

What's in a Name? (with apologies to William Shakespeare): The Serials Section's Name Change and other ALCTS Trends and Initiatives

Good Afternoon, and thank you for the warm welcome. I am delighted to have an opportunity to talk with you today about one of my favorite topics, ALCTS.

First of all, a disclaimer: my remarks represent my thoughts, ideas and opinions about ALCTS and are not the official position of the division or of ALA. And, they should not be confused with the publication "What's in a Name? Presentation Guidelines for Serial Publications" which is published by ALCTS which is still available from the ALCTS website. (see: <http://ala.org/ala/alctscontent/pubsbucket/webpublications/alctsserials/whatsinaname>)

Juliet's famous soliloquy in the balcony scene in Romeo and Juliet, in which she professes her love for Romeo, seems like an apt way to begin this presentation. However, I decided to turn Shakespeare's meaning on its head and suggest that rather than considering a name as an "artificial and meaningless convention,"¹ as Juliet would like Romeo to believe, a name is very important.

It helps to establish an identity. It can be suggestive, descriptive, or evaluative. It can have a positive, or a negative connotation. A name makes it possible to distinguish one individual or entity from another. It conveys reputation or authority, or lack thereof. It can even be recognizable in its own right, and become accepted into the vocabulary, as in Kleenex, or Hoover, or Xerox! Or Bono, Madonna, or Elvis! Hearing a name is often synonymous with instant identification.

For the Association for Library Collections & Technical Services and its sections, names are critical. They provide context and meaning and characterize who we are and what we stand for, professionally. Our name is our brand, it furnishes oral and visual cues which result in immediate recognition. Changing a name can be tricky. It can be successful, or it can be a flop. Think of a few corporate name changes – ESSO to Exxon, Back Rub to Google! Datsun to Nissan, or recently within our industry, Thomson Gale to Cengage Learning, and even closer to home, the proposed name change of the Library Administration & Management Association (LAMA) to the Library Leadership & Management Association (LLAMA). In fact,

ALCTS itself is no stranger to name changes, having sponsored The Worst Title Change of the Year Award, one of the profession's most beloved awards, for many years. So, we know the pitfalls and the pleasures of changing names!

In thinking about how to approach today's topic, I decided that it might be useful to break it down into two discrete segments. First a bit of background information about ALCTS to set the stage for the developments that culminated in the change of name of the Serials Section. And then an overview of initiatives ALCTS is launching to stay abreast of trends in the profession with a small detour to examine association management as it relates to ALCTS.

The Association for Library Collections & Technical Services (ALCTS) – it rhymes with selects, collects, protects, etc., although some people like to spell it out (A.L.C.T.S.), is a division of the American Library Association.

In a nutshell, ALCTS, or as it was then known, the Resources and Technical Services Division (RTSD) was established in 1957 when four ALA units, the Board on the Acquisition of Library Materials, Cataloging and Classification, Copying Methods, and the Serials Round Table, which dates back to 1929, merged. Over the years, the organizational structure of the division underwent a number of modifications as units were created around specific interests: a Resources Section in 1973, a Preservation Section in 1979, and in 1991 sections for Acquisitions and Collection Management. In 1994 the Reproduction of Library Materials Section (RLMS) and the Preservation of Library Materials Section (known as PLMS) merged to form PARS, Preservation and Reformatting Section, thereby more accurately reflecting the changes taking place in the area of archival preservation.

In 1989, the membership voted to change the association's name. The impetus behind the change was to remove the "division" in the association's name and do what other ALA units were doing, call themselves an association. Sheila Intner, in a personal reminiscence, remarked that among the names suggested was Resources and Technical Services (RATS), which was rejected for obvious reasons.² In the end, the decision was made in favor of Association "for" Library Collections & Technical Services. The use of the word "for" was deliberate, to give ALCTS an alphabetical "edge" over groups whose name was association "of" – a clear indication of the importance of a name!

ALCTS has approximately 4600 members and organizationally is comprised of five sections corresponding roughly to the traditional areas of interest within technical services: acquisitions, cataloging, collection development, serials, and preservation, and a group I consider a quasi-section, the Council of Regional Groups (CRG), which supports and promotes the specific interests of the state organizations affiliated with ALCTS. The association is governed by a Board of Directors consisting of the President, Past President, President Elect, the chairs of the sections and CRG, as well as three Directors at Large and the chairs of the Planning, Budget & Finance, and Organization and Bylaws Committees. The ALCTS Councilor also serves on the Board of Directors. The Executive Director (who serves on the Board in an ex officio capacity) and two full time staff members support the association's activities.

In the early years, the association's primary focus was on cataloging and classification and code revision. Remember, these were the days of AACR, AACR2 and MARC. Topics that interested the membership centered on the retrospective conversion of bibliographic records to machine readable form and on the implementation of the first generation of integrated library systems. In recent years, the focus has slowly moved away from a cataloging-centric emphasis to consider an array of topics including collection management, budgeting (the serials crisis), automation, standards, activities related to preservation and reformatting of library materials, the burgeoning expansion of electronic resources and even extending to concerns about access and outreach.

When the Chair of the Serials Section announced last summer that the section's executive committee voted to approve a proposal to change the section's name to Continuing Resources Section – CRS for short (and not to be confused with other organizations with the initials CRS, such as the Congressional Research Service or Catholic Relief Services, for example), it wasn't all that surprising. The decision to adopt the new name had been the subject of discussion for quite some time and was based, at least in part, on a sense that the section needed to revise its mission statement to bring it into alignment with the association's emphasis on rapid response to changing circumstances.

Now, a little bit of history to help put the name change into perspective. With the publication of AACR in 1967, serials began to be cataloged

according to successive entry instead of latest entry. Oh, I remember the controversy over that change and the hue and cry and the dire predictions that successive entry would create a huge burden for catalogers and users would not only not be able to understand the bibliographic record but would not be able to find what they were looking for!

Of course, with the clarity of hindsight, we now can appreciate that the adoption of AACR was only the beginning of a series of changes that would affect serials most acutely. Let me just engage here in a bit of shameless advertising! Last year, in conjunction with the ALCTS anniversary celebration, I edited a publication called “Commemorating the Past, Celebrating the Present, Creating the Future” which chronicles the major events in library technical services over the past fifty years.

One of the chapters in that book was written by Regina Reynolds, in which she offers a meticulous study of the serials landscape over the last five decades. If you are interested in the history, not only of serials, but of the many facets of ALCTS and technical services in general, I highly recommend this book to you. In her chapter, Regina wrote that:

“cataloging wars about the rules and practices used in serials cataloging have caused considerable snarls and growls over the years. The chief battles have been about main entry for serials (largely corporate vs. title main entry); harmonization with international rules – including ISSN rules, simplification of rules and practices, and the perennial ... topic, latest vs. successive entry”³

The latest entry vs. successive entry debate was not the only issue confronting serials catalogers. For years, the bibliographic world was divided into monographs and serials, an arrangement that, for the most part, proved quite satisfactory. I say for the most part, because there have always been materials that didn't fit comfortably into either the monographic or the serials mold. In the print environment, the prime example – the looseleaf publication – comes instantly to mind. The rules specified that publications of this nature were to be cataloged as monographs, yet with respect to other characteristics – their frequency and regularity, for example, they behaved like serials. (And also for the way payments were handled, although that is not a cataloging issue). The late Crystal Graham very cleverly described publications of this type as “bibliographic hermaphrodites.”

In the print world, these bibliographic anomalies were accepted, although periodically attempts were made to change the rules. The most well known of these was Adele Hallam's *Cataloging Rules for the Description of Looseleaf Publications* in which she wrote "one of the first specific questions that arises with looseleaf publications is whether they should be cataloged as monographs or as serials. After carefully considering whether the bibliographic description for looseleaf publications should follow that of monographs or serials, the Library of Congress concluded that by the strict definitions of a monograph and a serial, looseleaf publications constitute neither; instead their unique characteristics need to be considered outside established cataloging formulae."⁴ Some libraries simply decided to do their own thing, an approach that was certainly easier to take at a time when cataloging was 'local.' However, as cooperative cataloging brought opportunities to share cataloging records and as libraries began to automate their catalogs, adhering to the rules became essential.

Then along came the Internet and with it an entirely new set of bibliographic concerns which exacerbated or magnified the difficulties these atypical publications raised. The explosive growth of electronic serials, electronic databases and websites that proliferated as an outgrowth of the Internet-boom convinced a group of far-sighted individuals that it was time to re-shape the bibliographic world to handle these new materials.

Their work culminated in 1997 with the presentation (and later publication) of what is now recognized as a seminal paper "Issues Related to Seriality"⁵ by Jean Hiron and Crystal Graham, in which several new concepts were introduced and the bibliographic map as it had been known was redrawn. Although they coined the phrase "continuing resource" to describe serials of the 'traditional' sort as well as a new format known as an 'integrating resource' the concept of a continuing resource may first have been mentioned in 1987 in a paper by Karen Horney, in which she speculated on developments for the twenty-first century and with amazing prescience wrote: "There may be no such thing as a true or fixed edition, since the content of time-sensitive texts can be updated continuously. What will this do to our efforts to provide bibliographic control? How will it affect the validity of scholars' citations, as well as copyright and plagiarism verification?"⁶ I still remember vividly an ALCTS program in the summer of 1997 entitled "At Issue: Dimensions of Seriality in an Electronic World" where Crystal illustrated how the formerly orderly, straightforward bibliographic universe of monographs and serials was transformed in such a

way that almost the entire world was comprised of serials. As she revealed each new model, the serials universe got larger and larger and kept encroaching more and more on monographic ‘territory.’ There was a lot of hilarity at the thought that serials, by whatever name, were “taking over the world!”⁷

Upon reflection, I would suggest that the name change of the ALCTS’ Serials Section to Continuing Resources Section is, at long last, an acknowledgment of the permanence of the term ‘continuing resource.’ But why now, when the concept of a “continuing resource” has been in the lexicon for at least a decade? What happened at this particular point in time to instigate this change?

A number of factors contributed to the decision:

- the increasing emphasis on the acquisition of electronic resources, not only electronic serials but websites, databases, and aggregations, has changed the marketplace;
 - the realization that the patterns of use for those resources and the skills needed to manage those resources have changed;
- and last but not least, the catalyst that brought these factors together,
- the adoption of a new ALCTS strategic plan⁸ which focused attention on those external events and obliged the Serials Section to respond convincingly to the changing conditions within the industry and the profession.

The executive committee of the Serials Section realized that if the section was to aspire to a leadership position in the serials world, major changes would be needed. During the Midwinter 2007 meeting, the section’s Policy and Planning Committee recommended the name change “based on trends in the profession, the types of materials that libraries are purchasing, and the responsibilities that serialists have absorbed.”⁹ The decision was well-considered and reasoned, and only made after a great deal of consultation and discussion.

There might be skeptics who would argue that changing the section’s name is purely symbolic. But I would suggest that it is much more than that. It is the outward manifestation of other, less visible, but equally significant changes that are taking place. It is a recognition that the nature of our collections is changing, that the training needed to evaluate, process, access and manage those collections must change as well, and that the Continuing

Resources Section is positioning itself to provide the support needed to prepare us to manage those changes within our organizations.

To support the name change, a new mission statement was drafted reflecting the broad spectrum of interests the section represents and acknowledging the permanent shift in the bibliographic universe. The leadership of the section is committed to making good on the promises that the new name embodies, initially by focusing on efforts to enhance continuing education. A preconference in June at ALA Annual in Anaheim called “Electronic Serials 101 – What I Wished I’d Known Before I Got In Over My Head” is designed for librarians who suddenly find themselves confronted with managing electronic resources. The faculty for this session includes outstanding representatives from libraries, publishers and vendors, and will offer a balanced, practical perspective on dealing with this capricious format.¹⁰

A program called “Removing the Fence: Merging Print and Electronic Serials Workflows” will consider whether procedures already in place for print material might actually be suitable for supporting the acquisition of electronic data.¹¹

Also at Annual, the Continuing Resources Section is collaborating with ACRL and SPARC to co-sponsor a forum on the controversial topic of Open Access. This partnership represents an important step in the revitalization of the Continuing Resources Section and lays the groundwork for additional programs and events on this and related topics in the future.

The name change is, in microcosm, representative of changes ALCTS itself is beginning to consider. While not changing its name, at least not yet, ALCTS has begun to make changes in other, fundamental ways. As an association, ALCTS is at a critical juncture in its development. It is an established body with a long and distinguished history. It is blessed with a loyal and active group of members and a small, highly motivated, dedicated professional staff. In 2007, on the occasion of our 50th anniversary we celebrated our many accomplishments, publicly acknowledged our successes, recognized our strengths, and appreciated our colleagues. For a short time we have been resting on our laurels. Now it is time to take stock and, using the framework of the newly written strategic plan, to create the products and services that address the changing needs of the profession.

Before I share some of my hopes and expectations for ALCTS, I'd like to make a slight detour to talk about associations in general. Although I have experience in library management and have been active in ALCTS for many years and had, I believed, a reasonably good grasp of the association's internal operations, I was chastened to learn that being good at my job as a librarian (whatever that means) did not necessarily prepare me to deal with the complexities of association management.

One of the most interesting and valuable experiences I have had as president of ALCTS has been my exposure to the basic principles of association management. Last year I was fortunate to be invited to attend a seminar designed specifically for chief executive officers and chief elected officers sponsored by the American Society of Association Executives (ASAE) and the Center for Association Leadership (<http://asaecenter.org>). At the seminar, there were representatives from dozens of associations, including for example, the National Hardwood Lumber Association, the Association of Air Medical Services, and the Romance Writers of America.

An association is defined as "a group of people who voluntarily come together to solve common problems, meet common needs and accomplish common goals."¹² The ASAE's mission is to help association professionals "connect great ideas and great people to inspire leadership and achievement within the association's community."¹³

You might wonder what we could possibly have in common with such a diverse group and you might be surprised to learn that we have a great deal in common:

- first and foremost, we are dependent on volunteers to carry out our work
- we are trying to figure out how to retain our members and meet their needs and desires at a time of increasing competition
- we are re-writing our mission and goals and objectives to reflect our core values
- we are doing more with less and streamlining our operations
- we are learning to respond rapidly to shifting trends and industry conditions
- we are mentoring new members and nurturing a new generation of leaders

Volunteer associations differ from other organizations in one fundamental way: their constituents are, simultaneously the owners, the customers and

the workforce!¹⁴ As owners, we share a responsibility for the management of the association; as customers, we consume the products and services the association offers; and as the workforce, we create the products and services offered to the members. Each of us, during the lifecycle of our membership in an association, will belong to at least one of these populations and many of us will participate in all three at one time or another.

I know attending one seminar hasn't made me an expert on association management, but it did give me an insight into its complexities and helped me identify strategies we might use in tackling the critical issues we will face in the next few years.

In every organization, there is a tension between the factors that propel an organization toward change versus the factors that hinder or hold it back it from achieving change. For ALCTS the driving factors and the restraining factors are very similar - like the opposite sides of a coin - and highlight the dichotomy we face when seeking to balance the tension between these two opposing forces.

For example, the implementation of the new ALCTS strategic plan is accompanied by enormous enthusiasm and at the same time by some doubt: enthusiasm for the vision it offers of an association that aspires to become the "recognized dynamic leader and authority" and doubt whether that vision is attainable. The knowledge that we need to do more to satisfy the members' desire for continuing education, programming, and publications seems to be offset by frustrations in making that goal a reality. On the one hand, there is a clear understanding that the work of the association demands constant attention and involvement, while on the other hand, an old mind-set still persists that the work can be accomplished during semi-annual face-to-face meetings.

In the business world, competition is a driving factor. In a competitive environment organizations become stronger and more responsive to market forces. I'm reminded of the Lending Tree slogan "When Banks Compete, You Win." ALCTS faces increased competition from other associations and organizations that provide similar products and services. Rather than avoiding the competition, we need to embrace competition and use it to our advantage. Competing with other associations will make us winners!

ALCTS also faces the added challenge of working within the framework of the American Library Association. We benefit from that affiliation by being part of a larger organization which provides the infrastructure and offers opportunities for raising the association's profile within the profession. At the same time (there is that dichotomy again) that very relationship produces obstacles that tend to hamper our ability to act independently. For example, ALCTS cannot have its own Internet domain – alcts.org.

ALCTS has been operating in an analog world which is comfortable and familiar. However, that world no longer exists, having been superseded – to use a term with which we are quite familiar - by a digital world. The products and services we offer must be relevant in that new world. In order to accomplish that, it is essential that the pace of change in ALCTS corresponds to the pace of change in the industry.

Meaningful change does not happen overnight. It requires vision, a concerted, systematic effort, and the commitment from a large number of people over an extended period of time. Change can be difficult, uncomfortable, and controversial, no matter how necessary it is, how well orchestrated it is, or how much agreement there is from stakeholders. As I was working on this presentation, an issue of *Technicalities* arrived at my desk. I am a great admirer of Peggy Johnson, the editor of *Technicalities* (and also of *LRTS*) and one of the first things I always do is read her editorial. In this issue, although her comments are about changes in technical services at her institution, they are so pertinent for ALCTS I can't resist quoting a brief paragraph:

We make changes to advance our core mission. For Technical Services ... this [means] acquiring and making accessible resources for library patrons. ... As the technologies we use and could use improve, we need to change to take advantage of them. ... We are aiming to measure outputs and through-puts, to deconstruct our processes, and to change our operations in order to improve our performance in providing access to the resources we are acquiring. While often complex and sometimes painful, these initiatives and the changes they bring are never pointless.”¹⁵

I know my assessment of ALCTS may sound harsh, but I believe it is realistic. I also believe that fundamentally, ALCTS is sound. At the same

time, I feel that in order to achieve the vision to which we aspire, the culture of the organization must change. What does this fuzzy sounding phrase “culture of the organization” mean? Let me give you an example that might serve as an explanation. About ten years ago, the leaders of the Serials Section realized that to continue to manage the section’s business successfully it would necessary to schedule an “all section committee” meeting on Friday evening from 8 until 10 at both Midwinter and Annual conferences! I remember this vividly, because the immediate reaction was that one would have to be slightly crazy to give up a Friday evening for a meeting. Then, when it appeared that yes, indeed, that was a viable solution, the skeptics opined that we would never manage to get all the meetings in the same location. Conducting business on Saturday, Sunday or Monday was so entrenched it took courage to go against the establishment and try something that was contrary to the traditional way of doing things. Needless to say, once members adapted to the new schedule, the Friday evening meeting became institutionalized and the decision was deemed perfectly reasonable!

By suggesting that the culture of ALCTS needs to change, I do not mean to imply that the association is dysfunctional. On the contrary, we are perceptive enough to recognize that from time to time, even the healthiest organization needs to take stock and let go of procedures and policies that served it well in the past but may have become detrimental to the organization’s future well-being. I believe, for ALCTS, that time is now.

As with the name change of the Serials Section, a number of events converged to create the conditions that are conducive to change. Last year ALCTS devoted a substantial amount of time and effort to providing testimony and crafting comments for the LC Working Group on the Future of Bibliographic Control. The association’s role in that process was absolutely essential, even though it often seemed to be all-consuming. At the same time, an exceptional amount of effort went into planning the 50th anniversary celebration. Both of these were worthy of the attention they required, the former because the future of bibliographic control is fundamental to our profession and we must have a role in that future; the latter simply because after 50 years, a celebration was very much in order. Time and energy was also spent finalizing the new strategic plan and subsequently developing a suitable mechanism to track the action items that breathe life into the plan. Although these issues had major external

implications, to a large extent this was a period of introspection. Now, it is time for ALCTS to become an extravert!

The first step in re-shaping the culture of the association occurred last summer when the ALCTS Board reiterated a policy that vests committees with the authority and responsibility to carry out the work of the association. Rather than micromanaging their activities, the Board provides oversight and support while empowering the committees to work independently. Each Board member serves as a liaison to a committee, thus facilitating communication and establishing a formal, two-way conduit for maintaining contact with the Board. By reaffirming this policy, the Board sent a strong signal to the committees that it not only has high expectations for them but also confidence that they will meet or exceed those expectations.

This may seem like a subtle change, but in fact, it is very significant in it's subtly because it immediately established a tone that implies accountability and teamwork. Making the committees answerable for their actions is also indicative of another major shift – that the members are responsible for the association. While the staff provides administrative support and long-term continuity, the members must accept responsibility for establishing the direction the association will take in the future and for serving as able stewards of the association's resources. In marked contrast to the past, when business was conducted primarily during semi-annual, face to face meetings, in today's competitive environment, the association's work can only be accomplished if members are willing to dedicate themselves year-round to the effort. This in itself is a cultural adjustment, for in some instances this amounts to the equivalent of a full-time job.

In the Internet age, and at a time of increasing economic uncertainty, when travel funds are shrinking, opportunities for meaningful participation in association activities must be found that do not require regular attendance at Midwinter and Annual conferences. Last year ALA established the "Task Force on Electronic Member Participation" to investigate alternative forms of participation and this group will present its final report to ALA Council at Midwinter 2009. Within ALCTS, appointing officers have made a conscious effort for the last several years to appoint virtual members to committees whenever appropriate and at the spring Executive Committee meeting last week, support for that practice was strongly reaffirmed.

One of ALCTS' special characteristics is the diversity of its members. They are affiliated with libraries of all types and sizes and include library staff at all ranks. Our challenge is to create programs and services to satisfy the wide range of interests and skill levels of this diverse population. To do so we will capitalize on our reputation for developing innovative programs on cutting edge topics by designing a robust continuing education program using a variety of Web 2.0 technologies that will allow us to deliver content on demand. Our first foray into e-learning will be a collaboration with NISO to produce a webinar on standards. This will, I hope, lead to additional joint ventures to develop timely continuing education on topics of mutual interest. The NISO partnership, and others we hope to establish, is an example of a continuing education strategy, to design a suite of courses, ranging from introductory to advanced, that will enhance or supplement traditional classroom instruction and on-the-job training.

One of the hallmarks of the new ALCTS strategic plan is the emphasis on organizational flexibility. A ballot proposal to convert all discussion groups to interest groups will, if approved this spring, give members additional mechanisms to deal with emerging issues spontaneously. ALCTS has assumed a leading role in evaluating the recommendations contained in the report of the LC Working Group on the Future of Bibliographic Control and recently received a task group report analyzing the recommendations and specifying which ones the association is best suited to address. The task group is presently prioritizing these suggestions and I expect that by the end of this month, their report and their suggestions will be available on the ALCTS website. The Board also appointed a steering committee to oversee the implementation of the recommendations contained in the Report on Non-English Access. This is another area of considerable interest that affects multiple constituencies. The steering committee sponsors a listserv where interested parties are actively delving into the intricacies of providing access to non-English materials. A program sponsored by the Cataloging and Classification Section, called "Serving the Whole Community: Multilingual Access in Public Libraries" was developed with the Steering Committee's assistance.¹⁶ Plans for another program for Chicago in 2009 are already in development and will continue to give this topic high visibility.

More than other areas of library work, technical services relies heavily on paraprofessionals and other non-MLS degreed staff to perform a range of increasingly complex tasks. To acknowledge that constituency, so vital to efficient library operations, ALCTS established the Sage Support Staff

Award. Generously underwritten since its inception in 2005 by Sage Publications, the award recognizes the contributions of that cohort and provides eligible support staff with the opportunity to experience an ALA annual conference and become familiar with ALCTS activities.

Mentoring members and offering them the support, encouragement, and opportunities they need to excel professionally and cultivating the next generation of leaders both for the association and for the profession are also high priorities for ALCTS. This means reaching out to various member constituencies in order to better understand their professional requirements and create customized products and services that address those needs. The results of a recent survey of ALCTS members working in public libraries revealed specific concerns common to the public library environment which will be very useful for program planning in the future. (Approximately 13% of ALCTS members also belong to PLA!)

For a second year, ALCTS has participated in the ALA Emerging Leaders Program and in June, the Leadership Development Committee will present strategies for developing the next generation of library leaders at a program entitled “Succession Planning: the Future of Your Library Depends on It.”¹⁷

Last summer, the Board received a report, referred to internally as the “Next Steps” document, that outlined areas on which ALCTS should focus in order to strengthen its leadership position in the industry. The following statement sums up the current situation:

The changing role of the Library of Congress in the bibliographic control community is merely the tip of the iceberg in terms of profound changes and new and unexpected ventures and technologies affecting libraries. ... The role of libraries is certainly in a state of transformation. Also having a profound effect ... is the change in library user expectations.”¹⁸

In order to position the association to deal with these “profound changes” the ALCTS Board, in late 2007, distributed a survey based on the book ‘The 7 Measures of Success: What Remarkable Associations Do That Other Don’t’¹⁹ to a sample of ALCTS members. The impetus for the survey came following a meeting of the ALA division executive committees in October 2007, where the results of an assessment of ALA using the 7 measures were

discussed. As a measurement tool, the 7 measures offers the potential to evaluate the association on a variety of levels. After modifying the survey slightly to focus on ALCTS, rather than ALA, respondents were asked to rank the degree to which ALCTS is remarkable in seven areas:

- does the association exist for the member? Does it build its structures, processes and interactions around fulfilling member needs?
- are our products and services aligned with our mission? Does every product, service and venture serve member interests and move the association closer to achieving its vision?
- do we use data to drive strategies? Do we go through a continuous, disciplined process of collecting research and incorporating findings into strategic and operational planning?
- are we characterized by a close-knit, consistent culture? Whether they lead or work behind the scenes, does everyone shares equally in the responsibility to contribute to the value the association provides?
- is the CEO (in our case, the Executive Director) encouraged to act as the broker of ideas, to gather consensus around member-generated ideas and facilitate group process?
- do we remain steadfast in our commitment to the members, while willingly changing the way we do business? Do we have the operational structure to respond and to implement change quickly?
- do we maintain alliances with other organizations and seek partnerships that will further our mission?²⁰

We received an amazing response to the survey (and we are, so far, the only ALA division to use the 7 measures as a survey instrument). Time doesn't permit me to go into detail here, but I can tell you that initially we received responses from nearly 50% of those queried and were delighted that an analysis of the data revealed that ALCTS is regarded as a remarkably successful organization. Yet, the survey also exposed several areas where improvements are highly desirable, specifically with respect to enhancing communication, making better use of data, and improving organizational adaptability. Follow-up studies in these three areas identified positive developments that have taken place, outlined areas of concern, and suggested possible next steps for improving those areas considered to be problematic. The reports from the small groups that examined these three topics will be posted on the ALCTS website shortly.

Permeating the comments is the sense that communication is the key to creating and maintaining a remarkable association and the delays associated with bringing up the new ALCTS website have served to magnify the problem. Now even more keenly aware than before of the intensity of the negative sentiment surrounding communication, the ALCTS Board will act quickly to address that over-arching concern. One possibility that is being actively explored is whether and how we might facilitate short, intense, online discussions on topics of immediate interest.

As an outcome-oriented person, I confess that I am sometimes impatient and anxious to achieve results. At the same time, I know that the process of change is an iterative one and that it must be done democratically. By taking a measured, deliberate approach we are laying a firm foundation for concrete results in the future. They say patience is a virtue, so I'm trying hard to be virtuous.

It is obvious that the Internet and the World Wide Web have influenced the profession in ways we could not have imagined even five years ago. And I believe that in the next five years, there will be changes that we can hardly conceive today. When I compare today's technical services with those for which I was trained, the changes are staggering. Not so much for the tasks we continue to perform - cataloging, binding, ordering, claiming - but for the tasks we have embraced (or in some cases which have been thrust upon us) - managing e-resources, reviewing license agreements, dealing with matters of intellectual property, providing copyright clearance, digitizing collections, implementing institutional repositories, and processing interlibrary loan requests, to name only a few.

Many years ago I wrote that "traditional library services are being reshaped and restructured to accommodate ...vast changes ... [and] technical services and public services are being melded together."²¹ We just need to look around and see the artificial division between technical and public services being dismantled. There is no such thing now as conventional technical services. ALCTS too is shrugging off the old conventions.

The silos which, for many years characterized the association's inflexible, stratified structure are being de-constructed and replaced with a flexible, organizational arrangement that highlights accessibility and openness. To become a remarkable association we must firmly grasp the unique

opportunities that the new barrier-free environment offers. And we must do so without delay. Our good name depends on it.

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- ¹ Endnotes.com. <http://www.enotes.com/shakespeare-quotes/what-s-name-that-which-we-call-rose>
- ² Bluh, Pamela, ed., *Commemorating the Past, Celebrating the Present, Creating the Future: Papers in Observance of the 50th Anniversary of the Association for Library Collections & Technical Services*. Chicago, American Library Association, 2007, p. 31.
- ³ Reynolds, Regina Romano. "Taming the Serials Beast: A Look Back and a Peek Forward," in *Commemorating the Past, Celebrating the Present, Creating the Future: Papers in Observance of the 50th Anniversary of the Association for Library Collections & Technical Services*. Chicago, American Library Association, 2007. p.107.
- ⁴ Hallam, Adele. *Cataloging Rules for the Description of Looseleaf Publications, with special emphasis on legal materials*. 2nd ed., Washington, DC, Office for Descriptive Cataloging, Library of Congress, 1989. p. 2.
- ⁵ Hirons, Jean and Crystal Graham. "Issues Related to Seriality," in *The Principles and Future of AACR: Proceedings of the International Conference on the Principles and Future Development of AACR, Toronto, Ontario, Canada, October 23-25, 1997*. Jean Weihs, ed. Chicago, American Library Association, 1998, p. 180-212.
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- ⁸ ALCTS Strategic Plan: <http://www.ala.org/ala/alcts/planning/06plan.cfm>
- ⁹ *ALCTS Newsletter Online*, August 2007.
- ¹⁰ ALCTS Preconference: <http://www.ala.org/ala/alcts/education/alctsccevents/alctspreconf/serials.cfm>
- ¹¹ ALCTS Program: <http://www.ala.org/ala/alcts/education/alctsccevents/alctsannual/08removefence.cfm>
- ¹² Tecker Consultants, LLC. *2007 Symposium for Chief Elected and Chief Staff Officers*. ASAE & The Center for Association Leadership, p. 38.
- ¹³ ASAE & The Center. <http://www.asaecenter.org/aboutus/ASAETheCenter.cfm?navItemNumber=14571>
- ¹⁴ Tecker. p. 39.
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- ¹⁶ ALCTS Program: <http://www.ala.org/ala/alcts/education/alctsccevents/alctsannual/08servecommunity.cfm>
- ¹⁷ ALCTS Program: <http://www.ala.org/ala/alcts/education/alctsccevents/alctsannual/08successionplan.cfm>
- ¹⁸ *Overview of the Next Steps Documents Developed by the Association for Library Collections and Technical Services (ALCTS) Sections (Acquisitions, Cataloging and*

Classification, Collection Management and Development, Preservation and Reformatting, and Serials) and the ALCTS Council of Regional Groups:

<http://www.ala.org/ala/alctscontent/pubsbucket/bibcontrol/nextsteps2007.pdf>

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²⁰ Collins.

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