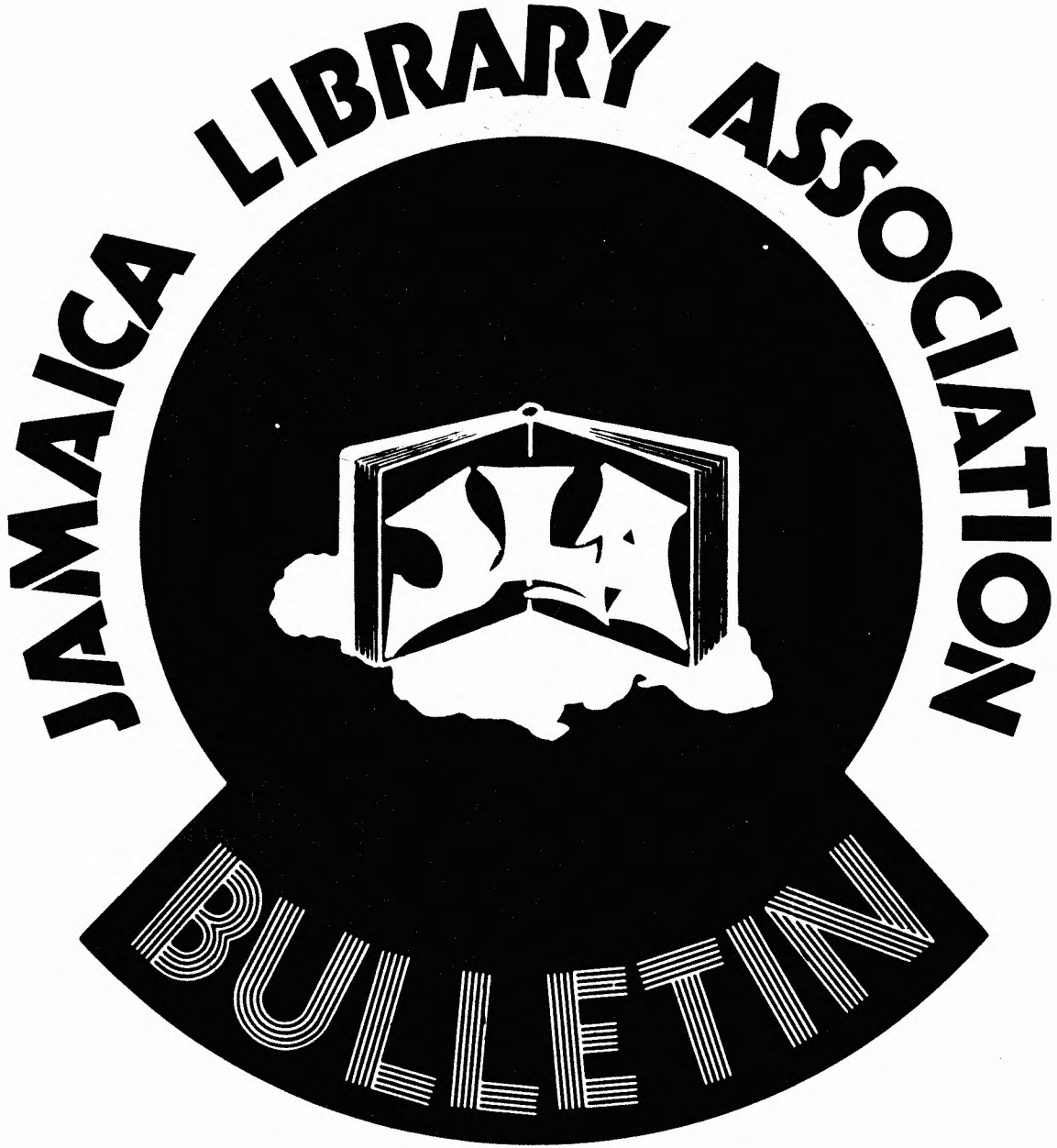


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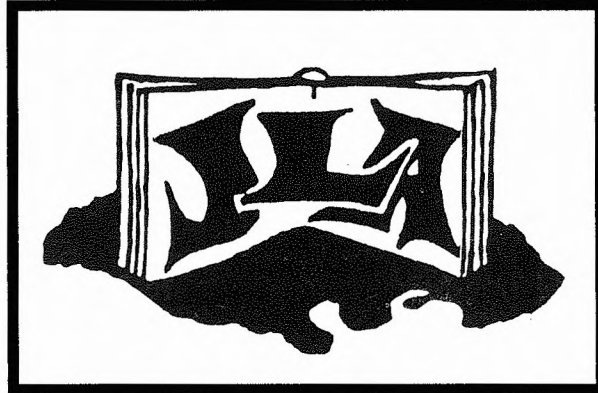
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**JAMAICA LIBRARY ASSOCIATION BULLETIN
1993-1995**

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Jamaica Library Association



MISSION STATEMENT

The Jamaica Library Association was established to:

- Unite all persons engaged in or interested in library work in Jamaica and provide opportunities for their meeting together to discuss matters relating to libraries.
- Encourage co-operation between libraries and promote the active development and maintenance of libraries throughout Jamaica.
- Promote a high standard of education and training of library staff and work towards improving the status of librarians.
- Promote a wider knowledge of library work and form an educated public opinion on libraries.

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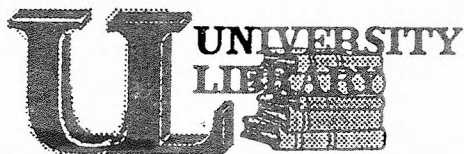
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*“Education is not preparation for life;
education is life itself.”*

John Dewey



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Presidential Address 1995

by Paulette Kerr

Delivered at the 45th ANNUAL GENERAL MEETING of the Association

Madam Past President, honorary members, colleagues, friends, ladies and gentlemen: Last year was an eventful and outstanding one in the life of the Jamaica Library Association. The achievements have already been discussed in the annual report. However, I will highlight a few.

Nineteen ninety-four was the year of the very successful Second International Conference. We also explored the role of libraries in distance education at the Commonwealth Library Association's Workshop. A bustling Library Week culminated in the launch of the festschrift in honour of the Hon. Dr. Joyce Robinson, a publication of which we should be very proud. The dream of having a formal mentorship programme with students of the Department of Library Studies was realised.

The accomplishments of last year reflect the hard work of many members over some time. Among those involved, from the conception and nurturing of ideas, to planning and execution of these plans were: Ms. Stephney Ferguson, who conceived the idea of a festschrift in honour of Dr. Robinson, and who ran with the idea to completion; Mrs. Amy Robertson, whose Futures Committee recommended an international conference; Ms. Leila Thomas, who spearheaded the planning of the conference; Mrs. Norma Amenu-Kpodo who, during her Presidency, advocated the revival of Library Week; and Ms. Gloria Clarke, who, with her quiet strength, held the year's activities together. The list is not exhaustive.

As I reflected on last year and some of the individuals who contributed, I considered the direction we should take in 1995. I was inspired by a verse from the Book of Hebrews. The writer, having taken an entire chapter to highlight some faithful predecessors and their outstanding achievements, culminates with the exhortation:

Therefore, seeing that we are encompassed with so great a cloud of witnesses, let us lay

aside every weight that so easily besets us, and let us run the race that is set before us.

We are indeed encompassed by a 'great cloud of witnesses' - the stalwarts of this profession who have inspired us, who have run their leg of the race and are ready to hand over the baton. Besides those mentioned earlier, are: The Hon. Dr. Joyce Robinson, a founding member, who has guided the direction of the Association; Professor Daphne Douglas, who has shaped library education throughout the Caribbean area; Dr. Hazel Bennett; Mrs. Sheila Lampart; Mr. Kenneth Ingram; Ms. Stephney Ferguson (who might feel she is too young to be in this group); Mrs. Albertina Jefferson; Mrs. Sybil Iton; Mrs. Beatrice Anderson. Their contribution has helped to give the Jamaica Library Association its enviable record of achievement and has made it a pacesetter among associations in the region.

This 'great cloud of witnesses' includes those mentors who have nurtured many of us, and who have high expectations of those they have nurtured: mentors like Ms. June Vernon, Mrs. Audrey Chambers, Mrs. Hyacinth Brown, Mrs. Barbara Chevannes, Mrs. Claire Riden, Mrs. Blossom Mullings, and Mrs. Elsie Aarons.

The older members of the Association have shown us that it is possible to be energetic and committed, and to achieve; that the library profession can be exciting and fulfilling, and can make an impact on society. Therefore, before all these witnesses, we are called to be the new runners in the race which is set before us.

A prerequisite for running is to put aside every weight which besets us, individually and as an Association: weights of lack of self-confidence, lack of resources, lack of public or organizational support, our own busy schedules, hanging on to the old ways of doing things and our passive approach to information delivery. We must get rid of whatever gets in the way of our giving quality

service, whatever keeps us from supporting the Association. For instance, some of us need to be better managers of our time. This year, plan to give 2 hours out of a possible 672 per month to the Association. This might mean 1 hour at a meeting, five 5-minute calls to other librarians to plan some task or simply to offer advice.

Some of us need to be more innovative with the resources in hand. Why say there are no computers in the school library, and that we cannot offer new programmes, when there might be a computer in the administrative office? Make a proposal for its use for 3 hours per week. Many of us need to loosen the shackles of tradition in order to embrace changes essential to keeping abreast.

There are times when we need the backing of the collective group to give support to new ideas, to be our voice, or to build confidence. Let us meet in smaller groups and share ideas. Special librarians need to revive their Section and keep it strong. We will need to network more. There are many librarians who have the support, some who have the space in their library, others who have just the information a client needs, and will share if they are called on. We should seek out those individuals in our organisation who will offer support to the library, and strengthen those relationships for future use. This year, also, we need to harness all the prospective members of the Association to give us new runners to continue the race into the 21st century.

There is no doubt that a race is on: the race of information transfer and provision. Whether we are in schools or institutions for tertiary education, special or public libraries, we are in the race. For too long many of us have been satisfied merely with providing information. That has been good. Now we will need to be managers as well.

In the race of information provision there are now many more participants who all want to win. Formerly, librarians were thought of as the official providers of information, now others are moving ahead of us. Just recently a company with no library affiliation - (and I doubt whether it had any consultation with the Library Association) - has begun marketing access to the Internet. The race is on in private companies and within the government for timely provision of information for

profit-making, for survival in the harsh business market and for social and economic development.

The University of the West Indies and CAST (now the University of Technology) are striding ahead with distance education, and according to the Vice Chancellor of the University, this mode of teaching will become the norm. More distance learning stations will be opened to increase access to university education. Librarians in these institutions need to submit proposals on information and document support for such programmes, or others will do it ahead of us. We understand the imperative for collaboration with the public librarians who are pivotal to this new thrust.

The general public, too, is becoming a consumer of electronic information and it seems that it is being empowered by others. If we do not assume new roles, we are at extreme risk of being marginalised.

How do we prepare for the race? Some of us may be overwhelmed by the apparent difficulty, but let us not lose hope, for there are strategies we can employ. First, we must stay ahead of technology and new trends. Training, continuing education and upgrading of skills are *musts*. They will be essential to meet the demands of negotiating the information superhighway, for example, since the training we received five years ago will by no means equip us for all that is happening now. Upgrading might simply mean reading on a new subject.

It should also include attending seminars and workshops planned by the Association: In the last few years, while the Association has mounted seminars/workshops on Time Management, Research Techniques, and Setting Performance Standards, most of us have not availed ourselves of the opportunity. We need to take time from our jobs to find out, so that we can do better at these very jobs. Some of us have access to a wealth of information, yet we allow the weight of "having no time" to rob us of knowing.

The Association should examine ways of working with the Department of Library Studies to offer more continuing education programmes. We should suggest areas for training as we become aware of the need. Administrators, too, need to appreciate the importance of training and

continuing education. We must also share information and knowledge gleaned with our colleagues who do not have ready access to this.

To stay in the race, we must be *proactive* as individuals and as an Association. Let us act on the resolutions of the recent conference which looked at the value of information in shaping social policies. One of the resolutions says:

Recognising that the information needs of policy makers have become more specialised and sophisticated, be it resolved that information providers, especially those in special libraries, be more proactive in making available research results that are repackaged and relevant to the needs of, and readily assimilated by, policy makers.

We must anticipate the needs of our users. Do surveys. They do not have to be extensive. Let us not keep saying that we do not know how, else we will continue to offer what is no longer needed. Others are finding out what should be offered and marketing this. When our clients buy from them, we wonder why.

Being proactive means making our voices heard. The Futures Committee advocates that we "need to be more vocal on societal changes." We have talked informally about the Telecommunication Bill, yet, as the body representing information professionals, we have not taken a position on it. Being proactive means being more visible by the quality of our work, by consistently marketing and advertising what we offer. Since we all have the urge to win, then, as they say in Trinidad, (and I have the permission of my friends with Trinidadian connections to use this), we must "tek in front before in front tek us".

Therefore, to ensure that we harness the full potential of the Association and the profession, and that we have a good contingent of runners, I am advocating that, for 1995, we:

focus on and pursue with more vigour the goal of increasing our membership. In keeping membership on the books, we explore ways of getting a wider cross-section of members, especially those from outside of Kingston, more involved. It may be time to revive the idea of the regional

groups which can meet for workshops and other forums. I am suggesting also that we seek out the membership of allied groups, such as media-workers.

- examine mechanisms for ensuring that the concerns of the members have avenues for expression. I propose that, in addition to a strong Public Relations Committee, we form an Advocacy group whose primary focus will be to speak out, and present the Association's position on key issues. This group should put in place mechanisms by which members of the Association may channel their views on important issues. The first task of such a group might be to present the Association's position on Internet. What of the ethics involved? What are the problems or policies? The public needs to know, and we are the best group to present this.

There will be other important matters to be tackled during the year:

- increasing fund raising activities
- planning for the joint IASL conference which will be held next year
- ensuring that programmes are in place to assist in upgrading our skills
- pursuing the acquisition of a Secretariat.

All these need your active support. I call upon you to join a Working Party.

It might be an uphill race, but I believe we have the endurance. I thank you for giving me the opportunity to lead in this race, and for your confidence.

THE INTERNET: ITS IMPLICATIONS FOR LIBRARIANS

Presented at the 45th Annual General Meeting of the
Jamaica Library Association, January 1995

by Alicia Sabatine Virtue

The Internet has become the topic of discussion at cocktail parties and in board room meetings. It generates this sense of excitement because it represents an evolutionary change in how people obtain information. It generates a sense of "information empowerment" in its users: they have the ability to wander the globe by connecting from computer to computer, even while remaining at their desktops. It also evokes a sense of collegiality that is unique.

It is this global participation of individuals on the Internet that fascinates me the most. Never before have I seen such an urge by people to share what they know, and to offer what they have. Some of the information is fee-based. Commercial vendors have discovered the Internet and will allow you access to their products at a cost. But the majority of the information has been made available voluntarily and free of charge. In fact, many of the providers of free information take pride in the number of persons logging into their computers.

The Internet has been called the network of networks. It is the biggest collection of networks ever linked together. The prototype of the Internet was born in 1969, as an emergency communications system for the U.S. Department of Defense. This initial foray into large scale networking was called the ARPANET (Advanced Research Projects Agency Network). The primary purpose of the system was to keep military bases in communication in the event of a nuclear war, and it was developed around three premises. The network was to provide:

- an alternate means of communication through electronic mail,
- the ability to have remote access to other expensive supercomputers (through a program called telnet), and,
- the ability to transfer information between

these computers (using a specification called the File Transfer Protocol).

Other experimental networks were linked to the ARPANET as part of interconnection research. This interconnection of networks was called the Internet. By the late 1970s, the ARPANET had served its research purpose, and in the 1980s, access was broadened; civilian scientists and scholars became active users. The ARPANET ceased to exist in 1990, and the U.S. National Science Foundation assumed loose direction of what had become known as the Internet.

After 1990, growth of the Internet skyrocketed. In 1989, there were 80,000 registered computers on the Internet. In 1992, there were 727,000 computers, and by early 1994, an estimated 2 million computers and 20 to 30 million users around the world. Today, the Internet is a network of thousands of interconnected university, business, military, public and commercial computer networks linking millions of individuals worldwide.

USING THE INTERNET

The earliest users of the Internet and its predecessor network were scientists and university researchers, initially in relation to defense-related contracts. As the Internet changed, the user base shifted to encompass a broader academic group, because most universities in the United States were virtually guaranteed Internet access. Of late, the growth has been in the public and corporate arena. Business magazines carry cover stories on how the Internet will change the way companies do business. In the United States, public libraries and even post offices are investigating ways of providing Internet access to a general populace.

Access is not limited by country, or by age. I recently read about a nine-year-old boy in the U.K. who spends his free time talking on the Internet to another

nine-year-old in Romania. There is also the ninety-three-year-old grandmother who refused to enter a nursing home until her modem was hooked up!

Virtually all of the Caribbean is poised for full access to the Internet. Latin America has become the fastest growing area for new Internet connections. In Jamaica, the academic world is also linked to the Internet. CAST (now UTech) and UWI faculty members are part of the virtual village with information humming nightly across the wires. Local businesses are using the Internet for communication and resource access. NGO's and non-profit organizations are using it to communicate with their parent offices and international colleagues. This growth in use has heightened awareness of the Internet, and has increased expectations regarding information access.

How do you get connected in Jamaica? The Internet truly is just a phone call away. You need a computer - a notebook, a laptop, or desktop PC - and a modem, the piece of hardware that will convert computer signals to telephone signals and back again. The modem works with telecommunications software to handle communicating over a telephone line. This configuration of equipment and software enables you to call the remote computer where your Internet account is located. The only other element required is the Internet account.

In 1995, Jamaica had one active Internet provider through the University of the West Indies. [As at September 1996, Jamaica has three active Internet providers - UWI, TOJ and Infochannel.] It is through the leadership and effort of the University, (specifically, Mr. Keith Manison's group), that Jamaica became one of the first full Internet nodes in the Caribbean.

To begin an Internet session through UWI, the user places a call to the University's supercomputer. Once connected to this machine, the user logs on to his/her account, using a password, a security measure which ensures privacy. She/he may then issue commands to connect to computers all over the world. How much does it cost the user to connect to computers worldwide? A flat fee to the University and the price of the local phone call; no extra telecommunications charges, even though the connection could be to a genetics database in the United States or a humanities clearinghouse in Australia.

The Internet has a wide variety of applications. You

can use it to check the Coke machine at Carnegie Mellon University's Computer Science Laboratory to find out the number of cans of soda remaining. You can look up the script of any episode of "Star Trek", or the lyrics to almost any popular song. You can purchase computers, blenders or books, or find out about movies and restaurants. You can swap jokes, recipes or short stories. Join discussions via PeaceNet, EcoNet, ConflictNet, GlasNet, HungerNet or LaborNet.

ELECTRONIC MAIL

By far the major service in use on the Internet is electronic mail. Librarians are exceptionally active on the Internet and library communication is strong. Electronic mail may aid the information professional in terms of:

Staying current with professional issues

Discussions with colleagues expose the issues of the day. By monitoring the information-related topics that are discussed in the electronic forums, the information professional can anticipate and prepare for issues that otherwise might not have been predicted.

More informed decision making.

Some library elsewhere has probably faced management concerns similar to yours: perhaps the benefits or drawbacks of compact shelving, or the need to develop new collection development strategies due to diminished purchasing power. Electronic mail provides a mechanism for gathering advice from others experienced in the issues facing you as library manager today.

Participation in professional activities.

Barriers of distance, time and financial constraints can be lifted by the ability to participate electronically in professional efforts. A recent project reported in the literature concerns a new business resources database which was created by seven librarians from different organizations. Though these professionals never met face-to-face, electronic mail allowed them to work closely to create an information product.

It is well-known in the corporate environment that electronic mail flattens organizational hierarchy - it makes it easier for employees to communicate with

managers without facing traditional barriers. The same is true for electronic mail on the Internet. For example, I have sent requests for information to international policy-makers drafting the Z39.50 standard and received assistance overnight.

ELECTRONIC SERIALS

There are well over 100 electronic journals, newsletters and other publications on the Internet. Some provide avant-garde poetry; others provide first contact with new scientific research. There are many library-related electronic journals and newsletters. For example, Hot off the Tree contains articles about information technology. Network News contains references to new information resources available electronically.

ELECTRONIC TEXTS

The ability to retrieve texts in electronic format holds great potential for librarians. Project Gutenberg is one initiative well underway that makes texts available through the Internet. A primary purpose of Project Gutenberg is to encourage the creation and distribution of electronic texts worldwide. The project goal is to have a trillion electronic texts in distribution by the end of 2001. Many of the texts now available - ranging from Alice in Wonderland and Peter Pan to the complete works of Shakespeare and Dickens - are in the public domain. Imagine the implications of being able to download these works and make copies for distribution in public schools!

ONLINE CATALOGUES

Librarians use the Internet to search the library collections of institutions all over the globe. Most British, Canadian, Australian and U.S. university libraries are on Internet, and the number and geographical range continue to expand. The applications to research and resource sharing are numerous.

INFORMATION RESOURCES

A huge number of resources exists on the Internet to support information work. Electronic repositories for the humanities, social and hard sciences allow information professionals to broaden local collections

to a hitherto inconceivable degree.

IMPLICATIONS FOR LIBRARIANS

The development of more powerful and sophisticated technology has made it possible to deliver information directly to end users and has made using the computer easier. Undoubtedly, this has changed the roles of information professionals vis-a-vis their users. Indeed, librarians may wonder what their role will be when everyone can perform his own search. Still, this has a familiar ring to it. There were the same concerns about end-user searching when Dialog, Lexis/Nexis and other search services started courting end-users. Yet, for the most part, librarians merely expanded their teaching role, facilitating those who genuinely wanted to be active searchers. In addition, the number of requests to conduct searches grew because end-users increasingly saw the value of electronic reference services.

In a recent study of 990 libraries that offered end-user searching, 91 per cent of the libraries noted that end-users relied on the library to conduct all but the most basic searches.¹ Many of the librarians also noted that the information questions were more sophisticated - those who had search knowledge were better able to articulate what was required. In addition, the perception of the value of the librarians' search skills had been heightened.

Is this a time to be threatened? No. It is a time to take action, to get involved. For librarians, there are three possible approaches immediately evident:

Role as Internet Trainer.

Because librarians are their organizations' information providers - retrieving, organizing, indexing and teaching access to information - it is logical that they become their organizations' Internet trainers. Internet training is comparable to the librarian's role in teaching information access and retrieval from end-user databases.

Role as Knowledge Manager.

We have been presented with an opportunity to broaden library service to include the function of knowledge management. Users need assistance manipulating and managing electronically-based

information: filtering information, locating and assessing new information applications, and translating information across different formats. Librarians have made staggering contributions to resource management on the Internet. They have been responsible for the clearinghouse of subject guides to information on the Internet that is used by searchers worldwide. They are developing electronic interface standards which allow searching of different resources on different computers to involve the same commands and processes. It is a logical extension for librarians to continue to apply the skills of the profession to the management of the information being amassed.

Role as Policy Maker.

Librarians should play a key role in the development of national policy regarding equal access to electronically available information. Traditionally, libraries served as public access points in society's information infrastructure. This unique role now extends to the electronic horizon. The concepts of access by and service to a common populace not only persist, but are expanded. It may very well be our charge to facilitate public access to Internet resources and services. Librarians can also contribute by ensuring that information is mounted on the Internet, and made available globally. The University and National Libraries, various government libraries and information bodies face the challenge to develop an international "information presence" that not only serves the local populace, but also makes a contribution on a global scale.

The Internet presents other challenges for the information profession. New concepts of service that are suitable for a networked environment have to be created. New ways of managing electronic collections need to be explored. New forms of library training have to be developed. Many of these challenges call for the information professional to develop new skills. A strong professional society, linked to a vibrant academic network, can create a framework for information professionals to develop these skills.

CONCLUSION

The fervent interest in the Internet points to the fact that the global quest for information is increasing. Let me place our profession in context in the information industry. We know that every five years humanity

doubles its store of information. Within each five-year period, one half of an engineer's professional knowledge becomes obsolete. Every five years, the power of a computer doubles at least twice. The fastest job growth internationally is in the industries based directly on information - banking, investments, insurance and so on. Forecasters looking at the U.S. predict that, by year 2000, 88 per cent of Americans will work in services, half in information industries. Four managers out of five will spend their time collecting and manipulating information. In that same context, only one million new jobs will appear for unskilled labor while six million will appear for highly skilled professionals and executives.²

More and more work involves information; and though competent managers will be able to perform their own day-to-day literature searches increasingly, having been trained for the task by an information professional, few will have the comprehensive grasp of information sources outside their field of study or work. Information specialists will be an essential component of the project team. For the tasks of analyzing information, identifying resources, planning search strategies and fine-tuning the results, no other professional is better equipped to handle the job of information management.

As information moves to the center of business (and society in general), the scenario is promising for the information profession. The demand for information professionals and the resulting professional satisfaction and reward can only grow along with the demand for information itself. This is not the time to be shy; it is not the time to be led; it is not the time to wait. It is the time to jump in, to learn and ultimately, to lead.

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² Marvin Cetron and Owen Davis. "We're Living in the Information Century." *SpecialList* 17.4 (April 1994):1,9.

JAMES JOHNSTON'S JAMAICA: THE NEW RIVIERA: A SECOND EDITION DISCOVERED

by Glory Robertson

One of the best known photographers of views of Jamaica at the beginning of this century was Dr. James Johnston of Brown's Town.¹ His photograph of Llandoverly Falls was used for Jamaica's first pictorial postage stamp and a collection of his work was presented to Queen Victoria. Some of his photographs were produced as postcards and lantern slides. On visits to Britain and North America he gave lectures on Jamaica illustrated with his own slides, and promoted the island's attractions so enthusiastically that in 1899, the Gleaner called him an unpaid ambassador for Jamaica.

In 1903, he published the views used in these lectures with a short introductory text, in book form. Reproduced overleaf are the recto and verso of the title page of a copy of this book, entitled Jamaica: the New Riviera, held in the National Library of Jamaica. The verso gives the copyright date as 1903 and the recto shows the Institute of Jamaica's stamp dated 7 March 1903. This volume, therefore, had definitely been published by that date.

In 1973, the National Library was given another volume. The title page does not include the lines "For the proprietor Dr. Jas Johnston Brown's Town Jamaica W.I." But it is otherwise the same and the verso is identical. Because of this and its very similar general appearance, it was added to the catalogue simply as a second copy of the 1903 work. Readers who requested Johnston's book were handed either copy without distinction. But close examination shows that they are not the same and that the supposed "second copy" cannot have been published before July 1910.

In 1993, the present writer, who had previously consulted the book at the National Library, happened to check her notes on a particular photograph by looking at the copy in the University of the West Indies (Mona) Library, and discovered that that page in the University's copy was completely different. This led to a detailed

examination of both copies at the National Library.

A later date of publication of the "second copy" is established by the inclusion of photographs of damage done by the earthquake of 14 January 1907 and of rebuilding afterwards. On page 32 there is a photograph captioned "King Street looking north three years and six months after the earthquake". This dates the photograph as July 1910, which is therefore the earliest possible date of publication of this volume. It may indeed be later, as there is nothing to indicate how much time elapsed between taking the photograph and publication.

There are other differences which give this volume a claim to be another edition rather than just a reprint, with a few photographs of the spectacular earthquake disaster added. For example, on page 8 of the 1903 version, Johnston defends the island against those who might try to frighten off potential visitors by "enlarging on the disasters that recently befell the islands of Martinique and St. Vincent". This is not in the later edition.

Next follow remarks on the "barrier" to tourists from Britain caused by the length of time previously required for the voyage (sixteen days), and Jamaica's efforts to get a faster steamship service. Those efforts, we are told, were finally realized in 1901 when a new line was set up. Page 9 has a full page picture of a ship of this line, followed by an enthusiastic description of the service. "No expense had been spared" on these "palatial" vessels. The cuisine was a special feature, for there were "few tropical [steamship] services which provide fresh meat and fruit, as well as vegetables, throughout the voyage." There is fulsome praise of the English shipowner, banker, colliery and hotel owner whose company owned the line. In the later edition all this was omitted; the new steamship line to England was doubtless by then no longer news. In the section addressed "To American Tourists", there was similar information about the United Fruit Company's ships which linked Jamaica with Boston and Philadelphia, with encomiums for L. D. Baker of United Fruit. This, too, must have been considered too well known to need saying by 1910, for in the later volume, United Fruit is barely mentioned and Baker not at all. The newer service from New York provided by another line, Hamburg-American, is featured instead.

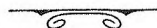
JAMAICA:



. . . THE NEW RIVIERA.

A Pictorial Description of the Island
and its Attractions

BY . . .
JAS. JOHNSTON, M.D. . . .



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FIGS 1 & 2: Title page, recto and verso, of the 1903 volume

JAMAICA:



. . . THE NEW RIVIERA.

A Pictorial Description of the Island
and its Attractions

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FIG 3: Title page of the 'second copy'. Two lines are missing. The verso is identical with the 1903 volume.

A very brief mention of the 1907 earthquake occurs on page 13 of the later edition. Johnston assures tourists that there is nothing to fear; Kingston should be safe to visit for the next two hundred years at least, for we have already had our earthquake. (However, he does devote about half a page, on page 29, to the earthquake, when describing Kingston under "Places of Interest".)

In the section on "Sports and Pastimes" a page and a half has been added on "Automobiling", with a picture of Johnston in his Stanley steam car. A good portion of this additional text consists of Johnston's reasons for preferring steam power to gasoline. Once steam was up, the car would go, whereas "there is not a gasoline expert living who can be certain when he turns the crank of a gasoline motor that it will even start, to say nothing of what power it will develop or how long it will run after it is started." Gasoline engines required batteries, coils, spark plugs, water-cooling devices and a "complication of valves", altogether "a most complicated affair". The steam car was easier to repair, "a consideration ... in countries where skilled mechanics are seldom available." It ran on kerosine "which costs little more than half gasoline, gives nearly double the mileage, and can be had from any and every wayside store", whereas gasoline was obtainable at very few places in the island.

These are examples of substantial variations in the text. The earthquake pictures, "Kingston looking west. Four days after the earthquake" and "King Street looking north. After the earthquake", are on pages 47 and 48. Rebuilding is shown on pages 32 and 33 (33 has four photographs) and 49, "King Street from the west side. Taken from the same point as the photo on page 48, three years later". There are also a few additional illustrations of "native" life: for example, "Bits from life" (page 19), five pictures including that of a barber cutting hair out-of-doors, and "Going to sell the pig", with the pig bound on a board carried on a man's head. Page 22, also with five pictures, includes a view of Rockfort showing very clearly how close the fort was to the water before the shoreline was built up by the Cement Company.

There are 96 numbered pages in the 1903 edition; the text, ending on page 38, is followed by photographs, which are the main part of both editions. The later edition has 104 numbered pages, the text ending at page 44. The 1903 edition had 20 unnumbered pages of advertisements at the back and the later edition only

four pages, of which one is a ready reckoner for converting sterling (Jamaica's currency at the time) and U.S. dollars.

NOTES

¹ Johnston, born in Scotland in 1854, came to Jamaica in 1874. After working briefly as assistant to a Baptist minister in Clarendon, he moved to Browns Town to assist the aged Baptist minister there.

In 1876 he left the Baptists in a bitter quarrel and set up his own church, the Jamaica Evangelical Mission. He represented St. Ann in the Legislative Council from 1897 to 1905. In this capacity he was criticized by Robert Love, campaigner for the rights of blacks and also a member of the Council; Love's criticisms included the lack of schools at Johnston's missions and his advocacy of flogging as the penalty for predial larceny. He died in 1921. (For the references to Love, I am indebted to Dr. Joy Lumsden of the UWI History Department. For the quarrel with the Baptists, see George E. Henderson's Goodness and Mercy, Kingston, 1931:116-121.)

² Daily Gleaner, 7 December 1899:7



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OCLC AND CATALOGUING SUPPORT AT THE UNIVERSITY OF THE WEST INDIES LIBRARY AT MONA, 1984-1994

by Leona Bobb-Semple

The Online Computer Library Centre (OCLC) is a bibliographic utility with approximately 31 million records and 17,540 participating institutions in about 52 countries. It provides a variety of services to these institutions, including cataloguing, reference, interlibrary loan and retrospective conversion.

The University of the West Indies Library (at Mona, St. Augustine and Cave Hill) uses the Cataloguing subsystem at OCLC as a full participating member. This full mode authorization allows a library to produce and update records, set holdings information, do original cataloguing, add call numbers and subject headings to a master record, replace its own record, upgrade minimal level records, and export records to a local system.

We began using OCLC in 1984 as an Independent Library. This meant that we were not a member of a network such as SOLINET. Though we lacked network support, this worked in our favor as we were able to do our troubleshooting directly with OCLC. Later, as a CATCD 450 user, we were assigned to the Asia, Pacific, Latin America Network. Over the past decade, the Library has tailored use to suit individual needs and the level to which automation projects have advanced on each campus. This article will focus on the Mona Campus looking at OCLC products we have used and how these have supported the work of the Cataloguing Section.

The question often asked is "Why OCLC?" The UWI (Mona) Library has had a history of using shared cataloguing services. For a number of years, the largest supplier was the Library of Congress. In the late 1970s, we also experimented with cataloguing support from Blackwell North America, whereby catalogue cards would be supplied for books ordered. Neither service fully satisfied our needs, particularly in West Indiana, foreign language titles and non-mainstream material and this resulted in huge backlogs. Neil Bretney (1987) gives background information on this, as well as our early interest in automated systems and the initial use of OCLC in an experiment in the early eighties.

Between 1984 and 1988, the Mona Library's use could be described as indirect. We sent photocopied title pages of monographic material to Cave Hill (Barbados). The titles were searched on OCLC and cards produced. Original cataloguing was also sent to Cave Hill for inputting.

Mona's direct use did not begin until mid-1988, as we had to wait for the Jamaica International Telecommunications Ltd. (now TOJ) to install their packet switching network. Then, our activity centered mainly on searching, editing and producing cards for monographic material, in an attempt to reduce the backlogs of uncatalogued material. The approximate hit rate for non-West Indian material was 95%, and for West Indian, 60-70%. During this period, all of our online work was done in non-prime time - before 9:00 a.m. and after 5:00 p.m. EST - in order to take advantage of the cheaper rates, and the speedier transmission of data.

CATALOGUING MICROENHANCER (CAT ME)

This time restriction made us look at a new product OCLC had put on the market : the Cataloguing Microenhancer (CAT ME). This offered more flexibility, in that it permitted work offline. A library can save a batch of search keys, download records in non-prime time into a local file, edit these records to suit local needs, and then, upload in batch in another non-prime time transaction. Original cataloguing can be put in offline, and, again in batch, be uploaded to OCLC in non-prime time.

However, even with these advantages, there were some disadvantages with CAT ME:

- If the search key uploaded did not result in a single hit, no records were downloaded.
- If errors were made at the editing stage, as there was no validation process, the record would be sent. The error would be picked up online subsequently and the transaction terminated.

- It was not always easy to pinpoint errors as reports of such errors were general rather than detailed. This also applied to original cataloguing.
- We still had to access the Online Union Catalogue in non-prime time.

CAT CD450

In 1988, with the development of CD ROM technology, OCLC introduced the CAT CD450 product. In 1990, CAT CD450 comprised about 2.7 million of the most heavily used records on the Online Union Catalogue with three quarterly updates:

Recent Books Cataloguing Collection

This was made up of the most frequently used Library of Congress and member input monographic records, restricted by imprint date to the most recent six years, on two CD discs.

Older Books and Most Used Nonbooks Cataloguing Collection

This was made up of the most used nonbooks with any imprint date, and books with imprints predating the recent books, on two CD discs.

Library of Congress Authorities Collection

This is the complete file of the Library of Congress Name and Subject Authorities Collection, on four CD discs.

The Library at Mona began subscription to the files in late 1990, based on the fact that we would have available approximately 3 million of the most heavily used records on OCLC, and that these could be accessed offline any time of the day. This allowed for flexibility in work scheduling and reduced telecommunications cost.

CAT CD450 has other advantages such as better and more flexible searching capabilities. Options include the combination of offline cataloguing with batch processing. It allows for the establishment of local save files where records can be saved once found on a disc. These records can then be edited to suit local needs. Batch processing of cards and labels can be done or the records can be exported to a local system.

Alternatively, the records can be uploaded in batch to OCLC for card production and/or adding to archival tapes.

CAT CD450 also allows for retrospective conversion and inputting original cataloguing, which can then be exported to a local system or uploaded to OCLC to update archival tapes. We save derived search keys for any record not found on the CDs and these are sent in batch to OCLC. Successful hits are downloaded and saved to the local save file in 10% of the time it would take to search the same records interactively. We still experience the problem of multiple hits resulting in no records being downloaded. However, this occurs far less frequently now as OCLC had been conducting a duplicate detection exercise, whereby a number of duplicates (except those input by national libraries) have been deleted. Furthermore, the fact that the records for which we are going online are not the most heavily used, and usually are not mainstream publications, contributes to the reduction of multiple hits.

EFFECT OF OCLC USE ON THE LIBRARY'S OPERATIONS

OCLC use has affected many of our operations:

- Discontinuance and/or reduction of some routine duties. The Mona Library still maintains a large card catalogue. Hundreds of mimeographed stencils and thousands of headings had to be prepared before we began using OCLC. This resulted in a time lag of up to a year or more between the cataloguing of a book and the filing of the cards in the catalogue. The typing of these stencils has now been scaled down to about 4% of our cataloguing and headings are typed for those cards only. All other cards arrive from OCLC ready for filing. Approximately 92% of selin labels are now produced by computer, again eliminating a very repetitive task.
- Greater centralization of our cataloguing and processing. Semi-autonomous cataloguing units had existed in the Medical and Science Branch Libraries since these branches were set up. Currently, all cataloguing previously done in the Medical Library and all non-original cataloguing in the Science Library have been transferred to the Main Library. We have cut down on duplication of resources, achieved some control over variation in practices, and allowed for the time sharing of

cataloguers in other areas such as reference work.

- Greater familiarization and training of paraprofessionals in the Cataloguing Section in the use of computers and in the use of a bibliographic utility. Paraprofessionals perform nearly all searching, editing and input activity using CAT CD450.
- Reduction of backlogs. This now permits cataloguers to concentrate more on West Indiana and other items, such as microforms and audiovisuals, previously considered low priority.

In 1978, when Barbara Evans Markuson conducted a feasibility study for a possible unified library and information system for the University Libraries, OCLC was suggested as the network support base. A number of benefits of such an affiliation were posited, some of which we have seen:

- Facilitation of inter-library loan and resource sharing. Through online access to a database indicating holdings in libraries, we have been able to widen the net of libraries in the United States as well as the UWI Library System from which we borrow. We can tell whether a publication is in the UWI system, for example, if the record comes up with the holding library code "BWI". Since using OCLC we have been able to satisfy more interlibrary loan requests than previously.
- Reduction in the amount of local cataloguing necessary. We have been able to reduce backlogs by having access to a greater volume of copy cataloguing. There is still a backlog of West Indiana and some editing of records found on OCLC is still required. For example, we have to add a Library of Congress classification number when only a Dewey number is provided, or provide additional subject headings for West Indian material. However, this does not negate the benefits of shared cataloguing.
- Online access to bibliographic data for new publications more rapidly than the mail system allows. We no longer depend on Library of Congress cards or cataloguing copy from the National Union Catalogue.
- Automatic production of catalogue cards,

eliminating many manual routines.

- Development of a machine-readable tape record of UWI cataloguing for potential local processing of output products. Every record we code "produce" (meaning, cards are required) or "update" (meaning, a record has been changed or a new record input, but cards not required) is added to the Library's archival tapes. This information can be transferred when a local system is set up.
- Contribution of original cataloguing of West Indiana materials to the OCLC database and by extension to an international usership.

Financial constraints prevent one of Markuson's most important benefits from becoming a reality, namely: the integration of UWI bibliographic resources in an online file accessible to all three campuses. Though the University Library has realised many positives from using OCLC, the downside is that we have not been able to move to the second stage of development - retrospective conversion and the setting up of an online public access catalogue. James E. Rush's recommendation for use of the Virginia Technical Library System, if it were possible, could have made Markuson's vision of an integrated online file of the UWI bibliographic resources, accessible to all three campuses, a reality. We can only hope that an improvement in the University's financial resources makes this possible in the near future.

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MAPPING ACTIVITIES OF THE SURVEY DEPARTMENT IN JAMAICA

by O.N. Mohamedali

Visits by the author to public and academic libraries in the capital city of Kingston in Jamaica revealed that not enough emphasis was given to systematic collection of maps produced locally. Informal meetings with librarians in Jamaica indicated that one of the reasons for this was that librarians were generally unaware of the mapping activities in the country and the sources of locally produced maps. There are no guides or reference books published to inform librarians of agencies which produce and sell maps in Jamaica. This article highlights one of the major map producing agencies, the Survey Department, which is located at 23½ Charles Street in Kingston. The article examines the importance of mapping activities of the Survey Department, and discusses the usefulness and availability to the public of the various types of maps it produces.

THE SURVEY DEPARTMENT - FUNCTIONS

The Survey Department was originally established in 1938 to survey properties associated with the administration of Crown Lands and Land Settlement schemes and government land acquisition programmes. Over the years, its activities have been extended to include:

- the framework survey of the island to provide horizontal and vertical control of all types of surveys and mapping;
- cadastral surveys for the delimitation, acquisition and allocation of government property;
- checking of cadastral plans prepared by commissioned land surveyors in accordance with the Land Surveyors' Act;
- arbitration in the case of objection to surveys;
- topographical mapping of the island;
- coordination and supervision of aerial photography within the public service;

- hydrography of harbours and coastal waters.¹

TOPOGRAPHIC (TOPO) MAPS

The topographical or physical maps show features of land, valleys, rivers, mountains and hills. They are illustrated by contours, layer and shaded relief. The Topographical Mapping Unit in the Survey Department of Jamaica became operational in 1966 and up to early 1977 was primarily engaged in mapping at 1/12 500 scale. Later the Unit was engaged in topographical township mapping at 1/2 500 scale.

These topographic maps are used for planning and land management as well as for engineering purposes. They provide information needed for such tasks as highway planning, selecting industrial sites, selecting dam sites, locating communication facilities, engineering works such as flood control, as well as for land management, hiking and camping. A number of development projects in the island, especially those concerned with water supply, forestry, land valuation, land utilization and soil surveys have found topographic maps produced by the Survey Department invaluable for their work.²

CADASTRAL MAPS

A cadastral survey is the process of demarcating, measuring, defining, and recording the boundaries of properties.³ In addition to furnishing descriptions of lands for the purpose of registration of title by plan, accurate areas of parcels are computed from cadastral surveys and these provide the basis for assessment of the value of the properties. Thus, in purchasing as well as in selling property, the cadastral survey is an essential function.⁴

Cadastral surveys are used by the Survey Department to produce cadastral maps at scales varying between 1/5 000 (for small parcel built-up areas) to 1/10 000 (for large parcel agricultural land and forest areas). These maps show the property boundaries of individual parcels of land. They also show buildings and works of civil engineering, cultivation and water limits. Some of the applications of cadastral maps include:

- an essential support to land registration, as a means of protecting rights to real estate;
- land improvement and land reform, i.e. irrigation, drainage, parcel re-distribution;
- expansion plans for town planning, engineering, and architecture;
- highway and all traffic route planning;
- technical services such as the layout of sewerage schemes, water-mains, and electricity and telephone lines;
- administration: the collection of information on parcels having the same type of development, e.g. agriculture, forestry, mining; and the proper orderly implementation of taxation policies.
- a land data bank.⁵

AERIAL PHOTOGRAPHS AND PLANIMETRIC MAPS

Progress in technology has resulted in the development of photogrammetry - the science of measuring or mapping by aerial photographs. Planimetric Maps are drawn from aerial photographs to show detailed information needed for engineering planning and feasibility studies.

An Aerial Survey of the principal towns of Jamaica was introduced in the Survey Department in 1955. This resulted in a series of planimetric maps of acceptable scale of 1/1 250. Between April 1956 and December 1980 the Survey Department produced planimetric maps at scales of 1/1 250 and 1/2 500 of Kingston and its environs and at a scale of 1/1 250 of the other twelve parish capitals. Planimetric maps were required to facilitate the initiation of a programme of land revaluation. The usefulness of this series quickly became apparent and it became the most reliable source of information for town planner, land developer, civil engineer, electrical engineer, surveyor, the registrar of titles, and for the courts of law. They were of great service to many central and local government departments, public utility companies, commissioned land surveyors and private individuals.⁶

HYDROGRAPHIC CHARTS

Hydrographic surveying is that branch of surveying that deals with the hydrosphere. The hydrosphere is any water body, be it the sea, a lake or a river.⁷ In Jamaica, the responsibility for charting the waters around the island lies with the Survey Department. Specially trained members of staff in the Department plan and execute these surveys on request mainly from the Port Authority of Jamaica. On many occasions they are required to carry out a survey and produce a plan (field sheet) showing the depth of water in a particular port. From this information a decision is made whether or not a particular ship can enter the harbour.

THEMATIC MAPS

Maps produced by the Survey Department are not limited to the types already mentioned. Occasionally requests are made for maps with a special theme (Thematic Maps). Themes included are aeronautical, geological, meteorological, shipping, and routing maps.⁸

CUSTOMER SERVICE

The Survey Department provides customer service to guide the public in the procurement of maps, plans, survey data and aerial photos needed to carry out projects, such as feasibility studies in the areas of mining, geology, archaeology, town planning, agriculture, hydrology, hydrography, surveying and land titling. The Survey Department collection also includes survey plans of Government Lands and film and photostat negatives of all plots of land in Jamaica for which there are certified plans.

Originals and reprographs of all maps of Jamaica: cadastral, topographical, hydrographic and thematic, with their indexes, are held for display as references and for guiding customers for purchase. Sheets of maps on a particular area or region are filed and displayed in folders. A cadastral map of Jamaica, consisting of several pasted sheets, is framed and displayed on the wall of the Customer Service Department.

Most of the maps produced by the Survey Department are on sale to the public. They are sold either as single units or in sets. A topographical map of Jamaica, for example, is available both as a single

sheet (scale 1:100,000) and in 20 sheets (scale 1:50 000). Cadastral Maps covering the Island (Scale 20 chains to one inch) consist of some 126 sheets, and planimetric maps of principal towns in Jamaica consist of sheets, ranging in number from 6 for Port Maria (scale 1:1 250) to 73 for Kingston and St. Andrew (scale 1:1 250). The size of sheets in a particular set may vary. The all-Island topographical map of Jamaica, for example, consists of 232 sheets where each sheet is 30.5" x 24". Blue prints or transparencies of maps are available in 30" x 42". A list of all maps with their scales and prices is available on request from the Survey Department. Detailed information on map collection and services of the Survey Department can be found in the Directory of Information Units in Jamaica (1986)⁹ and in an article published by Sylvia McKenzie on the Records and Technical Services Branch of the Survey Department.¹⁰

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PLANNING AND DEVELOPMENT OF A UNIVERSITY ARCHIVES AND RECORDS MANAGEMENT PROGRAMME WITH SPECIAL REFERENCE TO THE UNIVERSITY OF THE WEST INDIES

by W. Brian Speirs

It is a fairly rare occurrence when an archivist is afforded an opportunity to initiate and implement an archives and records management programme from its inception. Under the circumstances, I consider myself fortunate indeed, as the Archives and Records Management Programme (ARMP) at the University of the West Indies (UWI) is my second opportunity to plan and develop a programme from the outset, the first being the Yukon Territorial Archives in Canada in 1972.¹

The programme at UWI dates from September, 1991 when a University Archivist was appointed. Recognition of the need for an archives dates from March, 1949. Then, Norman and Dawbarn, the architects for the University College of the West Indies (UCWI), were instructed to produce plans for a separate fire-proof building of about 150m² for archival storage, with provision to expand the structure at a later date to accommodate processing and use of the holdings.² The type of archives envisioned in 1949 was not a repository to preserve institutional records of enduring value; it would have been unrealistic to expect such foresight in the initial developmental phase of the College. Rather, it was an archives for West Indian documentary sources, presumably to support anticipated teaching and research programmes; the traditional role of archival collections in a university library environment. Since capital construction plans for UCWI were subjected to severe cost cutting, it is not surprising that the plans for this archival facility did not progress beyond the conceptual stage.

In the ensuing years, the commitment of UCWI and its successor to archives-related activities was, for the most part, confined to West Indian and special collections development within the University Library system. This included the acquisition of copies of primary sources from overseas repositories, such as the Public Records Office, to support curricula and facilitate research. The Department of History was extremely interested in and supportive of the preservation and availability of archival sources

throughout the region. In 1960, with funding from the Rockefeller Foundation, an archivist from the City of London Archives was seconded to that Department for two years, to undertake a survey and listing of extant archival records in the Caribbean.

In terms of archival awareness and profile, it could be argued that a high water mark was reached in September 1965, when the University, in conjunction with the Government of Jamaica, sponsored a major Caribbean Archives Conference.³ Until quite recently, UWI has been unable to provide any regional archives and records management professional education and training opportunities, but a breakthrough was achieved in 1996 when the Department of Library Studies at Mona introduced a Records Management Certificat  Programme.

As the University continued to focus on acquiring imprint material and research collections, the coordinated and systematic retention, disposition and preservation of its own records received scant attention. The adverse implications and cumulative effects of this benign neglect were magnified as the institution matured and expanded. As a result, the case for an archives and records management programme became more compelling. In an archival context it was encouraging that relatively few records of intrinsic value were consciously destroyed. However, from a records management perspective, the retention of many routine records of transitory value, which should have been disposed of long ago, exacerbated an acute shortage of storage space.

In 1988, the British Council Committee for International Cooperation in Higher Education funded a survey on the archival and records management situation and requirements at UWI. The report, prepared by Michael Bott, University of Reading Archivist, was a catalyst in finally deciding to establish a programme tailored to meet the needs of the University.

There is no lock-step text book formula or definitive model to subscribe to in setting up a university

archives and records management programme, as there are far too many variables. Therefore, any well-conceived strategic planning should be pragmatic and flexible enough to adjust to mitigating and even exasperating circumstances, such as the vagaries of funding, budgets which only exist on paper and cash flow problems incomprehensible to those in the developed world. Moreover, it would be highly desirable if programme development was based on a solid foundation and infrastructure, and that a phased (as opposed to a piecemeal) approach was adopted in implementation, to enhance programme credibility and viability in the short and long-term. It is only logical to conduct a needs assessment and planning study before launching a programme. Such an undertaking should at least include a preliminary inventory and evaluation of the records holdings and an analytical review of existing retention and disposition practices. In the case of UWI, ad hoc Campus Archives Committees obtained much of this information through questionnaires prior to Michael Bott's visit.

Like most tertiary educational institutions, UWI tends to be committee driven, but due to its regional nature the organizational framework and collegial decision-making process are quite unlike that of any other university. In response to the pressing need for greater devolution of authority, and as a means of preventing the dissolution of UWI into separate non-viable national universities, extensive restructuring has been undertaken since the mid-1980s, culminating in the 1996 changes in governance. Campuses have received more autonomy and the University Centre, headed by the Vice-Chancellor, was created to provide University-wide central planning, administrative, financial and support services. Decentralization has led to the proliferation and replication of committees and boards and this layering of bureaucracy presents some interesting challenges in archives and records management.

The *raison d'etre* of any archives and records management programme is reflected in its approved mandate; it should stem from the overall programme objectives on which the derivative plans, policies and priorities to achieve them are predicated. Such factors as where the programme is situated in the organizational structure, reporting relationships, and at what level in the hierarchy the mandate is endorsed, and subsequent policies and procedures sanctioned, may well have a bearing on programme acceptance and the extent of cooperation and compliance that is

forthcoming in implementation. With respect to UWI, a comprehensive position paper on ARMP principles, policies, procedures, plans and priorities was developed, endorsed by the University Archives and Records Management Advisory Committee in September 1993, and adopted by the Finance and General Purposes Committee on behalf of University Council in January, 1994.

The type of programme will determine the nature and scope of the mandate or mission statement. On the assumptions that (1): it is to be responsible only for the records of its own institution, and (2): that those in authority are enlightened enough to realize that records management and archives are interdependent parts of the life-cycle continuum of recorded information, and as such should be incorporated in a unified programme, a suitable mandate could read as follows:

To provide professional, efficient and consistent handling of university records by implementing policies and procedures based on recognized principles and methodology for the appraisal, organization, maintenance, retention and disposition of university records, including their systematic transfer to the university archives for preservation, arrangement, description and availability for research and reference.⁴

To preempt ambiguities and any jurisdictional disputes, the inevitable definitional questions, such as what constitutes a university record, should be addressed early on. The possibility that the following definition of university records would precipitate any controversy in the archival community is quite unlikely as it conforms to the accepted norm:

All recorded information, regardless of physical format or characteristics, which is generated or received and maintained by a university in pursuance of its charter, statutes and ordinances, and in transacting university business.⁵

This definition could be made somewhat more legalistic for the purposes of replevin, by substituting "owned by and in the possession of" in place of the phrase "generated or received and maintained by", as normally possession would implicitly encompass residual custody in any legal action taken to recover university records alienated from its purview and control without proper authorization. By not limiting university records to a particular medium or carrier on which information can be recorded, one recognizes

their multi-media nature and the impact of technological advances.

To assist in the interpretation of this definition and thereby minimize confusion about what has to be scheduled before it can be disposed of, it would be advisable to clarify what does *not* qualify as a university record. Superfluous copies on which nothing has been altered, added or deleted, would be excluded, as would shorthand notebooks and hard-copy drafts of university records prepared for copy typing or word processing entry. Personal or private papers of university staff, such as research and lecture notes, should be exempted from the definition of university records.

On the premise that the pursuit and dissemination of knowledge are the goals of a university, and that research and teaching are the means to attain them, the mandates of many university archives have been modified to allow for the acquisition of staff papers. It could be postulated that, in documenting the history and operation of a university, an archives would be negligent in not preserving a more substantive record of the careers and contributions of its staff than that which appears on personnel files. Besides staff papers, some university archives rationalize the collection of papers of prominent alumni as a legitimate acquisition activity. However, when graduates go on to distinguished careers, such acquisition initiatives may well come into conflict with the established collecting parameters of other archives. Overlapping mandates should be avoided, as cooperation, not competition, should be the hallmark of collecting. What matters most is that irreplaceable sources are preserved, preferably in the most appropriate repository if that coincides with the donor's wishes. But if an archives abrogates its mandate to collect non-parent body records, it cannot very well complain about interlopers.

Extending the mandate of a university archives to actively solicit and collect non-university sources (and not just to receive internal transfers of university records); could be construed as a marriage of the public records and historical manuscripts traditions. Such an amalgamation is an essential ingredient of the so-called total archives concept popularized in Canada. While total archives may be the mainstream in Canadian archives, it is not nearly as pervasive elsewhere, as the latter part of this receiving and collecting duality is at variance with the Jenkinsonian

principle of organic growth and the unbroken chain in custody of archives.⁶ Sir Hilary Jenkinson, the eminent British archivist and scholar, even went so far as to adamantly espouse that collecting, used either as a verb or a noun, be expunged from the archivists' vocabulary.

In many universities - and UWI is no exception - archival activities manifest in collections development originated under the aegis of and often as an adjunct to the library. This trend has continued with the advent of thematic archives, such as literary or architectural archives, to serve as teaching aids, enhance research potential and strengthen graduate programmes in specific disciplines. In this scenario, a library setting for archives is not an aberration. Certain types of thematic archives (such as those that concentrate on business and labour records) have far more in common with institutional archives in terms of management and methodology, than with manuscripts and special collections. Instead of fostering proposals that would replicate archival facilities on a campus, joint or combined facilities should be explored as a more tenable and cost-effective alternative.

If a university archives, that serves as both a receiving and collecting agency, is an organizational appendage of the library, it is imperative not to over-emphasize collections development at the expense of not getting the institution's own archival house in order. For institutional archives, especially those consolidated with records management - as is the case at UWI - the administrative side of the organizational structure is a much better fit. But such an alignment should not preclude the possibility of shared facilities with a library (e.g. conservation) or mutually beneficial projects.

At UWI, placement of the programme in the Office of Administration in University Centre, and having the University Archivist report to the University Registrar, is a sensible arrangement as it is an inter-campus programme charged with the provision of common services to the entire institution. In effect, it features centralized coordination and control of strategic planning; programme evaluation, implementation and adherence to standardized policies and procedures; and the application of archival and records management principles and methodology as they pertain to documentation strategy, appraisal, consistent retention and disposition of records common to all Campuses, and uniformity in descriptive standards. However, from a purely functional

perspective, the programme is characterized by decentralized operations and services at the campus level that conform to overall programme design and parameters, but yet are tailored and flexible enough to meet demands and situations peculiar to each Campus.

While university records and library materials could be labeled generically as recorded information, it is difficult to imagine that anyone would contend that library materials are covered by the definition of university records. Nevertheless, university records do contain secondary sources. For example, imprint studies, reports and other literature can comprise an integral part of a subject or case file, and usually they should not be removed, as it would detract from the integrity of the file. If extraction of publications could be justified on the grounds of dramatically improving access and retrieval, a documentary record of the provenance and new location of the withdrawn items should be maintained for contextual and referral purposes.

Records of affiliated institutions, such as theological colleges at UWI, could not be categorized as university records. Ideally, an affiliated institution should be responsible for its own records. However, if the university archives was requested to act as its official repository, a permanent loan contractual agreement could be entertained, whereby the university archives would assume custody and control of its historical records, with ownership remaining vested in the depositing institution.

As a general rule, documentary photographs, cine-film and video owned by the institution could be deemed university records; but the same could not be said of human and natural history artifacts and specimens found in faculty and departmental research collections, or works of art (regardless of media) owned by the university. Perhaps an exception could be made for representational prints, drawings, paintings and architectural renderings that illustrate university events and proposed or built facilities. Any modern university archives and records management programme should not only be concerned with recorded information in more conventional formats, but must also come to grips with the ever expanding volume of electronic records resulting from computerization and automated systems.

The overall objectives of an integrated university

archives and records management programme, which should flow almost imperceptibly from its mandate, could be articulated as follows:

- increase cost-effectiveness and improve efficiency in managing university records.
- deliver a full range of coordinated and consistent archives and records management services that meet the ongoing needs of the university.
- ensure that inactive and closed university records are properly maintained and accessible until they are devoid of administrative, financial or legal value; that records are systematically destroyed when they cease to be of any value, and that those records of enduring value are transferred to the archives once they become non-current.
- preserve and make available for research and reference those university records transferred to the archives.
- ensure that archival and records anagement considerations are taken into account in the design and development of information management policies, procedures and systems within the university.⁷

This is not an exhaustive enumeration of the objectives, but it does highlight those which are the most significant. Programme responsibilities, which are inexorably linked, are analogous to duties in a position description, and are the means to accomplish the objectives. As all ARMP responsibilities and objectives cannot be implemented and achieved simultaneously, a results oriented building block approach based on realistic priorities was adopted. To counteract and overcome the perception of records as administrative overhead, the programme should be promoted and sold on the basis that university records constitute a valuable asset and investment, which deserve to be managed well in order to pay dividends, especially in an information age. At UWI, it was decided for strategic and tactical reasons to concentrate initially on the front end of the life-cycle continuum of recorded information, particularly for the core administrative records of the institution maintained by Campus central registries.

A records survey, review and analysis (normally at the series level) should be the first programme element that is activated. Two major programme responsibilities - records appraisal and scheduling - are dependent on the information obtained and interpreted in this exercise. Indicative of the questions that must be asked and answered in examining a records series as a prelude to appraisal and scheduling, are those that pertain to its extent, growth rate, format, organization, content, purpose, creators, users, and contextual relationships with other series.

Appraisal is the determination of the worth of records to the university and its archives, based on their primary and secondary values. It is the values identified in records during appraisal that dictate how long records should be retained and their ultimate disposition. Moreover, appraisal criteria are crucial for any meaningful documentation strategy.

Archival theoreticians would not quarrel with the proposition that, to a large degree, the value of university records is contingent on their contextual relationship to each other.⁸ On the other hand, the significance of library materials, which are usually discrete items, is entirely independent of their relationship to other published sources. Whereas library materials are produced for cultural or educational purposes, such values in records are incidental, as are the interests of posterity - except in those comparatively few instances when documents such as the Domesday Book, Magna Carta, and Declaration of Independence possess artifactual values and are almost venerated as cultural icons. In a university such as UWI, the original Royal Charter and Grant of Armorial Bearings would have artifactual or iconographic value. The fact that university records merit preservation for reasons other than those for which they were created is foreign, if not diametrically opposed, to the philosophy governing acquisition of published materials by a library.

A records schedule is the instrument that regulates the life-cycle of records from creation to final disposition, in accordance with chronological retention periods based on life-cycle stages and values in records. Normally, the life span is divided into three distinct stages: active, inactive, and non-current (a euphemism for dead). As records progress through them, values are subject to change. The primary values in records are administrative, legal and financial. Records are of administrative value for as long as they continue to be

used on a regular or frequent basis to conduct university business. It is during this period when records have to be readily accessible to creators and users, that they are active.

When records cease to be active, but are still consulted occasionally for administrative purposes, or still have some residual legal or financial values, they enter their inactive phase. They should be removed from active file areas to low cost and high density records centre storage, from where they can be made available via loans. Records which verify ownership, safeguard the property and other rights of the university or individuals, are of legal value long after their administrative value lapses. To dispose of them prematurely would put the institution or individuals at risk. Residual financial values may be present in records for a period of time after the financial transactions to which they pertain have been completed. In such cases, there may be valid reasons for a more prolonged inactive retention : for audit trail purposes; to adhere to standard accounting practices; to comply with regulatory requirements; and to protect against potential claims and litigation.

When all primary values have expired, records reach the third or final stage of the life-cycle. The length of time it takes for this to transpire varies, depending on the type of records. When records become non-current, final disposition should occur. For the overwhelming majority of records this means destruction, preferably by recycling (and not incineration or as land fill), as it is more environmentally friendly and has a modest economic return.

No more than 10% of university records would have secondary values when they become non-current. Without any secondary values, records are not deserving of transfer to the archives in their entirety, or on a selective retention or specimen sampling basis. Secondary values are evidential, historical, research and informational. It is difficult to define them precisely; in many respects, they are merely different parts of a single hydra-headed value.

To be of evidential value, records must provide authentic documentation on the evolution of the powers, organization, programmes, policies, procedures and functions of a university. Historical value, which can be viewed as inherent, is often tied to the original format of the records and the documentary

heritage of the institution. With regard to informational value, the deciding factor is how substantial the contribution of the informational content of the records will be in supporting research on the history and development of the institution, and not their format.

As final disposition decisions are irrevocable, the importance of a thorough survey, analysis and appraisal of records cannot be overlooked. It may not be critical for those patently obvious choices, such as council minutes and papers for transfer to archives and accounts payable and receivable for destruction. However, it is critical for those grey or seemingly nebulous areas surrounding case and subject files.

A policy prohibiting the destruction of university records without an approved records schedule should be adopted, and implementation of disposition authorities should be mandatory, not optional. Without implementation, some of the more tangible benefits that accrue from scheduling - such as the release of shelf space, alleviation of overcrowded conditions in offices and a reduction in the demand for additional filing equipment - will not become a reality. Staff who knowingly destroy, or countenance, the destruction of any records without authorization, should face disciplinary action up to and including dismissal, for the premeditated destruction of university records which are known to be destined for the archives.

The programme should be pro-active and not passive in developing records schedules. Records creators and users, as well as staff with the requisite legal, financial and subject expertise should be consulted, if there are any reservations about the suitability of proposed retention periods and final dispositions. As a means of expediting scheduling, serious consideration should be given to developing a general records schedule for common administrative records e.g., financial records, throughout the University. To avoid abuse and encourage more acceptable filing practices, permission to use such an omnibus schedule may have to be limited to those areas that have compatible file classifications systems.

To approve records schedules, many universities have opted for a committee mechanism. UWI has eschewed that approach in favour of a more efficient route, in which appropriate senior officials sign off on schedules. For example, a Campus Registrar and Bursar would approve all schedules for Campus records. Deans and Department Heads would be

expected to sign as well on authorities for records of their Faculties and Departments. While a committee, whose role is the perfunctory approval of schedules, is of dubious value, an advisory committee of University Council with the following responsibilities would be exceedingly useful:

- to contribute to and comment on the development of major programme activities, that would qualify as a significant initiative or a dramatic departure from the existing mandate, or would require an infusion of financial and human resources.
- to advise and make consensus recommendations to University Council, or other University and Campus bodies as appropriate, regarding the above.
- to perform an advocacy role in nurturing and soliciting support for the sustained development and improvement of the programme.⁹

Such a committee has been established at UWI. It is chaired by the University Registrar. The University Archivist serves as secretary, and its membership includes: the Pro-Vice-Chancellor of Academic Affairs, the University Bursar, the Campus Registrars; the University and Campus Librarians; a representative from the Department of History on each Campus; and the Government Archivists from the campus countries. As required, other university staff, student representatives and outside experts can be invited to attend committee meetings as resource persons, and to address particular issues.

Without a records centre for the temporary storage and servicing of inactive/closed records pending final disposition, programme implementation would have to be curtailed if not deferred, and objectives would revert to hollow platitudes. Records centre storage is like purgatory with a revolving door; or, from a more secular point of view, like a warehouse in which the primary operating systems are geared to accessioning intake, and controlling and tracking inventory for retrieval, refiling, loans, retention and disposition. In quantifiable cost-benefit analysis terms, systematic scheduling, in tandem with an efficiently run records centre, are perhaps the most appealing features of records management as the pay-off is more immediately discernible.

If possible, a records centre should be located in a separate utilitarian structure that is of combustion-resistant construction, hurricane-proof, air-conditioned and secure. The record storage area should not have any windows or exposed water pipes. High ceilings and a lack of obstructions in the space are a plus, as it means the height of shelving can be increased and its layout designed to maximize storage capacity. In planning a records centre (or, for that matter, an archival facility), one cannot ignore the need for adequate fire detection, suppression and security systems, or a plausible disaster preparedness and recovery plan (including access to a freeze drying vacuum chamber in the event of water damage).

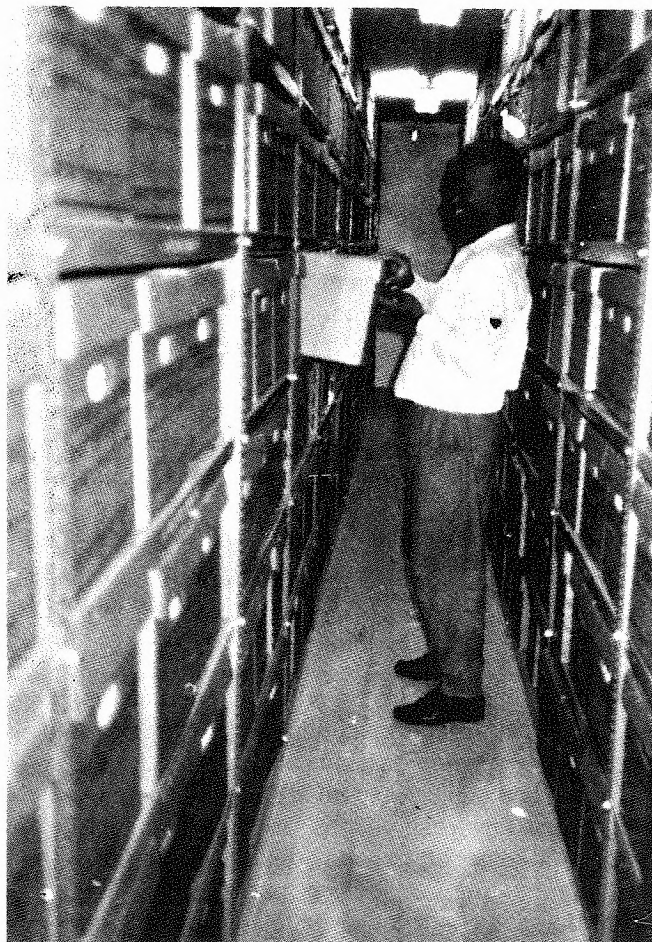
The unique regional nature of UWI, its decentralized operations, and the tendency to conform to the principle of territoriality as it applies to the retention and disposition of records, mean that each Campus needed a records centre. The lack of a records centre on Mona Campus was rectified by an innovative solution. Two steel shipping containers were mounted on a foundation, welded together, and the interior walls removed to provide 65m² of unobstructed storage space. This was insulated with dry wall, air conditioned and filled with 435 linear metres of steel shelving.

This container conversion project was completed by January, 1992 and for less than half of what a conventional cement block building would have cost. In addition, space in the basement of Assembly Hall at Mona was upgraded for use as a secondary records centre to store about 170 linear metres of records with inactive retention periods of two years or less. By March, 1995 a 150m² portion of Chemistry Building No.3 at St. Augustine was refurbished and equipped to serve as a Campus Records Centre, including office and work space for the Campus Records Manager and support staff. Shortly thereafter, conversion and retrofitting 80m² of space at Cave Hill, to transform it into an equivalent Records Centre for that Campus, was also completed.

Registry Filing Rooms on all Campuses, bursting at the seams, were forced to relegate many files to overflow storage in inferior locations, which accelerated deterioration.

Records storage space was at a premium, as these central registries not only maintained all active administrative records, but were still attempting to

store the entire volume of inactive and non-current staff, subject and student files that had accumulated. Moreover, the cramped conditions in these filing rooms and the obsolete manual control systems with which the staff were burdened, were not conducive to operational efficiency. As a first step in rectifying this



Records Centre attendant, Horace Stamp, retrieving inactive files for temporary loan from the climate controlled Records Centre at Mona, 1993.

untenable situation, appropriate records schedules for the numerous series of non-academic, academic and senior administrative staff case files on all three Campuses, were developed and approved.

At Mona, storage space had been completely exhausted. implementation of the schedules for staff files, in conjunction with a major records relocation

project, resulted in more than 375 linear metres of inactive and closed files being sorted, listed, boxed and transferred to the new Records Centre. Nearly 100 linear metres of records which no longer had any value were destroyed. This timely action enhanced programme credibility, as it gave the central registry some room, and released space used previously for storage of dormant files for offices urgently required by the Bursary. Also at Mona, which committed resources to the programme before the other two Campuses, an omnibus schedule for the records of University and Campus Committees and Boards of Faculties has been prepared. Based on a thorough survey, analysis and appraisal, a schedule for diverse series of subject files should be ready for implementation in early 1997.

As the filing systems on all three Campuses are similar, these retention and disposition schedules can be easily adapted for use at Cave Hill and St. Augustine. Schedules for student files and financial records which can be adjusted for use throughout the institution are on the 1996/97 agenda for Mona and St. Augustine respectively.

Once Registry and Bursary records are scheduled, the focus will shift to doing likewise for the records in Faculties and Departments. Concentrating on the core administrative records first puts programme staff in a more advantageous position to ascertain which Faculty and Departmental records can be destroyed, and to identify which ones are needed to complement, augment and fill gaps, thereby ensuring that a more balanced and complete documentary record is preserved.

Scheduling records was not the only programme priority. Another was to introduce an automated data base management system to document, support and streamline the performance of archival, records management and related functions and services. Technological solutions are very much in vogue, but they are not a panacea, and have been known to be fraught with as many, or more, problems than they were designed to solve.

This begs the question, what were the reasons or deficiencies that prompted the designation of automation as one of the top ARMP priorities? Prior to 1991, some progress had been made in automating more contemporary student records and financial records such as payroll, but all of the control and

indexing mechanisms for managing core administrative records in Campus central registries, especially at Mona, were still antiquated and redundant manual systems, that were on the verge of collapse. Instead of trying to rely on band-aid solutions to patch up these terminally ill paper-based systems, it was patently obvious that automation was the only viable way to go, even though it entailed dramatic changes, extensive retrospective data entry and staff training.

It would have been counter-productive to perpetuate obsolete and inherently inefficient manual systems, with their excessive duplication and labour intensiveness, and to introduce paper based systems where none existed. As many elements of the scheduling process and records centre operations are prime candidates for automation, it would have been financially irresponsible to put in place elaborate manual systems destined for conversion and replacement. Compared with manual finding aids, automation would enable the Archives to improve and expand intellectual control over and access to its holdings. Furthermore, archivists who choose to ignore or resist the realities of the automated information age, will before too long be "relegated to the antiquarian curatorial role we have heretofore rejected as a misplaced "popular" notion of what an archivist does for society".¹⁰ Moreover, as customer complaints about the manual systems were so pervasive and the level of dissatisfaction so widespread, the climate was right to sell automation.

The automated system had to possess certain characteristics and capabilities if it was to be an ARMP cornerstone. In this respect programme structure, objectives and functions determined software requirements. The approach to automation was influenced if not governed by a number of guiding principles and crucial operational imperatives concerning selection of suitable system software, and some of the key ones were use of:

- the same software and system for University Centre and all three Campuses for programme compatibility and standardization,
- a single affordable software for all the core functions and ancillary support services involved in the management of the entire life-cycle of records,

- truly relational software and not flat file or tabular data management system software, in order to eliminate entering the same data more than once, facilitate its movement within and from system data bases and applications, and provide the linkages for multi-level description and access at the various hierarchical levels of archival arrangement,
- software that could conform to international archival descriptive standards,
- software in which programming would not be required in designing data base structures or in any modifications, deletions or additions thereafter,
- software that could communicate directly or through protocols with major data base management systems already in place or planned for UWI,
- software that was not hardware or network specific, and that would require minimal technical support once it became fully operational,
- modular software that had additional features for such functions as imaging tied to scanned documents and photographs, and bar coding which could be obtained as and when required, and
- software that in due course could be applied to the management of electronic records and not just textual records.¹¹

Stipulation of software prerequisites did not occur in a vacuum. A multiplicity of inter-related activities for which data bases and applications had to be developed on the software were addressed concurrently. In terms of managing all the series of records in Registry Filing Rooms the following processes were targeted for automation:

- creating and updating control records for files and their constituent parts or volumes,
- producing, tracking and completing file loan records,

- searching file, part and loan records on various access points,
- assisting in the implementation of approved retention periods and final dispositions, and
- generating an array of output products and statistical reports to support and document operations of the Central Registry Filing Rooms.

Automation was also envisioned for scheduling, and a multiplicity of functions and services connected with records centre and archival operations including, but not limited to, records centre inventory control, and retrieval and description of archival records at all levels of arrangement on a cumulative basis, according to recognized descriptive standards.

Funding possibilities were pursued. University Centre Project/Inter-American Development Bank (IDB) funds were allocated to an archives and records management automation consultancy to evaluate, select and purchase the necessary software, to contract a consultant to design, tailor, install, test and document the data bases and applications on the chosen software, and to deliver practical training to staff.

By June, 1992, IDB approval had been given to the project terms of reference and scope of work; automated system objectives; archives and records management functions and services to be automated; a detailed explanatory listing of mandatory and highly desirable software operational requirements and technical features; and a short list of five database management systems to be considered for software. This information served as the basis for soliciting quotations to supply the software and deliver consultancy services and then to evaluate what was submitted by prospective vendors and consultants. Every effort was made to fast track the project and by December, 1992 it was decided to purchase GENCAT generic cataloguing relational software from Eloquent Systems Inc. a Vancouver based firm that developed and has proprietary rights to the software. GENCAT operates on a run time version of Advanced Revelation, an extremely powerful and flexible data base management system. At the same time, an authorized GENCAT consultant from Vancouver was awarded the contract to undertake design of the total system, application development and staff training.

Besides being within budget, the primary reason for going with GENCAT was that it satisfied all of the software requirements and it could be used very effectively in automating all of the archives and records management functions and services.

By mid-February, 1993, the consultant had received extensive documentation and specifications on input, search, output and relationships for virtually all of the applications down to the field level. As there was no money for any hardware, a case was made for funding from a Canada/UWI-Institutional Strengthening Project (ISP). Approval was forthcoming for a number of phased project proposals to enable enough computer and networking equipment and materials (e.g., cable, connectors, ethernet cards) to be acquired, so that the system could become a reality on all three Campuses.

It was decided to proceed with automation at Mona before the other Campuses, because Mona's manual systems were in the worst shape and its commitment to ARMP development was the most solid. By early June, 1993, the consultant had completed the design, structure and linkage of all data elements, fields and authority tables for the system data bases; created input and search screens and output report formats; entered and tested sample data; installed, modified and validated the system in a stand alone mode; provided demonstrations to senior administrative staff, and some basic hands on training for staff in data entry.

Throughout 1993, some progress was made in installing a fibre optic backbone at Mona and developing a Campus-wide distributed client-server network on Novell. While this was encouraging, none of the locations in which the ARMP automated system was to operate initially were on the network, and plans and funds to connect them were uncertain at best. In addition, the network was experiencing a fair amount of technical difficulties. Instead of waiting until the network was operating smoothly and extended to all the essential locations, it was decided to get started with an ARMP local area network (LAN) on some ten PC workstations in the Registry Filing Room, Records Centre and the offices of the University Archivist and Campus Records Manager. All the hardware and the LAN were in place when the consultant visited Mona again in late November, 1993 to install an upgraded version of GENCAT on the LAN, test and customize it further, and supply more applied training for staff. With the benefit of hindsight, the decision to proceed

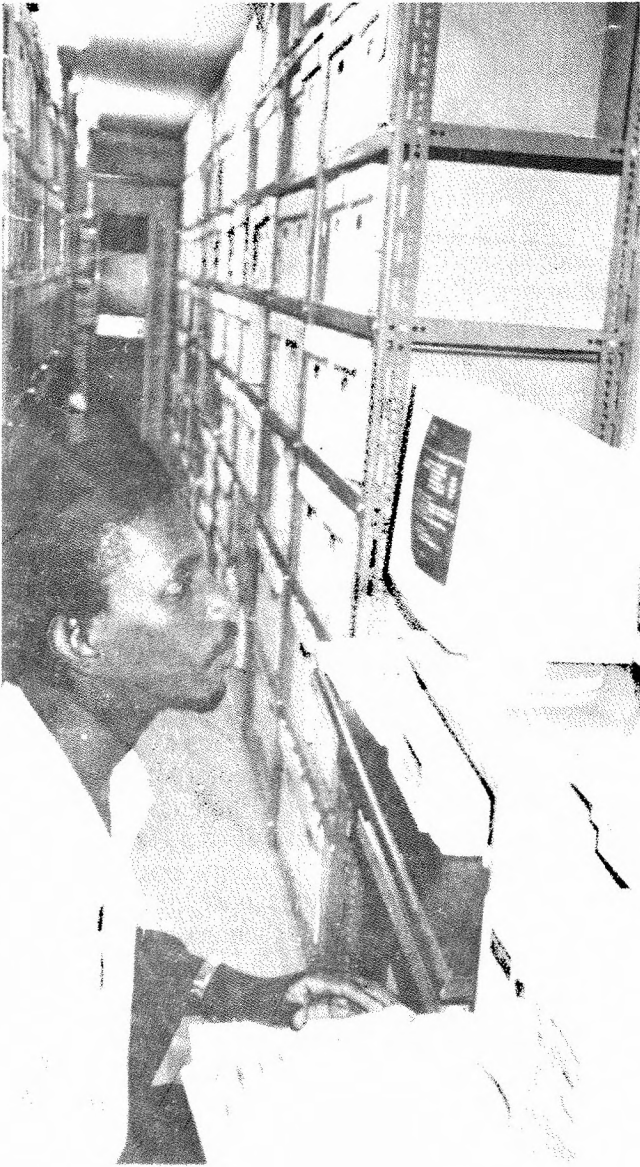
with what was only an interim solution was correct, as it would have taken another two full years before the Campus-wide network reached the stage where it would be in the best interests of the programme to switch over to it.

A major retrospective data entry project to convert all the Registry Filing Room's manual control and indexing systems to the interactive on-line automated system has been completed at Mona. More than 50,000 records have been entered on GENCAT and the system is currently being extended to other users on Campus.

To facilitate operations, a detailed GENCAT User's Manual has been developed at Mona and will be adapted for use on the other Campuses. To cope with all too frequent power fluctuations and outages, the system is protected by UPS, line conditioning and regular tape back-up, as well as hard copy printouts in the event of down time.

Automation on GENCAT at St. Augustine dates from March, 1995 when a Campus Records Manager and ARMP support staff were appointed. At present, the LAN is operating in the Campus Records Centre and will be extended to the Registry Filing Room in the Administration Building and elsewhere, once the fibre optic backbone is in place. Retrospective data entry to replace all the Registry Filing Room manual systems is now complete at St Augustine, and comparable data entry was initiated at Cave Hill in September, 1997 when its Campus Records Manager and support staff came on stream. Even though Cave Hill is the last campus to automate, it will definitely benefit from the experience and lessons learned on the other Campuses. To ensure that UWI has the in-house skills and abilities to sustain and get the most out of the system software in the post consultancy period, ISP funds have been obtained to enable all Campus Records Managers and designated programme staff to receive advanced GENCAT training in data base design and system administration.

It is gratifying that UWI has become a leader in archives and records management automation, and that its pioneering all inclusive system on GENCAT has generated such interest and favourable comment outside the region. For instance, the National Archives of Canada and the Metro Toronto Archives have



Records Centre Supervisor, Howard James, searching the GENCAT automated data base in the Mona Records Centre, 1993

adopted GENCAT based on the UWI model. UWI has received positive reviews from the Smithsonian Archives.

Improvements in the Mona Registry Filing Room have not been confined to scheduling and automation,

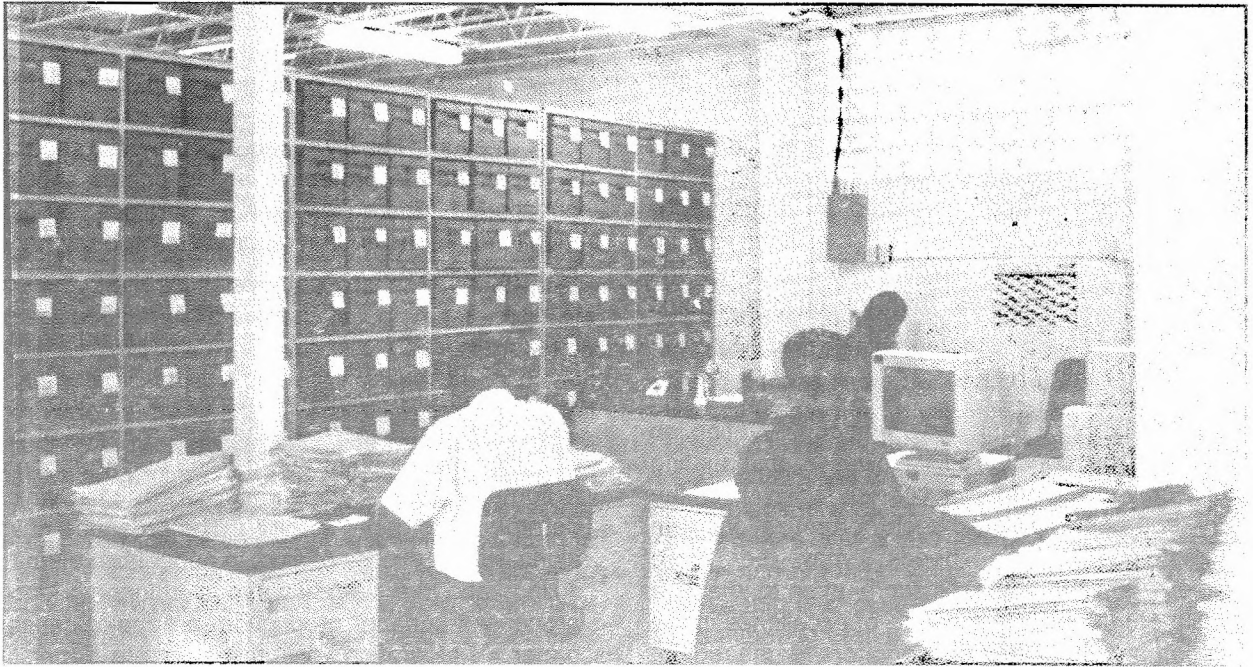
which in themselves were not enough to solve all of the shortcomings. To increase efficiency and cost-effectiveness to acceptable levels, a complete functional overhaul and physical reorganization was needed.

A number of projects was undertaken to achieve this. First, a total quality service project, under the direction of the Campus Records Manager, involved staff and customers of the Registry Filing Room in: identifying structural and operational problems pertaining to the management of files and correspondence, their causes and implications; the analysis of work flow; determination of customer expectations; and recommendations aimed at resolution of process problems and improvements in service delivery. Some of the changes included abandoning the arcane "desk syndrome" inherited from the British, and replacing it with service driven work teams based on functionality (e.g. customer service, file maintenance and classification) and providing cross training.

Second, plans to substantially upgrade the environment and equipment were developed and implemented. With ISP funding over 600 linear metres of mobile lateral shelving was installed, which almost doubled storage capacity without any increase in space. New, more durable colour coded end-tab file folders which meet records management specifications, were introduced. By November 1995, a comprehensive records management policy and procedures manual had been issued and employed as a teaching aid in a series of training sessions for administrative staff. This manual has been exported to the other Campuses, where it will be adapted for use.

UWI may have a "world class" automated system for managing archival records but, without Campus archives facilities, it will be impossible to perform core functions and achieve key objectives. Progress has been made at Mona, where a 160 m² container structure contiguous with the Assembly Hall has been converted to serve as an archives facility.

While this is only an interim solution for the next five years or so, it does provide space for air conditioned archival storage; arrangement and description of records transferred to the care and custody of the archives; a reading room where researchers can examine and consult archival sources; and offices and workstations for professional and support staff. At St.



Archives and Records Management Programme staff sorting files and performing data entry on the GENIAT automated system in the St Augustine Campus Records Centre (Trinidad), 1998

Augustine, it is anticipated that, due to construction of the new Faculty of Natural Sciences building, there will be sufficient vacant space in Chemistry Building No. 3 for use as a Campus Archives. Conceptual design development plans for Campus archival facilities, presenting a number of construction alternatives, have been prepared. Regardless of whether an archives is accommodated in a purpose-built structure or in upgraded space in an existing building, work flow patterns and functional relationships should be of prime consideration in space layout. The possibility of future expansion should be taken into account in the design configuration and site selection. Compared to a records centre, environmental conditions in an archives are very stringent, and should building plans have to be revised because of financial constraints, environmental standards should be the very last choice for any cuts or compromises.

Theoretically, different media represented in an archives holdings require somewhat different optimum micro-climates for preservation purposes, and if carried to the extreme, it would mean cold storage for practically all of the holdings. The difficulties in maintaining a multiplicity of micro-climates in an archives are virtually insurmountable. Cold storage on such a large scale, besides being unrealistic, presents

operational drawbacks. So the goal should be a single micro-climate that is within an acceptable range for all media, colour photographic negatives, prints and film excluded. That goal should be a constant temperature of $18^{\circ}\text{--}20^{\circ}\text{C}\pm 1^{\circ}$ and a relative humidity of 40-45% for 24 hours every day.

The importance of temperature and RH stability cannot be over-stated. Fluctuations are a major cause of deterioration of paper and other media on which information is recorded. Changes in RH cause paper fibers to expand and contract, which weakens its structure. RH over 60 per cent promotes mould and mildew growth. If it is too dry, paper becomes brittle. Scientific research has confirmed that chemical activity in paper doubles for every 18°F increase in temperature, and the useful life of paper is cut in half with every sustained rise in temperature of 10°F .

Many other preventive conservation requirements should be addressed in planning and design of an archives facility: air filtration systems to eliminate dust and air borne contaminants and pollutants; lighting with filtration of wavelengths less than 400nm to prevent damage to records by ultra violet radiation; non-porous finishes; no oil based paints and no natural light in archival storage.

In addition to archival storage, the building must incorporate sufficient space for accessioning, arrangement, description and public research and reference. If gallery space is not already available on campus, it may include an exhibition area for recent accessions, and topical displays to increase exposure to archival sources and enhance programme profile and visibility. If source document microfilming is to be a responsibility, as it is in many archives and records management programmes, then the building should have the space and equipment necessary for a micrographics unit.

Space for a properly equipped paper conservation lab should also be considered. However, extenuating factors may dictate that a shared facility with the library, and possibly public sector organizations with pressing conservation needs, may be more feasible/defensible. If UWI were ever to make a commitment to become a centre of excellence in the education and training of conservators for the region, it might be more likely to secure the kind of facilities needed to respond to the conservation challenges facing archives, libraries and the cultural/heritage sector in the West Indies.

The three interconnected non-discretionary core functions carried out in an archives facility are preservation, arrangement and description and availability for use. Preservation, consists of two components: preventive conservation and more proactive conservation and restoration treatments. There is virtual unanimity in the international archival community that the preponderance of scarce resources should be earmarked for preventive conservation, which is analogous to stabilization in the preservation of in situ built heritage, and not for cosmetic restoration. Archival quality storage space should be paramount, but it should be supplemented by conversion of paper records of purely informational value to a more stable, durable and compact format, such as silver acetate microfilm that meets quality control standards for density, resolution and residual thiosulfate content.

Records should be fumigated on a selective basis before they are transferred to archival storage, to destroy any micro-organisms and biological agents, including silver fish, and also in the event of any subsequent infestation. Transferring paper records to acid and lignin-free file folders and boxes; unfolding and flattening documents; removal of elastic bands

and corrosive metal paper clips and staples, and replacing them with inert plastic clips, are rudimentary preventive conservation measures which should occur during arrangement. As continued use accelerates deterioration, heavily used documents should be encapsulated in protective mylar, copies should be substituted for fragile originals and use should be monitored to ensure that records are properly handled by researchers.

By far the most depressing conservation crisis for archives and libraries is how to stop the self-destruction of twentieth century records and books. Since the 1870's the overwhelming majority of paper has been manufactured from wood pulp that contains a complex organic substance called lignin which is detrimental to paper stability. The presence of lignin along with an excess of alum in paper from alum rosin sizing, and the use of various chlorine bleaching processes in paper production, are major causes of paper disintegration. What results are papers that contain acidic compounds which, over time, break down its chemical composition and structure. Paper turns yellow, becomes brittle and eventually so fragile that it cannot be handled. It is estimated, "that in the average collection proportionately more damage has taken place in the five years from 1970-75 than occurred in the entire eighteenth century", and "that by the turn of the century 90% of the paper records now in archives will no longer be able to be handled".¹² Such apocalyptic predictions can be of use in reinforcing the case for conservation, but they do not tell the whole story, and "... a failure to realize that conservation should aim for a reasonable life expectancy in records because permanent may be an unattainable ideal can damage the case for increased funding for conservation; as can the unwillingness to pronounce a death sentence on some seriously deteriorated records that are not worth the cost of media transfer or restoration".¹³

Three approaches hold out the most promise: mass deacidification, reformatting or media transfer, and the use of acid free paper. Creating records of long-term value on acid free paper is an extraordinarily cost-effective preventive solution. For example, if the master original and back-up sets of papers and minutes of University, Campus and Faculty bodies were produced or copied on acid free paper, the conservation costs to preserve them would be negligible. Microfilming paper records has been the most common reformatting technique used in archives

as a preventive conservation measure, to save space and facilitate diffusion. Until stability and longevity of the products of newer technologies - such as optical character recognition and laser encoding - are better than archival quality microforms, this more traditional means of media transfer should not be discarded.

While there will always be a place for sheet by sheet aqueous deacidification in a lab environment, it cannot cope with the magnitude of the problem. The patented non-aqueous Wei-To process (which many archivists and librarians are familiar with because it is marketed in aerosol cans), employs magnesium methyl methoxide as the agent. The process is used by the National Archives and National Library of Canada in a small vacuum chamber for mass deacidification, but there has been some concern that magnesium salt of methanol may cause inks to run and affect the glues in binding. Developments in mass deacidification technology are not limited to the Wei-To process. For instance, in the United Kingdom, there have been very encouraging tests in stabilizing and strengthening paper. These tests involve the introduction of a controlled mixture of acrylate and methyl methacrylate into a reaction chamber and then exposing the records within to the gamma radiation to produce chemical polymers, which are deposited throughout the core of paper fibers and between surfaces.

A proven mass deacidification system at UWI could meet institutional needs and those of the regional archival and library communities and generate some revenue in doing so. Even if non-university clients had to pay for this service and the shipping costs, it might still be less expensive than undertaking time-consuming and labour-intensive aqueous deacidification of archival sources, or the purchase of replacement library materials.

The second core function of an archives is arrangement and description to establish, extend and refine physical and intellectual control over its holdings, so that they can be identified, retrieved and made accessible for use. The first step is to accession records received under schedule. Each transfer of records should be assigned a unique accession number, which is essential for location and retrieval, as records should be stored in sequential accession number order to use shelving and storage equipment more efficiently, and eliminate the need for any reshuffling.

Unlike libraries, physical storage in archives is not determined by subject coverage. Classification, which is the essence of technical services in libraries, is sometimes confused with arrangement in archives. To arrange things is to place them in order relative to each other, to classify things is to allocate them to previously established categories. In archives, records are arranged in accordance with the cardinal principles of archival theory - respect des fonds, provenance and maintenance of original order. In libraries, books are classified by preconceived subject categories to cater to a wide field of knowledge. Respect des fonds (or respect for the integrity of a group of records), which was originated by the Archives Nationale in France between 1839 and 1841, prohibits the intermingling of records from one office origin with those from another, regardless of subject. This axiom is closely allied to provenance, which for records, refers to the office of origin and not information or successive transfers of ownership and custody as it does for manuscripts. The meaning of maintenance of original order, which has its roots in the Prussian registry office of the 1870's, is self explanatory as it does not condone the imposition of an artificial order or rearrangement of records by subject (supposedly to satisfy research needs). If records are in disarray or lack any discernable order, original order will have to be restored or an order will have to be imposed; but it is imperative that it mirror, to the greatest extent possible, the organizational structure and functionality of the records creator.

In archives, records are arranged and described in a descending hierarchy from the general to the specific. Below the repository level which encompasses all of the fonds of a university, there are normally five levels of arrangement - fonds or group, sub-group, series, file and individual item or document. Whether all five levels are employed depends heavily on the structure and complexity of a fonds. Groups are based on provenance, which refers to the primary organizational units of an institution that create, receive and maintain records in the performance of their functions. At the campus level, the Registry, Bursary and Faculties are examples of fonds. At UWI, Appointments Section would be a sub-group. The confidential academic staff files for which it is responsible would be a series, which is composed of files on staff members that contain individual documents or items. A single fonds may be composed of many sub-groups and series, and even sub-series, as well as multiple accessions received under different

records schedules. Description, somewhat analogous to library cataloguing, emanates from arrangement and they are often performed concurrently. In archives vernacular, description and finding aid preparation are used synonymously. Finding aid is the generic term for the assortment of manual or automated research and reference tools that are generated to provide intellectual control over, and facilitate contextual access to, records at various levels.

The third core function of archives, to make records available for research and reference, is dependent on arrangement and description. Even with automation, it will be undertaken primarily on site. However, to facilitate inter-campus exchange and distance access in non-campus countries, copies of finding aids should be diffused in hard copy, microform or on disk. Resources permitting microforms of records should be distributed on deposit or circulated on loan. Publishing information leaflets on the archives programme and services, a repository guide and record group descriptive inventories, should be a natural extension of this third core function. While closed stacks should remain the rule, copies of more frequently consulted sources should be available in the reading room on a self-service basis. Provision must be made for reprographic services. Approaches, such as by appointment, shift work, flextime and the use of volunteers could be explored to extend regular hours on week nights and weekends if researcher demand warrants it, but in doing so, vigilant (though unobtrusive) surveillance of those areas in which records are being examined must not be compromised.

What is a university archives used for and by whom? For administrators, planners and those interested in management studies, archival sources would be indispensable in deciphering what happened in a narrow or broadly based subject area and also the context of how and why it happened. For historians, educators, social scientists, students and the general public interested in the history and development of UWI, its contributions and involvement in the region and tertiary level education in the West Indies, the holdings of the University Archives would be an invaluable primary source.

One of the more delicate and potentially contentious issues in making records available is that of access restrictions. In any deliberations about restrictions on access, two countervailing and often opposing forces

come into play. On the one hand there is the concept of freedom of information which is tied to the right to know and accountability, and on the other is the protection of privacy and the need to safeguard sensitive and confidential information. Any legitimate concerns about access restrictions must be resolved in developing records schedules, and if restrictions are to apply to records after their transfer to the archives, they must be stipulated on the approved schedule. If not, records will be open for unfettered research once they are transferred. A veritable host of factors should be weighed in reaching access decisions: for example, the need to foster research and protect academic freedom; whether the premature release of information would put the institution at risk, and whether disclosure would constitute an invasion of privacy or an infringement of rights. Open ended or indefinite access restrictions are unacceptable. A period of time must be specified after which restrictions either lapse, or are reviewed to ascertain whether they can be removed, or should be renewed for a further period of time and reviewed again by the officials who approved the schedule. The length of an access restriction, whether 5 or 50 years, is normally calculated from the date of the last document on file. In some instances, it may be calculated from the date of transfer to the archives.

A university archives does not impose access restrictions. It abides by those authorized by schedule. It should not be up to an archives to serve as an adjudicator in disputes over access. Nor should an archives act as a censor or an apologist for the institution, by attempting to withhold unrestricted information that might be embarrassing to its sponsoring organization - even when it is known that a researcher intends to use information obtained from the archives to criticize its sponsor. Archives must not arbitrarily or subjectively grant access to records to some researchers and refuse others access to the same records. Even though many archivists are advocates of more liberalized access to records, an archivist's personal beliefs must not influence access decisions. However, an archivist would be remiss in not attempting to dissuade those who suggest excessive or unworkable restrictions. An archives must be impartial in administering access restrictions and must be perceived to be so.

Another ARMP priority, namely the professional and support staff necessary to carry out non-discretionary programme functions, has only been alluded to so far.

In archives as in libraries, it would be unusual for an archives and management programme to expend less than 75% of its recurring budget on salary and benefit costs. Decentralization at UWI means that (once all aspects of the programme are fully operational), the ARMP staff complement will be proportionally greater than in a single campus university, but on none of the Campuses will ARMP staff exceed the number of staff already in Campus Registry Filing Rooms. In fact, due to automation and increased efficiency in central registries, a few Registry Filing Room staff could conceivably be transferred to the records centre or archives and thereby reduce the number of new positions required.

At its September 1994 meeting, the University Archives and Records Management Committee endorsed a projected Campus level organizational structure as the guideline and framework to determine the composition of ARMP and how it should evolve and function on each Campus. When all programme components are in place at Mona, the oldest and largest Campus, the total number of ARMP staff should consist of a combined post of Campus Archivist and Records Manager, an assistant records manager and assistant archivist and five clerical support staff, which is still less than the number of staff in the Registry Filing Room.

The pace of ongoing programme development is heavily dependent on adequate staffing levels. While delays and frustrations will be experienced (due to financial constraints, other competing institutional priorities and the need for attitudinal change), they can be kept to a minimum through a creative mix of funding and persistent efforts to pursue innovative solutions. Given that four to five years in the life of a university is a relatively short time, what has been accomplished since the inception of the programme in September, 1991 is impressive when evaluated in terms of critical success factors. Much more needs to be done, but the future of the programme looks promising.

UWI is committed to unlocking the potential of the region through teaching and research, thus playing a pivotal role in sustainable development and the self-advancement of West Indians. With this in mind, the programme has endeavoured to expand its horizons beyond purely internal responsibilities. Through involvement in organizations such as the Caribbean Regional Branch of the International Council on Archives (CARBICA), the Association of Records

Managers and Administrators International Records Management Trust, professional staff have tried to foster and contribute to the development and strengthening of the regional archives and records management community.

The ultimate goals of ARMP are to preserve the institution's collective documentary heritage, serve as its corporate memory and achieve economies of scale, consistency and efficiency in the overall management of University records. In the landmark report titled To Know Ourselves, Professor Tom Symons stated that, "Canadian archives are the foundation of Canadian studies, and the development of Canadian studies will depend in large measure upon satisfactory development of Canadian archival resources".¹⁴ Although the quotation pertains to Canadian archives it is certainly transferable to the West Indies. A seminal cliché, which admittedly has been tinkered with to fit, is a university without an institutional archives would have no record of its past, no understanding of its present and no foundation for its future. It may only be a cliché, but it rings true nonetheless.

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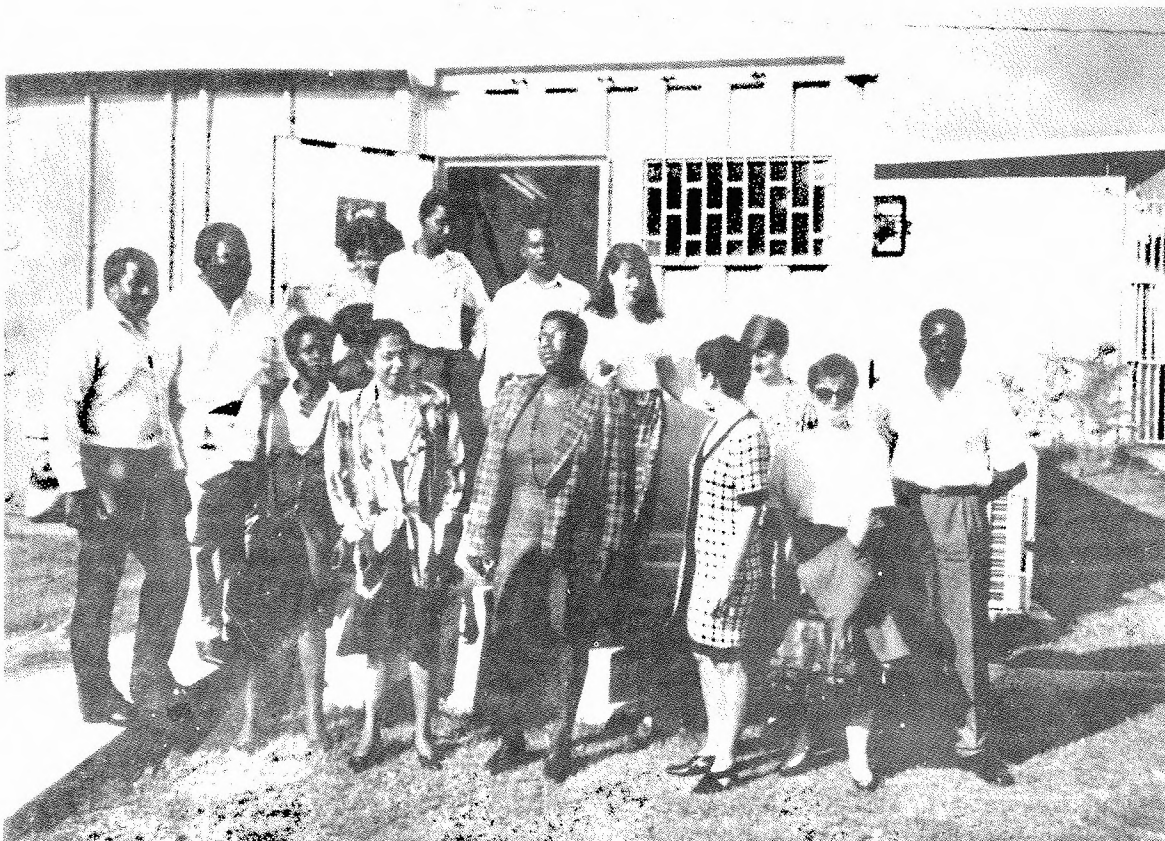
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W. Brian Speirs - University Archivist



Visitors and staff outside the Mona Records Centre, 1995. Included are members of the Jamaica Chapter of the Association of Records Managers and Administrators International, staff from the National Archives of Canada, delegates from Kenya and The Gambia and representatives of the Commonwealth Records Association and the International Records Management Trust

LIBRARIANS HONOURED

LEILA THERESA THOMAS

Professional Societies Association of Jamaica Medal of Honour, 1995

Miss Leila Thomas (ALA, FLA) has served the library profession for over 45 years. She was Director of the Jamaica Library Service (1975-1984), and twice President of the JLA. She also served as Chairperson of: the National Book Development Council (1986), National Council on Libraries Archives and Documentation Services, Unesco's General Information Programme, the 5th General Assembly of the Caribbean Regional Council on Adult Education (1995), and two JLA International Conferences (1972 and 1994).

Her other involvement includes: Member, IFLA Standing Committee for Latin America and the Caribbean; Organizational Representative of the Caribbean Regional Council on Adult Education; Representative /Treasurer of COMLA; member, Unesco National Commission. She has given distinguished service since the 1950's to the Jamaica Festival of Arts, and also the Soroptimist Club as President (1988) and ongoing executive member.

During her tenure as Executive Director of JAMAL (1982-1992), the illiteracy rate was reduced from 24.3% (1981) to 18% (1987). For this, she received the Nadezha K. Krupshaya Prize for work in adult literacy. Among her other awards are the ALJALS Award (1993), Centenary Medal of the Institute of Jamaica (1981), the Order of Distinction (Officer Class - 1973) and the Order of Distinction (Commander Class - 1990)

AMY BLANCHE ROBERTSON

Professional Societies Association of Jamaica Medal of Honour, 1994.

A librarian for over 48 years, Mrs Robertson is a Fellow of the Library Association and holds a Diploma in Education (University of the West Indies). She served as President of the Jamaica Library Association (1974) and the International Association for School Libraries (1977-1983). A prime mover in the founding of IASL, she has made a significant contribution to the development of school libraries and library services for young people.

She recently retired as Librarian/Documentalist of the UWI Faculty of Education.

DAPHNE ROWENA DOUGLAS

In 1995, an evening of tribute was held for Daphne Douglas, Commander of the Order of Distinction, Professor Emeritus in the Department of Library Studies, Master of Library Science (Pittsburgh), and Fellow and Associate of the Library Association.

She served the Jamaica Library Service as cataloguer, training officer and Principal Librarian; the Jamaica Library Association and the Association of Caribbean Research and Institutional Libraries as President and in other Executive positions; and as Vice-Chairman of the National Council of Libraries, Archives and Documentation Services. She participated as consultant and expert in the Caribbean region and other countries like Gabon, France, Finland and Senegal, and was invited to serve as International Coordinator for the International Federation for Documentation Education and Training Pre-Conference Seminar (Cuba, 1990).

For public service in the field of librarianship, she received the Order of Distinction, Commander Class in 1992. Other awards include: the Institute of Jamaica Centenary Medal for Meritorious Service in the field of Education and Librarianship; the Liguanea Chapter of the Junior Chamber of Commerce Special Award for Outstanding Service to the Community; Woman of Distinction (National Award for Distinguished Service in Librarianship and Unbroken Service in Library Education during the UN Decade for Women 1976-85); and the Association of Librarians in the Jamaica Library Service Award for Distinguished Service.

PICTORIAL



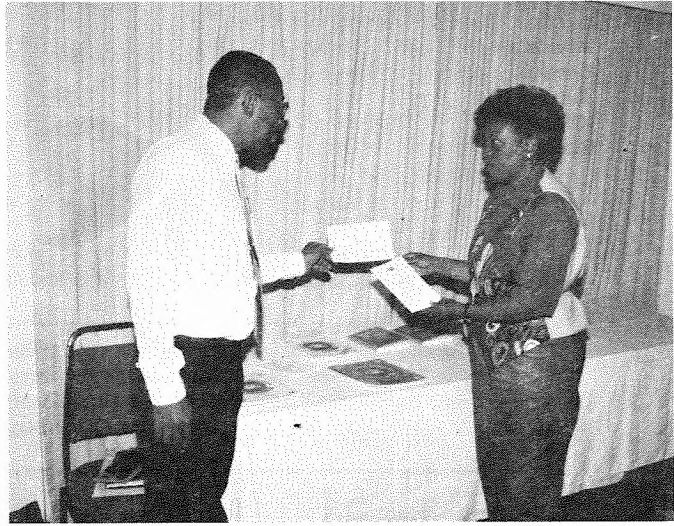
Miss Glory Robertson replying to tributes paid to her on her retirement



Miss Gloria Clarke, newly installed President, speaking at the Annual General Meeting, January 1994



Mrs. Paulette Kerr delivering the Presidential Address at the Annual General Meeting, January 1995



Mr. Byron Palmer and Mrs. Maureen Webster-Prince examine publications of the Association at the Annual General Meeting



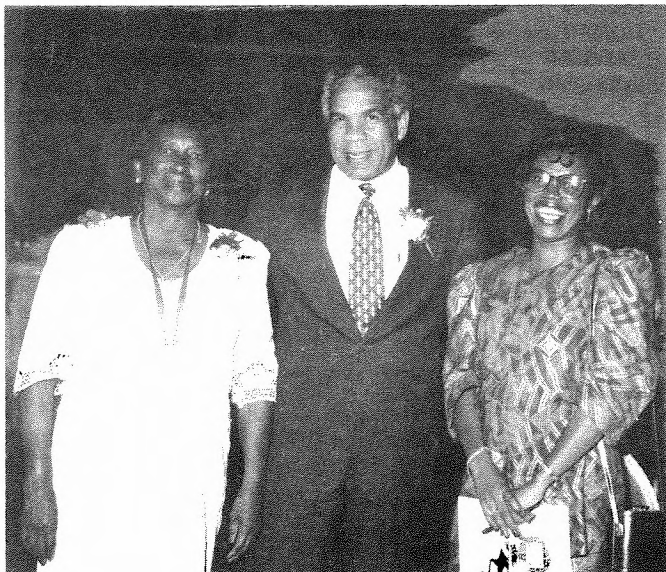
Members of the 1995 Executive Committee at work



Department of Library Studies students at the Annual Rap Session with Executive Members, 1994



Professor the Honourable Rex Nettleford, O.M. paying tribute to Hon. Joyce Robinson, O.J. at the launch of Libraries, Literacy and Learning



Miss Leila Thomas, Dr. Omar Davies and Mrs. Paulette Kerr at the PSAJ Awards function



Professor Daphne Douglas and Mr. John Aarons at the function held to honour Prof. Douglas

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GUIDELINES FOR CONTRIBUTORS

The Jamaica Library Association Bulletin welcomes original contributions related to the field of Library and Information Science with special reference to Jamaica and/or the Caribbean.

Articles

Articles should reflect some academic or scholarly work and may consist of original research, state-of-the-art reviews, analyses, progress reports and interviews of outstanding persons in the field or related fields. They should not have been already published or accepted for publication.

Conferences, Seminars, Workshops.

Reports of conferences etc. attended by members of the profession should be evaluative as well.

Book Reviews.

Publications reviewed should have some relevance to Jamaica, the Caribbean or the profession.

The **MLA Handbook for writers of research papers, theses, and dissertations**, (New York: Modern Languages Association, 1995) is recommended for style.

All contributions are refereed and are edited for style, accuracy, clarity and length.

A short author abstract of about 50-100 words should accompany each contribution.

Two typewritten copies should be submitted. The typing must be double-spaced. A copy should also be submitted on a 3.5 diskette in WordPerfect or Microsoft Word format. The author's name, position, place of work, mailing address and phone number should be provided.

Social and Economic STUDIES

The Social Sciences Journal of the University of the West Indies

Volume 44, No. 1, March 1995

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Pedro A. Noguera

The Impact of Punishment Threats on Crime in a Caribbean Community

Karen M. Ramoutar

My Mother Never Fathered Me: Rethinking Kinship and the Governing of Families

M.L. Black

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*Lance Brennan, John McDonald and
Ralph Shlomowitz*

A Note on Inflation in Haiti: Evidence From Cointegration Analysis

Jacques Jiha and Gray Orphee

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Glory Robertson retired in 1993 after 33 years in the library profession in Jamaica. She is currently researching a book on runaway slaves.

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Ownali N. Mohamedali is a Senior Lecturer at the Department of Library Studies, University of the West Indies (Mona). Email: omoham@uwimona.edu.jm.

Brian Speirs, University of the West Indies Archivist since 1991, has had over 25 years experience as a professional archivist. He was instrumental in developing a certificate programme in records management at Mona, and is coauthoring a comprehensive archives and records management needs assessment and planning study report for the Caribbean region.



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	Supervision at the Workplace (Level 2)		Apr 11/Oct 17
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3.	The Role of Pension Fund Trustees	Trustees/Administrators of Pension Fund	Feb 29
4.	Communicating Skills for Secretaries	Junior Secretaries	Mar 5
5.	Communicating Effectively	HRD Managers/Front-line Staff/Media personnel/Secretaries	Mar 12
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7.	Improving Record Keeping & Filing Systems	Junior Secretaries/Clerks	Apr 23
8.	Writing Skills for Effective Office Communication	Junior Secretaries/Clerks	June 11-12
9.	Conference Procedures and Recording Techniques	Personnel Asst./Secretaries/Public Relations personnel/ anyone likely to plan conferences	Oct 10
10.	Administrative Skills for Secretaries	Exec. Secretaries/Personnel & Admin. Assistants	Oct 29-31
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INDUSTRIAL RELATIONS MODULE			
12.	Collective Bargaining & Negotiating Strategies (I)	HRD & IR personnel	Mar 19-20
13.	Disciplinary & Grievance Administration (II)	Front-line Supervisors/Managers Personnel & I.R. practitioners	Mar 27
14.	Problem Solving in I.R. Disputes Resolution & Mediation (III)	I.R. Practitioners/Labour Officers	Apr 18
15.	Labour Laws (IV)	Labour Rel. Officers/Administrators	Apr 25/Nov 14
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19.	Performance Mgt. (III)	H.R. Managers/Supervisors	June 19-20
20.	Human Resource Training & Devt.	Personnel Staff	July 9
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21.	Finance for Non-financial Mgrs.	H.R. Mgrs./Snr. & Middle Mgrs./Entrepreneurs	June 6
22.	Intro to Psychology	Human Resource Practitioners	To be announced
23.	Achieving quality performance	H.R.D./Operations/Finance/Sales/P.R. Mgrs.	July 2-3
PERSONAL DEVELOPMENT WORKSHOPS			
24.	Stress Management	Supervisors/H.R. Officers/Guidance Counselors	May 21
25.	Employee Assistance Programme	CEOs/H.R.D. Managers/Entrepreneurs	To be announced
26.	Time Management	Dept. Heads/Mgrs./Supervisors/Secretaries	Oct 15
27.	Forward Planning for Retirement	Pre-retirement employees/H.R. Mgrs./Union Delegates	Sept 17

*Participants will receive certificate of participation

JEF'S TRAINING PROGRAMMES ARE RECOGNISED FOR EXCELLENCE AND ACCREDITED BY EMPLOYERS

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