

From FAX to Free-Net: The Spirit of Cooperation

SEFLIN HISTORY

The First Ten Years - 1984 to 1994

By: Dorothy Rosenthal
With assistance from Cindy Ansell

May 1995

SEFLIN, INC.
Southeast Florida Library Information Network
100 South Andrews Avenue
Fort Lauderdale, FL 33301

Acknowledgments and References

The first three years of this history were conjured up from my memories as a founding committee member of SEFLIN, and University of Miami representative on the Protocol Committee. The committee was appointed by Edward Sintz, director of the Miami-Dade Public Library System when it was thought that SEFLIN would be under the auspices of the Miami-Dade Public Library. Since that first appointment there was never a time in SEFLIN's ten year history that I was not a member of one or more SEFLIN committees. When I retired on May 31, 1994, I was a member of two standing committees and three ad hoc subcommittees. I have kept notes, reports and statistical data from the first meetings and from all of the committees of which I have been a member throughout those ten years. Much of the material for this history has come from those sources and from official minutes of committee and Board of Directors meetings. Sources of reference for incorporated SEFLIN were taken, sometimes literally, from the SEFLIN Annual Reports, SEFLIN Ink, and Exchange, SEFLIN' s newsletters, Library Without Walls: SEFLIN Strategic Plan Overview 1993-1998 and reports of various SEFLIN committees.

Dorothy Rosenthal

Preface

Spirit of Cooperation

This SEFLIN history is a tribute to the many people who have supported SEFLIN and been committed to resource sharing in Southeast Florida since 1984. Ten years ago SEFLIN was as a demonstration project, funded by a federal LSCA grant through the State Library of Florida. The project was an experiment, an effort to demonstrate the possibilities of multitype library cooperation. The SEFLIN demonstration project grew to become a very successful, innovative network. SEFLIN has become recognized as a leader in the state and the country. Today there are five multitype library cooperatives in Florida and one in the process of forming. The concept of multitype library cooperation has been established as a viable, even vital, service enhancement.

This SEFLIN history outlines the steps, the accomplishments and the milestones of the past ten years. In a small way it is an effort to document the spirit of the times, as well as the activities. The spirit of the time is perhaps the hardest element to capture or document. It might be impossible to communicate __ maybe you just had to be there. I have been SEFLIN's executive director for only three years so I was not directly part of the excitement surrounding SEFLIN's birth. However, I can sense the cooperation and commitment that were SEFLIN's foundation and are still with us today.

I think that the most important factors in SEFLIN's success were the vision and the cooperative spirit of the people involved. These pioneers worked together to build a concept into reality. The SEFLIN leaders did not let obstacles deter their progress. They found ways to make the ideas work. Leadership was a shared responsibility and the organization was member driven from the beginning. When you ask the question, "Who founded SEFLIN?", you find the cooperative spirit makes it hard to pinpoint the answer. All the people, the ideas and the decisions were interdependent. The group of founders came together to shape and create the future. The Board members, committee members, staff of member libraries and the SEFLIN staff have nurtured that vision and the cooperative spirit for the past ten years.

Since 1984, SEFLIN's membership has grown, the region has expanded, new products and services have been developed and the SEFLIN staff has increased; however, the organization's mission basically remains the same. Ten years ago SEFLIN members began constructing the Library Without Walls. We have been renovating and expanding the Library Without Walls as we move toward the Virtual Library. The purpose of SEFLIN was and is to maximize the benefits of library funding used to provide better service and more resources for the residents of Southeast Florida. Multitype library cooperation continues to be an increasingly important tool to meet the information needs of users.

In the SEFLIN tradition, this SEFLIN history was a cooperative project. Thanks to Dorothy Rosenthal who led the way by writing the first draft. She consulted ten years of documents to compile the facts, dates and activities. Dorothy has been a long time SEFLIN supporter who has continued to assist us after her retirement from the University of Miami. Thanks to Kathleen Imhoff and Cindy Ansell for reviewing the history and adding their insights. I dubbed Kathleen Imhoff as the godmother of SEFLIN because she worked for Broward County Library during the founding phases of SEFLIN and managed the LSCA demonstration project activities. Cindy Ansell was one of SEFLIN's early staff members who worked for Rick Luce, SEFLIN's first executive director. She was one of my guideposts when I began work at SEFLIN and we continue to call her back for special projects. Thanks also go to the founding Board members who reviewed the first draft of the SEFLIN history. Thanks to Linda Mack, SEFLIN Member Services Manager, for coordinating this anniversary publication and project.

It was not an easy task to highlight, compress and explain ten years in a few pages. This SEFLIN history was an effort to remember and honor the past as we move toward the future. During the SEFLIN strategic planning process in 1993, we established a vision for the next ten years and charted a course for the next three to five years. It was a time when we recommitted ourselves to the values and principles SEFLIN has established. It was a time of reflection on our past accomplishments and future needs.

This SEFLIN history is a way to thank and acknowledge the many people who were part of shaping SEFLIN's founding years. They built a solid foundation which will support us and guide us in our future endeavors.

Elizabeth Curry
SEFLIN Executive Director
1991- present

Our Vision for the World of Information

By the year 2000 most information will be available electronically through a seamless, transparent network which will be available not only in libraries but in homes, offices and public places. Political boundaries will become less important to the information seeking public because of the accessibility of information.

Our Vision of SEFLIN's Place in the World

SEFLIN, by coordinating the efforts of its members, will mediate and facilitate the provision of information . . . both local, national, or international, or bibliographic, or full text . . . to all citizens of Southeast Florida, without regard to user affiliations or economic circumstances. SEFLIN will also continue to mediate the sharing of traditional library materials, to serve as an engine for the experimentation and development of new technology and programs and to provide continuing education opportunities for the staff of member libraries and the user population.

Our Values

⇓ Principles that Guide Our Culture

- Leadership is shared responsibility of all members.
- SEFLIN is a member driven organization. We rely on the participation and initiative of every single member of the organization.
- SEFLIN staff fully participates in the decision making process.
- SEFLIN members and staff respect each other's work.
- SEFLIN members and staff understand the serious nature of the organization's work but strive to maintain a sense of humor and perspective about the organization.
- All SEFLIN members have a full understanding of the mission and work of the organization.

⇓ Principles that Guide Our Work

- We are committed to seeking consensus in making decisions.
- SEFLIN members are committed to maintaining the strength of local library resources.
- SEFLIN maintains constant communication with the Southeast Florida library environment and responds to member needs in a quick and timely manner.
- SEFLIN is an innovator in developing and promoting new effective library services.
- SEFLIN is committed to providing the best possible library service to end-users.
- SEFLIN maintains a strong committee structure to assist with network planning and program implementation.
- The SEFLIN Board sets policies and staff carry out the operation of the network.

CONCEPTION & ORIGIN: 1983 - 1984

In 1983, several South Florida library directors attended the annual Florida Libraries Information Network (FLIN) meeting in Tallahassee. At this meeting, the directors learned from the State Librarian that LSCA money might be available for a network that could provide library materials quickly and without cost to the people of South Florida.

Initially, Cecil Beach, the Director of the Broward County Division of Libraries and Edward Sintz, the Director of the Miami-Dade Public Library System consulted with Barratt Wilkins, the State Librarian, about applying for LSCA funds.

The dream of creating a multi-type library network to serve Southeast Florida residents began to take shape when several library directors in Dade, Broward, and Palm Beach counties met to discuss the possibilities with a staff member of the State Library.

This group decided to call themselves SEFLIN, the South East Florida Library Information Network. Although LSCA funds could be given to multi-type library consortia, SEFLIN was still only a concept. The grant had to be applied for by an eligible public library, so Miami-Dade Public Library was selected as the administrative host. However, jurisdictional problems ensued so the host library designation was moved to Broward County Division of Libraries. Its director, Cecil Beach, wrote the original proposal in 1984 requesting funds for October 1985 through September 1986. He appointed a SEFLIN project coordinator, Kathleen Imhoff, from his staff to coordinate planning for the initial project years.

The original participating libraries and representatives were:

- Broward County Division of Libraries, Cecil Beach
- Florida Atlantic University, Connor Tjarks
- Florida International University, Laurence Miller
- Miami-Dade Community College, Glen Tripplett
- Miami-Dade Public Library System, Edward Sintz
- University of Miami, Frank Rodgers

DEMONSTRATION PROJECT: 1984 - 1985

The original SEFLIN grant written in 1984 had one purpose, to provide timely information delivery to the residents of South Florida. The SEFLIN Board (later known as its Board of Directors) met on September 13, 1984, to begin to build the infrastructure which would ensure the speedy delivery of information.

The effective delivery of information in its variety of formats required a two tiered system. A fax network would be established to transmit short articles and inter-library communications. A courier system would be established to deliver books and other materials unsuitable for fax transmission.

The Board realized that no cooperative venture could possibly hope to succeed without the efforts of each library's staff in support of the mission's goals and activities. Early in its existence, SEFLIN dedicated itself to committee participation in the decision making process. This strong committee structure has contributed to the success of SEFLIN by allowing the administrative costs of the network to remain small and while ensuring that many people have a stake in the network's performance.

Two committees were established, a Protocol Committee and an Equipment Committee. The members were appointed in a letter written by Miami-Dade Public Library Director and SEFLIN's first Chairperson, Edward F. Sintz on September 20, 1984. Charges for the two committees came from the SEFLIN Board.

The Protocol Committee consisted mainly of those who were responsible for Interlibrary Loan Services in their respective libraries. Their charge was to develop guidelines and policies relating to the population to be served, statistical data collection methods and procedures, turn-around time and other matters requiring agreement by participating libraries. The draft proposal of protocol and policy was submitted to the Board.

Once the protocol and fax procedures were accepted, the Protocol committee was dissolved and was replaced by a group of Telefax Site Coordinators. The SEFLIN Telefax Site Coordinators were given the report of the Protocol Committee to review at their first meeting. The charge to this group was to determine location, staffing, and other requirements to carry out the proposed fax service.

The Equipment Committee was charged with the task of investigating various types of fax machines that would be placed in all member libraries for quick and inexpensive transmission of materials between member libraries. Representatives from several companies were invited to demonstrate their products. The committee selected Omnifax G-93 telefax equipment.

INFORMATION DELIVERY: 1985 - 1986

To accomplish the goal of timely delivery of information to the people of South Florida, SEFLIN pursued two main activities during year one:

1. Establishing a fax network
2. Establishing a courier system

The first SEFLIN contract was approved by the Broward County Commission on August 6, 1985, making it possible for the project to begin.

Fifteen fax machines were ordered. Installation procedures were established, phone lines ordered and installed, and staff orientations begun. Requests began to flow between the libraries. Patron response to the facsimile service was tremendous during that first year of operation. An estimated year's supply of fax paper lasted only three months. Savings from the purchase of Omnifax equipment made it possible to purchase additional thermal paper. Various methods of record keeping for statistical purposes were tested and refined. To expedite the large number of fax requests, the Site Coordinators decided to make requests for materials via OCLC and indicate in the notes field that the request was to be filled via fax.

The courier vans were ordered and delivered. Courier routes were tested to find the most efficient way to transfer materials between the three counties. It was decided to run two routes simultaneously, a Southern route for Dade libraries and a Northern route for Broward and Palm Beach libraries. The courier routes intersected in Hallendale, near the Broward/Dade line to transfer materials.

To help establish SEFLIN's image and identity, all materials transferred by fax or courier bore a bright pink SEFLIN label. Bags bearing the SEFLIN logo designed by Miami-Dade Public Library were distributed throughout Florida. The first SEFLIN newsletter, *Facts on Fax*, served to facilitate communication between participating libraries.

Other important events in 1985/86 included:

- Broward Community College became the seventh library system in the group of member libraries.
- Because of the success of SEFLIN in improving library service, other libraries in the region asked to join. One of the most difficult decisions made by the Board was to remain with the original seven participating libraries for the first three years.
- The Board of Directors requested that for continuity all incumbent committee members serve for another year from October 1, 1986, to September 30, 1987.

Also during this period, the first SEFLIN workshop was held (June 1986) with over 100 participants. The workshop entitled *SEFLIN and You!* was held at Miami-Dade Public Library. Kathleen Imhoff introduced the following speakers with her talk:

What is a SEFLIN? Managing Your Time Successfully, presented by Larry Knauff. *Your Future in Interlibrary Loan*, presented by Peter Hamon. *Hands On: Fax Facts*, presented by Karen Getting.

At a September workshop for the Board of Directors and committee members, the program focused on *Patterns of Network Organization*. Speakers for this workshop were: Randall Cravey - SOLINET- *Networking in the Southeast*; Dr. Edward Walters - North Texas Association of Higher Education - *Local Area Networking*; Lee Pike, ALEX - *Improving Access Through Exchange*; and Richard Luce - IRVING - *The Colorado Experience -- Linking Local Dissimilar Systems*.

By the end of 1985/86 SEFLIN had accomplished the following:

1. Built the infrastructure for timely information delivery in South Florida.
2. Established 24-hour fax delivery service.
3. Established a courier service for delivery of books and long articles within 24 hours.
4. Provided quality in-service training.
5. Improved communication among different types of libraries.
6. Began the process to incorporate SEFLIN.

SEFLIN also had its first loss during this period. The University of Miami Calder Medical Library decided to withdraw from the network when they found they could not charge a fee for fax service on equipment purchased with LSCA funds.

SERIALS UNION LIST: 1986-1987

The SEFLIN libraries had accomplished their goal of providing timely information to the residents of South Florida. They had proved that all kinds of libraries can work together to meet the needs of their users. This success created a great enthusiasm and anticipation among the involved librarians. SEFLIN began to explore additional ways to improve library service through cooperation. Working together in the area of document delivery revealed a need for better tools for quickly locating materials in the region, hence the Serials Union List project.

Consequently, in year two SEFLIN's objectives expanded. The SEFLIN project was funded with an LSCA Title III grant in the amount of \$187,496 for its second year. Activities included:

1. Initiating a SEFLIN reference service.
2. Developing a SEFLIN Union List of Serials.
3. Exploring cooperative collection development.
4. Maintaining and expanding the document delivery service by fax and courier.
5. Establishing three new committees: Reference, Serials Union List, and Cooperative Collection Development.

A SEFLIN reference librarian was hired to work at University of Miami Richter Library to answer SEFLIN reference questions via telephone or fax machine. The University of Miami was selected because of its extensive reference resources and research collections.

A training session was held for the four libraries that would prepare worksheets for the Serials Union List. By September 30, 1986, the participating libraries had completed over 10,000 worksheets for the Serials Union List and the agreement with SOLINET to prepare the Serials Union List was finalized.

In January 1987, OCLC M-300 computers were installed and the libraries prepared and submitted worksheets to SOLINET in several batches. There were 20,127 unique titles in the Union List -- double what had originally been anticipated. SOLINET merged the information with serials information already held in the LAMBDA database, and the list was printed. It consisted of 7,000 pages in paper form and 50 sheets of microfiche.

The decision was made to duplicate the list only on microfiche, and to produce the 2nd Edition of the Serials Union List on CD-ROM. Implementation of the SEFLIN Union List of Serials in September resulted in a dramatic increase in periodical article requests.

Planning for a database linking project went on throughout the year. This project, called SEFLINK, would provide an electronic link between member library databases, allowing a user to access any SEFLIN member library's catalog from a remote location. SEFLINK would provide a common user interface which would permit searching dissimilar systems with a common set of user commands.

A meeting was held with the State Library and the Florida Center for Library Automation (FCLA) to discuss the project. The Board established a Technical Committee to advise them on technical issues related to linking the disparate systems. This project would be modeled after the IRVING network in Colorado and would be only the second project of this type in the United States.

The Cooperative Collection Development Committee began exploring ways to cooperate in the area of collection management. A purchase alert form for expensive materials was developed to help provide information and to aid the individual library's selection process. SOLINET subcontracted with AMIGOS to provide a computerized collection analysis in the areas of Caribbean materials and business materials added between 1980 and 1986.

The committee produced a SEFLIN Resource Directory which was distributed at the May workshop. The directory included lists of contact people and their phone numbers, library hours, and a listing of subject strengths and special collections for each library.

Other important events in 1986/87 included:

- A SEFLIN brochure which explained available services was printed and distributed to patrons at all member libraries, at FLA, SOLINET, and at an ALA Multi-Lincs meeting.
- SEFLIN hosted a reception at the FLA convention to inform librarians across the state of the work being done in South Florida.

- In January 1987, the Board of Directors met to discuss the creation of an Interlibrary Loan Committee at the recommendation of the Telefax Site Coordinators. The Directors agreed to the recommendation and established the Interlibrary Loan Committee. The Telefax Site Coordinators group became the Fax Coordinators Committee and they agreed to meet once a year to discuss problems, improvements, and make recommendations for additional or updated equipment.
- The West Palm Beach Public Library asked the Board of Directors about the possibility of joining SEFLIN. The Board decided to stay with their original plan to continue with the seven members included in the three-year LSCA funding application.

Two workshops were held in 1987. The first, held in May, was entitled *SEFLIN, Reference, and You*. It focused on the introduction of the reference fax component, and each library's special collections. Larry Knauff, time management specialist, was the featured speaker. He discussed how to manage time while balancing desires and demands.

The September workshop was on *Stress Management* and featured Dr. Charles Bunge from the University of Wisconsin. Time devoted to people meeting other people was determined from evaluations as the best facet of the workshops.

By the end of year two, SEFLIN had accomplished the following:

1. Established a phone/fax reference service.
2. Published a Union List of Serials.
3. Published a Resource Directory of member libraries.
4. Developed and implemented a purchase alert form.
5. Provided two successful workshops for members.
6. Increased speed of document delivery to patrons.
7. Printed and distributed over 10,000 copies of its brochure.
8. Improved communications among all member libraries.

INCORPORATION: 1987 - 1988

The SEFLIN project coordinator, Kathleen Imhoff, developed Bylaws and Articles of Incorporation to establish SEFLIN as an incorporated body. The seven separate agencies involved and their differing legal structures made this a very difficult process. After several revisions, the sixth and final draft of the Articles of Incorporation was distributed to all participating libraries for letters of agreement.

In November 1987, the Bylaws and Articles of Incorporation were approved by the Board, sent to the State Library on March 10, 1988, and were approved by the Department of State in August 1988.

This was a most significant event as it made it possible for SEFLIN to operate as an independent legal entity. SEFLIN had successfully completed its goals while operating as an LSCA funded demonstration project within the Broward County Division of Libraries. As an independent entity, SEFLIN could better pursue activities which the Board's expanding vision included.

The SEFLIN Board of Directors made a crucial decision at the end of year three. Beginning in year four SEFLIN's operating funds would be generated from membership dues. LSCA funds would be reserved for the network's research and development projects. The Board agreed to assess dues on a sliding scale from \$10,000 to \$25,000 per year. The end of year three was a critical period when each library worked to gain approval from its funding source for this large commitment to this cooperative venture. The Broward County Division of Libraries was the last to gain approval, and when it happened there was a party to celebrate in the SEFLIN office.

Member libraries were notified that beginning with the new fiscal year they were to assume the costs of their equipment maintenance, phone lines and paper costs including any SEFLIN fax machines, M-300 workstations and printers, and CD-ROM workstations and printers.

During 1988, an ad-hoc Recruitment Committee of the Board began the hiring process for the first full-time Executive Director. Applicants were interviewed in July for the position. The Board selected Richard Luce, who had expertise in the linking of disparate library systems as the father of Colorado's IRVING network.

Other important events in 1987/88 included:

- The second edition of the Serials Union List on microfiche was completed in 1988, and 2000 new titles were added at Miami-Dade Public Library for a total of 7000 additional titles.
- The serials list was also published in the CD-ROM format.
- Because it was not cost effective, the Board decided not to continue the reference project using a librarian at the University of Miami to respond to reference questions, but to provide a cooperative fax reference service using each library's reference staff.

On March 11, 1988, a workshop on Document Delivery was held at the Broward County Main Library Auditorium. Susan Ardis, Director of the Engineering Library at the University of Texas, Austin, spoke on *Document Delivery: The Logical Conclusion* and Linda MacDonald, Coordinator of Online Services at the University of Vermont Library, spoke on *Integrating Optical & Online Services for End Users*.

At a workshop in August 1988, Robert White of the Bergen County Library System spoke about CD-ROM.

EXPANSION: 1988 - 1989

With incorporation complete, SEFLIN was in a position to expand its membership base. SEFLIN's success in providing timely information made its services desirable to many other libraries in the region. Activities for the next fiscal year included:

1. Adding four new member libraries.
2. Hiring an executive director.
3. Continuing the linking project SEFLINK.
4. Establishing Government Documents and Audio-Visual Committees.

Four new members were added during 1988-89 bringing the institutional total to eleven. New members starting out the fiscal year on October 1, 1988, were:

- Barry University
- Nova University Law Library
- Palm Beach County Public Library System
- St. Thomas University, including the Law Library.

SEFLIN's first Executive Director, Richard E. Luce, set up the new SEFLIN Office in the Broward County Main Library. Office space was donated by the library. Office equipment and furniture were purchased. Cindy Ansell was hired to assist Mr. Luce with administrative and membership service activities.

With the arrival of Richard Luce, the project to electronically link member libraries' data bases called SEFLINK moved rapidly forward. Phase I of SEFLINK was completed by configuring a series of extended Ethernet Local Area Networks connected via Vitalink bridges using digital lines. Agreements made with Florida Atlantic and Florida International Universities enabled SEFLINK to use their existing telecommunications networks.

Computer hardware and telecommunications equipment were purchased to run the SEFLINK software. Terminals, personal computers, cables, and software application licenses were also purchased. The system was installed and located in the Miami-Dade Public Library computer room. The system was demonstrated to the membership by Richard Luce in 1989.

The committee structure was maintained when SEFLIN incorporated. Each member institution had one representative on each SEFLIN committee. The Committees following incorporation were:

Cooperative Collection Development Committee

Government Documents Committee

Interlibrary Loan Committee

Reference Committee

Serials Union List Committee

Technical Committee

Ad Hoc Audio-Visual Committee

Ad Hoc Database Committee

Other important events in 1988/89 included:

- The Interlibrary Loan Committee reviewed and refined lending policies, procedures and forms for exchange of all types of materials, and a new statistics collection form was generated.
- The Serials Union List Committee evaluated problems with the LePac CD-ROM disc and evaluated alternative methods to maintain the serials database which had become difficult. Plans were made for a 3rd edition to be produced later on an updated CD-ROM.
- An ad-hoc Database Committee studied options to maintaining the Union List of Serials. SEFLIN opted to contract with SOLINET and OCLC to put the database in OCLC's union list module under the SE@L symbol. Maintenance of the Serials Union List database, SE@L, would now take place online through OCLC.
- The Reference Committee drafted a protocol agreement to share reference books among member libraries.

- The Collection Development Committee explored cooperative collection development and purchasing. They also produced the second edition of the *SEFLIN Resource Directory* which contained special collections and subject strength information of member libraries.
- The Government Documents Committee worked to create a de facto cooperative full depository within the South Florida region.
- Funds were used to purchase fax machines for new member institutions, bringing the total of network fax machines to 32.
- Courier deliveries increased with the addition of the four new members. The increase in the number of courier deliveries resulted in the per packet cost for 1988-89 dropping to \$1.48 from a previous \$3.03.

Two workshops were held in 1989. A workshop at Broward County Library featured Jim Neal of Indiana University discussing *The Effect of Technology on Staff*, and Frank Grisham of SOLINET, who spoke about SOLINET and SOLINE, SOLINET's online union list.

DATABASE LINKED: 1989 - 1990

This year SEFLIN continued its growth in resource sharing. Two new member institutions were added, the College of Boca Raton, now Lynn University, and Palm Beach Community College. The Nova University Einstein Library was added to the existing membership held by Nova University Law School. With these additions, the membership total came to thirteen representing 97 library locations.

LSCA funds totaling \$168,650 were received and used for network development projects.

Executive Director Richard Luce highlighted three activities and challenges that would have long term impacts for the network and our region:

1. Requesting support for passage of a bill that provided legislative authority for state funding of library networks and resource sharing activities. This legislation was seen as critical for continued growth and development of SEFLIN and for the development and maturation of networking throughout Florida.
2. Meeting SEFLIN's mission of rapid delivery of information, by providing electronic capabilities between members as the foundation of all services.
3. Continuing to use the CD-ROM format for some resource-sharing databases.
4. Providing the ability to integrate online library databases in SEFLINK with the CD-ROM databases.

SEFLINK was operational when Phase II was completed. This included installing telecommunication lines, loading application software, and training technical staff. With the linking of LUIS, containing the library holdings for the State University System; GEAC, containing the holdings of the Miami-Dade Public Library; UTLAS, containing the holdings of the Broward County Division of Libraries; and DRA/DEC, containing the holdings of the Palm Beach County Libraries, SEFLIN members had access to over 11.4 million volumes.

The Board of Directors voted to mount a CD-ROM on SEFLINK containing the holdings of the non-automated libraries. Tapes of five libraries were loaded into OCLC, excluding FIU and FAU. The non-automated libraries could now enter SEFLINK using standard communications software.

The electronic mail component of the system became available, and Executive Director Luce worked to get approval to use the Florida Information Resource Network (FIRN) in order to give FIRN users access to SEFLINK and to give SEFLIN users access to the Internet through FIRN.

During 89/90, more than 25,000 requests were made for materials, and nearly 17,000 of those requests were filled among SEFLIN members. The courier service carried more than 65,000 packets. Satisfaction with interlibrary loan services by patrons increased along with the number of filled requests, but now 24-hour turn around time became an expectation rather than an innovation.

The Board of Directors attended the first long range planning retreat. After five years, the Board realized the need to assess progress and chart new directions for SEFLIN. The delivery system of courier vans and fax machines was functioning efficiently; the Serials Union List (SE@L) and Database Linking Project (SEFLINK) were now established and continuing. The time had come to examine new technological advances and apply them to SEFLIN's mission which remained constant, providing timely information to the people of South Florida.

Other important events in 1989/90 included:

- An improvement in SEFLIN's financial position and increased regional visibility with such efforts as the regional Governor's Conference hearings.
- Bylaws were revised and strengthened making the SEFLIN organization capable of operating with flexibility.
- The first issue of the SEFLIN Newsletter, *SEFLIN Ink*, was published and over 250 copies were circulated in April 1990. SEFLIN sported a new logo designed by the Broward County Division of Libraries.
- The SEFLIN Collection Development Committee developed a list of CD-ROMS owned by SEFLIN libraries and a list of CD-ROMs to be purchased.
- SEFLIN's new Network Manager, Wayne Bullock, demonstrated CD-ROM networking technology to the Board of Directors and Technical Committee.
- Paula Manrique joined SEFLIN as Office Manager.
- Access was established for patrons to dial directly into SEFLINK.

On March 9, 1990, the SEFLIN Spring workshop was held at St. Thomas University. Anne Beaubien of the University of Michigan spoke on MITS, the University of Michigan's fee-based document delivery service. The afternoon session was dedicated to *Alternative Sources of Funding for Libraries*.

CD-ROM NETWORK: 1990 - 1991

The third full year as an incorporated organization was one of continued service to the southeast Florida area, marked by access service developments in the networking of various types of systems, improvements in CD-ROM technology, and in delivery service.

LSCA funds totaling \$113,323, were used to support network development.

In 1991, SEFLIN completed Phase III of SEFLINK when it linked the University of Miami's 2.5 million volume database in its Innopac system to SEFLINK, making more than twelve million volumes accessible. SEFLINK now included five large computer systems.

1. FCLA/Notis (LUIS) IBM system representing the State University System libraries
2. Broward County Libraries' Utlas (ALIS) system
3. Miami-Dade Public Library's GEAC system
4. Palm Beach County Public Library's DRA/DEC system
5. University of Miami's Innopac system

SEFLIN developed and tested an innovative CD-ROM network in 1991, which was configured to support seven databases and twelve simultaneous users. The system was tested with the SEFLIN Union List of Serials, Florida Statutes, GDCS (United States Government Documents), CIRP (Corporate Industry Research Reports) and ERIC.

Resource sharing activity continued, with almost 25,000 items exchanged and a fill rate for requests of 70%. The SEFLIN courier carried almost 70,000 packets and delivery time decreased. Per packet costs dropped to \$.85.

SEFLIN continued to operate as a non-profit corporation and its strong financial position allowed service levels to be expanded in 1990/91. The cash reserve increased acting as a contingency fund to ensure continuation of service to SEFLIN members

Other important events in 1990/91 included:

- SE@L, SEFLIN's Union List of Serials, included the holdings of the 13 SEFLIN institutions. It contained roughly 45,000 titles and 120,000 local holdings records.
- A new menu option was added to SEFLINK that provided basic library information for each member library, including address, phone number, branch or campus location codes, and general library operating hours.
- A new van was purchased for the SEFLIN Courier routes.
- Bryan Haddix joined SEFLIN part-time as a Field Technician.

Two continuing education programs were presented. The 1990 Fall Workshop featured Frank Bridge of Walton Bridge Consulting, who spoke on *Managing CD-ROM Networks and Services*.

The 1991 Spring Showcase offered participants the opportunity for hands-on sessions and SEFLINK's new CD-ROM network was introduced. The hardware needs of a CD-ROM network were discussed. Six commercial vendors exhibited the latest CD-ROM products.

SEFLIN lost its first executive director when Richard Luce resigned in May to assume a position as director of the Los Alamos Laboratory Research Library in New Mexico. The Board of Directors appointed Wayne Bullock as Interim Director of Network Services and Cindy Ansell as Interim Director of Member Services for the remainder of the fiscal year. The search for a new executive director began immediately. The Board selected Elizabeth Curry of SOLINET as SEFLIN's second executive director.

PLANNING FOR THE FUTURE: 1991 - 1992

In her address at her welcoming reception, Elizabeth Curry commended her predecessors, SEFLIN coordinator, Kathleen Imhoff and Executive Director, Richard Luce “for the great amount of progress made in a brief span of time.” She mentioned the need to build on this tradition, starting with the foundation of a shared vision of the future, and an observation and philosophy about the cooperative efforts of the SEFLIN staff, board, and committees.

Curry’s statement in her first Executive Director’s report enumerated the challenges to SEFLIN in *EXCHANGE* (*Exchange* replaced *SEFLIN Ink* as the network’s newsletter):

1. Maintaining current services in a time of severe economic constraints
2. Evaluating progress and the effectiveness of current services
3. Continuing development and seeking new opportunities to serve members
4. Establishing a renewed sense of direction and strategic plan for the future

An important event in Florida’s networking history occurred when Governor Chiles signed the Library Cooperatives Act into law. This law represented years of work educating the public and state legislators as to the value of networks in Florida. The possibility of State funding could dramatically affect SEFLIN and reinforced the need for long range planning.

An LSCA Planning Grant placed in motion a 3-5 year strategic planning process. In May 1992, the SEFLIN Board of Directors adopted a strategic plan to enable them to make informed decisions about allocating resources to meet member needs while continuing to identify and implement innovative network development.

In 1991/92, SEFLIN received over \$190,000 in LSCA funds which were used to support planning and network development projects.

The variety of services available from SEFLIN in 1991/92 made it necessary to rename some services to make them clearer to users. SEFLINK, as it is now defined, is the overall computer network, the backbone, for access to the realm of online SEFLIN products. SEFCAT links the online public access catalogs of SEFLIN members in Dade, Broward, and Palm Beach counties. SE@L is SEFLIN's Serials Union List, available in online, CD-ROM, and microfiche formats. CD ROM-Net is SEFLIN's CD-ROM Network which provides online access to 7 databases for 23 simultaneous users.

This year of planning also resulted in plans on the part of the SEFLIN Committees.

The Collection Development Committee continued plans to develop methods to collectively purchase materials; to publicize member library collections; and to plan an in-service workshop on technological and network concerns.

The Government Documents Committee's plans included distribution of The Union List of Government Documents Sets in Florida Libraries in both paper and electronic formats; to work in conjunction with the State Library to improve access to Florida documents and databases; and to investigate and work towards providing access to U.S. Census data through the SEFLIN network.

The Interlibrary Loan Committee planned to work on a project to create minimum personnel and equipment standards for SEFLIN ILL offices; develop a training module for interlibrary loan librarians and staff; distribute an ILL office directory; and pursue a wide-area reciprocal agreement for full gratis service from areas outside Florida.

The Reference Committee planned to establish minimum reference standards for staff and equipment to allow libraries to effectively participate in the SEFLIN network; to plan one to two workshops a year to meet the needs of reference librarians; to participate in the selection of CD-ROM products for the network through a CD-ROM subcommittee; and to work with the collection development committee regarding cooperative collection building.

The Serials Union List Committee planned to maintain and produce an annual CD-ROM Union List from the SE@L database; upgrade serial records to CONSER levels; prepare a Handbook of SE@L Union List of Serials Procedures and Guidelines; and plan a workshop on how to use the SE@L database.

The Technical Committee discussed plans for ARIEL ILL technology; Internet access and SEFLIN; a Fall workshop; and SEFLIN E-Mail.

A research project on patron access ILL created an ad-hoc SEFLINK ILL Committee. This committee was charged with improving and facilitating procedures for both the end-user and SEFLIN member librarians.

Other important events in 1991/92 included:

- The membership categories were expanded to include associate membership. The new category was granted in recognition of the limited resources available to small institutions. Associate members would have access to a limited number of SEFLIN services for a smaller financial commitment than full members.
- In a cooperative project, Lynn and St. Thomas Universities were able to add monographic catalog records to the SEFLIN Serials CD-ROM. This increased access by other SEFLIN libraries to more than 120,000 additional items. It also became the automated catalog for Lynn and St. Thomas.
- Delivery services continued to increase their volume in 1991/92. More than 113,000 packets were delivered by courier. Over 19,000 items were transmitted via fax.
- In January 1992, a statement of SEFLIN Committee Structure & Responsibilities was approved. It delineated the purpose of committees, their structure, and responsibilities in a single document.
- In March, a Committee Representation Policy was added which detailed committee governance. It explained the responsibilities of Voting Committee Members, Committee Representatives, Visitors, and Library Supporters.
- Network Manager Wayne Bullock announced his resignation effective August 28, 1992, to accept a position with Richard Luce in New Mexico. Recruitment of a replacement began immediately, and Bill Mooney was hired as the new Network Services Manager.
- Plans were underway to recruit a full-time Member Services Manager by October 1. Linda Mack was hired for the position, and came on board on October 12, 1992.
- On October 1, Bryan Haddix became a full time SEFLIN Field Technician.

LIBRARY WITHOUT WALLS: 1992 - 1993

The Library Without Walls: A Strategic Plan for the Southeast Florida Library Information Network (SEFLIN) 1993-1998 was prepared by Leslie B. Burger of Library Development Solutions of Princeton Junction, New Jersey and was approved by the SEFLIN Board of Directors on May 27. It was distributed to all members and is an excellent guide to follow for future plans and to verify the status of committee undertakings and overall SEFLIN accomplishments.

The plan's vision statement defines SEFLIN's mission as coordinating the efforts of its members to facilitate the provision of information locally, nationally and internationally, bibliographic or full text, to all citizens of Southeast Florida without regard to user affiliations or economic circumstances. SEFLIN would continue to mediate the sharing of traditional library materials, to engineer the experimentation and development of new technology and programs and to provide continuing education opportunities for the library staff and user population.

Activities in the Strategic Plan included:

1. Recruit at least two new Associate Members per year.
2. Investigate the feasibility of expanding SEFLIN's geographic service area by 1995.
3. Increase use of the network by 5% each year.
4. Develop and implement a SEFLIN library card program by 1994.
5. Increase the number of ARIEL initiated interlibrary loan requests to 20% of the total ILL requests.
6. Coordinate between twelve to eighteen continuing education events annually.
7. Establish a FREE-NET within the SEFLIN service area by 1993/1994.
8. Add at least 1,000 FREE-NET subscribers to the system each year.
9. Establish user-initiated electronic interlibrary loan request service test sites by 1994.
10. Develop an annual SEFLIN procedures manual by 1993/1994.

During the 1992/93 year, State Legislature allocated \$600,000 for the first time for the Library Cooperatives Grant program to support multi-type library consortia. SEFLIN could receive up to \$200,000 in funding for fiscal year 1993-94.

Planned network changes in 1993 involved a new approach to SEFCAT which involved a gradual move away from the IRVING product which provided a common interface for dissimilar systems to using each system in its native mode.

In May 1993, the Board voted to become part of the community computing movement through the National Public Telecomputing Network (NPTN). The Cleveland Free-Net model would be used to develop and organize the SEFLIN Free-Net by 1994.

During SEFLIN's Strategic Planning process, 3,046,690 titles cataloged in OCLC held by the 13 full members were reviewed for uniqueness. It was found that 58% of the titles were owned by only one library; 80% of the titles were owned by one or two libraries; 2% were owned by six libraries and only 130 titles were held by all institutions.

Serials holdings in SEFLIN libraries were also unique. Although only 3.1% of the SEFLIN collection was comprised of serials, 61% of these titles were held by one SEFLIN member; 82% were held by one or two libraries, and there were over 550 titles that more than half the members owned. This uniqueness makes the quality of specialized materials invaluable for SEFLIN's resource sharing.

Other important events in 1992/93 included:

- Two new associate members joined SEFLIN, Northwood University and Palm Beach Atlantic University.
- Two new committees were established; the Cataloging Committee and the Circulation and Access Committee. The Circulation and Access Committee would administer the library card and access program previously managed by the Southeast Florida Educational Consortium, now defunct.
- Ethnic NewsWatch database was purchased and mounted on the SEFLIN network. A demonstration of Ethnic NewsWatch was scheduled for October 13, 1992.
- SEFLIN received additional LSCA grant funding for a pilot project to test ARIEL software and new document delivery technology.

- The Cataloging Committee held their first meeting on December 16, 1992, and discussed common needs including AV format cataloging, processing backlogs, and training paraprofessionals. Workshops were in their plans.
- A SEFLIN E-Mail manual was compiled, and the Technical Committee members were responsible for training and assistance.
- The 1992/93 workshop included:

The Preservation Workshop Series presented by SOLINET including a hands-on approach at the Book Repair workshop.

A FIRN workshop explained access to the Florida Instructional Resource Network and information on global computing.

The Serials workshop provided clear and concise information on every aspect of the SEFLIN Union List.

A demonstration on Cataloging of AV Equipment was a workshop sponsored by the Cataloging and Technical Services Committee.

The Government Documents committee held a workshop entitled *Mainstreaming Government Documents into Everyday Reference Service*.

The Interlibrary Loan Committee sponsored a workshop entitled *Copyright in the Age of Technology*.

OCLC presented a workshop entitled *Where Does OCLC fit in SEFLIN's Resource Sharing Picture of the Future?* in February. It included a presentation by Ron Gardner, and a general discussion plus a demonstration of OCLC's FirstSearch.

A workshop sponsored by BCL, SEFLIN and SOLINET entitled, *Good Leads to Good Reads: Readers Advisory Workshop* was held in December at Broward County Library.

SEFLIN Free-Net & END-USER ILL: 1993 - 1994

On September 22-23, 1993, an electronic groundbreaking was held for the SEFLIN Free-Net. Approximately 475 members and residents attended the two-day kick off and listened to the keynote speech of Thomas Grundner, founder of the Cleveland Free-Net and president of the National Public Telecomputing Network (NPTN).

The SEFLIN Free-Net was scheduled to launch its first segment in March or April, 1994. Free-Net was to operate initially as a pilot project in Broward County and later expand to Dade and Palm Beach counties. Free-Net was to link south Florida to NPTN so that residents could have access to a national network of information and services.

The Board of Directors appointed a Free-Net Advisory Committee and Robert Dressler was selected as Committee Chair. Mr. Dressler, an attorney, has served on the Board of Regents of the State University System of Florida, and has served two terms as mayor of Fort Lauderdale. The committee, which encompassed members of the corporate, educational, and civic organizations in the tri-county area, would make recommendations on policies, content funding and marketing of the Free-Net.

In April 1994, SEFLIN staff accessed the Free-Net as Test-Users. At the end of April, the information providers and monitors were assigned User Ids and Passwords. In May, over 200 users were added from SEFLIN member libraries. Registration information was sent to over 800 interested supporters. Over 850 files had been loaded by May from over fifty information providers.

The SEFLIN Free-Net Broward County pilot project was such an overwhelming success that the Board of Directors agreed to implement SEFLIN Free-Net services in Dade and Palm Beach counties one year early. Two groundbreaking ceremonies were held: Miami-Dade Public Library hosted the September 21st event and Palm Beach Community College hosted the September 22nd event. During the Palm Beach County ceremony, the President of the Palm Beach County Library's Friends group, Marvin Stevens, donated \$10,000. He also made a \$5,000 challenge to match any library in Palm Beach donating up to \$5,000 to the Palm Beach project.

A new menu for SEFLINK was implemented on February 14, 1994. SEFCAT users began accessing the online systems of member libraries in the local mode. Users have access to the features of those systems and each has different commands and features. The Technical Committee supplied a brief Reference Guide for each system and plans were to make the guides available online and in hard copy for librarians and patrons.

A Member Only menu for use by librarians which includes the Bulletin Board, Internet, CD-Net and Free-Net were to be provided on SEFLINK. SEFLIN planned to offer SEFCAT through the SEFLIN Free-Net. Member libraries would be part of building the Free-Net Library Center. The Reference Committee worked on lending policies, special events, special collections, Friends of the Library, book reviews, suggested readings, and remote sources of information for the Free-Net Library Center.

A task force was formed to develop and implement an Electronic User-Activated Interlibrary Loan System in 1993 in preparation for the strategic plan. The preliminary plans called for an online SEFLIN ILL request form which could be completed wherever patrons are accessing SEFLINK. Responses could be sent directly to patrons via e-mail. The pilot project was to test ideas, experiment with the technology, develop procedures and evaluate the process.

On October 1, Encore Computer Corporation became SEFLIN's first for-profit member. The Board approved two Associate Members this year, taking the total to five. The Art Institute of Fort Lauderdale and Martin County Public Library System are the newest members. The new members increase SEFLIN membership to eighteen library systems and expands to Martin County. SEFLIN will now be serving over 4.3 million residents in four counties.

Other important events in 1993/94 included:

- Increases in the number of member organizations and SEFLIN committees plus increased activity with SEFLIN's Free-Net necessitated the expansion of the SEFLIN staff to seven members. Craig Stillings became the Associate Director on October 8, 1993, and Lorraine Nitabach was hired on October 27 as Office Assistant.
- SEFLIN, in cooperation with the University of Miami, Florida Center for the Book and the Historical Museum of South Florida co-sponsored the Treasures of Florida Libraries exhibit at the Historical Museum in June, timed to coincide with the 1994 ALA annual conference in Miami.

In March, a Dade County Library Association Workshop cosponsored by SEFLIN and Special Library Association of Florida and the Caribbean took place at St. Thomas University. The workshop entitled *The Virtual Library* featured three nationally known experts: Dr. Michael Spring, University of Pittsburgh, Dr. Laverna Saunders, University of Nevada, Las Vegas and SEFLIN Executive Director, Elizabeth Curry. Dr. Spring spoke on the theoretical virtual library, Dr. Saunders on the application of theory, and Elizabeth Curry on *The Electronic Library Without Walls in Action*.

1984 SEFLIN Libraries and Directors

Broward County Public Libraries - Cecil Beach, Director

Florida Atlantic University Libraries - Connor D. Tjarks, Assistant Director

Florida International University Libraries - Laurence Miller, Director

Miami-Dade Public Library System - Edward F. Sintz, Director

University of Miami Libraries - Frank Rodgers, Director

1984 SEFLIN Committees

Protocol Committee Members

Broward County Public Libraries - Steve Kerr (later replaced by Kathleen Imhoff)

Florida Atlantic University Libraries - Elaine Kelly (now Hyman)

Florida International University Libraries - Estrella Iglesias

Miami-Dade Community College - Zenaida Fernandez

Miami-Dade Public Library System- Diana Hernandez

University of Miami - Dorothy Rosenthal

Equipment Committee Members

Broward County Public Libraries - Steve Kerr

Florida Atlantic University Libraries - Connor Tjarks

Florida International University Libraries - Julia Woods

Miami-Dade Public Library System - Sol Hirsch

University of Miami Libraries - Ron Naylor

1994 SEFLIN Board of Directors and Full Members

Hugh Ripley	Barry University
Isaac "Bud" Call	Broward Community College
Samuel F. Morrison	Broward County Library System
William Miller	Florida Atlantic University
Laurence Miller	Florida International University
Kathleen Clunan	Lynn University
Doug Lehman	Miami-Dade Community College
Mary Somerville	Miami-Dade Public Library System
Robert Bogorff	Nova Southeastern Univ. & Law School
Brian Kelley	Palm Beach Community College
Jerry Brownlee	Palm Beach County Library
Margaret Elliston	St. Thomas University & Law School
Frank Rodgers	University of Miami

1994 SEFLIN Associate Members

Al Martin	Art Institute of Fort Lauderdale
Suzi Hayes	Encore Computer Corporation
Preston Levi	International Swimming Hall of Fame
Laban Conner	Florida Memorial College
Gretchen Hammerstein	Martin County Library System
Bonnie Marshak	Northwood University
Ed Nordine	Palm Beach Atlantic College
Vern Crawford	Palm Beach County School Board
Professional Library	

1994 SEFLIN Standing Committees and Members

Circulation & Access

Estrella Iglesias, Chair, FIU
Alice Lombardo, Barry
Elaine McGahee, BCC
Laura DellaPenta, BCL
Lucy Parsons, BCL
Erlene Kunkle, FAU
Lynne Wade, Lynn Univ.
Gladys Celis, MDCC
Jean Biblo, MDPL
Marty Mandt, NSU Einstein
Billie Jo Kaufman, NSU Law
Idella Wade, PBCC
Carol Rouse, PBCPL
Grisel Choter, St. Thomas Main
Dorothy Rosenthal, UM

Cataloging

Chuck Muller, Chair, BCL
Kristine Brummer, Barry
Janet Rothhaar, BCC
Janice Donahue, FAU
Malka Schyndel, FAU
Mirtha Hernandez, FIU
Ed Baldrige, MDCC
Lou Mclean, MDPL
Peggy Madison, NSU Einstein
Mary Paige Smith, Nova Law
William Caine, PBCC
Ann Fleming, PBCPL
Paula Tejada, St. Thomas Law
Sarah Tabor, St. Thomas Main
Cheryl Gowing, UM

Collection Development

Gianna Miles, Chair, BCL
Pat Morrissey, Barry
Neil Linger, BCC
Zita Cael, FAU
Salvador Miranda, FIU
Judi Alsdorf, Lynn University
Zenaida Fernandez, MDCC
Raymond Santiago, MDPL

Bonnie Marshak, Northwood
University
Lia Hemphill, NSU Einstein
Sharon Allen, NSU Law
Diane Altimari, NSU Law
Gladys Dunkle, PBCC
Idella Wade, PBCC
Jane Blevins, PBCPL
Paula Tejada, St. Thomas Law
Margaret Elliston, St. Thomas
Main
Angus Mundy, UM

Government Document

Sherry Mosley, Chair, FIU
Philip O'Neill, Barry
Jennifer Madden, BCC
Helene Palmer, BCL
Margaret Walker, FAU
Norman Gillespie, MDPL
Iris Caldwell, NSU Law
Rosemarie Lowrey, PBCC
Justine Postal, PBCPL
Sarah Tabor, St. Thomas Main
Daniel Blazek, UM

Interlibrary Loan

Libby Nemota, Chair, PBCPL
Alice Lombardo, Barry
Letty Long, BCC
Kathleen Carr, BCL
Nancy Wynen, FAU
Doug Hasty, FIU
Linda Krawchuk, Lynn
University
Georgina Fernandez, MDCC
Diana Hernandez, MDPL
Rosa Gutierrez, NSU Einstein
Maureen Leavey, NSU Law
Michael Sturgeon, PBAC
Penny Brown, PBCC
Idella Wade, PBCC
Jean Anderson, PBCC Glades
Jane Craig, PBCPL
Sebrina Wiggins, St. Thomas
Law

Mary Monaco, St. Thomas Main
Dorothy Rosenthal, UM

Reference

Susan Byrd, Chair, MDCC
Daniele Perez-Venero, Barry
Jennifer Madden, BCC
Shirley Halligan, BCL
Helen Laurence, FAU
Patricia Iannuzzi, FIU
Carol Dockswell, Lynn Univ.
Robert Klein, MDPL
Johanna Tunon, NSU Einstein
Billie Jo Kaufman, NSU Law
Rosemarie Lowrey, PBCC
Michael Donnelley, PBCC
Jane Craig, PBCPL
Beatrice Citron, St. Thomas Law
Jeannette Neuschaefer, St.
Thomas Main
Tom Rogero, UM

Serials

Mary Baykan, Chair, PBCPL
Helen Sokolowski, Barry
Janet Rothhaar, BCC
Chuck Muller, BCL
Janice Donahue, FAU
Nancy Hershoff, FIU
Marcy Bonanno, FIU
Donnie Wendt, Lynn Univ.
Sally Ream, MDCC
Susan Mead-Donaldson, MDPL
Peggy Madison, NSU Einstein
Mary Paige Smith, NSU Law
Carole Blum, PBCC
Joyce Kruger, PBCC
Paula Tejada, St. Thomas Law
Sarah Tabor, St. Thomas Main
Christine Christianson, UM
Cecilia Leathem, UM

Technical

Mary Deane, Chair, FIU
Nancy Pine, Barry
Lydia LaCava, BCC

Brett Kemper, BCL
Elaine Hyman, FAU
Judi Alsdorf, Lynn University
Doug Lehman, MDCC
Susan Mead-Donaldson, MDPL
Steven Vest, NSU Einstein
Frank Novak, NSU Law
Lisa Hogan, PBCC
Jeanne Brodbeck, PBCPL
David Shah, St. Thomas Law
Sarah Tabor, St. Thomas Main
Ron Naylor, UM