It is truly remarkable how much the staff and the membership together are able to accomplish. Strong and competent leadership has positioned the association well, both financially and organizationally within ALA. Still, there will be inevitable challenges to face in the years ahead, especially as nationwide resources become ever more constrained.

The effects of technology

We are all interested in technology, and also worried about it. At best it can revitalize and revolutionize our profession; at worst it can marginalize us or even eliminate not only librarianship but also much of academia as we currently know it. Our leaders have done well in setting up electronic means of communication and maintaining ACRL's membership in the Coalition for Networked Information, but we

probably need a more concerted effort to anticipate the effects of changing technology on the profession of academic and research librarianship. I would set up a task force on possible information futures to advise the Board and help inform structural change in the association. The information age is still being invented. Just as we need to keep aware of it in our individual institutions, ACRL must plan to help represent a rapidly changing profession.

Reinventing the organization

Meanwhile, we need to consider a streamlining of ACRL, and a better articulation of our relationship with the rest of ALA. We do a fairly good job of eliminating committees that have outlived their usefulness, and we certainly want to give people with special interests a chance to fulfill their needs. However, it is far too easy to be so wrapped up in committee meetings (I counted about 350 such ACRL meetings in Philadelphia) that one has no time to attend programs, even ACRL programs. There is little time, in practical terms, for anyone seriously committed to ACRL business to function within the rest of ALA in any significant way.

We need to make significant time for ACRL members to attend non-ACRL events; participate in programs of other divisions; learn from and support our vendors at the exhibits; and simply enjoy the particular city we are visiting. We can never fully resolve this problem, but I would move to limit committee "sprawl"; limit units' programs substantially, perhaps offering them on a rotating basis; and explore the combining of ACRL units with similar groups in other divisions, creating "window" committees and programs which are appointed by and serve the needs of more than one division. The ALA PLAN listserv, devoted to joint programming, is a good idea. Anything we can do to reduce duplicative programming must be pursued.

Effect of national conferences

As part of its new planning process, the Board needs to consider fully the effect that our new every-other-year National Conference schedule will have on ACRL. We have not integrated the National Conference at all into our ongoing activities, and we may not be able to, but the increased frequency of this conference, combined with possible changes in ALA's programming (including possible elimination of the annual conference every other year, as suggested in the ALA self-study) make it impera-

tive that we consider ACRL's programming as a totality, and stop thinking of the National Conference as an unrelated add-on.

Continuing education

The rather sudden elimination of ACRL's formal continuing education (CE) program several years ago weakened the association, in my view. The program as formerly constituted may have been costly and ineffective, but ACRL should offer some kind of formal CE program. It might be possible to substitute CE for some of our usual ALA programming (three speakers—one good, one bad, one horribly bad) and institute a tracked and progressive CE program which people could choose either to attend for free or register and pay for on a formal basis. The National Conference would be a good venue for formal CE, and the "Institutes" model followed by other divisions might also bear consideration.

Budgetary needs

ACRL is in a relatively strong financial position, but finances are still somewhat uncertain from year to year. Nevertheless, a large fund balance is required by ALA as a condition for mounting national conferences. The increased frequency of the national conferences, combined with ALA's accounting rules which recognize no revenue until earned, will mean that most of the cost of mounting a national conference will now have to be borne during a two-year rather than a three-year cycle. Meanwhile, the cost of basic membership services is barely covered by member dues, now the lowest of any division.

For these reasons, even if new services are not added, it is inevitable that a dues increase must be considered. Paradoxically, however, I would urge that a significant portion of any new revenue be added to ACRL's Endowment Fund to hold down the need for future dues increases and provide an increased, steady, and secure portion of the association's budget in future years.

Racial and ethnic diversity

To have a profound effect on recruitment of minorities into our libraries, we would have to have a great impact on factors over which li-

brarians generally have no direct control—so we may be working at the margins here. Nevertheless, we must increase internships and mentor programs to help us affect the career choices of high school, college, and library school students. Cooperation with overall ALA efforts focusing on the image of the profession, and ACRL's own task force on certification may have long-term impacts on our ability to recruit. More importantly, the clichés of the "information highway," and the reality of our job duties if we can communicate them effectively, may ultimately work to our advantage in helping to make academic and research librarianship a more attractive career alternative for all racial and ethnic groups. One live demonstration of public telecomputing at a high school might be worth many thousands of words in communicating the excitement we naturally feel about our profession.

Contact with other professionals

Visibility in other professional associations may also help us with minority recruitment. For this and many other reasons, we need to form coalitions with professional groups outside of librarianship. Talking amongst ourselves can take us only so far. Thanks to current strong leadership we have a rejuvenated effort through the National

If elected, I will try my best to keep the organization vital and represent your needs during this crucial transitional age.

Coalition on Information Literacy to reach out nationwide in this area. We must reach out to professional associations in a variety of areas that interest them, from technology and the bibliographic control of their literatures to the lifelong learning needs of their members. Academic and research librarians cannot stand as an island apart from the world in which we work. The formal liaisons whom we choose will be a part of this effort, but the contact must reach down further into our association, and theirs.

Leadership within ACRL

ACRL is a large and complex organization, and it exists in an even more complicated environment, both within ALA and outside of it. Additional training for effective leadership within ACRL is essential. Leaders must act as spokespersons for the organization and for the overall profession, as well as managers and re-

shapers of the association itself. Recent initiatives to improve leadership include establishment of a listserv for elected leaders, and formal training and planning sessions on Friday afternoons for elected leaders during ALA. These worthwhile efforts merit expansion, perhaps through a continuing education effort for a larger share of the membership. We must prepare ourselves to be leaders.

When it comes to running for vice-president/president-elect of ACRL, however, how does one prepare? My experience as chair of the Bibliographic Instruction Section and of the *Choice* Editorial Board, as president of the Michigan ACRL Chapter, and as a member of ACRL's Planning and Budget committees have exposed me to a significant percentage of ACRL's many facets, especially because they have inevitably

meant ex officio involvement in many other areas such as conference programming, publications, and Chapters Council. My work at small colleges and large universities has exposed me to most of the work environments in which our members move. If I merit this office, it is only because I have experienced ACRL under various conditions for the past twenty years, and understand something about how ACRL relates to the needs and experiences of the average member.

We are entering a new era in which competition for reduced resources in higher education will be intense and the basic nature of the profession will be altered. If elected, I will try my best to keep the organization vital and represent your needs during this crucial transitional age. ■

(Scratch paper cont. from page 160)

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as useful tools and are beginning to ask us for them. We believe that the forms are instructional as well as convenient, and that they encourage users to be independent without pedantry on our part. ■

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