

## Library Collections Conservation Discussion Group 2018

### Matters at Hand: The Evolution of Staffing and Prioritization in Library Conservation Labs

#### INTRODUCTION

Conversations with BPG colleagues at the 2017 AIC annual meeting in Chicago and in the following months revealed a common interest in how library conservation practice is changing in the 21st century. Through in-person, phone, and email exchanges, fellow conservators, and preservation administrators shared their observations and concerns about adapting to shifting institutional priorities. These include prioritizing treatment of certain types of materials over others, responding to and meeting broader institutional goals, and the challenges such changes present to traditional models of staffing and divisions of labor in library conservation labs. A panel of speakers from a variety of libraries and archives offered short presentations exploring both the day-to-day issues and the big picture implications surrounding these concerns. A discussion with the audience followed the presentations to allow for questions, comments, and sharing of experiences.

#### PRESENTATION SUMMARIES

##### ELLEN CUNNINGHAM-KRUPPA

##### PREVENTION AND PROMOTION ROUND-UP

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In recent years, new approaches to managing the Preservation and Conservation Division of the Harry Ransom Humanities Research Center at the University of Texas at Austin have concentrated operations and provided ladders of professional advancement for conservators and technicians. A series of

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This joint open discussion took place on June 2, 2018, during AIC's 46th Annual Meeting, May 29-June 2, 2018, Houston, Texas. The moderators organized and led the discussion and recorded notes. Readers are reminded that the moderators do not necessarily endorse all comments recorded and that, although every effort was made to record proceedings accurately, further evaluation or research is advised before putting treatment observations into practice.

organizational and workflow “tune-ups” were undertaken in the division over the past couple of years with two main objectives: to create more time for treatment for conservators and to designate appropriate job titles that speak to work responsibilities, reporting structures, and advancement opportunities. These objectives were ultimately achieved by an organic process whereby decisions and changes were made when opportunities presented themselves.

Division staff began by tracking their time spent on various work activities; it became clear that conservators' time was stretched among a variety of responsibilities well beyond treatment. While this situation is not unusual for institutions, division staff wished to carve out more time for treatment and collections-focused work. To this end, they rethought how the work being done was prioritized, and where in the division the work resided. One idea was to re-envision the tasks that technicians undertook (at the time, technicians primarily made housings) and to concentrate preventive activities under a larger preventive umbrella. When the speaker assumed her role in the division, two conservators divided the responsibilities of environmental monitoring and integrated pest management (IPM); under the new arrangement, these activities are consolidated and technicians, rather than conservators, oversee them.

A number of staffing changes offered opportunities to rethink how work was accomplished in the division, and whether job titles and salary levels were appropriate to the work at hand. Over the course of one and a half years, two longtime Ransom Center conservators retired, one from the book lab and one from the photo lab; another full-time housing technician resigned and moved to a new job elsewhere. Around the same time, the speaker sought to hire a new head of the paper lab, a position that had been vacant for about a year. The division also gained a full-time postgraduate fellow position for 3 years thanks to a generous gift from a donor. All this shifting allowed the division to re-envision workflows and structure. The director of the Ransom Center committed to raising staff salaries and reducing compression, devoting funds

to raising the lowest salaries in the center to the level of a living wage in Austin, and to making conservators' salaries more competitive. Funds for these changes were found through new commitments of funding combined with lapsed salary savings and/or nonreplacement of positions. With difficulty, division leadership determined not to refill a second book conservator position, reasoning that those funds could be put to effective use for selected division positions and a new critical hire.

These events—a retirement, a resignation, a donor gift, and the willingness of a division technician to undertake an expanded range of work—combined to allow the achievement of the two primary goals the division had set for themselves. Prior to this undertaking, the book lab was staffed by one senior book conservator and one book conservator; the paper lab by two paper conservators, including one lead conservator, and the photograph lab had a similar arrangement. Staff in the preservation unit included one full-time technical staff assistant III and one .75 FTE technical staff assistant III, plus one .25 FTE work-study employee, all reporting to the speaker. Under the new arrangement, the title of senior conservator was created for the head of each lab to establish a clear, albeit short, ladder of opportunity for advancement. The biggest changes happened in the preservation unit, which is now staffed by a full-time senior preservation technician, a .75 FTE preservation technician, and a .5 FTE preservation technician, in addition to a two-year special project position and a work-study position. The new arrangement and job titles now more accurately reflect the responsibilities of each role, and collections care activities such as housing, IPM, environmental monitoring, inspection of incoming collections, and supplies ordering are centralized.

*Ellen Cunningham-Kruppa, University of Texas at Austin*

WERNER HAUN

FROM DIY TO COLLABORATION AND INNOVATION:  
OBSERVATIONS ON THE EVOLUTION OF COLLECTIONS  
CONSERVATION

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Collections conservation work has changed through the years from activities focused on the repair and maintenance of general collections to more complex treatments for all types of collections. This shift has been made possible by developments in automation and through collaboration with commercial binders and vendors. Innovations and improvements have advanced the quality and variety of products and services, allowing libraries and archives to outsource much of the routine work and to devote staff resources to a broader range of collections-focused work.

The speaker recalled starting out in his career as one of 14 student workers in the lab at Southern Illinois University. The lab had one conservator, and the student employees worked 20 to 25 hours a week. Treatment focused on general

collections; damaged materials were identified through circulation, minor repairs were performed, serials placed in temporary bindings, and the like. Production methods were employed to get the work done, and pre-cut supplies were used to increase efficiency. An ultrasonic welder provided the only automation. At that time, preservation quality materials were harder to come by, and special collections treatments were few and minimal.

Throughout the years since then, preservation librarians, conservators, related organizations and institutions have worked increasingly with vendors to develop new products such as standard boxes, custom polyester sleeves, pamphlet binders, and folders. Custom boxes and portfolios have long been a part of commercial library binding programs, but with new automated systems custom boxes can be made at lower cost. Library binding has moved away from a primary focus in the early years on simple binding strength through the use of oversewing and heavy buckram. The later development of NISO and other standards enabled binders to offer more and better options for bindings and the retention of original material, and libraries in turn began to rely more heavily upon binders for preservation of collections.

Technology has also changed conservation and collections care work, particularly as the increasing online availability of library resources once available only in print leads to a reduction in the types of materials that once formed the bulk of many collections care programs. Better availability of products, better binding, and new technology have allowed labs to expand beyond programs focused only on basic repair. Now a conservator at the Yale University Library lab, the speaker oversees a collections care unit that also includes two technicians and one to two student employees. Their approach to collections conservation is more holistic than the high-volume production model from the speaker's days as a student worker. The lines between general and special collections conservation have blurred, as conservation staff look for opportunities to employ production style methods for all collections, but with more sympathetic materials and treatment protocols. Students only work 10 hours a week; their work is strictly defined by union rules and mainly consists of tip-ins, pockets, opening leaves, and measuring materials for boxes. Some practices, such as using precut supplies, have remained in place, and items in need of treatment are still identified through circulation. The speaker observed that treatments are more complex now than in his early career; more sympathetic materials are used, and effort is made to save more original material and evidence of provenance. The speaker encouraged the audience to work with vendors to explore their options for creating new products, such as developing "semistandard" enclosures. Such projects can be more affordable than one might imagine, and can lead to streamlined work and more lab time for staff.

*Werner Haun, Yale University Library*

LAURA MCCANN AND JESSICA PACE  
 PRESERVATION LIBRARIAN TO PREVENTIVE  
 CONSERVATOR: SHIFTING PRIORITIES IN COLLECTION  
 CARE AT NYU LIBRARIES

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Over the past 10 years, New York University (NYU) Libraries' Barbara Goldsmith Preservation and Conservation Department changed the focus of its collections care program from general collections to special collections to adapt to shifting institutional needs. In response, the position of preservation librarian evolved into that of preventive conservator, a newly emerging specialization.

Since the 1990s, NYU's archival collections grew exponentially in both size and complexity, both in terms of the types of objects acquired and the types of environments from which they came. Collecting areas were added and expanded, leading to growth by thousands of linear feet per year. Several general collections changes happened concurrently. A decrease in print monograph circulations, increase in electronic resources, the use of high-density offsite storage along with de-duping, which eliminated many high-need volumes from general collections, all changed the way some items are used. For example, recalls of fragile books from offsite storage can be designated as in-library-use only, so they do not require the same level of repair as items that circulate, which must be backpack and book-drop ready. In addition, despite regular training for staff to identify preservation needs at the point of circulation, a decrease has been observed in the number of items selected in this way.

These reductions in the need for general collections conservation, coupled with the increased demand for archival and special collections conservation, without additional resources to support their care, forced the preservation department to adapt. Several years ago, the department had a classic preservation librarian position that required a master's degree in library studies (MLS), had a general collection focus and strong supervisory component, and reported to the head of the department. In 2008, that position became vacant and the department head sought to rework the position to address a problem that was evident in the archival collections, where preservation issues were being discovered far down the line rather than at the point of, or before, acquisition. Under the new title of preservation archivist, the position would be responsible for administering a newly created archives preservation program. The MLS requirement was eliminated, with the incumbent reporting to the department head but with no direct reports, and focusing only on archival collections (no rare books). The position was first held by an archivist with preservation experience, and later by a conservator with an MLS and coursework in archives. When the position became vacant once again, the department head and conservation librarian again reviewed

the department's and library's needs, and considered how to approach recruitment. Feedback from library stakeholders indicated that they appreciated the materials knowledge of a conservator in the position, and that colleagues working with rare books collections also wished to benefit from the expertise of this role. The decision was made to recruit a conservator again, changing the title to preventive conservator to better reflect the skill set and expanded responsibilities of the position.

As the first person to hold the new preventive conservator position, Ms. Pace entered the role with a very different background from her NYU conservation colleagues. An academic research library presents a distinct set of challenges to those of her previous workplaces, which included fine art and science museums. The significantly larger scale of collecting in libraries necessitates a different approach to collections care and management. A library's mission to support users, education, and research means that collections are more accessible to a much wider range of users than in museums. However, the speaker's museum background offered notable benefits in the preventive conservator position. Her experience in housing works of art and her knowledge of a wide range of objects and materials was put to immediate use when she was asked to coordinate the creation of custom housings for objects being sent to offsite art storage, where they would be held during a special collections renovation project. The speaker's experience in technical analysis and examination of materials has proved to be another asset, as she works to introduce low-tech testing methods such as Oddy and spot testing to enable better evaluation of housing and exhibition materials. By working closely with staff across many departments and holding frequent consultations, the speaker has learned to adapt training materials to address the individual needs of different stakeholder and user groups, offering trainings annually and by request. A collaborative approach and clear communication have been key to the speaker's success in this new role.

*Laura McCann, New York University Libraries*

*Jessica Pace, New York University Libraries*

ASHLEIGH SCHIESZER  
 TEAMING UP ON TREATMENTS

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Conservators can act as project managers during large special collection projects using a team of skilled technicians. To illustrate the collaborative working style at the Preservation Lab, the speaker discussed the conservation of a 1930s scrapbook. The scrapbook was created by Althea Hurst, who traveled with three other female African American educators from Cincinnati to Europe in 1938. The purpose of the women's travels was to share firsthand experience with students and serve as an inspiration for learning. What resulted was an

interactive scrapbook filled with rare ephemeral components. The pages are inscribed with handwritten notes, and letters in the scrapbook document a rapidly changing Europe.

To begin the project, the team first defined the mission, treatment scope, and workflow, from which all else fell into place. The mission was to improve accessibility, both digitally and for physical use. The experiential importance of the tactile components was considered as important as the intellectual content. Thus, the overarching goal was to preserve the interactive nature and original organization of the binding. The presenter referenced Jennifer Hain Teper's presentation, "Managing Expectations in Conservation Scrapbook Approaches," from the previous day, which would define this as a level-five scrapbook treatment.

Team roles were defined early and were shaped by considering staff skill and natural inclination. One conservation technician had previous encapsulation experience, which easily translated into creating encapsulated pages. After some additional instruction in specialized welding techniques and training on strategies for retaining original placement, he was soon working independently to create complicated multi-component pages. Similarly, a conservation technician with experience creating replicas for exhibits was the specialist for making replacements for any scrapbook pieces, such as clay-coated pamphlets, that would be too risky to remove from the original scrapbook.

A rough survey categorized treatment needs for every page. Printouts of the survey were cut into slips that traveled with individual pages, as pages were batch processed by one team member and passed on to the next. Notes written directly on the slips of paper served both as a communication plan and a tracking system. Carts held groups of pages, which physically traveled from one treatment stage to the next, eliminating time wasted on figuring out what treatment had already been completed. Some treatment decisions, such as which repair paper to use, were made collectively to ensure consistency.

It was difficult to find a way to incorporate the original covers into the new encapsulated binding without causing irreversible damage. While the technicians were tackling other parts of the treatment, the presenter was able to spend her time problem-solving. After some trial and error, the speaker was able to weld polyester sleeves to Vivak to include attached components, as well as use the clear sheet as a backing for a sink mat package to hold the cover.

In the end, the team was proud to meet the needs of numerous clients. A team of three people spent 55 total hours for treatment to improve handling and legibility for digital services. After digitization, 126 hours of treatment was invested by a team of four staff and one student to meet the needs of public library staff. The entire project from start to finish took a full calendar year, with a grand total of 183 hours. Even though the project took much longer than it usually would

because it was a learning opportunity for the staff, only 43 treatment hours were invested by the conservator, and the project could be worked in alongside the usual lab workload. The use of students and technicians significantly reduced the overall cost by using the best person for each job.

The increased visibility brought users to the main public library, both locally and from Italy, including a six-page spread in the Italian magazine *Internazionale*. At the end, the team held an in-house workshop to archive all their inventive encapsulated page solutions as bound albums. Since then, the lab has undertaken treatment of over a dozen scrapbooks. Having tackled such a complex binding as their first encapsulated endeavor, the technicians have discovered that they're part of a team armed with skills to problem solve any scrapbook that comes their way.

*Ashleigh Schieszer, Public Library of Cincinnati and Hamilton County/University of Cincinnati Library*

LAUREN TELEPAK

SHIFTING CONSERVATION STRATEGIES IN HARVARD  
LIBRARY PRESERVATION SERVICES

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In 2016, the Harvard Library created a new digital strategy document declaring, "First and foremost, the Harvard Library is a digital library." The document explains that regardless of the strength of Harvard's physical holdings, the vast majority of library users are accessing the collections electronically. For example, the document cited data from 2015 with over 600,000 loans of physical items for the entire year, while users accessed e-resources over 6,000,000 times in just one month of that same year. The library is in a hybrid information landscape and recognizes that the term "library collection" no longer refers only to groups of curated materials owned by one organization and assembled in a single location. A library collection now includes a distributed network of content and services. As a result, the library's vision for collecting is to focus on coordinating collections and content development, both locally and at 73 individual libraries and with external partners, to create a more cohesive collection to meet the needs of scholars and students.

This approach has led to a shift in collection development strategies, such as creating more shared collections with external partners. The hope is that coordinating collection purchases will cause less duplication in collective holdings, creating more diversity in the overall collections. The libraries also plan to focus on acquiring what they call "special and distinctive" collections and on developing deeper digital collections. Bibliographers are focusing on building digital collections in the spirit of the mantra "digital first and digital only." Whenever possible, special and distinctive collections are to be digitized, helping further develop the digital collection.

The overall impact of moving toward a shared collection is still unknown, but the conservation department has been trying to find ways to shift procedures and staffing to meet future needs. Within conservation, the decrease in physical collections circulation has not yet resulted in a corresponding decrease in general collections conservation treatment, but it is unclear what this trend may mean long-term. An increased focus on special and digital collections will probably increase the frequency of digitization projects, and thus increase the associated special collections conservation work needed to support these projects.

Over the past few years, conservation strategies have shifted to focus on finding opportunities for the special and general collections labs to collaborate more on large-scale treatments and for staff to develop broader skill sets. A reorganization in 2011 brought all of preservation into one group, and in 2014 all conservation staff were unified under the direction of one chief conservator. One such new collaborative effort is the Colonial North America digitization project, a privately funded multiyear project to digitize Harvard's manuscripts and archives related to 17th- and 18th-century North America. When completed, it is estimated to include over 450,000 images of items from collections across campus. For this project, the preservation services team tried a cross-training experiment. The original plan had been to hire a limited-term, full-time special collections conservation technician to assist with the treatment of the manuscripts. Instead, the staff turned the project into a professional development opportunity for the general collections conservation staff, who generally treat 19th- to 21st-century bound materials. The opportunity was offered to a few technicians as 3- to 4-month rotations, to avoid boredom and burnout. Many staff members were interested in the project, and five technicians were selected. During the rotations, the technicians worked two and a half days on the project and shared a bench at the Weissman Preservation Center.

To prepare the technicians for the rotation, the Weissman staff organized a half-day workshop including an overview of the project and description of the technicians' role in it. The workshop included demonstrations of treatment techniques and discussion of decision-making criteria, and provided the staff with an opportunity to try new treatment techniques on expendable materials. Two half-day workshops were also held for the general collections technicians who were interested but hadn't been selected for the project. The techniques shared included use of precoated tissues, which have now become popular with the general collections staff.

Overall, the experiment was a success. Staff contributions allowed the deadlines to be met, and feedback from staff and managers was positive. Technicians appreciated the opportunity to work with older and manuscript materials, and to hone their paper repair skills. Staff reported increased treatment confidence and improved collegiality between the labs. The rotations

have been such a success that the labs are now in their second round of rotations, with 3-month rotations of 5 days a week.

The staff have since undertaken other cross-training opportunities. Weissman technicians have completed rotations in the general collections labs, learning how to make enclosures using a batch technique. A collections conservator also spent some time at the Weissman practicing special collections treatment. There is now the opportunity for graduate interns at the Weissman to do a rotation through the general collections lab, working on batch treatments. Looking forward, they hope to find projects that provide opportunities for conservators to develop supervisory skills.

As preservation services staff and managers move forward into this hybrid information landscape, the speaker hopes that cross-training opportunities like the Colonial North America project will help staff diversify their skillsets and will provide the department with a pool of skilled staff who can be strategically deployed across campus to work on projects as needed.

*Lauren Telepak, Harvard Library*

SONYA BARRON

DOING MORE WITH WHAT YOU'VE GOT AND DOING IT DIFFERENTLY!

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Changes occurring at larger universities equally affect the smaller Iowa State University (ISU) Library, and changes are felt rapidly. ISU is a science and technology school with a mission of connecting research to practice, supported by specific core collecting areas in the library. The ISU Library conservation lab consists only of the speaker and two technicians. Despite a significant increase in enrollment, financial support for library services has not increased accordingly. ISU Library would like to provide faculty and students with additional services such as technology spaces, group study areas, and more special collections exhibits. Although space is needed for these, the building's footprint cannot increase, and storage is nearly full. Therefore, stack space is being reduced. The library uses GreenGlass software to help identify what to eliminate based on use, collecting area, and whether it can be accessed through other sources. Similarly, the library is cutting down on physical journals, keeping only titles relevant to the core collecting areas while relying on other libraries for loans. The library's extremely decisive collections development librarian reviews damaged materials before they reach preservation and discards anything he judges to be no longer needed.

As a result, there has been a dramatic reduction in traditional preservation tasks such as library binding, marking, and book repair. It is more cost-effective to purchase shelf-ready materials than to process them in-house, and this reduction in workstream is combined with a decrease in general collections acquisitions. As a result, ISU Library is left with

two full-time staff members with 40-plus years of combined experience in preservation services, but with only enough work for one part-time person.

On the other hand, there is now more work with special collections for digital projects, grant projects, and in-house exhibits. This transition was abrupt as the library's small size means change happens quickly. Preservation services staff had to adapt quickly to meet new needs or face potential layoffs. State budget cuts of 12 million dollars over the past 2 years made adding positions impossible. In addition, staff cannot be moved from one area to another, due to labor union regulations. Similarly, promoting staff is difficult because of the university staff infrastructure. Many employees stay at ISU Library their whole careers and may have decades of experience in one specific area. It can be difficult to retrain or change behavior with these long-term employees, and this can be exacerbated by rapidly changing technology and generation gaps between management and staff. The management approach in the past has been to just wait for employees to retire. However, the library is changing right now, so staff tasks need to change now too.

Before tackling the transition from general to special collections work, the preservation technicians needed more training so that they could perform low to medium complexity work on special collections. Training was done in-house by the presenter, since training could be tailored specifically to the needs of ISU's collections and would not require staff to travel. The presenter offered the technicians detailed guidance on mending with precoated tissues, which have been very useful. The technicians were also trained in more straightforward tape removal and humidification and flattening. These techniques were applied to archival materials selected for digitization and exhibits. The speaker noted that there are also intangible qualities staff needed to possess for this type of work, such as sensitivity, respect for material culture, and the desire to preserve history.

The library is working on a Council on Library and Information Resources (CLIR) grant called *avLAN*, Avian Archives of Iowa Online, to make thousands of items related to birdwatching and the birds of Iowa digitally available. This grant creates work for preservation staff but does not come with funds to support preservation. The speaker's department accommodated the increase in work by transferring general collections book repair from professional staff to student employees, freeing up staff for grant-related work. The library also puts on special collections exhibits in the Reading Room, and each physical exhibit becomes an online exhibit. One preservation assistant creates custom-fit mounts from mat board, and the whole lab helps with stabilization treatments. In the case of digitizing especially fragile materials, one of the preservation assistants does the photography since he already knows how to handle the materials

and how to judge the level of damage that's present. The library uses MeisterTask project management software to keep the workflow moving smoothly between departments.

In summary, the work environment at Iowa State University Library has become more collaborative and relies heavily on computer technology. Library work is now less about getting through as many repairs as possible and more about minimal carefully executed repairs and envisioning the big picture of how the work connects the library materials to the community. The speaker emphasized that this is very much a journey, not just for her lab but for the conservation community as a whole.

*Sonya Barron, Iowa State University*

#### DISCUSSION SUMMARY

After the presentations, the moderator opened up the floor for questions and comments. The contents of the discussion are summarized and paraphrased below.

The discussion began with a question about MeisterTask project management software, which Sonya Barron had mentioned in her talk. Throughout the discussion period, several panelists and commenters expressed interest in experimenting with a variety of project management software tools. Confluence and Jira were mentioned as commonly used platforms for organizing tasks and projects and for staying in communication with multiple stakeholders. Many people were interested in using project management tools to facilitate workflows for cross-departmental activities such as exhibits and digitization.

Managing staff, budgets, and workflows in response to change was a recurrent theme in the discussion. For labs shifting their focus from general to special collections treatment work, no major changes in supply budgets were reported, aside from buying considerably less book cloth. Responses differed on the subject of additional compensation for preservation staff making the transition to new special collections-focused duties. Some institutions are treating the move as a lateral one, while others are attempting to offer a salary increase and/or advancement of rank. Ashleigh Schieszer expressed hope of promoting two technician positions into higher-level positions based on the volume of specialized treatments that are coming through the lab. Others shared the challenges of modifying their workflows and prioritizing staff time in response to the changing landscape of their workplaces. An audience member asked Ms. Barron how her lab adapted after her institution was awarded a CLIR grant for a large digitization project that did not include funds for preservation; did they negotiate priorities, or simply do more? Ms. Barron

explained that they opted to transfer general collections book repair from professional staff to student employees, enabling the lab to keep up with special collections stabilization treatments for the grant without adding staff positions.

Several commenters addressed the related topics of declining circulation and reductions in print collections that had been raised in some panelists' talks. One audience member observed that, at her institution, circulation statistics continue to be relatively high, perhaps reflecting a user-driven rather than a mission-driven reality of collections care. Others raised concerns about the existing models for weeding collections, particularly the problematic issue of identifying the "best" copy, or the copy of record, which may lack original features. Cooperative collecting and borrowing initiatives were discussed as well, with one commenter pointing out how such agreements can affect preservation in seemingly contradictory ways. Physical collections may be reduced, but libraries that have agreed to be the lone holder of particular materials are responsible for committing to the care of those collections. Another commenter raised the question of "medium-rare" materials, admitting reluctance about use of the term, and noted that her institution's alternate designation, "in-house use only," still raises issues of space, handling, and mediated access. Werner Haun responded that while "medium-rare" is not an official designation at Yale University, they do restrict access to items recalled from offsite storage. Manuscript reading room staff provide access to these materials and assume the resulting responsibility.

The topic of education of future library conservators was raised by one commenter who asked how conservation education might be affected by the types of changes being reported by speakers and audience members. Laura McCann and Ellen Cunningham-Kruppa both noted that the demand for rare books conservation has risen in recent years due to increased use for research and class instruction, so rare book conservation skills are as necessary and valuable as ever. Other panelists agreed that conservators today must possess both specialized treatment skills and preventive conservation/preservation management skills. Jessica Pace stressed that conservators of all specializations need to be open and flexible to best serve the needs of the specific institutions employing them.

The discussion also touched on differences in staffing models between institutions' preservation departments. Following a comment from a conservator whose department includes a dedicated cataloger, Ms. Cunningham-Kruppa recalled the past practice of placing cataloging positions within preservation departments to support large-scale reformatting projects of brittle materials. Cunningham-Kruppa also noted that present-day preservation departments often have metadata librarians working with them on digital

reformatting projects. Lauren Telepak and Mr. Haun mentioned cataloging positions in their digital reformatting and imaging services departments, while Ms. McCann explained that some staff at NYU Libraries' preservation department have cataloging privileges. Ms. Schieszer said that her lab currently adds preservation notes to item records but is in the process of gaining cataloging privileges for one staff member to add material notes to subject fields. Audience members mentioned other types of allied positions, such as registrars and imaging services liaisons.

The subject of using trainings as tools for adapting to change was much discussed. Panelists touched on both outreach education for library staff and internal training for preservation department staff. Asked about the trainings she provides for staff, Ms. Pace explained that she tailors training sessions to the individual needs of the participants, noting that processing archivists interact with collections differently than reading room staff. Ms. Pace emphasized the value of having frequent one-on-one conversations with staff and the importance of updating trainings regularly. Several participants mentioned their use of LibGuides for sharing of training and reference materials such as disaster plans. Ms. McCann pointed to LibGuides as a useful platform for offering access to training sessions, with promising potential for sharing narrated video content. Some institutions chose to offer open access to their training sessions, while others have used LibGuides for internal use only.

Several commenters and panelists talked about how changes in institutional missions of libraries are driving change in preservation strategies, and the ways that conservators engage with their library communities. One commenter shared that her department is in the process of strategic planning, conducting focus groups across the libraries with the goal of gathering institutionwide input about priorities that will help them to more effectively garner support for preservation. Ms. Schieszer stressed the high value of visibility that exhibit and digitization projects provide, promoting conservation work to curators, administrators, and visitors. Open houses and annual special events at the lab promote visibility of preservation within the libraries and build professional relationships. Other panelists reiterated the importance of cultivating goodwill and strong ties. Ms. Cunningham-Kruppa recommended conservators and preservation professionals make themselves indispensable to the institution and its mission. She has found success in staying well connected and integrated throughout the entire library and keeping an active profile to demonstrate that preservation pervades every aspect of an organization. Ms. Pace similarly emphasized the value of maintaining personal relationships and following up on requests, and Mr. Haun encouraged participation in job-related lectures on campus and library social groups and committees.

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