University of Patras

Report to OECD on a mission to advise on the development of the University Library.

A. Graham Mackenzie, MA, ALA
University of Lancaster
England.

August 1971
PREAMBLE

In the early part of 1971 I was appointed by OECD to advise the University of Patras; my brief was, "to advise the authorities of the University on the organisation of a Library to accommodate up to 400,000 publications intended to meet the teaching requirements of all faculties, the research activities of the graduate school, and the University's eventual collaboration with, and servicing of, industry".

Accordingly I visited Greece for the periods 10th May - 19th June and 12th July - 10th August 1971; for most of this time I remained in Patras, but I also went briefly to Athens and Salonika to acquire background information from librarians and others in these cities, since certain essential facts could not be ascertained locally.

I was given the greatest possible help by members of the University of Patras and by many others: in particular I must single out for special thanks Professor D. Theodoropoulos (President of the Administrative Committee of the University), Professor K. Christodoulou (Dean of the Faculty of Natural Sciences), Professor M. Pelekanos (Professor of Genetics and Curator of the Library), and Mrs. Aikaterine Paloumbi (at present the senior member of the Library staff) together with her colleagues; I also had fruitful discussions with the President of the Greek Library Association (Mr. G. Kakouris, of Athens College) and a number of his professional colleagues in Athens, and with officials of the Ministry of Education.

I interpreted my brief widely (as indeed the University authorities encouraged me to do) and my Report contains recommendations on nearly every aspect of the future development of the University of Patras Library (hereafter referred to as UPL). Since the University authorities had asked for advice from a British librarian I assumed that in general the British pattern of academic library services would meet their wishes; and my recommendations are therefore based on this pattern. However I have not hesitated to deviate from accepted British norms when this seemed desirable, either for intrinsic reasons or because it would not be practicable, in the different circumstances of a Greek university, to adhere blindly to the practices of another country.

I initially defined in some detail a set of long term objectives for UPL, and obtained approval for these from the University authorities (see Section 3); I then examined in turn the implications of each objective...
in terms of the types of service, buildings, staff, administrative structure and book collections which would be required to meet the objectives (Section 4); I prepared financial estimates for the implementation of my recommendations in the period 1972-77; and in conclusion I sketched some procedures which would, if implemented, enable UPL to carry out its routine tasks in a more economical way in the interim period before the appointment of an experienced professional Director of Library Services, who will be able to formulate and carry out his own ideas.
SECTION 1: SUMMARY OF MAIN RECOMMENDATIONS

This Section provides only a brief summary of the main recommendations contained in the Report; after each of these a page reference is given to the full versions, which will be found in other Sections.

1. Staff

a) A Director of Library Services must be appointed immediately with the status and salary of a full professor. He or she must be an honours graduate (if possible in a scientific or technological subject) and hold a recognised British or American qualification in librarianship, and have had a number of years' experience of working in a modern academic library (p. 21)

b) A Deputy Director should be appointed as soon as possible, with similar qualifications to those of the Director (p. 22)

c) As soon as the Director is appointed he should in turn appoint, as Assistant Librarians, two recent graduates in science or technology, and send them to England for at least a year to obtain qualifications in librarianship. This should be done in each of the next four years (p. 23)

d) As soon as possible the Library should establish its own Bindery (p. 26)

2. Finance

a) The annual budget for books and periodicals should be not less than 1,940,000 dr. in 1972, rising to 5,676,000 dr. by 1977. In addition there should be a non-recurrent grant of 30,000,000 dr. to be spent by 1975 on providing a basic collection in all subjects (p. 36-37)

b) The annual budget for binding should average about 315,000 dr. to 1977; the amount will vary from year to year according to the state of the Bindery and its work-load (p. 39)
c) The annual budget for other library purposes (except staff salaries) should rise from 274,000 dr. in 1972 to 752,000 dr. in 1977 (p. 38)

d) The budget for salaries should rise from 885,000 dr. in 1972 to 2,672,000 dr. in 1977 (p. 29-32)

e) The total recommended recurrent budget thus becomes:

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1972</td>
<td>3,443,000 dr.</td>
</tr>
<tr>
<td>1973</td>
<td>3,888,000 dr.</td>
</tr>
<tr>
<td>1974</td>
<td>5,137,000 dr.</td>
</tr>
<tr>
<td>1975</td>
<td>6,434,000 dr.</td>
</tr>
<tr>
<td>1976</td>
<td>8,027,000 dr.</td>
</tr>
<tr>
<td>1977</td>
<td>9,365,000 dr.</td>
</tr>
</tbody>
</table>

(p. 71)

f) The University must have the freedom to re-allocate money from one budget head to another in any given year: for example, from Books to Salaries (p. 26)

3. Buildings

a) The Master Architect should be instructed that the permanent Library building must have a site which is physically in the centre of the campus, and which could eventually take a building of 20,000m² (p. 42)

b) The Director should be made a member of the University Building Committee; he must at all times have free access to the Project Architect (p. 41)

c) The Director and the Project Architect should together visit modern library buildings in Britain (p. 41)

d) The University should make available further temporary accommodation as soon as the Director is appointed; this could either be on the campus or in Patras (p. 40)
4. Services

a) There should be a central University Library. Departmental libraries should be strictly limited to duplicate copies of those books (but not periodicals) which are essential for laboratory work (p. 13)

b) The Central Library should purchase all materials for Departmental Libraries, using Departmental funds, and must keep a central record of what is in each department (p. 14)

c) All members of the University (including students) should have free physical access to the shelves of the Library whenever it is open (p. 14)

d) All members of the University must be entitled to borrow books (and periodicals, if it is decided that these should ever be lent) according to rules made from time to time by the Senate (p. 14)

e) The Library should provide one or more coin-operated photocopying machines, for the use of all members of the University (p. 17)

f) Hours of opening should be liberal (p. 14)

g) The Library staff should provide lectures and seminars on the use of its contents and services, and on the literature of the various scientific and technological disciplines, for all members of the University. In addition individual help should be given to all in their problem-solving activities (p. 17)

5. Operations

a) The Library must be allowed to purchase books and periodicals directly from agents in Western Europe or USA (p. 73-75)

b) The Library should be freed from the present cumbersome methods of controlling its expenditure (p. 75-76)

c) The University should be given complete autonomy in appointing Library staff (p. 79)
The Founding Law of the University of Patras was passed in December 1964; the first 150 students enrolled in 1966, by 1970-71 there were 1,300, and the numbers are expected to rise to 6,000-8,000 by about 1980. Five Schools are planned: Natural Sciences, Engineering, Art and Architecture, Agriculture, and Economics and Social Science; but by 1971 only the first two of these, plus the beginnings of an Institute for the service-teaching of languages, were in existence. The total number of Professors and other teaching staff was about 60. Teaching and research were being conducted in two centres: in a large building in the centre of Patras (due to revert in the course of time to its planned function of housing a girls' school), and in 19 prefabricated huts on the permanent campus, which is about 6 km from the centre of Patras.

The Library started to function in 1964, under the direction of a qualified American librarian; however, she resigned after a short time, and the University has been unable to appoint a suitable replacement, so that its supervision was left to the Administrative Committee and to such of the faculty as could spare time for it, and to one Assistant (later to grow to three full-time and one half-time Assistants). The purchase of books and periodicals was started systematically in 1967, and in 1970 one of the Professors was officially made Curator of the Library, with responsibility for policy, but also for much of the day-to-day administration; this inevitably takes a considerable proportion of his time. The senior Assistant has attended a series of seminars on librarianship held in Athens, but this cannot be said to constitute a professional qualification.

The Library is housed in one of the prefabricated huts on the campus; it covers an area of about 300m², and contains seats for about 40 readers, shelves for about 12,000 volumes and office space for, at most, 6 people. There is no library service provided in that part of the University which is housed in the centre of Patras; students based there either have to travel to the campus (there is a public bus service) or use the public libraries of the City of Patras or of the U.S. Information Service, which is also in the city. Both these libraries are
at present being used to some extent by students, but neither is capable of providing the intensive and specialised service which is necessary at university level - indeed it would be unfair to expect them to do so - and the net result of all these circumstances is that very few students make use of any library at all. This in turn has an effect on the way in which they are taught: the staff know that there is little point in referring to many published sources, so that teaching is largely by lecture.

The stock of the Library consists at present of about 2,000 monographs, and about 1,500 periodicals (the number of titles subscribed to is under 300); this collection is grossly inadequate for teaching purposes, and ludicrous as a base for serious research. Arrangements for cooperation with other libraries are rudimentary: there is no organised system of interlending in Greece, but there is an informal agreement whereby two scientific libraries in Athens (those of the Demokritos Institute for Nuclear Research and the National Foundation for Research) are prepared on request to supply photocopies of any items which they hold.

The present inadequacy of UPL is not the fault of the University. Since its foundation it has been eager to provide good library facilities for teaching and research; however the annual budget allocated by the Ministry of Finance has consistently been far below the figure agreed between the University and the Ministry of Education (in 1971 the estimates were reduced by about 40% to about 950,000 dr.); and various regulations ensure that a substantial proportion even of the inadequate money received cannot be spent to the best effect.
Before starting to plan the details of any organisation it is essential to set forth in clear and unambiguous terms a complete statement of the objectives which that organisation should attempt to attain. Accordingly shortly after my arrival in Patras I discussed with the President of the Administrative Committee and with the Curator of the Library (Professors D. Theodoropoulos and M. Pelekanos) their aims and hopes; as a result of these discussions the following Primary Objectives for UPL were agreed:

1. To provide for all members of the University, whether staff or students, such printed material or information as may be needed for their studies, teaching or research.

2. To provide a similar library and information service for trade and industry within the geographical region.

3. To act as a "back-up" library, within its own subject fields, for other institutions of further or higher education within the geographical region.

4. To achieve the above objectives with the optimum combination of speed, efficiency, and economy of operation.

These, of course, are couched in very general terms, and it was then necessary to expand them, to analyse them into their constituent parts, and to express the relationships between them, the means of achieving them, and the relative priorities to be assigned to each. In the statement that follows I list as Intermediate Objectives the various means of achieving the Primary Objectives; taken together they cover most of the activities which are undertaken by modern academic libraries. However, not all of them are essential within a single institution, and of those which are essential, some have a lower priority and might be postponed for a number of years while UPL is in its formative stage; I have therefore classified each Intermediate Objective as Priority A, essential immediately; Priority B, essential in the future; Priority C, desirable in the future; or Priority D, possibly desirable, but requiring a policy decision at University level before further plans can be made.
Intermediate Objectives

1. Provision of materials

Priority A

i) To acquire, make ready for use and preserve the books, pamphlets, reprints etc. which are needed for study, teaching and research.

ii) To acquire, make ready for use and preserve the periodicals which are needed for study, teaching and research.

iii) To borrow, or obtain photocopies of, material which is required for research but cannot, or should not, be acquired for permanent retention in the Library.

Priority B

iv) To acquire, make ready for use and distribute to Faculty or School libraries such books and reprints as the governing body of the University may consider are essential in such locations.

v) To acquire, make ready for use and preserve the non-book materials - e.g. maps, tapes, slides, microfilms etc. (sometimes known as "parabooks") - which are needed for study, teaching and research.

Priority C

vi) To acquire, make ready for use and preserve a collection of recreational and general, non-curricular, reading materials for members of the University.

2. Use of materials

Priority A

i) To make suitable arrangements whereby all users of the
Library may have rapid access to its contents at any reasonable time; such access may result in material being consulted within the Library, or in it being removed elsewhere for some defined period of time, provided that adequate records are kept of each item's location at all times.

ii) To provide space for members of the University to read or write in comfort, whether or not they are using materials belonging to the Library.

Priority B

iii) To provide space and equipment for the use of "parabooks" (microfilm, tapes, slides, discs, films etc).

Priority D

iv) To provide space and equipment for language laboratories to serve the Language Institute. If the University decides in favour of this suggestion, the space and equipment should be combined with that mentioned in 2 iii above.

3. Provision of information

Priority A

i) To teach students and other users of the Library how to make the best and most efficient use of the services provided in particular, and more generally how to use the literature of their subject.

ii) To provide a general enquiry service for all users of the Library.

Priority B

iii) To conduct bibliographical searches on request, and thus provide users with lists of references on specific topics.
(this would not normally be done for students, who should lean to conduct such searches for themselves).

iv) To provide for users of the Library information about new developments or new publications in their subjects ("current awareness" or "selective dissemination of information" - SDI - service).

Priority C

v) To publish bibliographies on appropriate topics, union catalogues of library holdings, etc.

4. Ancillary services

Priority A

i) To establish a book-binding department, principally for Library materials, but possibly also to undertake other work within the geographical region on a strictly commercial basis.

Priority D

ii) To provide a printing and photographic ("reprographic") service for the whole University.

5. Quality control

Priority A

i) To keep under constant review its procedures, so that it may be rapidly responsive to future changes in demand or in other circumstances which might affect its operations.

Priority B

ii) To initiate research into the practice of librarianship and to develop new and more effective techniques (e.g. the use of computers as aids to information retrieval or to internal record-keeping).
Priority C

iii) To act as a coordinating centre for the professional activities of librarians within the geographical area (e.g. by organising meetings or training courses at various levels).

These Intermediate Objectives in turn were agreed as a framework, and the following Sections of this Report contain an examination of their implications for staffing, buildings, administration and finance.
The primary function of any university library is to provide for its main users (staff and students of the university) the printed materials and information which they need for study, teaching and research. All its other activities, important or essential though many of them may be, must be accounted subordinate to this purpose; and the concept of service must always be uppermost in the corporate mind of the library staff, from the Director to the most junior assistant. It is not enough merely to have in UPL an extensive and wide-ranging collection of books, periodicals and other materials; this is indeed an essential and expensive preliminary to providing a service, but it is only a preliminary. It is the use made of these materials which matters; the best possible collection of books would be a complete waste of money if they were never consulted or borrowed.

Three basic decisions must be made immediately, since they will affect practically every other aspect of the planning of UPL and its services:

Will books and periodicals, and library services, be concentrated in a central building, with only an absolute minimum of materials retained in School or Faculty or Department libraries?

Will all members of the university (students as well as staff) have free physical access to the bulk of the collections?

Will all members of the university be entitled to borrow from the library (subject of course to necessary safeguards)?

According to the Heywood Report the first decision has already been partially taken, in that a central library building is included in the planning brief; however, substantial areas have also been set aside for library purposes in the plans for teaching buildings, and the university authorities must be very clear about the implications of this decision. Departmental libraries in general are a very expensive way of giving a very inferior service. The arguments for and against them, and the circumstances in which they may be acceptable, are detailed on p. 92-104 of the Parry Report (see Bibliography); in the financial circumstances of UPL, however, I recommend that there should be no library facilities or collections apart from the Central Library. There may be in certain departments a need for
a very few books as bench tools (books of tables, dictionaries, etc.); these should be purchased by UPL, but with non-library funds, and UPL should maintain a central record of all such collections. All periodicals taken by the University should be concentrated in the Central Library; the boundaries between scientific disciplines are constantly changing and being broken down, and it is essential for the research worker to have immediate access to as many titles as possible. In addition library staff will need access to all titles which are taken, not only for administrative reasons, but primarily so that they may properly perform their bibliographical and information functions. Since scientific periodicals are generally too expensive to duplicate, it follows that departmental libraries should be limited to non-periodical materials.

Historically most university libraries in Central and Eastern Europe have denied physical access to the bulk of their collections, and some of them have also refused borrowing rights to students. Neither of these practices serves any useful purpose in a library of the type of UPL, and both impose serious restrictions on the potential value of the library to its users; I recommend therefore:

i) that all members of the University (including undergraduates) should have physical access to the main collections at all times when the Library is open; this should be at least 12 hours each day during University terms.

ii) that all members of the University should be entitled to borrow library materials, subject to such regulations as the University authorities may from time to time impose.

Library use may be considered separately for each of the three main categories of user: professors and other teaching staff, postgraduate students, and undergraduates; there is also, for each category, an essential difference between use within the library building ("reference use") and use outside the building ("borrowing").

The volume of demand made on a library by undergraduates depends very largely on the teaching methods which are current in the university. If tuition is largely by the seminar and tutorial method then library use will be very heavy: this is the case in some of the new universities in England, where each member of the university (staff or student) will borrow, on average, as many as 100 items each year, and consult many more within the building. On the other hand
if teaching is mainly by formal lectures then students may need to use a much smaller number of printed sources; this I understand to be the case in Patras, although it is impossible to assess future real needs at the moment, since for a variety of reasons UPL is at present in a position to meet only a very small proportion of the potential demand. It is a well-known fact that the demand for library materials increases beyond all expectation as soon as satisfactory services become available; hence it would be a serious mistake to try to extrapolate future trends in student use from present experience.

Irrespective of the total amount of use made of the collections by undergraduates, it is certain that this use will be concentrated on a relatively small number of books and periodicals. Experience shows that four-fifths of library use (taking all readers together) comes from one-fifth of the stock; while if undergraduates are considered separately from other users then the figures are more likely to be nine-tenths and one-tenth. Put in another way, the vast majority of undergraduate needs in a general university library can be met by a collection of about 10,000 separate titles; in a predominantly scientific and technological institution, such as UPL, then the figure would probably be about half as large.

Many of these titles will have to be available in multiple copies; irrespective of the pattern of teaching, demand for a given book is likely to be concentrated in a relatively short period of time, rather than spread evenly over a whole year. If a class of (say) 200 students all need to use the same book within a period of one month, and if this book is not one of those which are written by professors and distributed free of charge to all students, then the library will need to make available up to 10 copies if some students are not to be placed at an academic disadvantage. This is perhaps an extreme case, and the pattern of multiple provision depends to some extent on the pattern of teaching; nevertheless there must be a system capable of meeting such a need, and the teaching staff must help the library by providing information well in advance of the need arising.

There are a number of different possible policies which might be followed in deciding on rules for borrowing, varying from the simple (e.g. periodicals maybe borrowed only until the following morning, books may be borrowed for seven days by students or for one month by staff) to the highly sophisticated, which attempt to distinguish between heavily- and lightly-used books (see, for example, the report by Buckland cited
in the Bibliography). In the circumstances of UPL I would advise a simple system with a comparatively short period; but the final decision should not be taken until a Director has been appointed. It should be noted that some libraries provide multiple copies of textbooks in a separate reading room or store; these can either be read only within the library, or issued for short periods, perhaps as little as four hours.

The needs of graduate students differ from those of undergraduates in that they are less concentrated on a few titles, and are generally for more advanced material, including periodicals. Duplication of titles is not normally necessary; but it is sometimes desirable to have a more liberal loan policy for graduates, either by lengthening the period, permitting more books on loan at one time, or both.

The most difficult problem for any academic library is to provide the wide range of materials required by the staff of the university for their research. There is, in any subject, a basic "core" collection of books and periodicals which are constantly used; outside the core are further titles which are used less and less often, until finally the point is reached where a particular title is used perhaps once in ten years: there is, in effect, a "law of diminishing returns" which applies to further purchases exactly as it does in general economic theory. Unfortunately it is not possible to predict with accuracy which titles will be little-used in the future, and therefore any research library must allow for unexpected changes in demand by purchasing more titles than are immediately essential for current needs. This is especially true when, as in Greece, there is no well-developed system of lending books between libraries (for further discussion of this topic, see Buckland).

Once the necessary range of materials has been collected, the library must make suitable arrangements for the staff to use them; scientific libraries often decide not to lend periodicals, or to limit the loan period to 24 hours - this is a matter for the university to decide in due course. The advantage of a reader knowing that he will find what he needs on the shelves must be balanced against the inconvenience of having to read it within the library or the cost (whether to the individual or to the institution as a whole) of making a photocopy. My personal preference is for a fairly liberal loan policy; but if this is adopted there must be an effective system of ensuring that material
needed by other readers can be speedily recovered by the library. In practice this generally means that defaulters are subject to a fine (perhaps 5 dr. per day for each item which they fail to return on request), or to such other disciplinary action as the university authorities may decide in consultation with the Director.

In addition to providing facilities for consultation and borrowing, and irrespective of any decision about providing a full reprographic service, the library should have equipment for making photocopies from books and periodicals. It is possible for library staff to perform this function; but this is expensive in time, and can lead to complicated accounting. It is much simpler to provide, in some suitable place, one or more coin-operated copying machines, so that readers may make their own copies at the minimum cost (in England this can be done for 2 p, or less than 2 dr., and the service is extensively used by both staff and students).

The final aspect of the library service to be considered - and the most novel in the Greek environment - is its teaching function. A library which is merely a collection of books and periodicals is useful, and indeed many universities throughout the world have historically been content with this; but the world of scholarship, and particularly of science and technology, is now producing so much printed material that even an experienced research worker cannot know thoroughly more than a very small portion of the total number of books and periodicals which are potentially of value to him. If this is true of the senior researchers it is even more true of students and those who are beginning their scientific careers.

A librarian, by virtue of his academic and professional training and experience, is in an ideal position to fill this gap; he can take his position as a full member of a team of research workers, supplying to them information of new publications and developments in their subject, providing lists of references, searching abstracts, and generally acting as a link between the literature and those who need to use it. It is of course not possible (if only for financial reasons) for the library of a university to perform this function in depth for all its users; nevertheless it can be of great assistance to research workers whose time and effort are valuable.

In addition to this primary bibliographical service the senior library staff have a vital role to play in the educative process of the
university. Much of the student's work is concerned with practical things in the laboratory, but he will also need to know how to handle the literature of his subject in a library if he is to become an efficient scientist or technologist; since the librarian knows more about this than any other member of the university it must be his task to pass on this accumulated expertise to students. Most British universities now provide training of this type: the details vary from place to place, but typically students attend introductory lectures on the use of a library when they first enrol - the physical arrangement, how books are catalogued and classified, how they may be borrowed, and how the various aspects of the service affect each reader. Then at some later stage of their studies students are given further tuition in the literature of their own subject: the use of periodicals, of abstracts, of reference books and similar material; this second stage may consist of anything from two to a course of ten or more lectures and practical work in the library, and in some cases there may be an examination on the content of the course. Finally each new graduate student should be given advanced guidance on his particular needs, with individual tuition if necessary, so that he may make the best possible use of his time and of the facilities available to him; and at all times the senior library staff must be prepared to help any reader who finds himself in difficulty.

Bibliographic and teaching activity, as outlined above, are the essential difference between the traditional library as an introspective book store and the modern library as an active and outgoing service. The University of Patras has an opportunity to establish the first - and, in spite of its present small size, the best - true academic library in Greece; but it can only do this if it breaks completely with the current attitude towards libraries as stores and librarians as clerks, and if it integrates UPL with the teaching activities, and its staff with the teachers, of the University. If the present opportunity is not taken, by appointing staff of an appropriate quality and in sufficient numbers, then the University will suffer serious consequences: once a tradition has been established it is very difficult to effect reforms, since both those who provide and those who receive the service will tend to resist any kind of change.
SECTION 4b: STAFFING

It will already be clear from the preceding sections of this Report that the type of library I am proposing for the University of Patras is very different from anything which at present exists in any university in Greece. There are no doubt many historical reasons for the current state of affairs, not the least of these being the lack of qualified professional librarians and adequate financial support in the past; but probably more important is mental attitude. A librarian is much more than a clerk who buys books and places them on a shelf, then makes sure that readers cannot steal them; he is an integral part of both the educative and the research functions of the university, and has as important a part to play in satisfactory performance of these as has any professor; indeed he may be even more important, because even the most skilled or distinguished professor only deals with one small section of students - those in his own department - while the librarian must be a guide to every member of the university, from the senior professor to the first-year student.

It follows from this that a completely new type of person is required to provide this new type of service. For over 50 years it has been recognised in Western Europe and America, even as it is now agreed in the developing countries of Africa and Asia, that librarian-ship is exacting work, calling for a number of different skills, and that adequate professional training is necessary if the job is to be well done; UPL must take advantage of experience in other countries, even if this means that many practices and attitudes common in Greece have to be discarded, and that some changes have to be made in the regulations or laws which at present seem to be preventing any advance towards achieving satisfactory professional status and performance.

1. Director of Library Services

Since the Library is the most important department in the University, and since its budget should be substantially higher than that of any other single department (10% of total university expenditure is not too much if it is to do its job properly) it follows inevitably that its "general manager" - for that is the real job of the University Librarian, whom I shall call in this Report Director of Library Services - must be a person of considerable ability, knowledge and
experience. He must understand the complicated processes of teaching and research, and be able to interpret (sometimes from insignificant clues) the changing needs of different sections of the university; he must be aware of future plans for development so that when a new academic departure is taken the Library is ready for it; he must be able to control his own staff and organise their work efficiently; and he must be able to talk as an equal to heads of other departments.

In most parts of the world the Director almost invariably has the status and salary of a full professor: this is desirable so that he may be responsible for the affairs of the Library directly to the Senate (or sometimes to the Rector) without the intervention of an executive committee; as a qualified professional librarian he is clearly more knowledgeable about library matters than any ad hoc body of professors, and he should be given the opportunity to present his views directly to the academic governing body of the university.

To perform all these functions properly, the Director must meet four essential criteria:

i) he must himself hold a good honours degree; if possible this should be in a scientific or technological subject, but intellectual ability and experience of libraries are more important at this level than specific subject knowledge.

ii) he must hold a recognised degree in librarianship (e.g. in America M. Lib. Sc. or equivalent, in Britain M.A. in librarianship or M.Sc. in information science, or Associate or Fellow of the Library Association. There is at present no suitable qualification available within Greece.).

iii) he must have a number of years of experience in a senior post in a research library, preferably in Britain or America.

iv) he must of course be fluent in Greek, but also in English and preferably at least one other language.

I am reliably informed that there are at most five or six people in Greece who meet this specification, and that it is unlikely for personal reasons that any of these would wish to come to Patras; I have also been unable to learn of any Greek national at present working abroad who would be suitable for the post. Nevertheless, any library stands or falls by the quality of its senior executive; if a poor
or mediocre one is appointed then the service he gives will also be poor, even if the library is housed in a fine new building, and has adequate supporting staff and enough money to purchase books and periodicals. The appointment of a Director is the most important single decision the University has to make about the Library: it will have vital consequences for the future, and no effort must be spared to find the right person.

The post must be made sufficiently attractive, therefore, to attract an international field; this means both that the salary attached to it must be at the professorial level (since overseas candidates would certainly not come for less), and that the person appointed must be given as much freedom as possible to develop the library service in his own way, without being subject to day-to-day administrative or legislative restrictions and control. Even if this is agreed, however, it may not be possible to appoint a suitable Director of Greek nationality; this in turn would mean that, by Greek law, any appointment made could only be temporary. However, it is vital that an appointment should be made immediately, since, until a Director is in post, proper planning for the future cannot begin; consideration should therefore be given to appointing a foreign national for (say) a three-year period so that during his tenure a suitable successor can be trained. (It might be possible to attract finance for such an appointment from an organisation such as the Fulbright Foundation, or perhaps OECD.) Alternatively it might be possible to appoint one of the few suitable librarians at present working in Greece on a part-time basis - perhaps for three days each week - until a successor has been trained; however this is the least satisfactory solution, and should only be adopted as a last resort.

I therefore strongly recommend:

a) That steps be taken immediately to appoint a Director who meets points i-iv of the specification quoted above

b) that the post be advertised as carrying professorial status and salary; this status should carry with it the right to attend meetings of certain committees of the University (e.g. of Faculties), and to be eligible for election to the Senate

c) that an attempt should be made to attract suitably-qualified Greeks at present working abroad

d) that, if a permanent appointment cannot be made, a temporary Director should be appointed, preferably full-time, but if this
is not possible, then part-time

e) that an experienced British or American University Librarian should be asked to act as an External Assessor, to assist the University in selecting the best candidate for the post

f) that, if a person currently working in Greece is appointed, he or she should be sent to Britain or America for not less than one month to study current practice in modern university libraries.

2. Deputy Director

In addition to the Director there should be a Deputy Director; his function is twofold - to act for the Director in his absence (whether on holiday, sick leave or study leave), and to supervise one of the main functional divisions of the Library. Since the main activity during the next few years should be the building up of an adequate collection of books and periodicals I would advise that the Deputy Director be given day-to-day responsibility for the acquisition of library materials of all kinds, thus leaving the Director free to plan and supervise the construction of the Library building and to establish operational systems for the whole Library service.

The qualities required of the Deputy Director are thus similar to those of the Director: he must hold a good honours degree and a recognised professional qualification; he must have experience of libraries, and in particular of the literature of science and technology; and he must have considerable administrative and managerial ability. It would be appropriate for him to have the salary and status of Epimeletes, with the possibility of promotion at some future date to a higher salary scale as the Library and his responsibilities grow.

As in the case of the Director, it is important that this post should be filled rapidly, and that candidates should be attracted from abroad. Should the appointment of the Director be temporary, the Deputy Director should clearly be of suitable calibre to become Director in due course.

I therefore recommend:

a) That immediately after the appointment of the Director steps
should be taken to fill the post of Deputy Director with the salary and status of Epimeletes.

b) That advertisements should be placed in appropriate newspapers and professional journals in Greece and abroad calling for candidates who have:

i) a good honours degree in a scientific or technical subject

ii) a recognised professional qualification

iii) experience of working in a research library and knowledge of the book trade

iv) suitable linguistic skills.

3. Assistant Librarians

Typically in an American or Western European academic library there are a number of professionally qualified graduate Assistant Librarians (to use the British term - they must not be confused with Library Assistants) each of whom is responsible for the library service to a small group of related departments; for example Mathematics and Physics, or Biology and Agriculture, or Electronics and Electrical Engineering. Sometimes two or three Assistant Librarians are grouped together to give a joint service to a larger group of departments (e.g. to a Faculty of Natural Sciences), but they would normally still retain a close interest in one of the smaller groupings (the terms used for these types of organisation are respectively "Subject Specialist" and "Subject Divisional").

The functions of an Assistant Librarian in either case form a microcosm of the Library as a whole. He will select books for purchase, or provide information about new publications so that the departments may select them; he will be responsible for (although he may not himself actually do) the cataloguing and classification of library materials in his subjects so that they may be placed in the proper location within the Library's collections, and so that adequate aids are available to finding them; he must be able to interpret the collections in his subjects to all users, helping them to find the
material they need, answering questions and compiling bibliographies, notifying them of new developments in their subjects, and conducting seminars or lectures for students and others on the literature of their subject's and on how to get maximum benefit from the services the Library provides.

To perform these functions an Assistant Librarian should ideally be a graduate in one of the subjects he is responsible for; in addition he must hold a recognised professional qualification. If, as seems likely, such people cannot be attracted to Patras from the present members of the library profession in Greece then the best way to recruit them would be to select each year one or more from among the graduating students and send them abroad for training with a promise of employment when they return. I am informed that the Greek government is prepared to meet the cost of training provided that the person concerned is a graduate and has received a permanent appointment.

By 1977 the growth of the University will require about eight Assistant Librarians, of whom about six should be subject specialists, while two will have functional responsibilities for (e.g.) the lending and inter-library lending services, or liaison with local industry etc.; it is therefore important that recruitment should start as soon as possible, so that the build-up to the final number may be gradual, remembering that a British M.A., M.Sc. or A.L.A. (the appropriate qualifications) normally require at least 12, and possibly 24 months to complete, if an appropriate period of practical training is included.

I therefore recommend:

a) that the Director should, on taking up his post, appoint two recent graduates in appropriate scientific or technological subjects, and arrange for them to become professionally qualified at a British library school; this procedure should be repeated annually until a large enough staff has been recruited

b) that each Assistant Librarian so appointed should sign an agreement to serve the University for five years after his return

c) that the salary, conditions of service and status attached to posts of Assistant Librarian should be those of Boethos,
with the possibility of eventual promotion to the grade of Epimeletes.

d) that Assistant Librarians, the Deputy Director and the Director be entitled to periods of leave, with full pay and travelling allowances, so that they may from time to time visit libraries in Greece and abroad to maintain contact with new developments in librarianship, in the same way as Professors and other members of the teaching staff may travel to keep abreast of their own subjects.

4. Junior staff

By 1977 the Library will require to have perhaps 16 junior staff (typists, library assistants, etc.) to assist the graduate professional staff in the efficient performance of their duties. The exact numbers in each year will depend to some extent on how heavily the Library services are used and how much money is available for purchases; for example, the Loan Desk must have a minimum of about 3 juniors (the exact number depends on how long the Library is open each day); but the work-load grows in proportion to the number of books lent, and in an average British university the total number of junior staff employed at a Loan Desk may well be about 10-12.

The Director must therefore have freedom to vary the number of junior staff from year to year in accordance with circumstances. It would be complete folly to specify - either now or in the future - a fixed and unchangeable number of staff in any grade for more than one year ahead. It is often deemed appropriate to allocate to the library a total budget which the Director may spend on staff, books, periodicals, binding or equipment as the need arises and as circumstances change. This has the additional advantage that he will not be tempted to spend extravagantly on staff, since his highest priority will be the purchase of books and periodicals; if however the staff budget is separately administered he has little incentive to practice economical management, since he will be working to a fixed establishment.

There is a training course for library assistants in Athens; it would be advantageous for the University to send one or two senior assistants to attend this each year, but the majority of junior staff will have to be recruited locally and trained while they are working.
In addition to assistants and typists, porters and cleaners will be needed: perhaps 4-6 in all by 1976.

I therefore strongly recommend that the budget for all Library staff, books, periodicals, binding and sundries (in other words, all recurrent as opposed to capital expenditure) be treated as one single amount; and that the Director should be free to recommend to the University each year what proportion of the total should be spent for each of these purposes.

5. Ancillary staff

1) Bindery

I understand that the service given by bookbinders in Patras is not satisfactory, and that completed volumes of periodicals are at present sent to Athens for binding. It is certain that a bindery owned and operated by the Library, within its own building, will provide a quicker and more satisfactory service than any commercial binder; and it is likely (although I have not been able to establish exact costs) that each volume could be bound more cheaply than, or at least at the same cost as, at present.

A Bindery Manager would be required, and probably three other staff; equipment would cost perhaps 400,000 dr. It would be possible for the Bindery to do work for other libraries in the area, charging normal commercial rates; in this way it might even make a slight profit for the Library.

I therefore recommend that the University give approval in principle for the establishment of a Library Bindery, subject to the Director being able to show that such an establishment is viable. In the first instance the Bindery might be in temporary premises in Patras, but eventually it must take its place in the permanent Library building.

2) Reprographic Unit

a) Photography

As the University grows, teachers will require increasing
amounts of visual aids - slides, photographs, films, perhaps eventually a closed-circuit television service. It has sometimes happened elsewhere that this need has been met by each department setting up a photographic and graphics unit to provide material for its own needs; this in turn has led to the purchase of expensive equipment (cameras, etc.) in each department, and this equipment has been used well below its capacity. The same has often been true of the technical staff required to do this work.

It is therefore logical to think in terms of a Central Photographic Service, which can act as the supplier of all departments' needs in this area with very considerable gains in economy and efficiency. Since at least a proportion of the sources for visual aids are found in books and periodicals held by the Library, and since the Library itself should act as a central archive or repository for at least some of the total stock of visual aids, it is worth considering whether UPL itself should operate a Central Photographic Service. This proposal has advantages and disadvantages; but the University must decide soon whether i) it wishes to have such a central service, and ii) it wishes it to be located in the Library. This decision has consequences for the physical planning of the Library building, and cannot be postponed much longer if the building is to be ready by the target date of 1976. If such a service is to be located in the Library, then clearly it must be under the operational control of the Director.

b) Printing

The same arguments very largely apply to a Central Printing Service; any university produces large quantities of documents - minutes, memoranda, examination papers, reports etc. - and it is highly desirable to avoid a multiplicity of equipment scattered about the campus for their production. A properly-equipped and efficiently operated offset-litho printing unit can save a great deal of clerical work: for example documents can be typed in draft on ordinary paper and printed without the need to re-type them on wax stencils.

Such a unit could conveniently be located in the Library, since the skills required to operate it are similar to those required
for the Photographic Unit, and some equipment could be used by both. It is therefore likely to bring economies if both are operated as a single unit; but as with the proposed Photographic Unit, an early decision is required.

c) **Language laboratory**

The academic plan for the University calls for a language teaching unit, equipped with a "language laboratory" - a series of tape recorders linked by control units for the teaching of foreign languages to students. Since one of the responsibilities of the Library is to collect and make available discs and tapes it should have equipment on which to play these, and once again the economic arguments for Central Photographic and Printing Units apply.

I therefore recommend that the University decide (at the earliest possible moment so that physical planning of UPL may proceed):

i) To establish a Central Services Unit, comprising staff and modern equipment to produce printed documents and audio-visual aids of every type, and to operate language laboratories.

ii) Whether such a Central Services Unit should be physically located in the Library building.

iii) That, if it is located in the Library building, its operations and staff should be under the control of the Director of Library Services.
**Timetable for appointment of staff**

I assume:  
1. the permanent library building complete by 1976  
2. a second temporary building available by 1972  
3. 5% p.a. increase in salary scales  

**Additional staff required in each year**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Monthly Salary (dr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>16,930</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>8,430</td>
</tr>
<tr>
<td>2 Senior Assistants</td>
<td>7,960</td>
</tr>
<tr>
<td>2 Assistants</td>
<td>5,400</td>
</tr>
<tr>
<td>Senior Typist</td>
<td>3,285</td>
</tr>
<tr>
<td>2 Typists</td>
<td>5,880</td>
</tr>
<tr>
<td>Bindery Manager</td>
<td>3,607</td>
</tr>
<tr>
<td>3 Assistants</td>
<td>7,065</td>
</tr>
<tr>
<td>2 Porters/Cleaners</td>
<td>4,250</td>
</tr>
<tr>
<td></td>
<td><strong>63,007</strong></td>
</tr>
</tbody>
</table>

Annual cost 843,000 dr. (Note)  
Add 5% for inflation 42,000  
Total annual cost 885,000

**Note** I understand that the actual salary paid is calculated in a very complex way from the monthly rate; the figures I quote can be no more than an approximation, especially since the rate of future inflation is not known, and since I have made no provision for the payment of increased salary increments or promotion to higher grades.
<table>
<thead>
<tr>
<th>Year</th>
<th>Positions</th>
<th>Grade</th>
<th>Monthly Salary (dr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1973</td>
<td>2 Assistant Librarians</td>
<td>Boethos (7)</td>
<td>13,682</td>
</tr>
<tr>
<td></td>
<td>1 Assistant</td>
<td>II</td>
<td>2,700</td>
</tr>
<tr>
<td></td>
<td>Additional annual cost</td>
<td>215,000</td>
<td>16,382</td>
</tr>
<tr>
<td></td>
<td>Previous &quot; &quot;</td>
<td>885,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Add 5% for inflation</td>
<td>55,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total annual cost</td>
<td>1,155,000</td>
<td></td>
</tr>
<tr>
<td>1974</td>
<td>2 Assistant Librarians</td>
<td>Boethos (7)</td>
<td>13,682</td>
</tr>
<tr>
<td></td>
<td>2 Assistants</td>
<td>II</td>
<td>5,400</td>
</tr>
<tr>
<td></td>
<td>Typist</td>
<td>10</td>
<td>2,940</td>
</tr>
<tr>
<td></td>
<td>Additional annual cost</td>
<td>292,000</td>
<td>22,022</td>
</tr>
<tr>
<td></td>
<td>Previous &quot; &quot;</td>
<td>1,155,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Add 5% for inflation</td>
<td>72,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total annual cost</td>
<td>1,519,000</td>
<td></td>
</tr>
<tr>
<td>1975</td>
<td>2 Assistant Librarians</td>
<td>Boethos (7)</td>
<td>13,682</td>
</tr>
<tr>
<td></td>
<td>Senior Assistant</td>
<td>7</td>
<td>3,980</td>
</tr>
<tr>
<td></td>
<td>Additional annual cost</td>
<td>233,000</td>
<td>17,662</td>
</tr>
<tr>
<td></td>
<td>Previous &quot; &quot;</td>
<td>1,519,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Add 5% for inflation</td>
<td>87,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total annual cost</td>
<td>1,839,000</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Grade</td>
<td>Number</td>
<td>Salary (dr.)</td>
</tr>
<tr>
<td>------</td>
<td>------------------------</td>
<td>--------</td>
<td>--------------</td>
</tr>
<tr>
<td>1976</td>
<td>2 Assistant Librarians</td>
<td>Boethos (7)</td>
<td>13,682</td>
</tr>
<tr>
<td></td>
<td>3 Assistants</td>
<td>11</td>
<td>8,100</td>
</tr>
<tr>
<td></td>
<td>Photographer/Printer</td>
<td>Paraskeuastes (11)</td>
<td>3,607</td>
</tr>
<tr>
<td></td>
<td>2 Assistants</td>
<td>12</td>
<td>4,710</td>
</tr>
<tr>
<td></td>
<td>2 Porters/Cleaners</td>
<td>13</td>
<td>4,250</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>34,349</td>
</tr>
<tr>
<td></td>
<td>Additional annual cost</td>
<td></td>
<td>462,000</td>
</tr>
<tr>
<td></td>
<td>Previous</td>
<td></td>
<td>1,839,000</td>
</tr>
<tr>
<td></td>
<td>Add 5% for inflation</td>
<td></td>
<td>115,000</td>
</tr>
<tr>
<td></td>
<td>Total annual cost</td>
<td></td>
<td>2,416,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Grade</th>
<th>Number</th>
<th>Salary (dr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1977</td>
<td>Senior Assistant</td>
<td>7</td>
<td>3,980</td>
</tr>
<tr>
<td></td>
<td>2 Assistants</td>
<td>11</td>
<td>5,400</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9,380</td>
</tr>
<tr>
<td></td>
<td>Additional annual cost</td>
<td></td>
<td>129,000</td>
</tr>
<tr>
<td></td>
<td>Previous</td>
<td></td>
<td>2,416,000</td>
</tr>
<tr>
<td></td>
<td>Add 5% for inflation</td>
<td></td>
<td>127,000</td>
</tr>
<tr>
<td></td>
<td>Total annual cost</td>
<td></td>
<td>2,672,000</td>
</tr>
</tbody>
</table>
The total Library staff thus becomes 39 persons in 1977:

Director
Deputy Director
8 Assistant Librarians
4 Senior Assistants
10 Assistants
Senior typist
3 Typists
Bindery Manager
3 Assistants
Photographer/Printer
2 Assistants
4 Porter/Cleaners

It should be noted however that the Bindery Manager and his 3 Assistants are performing work which would otherwise have to be done commercially at a cost equivalent to their salaries; and that the Photographer/Printer is performing work which other members of the University, or outside firms, would have to do if these were not employed in the Library. In effect the staff engaged on strictly Library duties is only 32.

As an indication that the numbers quoted are a minimum, rather than a maximum, it is generally accepted that in Britain or America staff salaries should fall within the range 40% - 60% of total library expenditure; the figure proposed above is within the range 26% - 30% of recurrent funds as recommended on p. 71, while if the non-recurrent grant is included in the calculation, staff costs only amount to 12% - 16% of all expenditure. Even taking into account local differences in salary levels I am convinced that a properly developed library service would eventually need substantially greater numbers of staff than the figures quoted; however I am aware that finance is likely to be strictly limited, and I have therefore proposed a level of staffing which I hope will be an acceptable compromise to the Greek authorities.
SECTION 4c: STOCK

During the past decade a number of official or semi-official reports have specified minimum standards for various activities of academic libraries; these have been conveniently collected by Withers (see Bibliography), and I summarise below those which deal with the size of library collections, giving for each the date of publication so that allowances can be made for inflation at 10% p.a.

Canada (1964)

Libraries should spend (for all purposes) 10% of the total annual budget of the institution, and newly-established libraries considerably more.

The book fund should be $500,000 during the first four years of a new institution.

Special book funds should be given when professors are appointed in new fields.

Canada (1967)

A university of 1,500-5,000 students should spend 8.7% - 10.5% of the institutional budget for all library purposes.

Minimum size of collections is 100,000 volumes or 75 volumes per student, whichever is greater.

No. of periodical titles: 1,000 for 1,000 students rising to 4,100 titles for 7,000 students

India (1965)

The book fund should be Rs 15 (c. 80 dr.) per student plus Rs 200 (c. 1070 dr.) per teacher.

For universities less than 5 years old, an additional annual grant of Rs 300,000 (c. 1,600,000 dr.) is required to purchase an initial stock.
A university central library should have 100,000-300,000 volumes, and 500-2,000 current periodicals.

**United Kingdom (1967)**

The annual cost (including salaries) of an established library for a university of 4,000 students should be £200,000 (or about 6% of university expenditure). (The figure quoted dates from 1965.)

Detailed figures are also given of minimum expenditure on books and periodicals in different subjects; these are quoted later in this Section.

**United Kingdom: Polytechnic libraries (1968)**

(Note: "Polytechnics", in British terms, provide courses, mainly in commercial subjects, science and technology, up to first degree level; they are not heavily committed to research, although they are developing links with local industry.)

A basic stock of 150,000 volumes and 3,000 periodical titles is required for a polytechnic with 2,000 undergraduates.

The minimum annual budget is £60,000 for books and periodicals.

**U.S.A. (1959)**

In institutions which provide a 4-year undergraduate course, but not advanced research, the budget should be not less than 5% of the total institutional budget, but must be higher if student numbers are growing.

The minimum book collection is 50,000 volumes, up to 600 students, and 10,000 additional volumes for every additional 200 students.

**Western Germany (1964)**

For a technical university library the minimum size is 100,000 volumes, costing 8 m. DM.
An initial collection of student textbooks will cost 20 DM per student, and 4 DM per student annually.

5,000 periodical titles should be taken, and 5% additional titles each year (in a general library).

It must be emphasized that the prices of periodicals in all subjects increase by an average of 10% each year, and in science and technology the figure is probably nearer 12%. Books also increase in price, by varying amounts up to 10%.

All calculations of costs must therefore allow for an annual increase of 10% merely to maintain the existing level of purchasing; in some years even a 10% increase may not be enough. This fact is borne out by experience in every country of the world since 1945, and those responsible for awarding funds must realise that such an increase is inevitable.

It is clear from examination of the figures quoted above that the University of Patras Library falls far short of even the lowest of these standards; it is equally clear that some of them - the more generous - are not necessarily applicable to a library catering for a restricted number of (mainly) scientific and technical subjects. Nevertheless it is important to have a yardstick of some kind against which to measure progress, and the most satisfactory for this purpose is a combination derived from the U.K. standards for universities and for polytechnics, and the West German standards for technological universities. In this way we can allow for both the scientific and technological nature of the University of Patras, and the fact that (unlike a British polytechnic) it plans by 1976 to have substantial numbers of research workers (533 staff and 500 graduate students).

It is important to distinguish (as do several of the standards) between the initial (or non-recurrent) grant required to purchase basic stock, and the annual, recurrent, grant to keep the basic stock up to date and to cater for new developments both within the university and in the literature of the subjects being taught.

A basic stock of 100,000 volumes is called for by the German standard, at a cost of 8 m DM; inflation of prices since 1964 would
make the cost in 1971 approximately 10.8 m. DM., or 65 m. dr. (this figure includes volumes of periodicals, which are much more expensive to purchase than monographs). Compared with this is the experience of the new British universities, whose libraries (admittedly not dealing to any great extent with technology, but with wide-ranging interests in the sciences and humanities, which require many more monographs) each received an initial grant of £175,000 in 1963-64 (12.5 m. dr.). The latter figure is much too low to provide an adequate basic stock; even if it were increased to 20 m. dr. to allow for inflation it would not be sufficient for the needs of University of Patras. I therefore recommend an immediate initial grant of 30 m. dr. for the purchase of basic library books and periodicals; and that this money should be spent in the period 1971-75, before its real value is further eroded, on buying books and periodicals for departments which have yet to be founded, as well as to supplement the library resources of existing departments.

The Parry Report (see Bibliography) quotes (on p. 265-66) annual minimum costs for books and periodicals required merely to keep a library up to date; the figures were produced in 1965, and I give (in brackets) the 1971 equivalent costs, allowing a modest 8% inflationary increase each year, or 60% increase in all.

<table>
<thead>
<tr>
<th>Subject</th>
<th>1965 Costs</th>
<th>1971 Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture</td>
<td>£1,750</td>
<td>(£2,800)</td>
</tr>
<tr>
<td>Biology</td>
<td>4,500</td>
<td>(7,200)</td>
</tr>
<tr>
<td>Chemistry</td>
<td>3,000</td>
<td>(4,800)</td>
</tr>
<tr>
<td>Economics</td>
<td>3,500</td>
<td>(5,600)</td>
</tr>
<tr>
<td>Engineering</td>
<td>5,000</td>
<td>(8,000)</td>
</tr>
<tr>
<td>Geology</td>
<td>1,500</td>
<td>(2,400)</td>
</tr>
<tr>
<td>Management</td>
<td>1,500</td>
<td>(2,400)</td>
</tr>
<tr>
<td>Mathematics</td>
<td>1,500</td>
<td>(2,400)</td>
</tr>
<tr>
<td>Philosophy</td>
<td>750</td>
<td>(1,200)</td>
</tr>
<tr>
<td>Physics</td>
<td>3,000</td>
<td>(4,800)</td>
</tr>
<tr>
<td>Sociology</td>
<td>2,500</td>
<td>(4,000)</td>
</tr>
<tr>
<td>Bibliography etc.</td>
<td>3,500</td>
<td>(5,600)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£32,000</strong></td>
<td>(<strong>£51,200</strong>)</td>
</tr>
</tbody>
</table>
The total figure, equivalent to about 3,600,000 dr. must be taken as the minimum annual cost at 1971 prices, of providing books and periodicals in the subjects of eventual interest to the University of Patras; however, not all these subjects will be taught immediately, and it is therefore possible to estimate annual costs more accurately as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Subject Details</th>
<th>Cost (dr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1972</td>
<td>Existing departments: Biology Chemistry, Engineering (part) Geology, Mathematics, Philosophy, Physics, General and Bibliography; + 10% for inflation</td>
<td>£27,665 or 1,940</td>
</tr>
<tr>
<td>1973</td>
<td>As above, plus 10% inflation</td>
<td>2,135</td>
</tr>
<tr>
<td>1974</td>
<td>As above, plus 10% inflation plus two new departments (500,000 dr.)</td>
<td>2,898</td>
</tr>
<tr>
<td>1975</td>
<td>&quot; &quot; &quot; &quot; &quot; &quot;</td>
<td>3,737</td>
</tr>
<tr>
<td>1976</td>
<td>&quot; &quot; &quot; &quot; &quot; &quot;</td>
<td>4,660</td>
</tr>
<tr>
<td>1977</td>
<td>&quot; &quot; &quot; &quot; &quot; &quot;</td>
<td>5,676</td>
</tr>
</tbody>
</table>

The figure for 1977 agrees (to within 1%) with the "Parry" estimates quoted above, if 10% p.a. is added to these to cover inflation; the rule-of-thumb seems to be justified that each newly founded department should lead to an increase of 250,000 dr. in the Library grant, solely to cover its current needs, and quite separately from its share of the initial, non-recurrent grant of 30,000,000 dr. proposed above.

I therefore recommend that the minimum recurrent annual grant for books and periodicals to support teaching and research should be 1,940,000 dr. in 1972, rising to 5,676,000 dr. in 1977, provided that the development of the University proceeds according to the assumptions made above.
For purposes of comparison, the University of Lancaster Library (founded in 1963) has in 9 years spent approximately the amounts below on "UPL" subjects; nevertheless its stock of books and periodicals is far from adequate, and it still has to borrow about 10,000 items each year from other libraries to meet the needs of research workers.

<table>
<thead>
<tr>
<th>Subject</th>
<th>£</th>
<th>dr. x 000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biology</td>
<td>33,500</td>
<td>2,400</td>
</tr>
<tr>
<td>Chemistry</td>
<td>36,500</td>
<td>2,600</td>
</tr>
<tr>
<td>Computer Studies and Mathematics</td>
<td>23,800</td>
<td>1,700</td>
</tr>
<tr>
<td>Economics</td>
<td>16,400</td>
<td>1,180</td>
</tr>
<tr>
<td>Engineering (1)</td>
<td>9,000</td>
<td>650</td>
</tr>
<tr>
<td>Environmental Sciences</td>
<td>19,500</td>
<td>1,400</td>
</tr>
<tr>
<td>Operational Research &amp; Business Studies</td>
<td>20,900</td>
<td>1,500</td>
</tr>
<tr>
<td>Philosophy</td>
<td>13,000</td>
<td>930</td>
</tr>
<tr>
<td>Physics</td>
<td>35,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Sociology (2)</td>
<td>11,500</td>
<td>860</td>
</tr>
<tr>
<td></td>
<td>219,100</td>
<td>15,820</td>
</tr>
</tbody>
</table>

(1) Founded in 1969
(2) Founded in 1970

The cost of books and periodicals, although a major part of expenditure on the Library (excluding salaries) does not cover all the needs for materials and services; further sums will be needed for "parabooks" (the exact amount will depend on the extent to which language-teaching activities are integrated with the Library service); for the reprographic service (if this is to become part of the Library); for borrowing or photocopying materials from other libraries; and for the purchase of materials or services (paper, catalogue cards, typewriter ribbons, postage, travelling expenses etc); these are
usually taken together as "Sundries", and should amount to 10% of the book grant as a minimum. In addition, until a domestic bindery is established, a sum equal to about 20% of the book grant will be needed to bind books and periodicals; after that time an increasing part of the cost will be included in the "Salaries" figure, but there must still be a provision for the purchase of cloth and other materials for the Bindery and for a certain proportion of the work to be done by commercial firms.

The recommended annual budget for the years 1972-1977 is reproduced as Section 5 of this Report; total expenditure on library materials and staff (but excluding buildings, equipment and furniture) during these six years should amount to slightly more than 66 million drachmas. If the budget falls substantially below this figure then the Library will not be able to fulfill the "Objectives" listed in Section 3 of this Report, and the University of Patras will not be able to draw from it the benefits which an up-to-date library service should provide.
The Heywood Report calls for Stage I of the Library to be available by 1973; this is now clearly impossible, since the Master Architect has not yet been selected (August 1971). At the very least the programme is now two years behind the Heywood projection, while student numbers are continuing to increase; so realistically the University must plan for the permanent Library being available in 1976 at the earliest.

In these circumstances the shelves in the present building (one prefabricated hut on the campus) will be full of books long before the permanent building is ready, even if the rate of purchasing does not increase substantially; and the number of places for readers (40) and library staff (at most 9, even if intolerable crowding is enforced) are far from adequate even for present student numbers.

I therefore recommend that the University make further space available to the Library so that it may begin to operate on a proper scale as soon as funds for adequate staff and purchases are available; this space could either be on the campus, or (preferably) in Patras - either a part of the building on Korinthou Street or rented accommodation elsewhere. If it is in Patras, then a second reading room and service point should be established there for the benefit of staff and students who do not normally visit the campus.

Such a temporary building would fulfil four functions:

a) it would enable the Director and his staff to start the major purchasing programme which is essential over the next 5 years

b) it would enable staff in the present Library to concentrate on service without the distractions of administrative details

c) it would provide extra space for staff, readers and storage

d) it would enable the Bindery to be established rapidly.
Planning the permanent building should be one of the major
tasks of the Director over the next few years: I have provided below
a specimen Brief for the building which incorporates much of the
information which the Architect will require. However the Director
himself will have his own views on the details contained in the Brief,
and must be given the opportunity to modify it extensively or even to
produce a completely new Brief of his own.

It is essential that he should discuss the building at length
with the chosen Architect, and that he be a member (although perhaps
not the sole University member) of any project committee which may
be set up to supervise the planning and progress of the Library building.
Only if the User (the Director) and the Project Architect work closely
together from the initial planning right through to occupation will the
building be satisfactory. For this purpose the Director must learn
something about building and architecture, and the Architect about the
way libraries operate; it would be highly beneficial if both could make
joint visits to a number of modern libraries in Britain and Western
Europe (in Britain alone there are at least six buildings, all completed
within the last five years, which embody the best in modern library
design: the libraries of the universities of East Anglia, Edinburgh,
Glasgow, Lancaster, Warwick and York), so that both may be aware
of the best current practice in the highly specialised and rapidly advanc­
ing field of library design. They should also familiarise themselves with
books on the subject, in particular that by Metcalfe (see Bibliography).

I therefore recommend:

a) that the Director be made a member of the appropriate
section of the University Building Committee,

b) that he and the Project Architect should be sent to visit
modern university library buildings in Britain before
detailed planning begins.

The site of UPL is very important: it is a well-established
fact that the effective distance between the normal base of a user
(his laboratory) and the library is a critical factor which largely
determines the amount of use he is prepared to make of the library;
and that this effect takes the form of a hyperbolic rather than a
simple arithmetic ratio. It has been decided that UPL is to be a
unitary central library, with only minimal collections in departments;
it therefore follows that the journey-time between it and the most
distant departments must be minimised (the critical time seems to be about 3-5 minutes, and beyond this use falls off very sharply). However a library which is literally as well as metaphorically at the centre of the campus does create difficulties for the site planners; it not only needs good access for pedestrians and for a steady stream of delivery vehicles, but future expansion (it is planned to build in two stages, but the possibility must remain for further stages beyond this in the distant future) demands that the site should be capable of eventually holding a library perhaps as large again as the 10,600 m² presently planned, and that contractors should still have physical access to this site with their heavy plant should further building be required.

I therefore recommend that the Master Architect be instructed to site the Library building so that:

a) walking distances from all present and future departments are minimised, and ideally made less than five minutes,

b) vehicular access is preserved right up to the building,

c) it is possible to extend the building to at least double its planned capacity at some future date.
Brief for the Master Architect and the Project Architect

I. Requirements

The Library should eventually accommodate 1,800 readers, 500,000 volumes and all the necessary ancillary services. The building must be self-contained and yet capable of expansion, in whole or in part, even beyond the final figure of 500,000 volumes laid down above, without vitiating the principles on which the present design is based. Two stages of building are envisaged; it is important that the second stage can be built with only minimal disturbance to users of the first stage.

II. General Principles

The function of the Library may be subsumed under six main heads:

a) To acquire, organise and store books and other research material (including records, tapes, films etc.)

b) To provide facilities on the premises for undergraduates, postgraduates and teaching staff to make use of these materials

c) To enable readers to remove these materials easily for use elsewhere, or to provide "distant access" (e.g. by a C.C.T.V. link with teaching departments)

d) To provide space for readers to use their own materials (e.g. write up lecture notes) without using library materials

e) To provide bibliographical and bibliothecal training
f) To provide "cultural amenities" for the university site.

It is important to get away from the classic conception of a library as a large reading room, with a small number of books around its walls, and a separate vast stack for storage of all but the most-used materials; this carries with it the disadvantage that the undergraduate tends not to explore the full resources of the library. In a "diffused" library, on the other hand, even if he is at first bewildered by the size of the collection, he will quickly learn, with skilled help, to find his way about, and the experience thus gained is a vital part of the educative process: he acquires the ability to choose between the good and the not-so-good, the essential and the inessential, and at the same time is exposed to influences which he would never encounter in a purely undergraduate collection.

It is therefore better for the reading and book storage areas to be intermingled, either on a chequer-board pattern, where small areas of books and tables alternate, or in some modification of this principle. The most satisfactory building for this purpose is a completely modular one, with all floors capable of bearing book stacks at 1.5 m centres, for their full width, and self-contained in respect of lighting, power, and ventilation. The usual module has in the past been between 6 m and 9 m square, and is governed by the 1 m standard shelf and 5 m distance between ranges. There should be no internal load-bearing walls.

Such a modular, open-plan design is made even more desirable by the fact that we cannot forecast what the patterns of library use and service will be in 50, or even 20 years from now; current technological developments in telecommunications and micro-storage of information, to name only two fields of research, might well make it necessary to recast the internal arrangement of the Library in the not too distant future.

The Library will be organised on a subject divisional basis, whereby each Assistant Librarian (there may eventually be about 10), will be responsible for book selection, classification, and bibliographical teaching and services in one subject or a cognate group of subjects (e.g. Physical Sciences, Biological Sciences, Engineering etc.). The implication of this for the physical layout of the building is that although there should, as far as possible, be no physical barriers between areas devoted
to different subjects, each area must be easily recognizable as such, and must contain sufficient shelving and readers' places to fulfil the normal demands of its subject. As emphases on different subjects will undoubtedly shift within the life of the building, each division must be capable of expanding or (less likely) contracting without losing its identity.

The principle of diffusion of books and readers does not rule out the need for some concentrated book storage; in every library, no matter how expert and careful is the selection of incoming material, there remains a proportion of books which have only archival significance, which are out-dated, or which for any other reason should not be placed on the open shelves. This type of material may be as much as 20% of the whole collection, and there should be compact storage shelving for an appropriate number of volumes, with direct access limited to senior research workers.

A third sequence of books may be necessary, consisting of multiple copies of much-used texts, to be kept under strict control by the library staff; these will normally be available for use within the building, or for short term loan. An alternative to this policy is to store them in a special reading room with its own exit control.

III. General Considerations

a) Communications

Each floor must be on one level, avoiding short flights of stairs and ramps. Enough lifts must be provided to facilitate rapid transit of readers, staff and book trolleys between different floors. One lift at least must be capable of carrying bulky and heavy items of equipment.

It is desirable to design the final building in as compact a form as possible, to cut down journey times from one portion to another; in pursuit of this end it may be acceptable to have a first phase which is not in itself ideal.

One public entrance only is required; emergency exits must be such that they can only be used in emergency. A separate staff entrance is needed.
Doors must always be wide enough to pass a loaded trolley (75 cm) and those in areas of major circulation should open in both directions, with a catch or a hinge designed to let them stay open if required.

**b) Services**

To achieve maximum flexibility it is desirable that conduits and ducting serve each module independently. It is not possible, in a building of the size we envisage finally and in the Greek climate, to rely on natural ventilation or lighting, and it would therefore seem desirable to proceed on these principles from the beginning. The building should have complete air-conditioning, including refrigeration, since (apart from climatic conditions) the lighting and body heat from 2,000 readers would raise internal temperatures to an intolerable level. To retain the desired flexibility this should be installed in such a way that the function of any part of the building can be altered without changing the ducting. It must be possible to maintain a temperature of 65-70\(^\circ\) throughout the building at all times, without the use of portable heaters or coolers. This will be difficult if there are too many large windows, although for psychological reasons it must be possible for readers to look outside.

**Lighting** should be uniform in treatment throughout the building: a minimum standard of 500 lumens/m\(^2\) at table height should be aimed at in reading and working areas, and not less than 300 lumens/m\(^2\) elsewhere. A master switch, preferably of the magnetic relay type, is needed for each floor. Floor outlets for local lighting should not be required.

**Power outlets** must be provided in all work areas and carrels; it must be easy to instal extra outlets in any part of the building if needed in the future. (These are in addition to any outlets required for cleaning staff.)

**Staff telephones** should be provided on a generous scale; if the University PABX does not have sufficient lines, an internal automatic system is required. In addition, it
might be worth while to install a personal call system, such as those used in some hospitals, since the senior staff, who form the most important link between the research worker and the library, will by the nature of their work often be absent from their rooms.

A public coin-box telephone should be installed at some convenient point.

A warning bell for fire and a separate warning system (e.g. a klaxon horn) for evening closing are needed, to be operated from the Circulation Counter. An automatic sprinkler system is not wanted but a thermostatically controlled alarm system could prove invaluable.

Provision should be made in much of the building for coaxial C.C.T.V. cables; whether these should be installed immediately is not yet decided; it might be possible to arrange the ducting for this so that it could also contain cables to link parts of the Library directly to the main university computer.

Lavatories for readers should be spread throughout the building, as should small racks for hanging coats.

c) Acoustic treatment

The structure of the building should be such that noise is not transmitted through it (there will be several noisy pieces of equipment). The general acoustic treatment must damp down casual noise, and in specified areas a higher degree of soundproofing is required. (It might be worthwhile to consider creating a slight background noise in the ventilation system to mask casual noise, but this must not be obtrusive.) Carpet throughout, and some form of acoustic ceiling, have been shown to provide an excellent (and not too expensive) working environment.

IV. Detailed Description of Accommodation

Approximate areas for different types of accommodation in the building are given in the Schedule (Appendix 1). It should be borne
in mind that the figures relating to reader space and book shelving are based on accepted overall standards; they do not necessarily reflect the actual spaces required for these purposes. For example, the use of compact shelving might more than double the capacity of a given area, and study rooms for senior research workers would need to be about 3.5 m², while places at multiple tables could require as little as 1.5 m².

A diagram of spatial relationships is given as Appendix 2. It is realised that some of its demands may be irreconcilable, but an attempt should be made to observe it as far as possible. A general flow-diagram forms Appendix 3.

1. Catalogue and reference area

This is the key to the Library, and contains

i) The main author catalogue, on standard cards (the international library card is 125 x 75 mm) filed in wooden cabinets (approx. 2 x 1.5 m). The final size of a catalogue for 500,000 volumes might be 15 cabinets.

Ample space must be allowed for readers and staff to consult the catalogue and make notes; the cabinets should not form one continuous row, but might well stand back-to-back in pairs or groups of 4.

ii) Shelving for 5,000 volumes of bibliography and reference works (catalogues of other libraries etc.). This type of material is bulkier than ordinary books, so shelving should be calculated at 90 volumes per 1 m bay of single-faced shelving. It may also be desired to store abstracts etc. in this area, in which case a very much larger space would be required.

iii) Space for 20 readers to consult the above at individual or multi-place tables.
The whole catalogue area is to be thought of as a single unit with no physical division between its parts. A certain amount of low-level conversation is desirable here, so some acoustic treatment is needed.

2. Main Reading and Storage Areas

In the treatment of these areas flexibility should be borne in mind: it should be possible to arrange the shelving and tables in such a way that although there is no oppressive uniformity, yet an underlying pattern is apparent. There could be three or four arrangements of a typical segment of the building which could be combined in varying ways to give the desired accommodation.

15% of all seating in these areas should consist of informal arrangements of easy chairs and low tables, and here conversation should be permitted, although it must never be allowed to distract adjacent readers: acoustic treatment is required.

A further 35% of the general seating should be in the form of studies (5%) and carrels (30%); the former, of about 3.5 m², should be lockable, and are intended for the use of research workers who need to collect an apparatus of books over a period of time. They must contain a table, two chairs (one of these is not intended for other than casual use), and a bookshelf, and be fitted with a power outlet. They should be soundproof to permit the use of typewriters or dictating machines. Carrels, of 1.5-2 m² are intended for short-term use, and contain only a table and chair. They need only be lightly screened to about 1.5-1.75 m high.

The remainder of the seating should be at single or multi-place tables, of conventional design, with a centre division if they are double-sided, to minimize distraction. If space permits, it is desirable to have single table accommodation screened to form extra carrels.

Not more than 20 readers should be visible in any single area, and preferably only 8 - 10. Divisions between areas should be formed as far as possible by bookstacks, and partitions should be limited.
to those necessary to shield talking and smoking areas (note that these are not necessarily co-extensive). Care must be taken not to route traffic through the reading areas.

All bookstacks should be standard, and of the steel bracket type. Dimensions of a double-faced range are 2.5 m high, 60 cm deep and 1 m or multiples thereof in length, subject to a normal maximum of 7 m, although this may be exceeded in certain cases. At the ends of a range a support protrudes for approximately 2.5 cm. The capacity of one such double-sided 1 m range should be taken as 200 volumes. Ranges are normally spaced on 1.5 m centres, and this measurement must not be decreased in public areas. A floor-to-ceiling height of 2.75 m - 2.95 m is adequate; if for architectural reasons this is varied, it should probably be doubled to allow for the future insertion of a mezzanine floor.

Floors should be about 650 kg/m² so that book stacks may be placed at any position in the building.

3. Stack

Storage is required for 20% of the total book stock. It would be possible to reduce the costs of the building by using moveable Bruynzeel shelving which imposes heavy loads on the floor and requires special tracks. For this reason the stack should probably be in a basement. Access will be limited to research workers. A few reading places are required in this area, part of which could serve as a rare book store, requiring special security precautions (e.g. a lockable grille).

4. Current periodicals area

Space must be available for the display of 2,000 parts of unbound periodicals, and the storage close by each, in a logical relationship, of the remainder of the current volume; systems meeting these requirements are available commercially, or may be specially constructed if desired. Note that volumes vary in all three dimensions, so that some flexibility is required.

There must also be space for 100 readers in a mixture of formal and informal seating; the use of this room will mainly be short-term, so a smaller allowance of space for each formal reading
place is acceptable than in main reading areas.

As the main use is casual and short-term, this area should be located as near the Circulation Desk as possible.

5. **Government publications area**

Adjoining the Current Periodicals Area, a reading and storage area should be set aside for official government and international publications: these will be separated from the main stock of the Library, and will have their own catalogue, bibliographical apparatus, and (eventually) Assistant Librarian.

6. **Microform rooms**

Ten such rooms are required, each of about 2.5 - 3 sq. m and containing a table, chair, and power outlet. On the table is placed one of three or four different types of reader, either with a translucent screen or projecting on to the table top or a wall. The tables might be specially designed, and in any case a matt white plastic top should be provided to act as a screen. Care must be taken that the lighting can be dimmed to an acceptable level when the readers are in use; this level varies between different types of reader.

It might be acceptable to have five double rooms instead of ten single ones.

The microfilm rooms should be near the Circulation Desk, which will provide supervision and instruction in the use of readers.

7. **Audio-visual aids Rooms**

Space should be provided for the storage and use of gramophone records, aural and video tapes, 16 mm sound film and 8 mm film strips, slides, programmes for teaching machines, etc. Provision should be made for C.C.T.V. cameras, and for listening to music and speech through earphones. This area might be combined with Language Laboratories; in either case it must be within the Control, and near the Circulation Desk.

Acoustic treatment is essential.
8. **Seminar Rooms**

Three rooms are required, two of 50 m² and one of 25 m²; they should be distributed throughout the main reading and storage areas, but traffic to them must not disturb readers. These are intended to fulfil the University's needs for teaching in the bibliographical mode, whether by the teaching or Library staff. They may also act as informal discussion areas, as smoking areas if no other provision for this need can be made, or as reading rooms reserved for staff.

They should be furnished with stackable chairs and a seminar table. Acoustic treatment is desirable. Shelving for 500 volumes and display space, together with C.C.T.V. facilities, a slide projector and screen, are required in each.

9. **Map Area**

This is required for the storage and consultation of sheet maps and atlases; it should have special storage for these, a tracing table, and sloping consultation desks, in addition to a little normal seating.

A. **Joint Staff/Public Areas**

1. **Entrance, circulation and control area**

On the treatment of this area will depend to a large extent the public image of the Library. Two almost irreconcilable demands have to be met: firstly, the general atmosphere must be welcoming rather than restrictive; secondly the maximum amount of security must be provided for the contents of the Library.

1) **Entrance Hall**

The best solution to this dilemma is probably to provide a comfortable entrance hall with notice-boards (and a circulation space around them), a very limited amount of informal seating, space for the deposit of briefcases, and possibly a number of lockers for the short-term deposit of personal possessions. Double or revolving doors are required to provide climatic control.
Although no turnstile control is envisaged for the present, it must be possible to install this at a later date if required, together with a hutch for a janitor to operate it. (Provision should be made for two outgoing lanes and one inward). There should also be a book-return box with a depressible base beside the outer door, for use only when the library is closed (the slot and the door for collection of the deposited books must both be lockable).

ii) Circulation Desk

As no manned turnstile is being installed, the Circulation Desk must be in such a position that it commands the entrance to and, more important, exit from the main body of the building. An island situation is probably best for this purpose, but one grave disadvantage of this layout is that it would make future expansion difficult, if not impossible. One way round this difficulty might be to have a free-rotating turnstile for inward traffic, thus forcing outward traffic through a comparatively narrow exit channel past a counter located at one side of the area.

At the desk will be conducted the issue and return of books; space is required for two issue and two return points, although at slack periods, and in particular during evening opening, only one assistant may be on duty. Each issue point must be equipped with a supply of issue forms and a date stamp, together with bench space to use them, and a sorting tray for standard (125 x 75 mm) slips; each return point with a number of trays to hold standard slips and space to shelve returned books.

In addition to the above, workbench space is required for four assistants to work on the physical preparation of books for issue, filing issue slips etc. These will form the general labour pool for the Library, and to minimise distraction this space should be screened from the public. It must be possible for trolleys to reach the workbench.
The Assistant Librarian in charge of circulation should have a separate semi-enclosure, with easy access by readers and Library staff.

Within the area there must be shelving for 1,000 volumes, and parking space for 6 book trolleys (1 x 0.5 m). Adjacent to this, and as near as possible to the issue points, should be

iii) the Reserve Book Stack for 5,000 volumes. No public access to this area can be allowed.

iv) Microform Storage

This should be adjacent to, and supervised by, the Circulation Desk. Senior readers may be permitted access to it, but in general the Library staff will be the main users. The storage will consist of a mixture of 140-190 mm shelves and standard card cabinets.

B. Library Staff Areas

In general, these should be concentrated in one part of the building to avoid excessive traffic through reading areas. It is essential to plan them initially so that they can expand pari passu with other areas, and yet remain en suite.

1) Librarian's Office and Committee Room

Space is required for receiving and interviewing visitors, holding small committees, and storing some confidential papers and books. The room should be moderately soundproof, and be accessible both through the Secretary's room and directly from a public area or corridor. Separate toilet accommodation is required.

2) Secretaries' Room

Space is required adjoining the Librarian's Office for
two secretaries whose duties will include filing and organising correspondence, receiving and holding visitors to the Librarian, and general office work.

3) Store Room

A separate store room should open off this office in which all library stationery will be kept.

4) Deputy Librarian's Office

The duties of the Deputy Librarian will include supervision of technical services (including Acquisitions), routine administration, and staff control. He will also have to receive visitors. This room should be en suite with the Secretary's and the Librarian's, and must also have easy access to the cataloguing and processing departments.

5) Assistant Librarians' Offices

There may be up to eight subject specialist Assistant and Librarians. Offices should be provided for them in the book/reading areas of the Library. It would probably be advisable to have them in an easily recognizable position on each floor (e.g. at the head of a stairway). The rooms must be large enough to hold a desk and three chairs, a trolley and about 500 volumes on shelving. They must also be acoustically treated so that normal conversation is not audible to readers outside.

There must be space for a classified card catalogue outside each room, and the bibliographical portion of each subject division must be shelved nearby.

One such office should be in the Official Publications area.

6) Acquisitions Department

Here are received from the Shipping Room all new
additions to the Library. Some are passed immediately to the Current Periodicals Room; the remainder are checked, accessioned, and passed to the Cataloguing Room. Space is required for shelving for 5,000 volumes, three 6-drawer card cabinets, 2 typists, 1 junior and 1 senior assistant.

Here also are checked and typed all orders for new books and periodicals. There must therefore be rapid access to the main catalogue.

7) Cataloguing Room

Shelving is required for 5,000 volumes, and space for five desks and chairs and 6 trolleys. The room must be as near as possible to the main catalogue and reference area.

8) Current Periodicals Office

Here are received and processed all parts of current periodicals and official publications before final distribution to the Current Periodicals Area and Official Publications Area; immediate access to both these areas is essential. One senior and one junior library assistant will be responsible for this work; a Roneodex cabinet, table and two chairs are needed, together with some shelving.

9) Machine Rooms

Space is required for the following machinery and its operators:

i) Offset press with tables and shelving for sorting and storing materials, and guillotine.

ii) Tape typewriter and ordinary typewriters and Telex. Storage space is needed for materials.

iii) One or more photocopiers, which will also make masters for offset printing, with shelving for books awaiting copying and storage of materials.
iv) Possibly, at a later date, a small computer linked to the main university machine and to other parts of the Library.

All the above are noisy, and should be in soundproof rooms; the tape typewriter must be adjacent to the Cataloguing Room and Acquisitions Department; the photocopiers should be easily accessible to readers, and also near the Circulation Desk.

If it is decided to have a Central Reprographic Unit in the Library, a total of about 250 m² is the minimum space for this (see 13, below).

10) Binding (preparation) Room

Here are stored books and periodicals awaiting binding, and returned books awaiting processing. Shelving should be provided for 1,000 volumes, and easy access is required to the Shipping Room.

11) Bindery

A Bindery is required to deal with up to 6,000 volumes p.a. A staff of up to six will work there, and the total area must not be less than 150 m². Heavy and noisy machinery is used (the largest being a guillotine weighing perhaps as much as 1000 kg and standing on a base 2 m square); therefore floor loadings are high, and double-door access is required for delivery and installation. Soundproofing is essential; services should include water, gas and 3-phase electricity. There must be easy communication for trolleys (by lift if necessary) to the Binding Preparation Room.

12) Shipping Room and General Store

Here are received and despatched parcels and cases from carriers and commercial firms. There should be a hydraulic or electric platform outside, but under cover, rising to loading height, (or at least a fixed platform for loading with ramp access) and easy access
within the building to the Binding and Acquisitions Rooms.

Facilities are also required for packing and unpacking crates, and ample storage for packing materials: a work bench must be provided.

13) Photography and Printing

A photographic and printing service for the whole University may be based on the Library. Its expansion cannot be forecast at the moment, so ample room must be allowed. A minimum staff of six is envisaged, and some or all of the following equipment will be required.

i) Xerox 1385; large and small offset presses
ii) Microfilm camera(s)
iii) 35 mm camera(s); ¼ plate cameras
iv) Developing tanks (etc.) in dark room.
v) Enlarger(s)
vi) Contact printer

This area must be within the control, yet easy of access to staff and readers; at the same time some of the equipment is noisy, so good soundproofing is required.

A minimum of 250 m² is required for a service of this type, and a staff of at least 6.

C. Amenity Provision: Public

1. Exhibition Hall

About 100 m² is required for the exhibition of painting, sculpture, rare or interesting books, or other material. Both free-standing cases and wall space should be provided, and some informal seating.

This area can be either inside or outside the Library control point but preferably within.

2. Recreational Library

A separate collection of non-academic books of good quality is
desired, to perform in the University "town", the recreational function of a public library.

A stock of up to 5,000 volumes is envisaged, and casual seating only should be provided to discourage the use of the room for serious study.

This room must be within, and should be close to, the Library control.

D. Amenity Provision: Staff

Although there may be eating and relaxing places on the University site to which all Library staff will have access, in view of the long hours during which the Library is open and the short breaks in duty, especially during the evening, it is essential to have accommodation within the building where staff can forget their work for a short time. To save needless disturbance, the staff amenities should be concentrated as near as possible to the main work areas.

1) Common Room

This should provide seating for 25-30 people in reasonable comfort; easy chairs and coffee tables are required, in addition to a small number of upright chairs and higher tables for those who want something more substantial than a cup of coffee.

2) Pantry

A small pantry with storage space for crockery, tins of coffee, etc., an electric cooker and refrigerator, and washing-up basin should adjoin the Common Room. An extract fan is required.

3) First-Aid Room

A small room furnished with two couches and a medicine cupboard is required. It might lie between the male and female cloakrooms, with alternatively locking doors between.
4) Cloakrooms and Lavatories

Provision must be made for the safe keeping of the Library staff's personal belongings. If the staff amenities are inaccessible to the public, normal pegs might be sufficient; but personal lockers are preferable.

A shower should be provided in each cloakroom: handling books en masse is hard, hot and dirty work.
## APPENDIX I

### SCHEDULE OF ACCOMMODATION

(Space standards: 5.5 m$^2$ per 1,000 vols., 2.5 m$^2$ per reading place, 10 m$^2$ per staff member)

<table>
<thead>
<tr>
<th></th>
<th>Phase I</th>
<th>Phase II (total, inc. Phase I)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vols</td>
<td>Readers</td>
</tr>
<tr>
<td>Reading areas</td>
<td>-</td>
<td>825</td>
</tr>
<tr>
<td>Book storage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>110,000</td>
<td>-</td>
</tr>
<tr>
<td>Reserve</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td>Stack (compact)</td>
<td>80,000</td>
<td>-</td>
</tr>
<tr>
<td>Ancillary space</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current periodicals</td>
<td>[2000 titles]</td>
<td>100</td>
</tr>
<tr>
<td>Seminars</td>
<td>-</td>
<td>50</td>
</tr>
<tr>
<td>Microfilm readers</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>AVA</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>Catalogues</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Maps</td>
<td>[5000 maps]</td>
<td>5</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Recreation Library</td>
<td>5,000</td>
<td>-</td>
</tr>
<tr>
<td>Common room</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rest room</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3,850</td>
<td></td>
</tr>
<tr>
<td>Staff areas</td>
<td>Phase I</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>Vols</td>
<td>Staff</td>
</tr>
<tr>
<td>Librarian/Committee Room</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Secretaries</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Stores</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deputy Librarian</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Assistant Librarian</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>Current Periodicals Office</td>
<td>1,000</td>
<td>2</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>5,000</td>
<td>4</td>
</tr>
<tr>
<td>Cataloguing</td>
<td>5,000</td>
<td>5</td>
</tr>
<tr>
<td>Machines</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Issue &amp; Control</td>
<td>5,000</td>
<td>6</td>
</tr>
<tr>
<td>Binding</td>
<td>1,000</td>
<td>1</td>
</tr>
<tr>
<td>Bindery</td>
<td>1,000</td>
<td>6</td>
</tr>
<tr>
<td>Shipping</td>
<td>1,000</td>
<td>2</td>
</tr>
<tr>
<td>Photography &amp; Printing</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ 50% Balance</td>
<td>2,377</td>
<td></td>
</tr>
</tbody>
</table>

N.B. These totals fall within the Heywood figures
APPENDIX 2

SPATIAL RELATIONSHIPS

The diagram below is an attempt to correlate some of the relationships between various parts of the Library; it cannot represent accurately all the desirable collocations, and indeed some of its demands are self-contradictory. Where there is a clash of interests the Director should be consulted about its resolution.

*** indicates areas which must be adjacent.
** " " " should be very close together.
* " " " " close together, or have easy access.

---

Catalogues
Reading & Storage Areas
Periodicals
Stack

---

Staff Amenities
Recreational Library
Exhibition Hall
Photography
Shipping Room
Binding Room
Photocopy
Flexowriter

---

Acquisitions
Periodicals Office
Cataloguing

---

Deputy Librarian
Assistant Librarians
Director
Reserve Book Stack
Circulation Desk
Entrance Hall
Maps
Seminars
Audio-visual Aids
Microfilm Readers

---

Microform Storage
Photographs
Exhibition Hall
Recreational Library
APPENDIX 3

FLOW DIAGRAMS

In the following diagrams, \[\_\_\_\_\_\_\_\] represents a person, record, or group, \[\_\_\_\_\_\_] material being processed, and plain writing the action taken at a given point. An arrow \[\rightarrow\] represents a consultation of a record. The organisation depicted is typical of an academic library; there may however be differences of detail in UPL, and these will only appear after the Director has been appointed.

(a) Book Purchases

![Diagram of Book Purchases process]

NOTE: Only one of each pair of checks will normally be done.
II. unpack

II. Catalogue

1. check invoice, accession, type gift label if required
2. Order copy A
3. Order copy C
4. Accession File
5. Catalogue

II. Catalogue

1. Cataloguers
2. catalogue on file rough, put in batches
3. classify

II. Catalogue

1. Assist. Librarians
2. Deputy
3. Flexowriter
4. Cataloguers
5. Flexowriter
6. make subject index index, insert book pocket
7. Cataloguers
8. Book
9. Circulation desk
10. Deputy
11. Circulation
12. Recent additions shelf
13. Storage
14. issue, if reserved
15. file
16. bookplate, letter spine, stamp
17. file
18. hold for one week
19. file
20. issue, if reserved
d) Binding: Periodicals, dispatch

- Select monthly batch of cards (2 copies)
- Collect or recall parts, index etc.
- Enter details on both cards, insert one in book; file 2nd copy in batch order; inform binder
- Pack
- Collect

e) Binding: Receipt

- Unpack
- Collate; insert issue cards (books); pass invoice to Acquisitions
- Stamp; insert issue card (periodicals)
- Shelve
b) Acquisition of periodicals and official publications

- Post
  - Secretary
  - Acquisitions
    - Periodicals Office
      - Periodicals
      - Official Publications
        - Cataloguers
          - Typist
          - Cataloguers
            - Govt. Pubs. Catalogue
              - Current Periodicals Room
                - Display
        - Periodicals Office
          - Books
          - Cards
            - Shelves
              - Shelve
            - Catalogue
              - File

- c) Binding: Books, dispatch

  - Cataloguers
    - select
    - Circulation
      - select
        - file issue card in batch order; type binding form; insert one copy in books; count; file 2nd copy alphabetically; inform binders.
        - pack
        - collect

- Asst. Librarian
  - Binding Assistant
    - Bindery
      - Shipping Room
        - Binder's van
          - trolley
SECTION 4e: ADMINISTRATION

a) Internal

The Director, as an experienced professional librarian, must be allowed to make his own policy decisions insofar as they affect only the internal organisation of the Library. However, much of what he does will have implications for the University as a whole, and in these areas he must obviously have consultations with the main policy-making body, the Senate (at present the Administrative Committee). It would in fact be advantageous if the Director were to be a member of the Senate, when this is finally constituted, but at the least he must be eligible for election to it in the same way as are other heads of departments, and he must have the right to present a case to it in person when important library matters are being discussed.

The Director should be responsible to the Rector (the President of the Administrative Committee until the Senate is constituted) for all the affairs of the Library; but it would be very inefficient and time-consuming if every detail were to be reported to, and discussed at length with, the Rector. There should therefore be a small Library Committee, consisting perhaps of one member from each School, one graduate student and one undergraduate (this is important since students are major users of the Library, and their views on it should be heard), and as Chairman either the Rector or another professor who must himself be a member of the Senate. Members of this Committee should be chosen for their knowledge of library matters rather than to represent directly the interests of their own department or school. The Director must be a full member of the Committee, and his Deputy should act as its Secretary, with full speaking and voting rights.

The Committee's terms of reference should be simply "To advise and assist the Director of Library Services"; it should not have any direct administrative authority over the Library, but might make recommendations from time to time to the Senate about library policy. The Committee should be seen partly as a two-way channel of communication - from the University as a whole to the Library, and vice-versa - and partly as a body to advise on general policy. A schematic diagram of the proposed administrative structure is on p. 69.
b) **External**

There is an urgent need for the Library (and indeed for the University as a whole) to be freed from the crushing restrictions imposed on it by various governmental regulations: as examples I need only cite two rules: that Ministry approval has to be granted, and a decree has to be passed, before a single additional member of staff can be appointed beyond the present Library establishment of 5 people, or before the grade of any of these may be changed; and that the Library is constrained to purchase its periodicals from the agent who submits the lowest of three tenders (all of which are about 50% higher than they ought to be). I shall return to this point in a subsequent section of this Report. For the moment, however, I must emphasize in as strong terms as I may that an excess of official control, whether it occurs at the national or the local level, has two very serious effects on an academic library: it squanders scarce financial resources by instituting procedures which invariably cost more money than could possibly be lost through the dishonesty which they are designed to prevent, and, almost as important, it acts as a drag on the staff whose main function is to provide service, and thus by the frustration it causes it has a serious effect on their morale.

I agree that some form of official control is necessary in any institution; but very much better results will be attained if this is kept to the absolute minimum, and the university and library staff are allowed to use their own professional judgement about what is needed.
SECTION 5: APPROXIMATE ANNUAL COST OF RECOMMENDATIONS, 1972 - 1977

Figures are in dr. x 000, and include an allowance for inflation. Buildings, furniture and equipment are not included.

<table>
<thead>
<tr>
<th>Non-recurrent (Books etc.)</th>
<th>Books and Periodicals</th>
<th>Parabooks</th>
<th>Binding</th>
<th>Reprography</th>
<th>Interloan</th>
<th>Sundries</th>
<th>Salaries</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1972</td>
<td>4,000</td>
<td>1,940</td>
<td>10</td>
<td>344</td>
<td>30</td>
<td>40</td>
<td>194</td>
<td>885</td>
</tr>
<tr>
<td>1973</td>
<td>5,000</td>
<td>2,135</td>
<td>15</td>
<td>285</td>
<td>35</td>
<td>50</td>
<td>213</td>
<td>1,155</td>
</tr>
<tr>
<td>1974</td>
<td>7,000</td>
<td>2,898</td>
<td>20</td>
<td>310</td>
<td>40</td>
<td>60</td>
<td>290</td>
<td>1,519</td>
</tr>
<tr>
<td>1975</td>
<td>7,000</td>
<td>3,737</td>
<td>25</td>
<td>344</td>
<td>45</td>
<td>70</td>
<td>374</td>
<td>1,839</td>
</tr>
<tr>
<td>1976</td>
<td>7,000</td>
<td>4,660</td>
<td>30</td>
<td>325</td>
<td>50</td>
<td>80</td>
<td>466</td>
<td>2,416</td>
</tr>
<tr>
<td>1977</td>
<td>-</td>
<td>5,676</td>
<td>35</td>
<td>265</td>
<td>60</td>
<td>90</td>
<td>567</td>
<td>2,672</td>
</tr>
</tbody>
</table>

Total 30,000 21,046 135 1,873 260 390 2,104 10,486 66,294

Note: It is essential that these figures are only treated as guides; the University must have the freedom to transfer money from (e.g.) Books to Salaries, as the needs of the service will change from year to year in ways that cannot now be foreseen in detail.
SECTION 6: INTERIM OPERATIONAL SUGGESTIONS

The preceding Sections of this Report have been mainly concerned with medium- or long-term forward planning; during the latter part of my mission I was able to examine in some detail the day-to-day working of the Library as it is now, and to make to the Curator and to the senior Assistant certain suggestions which, if implemented, would both improve the overall efficiency of the Library and also make easier the task of the Director when he is appointed. This Section summarises these suggestions.

1. Book acquisitions

At present there is virtually no money available for book purchase, since the limited budget will do little more than maintain the periodical titles which are already subscribed to: in 30 months of 1969-71 only 698 books were bought, the vast majority of them in 1969. Nevertheless existing procedures should be streamlined, and changes should be made in the methods used for purchasing, to save money both in the actual cost of books and by freeing staff time for other duties.

a) Book selection is now, and until a Director is appointed should probably remain, the responsibility of the various professors; however the Library should be equipped with better bibliographical tools for the verification of authors, publishers and prices, which are often incorrectly quoted or completely lacking on the suggestions which are submitted. Some publishers' catalogues are available to help in this task, but a more complete collection is required; in addition, while a subscription to the Cumulative Book Index could not be justified when finance is so limited, the Library ought at least to have a set of the Aslib Book List and H.K. Lewis's List of Additions to the Library. The modest cost of these would be repaid many times over in increased efficiency of selection and ordering.
b) Book purchasing is at present done through one of three booksellers in Athens. This is of course proper procedure for books published in Greece; but it is a very wasteful practice for anything published abroad. Not only is foreign exchange calculated at an inflated rate, but the bookseller's profit margin is excessively high by Western European standards: a sample check of recent purchases indicates that on average the Library is paying about 30% above the publisher's price for each book. It may be that there are local booksellers who are prepared to charge realistic prices, but I have been unable to hear of them: I therefore strongly recommend that UPL be empowered to order directly from booksellers in Western Europe, who will only charge the publisher's price plus, possibly, a small amount for postage. (The argument has been used against this policy that foreign currency is scarce; but if a book is to be bought, does it matter whether the bookseller or UPL obtains dollars or pounds for this purpose?) Not only will this practice result in a reduction of costs by about 25%; it will also, in most cases, give a better and quicker service. There are many suitable booksellers but a choice might be made from among some of the most efficient: Blackwell, Heffer and Lewis (England), Swets & Zeitlinger (Holland) and Harrassowitz (West Germany).

c) Book ordering should be done on a specially-designed 3- or 4-part form, which would serve a number of different purposes with only one typing operation: a record of books on order, an official order to the bookseller, an official record of books received, a temporary entry in the public catalogue, and an individual notification to departments of what has been purchased on their behalf. At the cost only of printing the forms the Library staff will at once be relieved of much tedious and repetitive work, and at the same time be able to provide a better service.

d) Classification is at present done according to the Universal Decimal Classification; while, like all other classification schemes, this is not perfect, it is probably the right choice for UPL with its scientific and technological bias. However it is necessary to ensure that classification is kept simple, without too much use of long numbers and auxiliary notation,
which in a collection of the eventual size of UPL would be merely confusing rather than helpful to the reader.

e) Cataloguing similarly should be simplified. The basic purpose of an author catalogue is twofold: to identify beyond doubt a given book, and to enable the user to find it on the shelves even if his knowledge of the author or title is incorrect or incomplete. For these purposes the full type of entry, as specified in most sets of cataloguing rules, is unnecessary; I therefore advise that the 1967 Anglo-American Code should be simplified, to eliminate as much work as possible, and adopted by UPL.

I further advise that a classified catalogue should be started, and that initially the published Index to UDC should serve as a public subject index to this, until a more suitable index can be compiled locally.

At least four copies of each catalogue card will be required, and sometimes more: author and classified (with added entries for joint authors or added subjects, etc.), shelf list, and a spare for a possible future title entry. For this purpose I recommend the immediate purchase of a small ink duplicating machine designed for this purpose (such as the Minigraph) so that the cataloguer need type only one entry for each book, and the remainder can be produced by unskilled labour.

2. Periodical purchases

I have already referred to the unnecessary expense which arises from placing subscriptions for foreign periodicals with Greek agents; a thorough check has been made of prices actually paid in 1970, and it is quite clear that UPL is being overcharged by as much as 50% of the total of all its subscriptions. I must emphasize that the staff of the Library were aware of this defect in the system before my arrival in Patras, but had until then been unable to correct the fault. Steps have already been taken to place subscriptions abroad in the current year, as an emergency measure; but this must be made a regular practice for future years as well. I strongly recommend that all subscriptions be placed with one single foreign agent chosen from, for
example, Blackwell, Dawson, Lewis (England), Swets & Zeitlinger (Holland) or Harrassowitz (West Germany). All of these will give first-class service, and charge only the publishers' prices plus postage; in addition accounts will be submitted at (perhaps) monthly intervals, and UPL will be able to pay these at the official rate of exchange rather than the artificial rate charged by booksellers. There are a few titles (e.g. Chemical Abstracts) which should be ordered directly from the publishers rather than through an agent; if this is done UPL will be able to take advantage of the substantial discounts offered to educational libraries. If this system were adopted it would be totally unnecessary - and indeed wasteful - to obtain competitive tenders for each title, because the official price of each is published annually both in the periodical itself and in a number of secondary lists; this is the price which all Western European agents would charge.

It would be advantageous if all subscriptions were placed on a "standing order" basis; by this system the agent automatically renews each subscription annually, merely sending an invoice to the Library, unless the order is specifically cancelled. This not only saves labour, but guards against the possibility of an accidental omission from the annual order, with consequent delay in receiving the new volume.

3. Financial control

The present methods of controlling expenditure are somewhat clumsy, and place a heavy burden on the Library staff: not only is it necessary to obtain advance approval from the Administrative Committee (the Senate) for each individual book purchased, but in addition any unexpended balance of the normal budget at the end of the financial year becomes forfeit. I understand that both these practices are required by Greek law; but it would be a simple matter to eliminate the first difficulty by permitting the Library to purchase books without prior Committee approval provided that its total budget was not exceeded within any one year, and the second by recognising that the special nature of the book trade is such that it is impossible to predict the time when any given book will be supplied - even in Britain a bookseller often takes six months to provide a title that has been ordered - and by realising that very often no other book can be an adequate substitute for the one which was ordered.
The Library could ensure that the budget was not exceeded by a simple system of recording estimated future costs at the time when each book is ordered; thus at any time it could say what was the state of its total commitments, and thus plan its purchasing more efficiently.

The keeping of detailed ledger records of purchases - of invoices and payments made to agents - should not be the task of the Library; its responsibility ends when an accessions record is made for each book, showing the date of receipt, the invoice number and the cost; when the invoice is certified for payment; and when the cost of the book is notionally debited to one of the subdivisions of the total book fund. Everything after that should be the task of the University's Finance Office.

4. Loans are at present made for one day to students, and for one week (renewable up to four weeks) to staff; the record of loans is a book card, to which is clipped the student's identification card, or, for staff, a triple slip filed under borrower, date due and author. The system works reasonably well when library use is low, but as the amount of borrowing grows I believe that it will become uneconomic in its use of staff time.

The basic question which an issue system must answer is "Who has book X?"; in addition it can be useful to know "What books are due to be returned to the Library on date Y?", and "What books does Professor Z have on loan?". Therefore it is desirable to devise a system of records which will answer these three questions, and at the same time be easily understood as well as economical to operate.

Since the number of books in the Library is small it is necessary to ration their use in some way, to ensure that all students have a chance to use them; for this reason a short loan period is desirable, but I believe that in many cases one day (as at present) is too short. I therefore advise a loan period of three days for undergraduates, but with the possibility of reducing this to one day for certain specified titles which are in very heavy demand. I also advise that all periodicals should be subject to a three-day loan while UPL is restricted in the number of subscriptions it can afford.

University staff and postgraduate students should be allowed to borrow books for longer periods, since their needs are different from
those of undergraduates; because of the present geographical separation of the two sections of the University, and incidentally to ease the burden of remembering when books are due and to simplify record-keeping, I suggest that the loan periods for senior readers should terminate on the two fixed days in each month when each member of the staff visits the Finance Office to receive his salary; this would have the effect of making the maximum loan period about four weeks, and the minimum period two weeks. (If this is not acceptable to the University, a straightforward four-week loan period would be the best alternative, but this would entail the retention of the more complicated and time-consuming system of records at present used in the Library.) Whatever system is adopted, it must be understood that the Library may recall any book after it has been on loan for seven days should it be requested by another reader.

The number of books on loan at one time should also be limited to 15 for staff and postgraduate students, and to 3 for undergraduates.

The records of loans should be made as follows:

a) **3-day loans** (periodicals to all readers, and books to undergraduates): the borrower should write on one slip (125mm. x 75mm.) the author, title, classmark and accession number of the book, or the title, volume and part number of the periodical, together with his name and signature; Library staff will check that details are correct (perhaps inspecting the identification card of students, but not retaining this as at present), and file the slip in author or title order with those for all other 3-day loans made on that day. On the fourth day all slips remaining in this file represent books which are overdue, and are re-filed in one alphabetical sequence with slips for books which have become overdue on previous days.

b) **1-day loans** (student text-books in heavy demand): the same procedure should be adopted, but the slip must be filed in one alphabetical sequence with the 3-day loans which were made two days previously.

c) **Long loans** (books lent to staff and postgraduate students): a slip with one carbon copy is written and checked. One copy
is filed under the borrower's name and the other alphabetically by author with all other slips representing books borrowed in the same half-month; at the end of the following half-month all slips in this file represent books which are due for return, and those which remain after that date are transferred to a single alphabetical sequence of overdue books.

It is essential that regular and effective action should be taken to recover books which become overdue: this may entail instituting a system of automatic fines for all readers, but it is better to avoid this if other measures can be made to work.

Any system of issue records depends on accurate filing and de-filing; for this reason it is desirable that the issue slips used are clearly set out and written, and that the four different types required are printed on four different colours of paper.

5. **Inter-library loans** are virtually unknown in Greece; most libraries depend entirely on their own stock, or at best try to obtain photocopies of articles in periodicals which their readers require. This situation is particularly damaging to the interests of a young and small library like UPL, and the staff are to be commended for the arrangements they have made with other libraries in Athens to overcome this problem. Nevertheless it is not always satisfactory to rely on the goodwill of colleagues elsewhere to obtain photocopies, for they also have their staffing difficulties, and their own stocks of scientific periodicals are far from comprehensive. I therefore advise that UPL takes advantage of the photocopying service offered by the National Lending Library for Science and Technology at Boston Spa, Yorkshire, England, to obtain articles which are not speedily and easily available in Greece; this is probably the most comprehensive scientific library in the world, and it exists primarily to provide a lending and photocopying service to other libraries from its stock of 34,000 scientific and technological periodical titles. UPL should buy a book of pre-paid photocopy vouchers from the National Lending Library and use them whenever copies are required speedily; a return-of-post service is normally possible. The use of this service demands that UPL be able to quote references accurately; for this purpose it should purchase the latest editions of both the World List of Scientific Periodicals and the Handlists of Serials and Irregular Serials in the National Lending Library.
Attempts should also be made to negotiate inter-lending rights with other university libraries in Greece: the Librarian of the University of Salonika has already indicated his willingness to lend books occasionally to UPL for a period of one month.

6. **Library statistics** are not things to be compiled merely as a self-congratulatory (or denigratory) exercise; they are the tools which enable the library manager to ensure that he is working efficiently, as well as arguments to be used to justify statements of future requirements for money for staff and books. In the past there have been many different bases for the collection of statistics, as can be seen by examining any group of annual reports of different libraries; but recently Unesco have negotiated with many national bodies a standard set of information, and a standard way of expressing it, which will enable national and international comparisons to be made more easily. I recommend that UPL should in future compile statistics of its workings in accordance with the Unesco standard, and also keep such other sets of figures as may be required for its own internal purposes; examples of the kind of information which might be useful may be found in the Annual Report of the Library of almost any British university.

7. **Staff appointments** in UPL are at present to some extent under the control of the central organisation of the Civil Service in Athens. Librarianship, even at the level of junior assistants, requires special skills and a special kind of personality. It is highly desirable that the University should have complete autonomy in the appointment of staff to its Library, in the same way as teaching departments have the power to appoint their own assistant staff. This is true even now, when UPL is merely in its very early stages of development; it will be even more essential when a Director is chosen, and wishes to build a library system which departs radically from that which is common in other libraries in Greece.
SECTION 7: BIBLIOGRAPHY

BUCKLAND, M.K. and others


HEYWOOD, J.H.


METCALF, K.D.


PARRY, Sir Thomas (chairman).


WITHERS, F.N.

CONSULTANT'S REPORT
Technical Assistance Programme 1971
GREECE: Project AT (71) 03

DEVELOPMENT OF THE UNIVERSITY
OF PATRAS LIBRARY

by

Mr. A.G. Mackenzie

Dates of Missions: 10th May - 19th June 1971
12th July - 10th August 1971.
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preamble: brief, consultations, acknowledgements.</td>
<td>1</td>
</tr>
<tr>
<td>1 Summary of main recommendations.</td>
<td>3</td>
</tr>
<tr>
<td>2 Description of the University Library.</td>
<td>6</td>
</tr>
<tr>
<td>3 Objectives of the University Library.</td>
<td>8</td>
</tr>
<tr>
<td>4 Implementation of objectives.</td>
<td></td>
</tr>
<tr>
<td>a. Services</td>
<td>13</td>
</tr>
<tr>
<td>b. Staffing</td>
<td>19</td>
</tr>
<tr>
<td>c. Stock</td>
<td>33</td>
</tr>
<tr>
<td>d. Buildings</td>
<td>40</td>
</tr>
<tr>
<td>e. Administration</td>
<td>68</td>
</tr>
<tr>
<td>5 Financial implications of recommendations, 1972-77.</td>
<td>71</td>
</tr>
<tr>
<td>6 Interim operational suggestions.</td>
<td>72</td>
</tr>
<tr>
<td>7 Bibliography.</td>
<td>80</td>
</tr>
</tbody>
</table>
"The character and efficiency of a university may be gauged by its treatment of its central organ - the library. We regard the fullest provision for library maintenance as the primary and most vital need in the equipment of a university."

First Report of the (British) University Grants Committee, 1921.