



# ACCESS

## NEWS FROM THE UNIVERSITY LIBRARIES AT NOTRE DAME

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### The University Libraries and Total Quality Management

by Robert C. Miller

**T**otal Quality Management, under various names, is widely talked about in corporate America. Its early utilization in Japanese industry is frequently cited as a factor in the increasing dominance of Japanese firms in international business. For competitive reasons if no other, TQM has been widely adopted in the United States and with great success by firms such as Xerox and Motorola. It is also being introduced into the nonprofit sector, including higher education. Among the universities that have formally inaugurated TQM-type programs are Duke, Harvard, Oregon State, Michigan, Wisconsin and Chicago. Indeed, both accrediting agencies and foundations are increasingly requiring TQM as part of both the curriculum and academic management.

The TQM movement has been fed by an increasingly competitive corporate environment and in the nonprofit sector by ever greater fiscal constraints and the need to make more effective use of limited resources. More generally, organizations of all types are dealing with both more discerning consumers and a work force that is no longer content with being told what to do.

Depending on the guru consulted, there are at least five basic elements in TQM: a focus on the customer; a dedication to continuous process improvement; a commitment to a teamwork approach to dealing with issues; planning that is integrated with both institutional vision and priorities; and decision making that is based on data, not hunches. Empowerment is a core concept of TQM, meaning that the people who do the work should be the ones involved in its design and refinement -- a concept not unrelated to the traditional principle of subsidiarity. Fundamentally, TQM is more than a set of tools or a process. Rather, it is an effort to change the very culture of an organization to bring it into closer conformity with changing economic and human environments. Research libraries, including Notre Dame, are experiencing the escalating pressures of increasingly inadequate financial resources for traditional operations, shifting demands of users for resources and services, changing patterns of scholarly communication, the rapid pace of technological development and changes in the work force. It seems clear that the kinds of change we have been experiencing in the recent past will be accelerating in the years ahead. TQM attempts to make all types of organizations and the people in them better able to deal with a world that is rapidly changing.

As active participants in the teaching and research work of the University, we are dedicated to supporting the teaching, learning and research of the faculty  
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### Marie Kathryn Lawrence, 1903-1993

by Maureen Gleason

**I**n September 1924 Notre Dame Library Director Rev. Lawrence V. Broughal, C.S.C., hired Marie Lawrence, a summer school student in his English class, as an assistant in the Library's Circulation Department. It was to be one of his most significant acts during his very short tenure as director. Marie generously acknowledged her debt to him; those of us who benefitted from her 60 years of service to the Libraries have reason to echo that acknowledgment.

The University had long been a presence in Marie's life. She often reminisced about her childhood visits to Cedar Grove Cemetery and to the Main Building, where she was awed by the interior of the dome and fascinated by the contents of the exhibit cases. Finishing high school at South Bend's St. Joseph's Academy in three years by attending summer school classes at Notre Dame and after two years at Indiana University, Bloomington, she spent an unhappy year teaching English and Latin at a rural Indiana high school. Her life's course was decided when, in 1924, she chose the Notre Dame library job over one as proofreader for the *South Bend News-Times*.

As the University Libraries begin the celebration of their two-  
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and students. While not exclusively so, the Libraries are fundamentally a service organization, dedicated to providing the best service possible -- broadly conceived -- within our available resources. Quality service is what the Libraries are about, but in today's world the meaning of quality service is rapidly changing and far from clear, especially as interpreted by our various constituencies. It is critically important that the University Libraries have the organizational capacity and their individual faculty and staff members have the broad range of knowledge and skills necessary to understand and deal effectively with both the specific changes ahead and more generally with a world of change. This will require a common vision of where we want to be and of what quality means.

Notre Dame is particularly blessed with having a really good library faculty and staff, people dedicated to their jobs and to service. Thanks to these people, the Libraries are highly productive in terms of service delivered per dollar expended. This is reflected in recent studies of interlibrary loan costs and cataloging productivity and more generally in the significant progress made over the past ten years in comparative rankings among the membership of the Association of Research Libraries.

In addition, all user surveys point to personnel as the strongest factor in the Libraries. On the other hand, it is also clear that the Libraries need to pay increasing attention to being sure that we are doing the right things and doing them better. Moreover, the very definition of "the right things" must be focused on our users, both internal and external.

Because of a complex and rapidly changing environment and the challenges this presents, the University Libraries have embarked on a Continuing Improvements in Library Services Program (CILS), based on TQM concepts as modified for the local environment. The decision to do this was heavily influenced by the congruent interest of the Office of University Computing with whom the University Libraries have close ties and the generous offer of special assistance from Bob King, head of GOAL/QPC, a major higher education consultant in TQM.

CILS began in December of 1992. Initially, a steering committee was set up to deal with the development of a common mission statement, to oversee and evaluate the process and to determine the appropriateness of its continuance. Subsequently, the committee established three pilot implementation teams to address areas that impact our users. Each of the teams was assigned a team leader to direct its substantive efforts, a facilitator to assist in the ongoing group process and a sponsor to provide linkage to the steering committee. One implementation team is dealing with shelving in the Hesburgh Library and ways to improve the timeliness of this critical process. Another team is addressing ways to improve the process of ordering and receiving supplies and equipment in the Libraries, critical for the effectiveness of many processing and direct public

service operations. The third team is jointly sponsored by the University Libraries and the Office of University Computing. This team is examining various batch processes in the NOTIS system in an effort to improve both user and library staff access to pertinent information. Each of the teams will be providing at least preliminary reports by June. The steering committee, led and sponsored by the director of libraries and facilitated by a representative from Human Resources, is monitoring and evaluating the TQM process and at the same time using TQM tools to help develop a library vision statement to contextualize our future activities.

Regardless of the outcome of the evaluation of CILS, the University Libraries are committed to quality in service and to making continuing improvements in what we do. We will not wait until a service is no longer effective and efficient before we attempt to improve it and we will be increasingly turning to you, our users, to help us in these efforts. We are dedicated, with or without TQM, to continuing improvements in library services.

## Lawrence *continued from page 1*

millionth volume and the 30th anniversary of the 14-story Hesburgh Library we may well contemplate the very different environment in which Marie Lawrence began her career. The Library building (now the Architecture Building), was only seven years old and was regarded as a fine example of the latest library architecture. The building accommodated not only the collection of approximately 112,000 volumes, but an art collection as well. The budget for books and periodicals was barely \$5,000, the staff numbered six or seven and many of the daily operations depended on student assistants. However, Notre Dame's library school (in which Marie later taught) enrolled 61 students in the summer of 1924. How great an asset Marie proved to be (at \$15 a week) is evident from this quotation from the 1924-25 annual report:

*During the past year every day has proven how fortunate the Circulation Desk has been in having as assistant, Miss Marie Lawrence, who knows books and has discrimination and judgment in their use. Her interest in serving readers has been only equalled by her interest in library work as a whole. Combined with these tastes, her correct ideals, industry and business-like turn of mind have made it possible to turn over many duties to her.*

Though successful at work she enjoyed, Marie never lost sight of her educational goals, and it is interesting to learn that this laywoman obtained some of that education at Notre Dame in the 1920s. The courses she took on our campus, combined with extra credits obtained earlier at Bloomington, plus a correspondence course from Indiana University, allowed her to obtain an



B. Harlan

*Marie Kathryn Lawrence*

A.B. degree without returning to Bloomington. Her election to Phi Beta Kappa testifies to her sterling academic performance. Her professional education included a bachelor of arts in library science from the University of Michigan in 1935 (a second bachelor's being a common preparation for librarianship at the time) and an M.S. in library science from Columbia University in 1949. Later she accumulated 18 credits toward a law degree at the Notre Dame Law School before work pressures in the Law School Library forced her to give up her intention of acquiring a law degree. Her educational achievements do not surprise those who remember her lively curiosity and eagerness to learn.

Although Marie's library career was spent almost entirely at a single institution, in other ways it is marked by great variety. She served as head of the Circulation Department between 1927 and 1934. At first she was managing an increasingly busy enterprise; circulation statistics went up 27 percent in her first year and continued that course until the Depression shrank Notre Dame's student body. Times were hard for the library staff, too; salaries were cut by 10 percent in the early '30s, a cut which wasn't restored until 1940. Marie assumed that the encouragement of reading by students was her responsibility and reports on the success of a bulletin board displaying covers of new books to that end. She regularly recorded the most frequently circulated books; it is interesting to note that in 1927 these were the recently published *Death Comes to the Archbishop*, *Bridge of San Luis Rey* and three translated biographies by the prolific German author, Emil Ludwig.

After receiving her library science degree Marie was deemed qualified to become a cataloger, a position she held from 1935 to 1937. The Cataloging Department's 1936-37 annual report illustrates the struggle to meet national standards in a pre-computer era: "For most of the year, Miss Lawrence spent practically her entire time checking and revising the Public Catalog with the Authority File and the Library of Congress Subject Heading List. The work had progressed as far as the Bs."

From 1937 to 1943 Marie served as Reference Department head and took great satisfaction in organizing and improving Notre Dame's collection of U.S. government publications. She left the Notre Dame Library only once, in 1943, to take a position as rare book acquisitions bibliographer at the University of Illinois; her mother's illness forced her return to South Bend after a year.

In 1944 Marie became law librarian, a post she held until 1966, and her annual reports document a continuous effort to improve collections, physical conditions and services in the Law Library. During 1946-47 she presented recommendations to the University's Library Committee. In 1948 she prepared a very detailed report for the Notre Dame Foundation, pointing out the Law Library's poor showing in the lower third of U.S. law libraries in size and recommending that it double its holdings in five years. The collection's weaknesses in state codes, session laws, judicial decisions, legal treatises, citators, etc., were specified, along with the amounts of money necessary to correct each deficiency. Annually Marie included the list of law schools by size, to emphasize how far Notre Dame had to go (in eight years it had grown only by 56 percent), always accompanied by concrete proposals for improvement.

Marie's tradition of very full, well-documented and candid annual reports continued when she returned to the University Libraries in 1966 as head of the Social Sciences Department. Some of her recommendations struck at core issues -- she believed that the extreme decentralization of the newly opened Memorial Library did readers a disservice -- while others were seemingly peripheral, as the lack of a traffic light on Juniper Road, but she argued both with passion. When reference service was centralized in Memorial Library in 1972 she took over Interlibrary Loan and some faculty will no doubt remember both her insistence on bibliographic accuracy and her doggedness in locating needed material. Marie retired officially in 1974, but was called on to help incorporate the scholarly resources of the Jarry collection of medieval materials into the Libraries' holdings.

The image of Marie Lawrence as "the Notre Dame Librarian" persisted right up to the era of automation, which she regarded with respect, but never embraced. However, the names of the many organizations to which she belonged paint an even richer picture of enthusiasms and commitments: Circle of Mercy, Northern Indiana Historical Society, South Bend Audubon Society, Southhold Restorations, Altrusa International are examples of those outside her professional field. At the 1974 President's Dinner, Rev. Theodore Hesburgh recognized her 50th year of service and her retirement by honoring her with an award. It spoke of the pioneering service Marie Lawrence gave in virtually every department of Notre Dame's library system, as well as of the asset she was to the South Bend community. She will not soon be forgotten.

# Standards and Authority Control in Poland

by Jadwiga Wozniak,

Institute of Library and Information Science,  
Warsaw University

The following is an edited and abridged version of the author's presentation made February 3, 1993 at the Theodore M. Hesburgh Library, sponsored by The Friends of the Library at Notre Dame.

Unfortunately I cannot open my remarks with a list of achievements in Polish libraries in the areas of standards and authority control. Rather, I must speak about the problems we face and the ways we are trying to solve them. However, before I begin to discuss the major subject at hand, let me mention something now which I hope will help you to understand some things I will say later. In Poland there is no regular distribution of current bibliographic data by the National Library in Warsaw as there is by the Library of Congress. I could only cite a few instances of current national bibliographic data being used for cataloging in Polish libraries. Neither has the National Library established a complete authority program. The Polish current national bibliography is itself the only "authority," especially for names, uniform titles and series. This lack of a national resource for authority data has led the library of Warsaw University, Biblioteka Uniwersytecka w Warszawie (hereafter, BUW) to make a decision to create its own general file for proper names, series and subject headings.

Only a few months ago, BUW, in conjunction with two other academic libraries, the Jagiellonian in Cracow and the Library of the University of Gdansk, finalized a contract for the purchase of a VTLS integrated library system. This is the first instance in Poland of a library buying a turnkey product from a vendor. The tendency over the last 20 years was to create in-house systems which never matured to the point of being truly integrated systems. Due to the VTLS purchase, the need to address certain problems at BUW became critical. The development, acceptance and application of standards have become essential, especially in, but not limited to, the area of bibliographic data.

As early as the beginning of the 1970s, interest arose in the American MARC (MACHine Readable Catalog) format in Poland. This format was adapted in 1972 by the Library and Information Center of the Wroclaw Polytechnic and was known as APIN/MARC (Automatyzacja Przetwarzania Informacji Naukowej). More systematic work on a format was undertaken at the National Library in the 1970s and 1980s. This resulted in two formats, one for books and another for periodicals. These formats, called MARC-BN, were in accordance with ISO 2709 (established by the International Organization for Standardization) and were prepared with Poland's national bibliography in mind. The association with the National Library was underlined in the name, BN, standing for Biblioteka Narodowa (i.e.,

National Library). Although UNIMARC (Universal MARC) was the primary model for MARC-BN, the influence of other formats such as USMARC, UKMARC and CANMARC (developed in the United States, the United Kingdom and Canada, respectively) is apparent. However, original variations were also integrated into the format, especially in the areas of indicators and subject headings.

Since 1986 the MARC-BN format has been used for the description of books in the *Przewodnik Bibliograficzny*, a part of the Polish current national bibliography, as well as for those periodicals recorded in the card catalog of the National Library. Unfortunately, modifications made to the format during implementation were not clearly defined and "popularized" in other libraries in a timely fashion. During the implementation of MARC-BN certain shortcomings of the format came to light. One example would be in its ability to handle the description of multi-volume works. The fact that MARC-BN was not applied to all parts of the Polish national bibliography was most certainly another contributing factor to the lack of interest in the format from the rest of the library community. The result has been the creation of many local, in-house formats by various libraries throughout Poland.

FOKA (FOrmat KAtalogowania) is a UNIMARC compatible format created at BUW, used internally for books and periodicals, while USMARC is used for external bibliographic data exchange. Slowly this "tower of Babel" of formats is beginning to crumble under the pressure of harsh realities. The VTLS purchase forced the members of the consortium to agree to maintaining a single format (FOKA) rather than a variety of local ones. But many libraries in Poland still use their own unique formats and I fear that this practice will create difficulties for Poland's future participation in international cooperative information programs. Recent international agreements on the direction of information policy in Europe have failed to significantly influence the situation. The European Community has suggested that there be no more than one format for bibliographic data exchange in each country and has decided on UNIMARC as the format for the international exchange of library document data. Great Britain, France and Holland have agreed to create a union catalog and are developing a method for merging their own national formats.

The lack of standards and norms for bibliographic description is another problematic area in Poland. Only a norm for the bibliographic description of books has been developed. No standards exist for the creation of name and subject headings in the context of authority files. We can try to rely on international guidelines, but sometimes even these are lacking. IFLA (The International Federation of Library Associations) has postponed dealing with standards for the creation of series headings. We have decided at BUW not to wait for international or

national guidelines in these areas, but the doubt is always there: are we moving in the right direction?

In 1991 BUW began a project, the goal of which is to establish an authority control program and file. We have been joined in this effort by the Jagiellonian Library and the library of the University of Gdansk. There is the possibility that there will be other contributors, including Poland's National Library. The initial focus of the project is setting up the name authority file. There are many problems, not all of them easily solved, with headings for both personal names and corporate bodies. Medieval Polish and European personal names which lack surnames pose one kind of difficulty. As for corporate names, we initially were tempted not to try to provide the history of changes in an organization as had appeared in the references in our card catalog. We considered adopting a rule which would consider an organization defunct if its name changed and the new name would be considered a new body. However, we have made a final decision to maintain corporate body entries in the name authority file with full histories of the body included in the record. We have also grappled with decisions concerning rules dictating entry directly under the name of the institution or under a geographic entry element. We concluded that linguistic and cultural considerations must be studied to make the best decisions in these areas and we have been joined in our work by scholars in relevant areas from the University. Unfortunately we cannot look to automation to solve these problems. They are truly human tasks.

Currently at BUW we are working on five name authority subfiles: personal names, corporate body names, uniform titles, series and geographic names. These files are not yet completed, but they are in a form which allows catalogers to utilize them in their everyday work. Unfortunately, these files remain in a card format as our VTLS system is still in the installation stage. I would like to recognize those libraries which strongly support BUW in its work on these authority files. They are: the libraries of the University of Gdansk and Nicholas Copernicus University which take responsibility for the series authority file; and the Jagiellonian Library and the libraries of the Academy of Mining and Metallurgy and Wroclaw University which contribute to the corporate bodies' authority file.

As for subject authority files, at BUW we maintain a card file of all subjects used in our catalog, amended as changes occur. Unfortunately, our subject headings tend to represent broad subject classes rather than specific topics. We now plan to make changes in both the rules of indexing and the form of subject control. In the absence of Polish guidelines we have decided to follow the model of the Library of Congress and its French counterpart, called RAMEAU, established at the Bibliothèque Nationale in Paris. This decision implies that we are going to continue to utilize subject headings as a form of access to information, but we want to have our future online public access catalog become more effective through more specific subject headings. How we decide on principles for constructing

subject terminology is a major area which is much too complicated for me to deal with here. The only easy part of developing formats and establishing authority systems is speculating on the possibilities and the future rewards.

## Spanish-American Science of the 16th Century

by Rafael E. Tarragó

In commemoration of the 500th anniversary of the arrival of Columbus and the Spaniards in the western hemisphere and considering the importance of technological and scientific knowledge in that enterprise, the University Libraries recently held an exhibit on science and technology in the Americas during the Spanish century of exploration. The Hesburgh Library has considerable holdings on the subject.

By 1492 Europeans had amassed a significant body of knowledge on geography and navigation and had achieved considerable technical developments in the latter. For example, the compass, astrolabe and caravel were all medieval inventions. However, while Christopher Columbus learned a great deal from his contemporaries, his voyages and those of the Spanish who followed him provided new knowledge that challenged many ancient beliefs concerning world geography. The Hesburgh Library owns a facsimile of a 1493 printing of a letter from Columbus to the Catholic Monarchs (a title conferred upon Isabela I of Castile and Ferdinand V of Aragon by Pope Alexander VI in 1494). In this letter reporting on his first voyage, Columbus shows no awareness of the magnitude of his "discovery." He thought that he had reached the east coast of Asia and as late as 1500, when Juan de la Cosa first included the Antilles in a world map, these islands appeared close to the east coast of Asia. By 1505, however, Europeans had learned that Columbus and the Spaniards had discovered a new world. Amerigo Vespucci related everything that he knew about this New World in letters printed in Italy between 1505 and 1516. The Hesburgh Library holds a facsimile of a 1516 edition of these letters as well as a facsimile of an early North American imprint of Dr. Diego García de Palacio's *Instrucción náutica para navegar* (México, 1587).

In the New World the Spaniards found animals and plants new to the European body of knowledge and were amazed by them. The Hesburgh Library has a facsimile of Gonzalo Fernández de Oviedo's *Sumario de la natural historia de las Indias* (Toledo, 1526), perhaps the first of a corpus of many chronicles and histories of the Indies (as the Spaniards called the lands conquered and settled by them in the western hemisphere), recounting not just historical events, but also describing their peoples, their geography and their flora and fauna. The Hesburgh

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Library Rare Books Collection includes a copy of Father José Acosta's *Historia natural y moral de las Indias* (Madrid, 1608), a work first published in 1590, in which he attributes an Asian origin to the native inhabitants of the Americas.

Spanish medicine was considered quite advanced in Europe in the 15th century. The cures and medicinal use of American plants learned by Spaniards from native Americans added to this reputation. The Hesburgh Library owns facsimiles of some 16th-century Hispanic medical treatises, like Frey Agustín Farfán's *Tractado breve de medicina* (México, 1592) and Nicolás Monardes *Historia medicinal de las cosas que se traen de nuestras Indias Occidentales* (Seville, 1580). Monardes' *Historia medicinal* was translated into several European languages. The Hesburgh Library has a facsimile of *Joyfull Newes out of the Newe Worlde* (London, 1577), an English translation by John Frampton of Monardes' treatise, which became a standard medicinal source in Elizabethan England.

In addition to navigation, cartography and medicine, Hispanics made significant contributions in metallurgy in the 16th century. The Hesburgh Library owns a facsimile of Father Alvaro Alonso Barba's *El arte de los metales*, first published in Potosí, Bolivia. A copy of *The Art of Metals in which is Declared the Manner of Their Generation and the Concomitants of Them* (London, 1674), an English translation of Father Barba's treatise, is kept in the University Libraries' Department of Special Collections, Room 102, Hesburgh Library. The Reading Room is open Monday through Friday from 8 a.m. to 5 p.m.

## Thank you, Jean!

This is the first issue of *Access* in many years which has not included the name of Jean Pec. As a contributing author, as a member and most recently as editor and chairperson of the Editorial Committee, Jean devoted much of her time at Notre Dame to the development of the University Libraries' newsletter. In February Jean moved to Washington, D.C. to head the Collections Management Services Department of the Gelman Library at George Washington University. We gratefully acknowledge her many contributions to *Access* over the years and wish Jean every success in her new position. Mary English has been appointed editor and Katharina Blackstead will serve as chairperson of the Editorial Committee.

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