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Preface

As I make my last contribution as editor of *Advances in Librarianship*, I would like to say a few words about my twelve years' experience with this annual. My tenure has greatly enriched my life both professionally and personally. My first association with *Advances* goes back to 1980 when I was asked to submit an article on library materials budgeting for volume 10. Later, in 1992 I joined *Advances* as a member of its editorial advisory board. At that time, Irene Godden (Colorado State) edited the volume. I owe her a great debt for her counseling and guidance. After Godden resigned in 1998, I took over as co-editor of *Advances* and from 2001 (volume 25) I have been its sole editor. Through all these years, I truly enjoyed working with my colleagues on the editorial board and with the many prominent librarians whose papers appeared in *Advances*. I am especially grateful to Nancy Allen (University of Denver), G. Edward Evans (Loyola Marymount University, Los Angeles), and Mary Jean Pavelsek (NYU), longtime editorial board members, who constantly provided encouragement and support. As editor I worked closely with the publishing staff, first at Academic and later Elsevier. I would like to single out both Marvin Yelles (Academic) and Christopher Pringle (Elsevier) and their assistants, Naomi Henning and Julie Neden, for their excellent work in turning manuscripts into the fine finished books that the reader sees.

I will introduce the authors and their papers as I have in past years. Volume 27 is different in its character when compared with previous volumes of *Advances* since it focuses on preservation with only one article on another topic. The first two contributions come from preservation leaders at the Research Libraries Group and OCLC. The initial paper by Robin Dale, Program Officer at RLG, is about consortial actions led by RLG and their results. RLG was the first bibliographic utility to involve its member libraries in program efforts, which was especially productive in the area of preservation. RLG technology was used to record in its database all types of materials preserved, with RLG developing standards for such preservation and its description. RLG also received many grants for collaborative efforts to preserve collections. Dale's paper records these achievements as well as its new collaboration with OCLC on digital preservation.

The second paper by Meg Bellinger, Pam Kircher, Taylor Surface, & Leah Houser, members of the OCLC Digital & Preservation Resources Department of OCLC, outlines the past history, current efforts, and future plans of OCLC in the digital preservation area. Their article speaks about digital archiving and the importance of proper description of digital content so that the content can be fixed for the future. Their paper describes the special services that OCLC offers in this area such as archiving services and speaks about technological advances in digital preservation for which OCLC has taken a leadership role.

The third paper by Karen F. Gracy (University of Pittsburgh) and Michele V. Cloonan (Simmons College) covers an area of preservation not too well explored in library literature, the preservation of moving images. Their article is a seminal one covering the history of preservation of moving image media from its beginning until the present. It names the institutions responsible for preservation of film, analog video, and digital moving images. It speaks about environmental controls, the vinegar syndrome and sticky shed syndrome, reformatting, and documenting the preservation work (media access management). Their paper also discusses strategies for making moving images collections accessible, and in the end makes a plea for a cooperative strategy. The appendices also discuss the care and handling of moving image material in detail covering motion picture film and videotapes.

The fourth contribution by Michael Seadle (Michigan State University Libraries) examines preservation of sound from analog to digital. Seadle takes an anthropological approach to examining trends in this area. He discusses digital standards, including formats, metadata, and authenticity and integrity. He also covers legal issues in copying sound materials for archival purposes. Finally, he describes the financial issues in this area. He concludes that as sound technology changes the standards for its preservation must also change.

The fifth article by Whitney Pape and Eric Shoaf (Brown University Library) looks at how preservation has been and can be funded through endowments. Pape and Shoaf review their experiences at Brown with a National Endowment for the Humanities matching grant for preservation. Their chapter reviews the history of preservation endowment grants, presents a survey on library preservation endowments, and provides an outline on how libraries can initiate such an endowment.

The sixth chapter by Catherine Murray-Rust (Oregon State University) examines the relationship between storage and preservation. After a brief history of library storage, Murray-Rust speaks about storage methods, solutions, and cooperative storage, and focuses on storage conditions. She then discusses storage as an explicit preservation strategy. Murray-Rust cites Harvard's storage building as the prototype preservation storage facility that

includes low level lighting, air filtration, acid-free box board trays, highly effective insulation and vapor retardance, tight building structure, and separate staff work spaces.

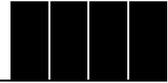
In the seventh paper by M. Elizabeth Cowell (University of California at San Diego) the author shows how policy issues have affected preservation of government documents. Her thesis is that “policy decisions made in the early days of the shift to electronic government information changed the course of the Federal Depository Library Program, moving away from a system of deposits and distribution to one of access.” She argues forcefully for a system of multiple copies of electronic government information not centralized in one place but kept in local storage places. Otherwise, if this change is not made, she points out government information will not be preserved.

In the eighth chapter, Valerii P. Leonov, Irina M. Belayaeva, and Julia P. Nyushka (Russian Academy of Sciences Library) discuss the fire recovery and preservation of collections resulting from the notable fire of 1988 at the Russian Academy of Sciences Library in St. Petersburg, the oldest research library in Russia. This fire affected close to 300,000 volumes, a massive disaster. Their paper is a primer on how to deal with a major disaster giving both practical and policy advice on dealing with a major emergency of this scope. The authors also mention steps they have taken to extend preservation to future library operations.

The last article does not relate to the issue of preservation. Its authors, Nancy M. Bolt and Lisa Cole (Colorado State Library), describe a statewide library partner program with the libraries of Bulgaria. All stages of the program are covered in the article: searching for partners, mutual programs, professional exchanges, and organizational and financial matters. The last segment, written by Lisa Cole, evaluates the project to date.

In summary, as Editor I could not have persevered without the constant love and support of my wife, Irina. This volume is dedicated to our granddaughter, Elizabeth Reid Peron.

Frederick C. Lynden
Editor, *Advances in Librarianship*



Consortial Actions and Collaborative Achievements: RLG's Preservation Program¹

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I. Introduction

RLG is a not-for-profit international alliance of about 160 members, including universities and colleges, national and public research libraries, archives, historical societies, museums, and independent research collections devoted to improving access to information that supports research and learning. Founded in 1974 as the Research Libraries Group by four visionary library directors from Columbia, Harvard and Yale universities and the New York Public Library, the consortium formed to allow research institutions to tackle tough challenges via collaborative action. Key issues were managing the transition from locally self-sufficient and independently comprehensive collections to a system of interdependencies that would preserve and enhance the capacity for research in all fields of knowledge and improving the ability to locate and retrieve relevant research resources (RLG, 1986). At its inception, four activity areas were identified for collaborative action: cooperative bibliographic control and access; effective mechanisms for sharing information and resources among member institutions; expanded and coordinated collection development efforts; and preservation of the collections, either in the original or surrogate format.

It is no surprise that preservation was one of the four cornerstone activities for the newly established Research Libraries Group. In 1974, most

¹RLG's preservation activities have taken place under a variety of programmatic names and groups since its inception, including the Preservation Committee, the Preservation Task Force, PRESERV, and most recently, the Preservation Program To reduce confusion, this chapter refers to either the work of the first Preservation Committee or to the broad umbrella of the "RLG preservation program."

large research libraries were just becoming aware of the extent and severity of the preservation problems in their collections. Surveys conducted at the time, including statistical samplings conducted by RLG member institutions, underscored the threats to collections posed by high acid content in paper, buildings with inadequate environmental controls, increasing air pollution, changes in book production techniques, and frequent use. With little preservation work underway, the wide-scale need for preservation of deteriorating research collections was both enormous and potentially prohibitively expensive. Institutions set about to meet local needs, including book repair and reformatting if repair was not an option. Many large research libraries had conservation laboratories to treat rare and special materials. A smaller number owned microfilm cameras to microfilm the contents of materials that could not be repaired, yet it was difficult for institutions to find out what had already been microfilmed to avoid duplication of effort. It was clear that institutions would need to find cooperative solutions to the enormous challenge of preserving their historical collections for future generations. With the founding of the RLG consortium, potential for collaboration in preservation activities was realized, enabling early preservation collaboration in an organized and supported manner.

II. RLG's Preservation Program

RLG's long-standing preservation program draws on planning and analysis conducted by the first Preservation Committee in 1975. Comprised of representatives from RLG's first four members—Pamela Darling of Columbia University, Ed Williams of Harvard University, Gay Walker of Yale University, and John Baker of The New York Public Library—the committee realized that the scale of preservation needs of most major research institutions was vast and that no inexpensive technological solutions existed. It was assumed that no single institution could mount a program comprehensive enough to preserve its entire collection. The requirement for cooperation was clear.

Preservation Committee members agreed that, even as a group, they alone could not meet the preservation needs of the scholarly community. Rather, the hope was to develop model programs and establish an infrastructure that could be extended to and coordinated with the efforts of a variety of institutions and organizations. In addition, RLG members agreed “RLG libraries have a special obligation to each other and to scholars nationwide to preserve their collections...Member libraries are encouraged to establish or further support local preservation programs, and to assign personnel and resources to this area whenever the opportunity arises”

(RLG, 1986). With that charter, the committee was quick to devise the core activities the program would undertake in the coming years: cooperative storage of microform masters, joint training activities, mechanisms for sharing information about preserved items, procedures for local preservation programs, and a coordinated project for microfilming brittle materials (Williams, 1975).

In choosing those core activities, the committee devised a program that would address preservation challenges plaguing all research libraries by utilizing the expertise residing in RLG member institutions. The hallmarks of RLG's preservation program were and continue to be cooperation and collaboration. A look at the accomplishments of the last 29 years indeed shows that this collaboration has been exactly the right way to achieve collectively what no single institution could achieve on its own.

III. The 1970s: Pioneers in Collaborative Preservation

Following initial planning, the Preservation Committee immediately began a series of successful activities. The group articulated a long-range preservation plan, adopted a formal microfilm pricing policy, developed plans for a cooperative filming program focused on serials and multi-volume sets, and drew up formal procedures and forms to ensure communication among the members. The group also investigated the possibilities of creating joint contracts with commercial microfilmmers and jointly storing master negatives (RLG, 1986).

Plans for the pilot coordinated filming program bore fruit in 1977 when RLG provided each member \$15,000 for preservation microfilming. This first attempt to take existing microfilming technologies and apply it systematically to brittle materials saw each institution responsible for the selection of materials, preparation, bibliographic work, vendor selection, quality control, and microfilm storage; the RLG funds supported filming costs only. At the conclusion of this early project, 61 multi-volume titles—over 120,000 pages—had been filmed and the initial groundwork was laid for future collaborative filming projects.

In 1977, several developments took place that would influence future activities. That year, RLG made an agreement with Stanford to acquire and operate the computerized library system the university had developed for local and regional use. This system, BALLOTS, was rechristened the Research Libraries Information Network (RLIN), transformed, and networked nationwide. Simultaneously, Stanford joined RLG, and what had been a small New England consortium became a partnership that spanned the nation. Membership growth translated into increasing interest in

the Preservation Committee. Over the next several years, institutions participated in preservation committee meetings even if they did not have active preservation programs, leading many of them to establish programs or appoint professional staff to manage their preservation efforts.

IV. The Growth of Collaborative Preservation

In 1980, RLG moved from Connecticut to California, establishing its new headquarters at Stanford University. After the move, the Preservation Committee was reconstituted and broadened to include representatives from RLG's expanded membership, many of whom had recently established preservation programs. Critical guidance and assistance for the program came in 1981 when the National Endowment for the Humanities awarded RLG a 2 year grant supporting a full-time preservation program officer and related planning efforts.² This grant enabled RLG to design and secure funding for three significant projects:

- modification of RLIN to highlight the presence of microform records, increase the ease of searching for microform master negatives, and carry information about member decisions to film items for preservation;
- retrospective conversion of master negatives records from 11 member institutions for input into RLIN; and
- the first significant cooperative preservation microfilming project.

A. Modification of RLIN

Very early on, RLG members committed to using RLIN to support preservation efforts. The main goal was to alleviate a problem vexing previous preservation microfilming efforts: the difficulty of finding out if a master negative microfilm already existed for a particular title. Since there is a large overlap among core collections in research institutions, the potential for duplication of effort was great. With very little money allotted for preservation and the immense scope of the problem, it was critical to avoid duplicate efforts. The RLIN system enhancements allowed for flagging to indicate the existence of preservation microfilm.

²Nancy Gwinn served as preservation program officer until 1983. Barbara Brown served in this position from 1983 to 1984; Patricia McClung led the program from 1984 to 1992; Nancy Elkington led from 1992 to 1996; Connie Brooks led the program as a visiting associate from August to December 1996, and since 1997, Robin Dale has been program officer responsible for preservation, digital imaging, and digital preservation.

Unlike most other network-based bibliographic systems, RLIN employs no "master record." If more than one institution catalogs the same item, the system retains, permanently and in full, a separate record for each institution. The database is "clustered" so that all records for the same item are stored together logically. In 1980, using funds from the Andrew W. Mellon Foundation made available to RLG through the New York Public Library, the RLIN record displays were revised so that the location symbols for institutions owning a microform of a particular title were flagged with asterisks surrounding a code for the microform's generation (e.g., an *a* after an institution's symbol indicates it holds a master negative of a title, *b* indicates a duplicate or printing negative, and *c* signals a service or use copy). These codes make it possible to quickly search for and locate the existence of a title that has been microfilmed as well as view the record and identify the agency responsible for the microfilm production.

Further enhancements came in 1982 when an additional field was added to RLIN records. Called the Queuing Date or QD field, this field allows institutions to signal their intention to microfilm a particular title, decreasing the likelihood that two or more institutions would film the same title. Once titles were filmed, the records were updated to indicate the existence of a preservation master and the QD field was removed.

These enhancements came at a time when the national preservation effort was growing; RLIN played a critical role in allowing institutions to share information and responsibility for microfilming hundreds of thousands of brittle, endangered materials in a coordinated, cooperative fashion.

B. RLIN and Microfilm Masters

Because of the enhancements to the RLIN system, further work was undertaken to alert institutions to titles which had already been microfilmed. In 1982, again with funds from the National Endowment for the Humanities, eleven RLG members converted records for existing microfilm negatives into machine-readable form and loaded them into RLIN. During a 2 year period, more than 22,500 records for member-produced microfilm were added into the database. As a part of this project, RLG produced a microfiche edition of all microform records in the RLIN database, as well as all records that included queuing dates. Called the *RLG Preservation Union List* and later the *RLIN Register of Microform Masters*, this information was produced annually through 1990 and was made available to institutions that did not have access to RLIN.

By the end of the 1980s, exchange agreements between RLG and OCLC, the British Library, and the Bibliothèque nationale de France were in place

and the scope of RLIN database increased to include virtually all machine-readable records for master negatives, thus reducing the number of tools institutions had to consult to determine whether a title exists on microfilm. In the 1990s, the scope was again expanded with the addition of European Register of Microform Masters (EROMM) records into the database. These record exchanges support the goal to build a global access point for reformatted items for preservation.

C. First Cooperative Microfilming Project

Capitalizing on the enhanced and expanded RLIN database, in 1983 preservation program members embarked on the first phase of its Cooperative Preservation Microfilming Project (CPMP I). With \$1.35 million funded in equal parts by the National Endowment for the Humanities and the Andrew W. Mellon Foundation, eight institutions filmed and cataloged on RLIN more than 30,000 American history and literature titles. The project produced high-quality microfilm of American imprints published from 1876 to 1900, tested the RLIN system enhancements, and developed procedures and technical guidelines for future projects (McClung, 1992).

The successes of these major projects helped refine and shape not only the direction future RLG preservation program activities would take, but also the process by which activities would be identified and pursued. Projects would reflect national—and increasingly, international—interests rather than local interests. Projects would tackle difficult problems in generally unexplored or under-addressed territories and would produce guidelines and/or models that could serve as guidance for future projects. Finally, projects would be shaped to rely heavily on collaboration to achieve necessary progress on behalf of the wider preservation community.

V. Building on the Model: RLG Microfilming Projects

The CPMP model served RLG and other organizations well. While computers were becoming commonplace and optical technologies were being tested for preservation applications at institutions like the Library of Congress, the decision to continue using 35 mm microfilm was agreed. Microfilm was understood to be the most stable and economic way to preserve materials by producing high-quality, long-lived surrogates. Further, the decision to reformat in the national interest rather than simply making a photocopy for continued local use was pivotal. The experience of the CPMP and its adaptable model led to the successful adoption of the model by

consortia and led to a call for its use as a significant building block of the developing national preservation program.

A series of cooperative projects followed CPMP's successful conclusion, many of them sponsored by RLG. Critical to each project was the shared philosophical construct based on seven assumptions:

1. Three generations of microfilm must be created and the camera negative must be deemed capable of lasting a minimum of 500 years in appropriate storage conditions;
2. The existence of all titles filmed must be "broadcast" via one or both of the two international bibliographic networks—RLIN and OCLC—so that all potential users may gain access to descriptions of preserved materials;
3. Copyright allowing, and regardless of consortial affiliation, all institutions and individuals should be able to purchase, borrow, or use copies of the resulting preservation microfilm;
4. No single project methodology addressed all existing needs within the membership, therefore, alternatives should continue to be explored and tested;
5. Strategies for selection of materials to be preserved should be developed in harmony with the ways in which scholars and seekers of information actually use the particular materials;
6. Broad participation of all interested member institutions should be encouraged; and
7. Projects should be designed to "give something back" to the library and archival communities while at the same time furthering the goals of the consortium and those of the participating institutions (Elkington, 1992a).

In the end, between 1983 and 1995, RLG members worked together to preserve more than 146,000 volumes and 25 collections (1200 linear feet) of archival materials on preservation microfilm. In addition to the preserved materials, the projects also "gave back" a multitude of new tools to assist preservation administrators with future projects. The following projects generated tools such as hands-on training in project management and microfilm quality control, model contracts, training materials for support staff, cost studies, and a series of "how-to" manuals to assist future efforts.

A. Cooperative Preservation Microfilming Project, Phase II (CPMP II)

The second phase of the project also focused on Americana with nine institutions microfilming 15,000 volumes. With support from the NEH, this project also undertook a cost study that yielded essential data used by

the Commission on Preservation and Access (CPA) and the Council on Library Resources to convince Congress to dramatically increase its funding for the national brittle books program (McClung, 1986).

B. East Asian Microfilming Project (1986–1988)

This project focused on brittle materials published in China between 1880 and 1949. Funded in part by the NEH, this project provided an opportunity to expand the filming guidelines to accommodate non-Roman scripts. Participants also took advantage of RLIN's capacity to catalog materials in Chinese, Japanese, and Korean (CJK), so titles filmed were cataloged using original (vernacular) scripts.

C. Great Collections Microfilming Project, Phases I–IV (1988–1994)

In 1988, the first phase of this project was funded in part by the NEH. Based upon a new selection approach which acknowledged that research libraries each have distinguished collections that they traditionally favor over time, the Great Collections projects focused on collections whose common denominator was "collection excellence." GCMP I involved seven institutions, preserving 27,000 volumes and producing an updated analysis of preservation microfilming costs (CPMP II had produced the first analysis). GCMP II brought together nine institutions with little preservation experience into a project which provided training in preservation microfilming and management. More than 34,000 volumes were microfilmed. GCMP III and IV continued this theme and preserved over 30,000 titles from great collections.

When GCMP IV was completed, 22 institutions—many without any prior experience—had participated in the \$6.7 million, multi-phase project. Almost 100,000 volumes from great collections had been preserved on preservation microfilm. During the course of the project, the microfilming guidelines underwent major revision and were published as the *RLG Preservation Microfilming Handbook* (Elkington, 1992b), a tool facilitating organizations worldwide.

D. Art Serials Preservation Project (1990–1992)

The RLG art community spent 4 years identifying nearly 100 art-based serial titles in desperate need of reformatting for which black-and-white microfilm would be an appropriate use medium. The project was then designed to test the viability of an effort in which 11 museums and university art libraries shipped all materials to a central location for collation and filming. Begun in 1990, this project also investigated the use of new filming techniques and

continuous tone microfilm in an attempt to expand the options available for preserving illustrated materials.

E. Archives Preservation Microfilming Project (1990–1993)

In a first-of-its-kind project, 13 institutions microfilmed 25 unique archival and manuscript collections comprising over 1100 linear feet of records. Although archives had been microfilming records for years, processes and procedures for microfilming archival materials had not been standardized. Concentrating on archival materials important to American history research, APMP preserved the collections while producing a cost study, training materials, and another “how-to” manual, the *RLG Archives Microfilming Manual* (Elkington, 1994) that would assist future efforts.

VI. How-to Manuals: The RLG Guidelines for Preservation Microfilming

One of the hallmarks of the RLG's success is its ability to serve as a source of collaboration on policies and guidelines. In this way, the best minds with the most extensive experience in a particular area can be brought together productively in a consensual process. Throughout the years, the preservation community produced a variety of educational and training materials for preservation professionals. Probably the most well known and widely used has been the series of guidelines for preservation microfilming.

Prepared by members of the Preservation Committee and RLG staff, the *RLG Preservation Manual* (1983) was designed to support the preservation program. The publication contained three main components: information about the preservation program, including responsibilities of members; guidelines for preservation microfilming to be used by participants of the CPMP; and a set of appendices which combined to function as “A Preservation Workbook.”³ As a complete publication, the manual served as a ready reference and was a means of sharing the expertise of preservation staff in member libraries and providing mutual assistance to local preservation

³The Preservation Workbook was prepared by committee members under the guidance of R. Gay Walker (Yale University), and Margaret Byrnes (University of Michigan), with special assistance from Philip Cronewett (Dartmouth College), Barbara Jones (New York University), and Sherry Byrne (Columbia University). Staff from the Library of Congress Preservation Office, including Peter Sparks, Pamela Darling, and Drs Robert E. Mc Comb and Donald Sebera reviewed and revised the document for technical accuracy. The balance of the manual and general guidance were provided by Nancy E. Gwinn and Patricia McClung, both former RLG staff members.

activities. As a set of microfilming guidelines, it was a starter set that allowed the project managers to take established technical guidelines and standards and adapt them for use in the research library environment.

Throughout the course of the first CPMP (1983–1986), project managers worked together to revise and refine the microfilming guidelines in the *RLG Preservation Manual*. Although they were not aware of it at the time, the project managers of the first CPMP literally “wrote the book” on how to interpret and apply technical microfilming standards to produce high-quality, long-lived preservation microfilm. According to [McClung \(1992\)](#), until that time, there was a large gap between existing standards and actual practice and very little understanding of how to implement a large-scale microfilming project in the research library setting. Further, participants had to work out important details regarding the preparation of materials for filming, the production of targets for the film, quality control and inspection procedures, as well as issues related to effective bibliographic control and storage of master negatives, printing masters and service copies. By pooling expertise, the project managers, together with RLG staff, camera operators, lab managers, and support staff, hammered out the practical details and standardized procedures over the course of the project.⁴

In all succeeding projects, the preservation community benefited from the development of new tools and the improvement of existing ones. Using information and experience gathered through the cooperative microfilming projects, the microfilm guidance provided in the original *RLG Preservation Manual* (1983) was revised and expanded into two dedicated manuals on the topic. In 1992, the *RLG Preservation Microfilming Handbook* ([Elkington, 1992b](#)) was published, codifying best practice for selection, preparation, microfilming, bibliographic description, and storage of preservation microfilm. Two years later, participants of the Archives Preservation Microfilming Project combined their knowledge with microfilming experts to produce the *RLG Archives Microfilming Manual*. This 1994 publication applied and adapted principles of the earlier handbook to archival preservation while addressing the special problems involved in selecting, preparing, filming, and providing access to archival materials being preserved on microfilm.

Even today, the *RLG Preservation Microfilming Handbook* ([Elkington, 1992b](#)) and the *RLG Archives Microfilming Manual* ([Elkington, 1994](#)) remain the foundation documents for preservation microfilming efforts globally and

⁴This pioneering group of project managers included R. Gay Walker, Barclay Ogden, Don Kelsey, Carolyn Harris (followed by Sherry Byrne), Margaret Byrnes, Rosemary Cullen, and John Baker.

the de facto standards for production of high-quality preservation microfilm in the United States and beyond.

VII. Beyond Microfilming

Though probably best known for its microfilming efforts, microfilming was only one part of the umbrella of RLG preservation activities. As the first Preservation Committee planned back in 1974, procedures, training, and tools for local preservation programs, and other activities were also on the longstanding agenda. The successes from the collaborative model for microfilming led to an increase in preservation program membership and participation, as well as an expansion in the preservation needs of the increasingly diverse group. Members expressed the desire to apply RLG's cooperative model to tackle other preservation challenges they faced.

At a 1989 Preservation Committee retreat in Snowbird, Utah, the RLG preservation committee created a new agenda for the 1990s in response to the changing needs of its members. In addition to large cooperative microfilming projects, the committee set plans in motion for new initiatives which would: develop tools to assess institutional preservation needs and methods for measuring the success of local preservation programs; explore options and strategies for preserving collections of photographic images; and address preservation issues related to non-traditional media, such as information stored in electronic formats (McClung, 1989).

While many programs were created to address the "Brittle Books" problem through preservation microfilming, preservation administrators found their responsibilities expanding to include oversight of conservation activities, environmental monitoring, and preservation of materials beyond brittle books. This new agenda reflected and addressed the increasingly comprehensive roles that preservation programs were assuming.

VIII. Needs Assessment

A key Snowbird recommendation was to develop a needs assessment tool to assist those surveying library collections in identifying preservation priorities. Over the next two years, the Needs Assessment Task Force worked to create such a tool. In 1991, having built on the work of Barclay Ogden's manual *California Preservation Needs Assessment Survey Instrument* (Ogden, 1991) and other extant survey mechanisms, the task force released a tool that was tailored for the RLG environment, the *RLG Preservation Needs Assessment Package (Print Materials)* (1991).