

Access

NEWS FROM THE HESBURGH LIBRARIES OF NOTRE DAME

Number 86

Spring 2005

Early English Newspapers Provide Insight into the Past

by Laura Fuderer

The recent acquisition of a major microfilm collection titled “Early English Newspapers” has added 1,412 newspapers and broadsides to the Hesburgh Libraries’ holdings. This extraordinary purchase was made possible by the discernment and generosity of a group of University benefactors known as “The President’s Circle.”

Many faculty and students are unaware of the wealth of primary sources available in the Microtext Reading Room in the Lower Level of Hesburgh Library. Various types of microformat reproduce thousands of primary source materials including books, periodicals and manuscripts from different regions of the world and from centuries past and present. A few examples are “History of Western Philosophy,” “American Periodicals of the 18th Century,” “Gothic Fiction: Rare Printed Works from the Sadleir-Black Collection of Gothic Fiction at the Alderman Library, University of Virginia,” “Women and Victorian Values: Advice Books, Manuals, and Journals for Women,” and “Manuscripts of the Irish Literary Renaissance.” Besides novels, diaries and advice books, there are chapbooks, “penny dreadfuls” and other unusual formats. “The Eighteenth Century” collection alone contains hundreds of thousands of books printed in the British Isles from 1701 to 1800.

“Early English Newspapers” brilliantly complements the enormous “Eighteenth Century” collection of books. Microfilming began with the collections of early newspapers gathered by Dr. Charles Burney (acquired by the British Museum--now Library--in 1818) and that of Burney’s collecting rival, John Nicholls (acquired by Oxford University’s Bodleian Library in 1865). Coverage was extended to the 19th century with hundreds of titles selected from various catalogs. The publisher, Primary Source Microfilm, notes: “*The importance of these newspapers as a significant record of the social, intellectual, and political history of modern Europe and as a unique record of the development and diversity of the newspaper press, has become increasingly evident to scholars of the 20th century.*” Taken together, these two huge microfilm collections make Notre Dame a major player in the study of 18th-century England, Ireland, Scotland and Britain’s former colonies. In addition “Early English Newspapers” sheds light on daily and weekly events as well as the customs, opinions and values of 19th-century Britain.

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From the Director

by Jennifer A. Younger,
Edward H. Arnold Director of
University Libraries

The Libraries’ mission is to advance teaching, learning and research at Notre Dame, and collecting materials is one way in which we provide the necessary tools for scholarship. In our strategic planning of recent years, we recognized the importance of expanding partnerships in support of building library collections. It is my pleasure here to write about our success in meeting the knowledge needs of students and faculty through our campus partnerships.

As research aspirations continue to rise and new areas of research appear regularly at Notre Dame, the library is challenged to develop collections more capable of supporting faculty and student research. Toward that goal, we have explored campus opportunities for financial support of collections. On an annual basis, the Graduate School calls for proposals in its Equipment Restoration and Renewal Program. The Hesburgh Libraries, in conjunction with the faculty, submitted proposals for acquiring primary resources in the areas of English, Protestant and Catholic Reformation history, Latino studies, Early American history, Early Modern European history and anthropology. The generous support of the Graduate School has resulted in the acquisition of the following full-text resources in microform, digital or print format:

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Newspapers *continued from page 1*

The use of the collection by Erasmus Institute Fellow Anna Battigelli exemplifies its value for scholars. She recently explored the collection for evidence of public reaction in London to the news that William of Orange had landed at Torbay in 1688. In particular, accounts of the burning of Catholic chapels, and of items of Catholic worship in London help convey the extent of anti-Catholic sentiment at this particular moment in history. Of the collection's importance, she notes, "It's indispensable for understanding popular culture of the early modern period, and there is no better way to breathe in the atmosphere of political life than by reading through the early newspapers."

Advertisements appeared in newspapers almost from the first, and they are a fascinating, sometimes droll, reflection of social customs. Besides the customary printers' and booksellers' ads for their latest publications, there were the inevitable quack remedies. An October 1679, issue of *The True Domestick Intelligence, Or, News both from City and Country* ("Published to prevent false reports" and composed of just two pages), contains an ad that extols the secret powers of certain remarkable Necklaces. The ad asserts, "it is well known by Observation, that none have been troubled with the Kings-evil, Falling-sickness, or Rickets, that have worn them according to the direction of the Notes that go with them." They were to be had (for five shillings apiece) from the following persons, among others: Mr. Barnes, a potter...Mr. White, Grocer in the Old Baily, Richard, a Servant at the Rainbow-Coffe-house [sic], and Mr. Whisker, Upholsterer in Kingstreet Westminster, and "at the Sign of the Perewig, a Milliner on Ludgate hill."



By Mrs. Crackenthorpe, a Lady that knows every thing.

From Monday August 22, to Wednesday August 24, 1709.

MR. Christopher Cypriote, Solicitor in Chancery, is certainly the most accomplished of Cavaliers, he is in equally divided between Boss and Bullfinch, that neither of 'em gains the Superiority, having the fine Genus, and giving the like Thought, Concert, and Harmonious Application to both. You see, his plentifully dirty, loaded with Bills, Answers, Pleas, Denuncers and Excommunications; he's a perfect Squared in the Law, skips from Westminster to the Temple, to the Rolls, to the Beggar, it is in the violent Whiff about one Paper Cattle, and makes a blustering in the Court, as if the Council were assembled, and the well Fed Sir Thomas had comb'd out his most ingenious Periwigs, open'd his Cherry Colour Bag, and study'd his quaint Phrases and Rhetorical Ambiguities.—*May it please you, my Lord, the Lord is my Attorney General, I am Council for the Defendant in this Case.*—Upon matters of no greater Importance, than to get an Aims-Woman Twenty Pounds: He's at threecore Coffee-houses three

World has an increasing tick to find out: one another Intrigue, when Mr. Cypriote had publish'd to all *Country-Lovers*, that *lovers*: Ladies of the first Quality were to buy with him; *Not But*, the Impertinent of the Office, bolts into his Chambers, was chais'd at the Number of Wax Lights, and began to dispute the Strength of his *Pen*, behold in reality all the Beauties of *Hogwarts-Lovers*. His Curiosity, indeed, was pretty facetious, and his Series more confounded than he imagin'd; when the *Agreeable*, the *Adorable*, the *Amiable*, and the reported Quality he expected to find there, were Mrs. Sage-Dea, the Coffee Woman, Mrs. Jolly the Shoe-makers Lady, Madam *Nickel* at the Blue Periwigs, Mrs. Single mag at the Carpenter's Arms, Madam *Savage* the Taylor's Wife, with her two well-bred Daughters, and the Quality Vintner's Lady at the *Dress*. Cypriote was struck dumb at the Discovery, the Ladies talk, and desired *But* to make one with 'em at *Cribbage* or *All Four*; but he retir'd, between Wonder and Ridicule, with the greatest Pre-

An image from

The Female Tatler,

published three times a week in London,

1709-1710

The Lady's Newspaper is an example of a newspaper directed at the female reading public. It began publishing in 1847, and a compilation of issues claims it was illustrated with "upwards of six hundred engravings," which provide a more graphic insight into the period. It was a London newspaper, but the front page of one issue features (and depicts) "The Ladies of Belfast" who came together to form a society in aid of "afflicted districts throughout Ireland, without regard to religious distinctions." The article refers to "accounts of destitution coming in from all quarters," which suggests the beginning of the Famine, although the mood of the article is light-hearted. In fact, despite being a newspaper for ladies, the article rather patronizingly expresses amazement that a group of women could come together and *by themselves* (i.e., without a male to guide them) effectively organize a society. Other articles shed light on the reading habits of women, ranging from gossip about the aristocracy (and a dancing-master who eloped with a 15-year old girl) to an article on "Ancient Female Costume" and two stories published under columns titled, "Library of English Fiction" and "Library of Foreign Fiction." A lengthy excerpt of President Polk's annual message to Congress reveals that the topics were neither exclusively British nor exclusively feminine in nature.

With no index either in print or online, accessing this collection depends largely on browsing, but that can be richly rewarding in its serendipity. Records are slowly being added to the Libraries' catalog and there are two different printed guides, which simply list the titles. We encourage faculty and students to explore this and other treasure troves of the past that can be found in the Microtext Reading Room.

Director *continued from page 1*

1. *Early English Books Online* (125,000 titles)
2. *Digital Library of Classic Protestant Texts*
3. *Digital Library of the Catholic Reformation*
4. *Archive of Americana Collections: Early American Imprints Series 1. Evans (1639 - 1800) and Series II. Shaw-Shoemaker (1801-1819)* (70,000 digital items including 6 million images)
5. *Chicano Studies Library Serials Collection* (700 microfilm reels including 250 newspaper backfiles)
6. *Incunabula: The Printing Revolution in Europe, 1455-1500* (100 incunabula in microform)
7. Shipping costs for a 10,000-volume print collection on Oceania

Partnerships with the faculty were critical to the success of the Libraries' proposals. Our collaboration with them ensured that library requests were aligned with academic research priorities and identified specific resources needed for those priorities. For two of the proposals, the library and faculty respectively contributed some funds, thus further illustrating the importance placed on acquiring these materials. Congratulations to all for a job well done: Gay Dannelly, Dave Jenkins, Margaret Porter, Hector Escobar, Laura Fuderer and Kathie Ryan-Zeugner.

American in Leipzig: Reflections on the Leipzig Book Fair, 2004

by Robert L. Kusmer

In March 2004 I attended the Leipzig Book Fair as a recipient of the Nedbook Northwest Europe Award. Both professionally and personally, this was a fruitful and interesting trip, being my first visit to a major European book fair and to Leipzig, as well as an opportunity to attend several meetings of the concurrently running Librarians' Conference.

Before World War II, Leipzig had been *the* German "book capital," laying claim to the largest German book fair, the German National Library (Deutsche Bücherei), the Association of the German Book Trade, and publishers such as Brockhaus, Reclam, Insel and others. The ascent of Hitler, the bombing destruction of three-quarters of the Graphic Arts District in 1943, and the emergence of the East German state changed all this. After the War, the distributor and publisher Harrassowitz, founded in Leipzig in 1872, moved its operations to the West, as did many other publishers. Frankfurt am Main became home to the western counterpart of the Deutsche Bücherei, the Deutsche Bibliothek, and the city ascended to become the main venue of German and international book fairs.

While I was in Leipzig, I was able to join tours of both the Biblioteca Albertina and the Deutsche Bücherei. While the University of Leipzig's library as an institution dates from the 1543 absorption of several monastery libraries, the Albertina, the central library within a system of 40 branch libraries at various academic program sites of the University, was built in 1891. Although, fortunately, the holdings and catalogs had been removed during the War, two-thirds of the beautiful building was destroyed by bombing. Not until 1992 could the now completed restoration commence. In addition to restoring the original magnificence of the central staircase space, the building program made highly tasteful and practical structural modifications to allow for closed stack capacity of 3.2 million volumes and open stacks with 400,000 volumes, serving 720 readers. The Deutsche Bücherei has a much more modern background, having been built in 1912 as the national library. It is now in the process of a major expansion, and the architectural plan and award was unveiled at a meeting in the adjoining Congress Center during the time of the Fair. Since reunification in 1990, the function of a national library is shared with Die Deutsche Bibliothek in Frankfurt am Main and the Deutsches Musikarchiv in Berlin. Observations about Die Deutsche Bibliothek and other German libraries are contained in my article "Transatlantic Connections: a Tour of German Libraries and Publishing Houses" in the Spring 2003 issue of the *WESS Newsletter* available online at <http://www.dartmouth.edu/~wessweb/nl/Spring03/Kusmer.html>.

With the reunification of Germany in October 1990, the renewal of former East German cities like Leipzig was a conceivable goal, one which is by no means complete. The year 1991 saw a new start for the Leipzig Book Fair. Since then, the fair has grown in size and popularity each spring, attracting a record 102,000 visitors and 2,360 journalists in

2004. The first and foremost thematic focus is the literary festival "Leipzig liest," ("Leipzig reads") which this year offered 1,200 events in the form of literary readings (some with accompanying classical music performance), podium discussions, literary prize presentations and author signings, dispersed not only within the fair but throughout numerous locations in the city. Other programmatic streams include a major emphasis on education, both at the academy level with the "Buchmesse-Akademie" (Book Fair Academy), the professional level with the "Fachprogram" (Professional Program) series for book trade professionals, and at the school level, with events aimed at teachers and youth. Popular facets of the fair include a special emphasis on travel, recorded books and the book fair bookstore, in which titles selected by the exhibitors are available. Since 2001 the Leipzig Antiquarian Book Fair has been a part of the Book Fair as well, holding its own book sale in addition to the exhibitor booths.

A significant element of the Leipzig fair is clearly the emphasis on mutual inter-cultural understanding and historical reconciliation. This is manifested in a number of program series and literary prizes. The "Leipziger Buchpreis zur Europäischen Verständigung" (Leipzig Book Prize for European Understanding) exemplifies the orientation of the Fair toward the cultivation of pan-European communication. Indeed, Leipzig's location and literary festival make it a fruitful meeting point between East and West, with many foreign writers seeking contact with potential German readers in the Fair's "Café Europa" literary forum. The discussion venue "Vom Alten und Neuen Europa" (Of Old and New Europe) focused on Europe's relationship with the United States. The "Leipziger Europaforum" this year raised the question, "Are we ready for a European Culture of Remembrance?" in which historical German-Polish relations were discussed. The series "Jüdische Lebenswelten" (Jewish Worlds) has been augmented over the years, this year offering 20 readings, discussions and musical events.

Contemporary literature in designated categories was honored in the "Deutscher Bücherpreis" (German Book Awards). One of the categories, "debutant," betrays another facet of the literary festival that Leipzig offers: not only the well-established make their appearances, but new writers do as well, "testing the waters" and seeking greater exposure among their potential readers. Leipzig is home to the "Deutsches Literaturinstitut Leipzig" (German Literary Institut), now a division of the University of Leipzig that offers a degree program in creative writing. The Institute sponsored a number of readings by its students at the Fair and also held a session introducing its program. As with the Frankfurt fair, the Leipzig festival provides the occasion for numerous newspapers and weeklies to publish their literary supplements, a very handy means for librarians to keep up with current publications. The Alfred-Kerr-Preis (Alfred-Kerr-Prize) for literary criticism was also bestowed for the first time this year at the Leipzig Book Fair.

Overall, the Leipzig Book Fair might well be characterized as a "people's fair," in the sense that it encourages throughout not just the professionals, but "laymen" as well to attend it—which they do in droves, and increasingly so. The young, old, and "in between," students and teachers, journalists and professors, librarians and book lovers, are all

welcomed by those who write, publish and provide readings. While there are many programmatic streams, as noted above, the heart of the Fair seems to be contemporary literature in the broad sense of the word. And it is mainly about the medium of the *book*, both printed and recorded. This is a fair for *readers* (and listeners). While the Leipzig Book Fair is certainly not a competitor to the mammoth, internationally and trade-oriented Frankfurt Book Fair, it has been slowly establishing its own unique identity—as a huge literary festival whose geographic focus is heavily on Europe (both German-speaking and otherwise), as a venue for inter-cultural programming and communication, as *the* highly popular spring event for the general public and youth. It exudes the energy of the city, which like eastern Berlin, is steadily re-establishing itself after decades of communist rule, albeit at a slower pace than Germans would like, given the current difficult economic climate. One wonders whether the emphasis on reading and literature is not in some part a reaction against those years of censorship, when the representation of free thought in writing was suppressed. This visit to the Leipzig Book Fair, and to the city rich in the musical heritage of Bach, Mendelssohn and Schumann, was indeed a memorable one.

The above is an abridged version of the article which appeared in the Winter 2004 WESS Newsetter. It may be accessed at:

<http://www.dartmouth.edu/~wessweb/nl/Fall04/nedbook.html>



*Biblioteca Albertina,
Universitätsbibliothek Leipzig
(Photo by Robert L. Kusmer)*

Library Catalog Make-Over

by Aaron Bales

The Hesburgh Libraries of Notre Dame are upgrading their library information system, Aleph 500, from version 14.2 to 16.2. This system includes the Libraries' public catalog, as well as a number of staff functions, such as circulation and acquisitions.

As part of this upgrade, we are giving the public catalog a fresh new look. Over the past few years, we have received a great deal of feedback from our users, both from surveys and usability studies, and in individual conversations and email messages. Based on these opinions, we are attempting to make the catalog less cluttered, simplify searching, and make it easier to search specific categories of materials.

To preview the new catalog, follow the link from the current catalog at <http://libcat.nd.edu>.

The New Look

You may quickly notice that instead of three search boxes, the basic search page now has just one. We have made an effort to group our most popular searches, including alphabetical browse and keyword options, in a single search box. We hope this will make it easier for you to select the search options that you use the most, with no more scrolling.

The full range of search options will still be available on the *Advanced Search* page, which will continue to support searching separate terms in multiple fields. Experienced searchers can also opt for the *Command Search* page and create their own searches with command language and boolean logic.

The page heading has also been cleaned up, and we hope it will seem less cluttered. We continue to have links between the catalogs for Notre Dame and our partner libraries, Saint Mary's, Holy Cross and Bethel. As a new feature, you can now sign into your library account from any page, to check your loan list, renew books, save catalog records and set up new title alerts.

Catalog in a Catalog

A big improvement in the new design is the ability to search within a specific category of materials. There is a new row of tabs that allows you to search just *Periodicals* or *Electronic Resources* or *Class Reserves*. Do you want to search something else? Just click the *More* tab to choose *Conferences* or *Catholic Church publications* or one of several other selections. Of course, you can still search the entire collection by clicking *Full Catalog*.


By using these sub-catalogs, you can search the category of materials from a basic search page. Unlike the current catalog, you will not have to use the advanced search or select a limit. But the limits will still be available. For example, if you are searching within *Periodicals*, you can still limit your search to Irish language materials.

Implementation & Feedback

The current catalog will remain available through the end of the spring, 2005 semester. The new version will be implemented shortly after graduation. Please keep in mind that the *preview* version does not use live data. Information about whether books are currently on loan, and even information in your account, will not be accurate or up-to-date.

We would like to hear your thoughts and comments on the new design. You can find the preview version linked from the current library catalog (libcat.nd.edu). Please use the *Feedback* link from either the current or new catalog, or email me at abales@nd.edu to send us your comments.

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Full Catalog, Notre Dame - Basic Search

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- Title Keyword
- Author (last name first)
- Author Keyword
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- Subject Keyword
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The new design for the Libraries' online catalog, featuring a single search box on the basic search page and tabs for searching specific categories of materials, such as periodicals, electronic resources and reserve items

Process Improvement

by Cameron Tuai

It is regrettable that the phrase “work smarter, not harder” is dismissed almost as easily as it is uttered. The prospect of employees independently seeking the most effective and efficient work processes is a goal worthy of any administration. Unfortunately, without the tools and training required, there are few who will not admit to already working “harder” let alone “smarter.” Over the past two years I have had the opportunity to apply the “smarter not harder” tool of process improvement in three units of the Hesburgh Libraries: Interlibrary Loan Lending (ILL-L), Serials Acquisitions (SA), and Electronic Reserves (ER). This article will discuss some of the challenges and insights gained from these initiatives.

Process improvement is a class of managerial techniques that examines workflows in order to identify opportunities for streamlining and eliminating unproductive processes. It is based on the premise that workflows degrade when changes that have impact beyond their immediate implementation are not communicated effectively. The goals for these initiatives, in order of priority were:

1. Employees must feel that their jobs are easier.
2. Quick implementation.
3. Measurable results.

Given the grass-roots nature of this initiative, making the employee’s job perceivably easier within a reasonable amount of time was a natural first and second goal. The last goal of “measurable results” was added to satisfy external observers and also to justify to employees further process improvements that may not be immediately apparent.

The first implementation of process improvement was carried out within Interlibrary Loan Lending. ILL-L consists of 2.5 FTE staff whose primary jobs are to provide access to ND library materials to non-ND libraries. The project ran for five months. In talking with staff immediately after the implementation, there was general agreement that work processes were more efficient. While this may be the result of staff justifying the time spent, it should be noted that there has been no effort to go back to old workflows. In addition, members of this unit have voluntarily expressed their satisfaction with the changes several months later.

Calculating the goal of “measurable results” was carried out over a six-month period and consisted of a statistically large data set. Conclusive results were never reached. This can be explained by one of two possibilities: either the collection period was too short to reflect average production accurately, or no improvement in workflow occurred. In either case, the goal of “measurable results” was discontinued. It had already been concluded that employees felt their jobs had become easier, thus lessening the import of a quantitative measurement, and furthermore, it was starting to conflict with the goal of “quick implementation.”

Process improvement consists of five steps:

1. Define how the unit creates value.

2. Map the value creation.
3. Simplify the process.
4. Produce only on demand.
5. Instill a culture of continual improvement.

All five steps were carried out in the ILL-L implementation though only the first three were continued forward into subsequent implementations.

Defining value for a unit was found to be an important initial step, and it allowed the unit to define the extent of its responsibility. If the measure of ILL-L productivity is the speed at which it delivers materials, what marks the end of the process? The point when it leaves the office? When it leaves the mailroom? When it is delivered to the borrowing library? Additionally, defining value is also fairly easy for a unit to arrive at and therefore a good way to build early momentum.

Mapping how value is created in ILL-L took two one-hour sessions per employee. The value of these maps is multifold. Firstly, it allows for the visualization of how an individual’s work processes fit into other work processes. Secondly, it helps prepare the investigator for the eventual questions that employees will have regarding changes to their workflow. Lastly, the workflow map is the primary source for the third step in process improvement, simplification of workflows.

Simplification of workflows can either result in the elimination or rearranging of workflow steps. Steps that were eliminated were generally found to have become invalidated due to changes in technology over time. A possible cause of this is that the Library is not efficiently communicating the impact of technology on workflows. An example is that ILL-L filed and stored paper copies of all its shipping documents. It was later determined that the mailroom kept similar electronic copies. In E-Reserves, post-it notes were placed on documents to indicate what processing had already occurred. It was determined that the “reserves function” of ALEPH (the Libraries’ integrated library system) contained the same information. Process improvement is able to identify these types of steps because it provides a detailed overview of workflow that spans multiple units and employees.

While eliminating inefficient work steps will help tighten up a process, a work unit can only realize the full benefit of process improvement by rearranging work steps to maximize “flow,” the description of a work process where the entire production cycle is completed before the next production cycle is started. In contrast, a batch and queue system breaks a process into multiple steps, with each step creating batches that form the queue for the next step. While a batch and queue system takes advantage of the efficiency of specialization, it does so at the cost of diminishing employee responsibility for the overall production. Additionally, the need to communicate production steps between employees, especially when a request requires special handling, increases the chance that an error will occur.

The ILL-L workflow was initially a two-step batch and queue system. The first employee downloads a batch of orders from the ILL-L system and begins the initial processing. Once she has completed her portion of the processing, she then places them into a queue where they are

finished by the second employee. To make the process “flow,” work requests were divided into either monographs or serials. Each employee was then given responsibility for the entire process within either the monographs or serials line. E-Reserves was also a two-step batch and queue system. The first step involved ALEPH processing, while the second step consisted of scanning and mounting on the web. To make the process flow, once again, the two steps were combined into a single process where each employee was made responsible for a complete request. The immediate benefit of these changes was: all paperwork necessary to communicate between steps was eliminated; control over the entire process allowed for easier processing of special requests; and, cross training of personnel led to more flexibility when one person fell behind or was absent. The expected long-term benefit is a greater sense of job satisfaction that comes from being responsible for an entire process rather than only a portion.

The next two steps in process improvement, “Produce only on demand” and “continual improvement,” were both discontinued after the ILL-L project. Customer-driven production focuses on producing only when a specific order is received. This production model is designed to decrease the amount of inventory required in a process. While there was some applicability to a service-driven production line, there was not sufficient benefit to justify the continuation of this step. On the other hand, continual improvement, a system where employees self monitor, report and resolve work processing issues, was found to have a strong potential value for both ILL-L and E-Reserves. Unfortunately, this step was discontinued because it required a time commitment that was beyond the scope of this project. Having discussed the goals and steps of the process improvement project, I would like to introduce a broader issue that surfaced as a result of the second project within Serials Acquisitions.

The Serials Acquisition project ran for nine months and was discontinued during the value mapping phase. Compared with the ILL-L and E-Reserves projects, the SA project had a number of differences which contributed to its premature ending. Firstly, work order variability was significantly higher. Work process variability describes the variability between whether work orders are completely regularized, such as assembly line work, or completely customized, such as auto-body work. The higher the level of customization, the harder it was to map and identify means of creating flow. In the three case studies, ILL-L and ER had a significant number of repetitive workflows and consequently, implementation was relatively successful. Conversely, SA had a large number of exceptions to the regular work, and mapping proved to be a barrier. Secondly, the services produced by SA were more diverse than ILL-L and ER. This diversity meant that SA was producing and consuming products from a wide variety of customers, thus making isolation of discrete service flows difficult.

These process improvement initiatives were originally started to prove that management theory can be practiced on a small scale within the Hesburgh Libraries. The first experiment in ILL-L proved that it could be done. The second implementation in Serials Acquisitions proved that success is not solely based on soundness of theory but is also dependent on the characteristics of the subject. The last

implementation, E-Reserves, though ongoing, demonstrates that the initial successes could be duplicated. The willingness of employees to embrace a grass-roots managerial technique combined with the speed of implementation suggests that there is significant potential for process improvement in the Library. In the end, the quest for “working smarter, not harder” may prove to be not as quixotic as it seems.

I would like to sincerely thank all the employees of Interlibrary Loan Lending, Serials Acquisitions and E-Reserves who participated in this project.

Dehmlow Joins Library Faculty

Effective February 1, 2005, Mark Dehmlow has joined the Hesburgh Libraries’ faculty as its first electronic services librarian. The incumbent in this new faculty position reports to the head of the Electronic Resources and Serials Access Department and will focus on the use of technologies such as SFX, MetaLib, DigiTool and WebCT Vista to more effectively deliver resources to library users. Dehmlow recently completed a master’s degree at the Graduate School of Library and Information Science, University of Illinois at Urbana-Champaign. He has been employed by the Hesburgh Libraries as a technical support consultant/analyst since August, 2001.



Mark Dehmlow

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