INDIANA LIBRARIES

A
Quarterly
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Content: INDIANA LIBRARIES publishes original articles written with the Indiana library community in mind. Many issues are theme oriented. The Publications Board welcomes all timely contributions.

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Beginning with Vol. 5, 1985, INDIANA LIBRARIES will be published as warranted by the number of articles submitted.

Preparation: All manuscripts must be double spaced throughout with good margins. Writers should follow the format described in Kate L. Turabian's *A Manual for Writers of Term Papers, Theses, and Dissertations*, 4th ed.; footnotes, however, may appear at the end of the manuscript. Writers should be identified by a cover sheet with author's name, position, and address, Identifying information should not appear on the manuscript.

Photographs or graphics are welcome and should accompany manuscript if applicable. Contributions of major importance should be 10-15 pages double spaced. Rebuttals, whimsical pieces, and short essays should be 2-7 pages double spaced.

Processing: Manuscripts will be acknowledged upon receipt, and a decision concerning use will be made twenty days after the issue manuscript deadline. The editor reserves the right to revise all accepted manuscripts for clarity and style. Upon publication, the author will receive two complimentary copies.
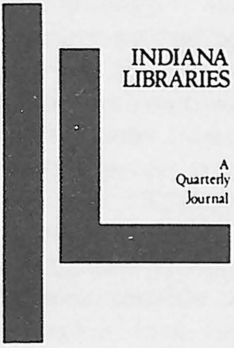
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Pot Pourri

Once again, "Pot Pourri," the annual issue of *Indiana Libraries* that solicits manuscripts which are not theme-issue oriented, presents a variety of topics which many Association members, subscribers, and readers will find interesting and enlightening.

Two of this issue's four articles deal with computers, the technological advance that is not only affecting our professional and personal habits but also effecting attitudinal and environmental changes. It is not surprising, therefore, that our readership focus upon computer technology, as we are all grasping for information that will update our individual knowledge and prepare us for tomorrow. Two additional topics discussed in this issue—legal and law-related reference sources and the marketing of libraries—will provide valuable information and ideas to professionals who are confronted with and/or pondering about these issues in their libraries.

Harold C. Ogg of the Hammond Public Library discusses "Public Access Computers in Libraries: A Justification for Existence." As there are public access computers in many libraries today, professionals are desperately attempting to provide their patrons with this new instrument of information technology. Ogg suggests that "just as there is a public mandate for literature, so will it be for

technology." Justification exists for public access computers, and library professionals must be cognizant of these reasons and have the ability to articulate them clearly to supervisors and administrators who are responsible for budgeting the appropriate funding. Ogg provides some strategies for librarians to consider as they move toward public access computers. His discussion is both timely and instructive.

In "Typographic Font Programming for Library and Personal Use," Kuang-Liang Hsu of Ball State University presents several programs in Applesoft BASIC for many dot matrix printers. His programs provide users with the ability to utilize the different typographic font capabilities of these printers with minimum effort.

Tim J. Watts of Valparaiso University's School of Law Library examines "Legal and Law-Related Reference Sources for Indiana Public Libraries." Watts presents an extensive but not exhaustive bibliography for public librarians to consider for their libraries. The purchase of all items will not be judicial for all librarians; however, Watts has annotated the resources and makes appropriate comments about the advisability of purchasing many of these items.

A topic for discussion among librarians in recent years is the focus for O. Gene Norman of Indiana State University in "Marketing Your Library." Norman briefly defines his terms, and then proceeds to the discussion of implementing a marketing program, drawing upon information from a recently completed survey and upon his experiences at ISU.

This issue of "Pot Pourri" presents, hopefully, something for everyone. Enjoy its diversity and its ideas.—RT

Public Access Computers
in Libraries :
A Justification
for Existence

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The Situation

No one can fault librarians for lack of willingness to incorporate trendy media into public service. All of us have viewed with interest the many permanent and not-so-permanent developments in technology which, from day one of availability, have piqued imaginations in terms of applicability to our individual libraries. The situation can be quite frustrating in that the librarian is not sure whether to gamble on a hefty expenditure only to discover later that the equipment purchased was the result of a fad. Envision explaining to a budget-conscious board of directors after the fact, for instance, the wisdom of having acquired a library van with a rotary engine, a quadraphonic stereo system for the listening room, or a supply of wet-process copy machines. Since it is still a relatively big-ticket item, the micro-computer falls under the same cloud of suspicion as the aforementioned dinosaurs, a situation further aggravated by the flux occurring

in data hardware technology. Needed are some purchase justifications for those librarians who are already sold on the idea of public access computers. This discussion includes some barebones information for avoidance of common pitfalls and a few pointers for intelligent shopping. What will not be presented herein is a consumer's guide to appropriate brands. Enough factors are involved in the purchase of hardware that each situation renders itself unique, as will be evidenced.

The most conspicuous operant is "why?" Indeed, with home computers so ubiquitous and available even in drugstores, why should public libraries or educational institutions not connected to timeshare hookups consider a service that may already be covered in other sectors? This is followed closely by "Why should I provide public access computers when the library doesn't yet have terminals for its own needs and processes?" The natural rejoinder becomes, "Is or will the technology be universally accessible?" Unbiased market figures are difficult to obtain, since much of these data are accurate for sales but not for applications. Perhaps the best technique to use is inductive reasoning: who would have access to a terminal for shared personal use? Students of both high school and college ages are becoming computer literate through hookups in the classrooms. Microcomputers and minicomputers are also becoming common tools in office environments, and of course, there is the booming video game market that allows for modular upgradings to "keyboard and 48K RAM" onto tabletop consoles. The media would have us believe that within the decade the microcomputer will become a typical household appliance, second only to television. Thus, it becomes difficult to justify tax dollar purchase of such an item in light of the presumption that a microcomputer is so common that inclusion of one or more is merely a subsidization of what the general public should be able to afford on its own.

Is not this exactly the illogicalness that confronts librarians all too often in the alter guise of "Shouldn't people buy their own books?" The argument is obvious: just as there is a public mandate for literature, so will it be for technology. This can even be developed into a survival matter—that element of the citizenry that exhibits computer literacy will have a decided advantage over the facet that does not. Here is precisely where the public and community college libraries step into the picture. There will always be persons who do not have access to counseling services or offices or other formal hardware environments, and those potential users must turn to the old reliable standbys, the libraries. What remains to be presented is a convincing list of potential uses and applications to insure that the library administrator who is proposing so great an

expenditure will have ammunition to evidence that the purchase is not merely a reaction to current fad.

Uses: The Software and Program Applications

In making available a variety of programs, or software, the library has a decided advantage over the individual. Off-the-shelf, turnkey software packages can range in price from $50 to well over $1,000 for quality products that will perform maybe two or three functions a piece. There is an obvious cost prohibition for a consumer to buy such programs for home use. The library's collection can, of course, be accessed (even if not copied) by all who would care to examine it. Major classifications of offerings might include:

Games
Educational and tutorial packages
User-contributed programs
Text editors and word processors
Accounting and budget manipulators
Information databases (library fact files)
Message boards (electronic mail)
Programming language tutors (e.g., interpreters/simulators)

There will, of course, be some controversy over the first item on the list. It is up to the individual library to decide whether to provide entertainment media. Also, add to the list one or more programming language interpreters, such as BASIC (Beginner's All Purpose Symbolic Coding) for those patrons who wish to write their own programs. For public use, favor an interpreter over a compiler, however; the latter requires more operations. Staff members can become literate in BASIC with about fifteen hours' contact time. It is suggested that program media and manuals not circulate, since user licenses are rather specific about the restrictions against copying for runs on any but the originally listed machine. What can be made available for checkout are books and magazines containing program listings; TAB and Sams publishers are particularly useful, as are the periodicals *BYTE*, *Interface Age*, *Creative Computing*, and others. Be sure to check the author's requirements regarding copyright before downloading programs because many books have added a phrase ". . . reproduction in an electronic retrieval system is prohibited," or the equivalent subtlety. "Public domain" is a welcome catchphrase to see attached to generic software.

One further possibility for service is to set up patron access to online databases such as The Source, TEDS, INDIRS or Compu-Serve. Keep in mind, however, that such a provision involves time and telephone charges for the library. It would be up to each institution whether to pass the costs on to the user. Further, the library must be careful not to divulge its user codes since accounts can be activated from telephones off the premises.

It is probably wise to shop for software packages through advertisements, since prices for like items vary widely, but make sure that the media offered are compatible with your particular machine. As for books that include machine readable disks or tapes, be careful in purchases by mail and be aware of the return privileges. Generally, once the seal is broken on the media (not the manual) envelope, permission for a return is not granted. Read the catalogs carefully and compare similar items. The majority of packages contain a royalty (license) charge which is a hefty portion of the retail cost, so try to identify a vendor who apparently does a high volume of business. If at all possible, purchase the users' manuals before deciding on the purchase of an entire software package; the manuals are generally only a fraction of the total price and the cost for the printed media is usually deductible from the total bill. Ask (but do not be surprised if the answer is negative) whether the package includes the programmer's source listing. The latter is the program code that generates the object statements which actually run the computer. Most authors jealously guard their work against unauthorized copying by retaining the source code or placing it on disk only in a "protected" format. But if the source code is made available, patchwork for your own custom applications is possible. For example, suppose that your payroll program computes Social Security at only the current 6.7 percent. It is far less complicated to change by yourself what is probably only one program line than to ship the disk back to the vendor or consultant for modification of a simple multiplication factor.

Shopping for Equipment

Hardware and equipment purchases need not be complicated nor should it be necessary for a librarian to feel obligated to write detailed justifications for acquisitions. The literature can provide reasonably objective product reviews. The lay consumer need only be concerned with commonsense, intelligent shopping. This is a simple process, if these four basic rules are followed:

1.   Buy it locally. Drive a few miles if necessary, but interact with a human, face to face. Software purchases by mail are all right, but make your hardware deals with a salesperson. Reason: when (not if—*when*) the equipment needs repairs, you have the option of walk-in service. Anyone with an OCLC terminal knows how costly maintenance calls can be. Further, warranty repairs via United Parcel Service or the U.S. Mail are an opinion, at best.

2.   Show me! If the dealer or literature claims such jargon as "RS232 compatible" or "universal handshaking," have that person demonstrate that a particular combination of equipment will work and work harmoniously. If you have doubts, don't buy it. This is particularly important where different brands of hardware are hooked together. The computer field is so competitive that many times a circuit or device will be marketed before having been thoroughly bench tested. Off line, a component may perform flawlessly; hooked into a peripheral device, it could go berserk or not work at all.

3.   Don't buy it if it hasn't been on the market for two years. Reason: six months is about all the time necessary for a new piece of equipment to succeed or fail in terms of consumer acceptance. Another eighteen months' time is needed to get the bugs out of the original model. The argument is that by the end of this introductory period, the equipment is obsolete. Technically, this is not so, because there are certain electrical protocols that were established on day one of the microcomputer's conception. What may be sacrificed is the newest color, the latest graphics, or a little processing speed. An added plus is that it is like buying last year's unsold automobile—the unit may not be as "new" as the current model, but you can usually strike a bargain with the salesperson.

4.   Don't skimp on price. Do not buy something that is overpriced, but do not buy a model that is cheap. There are two reasons for this statement: First, the inexpensive models, although not toys by any sense of the word, are for hobbyists and experimenters. The $100 and $200 models will not hold up to public use. What the manufacturers do not tell you is that you are buying, as the anecdote goes, the world's best $10 camera with film priced at $20 a roll. In other words, the drugstore variety does not include a monitor, printer, or usually any external storage device. Workable memory area is generally an "accessory." Second, there is a general rule of thumb that the better (read "more expensive") machines have more programs and support code available. The reason is obvious: an extensive software line sells more computers.

Technical Considerations

Several other matters will influence the purchase of hardware and software. If not explicitly stated in the specifications, make sure that the produce is "upwardly compatible" with new versions of the same model. For example, if you purchase a word processing package, be sure that the manufacturer will, for a reasonable period of time, issue updates free or at a nominal cost, to keep pace with refinements in your particular operating system. In reference to mass storage: prefer floppy disk systems to cassette drives. Although the latter are inexpensive and work reasonably well, they are notoriously slow to operate and are bulky. Disks are advantageous in that it is easy to make backups of valuable programs contained on the master copies; most vendors will allow a reasonable amount of duplication provided that the ultimate use is on only one machine. Be mindful that a significant cost factor is that of peripheral devices. As mentioned above, an inexpensive machine can easily support several thousand dollars' worth of printers, monitors, modems, disk drives, etc. Do not buy what you do not need. For example, do not be lured into a letter quality printer when a matrix head (dot patterned characters) console will do just as well at half the price. Consider your equipment performing double duty with any planned or existing automated circulation systems. Printers are particularly adept at leading dual lives; some circulation system vendors use equipment such as Apple and Digital brands as backup processors for downtime periods. There is also nothing that says a public access terminal cannot hook into and share the library business office's computer. Two cautions: guard your files' passwords jealously, unless you want the world to read such things as personnel evaluations or circulation records. And, keep in mind that data lines for timeshared systems can be expensive and difficult to maintain, especially if telephone lines are used. One final caution: if you do not have an intimate and ongoing relationship with a soldering iron, do not buy equipment in kit form. The cost differential is not worth the frustration of construction and troubleshooting, since many kit designers assume a healthy level of previous knowledge on the part of the builder. Unless you have a test bench with several thousand dollars' worth of digital probes, frequency counters, IC exercisers and wave analyzers along with the knowledge to use them, the savings will be nil. Be wary also of kits that modify such equipment as electronic typewriters for use as input/output devices. Such accessories may work satisfactorily, but adapter packages can void warranties and escalate service contract prices.

How, then, does this all translate to use by the public? There is little difference in the physical setup than with the offering of coin

operated typewriters. Note that there is no mandate that a library must charge fees; it would be just as simple to do bookings on the machine(s), say, at fifteen minute intervals. If coin boxes are used, be sure that the electrical shutoff inhibits only the display (screen) and does not shut down the entire system. There are inherent problems with timers: any quick powerup with all the system's switches closed throws a 110 volt surge across the internal power regulators which the circuits may or may not be able to handle. Also, a total shutoff (even for a second or two) erases everything in memory. Most microcomputers are outfitted with static RAM's (memory chips) which will not hold data unless constant electricity is applied. Patron displeasure with the wipeout of an hour's work need not be elaborated upon. Be cautious also of placing coin boxes on any equipment purchased with grant funds. According to Federal guidelines this could constitute restriction of use, even if the boxes are installed after the end of a project since the Federal government still holds title to the hardware purchased.

Possibly the greatest problem with microcomputers is theft. Do not be ashamed to bolt equipment to a carrel or desk top; if a large atlas or dictionary can be stolen, so can a computer. Be certain that any bolts installed on the equipment do not pinch or crush data cables. Consider also treating user manuals as reference books. Set up a system of internal circulation, keeping the program disks inside the manuals' covers. Patron browsing through a rack of disks is superfluous; better to have a trade book collection on open shelves with a mimeographed summary of library software holdings near the computer. The annotations will give the user as much information as is needed for selection. This is akin to shelving empty cassette boxes and record jackets on open racks, with the actual media stored in a controlled area. A related cost problem is that of supplies. Computer paper is not expensive; the library may wish to consider waiving paper costs as part of the coin box's intake, or it may simply require the patron to furnish his/her own paper. Floppy disks are another matter. These are generally in the $3-$6 price range and, since the most expensive item a library generally sells is a book bag, the trade in such items could cause a hassle with sales tax collections. These media are, nonetheless, essential for anyone who wishes to save programs or data for future use. Better, then, to offer the patron specifications sheets so that the floppies may be purchased out of house. If there is no local supplier, these can easily be ordered via toll free numbers printed in journal advertisements.

One final note: if there is still some administrative or board-related doubt concerning outlay of capital for a microcomputer, consider an arrangement similar to the franchising of copy machines.

There are already a couple of firms (check the literature) that will install a coin operated microcomputer in your library at no cost to the host institution, although some companies require a one-time rental or membership fee. Bear in mind, however, that the companies usually leave little or no commission payment for the privilege. It may also be possible to persuade a corporation to donate equipment to the library as a tax deduction. Atari and Tandy (Radio Shack) have in the past indicated willingness to make grants of hardware. Even in these recessionary times, one may do well to explore the possibility of generosity by local companies, since such an effort costs only a twenty-cent stamp and a letter to test the waters.

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Typographic Font Programs for Library and Personal Use

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Today's dot matrix printers, such as those in the EPSON MX, C. ITOM, NEC, and Microline series, are very sophisticated. These printers are programmable to print different typographic fonts when connected to a microcomputer with a compatible parallel interface board. The printing of different typographic fonts is usually accomplished by inputing instructions through the keyboard unit to the printer via an interface board, such as GRAPPLER PLUS or GRAFTRAX PLUS. These instructions using special "control codes" stored in the memory are nonvolatile; that is, the printer always remembers these codes even after the printer is turned off.

In addition to the standardized ASCII coded numbers for upper and lower case letters, numerical numbers, punctuations, and symbols, a user can instruct the printer to print wide font, narrow font, smaller font, smallest font, bold font, heavy font, very heavy font, italics font, and some combinations of these fonts.

The standardized size font requires 5 dots in width by 7 dots in height to print; the wide font requires 10 dots by 7 dots; the narrow font requires 3 dots by 7 dots; smaller font requires 5 dots by 5 dots; and the smallest font requires 3 dots by 3 dots. Thus, each wide letter takes the space usually required for two letters in the standardized size, and every five narrow letters take sthe space usually required for three letters in the standardized size.

During the printing of standardized size font, the dots are struck once. It is possible to instruct the printer to strike twice, or to strike in between the dots, or to strike combinations that print letters that look like solid typography.

By utilizing all of these capabilities, it is possible to create thirty different print fonts in upper case and thirty in lower case. (See examples on pages 124-127.) Numerical numbers, punctuations, and symbols also are executed in the same mode. The underline mode may be superimposed on any of the thirty fonts.

Because these special "control codes" have very little mnemonic value, a user may have to spend some time searching for these codes in the technical manual when a special font is needed. A convenient way to avoid this searching time is to write a short program for each font and to store these programs on disk under descriptive names; for example, normal, italics, compressed, superscript, subscript, double strike, double width, etc. (See programs on pp. 128-131.) When a particular font is needed, follow these simple procedures:

1) turn on the printer,
2) type PR # 1,
3) type RUN font name [such as RUN COMPRESSED],
4) remove the program disk,
5) insert the disk with the document to be printed,
6) type RUN document name.

After the printing is completed, replace the disk and type RUN NORMAL to return to the standardized mode. If you fail to do this, fonts may be superimposed on each other. For example, after RUN COMPRESSED and RUN DOUBLE WIDTH, the result will be double width compressed which looks just like emphasized normal in 5 x 7 dots instead of true double width in 10 x 7 dots.

These short programs may also save time when you need to build special codes, along with other regular codes, into a large computer program. Simply list the program from the disk and incorporate the codes into the large computer program.

There are many applications of typographic fonts for both library and personal use. For example, double emphasized mode can give your document a "letter quality" appearance. It can also be used for making captions for slides and filmstrips using copy-stand set up. Double emphasized double width is just right for producing a master for an overhead transparency. Double strike compressed is best for producing a camera-ready copy for publishing (program listing in this article is a result of this font). Subscript compressed or superscript compressed superimposed with the program for "closed up line spacing" (see page 131) can reduce a long document in a shorter space. The program on "double line spacing" may be superimposed on double width to make the printout more readable. Type PRINT CHR$ (27)"2" to return to regular line spacing. Other applications are limited only by your imagination.

The following programs are written in Applesoft BASIC in the environment of APPLE IIe, EPSON MX-80 with GRAPPLER PLUS interface.

The following manuals were used for reference: David A. Lien, EPSON MX Printer Manual [San Diego, CA: Compusoft Publishing, 1982] and Grappler + Printer Interface Operators Manual [Anaheim, CA: Orange Micro Inc., 1982].

THIS IS NORMAL.

This is normal.

THIS IS ITALICS.

This is Italics.

THIS IS DOUBLE STRIKE.

This is double strike.'

THIS IS DOUBLE STRIKE ITALICS.

This is double strike Italics.

THIS IS EMPHASIZED NORMAL.

This is emphasized normal.

THIS IS EMPHASIZED ITALICS.

This is emphasized Italics.

THIS IS DOUBLE EMPHASIZED.

This is double emphasized.

THIS IS DOUBLE EMPHASIZED ITALICS.

This is double emphasized Italics.

THIS IS COMPRESSED.

This is compressed.

THIS IS COMPRESSED ITALICS.

This is compressed Italics.

THIS IS DOUBLE STRIKE COMPRESSED.

This is double strike compressed.

THIS IS DOUBLE STRIKE ITALICS COMPRESSED.

This is double strike Italics compressed.

THIS IS SUBSCRIPT.

This is subscript.

THIS IS SUBSCRIPT ITALICS.

This is subscript Italics.

THIS IS SUPERSCRIPT.

This is superscript.

THIS IS SUPERSCRIPT ITALICS.

This is superscript Italics.

THIS IS SUBSCRIPT COMPRESSED.

This is subscrippt compressed.

THIS IS SUBSCRIPT COMPRESSED ITALICS.

This is subscript compressed Italics.

THIS IS SUPERSCRIPT COMPRESSED.

This is superscript compressed.

THIS IS SUPERSCRIPT COMPRESSED ITALICS.

This is superscript compressed Italics.

THIS IS DOUBLE WIDTH COMPRESSED.

This is double width compressed.

THIS IS DOUBLE WIDTH ITALICS
COMPRESSED.

This is double width Italics
compressed.

THIS IS DOUBLE WIDTH.

This is double width.

THIS IS DOUBLE WIDTH
ITALICS.

This is double width
Italics.

THIS IS DOUBLE STRIKE
DOUBLE WIDTH.

This is double strike
double width.

*THIS IS DOUBLE STRIKE
    DOUBLE WIDTH ITALICS.*

*This is double strike
    double width Italics.*

THIS IS EMPHASIZED
        DOUBLE WIDTH.

This is emphasized
        double width.

*THIS IS EMPHASIZED
    DOUBLE WIDTH ITALICS.*

*This is emphasized
    double width Italics.*

THIS IS DOUBLE
    EMPHASIZED
        DOUBLE WIDTH.

This is double
    emphasized
        double width.

*THIS IS DOUBLE
    EMPHASIZED DOUBLE
        WIDTH ITALICS.*

*This is double
    emphasized double
        width Italics.*

THIS IS UNDERLINE.

This is underline.

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM        NORMAL MODE
40  REM    ***********************
50  PRINT  CHR$ (27) CHR$ (64)
60  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM        ITALICS MODE
40  REM    ***********************
50  PRINT  CHR$ (27)"4"
60  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM      DOUBLE STRIKE MODE
40  REM    ***********************
50  PRINT  CHR$ (27) CHR$ (71)
60  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM      DOUBLE STRIKE ITALICS
40  REM    ***********************
50  PRINT  CHR$ (27) CHR$ (71)
60  PRINT  CHR$ (27)"4"
70  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM    EMPHASIZED NORMAL MODE
40  REM    ***********************
50  PRINT  CHR$ (27) CHR$ (64)
60  PRINT  CHR$ (27)"E"
70  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM      EMPHASIZED ITALICS
40  REM    ***********************
50  PRINT  CHR$ (27)"4"
60  PRINT  CHR$ (27)"E"
70  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM    DOUBLE EMPHASIZED MODE
40  REM    ***********************
50  PRINT  CHR$ (27)"G"
60  PRINT  CHR$ (27)"E"
70  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM      DOUBLE EMPHASIZED
40  REM          ITALICS
50  REM    ***********************
60  PRINT  CHR$ (27)"G"
70  PRINT  CHR$ (27)"E"
80  PRINT  CHR$ (27)"4"
90  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM        COMPRESSED MODE
40  REM    ***********************
50  PRINT  CHR$ (15)
60  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM      COMPRESSED ITALICS
40  REM    ***********************
50  PRINT  CHR$ (15)
60  PRINT  CHR$ (27)"4"
70  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM      DOUBLE STRIKE
40  REM        COMPRESSED
50  REM   ***********************
60  PRINT  CHR$ (27) CHR$ (71)
70  PRINT  CHR$ (15)
80  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM     DOUBLE STRIKE ITALICS
40  REM        COMPRESSED
50  REM   ***********************
60  PRINT  CHR$ (27) CHR$ (71)
70  PRINT  CHR$ (27)"4"
80  PRINT  CHR$ (15)
90  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM      SUBSCRIPT MODE
40  REM   ***********************
50  PRINT  CHR$ (27)"S" CHR$ (1)
60  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM      SUBSCRIPT ITALICS
40  REM   ***********************
50  PRINT  CHR$ (27)"4"
60  PRINT  CHR$ (27)"S" CHR$ (1)
70  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM     SUPERSCRIPT MODE
40  REM   ***********************
50  PRINT  CHR$ (27)"S" CHR$ (0)
60  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM     SUPERSCRIPT ITALICS
40  REM   ***********************
50  PRINT  CHR$ (27)"4"
60  PRINT  CHR$ (27)"S" CHR$ (0)
70  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM    SUBSCRIPT COMPRESSED
40  REM   ***********************
50  PRINT  CHR$ (15)
60  PRINT  CHR$ (27)"S" CHR$ (1)
70  END
```

```
10  REM   ***********************
20  REM   THIS PROGRAM ACTIVATES
30  REM    SUBSCRIPT COMPRESSED
40  REM          ITALICS
50  REM   ***********************
60  PRINT  CHR$ (27)"4"
70  PRINT  CHR$ (15)
80  PRINT  CHR$ (27)"S" CHR$ (1)
90  END
```

```
10  REM  ***********************
20  REM  THIS PROGRAM ACTIVATES
30  REM  SUPERSCRIPT COMPRESSED
40  REM  ***********************
50  PRINT  CHR$ (15)
60  PRINT  CHR$ (27)"S" CHR$ (0)
70  END
```

```
10  REM  ***********************
20  REM  THIS PROGRAM ACTIVATES
30  REM  SUPERSCRIPT COMPRESSED
40  REM         ITALICS
50  REM  ***********************
60  PRINT  CHR$ (27)"4"
70  PRINT  CHR$ (15)
80  PRINT  CHR$ (27)"S" CHR$ (0)
90  END
```

```
10  REM  ***********************
20  REM  THIS PROGRAM ACTIVATES
30  REM  DOUBLE WIDTH COMPRESSED
40  REM  ***********************
50  PRINT  CHR$ (15)
60  PRINT  CHR$ (27)"W" CHR$ (1)
70  END
```

```
10  REM  ***********************
20  REM  THIS PROGRAM ACTIVATES
30  REM  DOUBLE WIDTH ITALICS
40  REM        COMPRESSED
50  REM  ***********************
60  PRINT  CHR$ (27)"W" CHR$ (1)
70  PRINT  CHR$ (27)"4"
80  PRINT  CHR$ (15)
90  END
```

```
10  REM  ***********************
20  REM  THIS PROGRAM ACTIVATES
30  REM      DOUBLE WIDTH MODE
40  REM  ***********************
50  PRINT  CHR$ (27)"W" CHR$ (1)
60  END
```

```
1  REM  ***********************
2  REM  THIS PROGRAM ACTIVATES
3  REM     DOUBLE WIDTH ITALICS
4  REM  ***********************
5  PRINT  CHR$ (27)"W" CHR$ (1)
6  PRINT  CHR$ (27)"4"
7  END
```

```
10  REM  ***********************
20  REM  THIS PROGRAM ACTIVATES
30  REM       DOUBLE STRIKE
40  REM       DOUBLE WIDTH
50  REM  ***********************
60  PRINT  CHR$ (27)"W" CHR$ (1)
70  PRINT  CHR$ (27) CHR$ (71)
80  END
```

```
10  REM  ***********************
20  REM  THIS PROGRAM ACTIVATES
30  REM    DOUBLE STRIKE DOUBLE
40  REM        WIDTH ITALICS
50  REM  ***********************
60  PRINT  CHR$ (27)"W" CHR$ (1)
70  PRINT  CHR$ (27) CHR$ (71)
80  PRINT  CHR$ (27)"4"
90  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM    EMPHASIZED DOUBLE WIDTH
40  REM    ***********************
50  PRINT  CHR$ (27)"W" CHR$ (1)
60  PRINT  CHR$ (27)"E"
70  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM         EMPHASIZED
40  REM       DOUBLE WIDTH ITALICS
50  REM    ***********************
60  PRINT  CHR$ (27)"W" CHR$ (1)
70  PRINT  CHR$ (27)"E"
80  PRINT  CHR$ (27)"4"
90  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM       DOUBLE EMPHASIZED
40  REM          DOUBLE WIDTH
50  REM    ***********************
60  PRINT  CHR$ (27)"W" CHR$ (1)
70  PRINT  CHR$ (27)"G"
80  PRINT  CHR$ (27)"E"
90  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM       DOUBLE EMPHASIZED
40  REM      DOUBLE WIDTH ITALICS
50  REM    ***********************
60  PRINT  CHR$ (27)"W" CHR$ (1)
70  PRINT  CHR$ (27)"G"
80  PRINT  CHR$ (27)"E"
90  PRINT  CHR$ (27)"4"
100 END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM         UNDERLINE MODE
40  REM    ***********************
50  PRINT  CHR$ (27) CHR$ (45)
60  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM       CLOSER LINE SPACING
40  REM    ***********************
50  PRINT  CHR$ (27)"0"
60  END
```

```
10  REM    ***********************
20  REM    THIS PROGRAM ACTIVATES
30  REM      CLOSED UP LINE SPACING
40  REM    ***********************
50  PRINT  CHR$ (27)"1"
60  END
```

```
1  REM    ***********************
2  REM    THIS PROGRAM ACTIVATES
3  REM       DOUBLE LINE SPACING
4  REM    ***********************
5  PRINT  CHR$ (27)"A" CHR$ (24)
6  END
```

Legal and Law-Related

Reference Sources

for Indiana Public Libraries

Tim J. Watts
Public Services Librarian
School of Law Library
Valparaiso University
Valparaiso, IN

A businessman wants to know if the city council can hold a closed meeting to consider his request for a loading zone. A high school student needs to find out if a bill he read about has become Indiana law. A local woman needs to find an attorney in another city to probate her mother's estate. The dietician for the local hospital needs to know if the Indiana Department of Health has changed its standards for patient nutrition.

The foregoing situations are only a few in which public librarians may be called upon to provide legal or law-related information. Public librarians often have only a vague idea of what legal materials are available, what functions they perform, where to obtain them and how much they cost. This article outlines the material available,

especially that material related to Indiana. Prices when indicated are current in 1983, but may be subject to unannounced change. Prices are also intended as a general guideline because discounts and split payments are available which would result in far less cost for libraries. No attempt has been made to designate a "best" source in the different categories; each title has its own good points. Librarians must decide the best source for their particular situation.

Titles have been arranged according to the subject area with which they deal. The first group deals with the Indiana Code, the entire body of Indiana law grouped by subject area. Patrons seeking information on current Indiana law should search this group. Those users who wish to know about a particular law passed by the current or past Indiana legislature should use titles from the second group.

Not all law is passed by the legislature; regulatory agencies can make rules with all the force of law. When people are concerned with the specific powers and procedures of government body, they probably should search the materials on administrative regulations.

The fourth group, *Indiana Law Encyclopedia* and *Indiana Digest*, contains the only materials relating directly to court cases which are included. The published texts of Indiana Court of Appeals and Supreme Court are available but should not play a role in a public library. While public librarians have a duty to educate, they should not encourage potential *pro se* litigants to undertake complex litigation. A question could also be raised about how often published cases would be used and whether the expected use could justify the cost. The digest and encyclopedia included here can act as a guide to court cases for further investigation by interested users; cases themselves may be obtained on interlibrary loan or at a law library.

The fifth group of titles is a sort of miscellany of reference sources useful to Indiana citizens. These sources are primarily directories and guides to agencies. Patrons needing information regarding who to contact about a certain problem will search here. These titles also include some information on the legal system of Indiana available nowhere else.

The final group of sources are titles which may prove useful but which deal with more than merely Indiana legal matters. They will

supplement the Indiana legal materials with national information. Questions of general law should be referred to this group.

The following list is by no means exhaustive. The items are strongly recommended for consideration for purchase. Librarians can provide information about the law; they must remember that legal advice is provided only by an attorney.

STATUTORY SOURCES - CODES

Burns Indiana Statutes Annotated Code Edition. 36 volumes. Charlottesville, VA: Michie/Bobbs-Merrill, 1972—present. Cost: $900 (Includes supplements and index which are $235 and $60 respectively).

Indiana Code. 7 volumes. St. Paul: West for the Indiana Legislative Council, 1976—present. Cost: $306.77.

West's Annotated Indiana Code. 55 volumes. St. Paul: West Publishing Company, 1978—present. Cost: $2120 (Includes one year's free service with purchase).

State codes are the arrangement of state law by subject areas and are basic to any search of the law. In Indiana, the code is divided into thirty-six titles. Each title is divided into articles, subdivided into chapters, which are in turn divided into sections. A citation to a part of the code would be written as title-article-chapter-section ("20-13-31-1" for example). Because Indiana's code is arranged in this manner, all three codes are very similar. Acquisition of these codes should be considered on the basis of suitability for users, availability, cost, and ease of access.

The Burns and West Codes are annotated and contain relevant references to court cases, previous laws and related subjects and articles; these items are primarily of interest to practicing attorneys. Both are kept current by yearly pocket parts which cumulate changes in the law since publication of the main set. The update service costs $235 for Burns and $101 for West. The Indiana Legislative Council's Code is not annotated, although separate volumes of annotations are available. This code is updated by means of cumulative supplemental volumes, issued each year for a cost of $35.

Each set is accessed primarily by means of a general subject index. "See" references are used, but lay users may have some difficulty discovering the appropriate legal term. The completeness of

indexing varies, although all sets cover the same basic material. Under the topic "Newspapers," for example, Burns' index had 15 entries, while West had 48; the Indiana Legislative Council's version had over 70.

Public librarians should also be aware that West's Code is still being published in permanent volumes; as the set nears completion,.a number of attorneys are replacing the older Burns' Code with West's. The receipt of a copy of the Indiana Code as a charitable gift should be explored, although librarians must always remember the annual costs of keeping their set current.

STATUTORY SOURCES - STATUTES

Burns' Advance Legislative Service. Charlottesville, VA: Michie/ Bobbs-Merrill, three times yearly. Cost: $50.

West's Indiana Legislative Service. St. Paul: West Publishing Company, seven times yearly. Cost: $70.

Digest of Acts, Indiana General Assembly. Indianapolis: Indiana Legislative Council, annual. Cost: $5.

Laws of the State of Indiana. Indianapolis: Indiana Legislative Council, annual. Cost: $32.29 (Known as "Indiana Acts" also, from spine).

These sources deal with laws passed in a particular session of the Indiana General Assembly. The Burns' and West legislative services make available changes in the law, prior to the annual publication of pocket parts. They and the Indiana Legislative Council's *Laws* print the actual texts of public laws, arranged in the same order in which they passed. *Laws of the State of Indiana*, however, is published as a hardbound book, and comes out months after the softbound legislative services; the latter are printed while the legislature is in session. Each publication includes a table of Indiana Code sections affected by that session's laws, allowing a patron to check rapidly for pertinent changes in the code.

The *Digest of Acts* is published in a soft cover immediately at the end of the legislature's session. It briefly summarizes each public law and includes sections of the Indiana Code affected. The *Digest* also includes a list of vetoed bills, summaries of resolutions and a table of bill numbers with corresponding public law numbers—all hard to find information.

ADMINISTRATIVE REGULATIONS AND DECISIONS

Indiana Administrative Code. Indianapolis: Indiana Legislative Council, 1979. 9 volumes. Cost: $205. (Annual supplements are $35; the entire Administrative Code will be reprinted by Spring 1984 with all current amendments).

Indiana Register. Indianapolis: Revisor of Regulations, monthly. Cost: $175.

Official Opinions of the Attorney General of Indiana. Indianapolis: Attorney General's Office, biannual. Cost: $7.75.

These sources deal with non-legislative law. Other administrative materials are published by various state agencies but they have not been included for reasons of space. Librarians interested in receiving these materials should communicate directly with the agencies.

The *Indiana Administrative Code* supersedes an earlier one published by Burns. Similar to the *Indiana Code* published by the same Council, the *Indiana Administrative Code* contains 930 sections which organize administrative rules by subject. The *Administrative Code* is kept current by means of cumulative supplements issued annually. Indexing is good and the work is easy to use.

The *Indiana Register* is similar in purpose to the *Federal Register*, printing new regulations and rulings by administrative bodies. It also reprints the text of opinions from the Indiana Attorney General. Each of the monthly issues includes a cumulative index to all issues of that volume. A volume is published each year.

Official Opinions of the Attorney General of Indiana is now published every two years (until recently it was an annual). Opinions are arranged in the order in which they were issued; access without an opinion number may be obtained through the index. The *Indiana Register* will provide very current access to the Attorney General's Opinions, but the biannual *Official Opinions* is more convenient for obtaining older opinions.

DIGESTS AND ENCYCLOPEDIAS

West Indiana Digest. St. Paul: West Publishing Company 41 volumes. Cost: $1455.50 (Annual update service is $101).

West's Indiana Law Encyclopedia. St. Paul: West Publishing Company. 34 volumes. Cost: $1445 (Annual update service is $82.50).

The *Indiana Digest* arranges cases from the state of Indiana according to subject. The key number system developed by West Publishing Company is used. Under this system, each facet of all topics of the law is assigned a number and all cases which deal significantly with that facet are indexed by that number. The *Indiana Digest* gives a brief synopsis of each case under a key number, with a citation to where the full case may be found. For this reason, the *Indiana Digest* can be invaluable to help one locate Indiana cases on a topic of law.

The *Indiana Law Encyclopedia* is arranged in the same way. It gives a brief statement of the current law in Indiana in each key number area, then expands and explains what this means. The explanation is heavily footnoted with references to Indiana cases which illustrate or set forth this point of law.

Both titles are accessed by means of an index and both are kept current by yearly updates and occasional new volumes.

GENERAL INDIANA LEGAL AND LAW-RELATED REFERENCE MATERIALS

Indiana General Assembly Legislative Directory. Indianapolis: Indiana State Chamber of Commerce, biannual.

Indiana Judicial Report. Indianapolis: Indiana Supreme Court, Division of State Court Administration, annual Free.

Indiana Legal Directory. Dallas: Legal Directories Publishing Company, annual, Cost: $27.31.

Indiana State Offices Telephone Directory. Indianapolis: Department of Administration, Telecommunications Division, 1980.

Roster of State and Local Officials of the State of Indiana. Indianapolis: State Board of Accounts, Statistical Department, irregular. Cost: $4.

The titles in this group offer directory information on persons and things related to Indiana law. With the exception of the *Indiana Judicial Report*, all are arranged in usual directory fashion. Librarians should attempt to get new directories as often as possible, since state and local officials often change after elections. The *Indiana Legal Directory* will remain valuable for a longer period of time, but current editions are useful to indicate new associates and firms, especially those in other Indiana cities.

The *Indiana Judicial Report* offers a roster of judges throughout the state at the different levels of courts. More importantly, it makes available a wide range of information about the different state courts. The introduction is probably the best summary of the Indiana court system available.

GENERAL LEGAL REFERENCE MATERIALS

Legal Encyclopedias

American Jurisprudence, Second Edition. Rochester, New York: Lawyer's Co-operative Publishing Co., 1976 - present. Cost: $4018.50. (Purchase price includes 2 years free update service; normal annual cost for updates is $508).

Corpus Juris Secundum. Minneapolis: West Publishing Co., 1936-present. Cost: $2983.50 (Purchase price includes 2 years free update services; normal annual cost for updates is $185).
The Guide to American Law. Minneapolis: West Publishing Co., 1983. Cost: $660.

The first two items are very similar to the *Indiana Law Encyclopedia*, briefly stating the current law and then expanding and explaining, with footnotes to illustrative cases. The third set is a new publication, intended to be a layman's guide to American law. It combines short, definition-style entries with fewer but longer analytical articles. Access is through an index, with tables of cases, statutes,and popular names of acts. Cases mentioned are fully cited to allow further research.

Law Dictionaries

Black, *Law Dictionary.* Minneapolis: West Publishing Co., 1979. Cost: $18.95.

Good law dictionaries can be extremely valuable to discovering the legal meaning of words. They may also suggest synonyms for searching in indexes to other legal publications. This dictionary is only an example.

Legal Directories

Martindale-Hubbell Law Directory. Summit, NJ: Martindale-Hubbell, annual. Cost: $145.
Lawyers Register by Specialties and Fields of Law. Solon, Ohio: Jury Verdict Research, Inc., annual. Cost $49.50.

Martindale-Hubbell Law Directory is the most famous of the law directories. Its first volumes are a statebystate listing of attorneys. The final volume contains a brief digest for each state and a number of foreign countries, stating what the current law is in the

different areas. *Lawyers Register* is a good method of finding experts in particular fields of law. Also, Legal Directories Publishing Co., which produces the *Indiana Legal Directory*, publishes a directory for each state.

Federal Law

United States Code. Washington, DC: Government Printing Office, 1976-1982. Cost: $415, plus supplements.

United States Code Annotated. Minneapolis: West Publishing Co., 1927—present. Cost: $2406 (Purchase price includes service; normal annual cost for updates is $440).

United States Code Service, Lawyers Edition. Rochester, NY: Lawyers Co-operative Publishing Co., 1937—present Cost: $1890 (Purchase price includes three years free up-date service; normal annual cost for update service is $630).

These titles correspond to the Indiana codes, although, of course, they deal with federal law. The official code, from the Government Printing Office, has annual supplements, with a new edition coming out every six years. The annotated versions are supplemented annually with pocket parts to bring them up to date.

Federal Statutory and Regulatory Law

United States Statutes at Large. Washington, DC: Government Printing Office, annual. Cost: $34 (1981 session).

U.S. Code Congressional and Administrative News. Minneapolis: West Publishing Co., monthly. Cost: $140 (One year subscription free when *United States Code Annotated* is purchased).

Code of Federal Regulations. Washington, DC: Government Printing Office, annual. Cost: $615.

Federal Register. Washington, DC: Government Printing Office, Monday through Friday. Cost: $300.

These titles all have counterparts among the Indiana materials. They publish laws and regulations as they are printed and collect them at the end of the year. Librarians should again consider the expenses in money and space used and consider if these titles are worthwhile.

Hornbooks and Treatises

Generally speaking, these books are learned discussions of certain points of law, generally with many citations to cases. Because most cover all jurisdictions and not just Indiana, the place of hornbooks in Indiana public libraries is questionable. Since they are written for people with some knowledge of the law, their value for the lay public is also questionable. Some publishers, however, produce specially condensed versions, such as West's "Nutshell" series. These condensed versions are usually easier to read and are more suitable for the lay reader.

The Indiana Continuing Legal Education Forum (ICLEF) produces treatises and books which deal specifically with Indiana law. These works are produced specifically for the Indiana attorney and may not prove suitable for the lay public.[1]

Conclusion

Public librarians should be selective in their collection of legal reference material. Most legal reference materials must be continuously updated to be of value and the long-term commitment can be very costly. Most publishers will offer special introductory deals such as free supplements for a newly purchased set or discounts for multiple purchases. Librarians considering a purchase should talk carefully to the publisher's local representative.

Librarians interested in finding out more about legal reference sources are referred to two books: Morris T. Cohen, *How to Find the Law*, 7th ed. (West Publishing Co., 2976), and J. Myron Jacobstein and Roy M. Mersky, *Fundamentals of Legal Research* (Foundation Press, Inc., 1977). Both works cover the different legal sources and include information on such things as legal citations and abbreviations. Anyone who examines the Cohen or Jacobstein and Mersky books will realize the list of items covered in this article only scratches the surface of what is available. Many sources have been purposely omitted because of limited utility for a public library. Chief among these are published court cases reporters. The use of these volumes will probably never justify the expense in money and space which their collection will entail. Reporters will be used mostly by persons preparing their own court cases, a questionable practice which no librarian should encourage.

In contrast, the sources cited in this article are intended to educate patrons as to their legal rights and make them more aware of whom they can consult when they may have a legitimate grievance. The greater purpose of this article, however, is to outline sources which can educate the public in legal and law-related matters. My hope is that this will help public librarians in their duty to educate.

Note

[1] The following addresses are for major publishers of Indiana and national legal reference sources. Those based outside of Indiana have local representatives for different areas; they will gladly inform inquirers of their local representative and how they can get in touch with them.

Indiana Legislative Council
302 State House
Indianapolis, Indiana 46204
(317) 269-3712

Lawyers Co-operative Publishing Co.
Aqueduct Building
Rochester, New York 14694
(716) 546-5530

Michie Company/Bobbs-Merrill
P.O. Box 7587
Charlottesville, Virginia 22906
(804) 295-6171

West Publishing Company
P.O. Box 3526
St. Paul, Minnesota 55165
(612) 228-2637

Marketing Your Library

O. Gene Norman, Head
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If the material presented in the local media is any gauge, it would seem that every nonprofit organization today is concerned with marketing. Hospital ads on radio remind us that the hospital operates one of the largest restaurants and laundries in town; college personnel appear on television to discuss the advantages of their educational programs; and churches place ads in newspapers inviting readers to attend their services.

What is marketing? Why should libraries be concerned with it? A business definition can be found in Jerry M. Rosenberg's *Dictionary of Business and Management*. He defines the term as "activities that accelerate the movement of goods and services from the manufacturer to the consumer."[1] By comparison, Philip Kotler in his *Marketing for Nonprofit Organizations* defines marketing as ". . . the effective management by an organization of its exchange relations with its various markets and publics."[2] However, the definition that this author prefers for libraries is William M. Pride's description of the marketing concept. In his *Marketing: Concepts and Decisions*, Pride states that: "According to the marketing concept an organization should try to satisfy the needs of customers or clients through a coordinated set of activities that at the same time allows the organization to achieve its goals."[3] In other words, Pride and Kotler are saying that marketing involves more than selling and advertising. It is a way of planning and managing an organization.

When did the practice of marketing begin? Some aspects of marketing have been occurring since Biblical times. You will recall Moses' informal market survey of "the land of Canaan." He sent men to examine the land, observe the characteristics of the people, check for availability of wood, and gather a sample of the "fruit" produced.[4]

However, the idea of the marketing concept, of satisfying the needs of customers or clients, was not adopted by the business world until the 1950s. The marketing era followed the production era of the late nineteenth and early twentieth centuries and the sales era which occurred during the 1920s to the beginning of the 1950s. The production era emphasized efficiency in output and the sales era stressed the function of selling goods and services.

Libraries have had an interest in publicity, public relations, and other specific aspects of marketing for many years, but articles dealing with libraries and the marketing concept did not begin to appear until the early 1970s.[5] Significantly, this was soon after Philip Kotler and Sidney Levy's classic article on marketing techniques for nonprofit groups in the January 1969 issue of the *Journal of Marketing*.[6] Toward the latter half of the 1970s and early 1980s, a great deal has been written about marketing libraries which seems to be an indication of increased interest in the topic.[7]

Activities and Programs Involved in Marketing

Activities and programs involved in marketing a library include: (1) gathering and analyzing marketing information to determine the needs of the library; (2) designing a program around the marketing mix of product, price, place or distribution, and promotion; and (3) managing the marketing program. Marketing information can come from a number of sources. Library personnel can be stationed at the door to survey the needs of users, or librarians can observe users in a specific part of the library to see what materials they use and how they use them. (I understand that the need to remedy static cling in clothing was discovered by this observation method.) Internal and external statistical data also can be useful. For example, usage statistics gathered for a specific periodical can provide another input to help determine whether the title should be retained if a question arises about it in the future. Sometimes, a library has an opportunity to experiment with or test a publication or service by making it available on a trial basis. One product which recently has been made available to libraries in this form is the *Magazine Index*.

Designing a Marketing Program

When sufficient information has been gathered to determine the needs of library users, a program can be designed around the marketing mix of product, price, place or distribution, and promotion. The product is the materials and services offered by a library. In a survey conducted by this author during Spring 1981, sixteen Indiana and Illinois libraries identified 54 types of products which they offered to the public. The products ranged from books and periodicals to computer terminals and a television station. Products have life cycles during which they grow, mature, and eventually decline in utility. Consequently, an institution must consistently evaluate its products to determine if they need to be continued, modified, or withdrawn. A new product may need to be added occasionally to satisfy the users' needs. An example of a new service recently added to many

libraries is online database service which helps to cut down the user's search time.

The price aspect of the marketing mix includes monetary and non-monetary charges. The survey revealed that sixteen libraries charged collectively for a total of eighteen services or items. These services included photocopying; online database service; overdue, damaged, or lost books and materials; and some interlibrary loan materials. Of course, libraries provide many materials and services free, but non-monetary costs may be present such as psychological, time, or location barriers. If access to materials and services is inconvenient or if using them presents an emotional problem usage will be reduced considerably.

The place variable of the marketing mix concerns the location of a library, the storage of materials, and the distribution of materials and services. Librarians at all but one of the libraries surveyed believed that the location of their libraries was suitable for the needs of users, and the one library was in the process of getting a new centrally located facility. All libraries surveyed utilized interlibrary loan service as one means of distribution, but only twelve of the sixteen renewed books by telephone. Products need to be conveniently available and accessible to users whether they be in a main building, a branch, a mobile unit, or in the form of direct mail. Peter Drucker clearly stated the need of the place element in the January 1976 issue of *College & Research Libraries*: "A really functional library is one where people can better circulate, find what they want, and get people in, but to get them out again, satisfied."[8]

Major elements of the promotion component of the marketing mix include advertising, publicity, personal selling, packaging, and sales promotion. The means of promotion which the largest number of libraries surveyed found effective was personal selling, but publicity in newspapers was a close second choice. Personal selling can be utilized at the Reference Desk, through bibliographic instruction, or in a committee meeting. Recently, Indiana State University attempted to improve its packaging by replacing many of its signs with larger and more colorful ones. The letters for the sign with the message "REFERENCE ASK HERE" are approximately the size of the original sign. One librarian has protested that the sign is too big, but no one has complained that they cannot read it.

Few libraries pay for advertising in the news media, but occasionally, they will give away a coupon for a free computer search which falls under the category of sales promotion. For the past seven years, Indiana State University has conducted an annual direct mail campaign to faculty and administrators which this author calls "Bibliographies by Campus Mail."[9] A checklist of some 50 bibliographies available in the library is mailed to each faculty member

and administrator. They only need to note the number of specific bibliographies desired and return the checklist to the Reference Department. When the checklists are returned, copies of bibliographies are forwarded to them by campus mail. Since the response rate has ranged from 9 to 21 percent, it is a successful program, especially when compared with bulk mailers' average response of 2 percent.[10]

Managing the Marketing Program

To maintain an effective marketing program, a management system must be developed to facilitate and expedite exchanges effectively and efficiently. First, a plan should be set up to assess opportunities and to determine marketing objectives. This will help keep the library from drifting into an uncertain future. One objective might be to initiate a bibliographic instruction program for graduate English students during the next semester. Another objective could involve providing useful information during the next year to senior citizens in the community. Both of these objectives allow the librarian to target a specific group, or segment, of the library community as opposed to a shotgun approach which often does not satisfy the needs of the user. Objectives should be written so that they can be measured with some accuracy, and they should indicate when the objective should be accomplished.

Exchanges with the user cannot begin until the plan is implemented. Successful implementation of a marketing plan usually depends upon coordination of activities, motivation of personnel, and effective communication with the library. Coordination can be improved if each library employee is made aware of how one job relates to another and how each person's actions contribute to the success of the marketing plan. For example, the bibliographic instruction program for graduate English students may be successful only if a qualified librarian is free to teach it.

Most employees work to satisfy physical, psychological, and social needs, and library personnel probably are no exception. Motivation of individuals usually depends upon the satisfaction of such needs. It is especially important that the plan to motivate personnel be fair, that it provide incentives, and that it be understood by everyone. If the librarian who manages the marketing program does not communicate well, he or she will have difficulty in motivating personnel as well as coordinating the activities. To direct the marketing program successfully, the librarian must be able to communicate effectively with all levels of the library and the community.

To insure the achievement of the marketing objectives set, a system of control must be available to the librarian. The marketing control process involves establishing performance standards, evaluating the actual performance by comparing it with the standard, and attempting to bring the desired and the actual performance into agreement. For example, the bibiliographic instruction program for graduate English students may become a reality only if the librarian is able to convince the professor that it is needed for his class.

Conclusion

A significant number of writers seem to agree that marketing concepts and techniques can be a useful tool for academic and other libraries. However, each institution must design its own marketing scheme to fit its own needs. To be successful, marketing requires the participation of all library personnel. It especially is important that the program be led and supported by the library administration in analyzing needs, planning and developing programs, and evaluating the marketing system. If these activities are done carefully, one may eventually agree with Steuart Henderson Gritt who was quoted as saying: "Doing business without advertising is like winking at a girl in the dark. You know what you are doing, but nobody else does."[11]

Notes

[1] Jerry M. Rosenberg, *Dictionary of Business and Management* (New York: Wiley, 1978), 277.

[2] Philip Kotler, *Marketing for Nonprofit Organizations*, 2d ed. (Englewood Cliffs, NJ: Prentice-Hall, 1982), xiii.

[3] William M. Pride, *Marketing: Concepts and Decisions* (Boston: Houghton Mifflin, 1980), 13.

[4] Nu. 13: 1-33.

[5] O. Gene Norman, "Marketing Libraries and Information Services: An Annotated Guide to the Literature," *RSR: Reference Services Review* 10 (Spring 1982): 69-80.

[6] Philip Kotler and Sidney J. Levy, "Broadening the Concept of Marketing," *Journal of Marketing* 33 (January 1969): 10-15.

[7] Norman, "Marketing Libraries and Information Services, " 70.

[8] Peter F. Drucker, "Managing the Public Service Institution," *College & Research Libraries* 37 (January 1976): 7.

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