There are never enough resources to address all of the preservation needs in any library or archival collection. A key approach to preserving collections, therefore, is prevention of damage whenever possible. Enlisting all who handle collections in careful stewardship is an important part of preventing unnecessary damage. This article explains the University of Maryland (UM) Libraries Preservation Group’s approach to the marketing of preservation. As the introduction to Drewes and Page’s *Promoting Preservation Awareness in Libraries* advises, “Preservation education for library users is more than just posters and no-food-or-drink policies. It involves the commitment and involvement of all library staff.” Thus, a program of training and outreach in preservation awareness for staff and researchers is a critical part of a preservation effort. The UM Libraries Preservation Group’s approach may help inform others in their efforts to create a preservation awareness program.

The fact that we took the marketing plan approach was a combination of coincidence and timing. In the summer of 2002, the members of the University of Maryland Preservation Group celebrated the success of “Guess Who’s Coming to Dinner?”, their colorful new exhibit, bookmarks and table tents pitching the message, "Guess Who’s Coming to Dinner?"
“No food and drink in the library.”

“What shall we do next?” I asked this creative group of library technicians, graduate assistants and librarians. While I had in mind designing more bookmarks with different preservation messages, the group went in another direction entirely. Danielle DuMerer, then a graduate assistant in our Brittle Materials, Reformatting and Deacidification Team, had a background in marketing which she called upon to lead the group in taking a broader view: we were to formulate a strategic marketing plan. We studied the marketing literature, analyzed our entire audience and explored all our options for reaching each audience.

This project coincided with a newly implemented reorganization of our group into a team-based structure with an emphasis on shared leadership and decision-making. We decided that involving the entire Preservation Group in the marketing plan would be an appropriate way to develop our team skills and apply tools learned in training. For example, the Association of Research Libraries’ Library Management Skills Institutes were teaching us useful ways to bring everyone’s ideas to the project. Our preservation marketing plan, therefore, was achieved as a true team project without traditional hierarchical leadership. Besides meeting our goals for marketing preservation, the way we went about planning helped achieve buy-in among staff members who were new to our group and previously unfamiliar with preservation objectives. Everyone in Preservation participated in such tasks as environmental assessments. Subgroups researched and wrote sections of the plan, then the whole Preservation Group came back together to edit.

With many competing priorities demanding our attention, it took us a year and a half to complete our marketing plan. I believe, however, that the plan and the concept behind it is a useful approach to getting out the preservation message in libraries and archives. The following describes how we conducted research for the plan, its structure and content and our start at implementing the plan to market preservation to University of Maryland Libraries’ constituents.

The Preservation Marketing Planning Process

We began by studying the “Preservation Production Group Marketing Planning Workbook” that Danielle DuMerer put together for us. This workbook included a definition of marketing, a short bibliography, steps in a marketing planning process, the format of a plan and low cost methods for gathering information about marketing segments. The workbook concluded with possible components of the strategies and possible outcomes. We started with a definition of marketing: “those activities which involve the creation and distribution of products to identified market segments.” We then followed steps outlined by Kotler and Andreasen for the strategic marketing planning process. Those steps included determining our goals, assessing the environment, identifying resources, formulating a strategy to achieve specific goals, establishing a program with a time table and assignment of responsibilities and establishing benchmarks and performance measures. We also benefited from some forms found in the Marketing Planning Guide. For example, the “Informational Needs Worksheet,” “Consumer Analysis Worksheet” and “Promotion Decisions Worksheet” helped us identify what we would need to take action, to characterize our target audiences and define our strategies.

In reviewing these steps, I find that we did follow through with each of them to some degree. The first goal, which was described more fully by Kotler and Andreasen as
determining organization-wide objectives, was met by the UM Libraries’ Mission Statement which included preserving collections. Our preservation marketing plan would help us better serve that mission. But we also established a mission for the preservation marketing plan itself: to increase awareness, modify behaviors and raise the level of support for preservation.

Furthermore, using an affinity diagram, a continuing quality improvement (CQI) tool, we brainstormed the objectives we hoped to accomplish with the plan. These objectives included a successful no-food-and-drink campaign, reduction in the number of items with deliberate or careless handling damage, well-shelved books, safer use of photocopi- ers, increased disaster response awareness, clean books and stacks as well as staff awareness of preservation as part of their jobs, among other goals.

In a second step, we assessed the “threats and opportunities that can be addressed by marketing in the interest of achieving greater… success.” As part of this analysis, we noted the quantity of avoidable damage that is caused by careless handling or destructive treatment. A survey of damage resulted in our conclusion that 27% of the damage coming into Preservation could be prevented by preservation education and awareness. We also reported the costs of dealing with the damage in the problem statement of our plan. We had most of the information reported in our problem statement before we began the marketing planning process, but our survey for quantitative evidence of careless handling was conducted specifically for the plan.

Analysis of the Libraries’ “publics” was also among our first steps in the planning process. We took our cue from a chart in Strategic Marketing for Nonprofit Organizations to create a list of all who might handle collections and could benefit from preservation education. Our list included students, administration, non-library staff of the University, professors, library staff, friends of the library, alumni, the public and off-site users via interlibrary loan. We then devised a set of criteria for prioritizing which groups were the most important to reach first. We concluded that we would focus first on academic faculty, students, library staff and administration.

We also read relevant sections from Kotler and Andreasen to understand how
one persuades individuals and groups to change their behavior. Those authors recommended researching target groups to learn why they behave as they do and how they may be induced to change. They charged that effective messages must be tailored for the perceptions of target audiences and must offer each audience a way to solve any problems associated with their making the change. For example, designing an eye-catching poster advocating non-damaging photocopying and placing it beside a drop-edge photocopier both delivered the charge to photocopy carefully and provided a way to act on it. Page supports that approach in Promoting Preservation Awareness in Libraries with her advice to pitch preservation education in terms of “why?”, not as “do’s and don’ts.” Providing alternatives — contrasting what you want people to do with their damaging practices — is most effective in getting the preservation message across.8

Our next step, then, was to analyze our four priority groups — students, faculty, library staff and administration — who we planned to target. We asked questions about their numbers, location, characteristics and motivations. When time and resources permit, marketing research such as sampling, surveying, conducting focus groups or other techniques will enrich our analysis. At this time, using the information we had at hand, we began strategizing how to select themes and approaches to reach these groups.

Strategies ranged from bookmarks, screen savers and displays with care and handling messages for students and faculty, to preservation training for staff and formal statistical reports on preservation needs for library administration.

We prioritized our list of strategies using an impact/effort-based grid. In this tool, we placed each strategy in one of four boxes which are labeled high impact, low effort; high impact, high effort; low impact, low effort; and low impact, high effort.

<table>
<thead>
<tr>
<th>HIGH IMPACT</th>
<th>LOW IMPACT</th>
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<tr>
<td>HIGH EFFORT</td>
<td>Designing and teaching preservation awareness classes for staff</td>
</tr>
<tr>
<td>LOW EFFORT</td>
<td>Creating and mounting screen savers on library computers</td>
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The figure above shows some examples of strategies and how they might be ranked using the impact/effort-based grid. By deciding where each strategy fit on the grid, our group began to set priorities. The effort involved in implementing a given strategy often depended on resources we already had at hand. For example, we identified displays as relatively low effort because we already had some ready to mount.

Obvious choices for priorities fall into the high impact, low effort category because those strategies provide maximum impact for the time and resources required to implement them. Our resulting priorities included preservation orientation packets for students and faculty; rain bags with a preservation message on them; book marks with reminders to use them instead of destructive place markers; screen savers with preservation messages for display on library computers; displays, posters and articles; and training and presentations for preservation outreach to library staff.

Finally, we were ready to write our
preservation marketing plan. It had an executive summary, an introduction that explained our approach, a description of the problem and an analysis of our target audiences. Next, we detailed our strategies with each target audience, our assignments for implementation and resource requirements. We ended with a conclusion that included measures to determine the plan’s effectiveness.

After drafts of the plan were shared with several groups for vetting, edits were made and a final version was ready to take to the library’s administrative council. That group provided general approval, further refinement of the plan’s priorities, funding and a charge for us to focus on further development of our section on preservation training for library staff. So far, we have been able to purchase preservation bookmarks, schedule preservation exhibits for the spring and fall semester, begin a series of preservation articles in our in-house library publication and initiate a successful new personal preservation activity for the campus’ annual “Maryland Day” event.

**Next Steps**

Besides following through with our plan’s prioritized list of strategies, we want to add a curriculum for training staff and librarians to preserve collections as part of their jobs. Such a training program will include instruction on care and handling, stacks cleaning, shelving practices, weeding priorities, disaster salvage and gift selection issues. We have provided training on all these topics in the past, but we need to develop a more systematic approach and get it into everyone’s schedule. In addition, we would like to conduct some research directly with the constituents we hope to change with our outreach. Focus groups with students and conversations with library liaisons in the academic departments are two possible approaches to gathering information to test and correct the assumptions built into our plan. Finally, although we have begun implementation of the plan, now that we know what the administration will support, we need to come back to the plan as a group to establish our timeline and to delegate responsibility for the different tasks.

Currently, the UM Libraries anticipates several more tight budget years. It is increasingly important to make the most of the cost effective approach of preventing damage to collections instead of simply reacting to it. Our marketing plan will help the Preservation Group organize our outreach efforts in a way that maximizes our impact using existing resources. We will continue to treat damaged material, but perhaps we will find careless damage becoming a decreasing part of our workflow. Meanwhile, we hope to benefit from the support of a growing group of staff, students, faculty and administrators who have received our message and are helping to preserve the UM Libraries’ collections.

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**NOTES**


2. Ms. DuMerer currently freelances as a librarian and archivist in Chicago, Ill.


7. Ibid., 188.


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Neil and Khanh Hamilton, a Waukee, IA family and long-time supporters of Democratic candidate John Kerry, hosted a 12-person barbecue July 27 that was broadcast at the Boston convention.

On Wednesday, August 4 their home caught fire about 10:30 p.m. while they were on vacation. House sitters discovered the fire and no one was hurt.

Neil, who is a law professor at Drake University, owns a valuable book collection. The Saturday after the fire, Fritz James of LBS and Gary Frost, Libraries Conservator, University of Iowa (UI), toured the scene of the fire to assess the book damage. There was no water damage to the book collection but there was soot and heat damage. Gary Frost took two boxes of damaged books with him for treatment at the UI Library Conservation Lab. Fritz James took one van load to LBS where a cleaning station was set up. Two other van loads of books were not damaged, but removed and stored at Archival Products prior to building demolition of the house. Within the first few days the fire odor diminished and further airing corrected the remaining odor.

The first group of 28 books was cleaned at the UI lab. The UI Preservation Department offered to send two students to LBS to finish the books, however, there was an administrative issue with sending the students to Des Moines for the clean-up. Instead Gary Frost and Joyce Miller traveled to LBS on Monday, August 16 and were joined by LBS employees Brenda Baccus and Christie Staley for a session at LBS to salvage the books. Approximately 2000 books were cleaned in an eight-hour session. All the

Approximately 2000 books were cleaned in an eight-hour session. All the books were vacuumed and each was cleaned using various methods.
books were vacuumed and each was cleaned using various methods. Dry cleaning sponges and grated erasers were used to pick up soot. Smoke stains on laminated book jackets were removed using alcohol wipes with dissolved Thymol crystal. Rare books received special handling including protective jackets and shipping wrap. The fire odors were ventilated and the books securely packed in clean cartons.

Since the books were affected by heat as well as soot, the top edges were not expected to clean completely. Acetate covers over book jackets provided excellent protection, though these films will need replacing. All the publishers’ acetate covers were saved for the owner to decide on disposal.

LBS and the UI staff were very glad to be able to assist in the recovery of this book collection.

Since the books were affected by heat as well as soot, the top edges were not expected to clean completely. Acetate covers over book jackets provided excellent protection, though these films will need replacing.
DEKKO Paks Update

by Margit Smith

A short update on my article “Silverfish, Their Activities and How To Stop Them!” which was published in Archival Products News, v. 10, #1:

In January, I had a call from the current owner, Dan Russell, of the company that manufactures DEKKO Paks. He purchased the firm after a long hiatus during which the original company ceased to exist. The company had been founded in the 1920s in Las Vegas, where it is still headquartered.

He confirmed my assumption that the active ingredient in DEKKO Paks, the borax powder, is contained in the white substance sandwiched between the two corrugated paper covers. It works by originally attracting silverfish who come and ingest it, then it dries out their system and they die. It can happen that silverfish die inside the packets which clogs access for other silverfish — at this point the packs need to be replaced.

As to the time the packs remain effective, higher humidity diminishes effectiveness somewhat, and is difficult to predict, but borax itself has an unlimited shelf life. The recommendation on the packs mentions replacement after six months, but they will remain effective for a longer period. It is best to check for presence or absence of silverfish by regularly monitoring the affected area.

In addition to the Vermont Country Store, DEKKO Paks should be available at Long’s Drug Stores, Ace Hardware, Miles Kimball, Walter Drake Tractor Supply and other stores around the country.

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