MASSACHUSETTS INSTITUTE OF TECHNOLOGY VOLUME 6, NUMBER 1 SPRING, 1994

MIT LIBRARIES' NEWS

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New Library System on the Horizon

Since September 1993, the Libraries have been working to implement a new library operations system. Horizon, manufactured by NOTIS Systems, Inc. of Evanston, Illinois was selected to replace the Libraries' current GEAC 8000 system which has served the MIT community well for nine years. The implementation schedule calls for Horizon to be in operation this summer in time for the beginning of the fall 1994 semester. The Libraries are excited about Horizon and its capabilities to increase our information services to MIT.

Ray Charbonneau of the Libraries' Systems Office installs a new microcomputer to run the Horizon system in the Reserve Book Room. Photo by Ginny Such.

For faculty, students, and staff, the new Horizon system will provide ProPac to the MIT community. ProPac is a graphical user interface for the Windows, Macintosh, and X/windows environments to search the MIT Libraries' catalog as well as other network-based library resources. For those members of the MIT community

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MIT Press to Publish an Electronic Journal

The Libraries are cooperating with the MIT Press in its publication of an electronic journal this Spring. *The Chicago Journal of Theoretical Computer Science*, edited by Stuart Kurtz, Michael O'Donnell, and Janos Simon at the University of Chicago, will publish high-quality, peer-reviewed articles. The journal, published "article by article", will be offered to libraries and individuals on a subscription basis. The Press will notify subscribers by e-mail when each article is ready to be retrieved from the Press' WAIS server via FTP or gopher, in either LaTeX source file or Postscript form. The Libraries will make the journal available to the MIT community on a gopher on Athena. Information Systems (in another partnership with the Libraries) will provide archival storage of the LaTeX source file, ensuring continuing availability of the original text and graphics. The Libraries' Document Services unit will provide paper copies of articles on demand. The Press and the Libraries believe this new journal will serve the following needs:

* The scholar's desire for quicker peer review and dissemination of research results
* The library's need to develop systems and structures to manage electronic journals and to discover to what degree electronic journals might relieve budget pressures
* The publisher's need to develop an economic model and a user model for electronic dissemination of scholarly journals.

Carol Fleishauer,
Associate Director for Collection Services

An example of one of the books surveyed. Photo by L. Barry Hetherington.

Rare Books Need Repair

The rare books of the Rotch Library of Architecture and Planning have been well used by generations of students and researchers. The combined effects of use and the lack of air conditioning prior to 1991 have taken a serious toll on the paper and bindings. If current and future users are to have the same opportunity to handle these treasures, an extensive program of preservation is essential.

The first step, a stable and secure environment, was achieved through the expansion of Rotch Library in 1990-1991. The second step, a random sample physical condition survey of the collection, was completed by a team of staff members working with preservation consultant Nancy Carlson Schrock. Details of the survey results, which will appear in the fall 1994 issue of this newsletter, show alarming levels of derioration. For example, in 29% of the volumes the acidic paper has become so brittle that pages are damaged every time a volume is handled.

Using the survey results, the consultant and staff are preparing a plan to establish priorities, define the conservation work required for each volume, and address the funding requirements for saving Rotch Library's rare and important materials.

Jennifer Banks,
Head, Preservation & Collection Management Services

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who require a text-based interface, Horizon will provide Termpac, a telnet client access path to the Libraries' system. We are working on a schedule to have the Windows, Macintosh, and telnet clients available for the beginning of the fall semester; the X/windows client is scheduled for availability in December 1994. In addition to the Horizon clients, the Libraries and Information Systems also support Willow, an X/ window bibliographic client that can be used to search network based catalogs and databases.

NOTIS Horizon was selected after an intensive process involving staff from across the Institute. First, implementation of a new library operations system was selected as the key project for the year by the Libraries and MIT Information Systems as part of their jointly sponsored Distributed Library Initiative (DLI) effort. Staff from IS, the Libraries, Intellectual Property Office, Purchasing and Stores, the Laboratory for Computer Science, and other groups contributed to the group effort to select this new system. Horizon was a unanimous choice because it best meets the functional, technical, and financial requirements of MIT. Horizon has a superior technical design which capitalizes upon the client/server computing environment at MIT; its functional capabilities meet the requirements specified in the MIT Libraries' *Request For Proposal;* and MIT's participation in the Horizon beta test process has resulted in a financially advantageous partnership with the vendor and the opportunity to provide input into the design and capabilities of the product.

Horizon is the new system design by NOTIS, which has been in the library automation market since the 1970's. Horizon is one of the first large-scale client/server library operations system to be commercially available for academic/research libraries. It runs on standard workstation and server hardware that fits well with the MIT environment. The basic Horizon configuration consists of a server for the bibliographic database and other operational data (patron, circulation, acquisitions, etc.) and client software for public access and staff access for working with the database.

Horizon supports standards that enable wide access to library information available on the internet. Z39.50 is a library standard that supports machine-to-machine information retrieval; that is, you will be able to use the Horizon public access client to search the MIT database as well as other Z39.50 compliant systems on the network. This enables you to use a single interface to search separate systems, making it unnecessary to learn the searching syntax of other systems.

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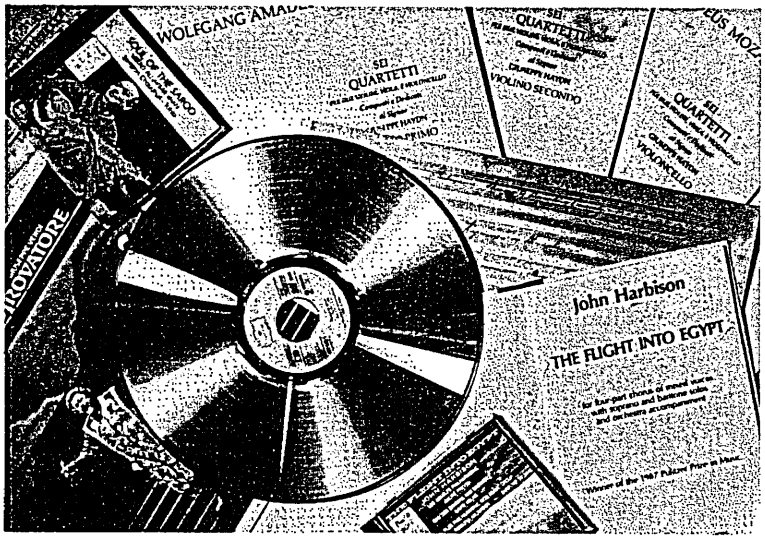
MIT Music Library

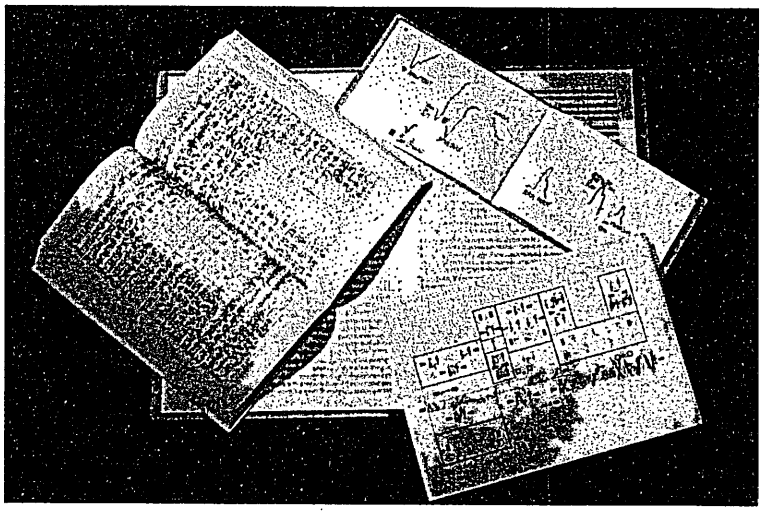
A Music Library at MIT??? That can be a common reaction from anyone who is unfamiliar with MIT. But for those associated with the Institute, it doesn't take long to realize that music plays a significant role throughout the campus. The amount of interest in music along with the musical talent of students, faculty, and staff can be quite astonishing. Within this vibrant musical setting, the Music Library serves the needs of the MIT community. As might be expected, this library has become an extremely popular resource on campus.



Music in a variety of formats is available in the Music Library. Photo by L. Barry Hetherington.

The Music Library began in the 1950's as a small lounge with a few books and scores. This library has grown over the years to include an impressive collection of over 12,000 books and periodicals, 25,000 musical scores, and 16,000 recordings. These holdings include a wide variety of musical subjects, ranging from the medieval period through the 20th century. Musical scores have become a particular strength of the library, with in-depth coverage of many composers. Also included in the collection are several facsimile editions of musical scores from throughout history. In keeping up with current research, the Music Library subscribes to over 80 music periodicals.

Along with print materials, the listening collection receives extensive use. The library owns a large number of LP's along with a growing collection of compact discs, laser discs, and videocassette tapes. A newly renovated viewing room houses laser disc players and VCR's in private carrels. Other listening stations are available for compact discs, cassette and reel-to-reel tapes, and LP's.



Examples of traditional and modern musical notation. Photo by L. Barry Hetherington.

While the scope of the music collection is broad, there is a special emphasis on collecting 20th century music, especially music of avant-garde composers. Recordings of and writings about electro-acoustic music are also a strength of these holdings. Facsimile scores composed by music faculty members along with programs and clippings of musical activity at MIT are collected as well. In recent years, world music has taken on a special emphasis in the library, so that music from such places as Bali, Brazil, and Bangladesh now reside in harmony beside Bach, Beethoven, and Brahms.

With the interest and enthusiasm for music on campus, the Music Library will continue to grow and expand. These exciting resources are available in Building 14E-109. For more information call the Music Library at 253-5689.

Peter Munstedt,
Music Librarian

From left to right, Stephen Skuce, Elizabeth Winiarz and Pat Antin. Photo by L. Barry Hetherington.

New Professional Staff

Three new librarians have recently been appointed to the Libraries' staff. Patricia Antin came to MIT from the New York Public Library, Art and Architecture Collection. Prior to that she was an intern at Columbia University in the Science Libraries Division. She has a Bachelor of Arts degree from the University of Delaware and a Master's of Science from the Columbia University School of Library Service. Pat is Rotch Library's Assistant Librarian for Art and Art History and serves as Reference Coordinator for that library.

Stephen Skuce has been on the Libraries' staff since 1984. Most recently he was Assistant Section Head in the Bibliographic Database Services Department. He is now an Original Monograph Cataloger. Stephen has a B. A. in English from the University of Massachusetts at Boston and an M.S. from Simmons College Graduate School of Library and Information Science.

Elizabeth Winiarz is the Libraries' new part-time Gifts Librarian. She has served on the MIT Libraries' staff as a part-time Information Specialist in the Computerized Literature Search Service since October, 1991. Also from that time to July 1992, she held a temporary part-time assignment as a reference librarian in the Science Library. In addition, she has worked part-time at the Health Sciences Library at Tufts University. Prior to coming to MIT, Elizabeth served for many years as Reference/Selection Librarian for Biology and Exercise Science in the Science and Engineering Library of Concordia University, Montreal.

Carol Zoppel,
Assistant to the Director

Japanese Language Scientific and Technical Information Project

Under a grant submitted by the MIT Japan Program, the Air Force Office of Scientific Research has funded a Libraries' initiative to create a national resource for Japanese scientific and technical information serving universities, industry, and government, with a focus on the practitioner rather than the scholar.

The MIT Japan Program was established in 1981 to create a new generation of technically sophisticated American scientists, engineers, and managers who can work as professionals in their respective fields in Japan. The program pursues its goals in both the United States and Japan through three sets of integrated activities: education, research, and public awareness.

The Libraries received funding to complete the first phase of a project to develop a dynamic, Internet-accessible guide to information resources and services on science and technology in Japan. The guide will include information on electronic resources, print collections, directories, bibliographies, document-delivery and translation services, research centers and programs in universities, industry, and government, and other sources. It will grow and expand throughout the life of the project and in direct relation to what is learned about user needs.

Funding provides support for one full-time information professional for 18 months. This person will carry out market research, surveying Japan Program corporate and government sponsors, MIT faculty, and MIT Industrial Liaison companies to discover research needs and to receive continuing feedback on the product as it is developed; seek out and evaluate available sources of information; prepare text and images for the guide; and participate in planning for subsequent stages of the information service. The grant also supports a 12-month half-time technical specialist to provide technical assistance and support, maintain electronic files, and produce the electronic version of the guide.

Rae Jean Wiggins, Assistant Dewey Librarian, will serve as the Project Leader. Work begins in earnest with the appointment of the information specialist, for which the recruitment process has been launched.

David Ferriero,
Associate Director for Public Services

Selecting Materials for the Libraries' Collections

In the MIT Libraries, some thirty librarians, each with particular subject expertise, have collection management responsibilities. Deciding what to purchase (as well as what not to purchase) is only one aspect of collection management. Other activities include assessing the changing needs of library users, evaluating strengths and weaknesses of existing collections, deciding to preserve or replace materials, and choosing items for transfer to storage. The subjects collected by the MIT Libraries are defined by MIT's teaching and research programs, and each subject collection serves the needs of the entire MIT community.

In order to make decisions about what materials to purchase, the subject specialists develop an understanding of their subject areas within the MIT context. Central to this is knowledge of the subject itself and how knowledge and research in this field are changing and growing, and what is emerging in interdisciplinary areas. Through contacts with faculty, students, and research staff, the subject specialists become familiar with the particular focus of the subject at MIT. The subject specialists keep abreast of trends in publishing and scholarly communication, such as emergence of the Internet and electronic publishing. Finally, a thorough knowledge of collection management philosophy, methods, working tools, and budgets provides the framework for collections decision making.

Selection Tools

Regardless of subject area, there is a standard array of selection tools utilized by subject specialists. Publishers' catalogs and flyers are often the first source of information on newly published materials. General review sources, such as the *New York Times Book Review*, or others especially geared to librarians, provide information on current materials. Scholarly reviews are an especially important source, although these may take years to appear. The Libraries also have arrangements with major vendors of domestic and foreign publications to receive new title announcement slips. These slips contain author, title, publisher, price, and subject information for all new books published in designated disciplines. The subject areas covered are profiled to match the subject areas of interest to the MIT community.

Selection Criteria

In deciding whether to purchase a particular title, the subject specialist must consider how this title fits into and strengthens the existing collection. A primary consideration of course is whether the subject with which it deals is being taught or researched at MIT. Other questions to consider are: How often are similar materials in this subject area being used? Are existing materials in this subject sufficiently up-to-date? Is the author a recognized authority in this field? Does the author have an MIT connection? Is this a reputable publisher? How expensive is the book? What is the level (introductory, scholarly) of the audience to whom the book is directed?

Faculty Input

Faculty input in the purchasing decision takes many forms. Some faculty send publishers' flyers or catalogs to the subject specialists, indicating which titles they'd like the Libraries to acquire. Other faculty route book reviews or suggested purchase forms. Many individual faculty take a special interest in the Libraries and are particularly active in providing input. Faculty library committees in some academic departments provide ongoing, systematic contact with the subject specialists. Many subject specialists also consult regularly with individual faculty members. Librarian participation in departmental electronic mail groups is another

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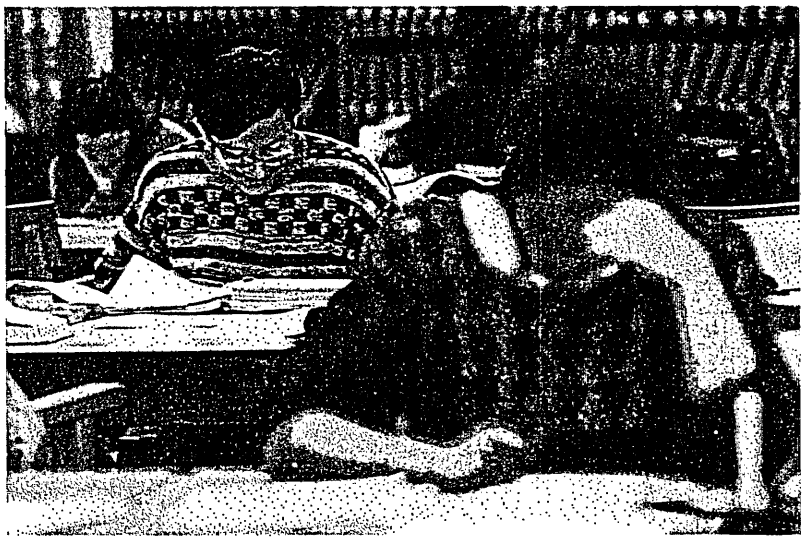
Dewey and Humanities Libraries Merge

Theresa Tobin, the new head of the combined Dewey and Humanities Libraries, with Nina Davis-Millis, Associate Head for Information Services in the two libraries. Tobin has held a variety of positions in the MIT Libraries since she began in 1970, most recently as Humanities Librarian. Davis-Millis joined the Libraries as Music Librarian in 1985 and later served as Associate Humanities Librarian. A new position, Sloan School Librarian, has also been created at the Associate level as a result of this reorganization. The librarian filling this position will have collections and public services responsibilities specifically to the Sloan School. Marlene Manoff and Bob Kehner will continue to serve as collection managers for the Humanities and Dewey collections respectively. We hope that uniting these two libraries with complementary collections will result in more coherent and effective services for MIT faculty and students. Photo by L. Barry Hetherington.



Students studying in the Science Library. Photo by L. Barry Hetherington.

source of input from faculty and graduate students. In addition, librarians receive a great deal of informal input through contact with faculty and students at the reference desk.

Responding to New Programs

Faculty contact has been a key element in the Libraries' response to changes in teaching and research interests. When the subject specialist is involved at an early stage in the growth of a new program, the library plan can be developed promptly and resources allocated to building or strengthening the collection in the new area of interest. An example of this is the Libraries' involvement in preparation for the new biology core requirement. The Life Sciences Librarian knew of the upcoming change through her attendance at Institute faculty meetings and from earlier contacts with the biology faculty. Working with a faculty liaison appointed by the department chair, she familiarized herself with the modules that would be covered. She also evaluated the existing biology collection and determined that there were areas that would need to be strengthened. As a result, she requested and received additional funds over a two year period from the Libraries' budget to strengthen the collection in the areas to be covered by the biology requirement.

Differences Among Disciplines

The information resources of each of the major disciplines have particular characteristics. For example, historical materials are of particular relevance in the humanities; statistical data and primary source materials, such as congressional hearings, are important for social scientists. In most fields of science and engineering, journal literature is more important than books. At MIT 85% of the collections budget in the Engineering and Science Libraries is spent on journals or other serially published material. The decision to purchase a journal is a serious one that commits the Libraries to spending money for that title for many years. In addition, journal subscriptions are expensive, many costing several hundred to several thousand dollars. The subject specialists rely on faculty input to help decide which of the many new titles available are of the greatest interest.

In the fields of engineering, conference literature plays an important role. Although many conference proceedings appear at regular intervals, others are irregular and are difficult to obtain. In order to acquire all years of these elusive conferences, the Engineering Library staff has set up a database of some 600 conferences published by small societies or held at irregular intervals. The database cues staff to initiate a search for a conference likely to have been published in a given year. Staff will search literature databases or contact societies and publishers in order to keep the collections of these conferences complete.

Supporting Interdisciplinary Research and Teaching

Much of the research at MIT cuts across departmental lines; virtually every academic subject has an interdisciplinary component. This is reflected in the Libraries' subject collections, which serve the entire Institute community rather than particular academic departments or centers. While some subject accounts are linked with academic disciplines (e.g., Economics, Mathematics), others overlap academic lines (e.g., Energy, Transportation). Some subject areas are collected in several libraries, with each unit assuming responsibility for a particular aspect of the subject. Psychology, for example, is a subject collected in four libraries: physiological aspects in Schering-Plough, cognitive and developmental in Humanities, social and organizational in Dewey, and aspects related to architecture and design in Rotch. Librarians selecting in interdisciplinary subjects have a particular responsibility to maintain contact with appropriate centers and laboratories, as well as with their subject librarian counterparts in the other units, to assure that all relevant aspects of a subject are being collected. For more information or input into The Libraries' materials selection process, contact anyone on the subject specialists list on page nine.

Bob Kehner, Collection Manager, Dewey Library

Eileen Dorschner, Acting Collection Manager, Science Library

Marlene Manoff, Collection Manager, Humanities Library

The Computer Science - Technical Reports Project

The MIT Libraries are working with Professor Jerome H. Saltzer, MIT Laboratory for Computer Science, to place online MIT Technical Reports in the field of Computer Science and Artificial Intelligence. Known informally as the CS-TR (Computer Science - Technical Reports) project, this effort is part of an ARPA (Advanced Research Projects Administration) funded project involving five institutions: MIT, Carnegie-Mellon U., Cornell U., Stanford U., and the University of California, Berkeley, and administered by the Corporation for National Research Initiatives. The goal of the project is to place images of the Technical Reports from each institution on-line and to enable network connections and delivery of these images to each campus.

Professor Saltzer is the Principal Investigator for the project, and the CS-TR work is one component of his Library 2000 research project which is involved with understanding the architecture and system support necessary for the electronic digital library of the year 2000. Professor Saltzer and his research group have been working closely with the Libraries and with MIT Information Systems to understand the current environment for the digital library and to plan and design systems for the year 2000. The CS-TR project is a critical colleague project for the Distributed Library Initiative (DLI) at MIT because it presents a direct link between the operational services of today and cutting edge research necessary to prepare for library services at the beginning of the next century. In order to understand the context for the Libraries' work in the CS-TR project, it is useful to understand more about the Library 2000 project.

Library 2000

Professor Saltzer has written a few paragraphs that describe Library 2000:

Library 2000 is a research project that is exploring the system engineering of future on-line libraries. The method of the project is pragmatic, to develop, build, and prime with data a prototype testbed of an on-line electronic library using the technology and system configurations expected to be economically feasible in the year 2000.

The basic hypothesis of the project is that the technology of on-line storage, display, and communications will soon make it economically possible to place the entire contents of a library on-line and accessible from computer workstations located anywhere. The project's vision is that one will be able to browse any book, journal, paper, thesis, or report using a standard office desktop computer, and follow citations by pointing — the thing selected should pop up immediately in an adjacent window.

Our goal is not to invent or develop any of these evolving technologies, but rather to work out the system engineering required to harness them. The engineering and deployment of large-scale systems is always accompanied by traps and surprises beyond those apparent in the component technologies. Typical research topics are discovering wanted items, linking things together (especially across the network), and making information endure, reliably, for decades.

History

Discussions for the CS-TR project began in 1990 and evolved finally into the structure in place today. The original questions posed for the project were straight forward: Computer Science Technical Reports are an important body of knowledge, they are often difficult to locate because they are normally published by the academic/research departments, and we believed that the intellectual property issues were not terribly complex. Through the early discussions among the participating institutions the horizon of the issues expanded, and it became apparent that we had the potential to set the pace for several important pieces of the digital library: distributed, virtual collections spread across the network, development of sophisticated linking mechanisms that would enable the location and retrieval of information no matter where located, incorporation of mechanisms to handle intellectual property issues in a digital environment, and, finally, better understanding of the service and scholarly productivity issues for electronic library services. The consortial arrangement of the project has enabled each institution to pursue different approaches to these issues. Each of the five participants will place its own TR's online at its home location. Through network based searching and retrieval mechanisms, we will explore the issues involved in sharing, rather than duplicating, on-line information. This sharing will create an early prototype of a "virtual collection" of Computer Science Technical Reports and serve as a model for building similar virtual collections in other areas.

The goals articulated in *A Proposal for M. I. T. Participation in an Electronic Library Plan* (10 November 1992) involve technical, organizational, service, and data questions. The goals of the project are:

* to obtain early experience with a core function of the distributed electronic library of the future,
* to work with a database that is readily available, that has a critical time-sensitive value, and that is already well-known and valued by its target audience,

* to explore the architecture, design, and work-flow issues associated with making information available in digital form,

* to work within the research/prototype domain with a volume of information large enough to be useful and interesting and that can scale to an operational system,

* to provide an important service to an audience of researchers, faculty, and students who are motivated and likely to have access to appropriately powerful workstations to use the library from their offices.

Core design of the project is based upon the construction of a database of bibliographic records describing the TR's linked to the page images of those TR's. The nature of the linking mechanism between the record and the images has been a topic of lively discussion and development; we must assume that the TR bibliographic record will be stored in a different location from the page images and that both the records and the images may move to other machines during their lifetimes. How does one construct a linking mechanism that supports this requirement for flexibility of location while continuing to provide an efficient linkage that maintains high performance requirements? We will also work with full-text of the TR's which may be obtained from the source files of the TR or through OCR techniques on the images. This will enable explorations into full-text retrieval mechanisms and evaluation of their effectiveness. Other research areas include data integrity for an enduring and growing database that ultimately could contain huge stores of data and citation linking of references across documents so that a researcher can link from a footnote or citation in one document to the cited document.

We estimate the Technical Report volume of the computer science laboratories at MIT to be about 200 publications per year, which represents about 12,000 scanned pages. The Libraries will be providing conversion of existing TR's which we estimate at 72,000 pages.

Library component

As work on the project has progressed, the MIT Libraries have been involved in two areas: the investigation into the bibliographic records for the CS-TR's, and establishing an operational flow for systematically scanning CS-TR's. The Libraries' role in the project is to help supply a critical mass of CS-TR data and to understand the flow and speeds of creating digital images of the CS-TR's. The Libraries' Document Services department has installed a prototype scanning station and to date has scanned an initial test group of technical reports and memoranda from LCS and the Laboratory for Artificial Intelligence. These images are then transferred to Library 2000 where they are used to pursue questions regarding storage and retrieval. Also, we are working to create the best bibliographic access record possible by combining the attributes of the Libraries' catalog record for the CS-TR's and the abstracts and additional information that have been captured in the Library 2000 work.

The Libraries are also planning for the day when the research project will end in 1995. At that time we want to have an operational system in place which is sustainable, maintainable, and scalable to include all MIT TR's and theses, and we must be prepared to assume the responsibilities of this service as an operational component of the Libraries. We want to be able to incorporate the Library 2000 findings on large-scale system architectures and data management techniques in order to provide an effective, ongoing service to MIT, higher education, and to industry as appropriate. We are working on the organizational issues of processing data: the bibliographic record, the database, and scanning and image management, and we are working on the service issues: the delivery and presentation of this information to users, the integration of this service into the Libraries' array of services, the intellectual property components of the service, and the ongoing evaluation of this service for effectiveness and efficiency.

Conclusion

The CS-TR project is a critical effort for the Libraries. It represents our interest in working with and learning from the research activities at MIT which can help us build the library of the future and take a leadership role in the application of technology in academic libraries. We are grateful to Professor Saltzer and Library 2000 for their partnership and the collaborative nature of this project. We believe that the CS-TR effort can be replicated with other groups at MIT; the Libraries are able to provide content, service and operational expertise, and a testbed for the exploration of research questions which can be applied to the realm of scholarly communication.

Greg Anderson,
Associate Director for Systems and Planning

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Edited and designed by Carol Zoppel.

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MIT has agreed to participate as a beta site for the Horizon system. This means that MIT will test early releases of the software and provide feedback and recommendations for enhancements. In this manner, MIT can influence the future development of Horizon and develop a close working relationship with NOTIS.

The activities involved with implementing a new library system are varied and intense.

1. The Libraries have used the impetus for the Horizon project to rejuvenate its information infrastructure. In order to meet requirements for Horizon, network connections are being installed in all of the libraries. This installation effort is being contributed by Information Systems. This IS contribution enables all libraries staff to have a network connection at their desktop, and it enables us to keep the Horizon budget at a minimum.

2. All microcomputers in the Libraries are being replaced or upgraded. New 486 level microcomputers work best with the Horizon client software, so old machines are being replaced at the rate of almost ten machines per day.

3. The Libraries' Systems Office is working with IS Operations and Systems to install the server platform in building W91 and to reach a service level agreement for support and maintenance of the Libraries' server machine. This arrangement helps achieve one of the DLI goals which is to rationalize the maintenance and support of the library information technology; i.e., let Information Systems use its expertise in managing the machine and network environment and let the Libraries use its expertise in the management and provision of library services.

4. The Libraries must convert its data from the GEAC machine and migrate it into the Horizon system. For the bibliographic data, this is a straight forward operation because library systems all support the MARC (Machine Readable Cataloging) standard format. The remaining operations data - ordering, fund, item, circulation transaction, and patron data require specialized handling because there are no standard formats available for those records. The Library Systems Office is working with Libraries' staff and with NOTIS to ensure the accurate migration of this information.

5. Libraries' staff have been receiving training since last fall to prepare them for the new Horizon system. First, staff were given an introduction to the Windows environment because this is the desktop environment that is used by the Horizon staff client. In February all staff received a one-day intensive training session on Windows. This training was followed by the installation of the new machines for staff so that they could begin using their new skills immediately. Staff will receive Horizon training as that software arrives and is installed at MIT. In addition, the Libraries will begin development of training activities for library users.

6. The funding for Horizon has been secured through the Office of the Provost with additional contributions by the Libraries and Information Systems. Through participation as a beta site, MIT has been able to secure an advantageous price for Horizon, and the Libraries and Information Systems have developed a financial model that supports the ongoing renewal of the system and its technology infrastructure.

The time-frame for Horizon at MIT calls for beta software installation beginning in early May, Horizon testing and data migration to continue through the spring, final beta testing to begin in June, and acceptance testing to be completed in July and August, and we plan for full operations to begin in time for the fall semester. The Horizon project is fast-paced and requires new decisions each day; the Libraries have demonstrated its ability to remain flexible, to accommodate rapid change, and to make excellent decisions in a short time-frame.

The decision process, the selection, and the implementation of Horizon at MIT is the result of an extensive effort by faculty, staff and students across MIT. The collaborative nature of the entire DLI effort, the contributions of the community, and expertise and encouragement have come from all areas of MIT, and this combined effort will insure the success of the Horizon project. We are excited by the opportunity to revolutionize the way electronic library information is delivered at MIT.

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