

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > 1999

Arizona Convocation 1999

(Convocation: a summons to gather)



[September 23, 1999 Letter: Arizona Convocation Participants](#)

[1999 Convocation Summary Report](#)

[Statewide Library Development Commission](#)

[Task Force One:](#)

[Coordinated Collection Development - Who Collects What?](#)

[Task Force Two:](#)

[Resource Sharing Task Force - Who Shares Which?](#)

[Task Force Three:](#)

[Conservation/Preservation Task Force - Who Saves What?](#)

[Arizona Forum on Tribal Museums, Library and Archives](#)

[View The Notes from the February 27th 1999 Arizona Convocation in Sierra Vista, AZ](#)

[1999 Arizona Convocations Keynote Address](#) by Milton T. Wolf

[The Remembrance of Past Things:](#)

[Or, What Have I Got, and Where Did I Put It?](#)

by Richard Pearce-Moses

[Summary Report: Sierra Vista and Prescott Convocations](#)

What is the Purpose of the Convocations?

To bring together administrators, curators, librarians, archivists, and historians from institutions and organizations in our state to plan statewide collaboration for the acquisition, preservation, and the continued public access to unique Arizona research materials.

What do we hope to accomplish?

- Discuss the issues and benefits regarding cooperative resource sharing
- Begin to develop recommendations for a statewide plan to share resources
- Form a network of communication to share information about what we collect
- Introduce people to the Cultural Inventory Project

What is the Cultural Inventory Project?

A project spearheaded by the State Library to make an inventory of collection development policies and collection concentrations and to have this information available to the public as well as to institutions and organizations within and outside our state.

Who should come to the Convocations?

Museum, archives, history, genealogy, and library people. We hope that you are interested and will join us!

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Letter

September 23, 1999 Letter: Arizona Convocation Participants

September 23, 1999

Dear 1999 Arizona Convocation Participant:

We are happy to share this Arizona Convocation update with you.

As a result of the two 1999 Arizona Convocations, the Department of Library, Archives and Public Records committed to accomplish a number of activities. The following is a listing of those activities and a progress report on each:

To fund and coordinate an annual forum to provide "cross pollination" between types of practitioners and institutions and a safe forum for networking and debate

Please plan to join us to contribute information about your collections, coordinate efforts for resource sharing and preservation, and improve access to unique Arizona materials. Come share your ideas and interests. Arizona Convocation 2000 will be March 5-6, 1999, at the Crown Plaza Hotel, 2532 W. Peoria Avenue, in Phoenix, Arizona.

Arizona Convocation 2000 will include discussions on maps, genealogy, historical and local records, archives, and museum collections, including these materials: documents, photographs, artifacts, and books. We need your help to establish a statewide summary of our collections, and contribute your experience in the areas of acquiring, cataloging, indexing, exhibiting, and preserving our unique Arizona heritage.

For more information regarding Arizona Convocation 2000 watch the Department's website at <http://www.azlibrary.gov>, or contact:

Richard Pearce-Moses
Phone: (602) 926-3810 or (800) 255-5841

Daniela Moneta
Phone: (602) 926-3938 or (800) 228-4710

To provide a written convocation summary to all participants

The Summary Report: Sierra Vista and Prescott Convocations, as reported by Daniela Moneta, is enclosed. It is also available on the Department's web site at: <http://www.azlibrary.gov>.

To send an updated copy of the Cultural Inventory Project to all convocation participants

All participants of both the Sierra Vista and Prescott Convocations should have received a copy of Arizona Convocations 1999 Collection Development Policies from Arizona Institutions and Organizations - Cultural Inventory Project, May 1999. If you did not receive a copy, please contact:

Daniela Moneta
Phone: (602) 926-3938 or (800) 228-4710

To begin compiling a resource guide that will be distributed to all convocation participants

The Department has contracted with the Heard Museum for the assistance of Richard Pearce-Moses, Archivist, to coordinate Arizona's Cultural Inventory Project. As Coordinator of the Cultural Inventory Project, Richard has begun compiling an exhaustive list of all the libraries, special Arizona material repositories, museums, and archives in the state. He will be compiling and distributing descriptions of their services and holdings. He will also describe the types of materials collected and the most important collections of unique materials and Arizoniana. The data will be distributed in print form and also on the World Wide Web. Having this data available in a single location will make it more convenient for people to find data about Arizona. The custodians of Arizona's cultural heritage need to know where the state's special and unique collections are housed so that collaboration, and preservation of those materials, is possible.

To date, Richard has begun modeling the Cultural Inventory website (<http://cip.azlibrary.gov>) using information from the first Convocations, and he has developed a survey instrument to solicit additional information. Very soon you will be receiving the survey along with a copy of the information which you submitted to the Convocation last year, asking you to note any updates or corrections to that information. Soon after you return the form, you will receive a copy of your repository's entry in the Cultural Inventory Project for your review and comment. Richard will be able to answer questions and assist you in completing the form to ensure your holdings are represented accurately.

For more information about the Cultural Inventory Project, contact:

Richard Pearce-Moses
Phone: (602) 926-3810 or (800) 255-5841

To work with the task forces to foster their continued activities

Enclosed are the descriptions and charges for the blue ribbon Statewide Development Commission and its three task forces. Each task force will work under the auspices of the Statewide Library Development Commission. Agnes Griffen, Director of the Tucson-Pima Public Library, a past member of the State Library Advisory Council, has agreed to Chair the new Commission. Sherrie Schmidt, Dean of University Libraries, Arizona State University, will lead the Commission's important Resource Sharing Task Force.

Please read the descriptions and consider working with one of these important efforts. The Department is deeply grateful to those of you who have already volunteered. To serve as a volunteer on one of the task forces, contact Jane Kolbe, Division Director, Library Extension Division:

Jane Kolbe
Phone: (602) 926-3604 or (800) 255-5841

To share information about related activities

Five-State American Indian Project

The Arizona Forum on Tribal Museums, Libraries and Archives was held August 16 -17 on the San Carlos Apache Indian Reservation. It brought together for the first time, representatives from tribal and non-tribal libraries, museums and archives. The purpose of the Forum was to promote understanding and awareness of tribal libraries, museums, and archives; to initiate discussion for sustained communications and collaborative programming between tribal and non-tribal libraries, archives and museums; and to create a network of support for individuals working in museums, archives and libraries.

Enclosed is the post-meeting report by Alyce Sadongei, the Five State American Indian Project Program Coordinator. For more information about the Five State American Indian Project, contact:

Alyce Sadongei
Phone: (520) 621-4500
E-mail: sadongei@u.arizona.edu

Department Online Catalog

The Department introduced DLAPRCAT, the Department's online catalog, to the public on site and through the World Wide Web with over 450,000 bibliographic records reflecting collections in the Arizona History and Archives, Research Library, and State Law Library divisions. The Department upgraded the SIRSI Unicorn Catalog system to version 99.2, bringing systems administration and cataloging of the online catalog into a graphical user interface. The web site for the catalog is:
http://aslarooms.sirsi.net/rooms/portal/page/Sirsi_HOME.

Collection Development Policy - Professional Collection

The Department is in the final draft stage of establishing a collection development policy for its Professional Collection. Elements of the policy include: Purpose; Clientele; Scope of Coverage; Access; Types of Material Collected; Relationship to Other Collections and Resources, and Levels of Collecting Intensity by Subject Subdivision:

- General Material for Archives, Museums, and Libraries
- Preservation
- Archives Management
- Librarianship for Public, and Special Libraries
- Law Librarianship
- Genealogy and Family History Research
- Map Librarianship
- Museology
- Records Management

We will be happy to share this information with you when it is in final form.

1999 Arizona Library Association Conference Program - Arizona Convocation: Past, Present and Future

Dan Shilling, Executive Director of the Arizona Humanities Council, and Richard Pearce-Moses, Archivist at the Heard Museum and Coordinator of the Cultural Inventory Project, will join me in a panel discussion of the background of the Convocations, results of out of the two Convocations meetings, and future directions. The program will be offered on November 18, from 11:00 a.m. - 12:15 p.m. If you are attending the Conference, we would love to have your memories and ideas well.

The Arizona Library Association (AzLA) 1999 Conference is November 17-19, 1999 at the Phoenix Civic Plaza, 225 East Adams, Phoenix, Arizona. For information on the conference, or to register, contact:

AzLA Headquarters
Phone: (480) 998-1954
E-mail: meetmore@aol.com

We are extremely pleased with all of the progress in this collaborative effort, and sincerely thank all of our enthusiastic Convocation partners.

Sincerely,
GladysAnn Wells, Director

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > [Summary](#)

1999 Arizona Convocation Summary Report

Webster's Collegiate Dictionary defines convocation as "an assembly of persons convoked" or called together to a meeting. That is exactly what happened for library, map, genealogical, archives, photographic, museum, and public records professionals in Arizona. The state's Department of Library, Archives and Public Records sponsored two convocations that brought together the people who work with unique Arizona collections to discuss statewide issues. The first gathering was held on February 26 and 27 in Sierra Vista for professionals in the southern part of the state. Northern area participants met in Prescott on May 14 and 15. Each meeting was designed to begin a dialogue among the staff of various cultural institutions to address resource sharing, coordinated collections development, conservation/preservation, and any other topics of interest.

Cultural Inventory Project

Another purpose of the Convocation was to introduce people to the Cultural Inventory Project. The goal of this project is to build a comprehensive listing of the types of collections housed in each Arizona cultural institution. Convocation participants were asked to submit a copy of their organization's collection policy. The state library copied, printed, bound, and distributed them to each participant. The Department will continue to provide print and web-based listings of the scope and collection specialization descriptions for each institution housing, selecting, interpreting or preserving unique Arizona materials. Ultimately, it will be important for information to be submitted in a standardized format and style to facilitate and expedite user searches.

Training

The participants at both Convocations discussed a variety of topics and areas of concern, but several common points of interest emerged. Training was something almost everyone wanted more of, including basic operation and management skills, "how to" policy development, cataloging, indexing, digitization, and grant writing. All agreed that training should be ongoing and cover a wide range of topics.

Standards

As discussions progressed throughout each weekend, it became clear that there was a need for a common vocabulary of working terms that would provide meaningful terminology for all interested parties. Standards would need to be developed as well. Standards for research and interpretation are necessary for providing types of descriptive information and metadata template guidelines. However, establishing a framework of common objectives and conversations about policies must come first.

Task Forces

Three task forces were established: resource sharing, coordinated collection development, and conservation/preservation. Others evolved as interests dictated, such as law and genealogical groups. The purpose of each task force was to bring together, for the first time in Arizona, people from many disciplines who were interested in a specific topic to begin thinking about the issues affecting all of us.

Unique to the Sierra Vista convocation was the formation of a law library task force. The people in this group decided to re-activate the Arizona Consortium of Law Libraries (ACLCL). They agreed to meet one or more times per year and to set up an ACLCL list-serve to enhance communication. The group will also establish a website, survey public libraries as to their legal information needs, develop workshops, work legal materials and develop and share profiles of collections and statistical information.

Work Zones

The Sierra Vista convocation also identified three geographical work zones: local, regional, and state. Each zone will need to be concerned about the importance of the users and the need for input from them. At the local level, conversations must continue. Institutions, curators, archivists, librarians, record managers, cartographers, genealogists and historians must each decide at what level the statewide collection, preservation, and availability concerns will be implemented.

At the regional level, forums, training coordination, disaster recovery and the pooling of collection information for inclusion in statewide databases should take place. The local, regional, and state resources should support the work taking place at each level and help each other accomplish individualized objectives. It will also be important to share information within each group, between groups, and, when appropriate, to the public at large. The ultimate success of each of these groups, as well as the overall strength and depth of Arizona's unique collections, will be dependent upon the actions of the individuals selecting, interpreting and preserving local collections across Arizona.

Both convocations determined that many of these issues must be initiated at the state level. The state could more easily involve a wider, potential audience and group of participants. Specifically the maintenance of networking, insuring the continuity of communication, providing assistance in training, and statewide planning should all occur at this level. The Prescott participants reinforced the need for overarching, coordinated leadership from the state that can serve as a clearinghouse for collaborative statewide resource sharing.

Follow Up Activities

The state library has committed to following up on these activities from the convocations:

- To fund an annual forum to analyze ideas and provide "cross pollination" and a safe forum for networking and debate

- To provide a written convocation summary to all participants
- To send an updated copy of the cultural inventory project to all convocation participants
- To begin compiling a resource guide that will be distributed to all convocation participants
- To work with the task forces to foster their continued activities
- To share information about related activities

The time is ripe for collaborations for many reasons, not the least of which is the emphasis at the national level for museums and libraries working together. Arizona is beginning to identify its statewide needs and is preserving the state's unique resources and providing increased access. Certainly the state library cannot do it alone, nor should they try. Arizona and its cultural institutions will be empowered when they share expertise with each other in the areas of disaster preparedness, cataloging, indexing, exhibiting, and preserving our rich cultural heritage. The synergy that can be created by all of us working together will make a significant difference for each of us, and for the diverse public users we all serve.

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Commission

Statewide Library Development Commission

Chair: Agnes Griffen, Tucson-Pima Public Library
State Resource: Jane Kolbe, GladysAnn Wells

This blue ribbon Commission will be representative of all types of library and other special collection repositories. The members will advise the State Librarian, Library Extension Division and the History and Archives Division in areas of resource sharing, coordinated collection development, conservation/preservation (see following descriptions) and other areas of interest. The Commission's work will be statewide and will include policy recommendations, implementation and evaluation strategies. The Commission will meet no less than twice a year and work through subcommittees including three statewide task forces on Coordinated Collection Development (Who Collects What?), Resource Sharing (Who Shares Which?) and Conservation/Preservation (Who Saves What?). The first status report is due to the community at Convocation 2000, March 5-6, in Maricopa County.

Membership of the Commission, except otherwise noted, initially shall include one representative and one alternate from each of the following types of libraries:

- Metropolitan Public Libraries
Population over 100,000 (3 representatives plus one alternate)
- Public Libraries
Population under 100,000 (2 representatives plus one alternate)
- County Library Systems
(2 representatives plus one alternate)
- University and College Libraries
(2 representatives plus one alternate)
 - School Libraries
 - Community College Libraries
 - Tribal Libraries
 - Health Sciences Libraries
 - Museum Libraries
 - Law Libraries
 - Corporate or Special Libraries
 - Government Agency Libraries
- Five library users
including at least one from rural Arizona and one Legislator/Legislative staff

Membership shall be for three-year, staggered terms, with about one-third changing each year. Initially some members may be asked to serve longer or shorter terms to ensure that only 1/3 of the Commission is lost after the first three-year period. Alternates will be welcomed at all meetings and will receive all correspondence.

Representatives, whenever feasible after the initial appointments, shall be chosen by the librarians in that category type. The Director of the Department of Library, Archives and Public Records reserves the right to appoint members to the Commission initially, or in subsequent years if the types of libraries have difficulty with the appointment process.

Initial Members:

Judy Register, Scottsdale Public Library
 Sherrie Schmidt, Arizona State University
 Jean Collins, Northern Arizona University
 Robert Shupe, Mohave Community College
 Amelia Flores, Colorado River Indian Tribes
 Mary Graham, Arizona State Museum
 Barbara Hutchinson, Arid Lands Information Center
 University of Arizona
 Harry Courtright, Maricopa County Library
 Paul Kreamer, Santa Rita High School Library
 Diane Skorupski, Liberty Elementary School Library
 Deborah Shelton

Library Type:

Metropolitan Public Libraries
 University & College Libraries
 University & College Libraries
 Community College Libraries
 Tribal Libraries
 Museum Libraries
 Special Libraries
 County Library Systems
 School Libraries
 School Libraries
 Government Agency Libraries

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Task Force One

Task Force One

Coordinated Collection Development Who Collects What?

Chair:

Staff Resource: Richard Pearce-Moses, Janet Fisher, Melanie Sturgeon

Charge: Coordinated Collection Development Task Force will develop and explore the opportunities available to Arizona libraries, museums and archives to improve access to information for the citizens of Arizona. It is essential that we identify collection strengths and share information about collection scope responsibilities for unique Arizona materials. Through coordinated collection development Arizona libraries, archives and museums will extend resources by minimizing unnecessary duplications. Items or materials scheduled for out placement or de-accessioning by one institution could be very useful to a different institution. A clearinghouse or resource exchange could help to ensure materials are correctly and efficiently placed.

This task force will address standards for collection description and cooperative cataloging, by creating a template for collection development policies; including definition of boundaries (format, geographic coverage, etc.) so that all needed information is available from all institutions. We will put this template on the Web and broadly disseminate it in print format for those without Internet access.

The Cultural Inventory Project (CIP) being implemented by DLAPR to locate and describe current collections, with the cooperation of the libraries, archives and museums of Arizona, will serve as a basis for this Task Force's work. This Task Force will serve in a review capacity for the CIP.

The follow-up work to the State Documents Task Force report and the implementation of a Government Information Locator System (GILS) will fall under the purview of this Task Force.

This task force will explore whether or not group purchases would be helpful to libraries and/or other cultural institutions? An example might be a large or very special collection that no one of the state's institutions could/would afford alone. Availability of information about and access to digital collections will also factor into discussions and recommendations.

Volunteers for the Coordinated Collection Development Task Force:

Michael Wurtz, Sharlot Hall Museum
Nora Graf, Park Ranger for Fort Verde State Park, Camp Verde
Paula Liken, Mesa Southwest Museum
Jay Van Orden, Arizona Historical Society, Tucson
Rebecca Bush, Yuma County Library District, Yuma
Jeffrey Carrico, Northern Arizona University - Cline Library
Anne T. Martin, Area Agency on Aging, Phoenix

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Task Force Two

Task Force Two

Resource Sharing Task Force Who Shares Which?

Chair: Sherrie Schmidt, Arizona State University

Staff Resource: Kim Huber, Jane Kolbe, Ron Glass

Charge: Develop recommendations for a statewide plan for Arizona's cultural institutions to share resources.

The ultimate purpose of such a plan is to enhance user access to information. Resources that might be considered for sharing include materials, training opportunities, partnership service possibilities, outreach programs, buildings, expertise, and staff.

The Task Force should consider "resource sharing" for libraries as more than traditional inter-library loan. Discussions might include new opportunities to share electronic images, outreach programs, shared computer or other technology, and mailing list/event participation.

The recent statewide purchasing contracts should be evaluated for effectiveness or improvement.

The Task Force will explore opportunities for statewide and/or joint purchase of electronic databases and other possible collaborative purchasing agreements.

Key questions that are useful to begin the task force's work are:

Is there a need for a statewide resource-sharing network? What would be required? How would it work for all types of cultural and educational research?

How is resource sharing functioning now? What works? What could be improved? How? What protocols exist for library resource sharing? Are they appropriate? Do they include electronic information?

Are there joint purchase agreements already in effect in Arizona? What are they? Can they be expanded?

The Arizona Consortium of Law Libraries has been reactivated and its goals fit within the general resource-sharing topic and should be a sub-committee of the Resource Sharing Task Force for the purpose of coordination and communication.

Volunteers for the Resource Sharing Task Force:

Becky Henry, Scottsdale Public Library
Barbara Kile, Yavapai County Library District
Denise Keller, Pinal County Library District
Suzanne Haddock, Nogales/Santa Cruz County Public Library
Ann Taylor, Arizona Historical Society, Tempe
Jim Patrick, Yuma County Library District, Yuma
Ann Poulos, Tempe Historical Museum

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Task Force Three

Task Force Three

Conservation/Preservation Task Force Who Saves What?

Chair:

Staff Resource: Michael McColgin, Jan Elliott

Charge: Drawing from the work of the Coordinated Collection Development Committee and the Cultural Inventory Project, the Conservation/Preservation Task Force will prioritize statewide needs for conservation and preservation. Based on this information, the Task Force will create a plan to conserve/preserve the state's unique information. This will begin with developing an assessment instrument for local institutions.

The Conservation/Preservation Task Force will develop and distribute a resource guide that would include organizations, persons and materials in the areas of conservation and preservation. The Task Force will work in tandem with the Department's continuing education program to plan training events to raise awareness about conservation and preservation and to train other staff in particular conservation/preservation techniques.

There is a consortium for cooperative purchasing of conservation/preservation supplies; its services might be extended to include more libraries and other cultural institutions.

Volunteers for the Conservation/Preservation Task Force:

Bill Och, Arizona State Parks - Riordan Mansion, Alternate-Teri Kalloch
Stefanie Nordbrock, Prescott Public Library
Kari Krueger, Cave Creek Museum
Brad Cole, Northern Arizona University
Lois Schneberger, Arizona State University
Laraine Daly-Jones, Arizona Historical Society, Tucson
Catherine May, President of Friends of Arizona Archives
Nancy Odegaard, Arizona State Museum
Sharla Richards, Preservation Librarian

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Forum

Arizona Forum On Tribal Museums, Libraries And Archives

August 16-17, 1999, San Carlos Apache Indian Reservation

Background

The Forum was supported by a National Leadership Grant from the Institute of Museum and Library Services. The grant was awarded to a consortium of five states seeking to develop collaborations between museums and libraries. Arizona's Forum was only one of five similar gatherings that will occur within the states of Arizona, New Mexico, Utah, Colorado and Nevada. The Five State American Indian Project seeks to target tribal libraries, museums and archives as potential collaborative partners for projects within the state while improving service to tribal communities.

Structure

The Forum structure included three opportunities for participants to convene as a general assembly. These included the keynote lecture and two panel presentations. To promote networking and discussion of relevant issues and programs, the Forum offered concurrent breakout sessions. Since this was the first time that this particular group came together, it was critical that the Forum serve to introduce tribal concerns in a way that was respectful to tribes while at the same time educational for the non-Indians in attendance.

Issues

The Forum raised the following issues:

- Tribes are asserting control over material in their own collections
- Tribes seek funding for buildings and services
- Information on technology is varied but critical to everyone
- Tribes will share culture on their own terms
- For partnerships to be effective tribes must be viewed as equal partners
- Tribal and non-tribal cultural organizations share more similarities than differences in their efforts to raise funds, make do with limited resources, educate their community and political leaders.

Logistics

A total of 83 participants attended the Forum. A little over half of the participants were from tribal organizations. Every effort was made to have a balanced representation of people working in libraries, museums, and archives. The Forum was held at the San Carlos Apache Gold Casino and Resort . The grant provided for meals and lodging for all the participants.

Forum Summary

Cultural awareness and information exchange began with a presentation on the San Carlos Apache Tribe by the director of the San Carlos Apache Cultural Center, Herb Stevens. Participants were treated to a series of Apache songs followed by a videotape that focused on different aspects of Apache culture. The sharing of culture, offered with sincerity and a touch of humor, welcomed the meeting participants to the San Carlos Apache homeland and set the tone for an honest, non-threatening gathering.

Jennifer Brathovode (Spirit Lake Sioux) from the Library of Congress delivered the keynote slide/lecture presentation. Her lecture featured the Native American photo collection of the Library of Congress. She discussed the historical foundation of many of the images in the collection. Jennifer's presentation provided a broad overview of photos in the following categories:

- Indian Delegations and Government Relations
- Federal Government Surveys and Other Expeditions
- Indian Wars and Confrontations
- The Frontier
- Villages and Reservation Life
- Pictorial Photographs
- Stereotypes, Satires, Advertising

After laying the historical foundation, Jennifer discussed how Indian people are actively participating now in collecting and identifying historical images. As a result, there is an increased sensitivity within the Photo Department of the Library of Congress. Native Americans are now the audience for these historical images that are becoming increasingly more valuable to families and tribes. She went on to describe how Native Americans are now creating contemporary photos that reflect the current social and cultural landscape of their tribal communities. These photos open up to non-Indian audiences a new perspective on contemporary American Indian life. The keynote address highlighted issues that were to be repeated throughout the Forum.

The Forum sought to increase understanding and awareness of tribal libraries, museums and archives. To

facilitate this, most of the morning schedule on the second day was spent on introductions. Participants were able to connect individuals with specific programs and tribal communities. This made it easier for people to continue discussions on relevant topics throughout the day. Also, many tribal protocols consider introductions essential prior to any substantial communication or deliberations.

Forum Summary (Continued)

The first panel presentation featured representatives from: the Arizona Humanities Council; the Arizona Community Foundation; the Department of Library, Archives and Public Records - Library Services Technology Act (LSTA); and the Institute of Museum and Library Services (IMLS) - Library Services Division. This panel was well received by the participants and confirmed the need tribes have for funds designated for library services and cultural programming. The session also generated questions on program criteria and eligibility. Those tribes without a library building expressed frustration.

There was some discussion on the elimination of construction funds for tribal libraries. A tribal representative commented on criteria for federal grants. He argued that while government agencies seek to fund innovative programs they should be aware that for a tribe to want to establish a library is in fact, innovative. Tribal representatives also expressed concern that they have more bureaucracy to negotiate when submitting grant proposals than non-tribal organizations and libraries. Grant applications often require multi-levels of approval just to get the signature of the tribal official on the application. The session helped to broaden the funding agencies' awareness of tribal concerns regarding grant programs.

Breakout sessions followed the funding panel. The sessions were:

- Starting from Scratch: Developing a Tribal Cultural Organization
- Repatriation: Tribal Models of Collaboration
- Arizona Department of Library, Archives and Public Records (offered twice)
- Technology: Pros and Cons
- Education and Training Opportunities

The sessions gave participants an introduction to the various topics and provided them with contacts in order to begin to gather more in-depth information.

The last panel on the program featured Amelia Flores, Library and Archives Director, Colorado River Indian Tribes; Elaine Peters, Director, Ak-Chin Him-Dak Eco-Museum and Leigh Kuwanwiswima, Director, Hopi Cultural Preservation Office. The panel addressed the topic, Issues of Access and Cultural Sensitivity: Tribal Perspectives. This panel was included in the program to increase awareness and understanding of tribal concerns regarding sensitive material in archives and in libraries.

Over the last several years, tribes have begun to articulate their desire to control and limit certain cultural information. While limiting access to records and information already in the public domain is problematic, more tribes are developing research policies for their own tribal archive programs. The tribal communities represented on the panel all have archive programs but they are at different levels of development. The panelists all expressed the need for restrictions to records under their control based on spiritual and religious beliefs. This was probably new information to many of the non-Indian participants at the Forum and it was also the first time several different tribal voices were given the opportunity to talk candidly about this issue.

The panelists gave examples of what constitutes sensitive information. These examples ranged from anthropological field notes that described restricted ceremonies to song recordings to fingerprints of deceased relatives. From the tribal perspective, there are two main reasons for restricting access to religious and esoteric information for both Indian and non-Indian readers/researchers. For many American Indian people, there is the potential that exposure to certain information, particularly songs, may be harmful to the casual listener. Restricting access reduces the risk of emotional and spiritual harm. The second reason for restricting information has everything to do with respect.

The panelists expressed deep concern of how sensitive material has been appropriated and misrepresented over the years. One of the panelists mentioned that tribes are still in the process of trying to figure out for themselves how to deal with this issue. The panelists eloquently conveyed the message that there is a difference in how Indian and non-Indian people comprehend cultural information. Taken out of context, certain information can be the source of great pain and sorrow for many Indian people. The panelists also asserted that tribes are increasingly monitoring access to cultural information that they control and are granting access only on their own terms. The panel provided perspective to non-Indian librarians and archivists as to why the Native American community is so concerned about cultural information being made accessible to researchers.

Next Steps

The Arizona Department of Library, Archives and Public Records has moved swiftly to make sure that the expectations raised at the meeting are met. Site visits to provide technical assistance to tribal libraries have already occurred as a result of the Forum. Travel support has been set aside for tribes to attend the Arizona Library Association annual conference. A smaller, follow up meeting is being planned to further define the needs of tribal libraries, museums and archives.

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Presentation

Tactics for Teamwork and Cooperation: a metaphor from 19th century Arizona

Arizona Convocation
February 27, 1999
Sierra Vista, AZ
Ann Okerson
Ann.Okerson@yale.edu

The Metaphor



The Lesson From Arizona

This 1970 movie tells the story of seven highly individualistic, strong-willed, and talented individuals who manage to put aside their egos and differences to work for a common and noble good -- riding down into Mexico to save a village from the bandits.

We may not want to imagine that the kind of cooperation we talk about here will end in a shootout, but we can learn from their tenacity.

Long Ago Visions of Cooperation

Edward Bellamy, *Looking Backward 2000-1888*

I cannot sufficiently celebrate the glorious liberty that reigns in the public libraries of the twentieth century as compared with the intolerable management of those of the nineteenth century, in which the books were jealously railed away from the people, and obtainable only at an expenditure of time and red tape calculated to discourage any ordinary taste for literature. (1888)

"Universal Library: A Plea for Placing any Desired Book within the Reach of any Person Wishing to make Reasonable Use of Same." *Public Libraries* 10 (1905): 129-132

Seven Magnificent Examples

- Alexandria lends materials to Pergamum
- TRLN (North Carolina), 1930s
- CRL starts in 1940s?
- OCLC starts in 1960s
- OhioLink/CIC/NERL 1990s

- Your institution and mine
- Arizona new initiatives

Consortia for All Reasons:

1970 Study by US office of Education re. nationwide academic library consortia

- 1931 - 1940 - 2
- 1941 - 1950 - 3
- 1951 - 1960 - 5
- 1961 - 1971- 116 (computer age begins)

ITAL Issue, *Information Technology and Libraries*: 17/no.1, March 1998, Special issue on library consortia

ARL Cooperation Survey, 8/1998

- 76 Libraries Respond
- 58 have Cooperative Projects
- 37 agreements with 15 or more institutions
- Average no. of agreements is 4.3
- Diverse in nature
- Purposes identified:
Expand collections, increase buying power, use existing relationships, pressure from funders, seize opportunities, strengthen collections & services, save money

Cooperation & the Yale Library

- A huge system of 22 libraries acting as one
- Drivers:
 - access to special collections in library & university via finding aids, digitizing, etc.
 - developing preservation strategies
 - maximizing use of area studies materials
 - supporting teaching & publication projects
 - making available electronic resources-affordably
 - space!

The Magnificent Seven Benefits

- Effective use of scarce resources (they fought like 700)
- Improved access, service to clients & patrons
- Eliminating redundancy of effort
- Producing a better result
- Energizing effect of new faces, perspectives
- Discovering the invisible
- Ensuring the exotic, making widespread the scarce

Seven Conditions for Success

- Propitious Circumstances

- Vision to do something important
- Committed individuals, leadership
- Supportive structures
- Appropriate participation
- Means of access and distribution
- Funding

On Becoming Magnificent

- Define adequately the project/program
- Get organized & secure the resources
- Sell the idea to your constituents (political process, many interests)
- Keep going/institutionalize good projects
- Assess what you've done - evaluation
- Be patient for the payoff
- SERVICE TO USERS-an offer they can't refuse

Lots of Cooperative Possibilities

Sources of cooperation:

- within your own group or institution
- outside with other groups

Lots possible structures:

- formal/tight agreements
- informal/loose/voluntary agreements

Agreements can change:

- Loose can become tight; formal becomes informal
- Temporary can become ongoing
- Agreements may end when job is done

NERL (My Magnificent Experience)

- 18 academic research libraries with common objectives of access and cost-containment, favorable joint licensing terms and prices for electronic content, and possible joint deployment of e-materials.
- NERL offers a forum in which members share information about management and budgeting for electronic resources. NERL Designated Representatives establish policies and procedures, as well as select and contract for electronic sources.
- Work is done on a volunteer basis by members.
- The Yale University Library provides an organizational home and support for NERL.

ICOLC (Another Magnificent Experience)

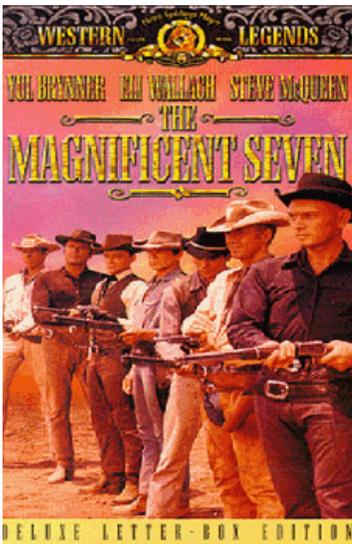
- A consortium of cooperating groups!
- <http://www.library.yale.edu/consortia>
- Partnership, association, cooperation, coordination, collaboration
- Discussion group 1995, 1996

- First meeting 2/97; fifth 3/99 (Arizona!)
- Currently 97 consortia worldwide

Six Maxims

- Cooperation takes time
- Cooperation requires human resources
- Cooperation requires financial investment
- Cooperation is not easy
- Cooperation is fun
- Cooperation brings results

Teamwork



[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > [Keynote](#)

1999 Keynote Address, Milton T. Wolf

Senior Vice President for Collection Programs Center for Research Libraries

I am a person of many opinions and some ideas; in fact, my definition of an intelligent person is one who can hold many ideas in his/her mind simultaneously, some that are absolutely contradictory, in perfect harmony. So, while I will share a number of opinions with you this evening (which I believe this evening), I am not so wedded to them that I can't change my mind. But I would certainly feel that I failed in engaging you, if I didn't make you think, and make you laugh.

Over the years, in the guise of a Librarian, I have taught many courses ranging from science fiction to cross country skiing, to global information dissemination to acquisitions of library materials. My students have been moved to give me numerous expressions of their gratitude, from the prosaic apple to the hand-dyed tie to whimsical poetic expressions. But the one I have liked the best is when a student gave me a sign for my office that said: YOU HAVE SOMETHING IN THIS LIBRARY TO OFFEND EVERYONE!

With that in mind, I invite you to sit back, enjoy your coffee (go the restrooms when necessary), and come along with me as I try, in Robert Frost's words from "The Mending Wall" to give no "offense," while we walk the line picking up what belongs to each, knowing full well that it wasn't elves that dropped all those stones.

THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS

There is more information available today than at anytime before in history. And by tomorrow there will be even more; by next year there will be twice as much as today! Even rabbits pale by comparison with information production. But with all the information that is out there, it seems more difficult than ever to get what you want, when you want it.

While my experiences have largely been with research-oriented institutions, it seems, unfortunately, that most libraries and not-for-profit information-providing institutions, like museums, archives and other cultural entities, are suffering from the same problems: too much information, too little money. And, please, don't humor me with that old saw about technology solving it for us. Getting useful information from the Internet is like filtering a cesspool for nutrition.

What you see, more often than not, is that "as the infrastructure of the digital library [museum, archive, etc.] emerges, a range of trends is gradually leading to the disappearance of human help in patron interactions." ¹

Like pumping your own gasoline, we'll all be soon pumping our own information, for "the logic [of digital resources], the pertinent concept is user self-sufficiency." ² As the downsizing of our staffs and collections continues, we download more of our former services and substance to the end user.

According to the techno-nerds, who have been gradually placed in positions of authority by the New Corporate Power Structure (but more on that later), the grand purpose in all this is to make the end users "more self-sufficient in searching, retrieving, and evaluating information in a multitude of formats, and to prepare them for a world where information and knowledge currently doubles every year and is expected to double every 73 days by the year 2020." ³

Now don't get me wrong, I'm not against utilizing technology to make life better. Nor do I want to throw out the technological baby with the bath water, for it certainly can help us filter through the mountains of data and facts that are threatening to push an information fire hose down our throats when all we want is a cool, informing drink. No, the real problem is that information and its technologies have become Big Business (some of it Silicon Snake Oil Business).

And Big Business's agenda has more to do with making money, the transfer of institutional information power, and the fear and loathing of publications and information artifacts with real content, i.e., content that hasn't been pre-approved (for our own good, you understand) by the corporate/research community. Serving people through non-profit institutions is not high on its priority list! To paraphrase Emerson, we either ride technology, or it will ride us.

But there are things that we can do, should do, to ameliorate this situation. While it is probably beyond our abilities to enter into the lists with the corporate power brokers to affect its continuous machinations to sell us bell-and-whistle baubles, submerging technologies, and ersatz Solyent Green wonder products, we can join together through cooperative ventures that cut across traditionally accepted barriers to pursue mutually beneficial partnerships. After all, we are really here to serve the information user. If we combine our collections and services, in a rationalized way, we can provide more from less, but we will have to jettison some of our antediluvian attitudes.

And one of these outmoded concepts is that of the self-sufficient library, museum, archive or any other information-serving institution. The traditional research library goal, for example, of building and maintaining large, self-sufficient, collections is not only anachronistic, it is also economically moronic. The rapid emergence and evolution of electronic technologies finally make it feasible for information institutions to build on local strengths and yet to collaborate on information issues across geographical boundaries. However, our pre-

industrial mindset about ownership almost cancels out our technical prowess.

As long as cultural information institutions rank themselves by the criteria of ownership (volumes and manuscripts held, artifacts owned, photos digitized, staff employed, and budgets expended) and nothing else, they will continue to represent quantity not quality. "Build a large, monumental institution (preferably with lions and griffins guarding the front doors) and they will come" has been the hallmark of much of the cultural information enterprise for generations.

One of the reasons for this is mainly because it is simpler to amass quantities of things than it is to discriminate intelligently. Certainly, it is less controversial and time consuming than essaying the worth of the content, not to mention substantially less expensive than thoughtful selection! It IS selected information, driven by a defined intellectual goal or vision that makes an information institution -not the number of widgets housed within. We should not be ranking our institutions by the tonnage!

In libraries, for example, we are guilty of schooling several generations in the belief that their own library collection, if properly developed, could serve all the needs of its clientele locally -- with an occasional foray into interlibrary loan. The unfortunate result of this hubris, coupled with a long period of double-digit purchasing inflation and the concomitant downsizing of budgets, is that most library collections are becoming more homogeneous as libraries are forced to satisfy core, local needs of demand first.

In other words, a good portion of everyone's acquisitions budget is utilized in sustaining subscriptions to Time magazine, TV GUIDE, U.S. News and World Report, etc. It seems that information institutions are spending more and getting less! In short, librarians have put their clientele on a core collection starvation diet, depriving them of those nutritious sources that used to distinguish one library from another, those materials that enable thinking outside the box of commercially purveyed pabulum. This fast-mind-food-collecting syndrome, that focuses on the core at the expense of the periphery, is threatening information users with a severe case of content-deprived anemia, and it is creating golden arched MAC-LIBRARIES, where you can have it your way -except for content, and that, like the beef, is real scarce. I leave it to each of you-experts in other information areas-to see if the library shoe fits, and whether or not you want to limp forward in it.

Jim Davis, formerly the Western Regional Director for Computer Professionals for Social Responsibility, puts it this way:

If information can't turn a profit, it won't be developed or stored, regardless of its social value. The president of commercial database vendor Dialog was quoted in 1986 as saying "We can't afford an investment in databases that are not going to earn their keep and pay back their development costs."

When asked what areas were not paying their development costs, he answered, "Humanities."

Pharmaceutical information products comprise [even] a more dramatic example -- for instance, a 1991 World Health Organization report lamented the fact that development of new tuberculosis-fighting drugs all but stopped 25 years ago (even though three million die every year from the disease) because the drugs are "not a big profit maker." 4

And, in a recent article entitled "The Politics of Cultural Authority" professor Wayne Wiegand remarks upon the relationship between knowledge, as it is commercially packaged, and power. He says:

In the past 20 years or so an army of critical theorists ...have been questioning the whole concept of "objective" knowledge, and analyzing connections between power and the values assigned to knowledge in its different forms. What they have discovered is that knowledge in any form is never disinterested, never totally objective, and that a discernible link exists between power and the kinds of knowledge people consider most valuable.

Because knowledge is never disinterested, powerful people with a vested interest in certain kinds of knowledge work hard to elevate that knowledge to a privileged position. There, they believe, it will have the best chance to influence everyone else. 5

In the present milieu of "cultural authority," librarians, curators, archivists are considered merely "handlers of information products" having very little to do with determining the value of those products. The corporate structure that dominates the publishing industry and calls the research tune for a significant portion of the academy, especially in the sciences, is making it very clear that they do not want information handlers to evaluate content, just serve up their prepackaged knowledge-and pay!

An article in this February's Wall Street Journal says, "Scientists are increasingly supported by for-profit companies, but a new study shows that critical fact is seldom revealed in published research. " 6

The article goes on to say, "The important person is the reader, and if the financial conflict might alter their perception of the validity of results, then the reader should have those conflicts revealed." 7 Right, but don't count on it happening soon. Powerful vested interests, in partnership with scientists, are packaging information mind-food for your thoughtless digestion. Fear not, it's for your own good. Like National Security, you are not to question the medical profession, the legal profession or the science/research complex.

Now it's true that we didn't get to this pitiful situation all by ourselves. Over the past 15 years, our budgets have been squeezed (I wonder by whom?) not only by funding cutbacks at our parent institutions, but by inflation, a dramatic increase in the number of worldwide publications, the impact of technology on how we do business, and the changing configurations in how we acquire resources for our collections (e.g., licensing agreements). (In Arizona, I understand, foreign wealthy investors pay big bucks for cowboy history artifacts, not to mention

Indian ones, and then take these unique research materials home with them.) These realities have produced the very reasons for the homogeneity in our collections, and the excuses we give for their lack of diversity.

We may have finally arrived at that crossroads where our self-aggrandized collecting provincialism is resulting in less information rather than more for our clientele. Approximately two percent of today's publishers account for 75% of U.S. titles produced. And the pricing and copyright practices of many of these commercial publishers have so constricted the flow of information that it is not an exaggeration to say that they, in effect, control the major research publishing venues.

In truth, there is an well-entrenched, global commercial monopoly on the distribution and approval of ideas, and we, as selectors, often contribute to its hegemony by our slothful collection habits. "Content," too often, has become what our commercial enterprises define and distribute, and we often unwittingly purchase -largely because few institutions any longer can afford to devote the number of staff hours required, or the money necessary to the time-consuming, professional job of evaluative selection!

Again, it much easier to let the computer automatically renew our subscriptions, shuffle our artifacts-even if it is a lot of intellectual detritus, or let the patron slurp around the Internet where you can get lots of hits of unauthenticated bilge and dross.

It reminds me of the innumerable "All-you-can-eat" buffets in Las Vegas: "plenty of porcine razzle-dazzle that sends you home lighter in the pocket and heavier in the pants. Wasn't it Marie Antoinette who said, "Give them Laughlin, Nevada!"

While we can make strong arguments that our shrinking budgets, the financial demands of supporting computer technology with funds previously earmarked for services and collections, and staff downsizing all have reduced the time and funds available for analyzing the worth of our current and retrospective acquisitions, I think it is equally true that we are not seeing the opportunities for positive change that lie before us, if we can only agree to communicate, cooperate, and collaborate!

Like Francis Scott Key watching the attack on Fort McHenry, I wonder if we will ever realize the information power of "e pluribus unum." While we ostensibly sing the song and talk the talk of hanging together, we, in fact, more often hang separately when it comes to resource sharing and cooperation. As one wag recently observed, partnership is often another word for seeking funding from some outside agency. And once we get the money, we frequently go our own ways -- until the next funding proposal or consortial agreement promises something for nothing.

Collaboration means more than electronic access to virtual collections; it also means pursuing partnerships that provide gateways to physical information, sharing our staff-even sharing our buildings! But our traditional attitudes about ownership must be overcome if we are to re-orient ourselves to the challenges and rewards of constructing complementary information resources that contain all the diverse materials our clientele need. Otherwise, we are going to continue to build boring, vanilla, cultural information institutions that are content-deficient, and unlikely to lead to a healthy and diverse society of respectful dissent--not to mention a more democratic forum for the critical examination of ideas.

As Justice Holmes once remarked, "Every idea is an incitement." You can find out about a President's love life, his haircut, clothes--even what he had for breakfast, but don't worry about being "incited" by thought-provoking issues that deal with the health and welfare of a community.

Working in cultural information institutions is no longer for the feint of heart, and if we don't learn to work more cooperatively, we will be hung separately by an economic-political machine that is as relentless as it is blind.

If we are going to see more clearly, we will have to envision and enact our future roles differently than in the past. . If the traditional concept of creating and maintaining large self-sufficient collections of books, manuscripts and artifacts is not yet dead, it is only waiting on the arrival of the taxidermist for the coup de grace.

Our future actually lies in giving away our information institutions to our communities, in combining our resources and in facilitating and interpreting the cultural information dialogue. Paraphrasing Dylan Thomas, let us not go gently into the commercial info night, let us rage, rage, against the dying light of content, substance, and value. Vow that you will not be just an information handler of pre-packaged commercial pabulum, engineered to reduce your communities to thoughtless, unexamined lives. The silent majority all live in graveyards!

Robert Archibald, president of the Missouri Historical Society, exhorts cultural institutions "to abandon the pedestals of authority that wall us off from those we serve and enter into the fray of discourse about important things in our communities." ⁸

He goes on to say that "We no longer ask isolated questions such as 'What should we collect, conserve, exhibit, publish, research or what programs should we offer?' These are strategies and resources. The questions we ask now are focused on what strategies and resources can best facilitate discussion of enduring community concerns." ⁹

Counter the commercial information juggernaut with the principles of inclusion and collaboration. We can revitalize our non-profit cultural information centers if we understand that "successful community collaboration requires shared vision, a shared plan, and shared resources. Unless this is agreed to at the outset, relationships will be difficult and the results one-sided. [For] successful collaborations build trust and relationships, magnify resources, and achieve results that exceed the separate capabilities of collaborating organizations." ¹⁰

As for technology, it can certainly assist us, especially in communicating and enacting our collaborations, but beware of those pollyanna techno-nerds who assure you that there will be cost savings because of computerization. The research to date argues against such a sanguine, if not deceitful, view. Much to the chagrin of the computerholics, the overall productivity of U.S. industry during the past twenty years, a period of massive institutionalization of computer systems, has actually decreased slightly.

That the computer has changed how we work, however, cannot be denied; that it has encouraged constant reorganization, as we all hurry to fit in with the machines' new bells and whistles (euphemistically called "re-tooling, or staff training"); that it now accounts for the most significant outlay of increasing expenditures in most organizations; that a burgeoning group of computer tenders and tweekers continues to grow; and that, in some places, information technology has become a substitute for individualized information service, is all too true. Like the bank teller, the knowledgeable, personal reference service provider, the information interpreter, has been replaced (for your convenience, of course) by a machine.

Yet, in libraries, with all our new technology, the most recent study of interlibrary loan done by the Association of Research Libraries came to the conclusion that even though volume is up over 50%, there has been no significant change during the last decade in the two-week turnaround time for getting books and information between libraries!

When the cost of technology decreases the money available for acquiring the astronomically increasing universe of publications, when copyright law becomes a barrier to the exchange of information and can be used as a monopolistic club to fend off competition, when content is determined by "what sells," the intellectual stagnation that follows inevitably results in a less kind and less gentle society.

As information professionals, as interpreters and guides to the information gateways, we should encourage a more discriminating use of information, that is our forte, and we should do all that we can to promote this aspect of our expertise. Interpreting information is the mark of professionalism.

The worldwide explosion of information works in our favor: for almost everyone is now burping up information junk. There is data, data everywhere, but not a lot to think. As Sue Myburgh, a senior lecturer at the University of South Australia, notes

This dichotomy is situated in the encounter that takes place between the information retrievalists, on the one hand, and the data retrievalists, on the other; those who labor with qualitative research methods, as against those to whom quantitative research is all.

Put another way:

The field of information retrieval can be divided along the lines of its system-based and user-based concerns. While the system-based view is concerned with efficient search techniques to match query and document representation, the user-based view must account for the cognitive state of the searcher and the problem solving context. 11

Both methods require sophisticated knowledge of the information universe, but the user-based one is a tailored process, as unique as the individual; or as the community that the information institution serves--and it is in this arena that most of us, in this room, excel. This is our turf, our metier, our future. Forget the personal trainer, the personal banker, it's the personal information provider whom everyone will want! It's "content" that people will pay for, go to museums and archives to view, touch and learn from. And we are superbly placed to interpret and present information, making it meaningful and accessible to those who need it. We don't just dispense information; that's what bookstores do. We educate by providing possible interpretations, by adding value--even by advocating.

Certainly we must be sensitive and aware of the latest buzz, largely manufactured by today's increasingly yellow journalism, but we must also be professionally tuned to the underlying issues. And we must constantly customize our limited resources to the needs of our communities, realizing that "as the digital era explodes" our institutional walls, "the definition of community takes on worldwide dimensions."

So let's not get caught up with the behemoth Publisher/Government/Research Complex or the engineers who, having lost sight of their objectives, redouble their efforts. They are already burying their heads in the information morass that they have unwittingly created. By the time they get it straightened out, we can be even further down the information road, doing what we do best: collecting, conserving, exhibiting, servicing and interpreting the complex information world.

This is not to say that we should not lobby for modifications to the present political/economic structure, to point out the fallacies of commercial information legerdemain, to educate our clientele about the intricacies and the vested interests of the Information Age, but we should be spending more time, the majority of our time, doing what we can do, should do, and, if done well, would ameliorate considerably the "crisis" we face -- not to mention the goodwill we would accrue with our users.

Collaboration is not just a front for getting grants or making consortial purchases; it is not a buzzword, it's a life style (in many ways it's like marriage: love, honor and negotiate). Collaborators don't care whose on top. Collaboration means "sharing" control -- sometimes even not being in control. And what is this craven need we seem to have for autonomy? And where has it actually gotten us? A series of vanilla cultural information institutions with more technology and less staff.

We CAN lower the costs of the information unit, if we cross pollinate with other institutions. The sum of our parts IS greater than any one of us. We are building one cultural information resource and it's time we became conscious of this and moved with that purpose.

Surely, this alone can serve as a blueprint for the journey we must embark upon if we are to hang together. We may have finally arrived at that crossroads where not relinquishing some of our local control to pursue the common good means that we are denying our constituents less information than they otherwise would have. Or, as in Arizona's case, conserving less and less of the State's unique historical materials because of a lack of collaboration.

The best summation I can provide you is by Jordan M. Scepanski, currently Executive Director at the Triangle Research Libraries Network:

Among the first steps that can be taken in re-thinking how service to the public is rendered is for librarians [curators, archivists and other cultural information providers] to assert their professional expertise. The obvious problem with information today is its overabundance. There is more of it than can be handled.

Peter Lyman, of the University of California at Berkeley, has pointed out that libraries originally were created to deal with the problem of information scarcity; that is, to bring together in one place, for the use of the many, items that were few in number so that they could be shared. Now there is too much rather than too little.

There also is too much of too little. That is, so much of the information that is overwhelming everyone is of poor quality or of little value. There is a lot that is of little consequence. If the traditional library, then, was the answer to a paucity of information, the new [information specialist] is the solution to its plenitude. There has never been a more critical need for the talents of professionals who not only know how to find information, but how also to evaluate it. The role of the [information specialist] can no longer be one of pointing the way for the user, nor even of just teaching that user how to find what is needed. [We] must now teach both how to find what is needed and how to assess what is found. [We] are information experts, and that expertise extends beyond knowing where to look for things. [We] do know how to differentiate good data from bad, current information from that which is dated, reliable sources from that those that are less so.

To change, public service [information specialists] have to be recognized as information experts and accept that they are so. No longer can they, or society, heed that old admonition, drilled into so many in [professional] schools, that [we] don't make judgments about the information [we] help people find. If [we] don't make such judgments no one will, and clients will be the worse for [our] timidity.

[We] should return to the public librarian's approach of an earlier era, that of the "reader's advisor," the librarian whose knowledge of the disciplines and of [the] literature and of the reader's interest and needs allowed functioning as a guide and a counselor. [We] once again need to guide and counsel. [We] need to advise and to teach. 12

It is time for us to re-dedicate ourselves to the value-added things we bring to the information arena, to facilitate the information gateways for our users, to collaborate across institutional and geographical boundaries, to share our dwindling resources and magnify them through cooperative strategies, to create an international conspectus for preserving the recorded knowledge of civilization, and to put our always limited funds toward our overarching visions.

Over the years it has become almost a cliché to urge people to "think globally, act locally." Could we possibly add a parenthetical addendum to "act locally (with global intent)"? After all, whether you realize it or not, we are building, and conserving, a global information resource treasury. And you are one of its contributors!

1 Heckart, Ronald J. "Machine Help and Human Help in the Emerging Digital Library," *College & Research Libraries*, V. 59, no. 3 (may 1998), pp. 250.

2 *Ibid.*

3 Bosseau, Don L. "Where Are We Now? Some Thoughts About Expansionism," *Journal of Academic Librarianship*, V. 24, no. 5 (September 1998), p.390.

4 Jim Davis. "The Incompatibility of Capitalism and Information," *Intertek* 3.4 (1993): 19.

5 Wayne A. Wiegand. "The Politics of Cultural Authority," *American Libraries* 29 (January 1998): 81.

6 King, Ralph T. Jr., "Medical Journals Rarely Disclose Researchers' Ties," *Wall Street Journal* (February 2, 1999), p. B1.

7 *Ibid.*, p. B4.

8 Archibald, Robert, "Narratives for a New Century," *Museum News* (V. 77, no. 6 (November/December 1998), p. 37.

9 *Ibid.*, p. 40.

10 *Ibid.*, p. 42.

11 Sue Myburgh, "The Clash of the Titans: [Information Retrieval vs. Data Retrieval](#)," in *Information Imagineering: Meeting at the Interface*, eds. Milton T. Wolf, Pat Ensor, and Mary Augusta Thomas (Chicago: American Library

Association, 1998), pp. 53-54.

12 Jordan M. Scepanski. "Public Services in a Telecommuting World," Information Technology and Libraries 15 (March 1966): 44.

[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > Presentation

The Remembrance of Past Things: Or, What Have I Got, and Where Did I Put It?

by Richard Pearce-Moses
Archivist, the Heard Museum

Abstract

Sharing resources requires that repositories know what they have in order to share information about their holdings with other institutions and patrons. How can information about the diverse materials in libraries, archives, and museums be pooled for access? How can repositories convert existing catalogs and finding aids to a common format, and how can they find the resources to describe their backlogs? Pearce-Moses will discuss strategies for information sharing, retrospective conversion, and gaining control of large portions of material.

Biographical note

Richard Pearce-Moses has been an archivist since 1981. He has worked at the Photography Collection of the Harry Ransom Humanities Research Center at the University of Texas, as Local Records Management Consultant for the Texas State Library, as Curator of Photographs for the Department of Archives and Manuscripts at Arizona State University Libraries, and currently as Archivist and Automation Coordinator for the Heard Museum. Pearce-Moses compiled *Photographic Collections in Texas: A Union Guide*, a combined catalog of more than three hundred repositories. He regularly teaches workshops on photographic collections management for the Society of American Archivists.

I have often pointed to *Photographic Collections in Texas* as the archival education of Richard Pearce-Moses. Hence, my comments on it may be a bit personal. While confession may be good for the soul, I'll try to keep mine a little more brief than St. Augustine.

Photographic Collections grew out of a 1982 workshop sponsored by the Texas Historical Foundation for curators, librarians, and historians interested in photography as a historical medium. At that meeting Martha Sandweiss proposed that the foundation develop a directory of photographic collections in the state. She saw such a directory serving several purposes: By providing a survey of the universe of photographic collections

- Curators would be able to assess better the strengths of their own holdings.
- Donors would be able to identify the best place to place their photographs.
- Researchers would be able to locate materials relevant to their interests and would discover new topics to explore.

In 1985 I was hired by the foundation to do picture research for *Historic Texas: A Photographic Portrait*, a book of historical photographs published to celebrate Texas' sesquicentennial. I spent roughly a year traveling around the state rummaging through picture collections in local history museums and societies, public libraries, art museums, university and college libraries, archives, and parks. And, if I remember, the Alamo.

The foundation had included developing a directory in the budget for *Historic Texas*. When that book went to press, I began transferring my experiential knowledge to paper. The foundation quickly realized that because of the diverse collections in the state, a union guide detailing the contents of those collections would be of significant value to an audience wider than Texans. For example, the Harry Ransom Research Center Photography Collection at the University of Texas at Austin is one of the premier collections for studying the history of photography, with holdings of some 4.5 million images that range from the oldest surviving photograph to contemporary fine art. Other collections of international reputation included the Amon Carter Museum, the Museum of Fine Art in Houston, and the Nettie Lee Benson Latin American Collection.

The foundation undertook an expanded directory project with support from the Robert J. Kleberg, Jr. and Helen C. Kleberg Foundation, Conoco, and Dupont. At the risk of relying on my memory, the Kleberg Foundation grant was for about \$34,000 and the Conoco/Dupont funds from Historic Texas project were about \$10,000. I spent usually two days at a repository, and I never spent more than a week at even the largest. The total project, from blank paper (or hard drive, to be exact) to published volume took under eighteen months. The published book runs just under 400 pages; it lists the holdings of nearly 300 repositories, some eighty of which are described in detail. I mention these numbers to stress that a cooperative catalog need not be prohibitively expensive or time consuming. With the rise of Web publishing and cheap computers, I suspect this project could be done for even less money and in less time.

What did I learn?

I am very grateful for the opportunity to have worked on the union guide. I saw thousands of photographs, which gave me a rich understanding of the medium. But more important for me was the chance to meet the many different people responsible for those collections. They ranged from professional archivists, curators, and librarians with formal training and years of experience to grandmothers with little more than good intentions running the local history museum. They worked in repositories large and small, famous and (in a couple of cases) infamous, rich and poor.

Getting to know my colleagues and the situations in which they worked, I saw many different ways to manage archives. I saw what worked and what didn't. And, what surprised me then, I discovered that well-funded, professionally staffed repositories were not necessarily exemplary. I'd give my eye teeth for some of those local history grandmothers!

I'd like to share some of the things that I came to believe strongly as a result of this project.

1. A devotion to collective description.

Many repositories tackled cataloging their photographs one item at a time. Unfortunately that approach was a losing battle. Not counting their backlog of uncataloged materials, these repositories were acquiring photographs faster than they could catalog them.

I will use myself as an example. Before I began work on the union guide, I was working at the Photography Collection at the Ransom Center. I had begun cataloging the photographs, one at a time. The collection staff figured that it would take twenty man-years to catalog the holdings and used that figure to argue for additional staff. I didn't recognize the futility of the situation; the solution was not more staff, but a different approach to cataloging the materials.

When I began work on the union guide, I realized that describing a repository's holdings at the collection level was exactly what I had needed to do at the Photography Collection. Cataloging some 285 collections was a lot more realistic than the Herculean task of cataloging 4.5 million images. In fact I was able to write a collection-level description of the Photography Collection's holdings in a week as part of the union guide project. The collection suddenly went from detailed access of a small portion of its holdings to summary access to all its holdings.

2. Collection-level descriptions give a perspective on holdings not apparent in item-level catalogs.

Many people may think that collection-level description is too broad to be useful. I would argue to the contrary. As example, I'd point to the one repository of any size that had a complete item-level catalog of its photographs. They found the collection-level descriptions extremely useful summaries of their holdings. Until the union guide was written, they would wind up photocopying many item-level catalog cards in response to researchers' questions; the guide provided them a more practical means of providing information about collections.

Similarly, when I developed a collection-level guide for the Department of Archives and Manuscripts at the Arizona State University Libraries, which previously had only an item-level catalog, several colleagues observed that they could finally see the forest for the trees. Although they knew the names of different collections, they couldn't easily characterize those collections from the item-level descriptions scattered throughout the catalog.

One of the side effects of having a description of all the repository's holdings is that, as curator, I had a tool for better control of the materials. I had a mechanism to locate materials because I had a place to link locations with collections.

3. Collection-level descriptions are practical as tools for access

Many people feel that important detail is lost in collection-level description, making it impossible to locate relevant materials. On one level, I have to agree with this point of view; the more details one has, the more accurate the catalog is.

However, one must consider the practical ramifications of collecting such a large amount of detail. Is it better to have highly detailed access to a small portion of your collections, while the majority languished unused because it is unknown to your researchers? Or is it better to provide broad access to all your holdings?

I have come to believe very strongly that broad access is preferable. Researchers can usually determine from collection-level descriptions whether a body of materials is likely to be relevant; this is particularly true for collections organized by provenance. A researcher looking for information on water in Arizona is going to be interested in the photographs of Dwight Heard, recognizing Heard's name as an important player in the Salt River Water Users Association; but if the description of Heard's photographs mentions only the excavations at La Ciudad, the researcher will probably pass over those materials for more promising collections.

Collective descriptions also reduce the amount of information in a catalog a researcher has to plough through. It's easier to read a single abstract of a hundred Native American portraits than to read a hundred item-level catalog descriptions; and often, the information on those individual catalog records is virtually indistinguishable due to the similarity of the images.

4. Collection-level description is not an end-point. It can be supplemented with additional layers of more detailed description.

In stressing the importance of collective description, I do not mean to say that item-level description has no value.

In some instances, the value of the materials demands it. A collection of items that could be sold on the market might be described at the item level as a security measure to have documentation that can prove ownership should the items be stolen. Similarly, creating an item-level record can save work searching for a frequently requested item.

My point in emphasizing collection-level description is to encourage people to develop broad surveys of their holdings before they tackle more detailed cataloging. Once one knows what's in the repository, it's easier to assess the relative value of the collections. One can then focus one's energies detailing those collections that justify the additional effort of detailed description.

5. Catalog descriptions can be written in a way that enables them to be shared.

When I compiled the union guide, I found every sort of description imaginable. Most were cards and lists, as computers were still something of a novelty. The information on those cards and lists captured widely different details about the images, and the formatting of that information was unique to each repository. I continued that tradition of anarchistic description by forcing all the information I found into my own idiosyncratic format used in the guide.

Those were the days that archives felt that because their holdings were unique, they required unique descriptions. Since then, archivists have come to see the power of using common standards to describe their holdings. The process of adopting APPM, USMARC, and more recently EAD, has not only provided a mechanism for sharing catalog information, it has made archives think critically about the quality of description.

If we're going to start sharing catalog information, we need to agree on shared conventions for structuring the catalog information and for indexing vocabularies. That also means that we're going to have to invest time in learning those standards. I'm curious how many repositories here let people start "cataloging" their photos and archives with only a little in-house training? This practice is not cataloging so much as it is creative writing, translating unstructured visual, physical, and contextual data into unstructured verbal data; I don't mean to discount the value of that interpretation, but I want to stress that without teaching people how to analyze materials in a consistent, principled approach, their descriptions will reflect the things they think are important rather than the objectives of the catalog.

If I can make a general observation, librarians use the word "cataloging" to mean something very different from what archivists and museum curators mean when they talk about cataloging. The former understand cataloging to be the transcription of information about an object into a structure that supports very specific access points. The latter tend to think of cataloging as the interpretation of an object, recording information about an object often invisible to an untrained eye; archivists and museum curators may use a form that lends some consistency to the records, but often the form is not completed in a manner that supports consistent access points. Neither approach to cataloging is superior; both have their strengths. However, a synthesis of the two methods would be of enormous value.

Conclusion

If the union guide had one failing, it was that researchers didn't use it because they didn't know about it. But when I mentioned it to them, they bought and used it.

Other union catalogs had other problems of accessibility. Even the online union catalogs of photographs on RLIN and OCLC were unused; I've yet to meet a researcher that's used them because they don't have ready access to them.

Today, we have the Web. Use of library catalogs is way up because people can get to them. On the Heard Museum's Website, the archives pages are the most heavily used after the home page. I'm convinced that a Website that contained descriptions of all of Arizona's archival collections would be enormously valuable and heavily used. And, unlike the printed guide, it would be easy to keep a Web-based guide up-to-date.

I've been teaching workshops on photographic collections management for almost ten years now. The one thing I've observed is that the notion of collective description is still fairly uncommon. Something about photographs makes people think at the item level. People will spend hours trying to identify every individual in a group photograph, while whole collections sit unprocessed on the shelf. I've seen manuscript archivists, who would never consider item-level control of their textual collections, unthinkingly start item-level descriptions of their images.

If I have a dream for Arizona's cultural repositories, it's that they adopt strategies for top-down description of their holdings and a web-based union catalog where collection-level descriptions can be shared. I believe that not only will a union catalog provide researchers improved access to the state's cultural resources, I also believe that those resources will be better managed.

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[top of page](#)

[Home](#) > [Statewide Programs](#) > [Arizona Convocations](#) > [1999](#) > [Summary](#)

Summary Report: Sierra Vista and Prescott Convocations

Webster's Collegiate Dictionary defines convocation as "an assembly of persons convoked" or called together to a meeting. That is exactly what happened for library, map, genealogical, archives, photographic, museum, and public records professionals in Arizona. The state's Department of Library, Archives and Public Records sponsored two convocations that brought together the people who work with unique Arizona collections to discuss statewide issues. The first gathering was held on February 26 and 27 in Sierra Vista for professionals in the southern part of the state. Northern area participants met in Prescott on May 14 and 15. Each meeting was designed to begin a dialogue among the staff of various cultural institutions to address resource sharing, coordinated collections development, conservation/preservation, and any other topics of interest.

Another purpose of the Convocation was to introduce people to the Cultural Inventory Project. The goal of this project is to build a comprehensive listing of the types of collections housed in each Arizona cultural institution. Convocation participants were asked to submit a copy of their organization's collection policy. The state library copied, printed, bound, and distributed them to each participant. The Department will continue to provide print and web-based listings of the scope and collection specialization descriptions for each institution housing, selecting, interpreting or preserving unique Arizona materials. Ultimately, it will be important for information to be submitted in a standardized format and style to facilitate and expedite user searches.

The participants at both Convocations discussed a variety of topics and areas of concern, but several common points of interest emerged. Training was something almost everyone wanted more of, including basic operation and management skills, "how to" policy development, cataloging, indexing, digitization, and grant writing. All agreed that training should be ongoing and cover a wide range of topics.

As discussions progressed throughout each weekend, it became clear that there was a need for a common vocabulary of working terms that would provide meaningful terminology for all interested parties. Standards would need to be developed as well. Standards for research and interpretation are necessary for providing types of descriptive information and metadata template guidelines. However, establishing a framework of common objectives and conversations about policies must come first.

Three task forces were established: resource sharing, coordinated collection development, and conservation/preservation. Others evolved as interests dictated, such as law and genealogical groups. The purpose of each task force was to bring together, for the first time in Arizona, people from many disciplines who were interested in a specific topic to begin thinking about the issues affecting all of us.

Unique to the Sierra Vista convocation was the formation of a law library task force. The people in this group decided to re-activate the Arizona Consortium of Law Libraries (ACLL). They agreed to meet one or more times per year and to set-up an ACLL list-serve to enhance communication. The group will also establish a website, survey public libraries as to their legal information needs, develop workshops, work toward the electronic linkage of all law library catalogs, develop policies for superseded legal materials, and develop and share profiles of collections and statistical information.

The Sierra Vista convocation also identified three geographical work zones: local, regional, and state. Each zone will need to be concerned about the importance of the users and the need for input from them. At the local level, conversations must continue. Institutions, curators, archivists, librarians, record managers, cartographers, genealogists and historians must each decide at what level the statewide collection, preservation, and availability concerns will be implemented.

At the regional level, forums, training coordination, disaster recovery and the pooling of collection information for inclusion in statewide databases should take place. The local, regional, and state resources should support the work taking place at each level and help each other accomplish individualized objectives. It will also be important to share information within each group, between groups, and, when appropriate, to the public at large. The ultimate success of each of these groups, as well as the overall strength and depth of Arizona's unique collections, will be dependent upon the actions of the individuals selecting, interpreting and preserving local collections across Arizona.

Both convocations determined that many of these issues must be initiated at the state level. The state could more easily involve a wider, potential audience and group of participants. Specifically the maintenance of networking, insuring the continuity of communication, providing assistance in training, and statewide planning should all occur at this level. The Prescott participants reinforced the need for overarching, coordinated leadership from the state that can serve as a clearinghouse for collaborative statewide resource sharing. The state library has committed to following up on these activities from the convocations:

- To fund an annual forum to analyze ideas and provide "cross pollination" and a safe forum for networking and debate.
- To provide a written convocation summary to all participants.
- To send an updated copy of the cultural inventory project to all convocation participants.
- To begin compiling a resource guide that will be distributed to all convocation participants.

- To work with the task forces to foster their continued activities.
- To share information about related activities.

The time is ripe for collaborations for many reasons, not the least of which is the emphasis at the national level for museums and libraries working together. Arizona is beginning to identify its statewide needs and is preserving the state's unique resources and providing increased access. Certainly the state library cannot do it alone, nor should they try. Arizona and its cultural institutions will be empowered when they share expertise with each other in the areas of disaster preparedness, cataloging, indexing, exhibiting, and preserving our rich cultural heritage. The synergy that can be created by all of us working together will make a significant difference for each of us, and for the diverse public users we all serve.

[top of page](#)